



QLF • AT • FIFTY

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Atlantic Center for the Environment

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Minke whale in the early morning fog off Deer Island, New Brunswick. This species is being monitored in the Labrador Straits as part of QLF's *Marine Species At Risk Program*.

Greig Cranma

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Candace Cochrane

QLF Founder Robert A. Bryan

SOME THOUGHTS AT THIS QLF MILESTONE

Looking back over five decades, I can hardly believe where the time has gone. The Quebec-Labrador Foundation (QLF) was born out of The International Grenfell Association. In describing the Grenfell Mission in his book, *A Sort of Peace Corps*, author Henry Toland writes the following about the early Grenfell volunteers:

The great majority came from the United States, America's first big overseas volunteer movement, a sort of Peace Corps—private, of course, and different from the government program in important ways, but in spirit and purpose a sibling under the skin. For most of those who signed on, their work on the coast (of Newfoundland and Labrador) was memorable; for some, life-changing.

In the 1960s and '70s, and with the encouragement of The International Grenfell Association Board of Directors, QLF picked up the Grenfell mantle of nonmedical service through volunteers. And from there, QLF has carved its own niche. The Toland words still ring true. Just ask QLF Alumni.

I knew where I wanted the organization to go. It has. But both in scope and geography the organization has moved in ways that I could have never dreamed.

QLF has always been about people and community, service and leadership, the excitement of remote places, and the stewardship of natural and cultural resources. As I look at the “next 50” and think about those who will succeed Larry and me and our team, I strongly believe the Atlantic Region still needs a QLF as does a bigger world beyond it.

Over 2,600 volunteers and interns and 600 international fellows have served the QLF cause. Additionally, we have disbursed over 1,200 scholarships to young and aspiring men and women from remote parts of northern New England and coastal communities around the Gulf of St. Lawrence. But that only begins to tell the story.

QLF is about investing in leadership and always will be. The methods and means of how we do so will be left to the creative individuals who carry on what we began. Searching out and supporting those who will have the courage, experience, and information necessary to change their community, their nation, and their world for the better will give us a relevance that will never go out of favor.

The Ven. Robert A. Bryan
Founding Chairman



BREAKING NEWS!

QLF Board Votes Unanimously on a Half Century Campaign

In a late-breaking development as this publication goes to press, QLF is proud to announce the beginning of The Half Century Campaign with the principal objective of doubling QLF's endowment by the year 2011.

The QLF Board of Trustees met in December 2007 by video conference (in New York and Boston) to vote on whether or not to conduct a Half Century Campaign to build the endowment. As the reader will glean from this document, QLF management strongly advocates for such a strategic fundraising effort in order to prepare the organization for the "next 50." Specifically, a growing endowment will help to cushion against the "pitch and yaw" that inevitably comes with transition and succession challenges.

The December meeting was charged with enthusiasm not only for the campaign itself, but for the future of QLF. The meeting was unprecedented in many respects with nearly 100 percent of the Trustees linked by video and phone. One Trustee even boomed in on speaker from Peru!

The QLF Canada Board Chairman, Philip Nadeau, participated by phone from Montreal. Patricia Middleton, a Director of QLF's Canada Board, flew to New York to be present at the video conference. This was indeed a special moment for QLF; everybody could feel it.

The motion to move forward with a campaign passed resoundingly. This year, 2008, QLF is therefore beginning an ambitious three-year effort to double our current \$8 million endowment. An expanded endowment will open up new opportunities for service and new programming direction. Increased endowment will provide financial security while adding strength to allow QLF to grow and evolve in a complex 21st century world. The Half Century Campaign (2008 - 2011) will raise \$15 million: at least \$5 million for the endowment and \$10 million for programs.

At the start of the 50th Anniversary Celebration, the QLF Board, both U.S. and Canada, should be applauded for their boldness and leadership in addressing QLF's future head on. By their vote for the campaign they have declared their belief that QLF has an important role to play in the "next 50."



Today's non-profit leaders face unprecedented challenges in effectively guiding their organization as they are called upon to address the most critical issues facing society. For organizations to be successful, they must demonstrate strong management, governance, and entrepreneurial capabilities amidst shifting demands for services, challenging operating environments, and recurring financial pressures.

Social Enterprise
Harvard Business School
2007

*“What does America need to regain its global stature?
Environmental leadership.”*

Thomas L. Friedman
The Greening of Geopolitics
The New York Times Magazine
15 April 2007

EXECUTIVE SUMMARY

The two quotes above encompass our thinking presented in the following pages. The first underpins this report, *QLF At Fifty*. The second quote relates, in our view, to QLF's *raison d'être* coming out of the *QLF Alumni Congress*. Tom Friedman's "need for leadership" quote is the backdrop for this report. After all, we are about leadership—always have been, always will be.

