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MAMKA

Year End Report



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Executive Summary

This report presents MAMKA's 2009-2010 activities and outcomes. As indicate herein, MAMKA's focus for 2009-2010 shifted from short and medium project task orientation to more long term strategic planning and goal objectives. As always our focus has been on offering the voice of the Mi'kmaq community in aquatic resource and oceans management matters that affect our people and communities. In 2009-2010 MAMKA has presented a voice and significant Aboriginal contribution to issues including socio-economic and socio-cultural exclusion, Species at Risk, stock status, diminished significance, and habitat degradation. You will see within the pages that follow, MAMKA has implemented a number of initiatives that work to provide solutions to the aforementioned issues. One example of the solutions or actions taken is our continued involvement in multi-stakeholder processes. Through the Atlantic Salmon Federation, ACAP-Humber Arm, Coast of Bays Development Corporation, Newfoundland Aquaculture Association, and various DFO forums, MAMKA works to instill and inject relevant solutions to issues of concern to the collective Aboriginal community.

MAMKA has been in place since 2005 and has accomplished many of its development objectives such as developing its staff's core competency, branding its name, fostering greater recognition, and increasing its marine stewardship capacity. 2011 brings with it the potential for MAMKA to secure multi-year funding that offers greater flexibility in fiscal management. MAMKA looks forward to the prospect of securing multi-year funding and has invested resources and activity in 2009-2010 and current year to increase its accountability and communications protocols. Specifically, MAMKA sees the consistent and ongoing strategic planning a key to its ongoing and future success. We have heightened our focus on short, medium, and long term objectives that will be measured against our revised logic model. Our revised logic model improves on our 2006/07 logic model by focusing more sequentially on MAMKA's goals and activities, yearly activity, outcomes, impacts in the community, and reporting..

To this end, MAMKA looks forward to the future ahead and our continued enhancement of Mi'kmaq participation, stewardship, and involvement in aquatic resource and oceans management issues.



MAMKA's mission is to represent the Mi'kmaq people and communities of the Federation of Newfoundland Indians and the Miawpukek First Nation in aquatic resource and oceans management.



I. MAMKA Background & Mandate

The Mi'kmaq Alsumk Mowimsikik Koqoey Association (MAMKA) was established 2005 in response to the Department of Fisheries and Oceans (DFO) implementation the Aboriginal Aquatic Resource and Ocean Management (AAROM) program. Since established, MAMKA has been actively involved in local, provincial regional, and national marine and ocean resource management activity. In the 2009 - 2010 fiscal year MAMKA continued to develop and implement its capacity building, skills development, stewardship and collaborative management, and economic development initiatives in support of its mission statement:

“Our mission is to represent the Mi'kmaq people and communities of the Federation of Newfoundland Indians (FNI) and the Miawpukek First Nation (MFN) in aquatic resource and oceans management issues.”

With the expiration of its initial (three year) funding agreement in 2008/09 MAMKA actively worked with DFO to extend its funding mandate for an

additional five year period in 2009/10. During the approval process MAMKA operated on a tentative extension which enable it to continue its ongoing operations and project developments. The funding extension for the next 5 years was approved mid season and MAMKA resumed full operations as per its five year operational plan as submitted to DFO.

MAMKA's renewal and funding approval by DFO is a testament to its success and is a credit to DFO and both member organizations, the Miawpukek First Nation and the Federation of Newfoundland Indians, who continue to pledge both financial and community support for the program.

During the first three years of operations MAMKA came a long way in fulfilling its overall goals and objectives. MAMKA has successfully accomplished much of its short and intermediate project and ocean management objectives and are now working towards accomplishing its long term objective of “Netukulimk” (achieving adequate standards of community nutrition and economic well-being without jeopardizing the integrity, diversity, or

productivity of our environment¹) as per its results based logic model of accountability.

With its well developed and professional human resource and operational capacity, MAMKA is now actively engaged within the field of marine resource management, conservation and protection, and habitat restoration and/or monitoring through representation of Newfoundland's Aboriginal/Mi'kmaq communities.

MAMKA's focus for the 2009/10 fiscal year shifted from the short and medium term project and task orientation to a more long term strategic planning and goal objective. Although MAMKA is still actively working on strengthening strategic partnerships, creating linkages and on project development and implementation, it is now working on both a regional and national scale to affect change for the betterment of the aboriginal community as per its mission statement and mandate. To this end the following report details the activity and outcomes of MAMKA for the 2009/10 fiscal year.

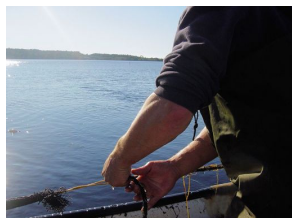
¹Netukulimk definition taken from <http://www.uinr.ca/2009/01/netukulimk/>



II. Problems Identified

MAMKA has identified numerous key problems or issues affecting the Mi'kmaq community of Newfoundland regarding aquatic resources and ocean management initiatives of government and industry:

Socio-economic & Socio-cultural Exclusion



Continued denial of Newfoundland Mi'kmaq treaty rights and benefits under the Marshall Decision; lack of scientific and Aboriginal Traditional Knowledge (ATK); Many DFO management efforts continue to proceed with consideration of ATK; industry developments continue to proceed with consideration of impact on the aboriginal community (i.e. aquaculture expansion in Bay D'Espoir); lack capacity and of funding for ATK under takings; and, little to no interest from provincial standpoint on aboriginal issues regarding ATK.

