



Community Energy  
Association

# ANNUAL REPORT 2024

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# Message from the Chief Executive Officer

In last year's message, I noted that 2024 would be a year that we focus on "providing a structure that will support our ambition and potential." At the time, we were well into a major transition of our back-end systems which, it turns out, is no small feat! With the technical and administrative foundation in place, there is no doubt CEA has continued to expand on delivering on our ambition and potential.

Our work begins and ends with people; relationships are at the core of our success. This is the strength we bring to the communities where we work, to the organizations we partner with, and internally as a passionate and dedicated team. I am tremendously proud of, and grateful for, our 50+ staff, each of whom played specific and meaningful roles in achieving the outcomes summarized in this report. I'd like to extend a special thank you and appreciation to the leadership team who supported all of our staff as I settled into the Chief Executive Officer role over the fall. I also extend my gratitude to CEA's Board of Directors

who, through 2024, strengthened and formalized their support of our dynamic and ambitious organization.

Throughout Q4 of 2024, I shared with our staff, Board, and many of our partners our strategic intention to deepen our impact and by leveraging investments that play to our strengths and enable a focus on transformative initiatives. CEA has a unique positionality to help local governments and Indigenous communities act on climate priorities but do so in a way that strengthens local knowledge, expertise, and capacity. This is only made possible through collaboration and partnership with public and private sector organizations, foundations, and post-secondary institutions that complement and amplify our strengths as an organization.

Outcomes emerge from these partnerships, and this annual report outlines just a fraction of the projects and outreach that are vital to meeting communities where they are and ensuring they can contribute to, and benefit from,

the transition to a low-carbon, resilient and equitable future. The challenge statement I set for myself, and my team is, "How can we be strategic in thinking about these projects in a more integrated way? How might we deepen the impact of our work to bring added value to our partners while mobilizing more support for climate action?"

This is what I am excited to work on in 2025 and beyond as we lean into strategic planning. We will no doubt face new challenges and uncertainties but, as we have done now for almost 30 years, we will find the best way to support local governments and Indigenous communities on their climate action journeys.



Megan Lohmann



# Message from the Chair of the Board of Directors

Over my tenure on the Board of Directors, first as a Director and then as the Board Chair – all the while a Councillor for the City of Nelson – I have come to appreciate the extent to which communities rely on organizations that are as deeply committed to their own organizational effectiveness and sustainability as they are to improving communities. Local governments are the stewards of community vitality but require partners to fully achieve the opportunities they have. And they need partners that are reliable! CEA is one of those organizations that provides value and can simply be counted on to deliver.

This isn't something automatic or pre-ordained. It takes hard work, especially during volatile times. The Board of Directors has a unique view of the effort, collaboration, expertise, and passion it takes to deliver outcomes for clients and partners while contributing to an organization that is values-based and

truly committed to sustainability. This is critically important and I am proud of the work that all members of the CEA community put into this effort. In fact, I hope that all CEA members and funders are proud of what our Directors, leadership, and staff contribute day to day to the operation of the organization while also delivering results for communities. This is a credit both to the legacy left by previous CEO Dale Littlejohn after 18 years with CEA, as well as Megan's ability to assume the CEO role in 2024 with a clear vision of CEA's unique contribution to the fight against climate change.

On behalf of the Board of Directors, I'd like to thank CEA's staff for their unrelenting commitment to supporting climate action by local governments and Indigenous communities. We have faith in your capabilities and believe you will continue to steer CEA through growth, change, and increased impact.

I'd also like to thank our funders and supporters who bring financial support and ideas. CEA's work simply isn't possible without you.



Rik Logtenberg





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# ABOUT CEA

The Community Energy Association accelerates bold action by local governments and Indigenous communities related to climate and energy.



## The Story of CEA

The Community Energy Association accelerates bold action by local governments and Indigenous communities related to climate and energy.

CEA grew from a committee established by the Government of BC and the Union of BC Municipalities in the 1990s, was incorporated as a non-profit in 2003, and registered as a charity the following year. CEA functions as a nonprofit consultant with members and a Board of Directors; more than half of CEA’s member-organizations are local governments and Indigenous communities.

CEA’s members and staff live in communities large and small and share in the benefits of being a community of practitioners. We bring our collective expertise, experiences, passion, and commitment to Truth and Reconciliation to the work of reducing local greenhouse gas emissions while maximizing co-benefits, so that communities are truly healthy and resilient.

Our contributions include community plans, infrastructure projects, training and capacity-building, facilitating opportunities to share information and build collaboration across sectors, securing funding from multiple sources, and leading outreach and engagement with diverse local audiences. All of these activities are funded by public and private organizations and undertaken by staff teams organized in service areas that cultivate expertise in the areas most relevant to communities.