QLF At Fifty is a response to the many challenges we face as the Quebec-Labrador Foundation enters its 50th Anniversary Celebration and a fifteen million dollar campaign. Organizations that are effective, vibrant, and relevant are those best able to

demonstrate resiliency, flexibility, and the ability to adapt to change. As we pause to consider both where we are and where we are going, we think in terms of retooling QLF to reflect these survival traits that will allow QLF to flourish in its next half

century. The following pages provide both direction and structure for the organization as QLF enters the dawn of a new era and as current management prepares the table for what will follow. It is our intention to move this organization into the next decade, and beyond into its next half-century, through a series of well-defined steps approved by the board and consistent with an updated mission.

Our thoughts build upon the work and insight of the Futures Task Force, a QLF Board Committee. Our Recommendations here supplement those of the 2007 Futures Task Force Report, *QLF in Transition*. Over the years there have been a number of QLF Board-driven

exercises to assess our strengths and weaknesses. This document builds on the work of the *Long Range Planning Committee Report* (1988) and the work of the aforementioned Futures Task Force (2005-2007).

*Organizations that are effective,
vibrant, and relevant are those
best able to demonstrate resiliency,
flexibility, and an ability to
adapt to change.*



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Bob Bryan



Anita Szeicz

Upper left: QLF Community Service Volunteer, Philip Nadeau, coaching a young lacrosse player, North West River, Labrador, 1969

Philip Nadeau reads the Invocation at the QLF Alumni Congress, 2006. Philip, from St. Paul's River on the Quebec North Shore, was QLF's first scholarship recipient. Now Vice President, International Sales, Kruger Inc. (Montreal, Quebec), Philip chairs QLF Canada's Board of Directors.

The Recommendations in this report, as well as those of the Futures Task Force Report, conclude that leadership—finding it, developing it, and supporting it in the communities we serve in the Atlantic Region and overseas is the key ingredient in refining QLF's future Mission and operational strategy.

QLF's promotion and support of individual leadership to elicit positive community change dates back to the organization's founding in the early 1960s by The Rev. Robert A. Bryan. That has been QLF's bedrock. The subject of leadership is fundamental to our thinking and approach.

Paraphrasing the Futures Task Force Report, as QLF evolves in a 21st century world, training a new generation of environmental and community leaders, building leadership capacity, convening leaders to meet with one another and to share information and experiences are the highest priority for this organization.



Larry Morris

QLF Staff and Interns in the Montreal office, 2007



QUEBEC-LABRADOR FOUNDATION

Quirpon Lighthouse Inn, near L'Anse aux Meadows, northern Newfoundland, overlooking "Iceberg Alley." This landmark is preserved and transformed as a bed and breakfast – part of a tourism-related provincial economic recovery strategy. QLF is actively involved in promoting ecotourism and has been awarded contracts by the Province to work with outfitters and to introduce QLF constituents and other interested parties to the Province.



Candace Cochrane

What Makes QLF Different?

A Glossary of Words and Phrases That Describe a 21st Century QLF

“...Develops local leadership.”

Bob Bryan’s response to Larry Morris in 1975 when asked by Larry, “What does QLF do?”

The following are key words and phrases often used to describe QLF and are helpful when thinking about the 21st century organizational model. They are used throughout this document.

1. **Bioregionalism and Global Connection**
2. **The Three “Cs” – Culture, Community, and Conservation**
3. **Commitment**
4. **Private Peace Corps**
5. **Region to Region Exchange**
6. **Constructive Engagement**
7. **Stewardship**
8. **Aviation and Ministry**
9. **Venture Philanthropy**
10. **Building Civil Society**
11. **Dealing with Accelerated Change**
12. **Community**
13. **Rural**
14. **Capacity-building**
15. **Service**
16. **Networks, Contacts, and Partnerships**
17. **Volunteers, Interns, Fellows, and Role Models**
18. **Alumni**
19. **Education and Research**
20. **Atlantic Region**
21. **Non-governmental Organization**
22. **Frontier**
23. **Heritage**
24. **Come From Away (CFA)**
25. **Leadership**

This section begins with leadership and ends with it. The QLF of the future defines its role as an international NGO in support of, and a resource for, emerging leaders who are part of the global “Greening of Geopolitics,” the movement Tom Friedman advocates.

■ QLF Hallmarks

- ❖ Fosters leadership;
- ❖ Has a commitment to stewardship wherever we work;
- ❖ Honors and values its investments in people and in communities by maintaining long-term relationships;
- ❖ Recognizes the wealth of knowledge and experience among its diverse alumni;
- ❖ Develops working constructs through its extensive global network by motivating and involving alumni;
- ❖ Is adaptive and flexible in structure, consistent and dependable in commitment to community, environment, and people; and
- ❖ Is fiscally sustainable.



Averill Cook (left), QLF Alumnus (Conche, Newfoundland 1971, 1972) with Stephen Engle, QLF’s Director, *Community Mapping Program*. Averill recently returned to Newfoundland to confer with Stephen on the use of GIS and community mapping for rural planners.