Species At Risk and Stock Status



General decline in most species traditionally utilized by Newfoundland Mi'kmaq for socio-economic, food, and ceremonial purposes. for example, Atlantic Salmon/Grilse on the Conne River continue no signs of recovery; Little River experiences the marginal return despite enhancement efforts of the Aboriginal community on river system; Lack of suitable habitat due to past logging efforts that altered river systems on the West Coast such a Jack Burke's Brook; the American eel faces being listed as special concern; and, invasive species such as green crab appearing in waters adjacent to Newfoundland's Mi'kmaq communities in the Bay St. George area.

Diminished Significance



Although the situation is improving due to MAMKA efforts, the socio-cultural importance and responsibility for the marine environment to Newfoundland's Mi'kmaq is threatened. Today's youth have little knowledge or use of traditional customs and practices pertaining to the ocean, lakes, and rivers, which is in part due to changes in species supply, stock status, and external social influences. These changes threaten the survival of the Newfoundland Mi'kmaq's traditional and culture values system.

Habitat Degradation



Forestation of areas adjacent to critical spawning habitat in numerous rivers across the entire province; insufficient documentation or scientific research pertaining to long term impact of past human activity on lakes rivers and marine habitat (i.e. Bay D'Espoir Hydro Development, past forestation efforts/dams, pollutants, etc...); growing presence of Aquaculture grow-out sites in areas deemed to be of critical importance to Atlantic salmon smolt and kelt rejuvenation, and competition amongst users that potentially impacts traditional use and harvest areas; improper decommissioning of provincial roads and/or upkeep of forest access roads and provincial highways have destroyed and/or obstructed and/or altered once critical habitat for salmon and trout that Mi'kmaq communities once depended upon for survival. The old Conne River access road was improperly decommissioned which lead to MAMKA efforts to evaluate potential habitat threats and subsequent cleanup on old Conne River access road, Little River access road, Flat Bay Brook access road, North West Gander access road, and several other roads.



III. MAMKA Solutions and/or Action Items

Considering MAMKA's mandate for the period of 2006-2009, MAMKA continued much of pre established activity in 2009/10; however, MAMKA has shifted its focus from short term project development to a more long term project orientation. In doing so the capacity developed for the period of 2006 to 2009 has enabled MAMKA to actively participate as members of several ongoing developments regarding Species at Risk (SAR), regional stewardship groups (i.e. ACAP-Humber Arm), and to become a leading advocate and authority in various Newfoundland project developments (banded killifish and eel elver). Under its new mandate MAMKA is committed to working diligently to ensure Mi'kmaq inclusion in all aspects of Ocean/Aquatic/Marine Resource Management over the long term. Specifically, MAMKA continues to work in the areas of scientific research, education, preservation, protection, promotion, and management of the aquatic environment in a socially responsible, sustainable, and accountable manner to ensure Aboriginal participation in the Newfoundland region of Canada's DFO Ocean Management Strategy of the distant future.

A key element of MAMKA's successful funding renewal in 2009/10 was its effective demonstration of capacity, administrative credibility, and organizational accountability in the conduct of day to day operations and ongoing project developments. MAMKA's presence through the establishment of new strategic alliances/partnerships, as well as with existing partners and with various government departments (i.e. Parks Canada, Health Canada, Environment Canada, DFO) and industry outside of the immediate realm of the Newfoundland Mi'kmaq community are a testament to its commitment to making a positive difference.

MAMKA's impact and presence has grown from local/provincial to regional and national with participation in numerous stakeholder processes, events, and centers of knowledge. It is through partnerships with organizations such as DFO, Parks Canada, and Environment Canada that MAMKA is able to develop and expand its capacity and activity to include habitat identification, assessment, and restoration/improvement for the long term benefit of the aboriginal community.

It is customary for Mi'kmaq to share, cooperate, assist, and improve on processes for not only the Mi'kmaq of Newfoundland but for the benefit of all stakeholders as we strive to achieve Netukulimk in the management and utilization of the abundant, but threatened marine resources of Newfoundland and Canada. Further it is this very principle that has led to MAMKA's development and renewal by both the Miawpukek First Nation and the Federation of Newfoundland Indians as they move forward on issues of social economic and cultural development for future generations of Newfoundland Mi'kmaq.

Specifically, in 2009/10 MAMKA worked to address the issues of aboriginal inclusion, long term project development, species and habitat conservation, protection, identification, environmental awareness, and increased exposure of the organization within all relevant stakeholder groups within the province, region, and nation. As such, MAMKA has or plans to:

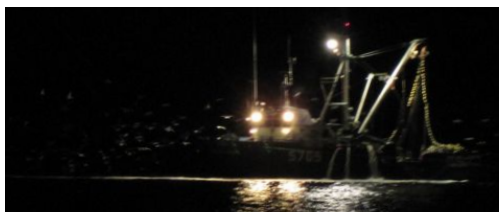
1. Further development capacity through its ongoing commitment to staff training;
2. Seeking out new alliances and partnerships provincially, regionally, and nationally with other AAROM bodies, government organizations, and stewardship groups;
3. Establishing working relations with provincial authorities in the area of marine resources (department of Fisheries and Aquaculture), environment (Department of Environment and Lands, and Department of Environment and Conservation), and natural resources (Department of Natural Resources);
4. Continue involvement in multi-stakeholder processes (i.e. Atlantic Salmon Federation, ACAP-Humber Arm, Coast of Bays Development Corporation, Newfoundland Aquaculture Industry Association);
5. Enhance MAMKA's communication strategy to reflect a regional and national scope;
6. Conduct marine research and development projects sponsored by MAMKA core funding, commercial fishing revenue, in-kind member contributions, and leveraged funding from alternate funding sources for both short and long term project development;
7. Ongoing environmental assessment of damage due to natural and manmade influences (forestation, recreational developments, flooding, etc...) on areas of importance to the Newfoundland Mi'kmaq;
8. Development of mitigation measures for environmental and habitat cleanup, improvement, and restoration efforts (Jack Burkes Brook, South East Brook, Little River Estuary, and the Gander River);
9. Continue field spawning habitat assessments of Gander River, Conne River, Little River, Harries River tributaries as well as any new rivers of concern to the Mi'kmaq community;

(see next)

(III. Continued)

10. Assist both DFO and member organizations in any and all Atlantic salmon, enhancement, monitoring, scientific study, and conservation and enforcement activities;
11. Conducting Marine Resource Inventories (MRI) on species listed under the *Species at Risk Act* (SARA) (i.e. banded killifish, American eel, Atlantic salmon, Wolffish, etc.), and commercially sensitive species that are being fished by MAMKA and its member organizations commercial fishing fleet;
12. Work with member organizations to develop ATK guidelines and protocols for future project development;
13. Establish MAMKA as a key ATK facilitator and leading authority on the collection and processing ATK on related projects in the operational domain of MAMKA;
14. Continue economic development efforts through cost effective commercial fisheries activity in 3Ps, 4R and possibly expansion into commercial fishing are 3K;
15. Continue MAMKA's youth educational development efforts to raise awareness of the marine, aquatic, and ocean management, industry development, and career opportunities; and,
16. Continue to actively participate in various stakeholder processes as a member or observer on all committees relating to aquatic resource and ocean management issues.

During the 2009/10 fiscal year MAMKA's transition from a primarily short term project oriented organization to a more longterm and creditable organization is evidenced by its ability utilize its core funding, economic development revenue, and in-kind contributions from member organizations to leverage additional funding from sources external of DFO's ARROM program (i.e. Aboriginal Funds for Species at Risk - AFSAR). In effect MAMKA is utilizing core funding to develop capacity, maintain annual operations, and to begin new project developments while sourcing alternative funding to extend projects beyond 1 year duration due to the limited core, stewardship, and collaborative management funding. To date long term development largely comes at no incremental cost to MAMKA; however, ongoing projects are subject to limited future development as no external funding is approved beyond an annual contribution agreement.



IV. Mandate Implementation Challenges

MAMKA's day to day operations have stabilized as it entered its fourth year but it remains a young organization. As such, it continues to experience new challenges, but with the developed capacity these challenges are less an obstacle and provide opportunity for organizational development. The initial challenges faced by MAMKA surrounded establishment, operational and human resource capacity / development, communications, branding, recognition, and charting a course for future development for the greater good of the Mi'kmaq community. With all of these mechanisms in place MAMKA is now working to ensure Aboriginal / Mi'kmaq inclusion in the Government of Canada's Ocean Management initiatives of today and tomorrow. During the 2009/10 fiscal year MAMKA highlighted several new challenges as well as ongoing challenges that it and Newfoundland's Mi'kmaq community continue to face:

1. External communications and continued branding of MAMKA, non-governmental stakeholder, and Non-Aboriginal public knowledge of and/or acceptance of MAMKA as an organization. Ensuring Aboriginal input and contributions continue to play a role in future development/awareness as it relates to the aquatic resource and oceans management;
2. Further integration of Mi'kmaq philosophy such as Netukulimk into other governmental agencies (outside of DFO) and non-governmental/industry processes (commercial fisheries, aquaculture, and tourism);
3. Lack of traditional, cultural, marine resource, and environmental awareness amongst Mi'kmaq youth;
4. Limited acceptance of MAMKA and its staff as a legitimate and knowledgeable resource for partnership;
5. Closing the final gaps in skills sets between MAMKA, DFO, and other stakeholders that may require additional training, skills transfer, and/or additional human resources;
6. Awakening and/or creating awareness amongst external stakeholders on the consequences of their actions on the marine/aquatic environment and the Aboriginal community;
7. Ensuring the organizations and departments within both the federal and provincial government abide by their own policies as they pertain to environmental protection (i.e. Newfoundland Labrador's provincial department of highways neglect of a decommissioned highway leading to a significant risk to local fish habitat and alteration of



the South East Brook river system that is traditionally utilized by the Mi'kmaq community for traditional and cultural purposes. The risk is further resulting in threats to traditional and cultural health and welfare of the Mi'kmaq community;

8. Available core funding is insufficient and limits the extent of project developments to a single year. Many projects require multi-year development, but must be reviewed and prioritized annually based on budgetary constraints. This limits the success of MAMKA project activity and seriously hampers MAMKA's ultimate goal of achieving Netukulimk. A number of multi-year projects that MAMKA have undertaken have been a direct result of community identification as important or out of critical need based on cultural importance (i.e. American eel). Although MAMKA has the human resource capacity it lacks financial capacity so environmentally sensitive projects remain on the back burner until funds can be identified for their development and implementation; and,
9. Leveraged funding is not dependable and has limited duration (annual) and requires a significant input of administrative resources to find and secure funds for long term ongoing projects. For instance MAMKA's banned killifish project has been ongoing for 5 years and has sourced funding from MAMKA core to start, but has since relied on economic development revenue, in-kind member contributions, SAR, and AFSAR contributions for continuation.