### BOARD OF DIRECTORS

### EXECUTIVE TEAM

Megan Lohmann - Chief Executive Officer  
Robbert Visscher - Chief Financial Officer

### LEADERSHIP TEAM

Peter Robinson	Maya Chorobik	Jen Grebeldinger
Tami Rothery	Danielle Wiess	Pat Bell
Kelsey Bartha		Emma Gregson

## Members

**CEA's work on local climate and energy is both enabled and amplified by its members.**

In 2024, CEA's 49 members included regional, municipal, and Indigenous governments as well as public and private sector organizations, associations, and foundations that are actively working to advance local climate action and community resilience. Members and CEA staff form a community of practitioners with diverse expertise and perspectives shaped by their experiences and geographic locations.

### ASSOCIATIONS & FOUNDATIONS



### LOCAL GOVERNMENTS & INDIGENOUS ORGANIZATIONS



### PRIVATE SECTOR



### PUBLIC SECTOR & CROWN CORPORATIONS





**Allison Ashcroft**  
Director



**Derek de Candole**  
Director, Governance  
Committee Chair



**Rik Logtenberg**  
CEA Board Chair



**John Madden**  
Director, HR Committee Chair



**Anna Mathewson**  
Director



**Melanie McCollum**  
Director



**Paul Murray**  
Secretary-Treasurer, Finance  
& Audit Committee Chair



**Ken Porter**  
Ex Officio Board Member



**Stephen Roddick**  
Director



**Scott Sinclair**  
Director



**Robyn Wark**  
Director



**Stephanie Yen**  
Director, Strategic Development  
& Vision Committee Chair



**Megan Lohmann**  
Chief Executive Officer,  
Community Energy Association

## Board of Directors

As a charitable non-profit organization incorporated under the Societies Act of BC, CEA is governed by a Board of Directors.

## Chief Executive Officer

The Board of Directors works with and oversees the Chief Executive Officer (CEO) to deliver the mission and purpose of the organization.



## Staff

CEA staff photographed in April 2024 in Cranbrook, BC, on the traditional lands of the Ktunaxa Nation known as ʔamakiʔis Ktunaxa. CEA gathered for a staff retreat alongside Elder advisor Sqwayeten (front row, fifth from the left), and her husband, Lekeyten (front row, fourth from the left).

## Core Values & Guiding Principles

**Well-Being.** We strive to create a supportive and inclusive work environment that fosters personal and professional growth, promotes work-life balance, and recognizes and values the contributions of all team members.

**Relationships.** We value a culture of relationship-building, transparency, open communication and mutual respect where our staff, leadership, Board, clients and partners feel heard, respected and valued. We prioritize trust and respect in our collaborations. We endeavour to meet communities where they are at and seek opportunities to learn from community members' lived experiences and contributions.

**Equity.** We prioritize, model and facilitate equitable engagement and decision-making, which means creating the conditions for all community members, especially those who have been historically excluded, to have an opportunity to provide input and be involved in solutions.

We shall strive to design and deliver projects in partnership with others to ensure benefit to equity-deserving communities.

**Two-way Knowledge.** We merge our practice with local experience and knowledge. We collaborate in the design and implementation of solutions that will have the most impact locally. We deliver foundational capacity-building opportunities to support communities' self-determined long-term success.

**Accountability.** We ensure transparency and accountability in all our work, which means communicating clearly – both internally and externally - about our intentions and progress. We create clear goals in collaboration with organizational and community needs and priorities and track progress.

**Truth & Reconciliation.** We commit to developing strategies that support the Calls to Action of the Truth and Reconciliation Commission and the articles of UNDRIP. Our work with, and in, Indigenous populations and communities will give us opportunities for two-way learning and understanding. It will help us to develop humility and flexibility in our relationships with the Indigenous communities we are collaborating with.

**Transformative Change.** We acknowledge the systems change required to activate this decade of climate action and seek to engage and uplift other organizations working in this space to enable lasting, transformative change. Our work is informed by collective knowledge systems, and focused on designing and delivering technical, structural and social solutions that have impact now, while also creating the conditions for future systems change.

**At CEA, we are focused on strengthening these core values and guiding principles. We recognize we are at a place of growth and development and are working to advance each of these values and guiding principles through our processes, policies and projects.**

## Commitment to Truth & Reconciliation

**CEA commits to the principles of Truth and Reconciliation. As an organization, we support the Calls to Action released by the Truth and Reconciliation Commission of Canada and recognize the importance of the self-determination of Indigenous Peoples as articulated in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).**

**Through all the work we do to help communities reduce greenhouse gas emissions, conserve energy, and support community energy resilience, CEA will:**

**Acknowledge** that Indigenous Peoples have suffered under colonialization and that the intergenerational trauma of unjust colonial policies and practices continues to impact Indigenous Peoples and communities.

**Commit** to learn and understand the history of Indigenous and settler relationships in this place we call Canada and ensure that those learnings inform CEA's actions so that we can build new, stronger relationships with our Indigenous partners.

**Commit** to seeking meaningful and sustained relationships with Indigenous communities and organizations based on good faith, shared goals, mutual respect, and equitable processes, plans, actions and partnerships.