Candace Cochrane



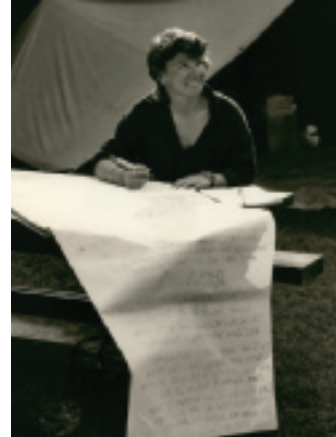
BACKGROUND: QLF AT FIFTY

By board directive at the U.S. Trustees Meeting (May 2007) in New York, Larry Morris and Beth Alling were charged with preparing a case statement, outlining a vision for QLF that would excite all QLF constituencies enough to warrant the planning and deployment of The Half Century Campaign.

It is our contention that the QLF *Alumni Congress* gave QLF the prism through which to view its future and an effective way to excite the broad base of QLF support. Articulated at the spring 2007 board meeting was a need for clear expression of the new direction for the organization, emanating from the *Congress* in Hungary (2006). From that, a decision could then be made at board level on the timing of a campaign, coupled with strategies for how the campaign could make the “New QLF” a reality.

During the summer of 2007, the QLF Board guided the process by presenting a list of questions to discipline our thinking in conceptualizing a case statement. *The Case for QLF's Future* was framed by those questions and the report was presented to the U.S. Board of Trustees Meeting (October 2007). *QLF At Fifty* advances the case statement's recommendations to meet our 21st century Mission; responds to the board's list of questions (see *Questions and Answers* section); and notes QLF's 50th Anniversary Celebration with The Half Century Campaign.

We asked QLF Alumna Dr. Leslie Van Gelder to assist in weaving together our thoughts for these



Leslie Van Gelder, QLF Intern, *Ocean Horizons Program*, Gros Morne National Park, Newfoundland (1986). Leslie worked as a QLF Volunteer and Intern on conservation and environmental education projects in Newfoundland and on the Quebec North Shore during the 1980s.

QLF Archives



Anita Szeicz

Leslie Van Gelder attended the QLF *Alumni Congress* in Hungary, 2006. Next to Leslie is QLF Alumnus Joseph Smith Abbott (British Virgin Islands).

reports. Bright and articulate, Leslie spent five summers working as a QLF Intern in Atlantic Canada from 1985-1990. She also attended the QLF *Alumni Congress*. Leslie is a professor and education consultant at Walden University (an online university).



Candace Cochrane

Early morning fog, Conche, Newfoundland. Conche is one of four communities that is part of the French Shore Program, a long-term effort by QLF to assist in development of heritage tourism in the region. Projects include educational programs and region to region exchanges. An exchange is being planned (fall 2008) between Jersey (U.K), Brittany (France), and the Quebec Lower North Shore.





Candace Cochrane

A scene familiar over centuries — salt cod split and drying on a flake. With the loss of the inshore cod fishery, the impact on coastal communities in the Atlantic Region has been profound. QLF provides technical assistance and sponsors rural development programs to help these communities adapt to change.

QLF AT THE CUSP

Frequently noted (either positively or negatively, by QLF Trustees, Alumni, and donors) is the apparent shift from an “Old QLF” (generally defined as being in the Bob Bryan image; working in the Atlantic Region; and focusing on community service and youth) to a current, or “New QLF” (generally defined as international, and focusing on heritage and environmental issues). A question going forward is how to reconcile this seeming dichotomy of approach, style, and deliverables in a manner satisfactory to *all* QLF supporters—U.S. Trustees, Canadian Directors, donors, alumni, international fellows, staff, partner organizations, community groups, government officials, and all the others who make up our diverse

Today, QLF is best described as doing work in stewardship, broadly defined as leaving a place, a community, a region, an environment, or a society, better than when one arrived.

constituencies.

In fact, that reconciliation began happening years ago, well before the QLF Alumni Congress. Today QLF is best described as doing work in stewardship, broadly defined as leaving a place, a community, a region, an environment, or a society better than when one arrived. Stewardship, in QLF parlance, wraps

together our service, heritage, and environmental components under one broad philosophy. For the purposes of this report, the word is a good one to describe the amalgam of “old and new” as QLF prepares for the future.

We feel that there has been a natural evolution at QLF—expressed in our two-part (i.e., regional and global) Mission Statement. The word “consis-



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tency” best describes what has gone on in the first 50 years, especially when the observer takes a step back to look at our bigger picture. We have not been consistent in articulating our own good news story: namely, where so many other organizations have failed, QLF has demonstrated resiliency, flexibility, and ability to adapt to change, mentioned earlier as hallmarks for organizational survival. We are here; so many others are not. Why is that? In our judgment, QLF stands today as the result of an enlightened collaboration of governing board members, QLF’s Founder, staff, alumni, and donors who consistently put QLF ahead of themselves. A rare combination when so broadly expressed.

Besides not articulating our good news, there is another issue. In our current Mission Statement a number of key words and phrases explaining QLF are conspicuous by their absence, for example, the word “leadership.” When Bob Bryan first described the Quebec-Labrador Mission Foundation or QLMF (the word “Mission” was dropped in the late 1970s), his favorite way to do so was to say that QLMF’s job was “to develop local (also referred to as community) leadership.” If leadership has been our mantra from the beginning and is, as argued here, the key to our future (also the assessment of the Futures Task Force), then it stands to reason that the word should be much more prominent in QLF’s Mission Statement.

