



CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION

2010 ANNUAL REPORT

PRESIDENT'S MESSAGE

Dear CEMA Members

I would like to begin my report with a tremendous thank you to all members of CEMA for your engagement and commitment through the last year. This included the review and intensive discussions of amendments to and acceptance of the by-laws and the many recommendations that resulted from the Joint Review Panel. I appreciate your patience through the transition from the management committee to the new board as we established new procedures and worked collectively and collaboratively to establish a new rhythm to our meetings

I would suggest that not long ago, we were four stakeholder groups that worked around each other and occasionally with each other to develop recommendations for government consideration and guidelines for industry use. But there was little access for the public to understand who CEMA was, what we did and how we did it and what we produced. CEMA produced good products, but who knew what CEMA was? What became of CEMA products? We had members concerned with their representation; there were concerns a single stakeholder held all the cards, and outside reviews questioned some of our processes.

We established a new structure, new by-laws, and new processes and opened our doors to the world to have a look in. We did a full review of all CEMA administrative procedures, making numerous adjustments to align with the new by-laws and structure. As you will come to discover, we identified a challenge with the new caucus system that has resulted in our recommending some by-law amendments.

Your CEMA Board continues to review the Joint Review Panel recommendations to ensure we make a decision on each and every one. We have addressed the majority of the recommendations but a few recommendations, like additional sources of funding, will require continuous review.



Another improvement we have recently addressed is the determination of work plans and prioritization of new work. A lot of the working groups' work plans comes from projects carried over from previous years, always supported by the Board. However, what we have not addressed, is how the Board should consider new priorities. We are taking a two pronged approach: first, with the assistance of the working groups, a review of the ongoing work to confirm it's continued relevance and second, the caucuses each identify a couple of key priorities that are not currently being addressed by CEMA and submits them for Board consideration. From there, the new initiatives will be prioritized, costs will be determined and they will be assigned for the following year.

CEMA has a higher profile because as of late, CEMA has been doing it right. It is inclusive, open, transparent, peer reviewable and as a multi-stakeholder association, we have immediate credibility because our only collective agenda is in the interest of the environment. Our website tells the whole story about CEMA, including details of our mission, objectives and work plans. We provide visual support to the CEMA story and we communicate as best we can in multiple languages. The reports of our products and materials are available on our internet site, www.cemaonline.ca, and we use all the modern technology to get our message out: internet, Facebook, Twitter, YouTube. CEMA also received the Fort McMurray Chamber of Commerce - Environmental Leadership Award, with a special thanks to the sponsor, Waste Management of Canada. We have an incredible reach!

CEMA is in pretty darn good shape. You have your Board, your secretariat; including excellent administrators, program administrators, communicator and an outstanding Executive Director and yourselves to thank. Well done.....to all of you!

As for the future, to put it simply, we continue. There are a lot of factors in play that we need to take into account. Of importance is the final decision on the recommendations from the Regional Advisory Committee (on which CEMA had strong representation) on the Lower Athabasca Regional Plan to the provincial Cabinet. We will move forward and I have no doubt that CEMA will play an important role in cumulative effects in the Regional Municipality of Wood Buffalo for years ahead!

Sincerely

RICK BROWN



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REVENUE AND EXPENDITURES

MANAGEMENT'S RESPONSIBILITY

To the Members of the Cumulative Environmental Management Association - Wood Buffalo Region

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is comprised primarily of Directors who are neither management nor employees of the Association. The Board of Directors is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the financial information included in the annual report. The Board of Directors fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board of Directors is also responsible for recommending the appointment of the Association's external auditors.

Peterson Walker LLP, an independent firm of Chartered Accountants, is appointed by the Members to audit the financial statements and report directly to them, their report follows. The external auditors have full and free access to, and meet periodically and separately with, the Board of Directors and management to discuss their audit findings.