In an effort to overcome the identified challenges, MAMKA has continued to work diligently on the inclusion of Newfoundland Mi'kmaq in the overall ocean management process and for greater benefit to the Aboriginal community by way of:

- Continued involvement in provincial, regional, and national SAR, DFO, Parks Canada, and INAC consultations;
- Development and implementation of SAR related projects such as the banned killifish and American eel;
- Ongoing publishing of the MAMKA Quarterly for the purpose of community awareness and inclusion;
- Seeking out and establishing strategic alliances and partnerships;
- Making presentations to various national, regional, and provincial stakeholders and participating in all relevant conferences and consultation sessions;
- Continued development and implementation of habitat related projects;
- Leveraging of funding to support non-core MAMKA projects (South East Brook habitat restoration) as per MAMKA mandate and MAMKA core AAROM funding agreement;
- Educating and encouraging active participation of the Mi'kmaq youth and greater Aboriginal community in responsible aquatic resource and ocean management issues; and,
- Partnering with MFN Job Creation and the FNI Guardian program to access additional capacity when needed.

V. MAMKA Brings Forth Change

MAMKA has overcome the majority of the challenges that face new organizations and have moved into medium and long term development. To affect change MAMKA has established short, medium, and long term goals and objectives as measured against its logic model (developed in the 2006/07). The logic model governs MAMKA operations in terms of project development, implementation, results, and impact on the Aboriginal community. The outcomes of MAMKA's activities have influenced changes that are continually being implemented in its overall strategic planning efforts to better fulfill its mandate and to meet the needs of the Aboriginal community. The outcomes are monitored with the use of key performance indicators that will allow MAMKA and its strategic partners, such as DFO, to see the extent of impact and success that MAMKA is achieving in a relevant and effective manner. The outcomes of 2009 -2010 are detailed in the following sections which clearly illustrate MAMKA's success and the change that it has brought about as a result of its ongoing efforts.



2009-2010 Outputs (Year 4)

Immediate/Short Term Indicators

MAMKA has been involved in numerous project initiatives, stakeholder sessions, and collaborative management processes that continue to contribute to successful implementation of its mandate. In the 2009/10 fiscal year MAMKA has continued to build capacity in the areas of **Organizational Governance, Skills Development & Knowledge Base, Mi'kmaq Community awareness, Stewardship & Collaborative Management, and Economic Development** in a bid to ensure the inclusion of Newfoundland's Mi'kmaq community in the ocean management process and to bring about lasting change in how non-Aboriginal groups/stakeholder view the Aboriginal community. The following changes within the Mi'kmaq community are a direct or indirect result of MAMKA's presence.

1. Organizational Governance



- Project integrity and accountability validated government and industry stakeholders acceptance.
- Increased level of interest and request for joint project development and participation.

2. Skills Development and Knowledge Base



- Staff and board continue to participate in professional development efforts.
- Project development and implementation conducted in an integrated, accountable, and accepted manner by relevant stakeholders.
- Uniform scientific methodology developed and applied to all MAMKA projects.
- MBA competencies acquired and under development.

3. Mi'kmaq Awareness



- Ongoing website updates.
- MAMKA Quarterly issued and distributed to Aboriginal communities & stakeholders.
- Continual Branding efforts maintained and organizational recognition amongst key stakeholder and aboriginal community.
- Active engagement of MAMKA's youth.
- Solicitation of input for community and respective Aboriginal user groups.
- Development and presentation of information brochures (banded killifish and American eel) and posters (banded killifish and Piping Plover).

4. Stewardship and Collaborative Management



- Cooperative research being done on habitat and key species of concern to the Aboriginal community (American eel, piping plover, banded killifish, salmon, eel grass, etc...).
- Strategic partnerships created and maintained.
- Ongoing and open communications with DFO regarding operational developments and Aboriginal concerns.
- MAMKA committee membership (i.e. AAPSC) and stakeholder process participation.
- Leveraging of funding external of member organizations and DFO's core AAROM funding.

5. Economic Development



- Job creation: meaningful employment and much needed income for the improvement of the socio-economic position of the Mi'kmaq communities of Newfoundland.
- MAMKA has created 5 administrative, 2 biological/technical, and 8 commercial harvester employment positions within the Aboriginal community.
- Successful application of MAMKA's commercial fishing strategy.
- Excess revenue generation for investment in ongoing project developments.



Intermediate/Medium Term Indicators

The immediate indicators listed above often bridge the gap between short-term benefit and medium-term outputs/benefits. MAMKA has now entering into the intermediate level of operations (as per its logic model). With its acquired capacity and learning experiences adding to better and more informed capacity within the Aboriginal community. Evidence of MAMKA's evolution towards intermediate level operations include:

1. MAMKA Established and Enhanced Capacity

- Fully functional and participatory Board of Directors with wide disciplinary background reflective of most sectors of aquatic resource, ocean management, and industry.
- Two regional offices servicing the entire province from the Northeast, Central, Southwest and, West coast Newfoundland (a vast operational domain).
- 6 full-time staff members.
- Has enhanced its HR capacity by strategically partnering with both the FNI and MFN's Aboriginal Fisheries Guardians, tapping into their vast knowledge of local ecosystems. This relationship will continue to exist as long as both organizations continue to function.
- Has acquired capacity through its board and staff in the area of legal, accounting, administrative, human resources, operational management, biology, environmental sciences, etc...