Over the last five decades, QLF has evolved from a working extension of Bob Bryan’s ministry and service to the Quebec North Shore into a broad-ranging three million dollar-a-year NGO with roots in service and commitment, and community and environment. Above all, QLF has existed over its history to affirm the power and “change-the-world” potential of tapping individual initiative. In 2008 we describe QLF as an organization with a “regional heart and global reach.” Bob Bryan’s early *cadré* of high school volunteers (selected

first at the Choate School and later from high schools and independent schools across the north-east U.S. and Canada) formed the nucleus of what is today’s QLF Alumni Network. This network of alumni has expanded dramatically in numbers, backgrounds, and nationalities to include former volunteers, interns, scholarship recipients, *Sounds Conservancy* grantees, international fellows (who have taken part in our overseas exchanges), and leaders from regional partner organizations. This Alumni Network now includes more than 2,600 alumni who worked for QLF in the Atlantic Region (our home base), and 600 alumni who are former international (exchange) fellows from regions outside of North America (including Western Europe; Central and Southeast Europe; Latin America and the Caribbean; and the Middle East).

The QLF Timeline

Like many organizations, QLF has developed in distinct phases over its first half-century. A timeline can help to illustrate these phases, or “periods,” showing how the “Old QLF” has become the “New QLF.” The process—outwardly subtle, but in reality never easy and often bumpy, sometimes to the point of being downright contentious—nevertheless has resulted in an organization in 2008 true to its founder’s original vision, yet one remaining relevant in a much more complicated world. What a



QLF Corporation Member Rosemary Furfey, as a member of the *Living Rivers Program*, leads a field trip of QLF Board members, Tabusintac, New Brunswick, 1976.





Robert A. Bryan with QLF Volunteers, Harrington Harbour, Quebec, Canada, 1963

QLF Archives

QLF's headquarters dealt with several natural disasters, such as the episodic flooding of the Ipswich River. Above all, like many others in our field, QLF was faced with institutional growing pains and increasing demands on its fundraising team to produce in an infinitely more competitive and crowded field.

The Bob Bryan Era

Over the Bob Bryan Era (see *QLF Timeline*), QLF responded successfully to new funding opportunities, changes in the home region (such as the explosion of indigenous NGOs), and changes and challenges in the world around it. Staff expertise grew to meet these changing conditions as did the budget to cover the expanding scope of work.

Increasingly, as experiences accumulated, there arose slowly (and humbly) a growing institutional confidence. QLF began to believe in itself, not just in its founder. At the same time, there grew a recognition among our peers that we were something special—QLF was the working prototype for “community-based conservation” before the term existed. They respected our willingness and our desire to share what we were learning. QLF became known for not hiding behind copyrights or jockeying for the publicity limelight. QLF was generous in giving away what it had while being quiet about doing so.

triumph! The campaign in large part is a confirmation of that commendable achievement.

The reader will notice immediately in the *QLF Timeline* specific “periods” in QLF's 50-year existence: for instance, the Volunteer and then Intern Periods; the Atlantic Center for the Environment in the 1970s and 80s; the International Programs of the last 25 years; and the *Congress/Post-Congress* Period. These periods have not been finite so much as evolving, one to the next. In each instance we have kept what is good and what works from the earlier period, but have also adapted to meet the needs of a world where coastal outport communities, isolated for a century, are now plugged in on information highways and also affected by such global realities as loss of groundfish stocks, climate change, and shifting ocean patterns. QLF can help these communities adapt to a new way of life. That is leadership.

Over the decades QLF's budgets have grown and staff numbers have increased as programming has become more sophisticated. As office space was needed, QLF obtained, through donations, buildings, which later were renovated, sold, and are now rented back. Over time



QLF Founder Robert A. Bryan and young friends, St. Mary's Island, Quebec, 1985

Candace Cochrane



The marriage of Bob Bryan’s individual fundraising genius and QLF’s professional staff ability to market our services and ideas (especially to foundations) in the late 1970s clearly was the making of QLF. To his friends and early QLF Alumni, Bob Bryan was the charismatic storyteller and inspirational leader. To many foundation program officers QLF was considered a unique bio-regional, community-based conservation and service organization, working in ways and places that few others did. QLF did best on the frontiers—of places and ideas. To foundations in the 1980s and ’90s, QLF—a relative newcomer—was a perfect “check-off for the venture philanthropy” box in their grant-making portfolios.

***The Last 15 Years:
A More Competitive Race***

But other attractive new kids on the NGO block appeared as the 1990s progressed. Since then our competitive fundraising advantage has been eroded as our niche has been discovered by many others on what has become a crowded race track. In the last fifteen years, diverse groups have taken our lead and seized on the idea of linking community service, culture, and conservation while working across borders to address environmental issues. To stay alive among a plethora of “cousin” NGOs has become tougher as we all compete for the same dollar. As interest in programs and geographies has changed, acquiring this moving donor target, (while dealing with other elements of “donor fatigue”), has required an exceptionally perceptive development and program staff. All of

this has made QLF more complicated and expensive to manage.