Rick Brown,
CEMA President

Ruth Kleinbub,
CEMA Treasurer

INDEPENDENT AUDITORS' REPORT

To the Members of Cumulative Environmental Management Association - Wood Buffalo Region

Report on the Financial Statements

We have audited the accompanying financial statements of Cumulative Environmental Management Association - Wood Buffalo Region, which comprise the statement of financial position as at December 31, 2010, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Cumulative Environmental Management Association - Wood Buffalo Region as at December 31, 2010 and its financial performance and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Edmonton, Alberta
March 30, 2011



CHARTERED ACCOUNTANTS



Members of
The Institute of Chartered Accountants of Alberta

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REVENUE AND EXPENDITURES

STATEMENT OF FINANCIAL POSITION

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION

December 31, 2010

	2010	2009
ASSETS		
CURRENT ASSETS		
Cash	\$4,100,543	\$1,908,549
Accounts receivable	363,606	693,713
Prepaid expenses	26,033	22,268
	<u>4,490,182</u>	<u>2,624,530</u>
LONG-TERM INVESTMENTS--Note 3	18,133	17,358
EQUIPMENT--Note 4	<u>57,350</u>	<u>23,571</u>
	<u>\$4,565,665</u>	<u>\$2,665,459</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 889,534	\$ 801,708
Deferred contributions--Note 5	2,766,729	967,698
	<u>3,656,263</u>	<u>1,769,406</u>
NET ASSETS		
Internally restricted--Note 6	600,000	600,000
Invested in property and equipment	57,350	23,571
Unrestricted	252,052	272,482
	<u>909,402</u>	<u>896,053</u>
	<u>\$4,565,665</u>	<u>\$2,665,459</u>
COMMITMENTS--Note 7		
APPROVED BY THE BOARD		

REVENUE AND EXPENDITURES

STATEMENT OF OPERATIONS

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION
Year Ended December 31, 2010

	2010	2009
REVENUE		
Contributions	\$5,142,671	\$5,586,427
Grants	158,298	1,113,989
Interest and other	9,933	11,274
	5,310,902	6,711,690
TECHNICAL		
Reclamation Working Group	2,407,097	1,651,355
Salaries	457,028	472,948
NoxSox Management Working Group	401,158	674,437
Surface Water Working Group	171,576	1,475,012
Groundwater Working Group	158,298	413,989
Administration	143,194	197,518
Traditional Environmental Knowledge Working Group	125,406	109,454
Aboriginal Task Group	29,117	135,750
Sustainable Ecosystems Working Group	12,541	194,269
Trace Metals Working Group	0	36,718
	3,905,415	5,361,450
OPERATING		
Salaries, benefits and fees	497,503	585,036
Communications	297,205	275,942
Office	158,052	164,111
Community monitoring program	130,000	0
Rent	116,359	112,108
Meeting costs	104,745	132,481
Professional fees	29,543	25,494
Amortization	26,389	23,174
Insurance	22,290	25,329
Photocopier lease	10,052	9,560
	1,392,138	1,353,235
TOTAL EXPENSES	5,297,553	6,714,685
REVENUE OVER (UNDER) EXPENSES	\$ 13,349	\$ (2,995)

REVENUE AND EXPENDITURES

STATEMENT OF CHANGES IN NET ASSETS

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION

Year Ended December 31, 2010

	Internally Restricted	Invested in Property and Equipment	Unrestricted	2010	2009
Balance at beginning of year	\$600,000	\$ 23,571	\$272,482	\$896,053	\$899,048
Revenue over (under) expenses	0	(26,389)	39,738	13,349	(2,995)
Invested in equipment	0	60,168	(60,168)	0	0
BALANCE AT END OF YEAR	\$600,000	\$ 57,350	\$252,052	\$909,402	\$896,053

REVENUE AND EXPENDITURES

STATEMENT OF CASH FLOWS

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION

Year Ended December 31, 2010

	2010	2009
CASH PROVIDED BY (USED IN)		
Operating activities:		
Revenue over (under) expenses	\$ 13,349	\$ (2,995)
Charges not affecting cash:		
Amortization	26,389	23,174
Net changes in non-cash working capital items--Note 8	<u>2,213,199</u>	<u>(138,272)</u>
	<u>2,252,937</u>	<u>(118,093)</u>
Investing activities:		
Increase in long-term investments	(775)	(796)
Purchase of equipment	<u>(60,168)</u>	<u>(14,207)</u>
	<u>(60,943)</u>	<u>(15,003)</u>
CASH INCREASE (DECREASE)	2,191,994	(133,096)
Cash at beginning of year	<u>1,908,549</u>	<u>2,041,645</u>
CASH AT END OF YEAR	<u>\$4,100,543</u>	<u>\$1,908,549</u>

REVENUE AND EXPENDITURES

NOTES TO FINANCIAL STATEMENTS

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION

December 31, 2010

NOTE 1--NATURE OF OPERATIONS

Cumulative Environmental Management Association - Wood Buffalo Region is a not-for-profit non-governmental organization incorporated under the Societies Act (Alberta) on April 12, 2000. A multi-stakeholder organization, Cumulative Environmental Management Association - Wood Buffalo Region is governed by forty-six members representing all levels of government, industry, regulatory bodies, environmental groups, Aboriginal groups, and the local health authority focused on promoting public wellness and preserving public safety, who have an interest in protecting the environment in the Wood Buffalo Region.