**Invite** Indigenous communities to become members of CEA and commit to recruiting staff who identify as Indigenous.

**Commit** to ensuring our work in Indigenous territories is respectful of those territories and its peoples. We will respectfully acknowledge the traditions and knowledge that has been passed down since time immemorial.

**Invite** CEA's members and CEA's project partners in government, industry, education, the non-profit sector, and in the communities where we work, to join us in working to end the systemic inequities faced by Indigenous communities.

***“We continue to learn about and acknowledge the Truth, and we are committed to continue that journey as we navigate our role in Reconciliation. Now, our UNDRIP framework helps clarify how we incorporate these values into our climate and energy work.”***

Megan Lohmann,  
Chief Executive Officer

*(Top) Kaitlyn Robinson and Eric Nyce, of Nisga'a Lisims Government with Gaëtane Carignan of CEA in Gitwinksihlkw, during Nisga'a Nation's "Climate and Housing Engagement Week" August 2024. (Bottom) Former Chief Councillor of the ʔaḡam Community, Joe Pierre, joined CEA in April 2024 at the staff retreat.*





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# REACH & RELATIONSHIPS

*CEA Elder advisor Sqwayeten in a dialogue about reconciliation and climate action.*

Sharing information and facilitating collaboration are primary ways that CEA builds confidence and capacity for local climate action. This is advanced through in-person events and workshops, training sessions, webinars, tours, newsletters, and meetings – all of which are presented by CEA, often in conjunction with partners and supported by funders.

## Communications and Engagement

When the City of Prince George hosted members of the Federation of Canadian Municipalities' Board and committees, CEA was there to deliver the low-carbon leadership tour, a unique program developed by local CEA staff to showcase local industrial sites producing low-carbon fuels and products.

CEA produced a case study about a homeowner in Prince George who retrofitted his 100-year old home to achieve passive house levels of airtightness and energy efficiency. The video about the Claus family's home became CEA's most popular YouTube post ever, attracting more than 12,000 views.

## A Spotlight on Excellence

CEA recognized local climate leadership when it hosted its annual Climate and Energy Action Awards ceremony during the Union of BC Municipalities convention:

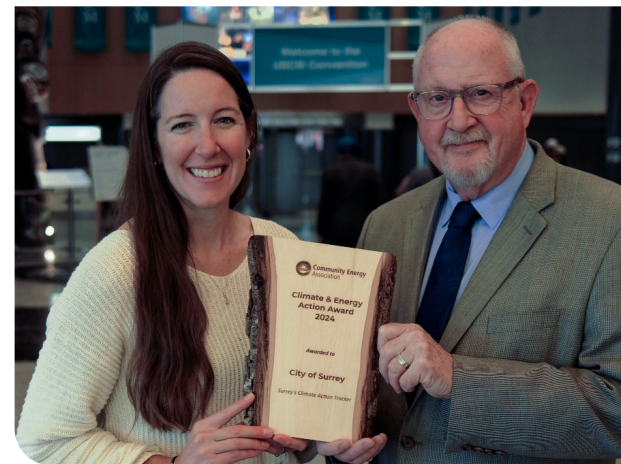
- City of Nanaimo – BC Energy Step Code and Zero Carbon Step Code Implementation Strategy
- City of Nelson – Low Carbon Homes Pilot
- City of Surrey – Climate Action Tracker
- Capital Regional District, City of Langford, District of Oak Bay, District of Saanich, Town of Sidney, and City of Victoria – Capital Region Extreme Heat Information Portal
- City of Victoria and the District of Saanich – Tax Exemptions for Rental Apartment Retrofit Acceleration

Climate and Energy Legacy Awards were also presented to outgoing BC Environment Minister, George Heyman, and longtime CEA executive director, Dale Littlejohn.

## Select Conferences and Presentations

- Everything Electric in Vancouver
- Federation of Canadian Municipalities Annual Conference in Calgary
- Electric Mobility Canada conference in Halifax
- Provincial forum on the Local Government Climate Action Program in Vancouver
- Globe Forum in Vancouver
- Retrofit Canada conference in Toronto
- Government Finance Officers Association of British Columbia in Kamloops

CEA's annual Climate and Energy Action Awards: (top) Megan Lohmann presenting at the awards ceremony in Vancouver, and (centre) the winning group, including (bottom) Rob Stutt of the City of Surrey accepting the award for their Climate Action Tracker.





## Highlight on:

### *Building Capacity by Connecting Peers*

CEA's first peer network, the BC Municipal Climate Leadership Council (BCMCLC) started back in 2010. By the end of 2024, CEA was facilitating 13 peer networks: some on a particular topic (electric mobility or new construction), some organized by region (Northern BC or the Thompson-Okanagan), and some focused on a particular constituency (building officials or elected officials).

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**Over the course of 2024, more than 1,100 individuals from 140 different local governments and Indigenous communities attended at least one peer network meeting.**

Convening at this scale requires involvement across CEA's teams — no fewer than 20 CEA staff regularly contribute to the planning, administration, and implementation of peer network activities.