Today QLF’s advantage remains our half-century experience (our head start, if you will); an active founder; our many and varied global information and human networks; and resources (such as our endowment) from which we can draw on for program and financial support.

There are competitive disadvantages, however, in promoting what we do: one is that our success cannot be measured in numbers of species protected, acres preserved, or miles of river saved, as other groups can claim. We are not a backyard charity; we are not always easily able to argue programmatic cause and effect; we cannot use a

turnstile to count those converted by our efforts. The success of developing leaders cannot be measured that way. As the *QLF Alumni Congress* illuminated, QLF must argue for what it does, and does well—leadership development—and show the long-term benefit to constituents, donors, and society at large.

...QLF must argue for what it does, and does well—leadership development—and then show the long term benefit to constituents, donors, and society at large.

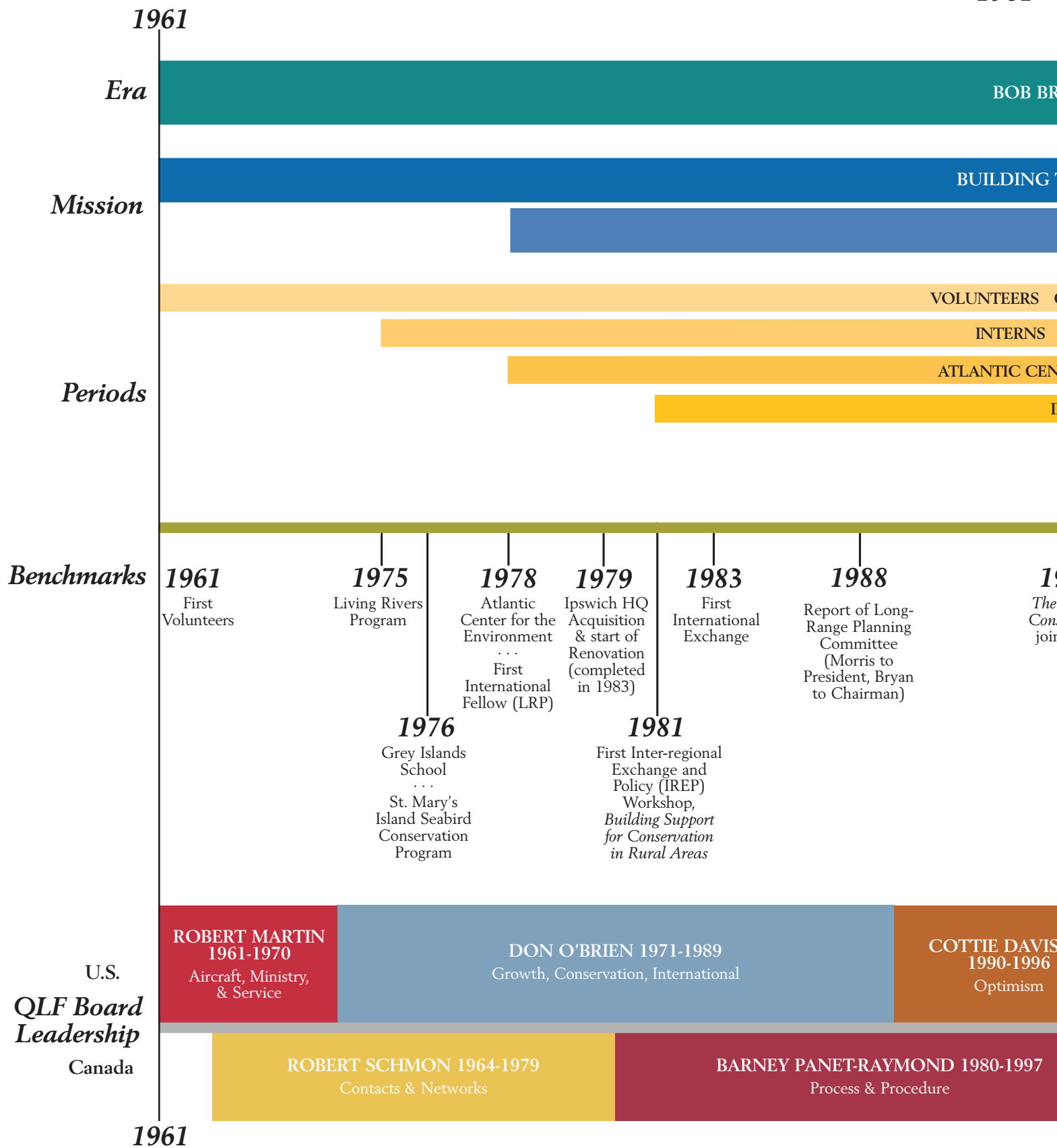
...A new green ideology, properly defined, has the power to mobilize...around an agenda that can both pull us together and propel us forward.