As a not-for-profit organization under the Income Tax Act, the Association is not subject to federal or provincial income taxes.

NOTE 2--SIGNIFICANT ACCOUNTING POLICIES

General

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles.

Donated Services

The work of the Association is largely dependent on services contributed by many volunteers. The value of donated services is not recognized in the financial statements.

Property and Equipment

Property and equipment are recorded at cost and amortized over their estimated useful lives, using the straight line method, over the following periods:

Automotive	3 years
Computers and equipment	2-3 years
Office furniture and equipment	3 years

All computers acquired after 2009 are amortized over two years straight line.

Revenue Recognition

The Association follows the deferral method of accounting for contributions. Contributions and grants are recognized as revenue in the year in which the related expenses are incurred. Investment income and other amounts are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Use of Estimates

The preparation of financial statements, in conformity with Canadian generally accepted accounting principles, requires management to make estimates and assumptions that affect the amounts reported in the financial statements. By their nature, these estimates are subject to measurement uncertainty and actual results could differ.

REVENUE AND EXPENDITURES

NOTES TO FINANCIAL STATEMENTS

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION

December 31, 2010

NOTE 3--LONG-TERM INVESTMENTS

Long-term investments represent common shares held in the Servus Credit Union. The value of the investment has been recognized at the lower of cost or net realizable value.

NOTE 4--EQUIPMENT

			2010	2009
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Automotive	\$ 55,647	\$ 9,274	\$ 46,373	\$ 0
Computers and equipment	117,510	107,539	9,971	18,230
Office furniture and fixtures	<u>53,235</u>	<u>52,229</u>	<u>1,006</u>	<u>5,341</u>
	<u>\$226,392</u>	<u>\$169,042</u>	<u>\$ 57,350</u>	<u>\$ 23,571</u>

NOTE 5--DEFERRED CONTRIBUTIONS

Deferred contributions represent funding received for technical programs and operations which have not been expended at year end.

	Balance at Beginning of Year	Contributions Received During Year	Amounts Recognized as Revenue	Year Ended December 31 2010	2009
Deferred contributions	\$ 967,698	\$7,100,000	\$5,300,969	\$2,766,729	\$ 967,698

Deferred contributions totalling \$1,839,066 were received from funders who can request that the funds be returned.

NOTE 6--INTERNALLY RESTRICTED NET ASSETS

Internally restricted net assets are comprised of a Financial Stabilization Fund that was established to provide a reserve for unexpected emergencies and new projects.

REVENUE AND EXPENDITURES

NOTES TO FINANCIAL STATEMENTS

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION

December 31, 2010

NOTE 7--COMMITMENTS

The Association leases office space and a boardroom under agreements expiring June 30, 2011. Under the terms of these agreements, the Association is responsible for both monthly lease amounts as well as its share of the occupancy costs.

The Association also leases photocopiers under agreements expiring December 31, 2012, and an apartment under an agreement expiring October 31, 2011.

Minimum lease and occupancy payments over the next two years are as follows:

2011	\$ 54,805
2012	<u>9,560</u>
	<u>\$ 64,365</u>

NOTE 8--CASH FLOW INFORMATION

Net Changes in Non-Cash Working Capital Items

Changes in non-cash working capital items and their effect of increasing (decreasing) cash are as follows:

	<u>2010</u>	<u>2009</u>
Accounts receivable	\$ 330,107	\$ 192,641
Prepaid expenses	(3,765)	5,888
Accounts payable and accrued liabilities	87,826	(264,549)
Deferred contributions	<u>1,799,031</u>	<u>(72,252)</u>
	<u>\$2,213,199</u>	<u>\$ (138,272)</u>

NOTE 9--FINANCIAL INSTRUMENTS

For cash, accounts receivable and accounts payable, the carrying amounts of these financial instruments approximate their fair value due to their short-term maturity or capacity for prompt liquidation.

The Association does not believe that it is subject to any significant concentration of credit risk. Cash is in place with a major financial institution. Accounts receivable are the result of services to members and a Goods and Services Tax refund.