The range of peer networks and their broad membership is unique in Canada. And while CEA actively facilitates and sustains them, it's the active participation of the network members themselves that provides the most value: members present on their projects, contribute strategic ideas, and even act as chairs of meetings. Focusing on topical priorities and opportunities for regional collaboration also leads to the establishment of cohorts aimed at implementation, building local confidence and enhancing the potential for good ideas from one community to be replicated elsewhere.

#### **Peer Network Highlights in 2024:**

**Alberta Climate Leaders** – a collaboration between CEA and the Alberta-based Municipal Climate Change Action Centre to provide online resources (a playbook and a tool for understanding community-based greenhouse gas emissions) and networks for local elected officials and staff.

**Community Building Retrofit Capacity Development Network** – an initiative funded by FCM's Green Municipal Fund (GMF). Delivered by the GMF, Clean Air Partnership, and CEA, this network provides a platform for local government staff to learn how retrofitting an existing civic building might be better than tearing down and starting new.

**NorthCAN Forum** – panel discussion moderated by UNBC president Geoff Payne on the linkages between climate action and local economies and networking with organizations that provide funding and capacity support in the North.

**Resilience Peer Network** – launched in 2024 to provide greater support for communities interested in incorporating a resilience approach within their climate action planning.

**Vancouver Island and Coastal Communities Climate Summit** – More than 100 registrants from 36 communities came together online for the inaugural VICC Climate Summit, which aimed to support climate action in the region by showcasing local and regional initiatives, fostering relationship-building, and identifying collaboration opportunities and advocacy priorities.



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# PROJECTS & IMPACTS



*Members of the Federation of Canadian Municipalities' Board and committees during a low carbon leadership tour presented in Prince George by CEA staff.*

**Many of CEA’s projects target the two main sources of community-based greenhouse gas emissions: transportation and buildings. Projects also involve working with communities to identify their priorities for reducing energy consumption and emissions, producing case studies, and ensuring that all communities can be involved with climate action in ways that are relevant and meaningful.**

## Transportation

A First Nations low-carbon transportation project led by the BC Assembly of First Nations provided CEA with opportunities to document the many ways First Nations experience transportation and identify how transportation systems can better serve communities while reducing GHGs. The project involved a survey, the creation of a First Nations Low-Carbon Transportation Guide, and community-led pilot projects.

CEA collaborated with Kootenay Rockies Tourism to use funds from the Government of BC’s Targeted Regional Tourism Development Initiative to install more than 20 EV charging stations at ski hills, trailheads, markets, and other tourism venues in the region.

CEA’s experience in developing regional EV charging networks grew to include Ontario. A regional assessment of EV charging infrastructure needs in six rural counties led CEA to identify opportunities to add nearly 130 EV charging ports in communities throughout Grey, Bruce, Perth, Wellington, Huron, and Dufferin counties. The collaborative

selected an owner/operator for the charging network and received Provincial Government support.

After years of raising awareness of electric passenger vehicles and adding EV charging in small and rural communities, CEA started a multi-year project in 2024 to identify – and ultimately address – the barriers to adopting medium- and heavy-duty zero-emission vehicles (MHD ZEVs). The project engages local government and private fleet operators around BC to identify the barriers to fleet decarbonization, develop relevant resources and opportunities for collaboration, and showcase new MHD ZEV technologies that are increasingly available (a class which includes delivery vans, buses, snowplows, fire trucks, and tractors).

*Some of the CEA staff working to advance transportation-related projects in 2024: Danielle Wiess, Jeremy Johnston, Toby Quantrell and Andrew King (top) and (bottom) a Charge North EV Charging station being installed in Prince George.*



## Built Environment

A CEA collaboration with Selkirk College provided 270 electrical and carpentry students with unique opportunities to meet with – and learn from – local experts from the high-performance building industry. Monthly presentations that built on the regular curriculum gave students an introduction to topics ranging from building science to embodied carbon.

Even when homeowners might not be considering energy retrofits, it's important that other stakeholders and influencers are equipped with knowledge and materials to pass along to those who could benefit from energy and cost-saving measures. CEA helped by preparing "Retrofit 101" materials designed to provide foundational information about the retrofit process, customized for homeowners/renters, contractors, and realtors.

Alongside building contractor capacity for home energy retrofits, CEA delivered learning sessions that aimed to demystify the retrofit process for homeowners. The Retrofit Journey was a five-part webinar series, delivered in the evenings, that was designed for homeowners who are interested in improving their existing home but often don't know where to start. Topics included home energy basics, some simple DIY air-sealing tactics, and heat pumps.

One of CEA's most popular webinars ever featured a builder, energy advisor, and HVAC installers – all from Northern BC – who shared their experiences with cold climate heat pumps. More than 140 tuned in live (and another 500 have watched it on YouTube) to hear the local experiences, which debunked common misperceptions that heat pumps "don't work" in colder climates.