Thomas L. Friedman
The Greening of Geopolitics
The New York Times Magazine
 15 April 2007



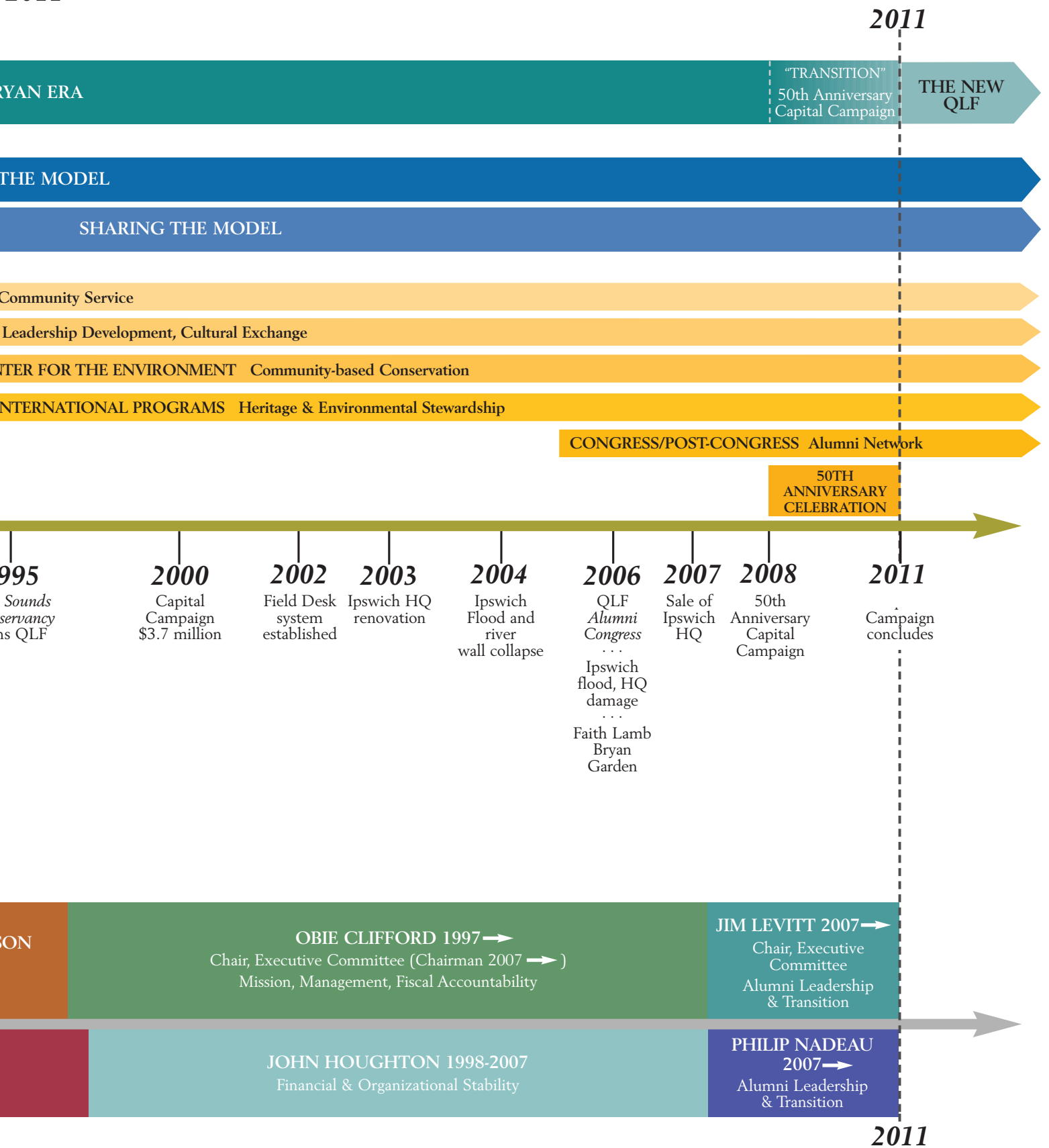
QLF TIMELINE

The First
1961 -



MELINE

50 Years
2011



THE EMERGING ROLE OF QLF ALUMNI

In this first section of our report, we build our case by advancing the notion that to assume our role in developing leaders to address regional and global environmental and stewardship problems, QLF must do a better job tapping one of our greatest resources—our extensive network of alumni. Our thinking is not a dramatic departure from past and current organizational thinking and direction. In one way or another, our alumni have been involved for 50 years in the Atlantic Region and, in the last two and a half decades, overseas. Alumni now chair the Canadian Board of Directors and the Executive Committee of the U.S. Board of Trustees. Alumni are the heart of the “QLF Family” and their

commitment reflects the true spirit of the organization. Awareness of the value of our alumni and the potential power of their constructive engagement in solving global problems was the central reason for the QLF *Alumni Congress* in Hungary in 2006.