2. Enhanced Knowledge and Awareness of Aquatic Resource and Ocean Management Issues at MAMKA and Within the Aboriginal Community

- Continues to publish and distribute the MAMKA Quarterly.
- Maintains and advertises its website to the Aboriginal and non-Aboriginal community through its strategic partnerships.
- Ongoing work with Aboriginal youth awareness of the ocean environment and management issues in various venues.

- Continues to post signage through its operational domain related to environmental awareness.
- Holds committee and working group sessions that ensure active participation of and inclusion Aboriginal people.
- MAMKA continues to create strategic partnerships to bring the Aboriginal and non-Aboriginal communities together in terms of environmental awareness, stewardship, economic opportunity, etc...

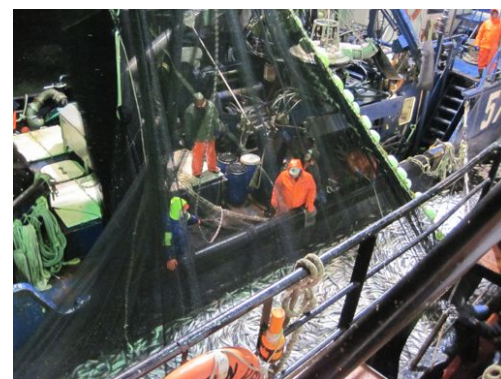
3. Improved Socio-economic and Socio-cultural Position of Mi'kmaq community

- Employs a fully Aboriginal administrative and operational staff and the majority of employment positions in its economic development efforts are Aboriginal, contributing well over \$450,000 (core funding, economic development employment, and revenue) in direct (employment income) and indirect income (Employment Insurance).

Long Term Indicators

Ultimate result of Result Netukulimk (5 - 10 year) Mi'kmaq Inclusion and Access to Ocean Management and Resources

MAMKA is far from achieving its ultimate objective of Netukulimk; however, with the continued support of DFO and its member organizations, MAMKA is poised to make a measurable difference in the Aboriginal community and hopes to bring the lost concepts of Netukulimk back by community understanding, management of local and regional aquatic resources, and to the overall ocean management process for all stakeholders. This is already evidenced by increased interest and awareness of the aquatic resources and ocean management amongst the Mi'kmaq community.



VI. Organizational and Change Based Results

Result 1 - Organizational Governance, Protocol, and Management

MAMKA continues to be a productive and active organization representing the Mi'kmaq community of Newfoundland. This is evidenced by:

1. MAMKA has been very effective in the area of organizational governance and management protocol, evidenced by its financial audit for the 2009/10. MAMKA has been able to effectively and efficiently manage its core budget for the best possible result and within the confines of its funding agreement with DFO's AAROM program;
2. MAMKA has been able to successfully leverage funding from other sources such as AFSAR for non-core projects such the American eel, piping plover, and elver population assessments/surveys;
3. MAMKA has continued to develop and enhance its administrative capacity through core AAROM funding and from non-core funding resources such as revenue from economic development and other government agency sponsored training and travel;
4. MAMKA's board of directors remain in project planning, approval, management, and final review processes and participate in numerous stakeholder processes and ongoing DFO communications throughout the year;
5. MAMKA staff adhere to a strict set of protocols as developed by MAMKA in terms of project development, implementation, and in the conduct of research;
6. MAMKA continues its branding efforts through ongoing development and implementation of its communications strategy; and,
7. MAMKA continues to actively engage the Aboriginal community in the area of environmental awareness and marine resource use through via such venues as public meetings, consultations, youth sessions, and by the distribution of the MAMKA Quarterly newsletter.

MAMKA's ongoing organizational governance, protocol, and management capacity illustrates the transition of MAMKA into a reputable organization placing it in the mid to upper level of its logic model as a well established protocol-based administrative capacity (a goal that was established by MAMKA for the intermediate level of organizational development at years 3 to 5 of operations).

Result 2 - Development Skills and Primary Body of Knowledge

MAMKA undertook numerous initiatives that have established and enhanced its human resource skills and the organizations primary body of knowledge. This is evidenced by:

1. Continued field training secession on river habitat, redd identification, Atlantic salmon tagging, and telemetry tracking that was done conducted by trained and knowledgeable staff;
2. Ongoing staff attendance of government and industry sponsored workshops and training secessions;
3. Effective communications and business/proposal/project planning and writing as evidenced by MAMKA's monthly reporting commitments to DFO and by the leveraged funding for projects that were not part of MAMKA's core project funding;
4. Continued support of key staff efforts to advance education of biological/technical staff;
5. Administrative MBA completion by staff member;
6. Internal capacity developed for biological sampling;
7. Internal capacity developed to construct and maintain environmental and project equipment;
8. Leveraging of training support from member organizations; and,
9. Ongoing cooperation and coordination with other government departments external of DFO such as Parks Canada and INAC.

This result is a clear illustration of how MAMKA is evolving into a credible organization which is a reflection of MAMKA's transition into the intermediate level under MAMKA's logic model.