## Training for High-Performance Homes

Together with various partners, CEA delivers a variety of training opportunities – both in-person and online – all intended to increase the quality and energy performance of new and existing homes.

### Topics:

- Energy Step Code and the Zero Carbon Step Code
- Heat pumps and HVAC systems
- Building Science
- The Building Envelope/Enclosure

### Total Registration in 2024:

**3,188**



A workshop in Terrace on estimating local costs of home energy retrofits.



## Highlight on:

### Building Capacity for Retrofits in Northwestern BC

**2024 started with an idea to help enhance the quality of homes in a remote part of BC and ended with the program being called “the most comprehensive” in Canada.**

It began with collaboration between CEA and the Nisga’a Nation, stimulated by the Nation’s goal to improve the homes of every Nisga’a citizen living on Nisga’a lands. An ambitious goal, to be sure, and one that would require participation from throughout the region. The Northwest Energy Retrofit Forum in June was a first step and brought experts in construction and building science to Terrace, Gitwinksihlkw, and Laxgalts’ap to lead discussions and training that involved the active participation of Nisga’a officials, local governments in the region, and local contractors. The Forum revealed that a regional, multi-sector approach would be critical and

that addressing local priorities related to housing and climate change could also result in local business opportunities.

The forum was followed by additional in-person training on retrofit techniques and technologies; subjects that normally would have required travel to the south or participation online. Before the year was out, the community of practitioners – from First Nations, local government, and the private sector – that had formed at the Forum gathered again with national experts to develop regionally specific costing scenarios for various levels and stages of retrofits in the different Nisga’a Villages.

**Now, when Nisga’a officials initiate home retrofits, they have a good understanding of how to do a cost-benefit exercise on each house.**

“They’ll understand if it may be better to tear down and start over. And they’ll know the trade-offs of prioritizing windows or insulation, roofs or heat pumps,” says CEA’s Gaetane Carignan, who facilitates the program. “James Percival is the building official for Nisga’a Lisims Government. He came over to me, shook my hand and looked me in the eye. He said, ‘this has never happened before.’ He was just so pleased with this coalescing of regional players coming together to get behind the Nisga’a retrofit project.”

*Participants in the Northwest Energy Retrofit Forum visit the Nisga’a Nation (top) and learn about the current condition of local housing (bottom) before receiving hands-on training (centre) in techniques that improve the energy performance of existing homes.*



## Fostering Leadership and Building Capacity

CEA delivered a coaching program for 15 local elected officials that provided instruction on topics ranging from goal-setting and time management to power mapping and crafting public narratives. The webinars were part of CEA's BC Climate Leaders program and the BC Municipal Climate Leadership Council.

Coaching was also provided one-on-one for the Gitksan community of Sik-e-Dakh in northwestern BC, where CEA staff supported the local energy champion working to develop a community plan that “reduces greenhouse gas emissions while strengthening our connections with each other and the land.”

A multi-year project to document the climate-related actions of all 189 BC local governments debuted in 2024 when the BC Community Climate Action Dashboard was unveiled. The dashboard helps local governments track what they're doing across various categories of action and easily see what other communities are doing.

Accelerating municipal climate action isn't a challenge limited to BC, nor is it a challenge we can solve on our own. That's why CEA partnered with mission-aligned organizations — QUEST, ICLEI Canada, Climate Caucus, and the Clean Air Partnership — to launch a collective impact, national-scale project aimed at enabling swifter and more impactful climate solutions in Canadian cities. The work is grounded in extensive research, including a survey of more than 230 municipal staff and elected officials, which uncovered some of the root causes behind the persistent barriers to progress, along with forward-looking solution ideas tailored to today's evolving local government context. These findings are now guiding the design of a collaborative intervention to reduce emissions and climate risks in cities across Canada — at the pace and scale required.

Getting to implementation is always a key challenge for local governments that often have plans and targets for GHG reduction. So it seemed like the ideal name for a report highlighting emerging best practices in local governments. “Getting to Implementation” featured nearly 30 local government case studies and results of a survey of local government representatives.

Implementing energy-related initiatives can be especially challenging in small communities, where the local government may not have the capacity and expertise to address “low-hanging fruit” related to civic operations. In addition, many small communities don't qualify for funding to have a dedicated Community Energy Manager (CEM). CEA and BC Hydro have been filling this gap with a webinar series on energy-related “quick wins” for small communities and a shared CEM program that supports a group of small communities.

## Plans for Action

Local community energy and emission plans identify sources of local energy consumption and GHG emissions, forecast future energy demand, and identify opportunities to reduce energy consumption rooted in local circumstances. This work occurs at the community level and at the corporate level. Corporate plans focus on the operations of the local government itself and assess civic buildings, other local infrastructure, and fleet vehicles, and provide suggestions for operational efficiencies, sources of external funding, and potential cost savings, along with the anticipated GHG reductions associated with various actions.