If the question of how best to move ahead is to work through our alumni, then how does QLF do it? The answer is by involving our former volunteers, interns, and fellows even more extensively in

all aspects of QLF, and by instituting a new QLF operating component, the *Global Leadership Network*. As with all good and sustainable systems, our past is going to give us the key to our future.

Awareness of the importance of our alumni and the potential power of their constructive engagement in solving global problems was the central reason for the QLF Alumni Congress in Hungary in 2006.



Greig Cramma

QLF *Alumni Congress* field trip. Participants gather for a tree planting ceremony, Kiskunság National Park, Hungary, 2006.



THE GLOBAL LEADERSHIP NETWORK

In the final session of the QLF *Alumni Congress* there was a palpable sense among those present that QLF's future could indeed have global implications for improving things. *Congress* attendees were energized as old networks reformed and new ones were forged. Among the ideas offered at the time is one that has now crystallized into a proposed methodology for QLF action in the years ahead. It is based on tapping QLF Alumni to provide environmental consulting services. Our methodology is called the *Global Leadership Network* (GLN) and will be a critical component of the "New QLF." Larry Morris promoted the concept on a trip to the Middle East in the spring of 2007. Jordanian Alumnus and businessman Mahmoud Al Khoshman was intrigued by the prospect and went so far as to produce a concept outline, *Creating an International Consulting Firm in the Field of Nature Conservation and Sustainable Development under the Umbrella of QLF*. Interestingly, Mahmoud

was not able to attend the *Congress*, but the energy and ideas that emerged from it motivated his thinking. As a businessman who travels extensively, Mahmoud sees an environmental consulting role for QLF as a problem-solver dealing with complex, cross-border conservation issues.

At QLF, we see Mahmoud's plan and others like it as a series of QLF consultations that would take place in regions within which QLF operates. The consultants—QLF Alumni—would staff each QLF Team (the so-called Action Teams mentioned earlier in the 2007 *QLF Alumni Congress* publication commemorating the first anniversary of the *Congress*) and would be drawn from an elaborate database, catalogued by skill-sets and many other

parameters. A QLF Manager of Human Capital (an idea proposed by Leslie Van Gelder) would oversee the database. That person would place priority on the intangibles of the network, attributes of character and leadership not always explicit on a *curriculum vitae*. Alumni consultants would be compensated and a percentage of any contract would be returned to QLF to form a revolving *Global Conservation (or Stewardship) Fund*. The Fund would be a payback dividend that could be donated by QLF as part of its annual program agenda to help sustain other QLF conservation efforts or the work of regional partners.

Mahmoud argues, and we agree, that QLF and the *Global Leadership Network* would be very competitive in the environmental and cultural heritage consulting marketplace among potential government, corporate, and foundation contractors especially because of the Network's multinational character and leadership intangibles. Surely the *Global Leadership Network*

could out-compete larger, for-profit consulting groups. For QLF the revenue stream coming from such consulting—when combined with endowment draw and monies raised through annual appeal, funding proposals, and other sources—could provide a real opportunity for QLF to become financially self-sustaining. Profiled through the *Global Leadership Network*, QLF's international reputation would be one of being creative, working in multi-national partnerships, and providing tangible deliverables. QLF would lead by example and through good work. Deliverables would be provided by each contract, reinforcing the desirability of such a holistic conservation approach.

In the final session of the QLF Alumni Congress in Hungary there was a palpable sense among those present that QLF's future could indeed have global implications for improving things.





Greg Cranna

QLF Intern Marisol Ayala from Guatemala conducting waterfowl research, Tabusintac, New Brunswick, 2006



Greg Cranna

Left to right: QLF Interns Holly Robertson, Lillian Harris, and Michele Abbene visit the Atlantic Salmon Federation, St. Andrews, New Brunswick, 2006.