REVENUE AND EXPENDITURES

NOTES TO FINANCIAL STATEMENTS

CUMULATIVE ENVIRONMENTAL MANAGEMENT ASSOCIATION - WOOD BUFFALO REGION

December 31, 2010

NOTE 10--CAPITAL MANAGEMENT

The Association's goal in managing capital is to safeguard its ability to continue as a going concern so that it can continue to provide services to the members. To accomplish this goal, the Association has established policies to preserve the financial condition of the Association and protect its assets by setting limitations on the expenditure of funds, incurrence of debt and use of any long-term reserves and investment of funds. During the year, the Board meets with the Executive Director to review the Association's financial position.

NOTE 11-- FUTURE ACCOUNTING CHANGES

In December of 2010, the Accounting Standards Board of the Canadian Institute of Chartered Accountants approved the adoption of new accounting standards for not-for-profit organizations to be effective for fiscal years commencing on or after January 1, 2012. Management and the Board will ensure the Association complies with the new standards.

CEMA YEAR IN REVIEW

Surface Water Working Group (SWWG)

The Monitoring Technical Task Group (MTTG) was formed in February 2010 to develop a recommendation for a monitoring program to accompany the Phase 2 Water Management Framework. The monitoring program recommendation incorporates both western science and input from traditional knowledge holders in the region, and describes various monitoring topics along with their implementation and program governance. The list of topics was based on issues identified in the Phase 2 structured decision making process as requiring further work and additional topics of concern identified after that process. The monitoring recommendation encompasses a variety of items that are broken down into status and trend monitoring (long term) and knowledge gaps (short term). Examples include Fish Population Status and Trends, Beaver and Muskrat Habitat in the Delta, Access to Tributaries, Hydro-Climatic Trend Analyses and Modeling, Riparian Areas in the Delta, Winter Ecology in the Delta, Navigation in the Mainstem & the Delta.

A video was developed by CEMA in September describing the Phase 1 and 2 Water Management Frameworks and presented at the beginning of the community workshops (The video can be viewed on CEMA's website). Three workshops were held in mid October in the communities of: Fort McMurray (Nistawoyou Association Friendship Centre), Anzac (Community Centre), and Fort McKay (New Elder's Centre). The purpose of the workshops was to share information regarding MTTG's monitoring recommendation and Phases 1 and 2 and seek input from the Aboriginal and Métis knowledge holders in the region. Participants had the opportunity to provide feedback on specific topics as well as providing input on the monitoring recommendation. The input and feedback provided by the participants was compiled into a summary. The relevant information from the summary was incorporated directly into the monitoring discussion and recommendation.

A report was submitted to SWWG for review at the end of Q4 in 2010. SWWG and MTTG met on January 12th, 2011 in Edmonton to discuss the Adaptive Management Recommendations report. The discussion led to revisions which will be incorporated into a final report by March 31, 2011. This will be forwarded for consideration by the Provincial Environmental Monitoring Panel for Monitoring Evaluation & Reporting for the Lower Athabasca River. The report is on schedule for its March 31 due date.

Sustainable Ecosystems Working Group (SEWG)

In 2010, the Sustainable Ecosystems Working Group (SEWG) focused on scoping and developing a new work plan to address access management. Access management was identified as a key tool for ecosystem management in SEWG's Terrestrial Ecosystem Management Framework (TEMF; SEWG 2008) recommendations to government. Access Management was also recognized by the Government of Alberta (GoA) as an important planning tool that should be addressed by CEMA.

Access management is more specifically referred to by SEWG as the coordinated planning and management of linear footprint. SEWG has adopted the term "linear footprint management" as referring to a three-fold process that includes:

- the coordinated planning of industry roads and other linear features (e.g., pipelines, seismic programs);
- the effective and timely reclamation or restoration of linear features; and,
- managing motorized vehicle activity on new linear features to minimize ecological impacts while providing access to key resources or key areas for Aboriginal and recreational users



CEMA YEAR IN REVIEW

A final work plan was approved by CEMA for SEWG to address linear footprint management in the Regional Municipality of Wood Buffalo (RMWB) going into 2011. This work comprises the following five components:

1. Review, summarize, and assess linear footprint management tools, approaches, and strategies relevant to the RMWB in order to develop a shared understanding among SEWG.
2. Select a project area within the RMWB for development of a linear footprint management plan that could serve as a model elsewhere within the region.
3. Complete a detailed linear feature characterization of the selected project area.
4. Engage stakeholders and interested/affected parties in the assessment, planning, and application footprint management tools, approaches, and strategies to the selected project area.
5. Prepare a linear footprint planning and management recommendation for the project area.