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## Plans Completed in 2024

### 2024 Community Plans

- Squamish
- Cumberland
- Sicamous
- Gibsons\*
- Creston
- Sik-e-Dakh
- Nisga'a Nation

(\*Low Carbon Resilience Plan)

### 2024 Corporate Plans

- Regional District of Fraser - Fort George
- Gibsons
- Lumby
- Fort St. James



## Highlight on:

### A Nationally Recognized Retrofit Program

**CEA's Retrofit Assist program, which encourages home energy retrofits by supporting homeowners and connecting them to energy advisors and contractors, received one of Canada's Clean50 Top Project Awards as one of the most innovative and inspiring sustainability projects in Canada.**

Retrofit Assist launched in 2022 in Squamish, Whistler, and Rossland, and in 2024 expanded to the Regional District of East Kootenay and Kamloops. By the end of 2024, over 300 homeowners had begun retrofits through Retrofit Assist and those who had completed their projects reported average annual energy savings of nearly 30%.

A key component of Retrofit Assist is the relationship with local trades and energy advisors and embedding local

capacity-building activities to tackle long-term market transformation. This focus on enhancing local expertise through relationships, training, and education ultimately builds homeowner knowledge, confidence and satisfaction with their retrofit journey. As one Retrofit Assist participant noted, "We feel much more confident and comfortable moving forward. As a result, we are also going to do other home energy efficiency projects that we may not have undertaken as we didn't know how best to move forward. This is a fantastic service!"

Retrofit Assist also benefits the local governments partnering with CEA to deliver the program. It enhances their internal capacity, advances progress on their local GHG reduction targets, and bolsters economic opportunities for local companies.

**Along with rolling out Retrofit Assist in various communities around BC, CEA has been building a repository of resources and case studies that can make it easier for homeowners and contractors to understand the benefits of retrofits and how to get started.**

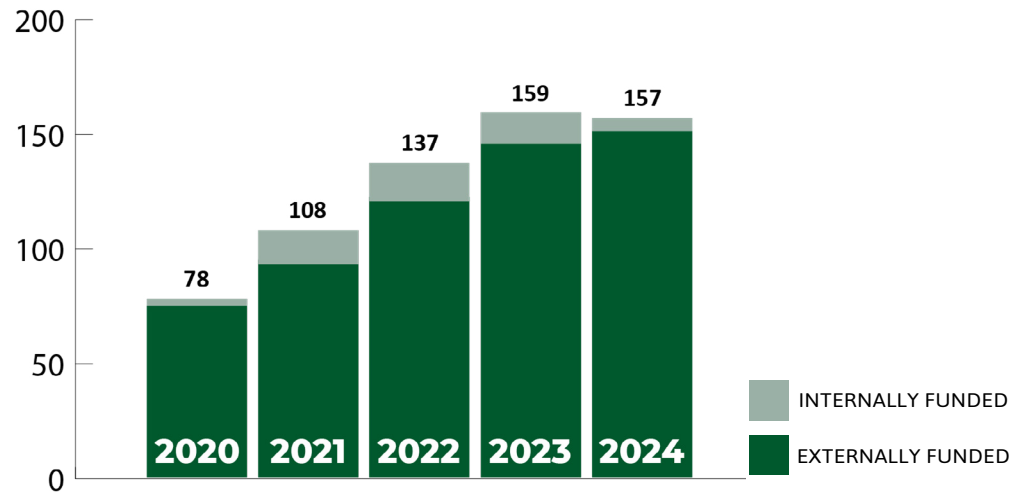
**[Learn about home energy retrofits – Retrofit Assist](#)**

**CEA staff (top) who work to deliver Retrofit Assist include Jessica Martin-Thompson, Amber Davis, Mariah Byers, and Amanda Evans. Upgrades done by Retrofit Assist participants include acquired heat pumps (middle) and improving exterior insulation (bottom).**