Result 3 - Increased Mi'kmaq Community Awareness

MAMKA maintains its commitment and mandate of increase Mi'kmaq community awareness. In support of this effort MAMKA has:

1. Ongoing enhancement of the MAMKA website (www.mamka.ca) and internet capacity as both a communications tool and a resource for both the Aboriginal and non-Aboriginal community;
2. Continued publishing and distribution of the MAMKA Quarterly newsletter to the Aboriginal community and relevant stakeholders to support continual organizational branding and increase awareness of its activity and of any new developments pertaining to aquatic resource and oceans management;
3. MAMKA partnerships – MAMKA is actively participating in discussions and holds numerous committee sessions with local regional, provincial, and national stakeholders in the area of SAR, oceans management, and special interest groups to ensure Aboriginal input and to gather information on behalf of the Aboriginal community;
4. MAMKA continues to run newsletter articles from external organizations pertaining to species of concern to the Aboriginal community and regarding issues that impact the Mi'kmaq community and/or in support of sustainable resource management, conservation, and protection. Such partnerships are hoped to increase both general Mi'kmaq and youth awareness; and,
5. MAMKA made several presentations to Aboriginal youth and sponsored a trip to St. John's Oceans Day festivities and conference in a bid to raise awareness about oceans management, responsible marine resource use, and opportunities for employment and as a means of actively engaging Mi'kmaq youth in the conduct of its various habitat related projects.



Result 4 - Stewardship and Collaborative Management

MAMKA was actively engaged in numerous stewardship and collaborative management projects in the 2009/10 fiscal year.

South East Brook Habitat Improvement and Obstruction Removal



Purpose: To remove potential obstructions (as identified in 2008/09 obstruction survey) resulting from an old access road washout along a 300 mete section of the South East Brook and improve habitat for local fish populations.

Results: Conducted a site prescreening for potential habitat impacts and to develop mitigation measures; removed 2 sections of large culvert from down stream by cutting into small manageable sections; lifted 1 section from river bed with heavy equipment (which never entered the water). Doug out and remove a fourth section from the old Conne River access road; sloped and stabilized both river banks with blast rock to prevent future erosion and habitat degradation. Two scheduled berms were not installed due to timing and funds availability and will be completed by June of 2010. The project added no incremental cost to MAMKA core funding.

Piping Plover Monitoring



Purpose: To monitor the piping plover in the Stephenville Crossing area and to document threats to the plover breeding habitat.

Results: Two breeding pairs were monitored throughout the plover breeding season in 2009 and several other potential pairs were found but could not be positively identified. Several threats were identified and documented.

Shoreline and Riverside Cleanup



Purpose: To document areas that require major cleanup and to document garbage that is removed from shorelines and riversides.

Results: Several areas were cleaned and documented. The project resulted in improved habitats and a greater awareness for MAMKA cleanup activities.

Little River Eel Grass Survey

Purpose: To re-evaluate and monitor previously documented eel grass beds as indicators of environmental and ecological health.

Results: All beds in the Little River Basin remained unchanged. The data collected will be used in a comparison study in 2010-2011.





American Lobster Carapace Study

Purpose: To studying the differences in female American lobster carapace size in the Humber Arm area of the Bay of Islands. Local lobster harvesters have discussed the possibility that female lobsters are larger in the inner Humber Arm area (i.e. near Corner Brook) from a lack of harvesting in the area.

Results: The project was successful with over 300 lobster being sampled. A preliminary examination of the data revealed that female lobster may have larger carapace size in the inner Humber Arm. This research will continue in 2010-2011.



Shark and Wolffish By-Catch Documentation

Purpose: To gain a better understanding of Shark and Wolffish distribution, presence, and by-catch within western Newfoundland.

Results: MAMKA worked with local harvesters in the Bay of Islands to document Shark and Wolffish by-catch within fall fisheries. During the study no Shark or Wolffish were documented, but MAMKA did receive reports of Shark by-catch. MAMKA staff also interviewed several harvesters in the area to gain a better understanding of Shark/Wolffish presence within the study area.



American Eel Elver Sampling

Purpose: To evaluate the techniques to capturing and documenting American eel elver, and monitor American eel elver recruitment in selected areas.

Results: MAMKA southern and western staff used ramp traps and habitat traps to sample for American eel elver. During the project MAMKA staff were not able to collect elver samples. A meeting was held with knowledge DFO staff to discuss elver capturing techniques. DFO have had similar issues as MAMKA and a new sampling methodology was developed for the 2010-2011 field season.

American Eel Fyke Net Study



Purpose: To document the migration of American eel out of selected study sites in southern and western Newfoundland. MAMKA staff will document ventral body colour, total body length, and catch-per-unit-effort for each study site.

Results: Fyke nets were set up in the Stephenville Crossing estuary, St. Albans area, and Milltown area. A total of 187 eels were documented during the study and have a mean total body length of 576mm with a range from 340mm to 850mm. Data from a 2008-2009 MAMKA study on the relationship between total body length and sex was used to determined that 162 eels were female, 1 was male, and 15 were undeterminable because their lengths are in the 350mm-450mm range. Eels with a total body length in the 350mm-450mm range have to be euthanized and dissected to determine sex, which was outside the scope of this project. The project was successful and will continue in 2010-2011.