Recommendations to government are anticipated early in 2012.

Air Working Group (AWG)

In 2010 the NO_xSO₂ Management Working Group (NSMWG) and the Trace Metals and Air Contaminants Working Group (TMAC) were merged into the Air Working Group (AWG). The AWG's mandate is to develop recommendations for regional air quality and air-related deposition management. The focus is air quality and deposition issues related to emissions associated with regional development that have the potential to significantly contribute to cumulative effects on air quality, human health, and/or regional ecosystems, including vegetation and wildlife.

The AWG's 2010 work plan incorporated the ongoing projects from NSMWG and TMAC, and was executed through a number of task groups. The active task groups in 2010 were the Acid Deposition Task Group, Nitrogen Eutrophication Task Group, Ozone Task Group, and Emissions Inventory Task Group. The main projects for these task groups were:

- Modeling to support the Ozone Management Framework. The results from this work showed current regional ozone levels are below both health and vegetation effect thresholds.
- Staged implementation of the Acid Deposition Management Framework (ADMF). Stage 2 was completed and modeled results indicated the impacts of current and likely near future (next five years) emissions are well below the allowable effect levels outlined in the ADMF. Stage 3 (final) implementation will occur in 2011.
- Canadian and American experts were engaged in selection of study sites and development of a detailed work plan for a five year project to determine nitrogen critical loads in the RMWB. This study was based on recommendations from the Nitrogen (Eutrophication) Management Recommendations and Work Plan for the RMWB, produced by CEMA in 2008. The work will commence in 2011.
- Identification of emissions inventory needs and development of protocol to address modeling and data analysis requirements of the various framework recommendations will ensure consistent information sources and modeling protocols are used for each of the AWG's frameworks and work plan recommendations.



CEMA YEAR IN REVIEW

Reclamation Working Group (RWG)

The mandate of the Reclamation Working Group (RWG) is to produce and maintain guidance documents that provide recommendations and best practices that ensure reclaimed landscapes within the Athabasca oil sands region meet regulatory requirements, satisfy the needs and values of stakeholders, and are environmentally sustainable. The RWG provides these documents to the Board as recommendations to government. To that end, the RWG oversees and approves the work plans of task groups and sub-groups, each with a specific reclamation directive.

These task groups and sub-groups are responsible for producing and periodically updating reclamation guidelines. The RWG may then approve the guidelines and/or seek additional knowledge. Guidelines produced in this way include:

- Land Capability Classification System (LCCS) for Forest Ecosystems in the Oil Sands
- Guidelines for Reclamation to Forest Vegetation in the Athabasca Oil Sands Region
- Guideline for Wetland Establishment on Reclaimed Oil Sands Leases
- End Pit Lake Technical Guidance Document
- Reclamation Certification Guidance Document

The RWG also undertakes cross-discipline projects, such as producing reclamation syntheses and general planning and design tools (e.g., the Guide to the Landscape Design Checklist in the Athabasca Oil Sands Region).

Traditional Environmental Knowledge Advisory Committee (TEKAC)

The Traditional Environmental Knowledge Advisory Committee received approval for the Mentorship Roles & Responsibilities program. Developed by the TEKAC from a gap that was identified regarding members' introduction and participation on CEMA working groups/committees, the purpose of the document is to help working groups offer new members mentoring support in order to facilitate communication and involvement in discussions. The information includes an outline for members on how to implement this role in their working groups.

The TEKAC Annual Elder's Workshop was held on the land this year at Maqua Lake, near Fort McMurray, in recognition of the contribution local Aboriginal Elders make to CEMA's work during the year. More than 80 individuals attended from all of the Métis communities in the region and two First Nation communities. A presentation was made by CEMA's Executive Director, and information tables provided participants with

an overview of recent projects, such as the Traditional Foods Consumption study, the Biodiversity Traditional Knowledge study, and the Historical Trails Research & Mapping study. This encouraged communication and feedback from community members who participated in those projects.

CEMA recognizes the importance of capturing the unique history of each Aboriginal community within the region for future generations, and to teach newcomers to the region of this rich and diverse heritage. With this in mind, the committee secured funding for the Community Orientation Project with the intended purpose of providing a historical overview of the specified regions through interested communities wanting to document their own history in their own way. Fort Chipewyan Métis Local #125 has completed interviews with their community Elders. They will be adding the finishing touches and unveiling the final product in 2011. The Métis Nation of Alberta – Region One, completed the first stage of their work this year with an informative slide show.



CEMA YEAR IN REVIEW

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