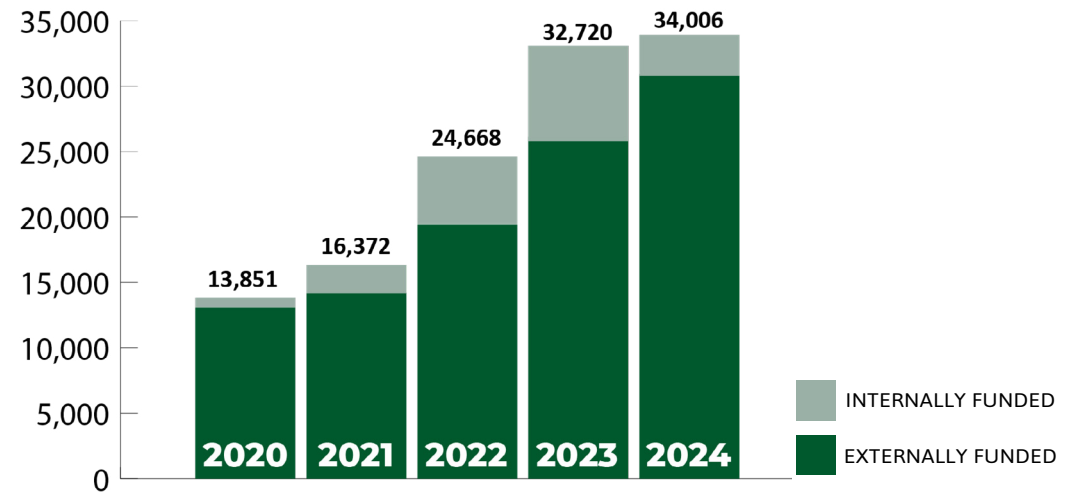


## Projects Summary

### Number of Active Projects



### Hours Billed for Projects

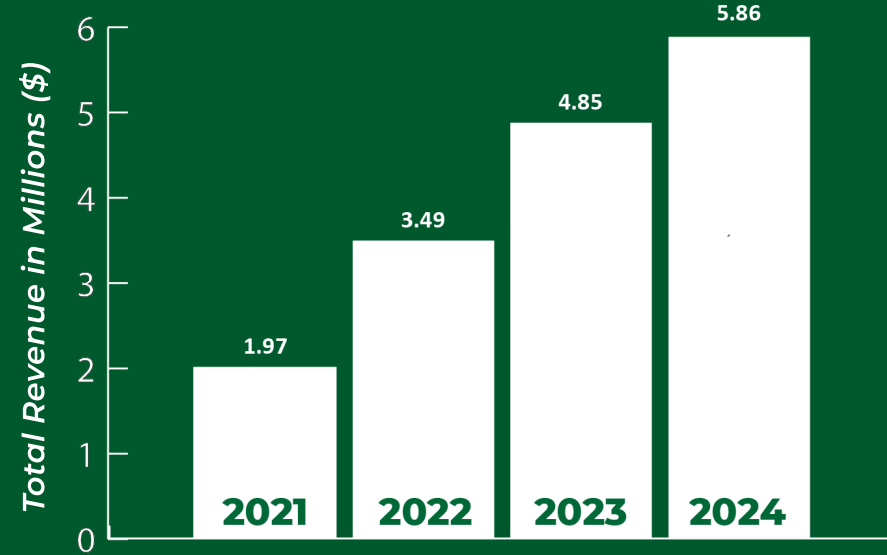


Projects are fundamental to the operation of CEA. Many of these projects are funded by public and private sector organizations; others are funded by CEA itself. Examples of internally funded projects include the development of administrative processes and systems, training related to Truth and Reconciliation, and the development of materials that enhance awareness of CEA and its programs.

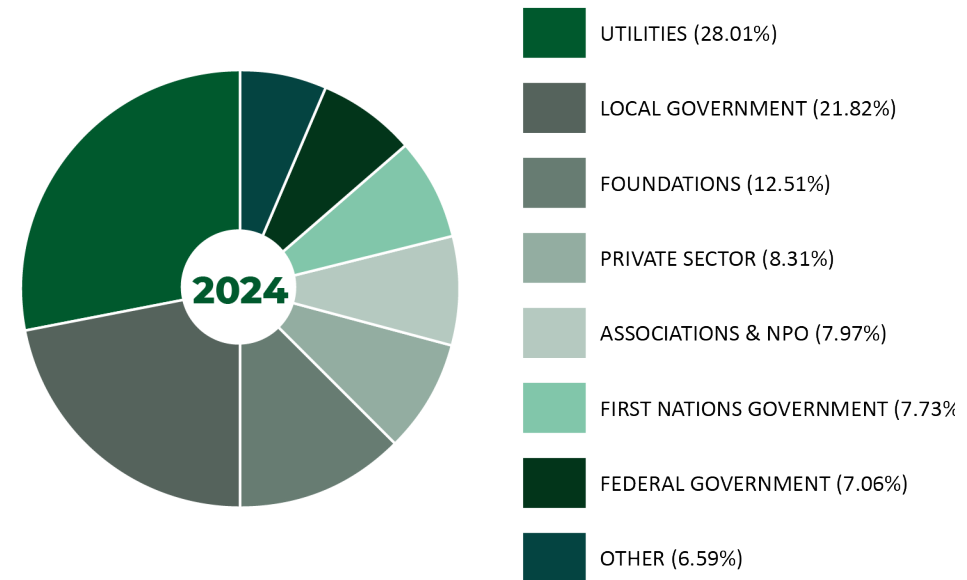
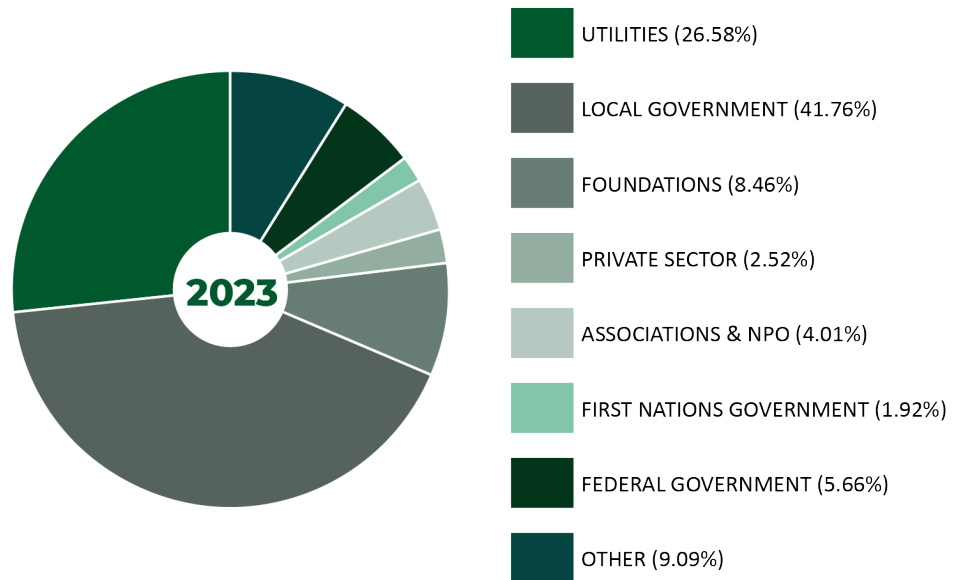
# FINANCIAL INFORMATION