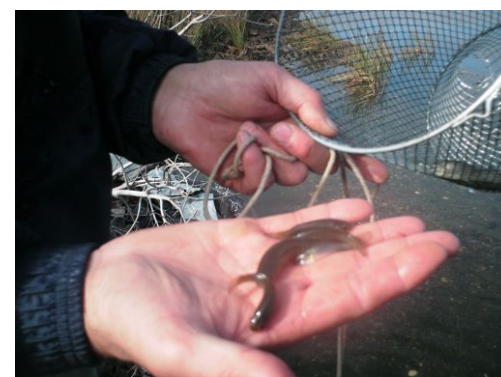
American Eel Winter/Spearing Harvest Documentation



Purpose: To document the traditional winter eel spearing harvested in western Newfoundland.

Results: During the spring of 2010 MAMKA staff documented the traditional winter eel spearing via video and still photography. The knowledge collected provides insight in how to construct an eel spear, where to harvest eels, how to cut through ice, how to clean eels, and some cooking methods.

Banded Killifish Dispersal Study

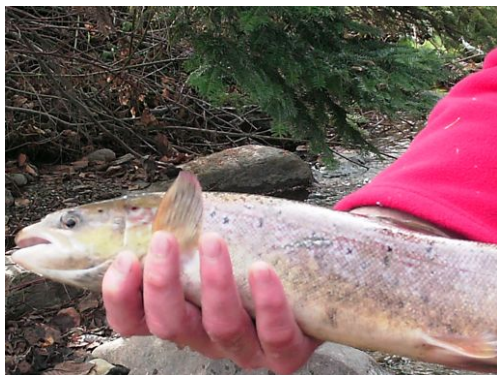


Purpose: To document the dispersal of banded killifish in insular Newfoundland.

Results: During this project MAMKA resampled several areas surveyed from previous projects (2006-2009) to determine if banded killifish were still presented within the study sites. MAMKA was successful in reevaluating all previous study sites; however, the catch-per-unit-effort was lower in several areas. It is uncertain if the lower catch numbers are because of declines in the population, seasonal distributions, or changes to sampling gear (several new traps were purchased for this project). MAMKA staff also sampled several new areas within the west coast of the island. The project was successful and several new populations of Banded Killifish were located. This project will be continued in 2010-2011.



Marine Resource Inventory



Purpose: To document the marine and aquatic resources that are important to the Mi'kmaq people of the FNI and MFN. The main purpose of the project is to increase the Aboriginal participation in aquatic resource and oceans management issues within insular Newfoundland.

Results: For the 2009-2010 field season MAMKA used the MRI project to (1) conduct green crab shoreline surveys; (2) identify potential nesting sites for piping plover; (3) identify environmental degraded areas; and, (4) documenting aquatic habitat obstructions. The project was focused on habitats in western, central, and southern Newfoundland. Several shorelines showed signs of green crab and several habitat obstructions have been documented in western, central, and southern regions.

Leatherback Turtle Documentation



Purpose: To document the presence and distribution of leatherback turtle in the northeastern marine waters of Newfoundland.

Results: Weather conditions and a lack of knowledge did not allow for marine surveys to be conducted. MAMKA staff conducted 34 interviews with marine resource users to determine the distribution and seasonality of leatherback turtle within the area. 28 sightings have been documented with 23 occurring since 2000. MAMKA will use this information for additional turtle work in 2010-2011.

Salmon and Trout Redd Surveys



Purpose: To document the presence of Atlantic salmon and trout redds within selected river systems and ponds of central and western Newfoundland. MAMKA will also use the data collected to monitor changes in the reproductive potential of the species examined.

Results: This season the program was expanded to central Newfoundland where several river systems were surveyed. The redd surveys were effectively conducted; however, some of the surveyed systems had lower redd counts than in previous years. MAMKA will continue to conduct redd surveys in future field seasons.

Youth Education and Engagement

Purpose: To provide youth with the opportunity to participate and learn about aquatic resource and ocean management issues within insular Newfoundland.

Results: MAMKA provided youth in central and western Newfoundland with 3 sessions to learn about traditional marine/aquatic practices and the importance of the American eel to the Mi'kmaq people of the FNI. On the south coast Miawpukek youth and MAMKA presented a marine session at the 2009 National Aboriginal Day.





Result 5 - Economic Development

Despite low market prices for key shellfish (crab and lobster) the 2009/10 commercial fishery was a success in all areas creating both Aboriginal employment and excess revenue for investment in project activity. This effort remains a strategic partnership between MAMKA and its member organizations (FNI and MFN) commercial fishing divisions. This enables each party to achieve operational efficiency and an economy of scale that eliminates duplication administrative capacity in member organizations, but and increases revenue for all parties. The relationship has proven to be very successful as evidenced the revenue that is generated by the fishery and reinvested in existing and new MAMKA activity. The commercial fishery has a positive impact on the socio-economic position of Newfoundland's Aboriginal community by creating employment and excess revenue for its ongoing project developments.

MAMKA's commercial fishing initiative is surmised by the following:

1. South Coast Enterprise

- Managed cooperatively with Netukulimk Fisheries Limited (Aboriginal owned) and operating in and out of NFAO fishing area 3Ps
- Generated approximately \$12,000 worth of revenue and created 5 employment positions
- The operation and maintenance of this fishing enterprise adds no incremental cost to its operations and compliments its core AAROM project funding.

2. West Coast Enterprise(s)

- Managed cooperatively with the FNI's commercial fishing effort
- MAMKA has designated two Aboriginal fishermen to operate and maintain its 4R fishing enterprises
- The primary benefit of these enterprises are the much needed creation of employment in the Aboriginal communities adjacent to 4R sub-area 13a and b, and added \$12,000 (total) to MAMKA overall project budgets
- The operation and maintenance of these fishing enterprises add no incremental cost to its operations and compliments its core AAROM project funding.

VII. Lessons Learned

MAMKA continues to actively work on ensuring Aboriginal inclusion in oceans management and habitat related project developments. It has quickly evolved into a credible authority and organization that represents the Newfoundland Mi'kmaq. There have been a few minor obstacles and many great success with MAMKA as afforded by the continued operational support and much needed financial support of DFO and the national AAROM program. The key lesson that MAMKA has learned over the past year lies in the effective and efficient communications amongst all stakeholders. This is evidenced by the South East Brook habitat obstruction removal and improvement project. During the course of this project MAMKA utilized staff and inputs from both MAMKA and its member organization (MFN) to develop and implement the project. Unfortunately, communications lines were not clearly identified during the project development phase with MFN. Although all factors leading to the development and implementation of the project were covered by the respective organizations certain individuals felt that there should have been a much broader group involved in the planning phase and proceeded to question the project in a bid to halt activity. This resulted in disagreements on the conduct of the project and attempts to curtail or marginalize an otherwise perfect project for MAMKA development. The matter was sorted amongst all stakeholders, but it did require a significant amount of resources and time that could have been devoted year end reporting and future project development. Hence, MAMKA will be developing and following a strict communications strategy for ongoing and future project developments.

VIII. Future Opportunities

The 2009/10 fiscal year was a renewal year for MAMKA's core AAROM funding agreement. Due to its proven track record, well established roots in the aboriginal community, full support of both member organizations and cooperative working relationship with DFO MAMKA was successful in its bid for renewal and now has a five year agreement in place which ensures funding and technical support. During the renewal process MAMKA reassessed its project priorities and have set fort its future operational strategy which began full implementation in 2009/10. As well, MAMKA participated in discussions with DFO on how AAROM can be improved to meet the goals and objectives of all stakeholders in the AAROM program (Aboriginal community, DFO, other AAROM bodies, etc...). MAMKA will continue to work closely with DFO to improve and simplify its annual reporting requirements in a new or more user friendly results based reporting template to meet DFO program requirements.

MAMKA has also identified several key opportunities in the area of project development whereby MAMKA can utilize existing core funding and organizational capacity to leverage external funding from other federal departments, the provincial government, and industry. More specifically, MAMKA seeks to establish key partnerships within the aquaculture industry pertaining to environmental cleanup, waste management, escapee prevention, and monitoring.

IX. Potential Contribution for Future Success and Result

Over the past three years MAMKA has established a good working relationship with DFO's various branches enabling it to avail of DFO services and knowledge in all areas that is required. It is very encouraged and welcomed that relations with DFO remain open and helpful. As such each organization have a better understanding of each other enabling each to meet and exceed respective expectations. DFO's Science and Habitats branch have been especially helpful in the development and implementation of field projects such as the American eel elver study. In working with DFO, MAMKA has improved its administrative capacity and monthly/annual reporting processes. Furthermore, MAMKA will continue to work with DFO to balance and/or standardized its reporting efforts to meet needs of DFO, its member organizations, and the Aboriginal community in general. Cooperatively DFO with its scientific capacity and MAMKA with its field capacity make a great partnership that give projects such as the banned killifish a better chance of success for the benefit of all (satisfying scientific and management needs of the Government of Canada and keeping the Aboriginal community at the forefront of aquatic resource and ocean management issues).



X. Our Appreciation

In conclusion of the 2009/10 fiscal year activities, MAMKA would like to take the opportunity to thank its sponsors, all stakeholders, and the Mi'kmaq community for their support and participation its overall operation and management efforts. Most Notably:

- DFO through continued administrative, financial, and technical support that has enabled MAMKA to achieve its goals and objectives. DFO's support is a clear indication of DFO's commitment to MAMKA, its member organizations, and the Mi'kmaq community of Newfoundland;
- AFSAR, Environment Canada, and staff from the Department of Environment and Conservation continue to be instrumental in the development and support of several MAMKA initiatives pertaining to Species at Risk. Their participation is a testament of AAROM's success by the creation of a strategic partnerships and alliances for the inclusion of Aboriginal input into the conservation and recovery of species at risk in Newfoundland;
- Parks Canada for its continued effort to consult and work with MAMKA as it pertains to project development which may impact the Aboriginal community;
- Coast of Bay's Development Corporation for continued support;
- Netukulimk Fisheries Ltd. represents MFN's commercial fishing division and has been instrumental to MAMKA successful participation in the commercial fishery;
- ACAP – Humber Arm Environmental Association for cooperating with MAMKA staff and contributing to success project completion in Bay of Islands area;
- Newfoundland Aquaculture Industry Association (NAIA) – For extending invitations to MAMKA for participation in various industry stakeholder process;
- Miawpukek First Nation and its various departments which continue to be supportive in MAMKA's project implementation and field activities. MFN's Conne River Health and Social Services Department deserves special thanks for providing much needed employment support through its Job Creation Program. Through the listed departments MAMKA has been able to expand the scope of project work and leverage additional funding for project support and development; and,
- Federation of Newfoundland Indians and its Aboriginal Fishery Guardian program. The guardians were instrumental in the development and conduct of scientific research and development. The Guardians actively participated in data collection and other field work during the conduct of their regular duties and responsibilities. Their intricate knowledge of local ecosystems has assisted MAMKA in its success.

XI. Financial Summary

See attached document.

MAMKA

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