# Revenue Summary

## Funds Received by CEA

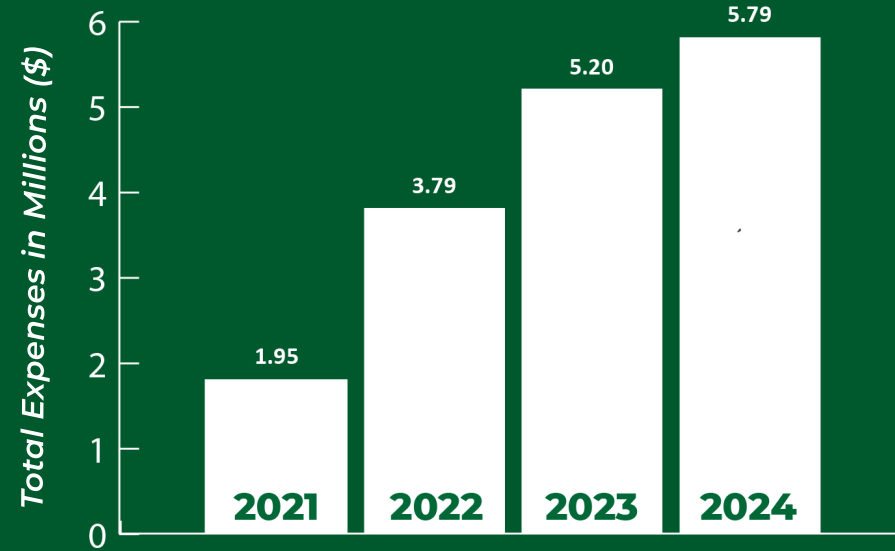


## Sources of Funding by Sector

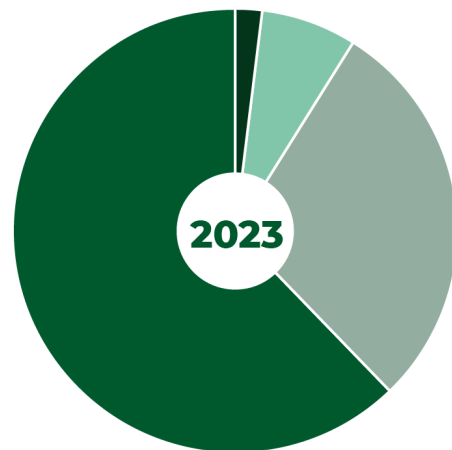


# Expense Summary

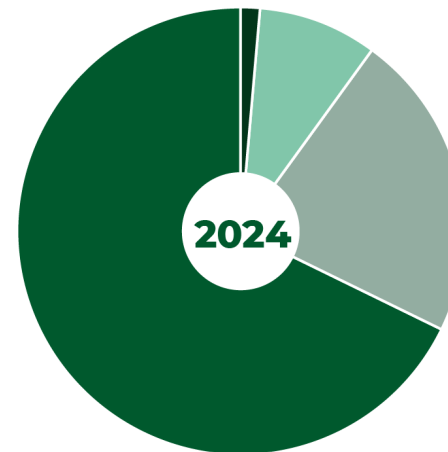
## Funds Disbursed by CEA



## Annual Expenses



- SALARIES (62.2%)
- CONTRACTORS (28.9%)
- OTHER PROJECT EXPENSES (6.8%)
- ADMINISTRATIVE EXPENSES (2.1%)



- SALARIES (67.7%)
- CONTRACTORS (22.1%)
- OTHER PROJECT EXPENSES (8.6%)
- ADMINISTRATIVE EXPENSES (1.6%)

## Connect with CEA

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604-628-7076