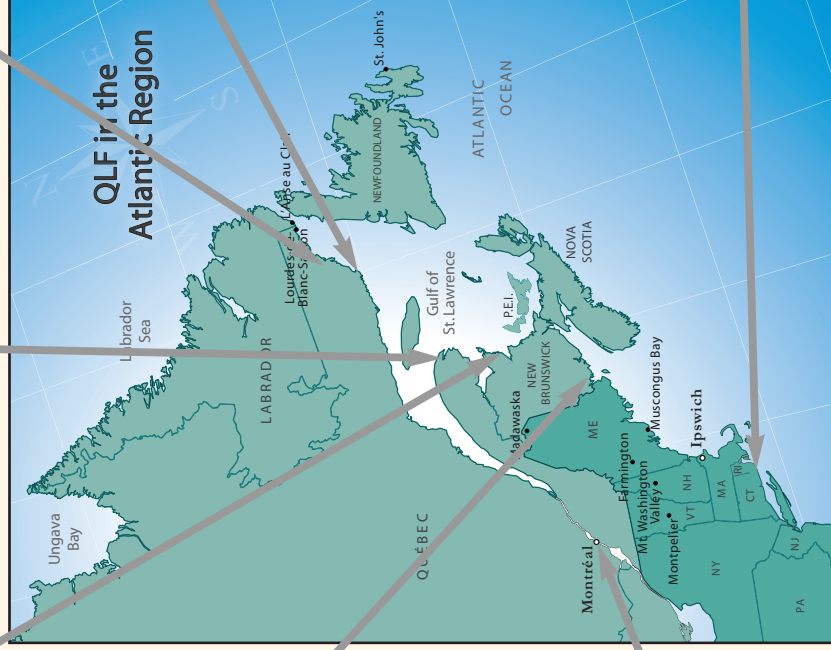
Larry Morris

QLF summer Volunteer, Kevin Njinga (2007), joins Montreal staff Simone Hanchet (left) and Christine Diguer "at the office." The QLF Canada office is located a few minutes walk from McGill University.



Candace Cochrane

QLF has a history of working with communities in the Gaspé dating back to the Living Rivers Program, which began in 1975.

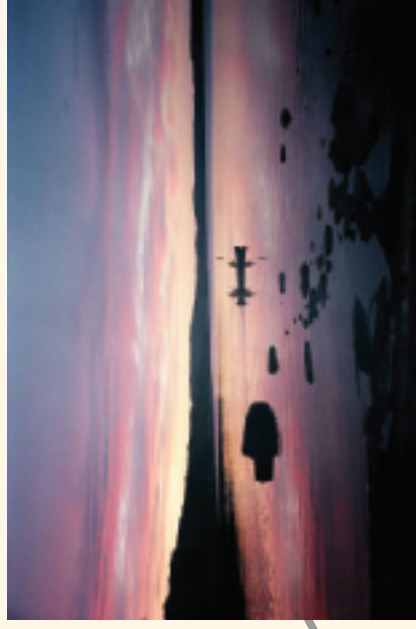


Maps by Stephen Engle



Brad Letto

QLF Canadian staff take their office on the road, Quebec Lower North Shore. Left to right: Adrienne Blätzel, Serena Etheridge, Monica Anderson



Henry Hatch

Rivers and lakes have been a focal point of QLF Atlantic Region programs since the 1970's. These programs focus on environmental education, conservation and stewardship, outdoor recreation, and ecotourism.



Greg Cranna

The Sounds Conservancy provides support to three dozen recipients each year. Sounds Conservancy grantee Helen Hays has studied Common and Roseate Terns here on Great Gull Island (eastern Long Island Sound) for 38 years.

QLF in the 21st Century

QLF Alumnus, Wil Maheia, is the Founder of the Toledo Institute for Development and Environment (TIDE) in Belize. Empowered, in part, through programs like QLF Environmental Exchanges, alumni are taking an increasingly active role in conservation issues in their home countries.



Greig Cranna



Larry Morris

Exchange Fellows from Belize, Guatemala, and Honduras are participants in QLF's Gulf of Honduras to Gulf of Maine Exchange. Port Honduras Marine Reserve, Belize



Greig Cranna

QLF Alumna Blažena Hušková of the Association for the Jizerské hory Mountains Region (Czech Republic) is a recipient of QLF's International Stewardship Award. Photo at the Congress



Brent Mitchell

The Liptov region in the High Tatras mountains of Slovakia is the site of a QLF Landscape Stewardship Exchange and home to several alumni. Protected landscapes can serve as models for sustainable development.



Larry Morris

Sami Backleh, of the Palestine Wildlife Society, retrieves Lesser Kestrel chicks taken illegally from cliff nests, Jerusalem Mountains, West Bank, Palestine. In 2007 Sami earned his Master's in Conservation Biology from the University of Kent in Canterbury, England. Sami is a recipient of the Middle East Conservation Award.

RECOMMENDATIONS TO MEET QLF'S 21ST CENTURY MISSION

In our opinion, QLF—working from and still serving its home region in North America—has an evolving and understandably expanded Mission in the 21st century. The lynchpin of QLF's Mission should be leadership development, which has described QLF for its first half-century, yet is unstated in its present Mission Statement.

RECOMMENDATION 1: *Revise the current Mission Statement to reflect QLF's time-tested niche. Specific programs, year over year, in all areas QLF works are simply the tools by which QLF expresses such leadership, remains relevant, and meets this Mission. Programs—from seabird conservation to community forests, from cultural heritage to exchanges with other regions—are able, and even encouraged over time, to change in order to meet regional and*

global conditions and issues, and to meet the often fickle nature of a constantly shifting funding environment. Investing in the individual—supporting leadership—is what must remain constant and true at QLF.

If the model mentioned in the second part of the current Mission Statement is one dealing with leadership, service, community, cultural exchange, heritage, and environmental stewardship, then sharing the model must be based upon effectively packaging QLF's formula and communicating successes (and failures) in these areas over our 50-year history. Sharing must be two-way and also include making connections, learning from others, and developing progressive collaborative approaches to supporting new generations of leaders.

QLF is described as having a regional heart and global reach. As we serve our home region in a 21st century world, we work across borders to address issues of mutual environmental and cultural concern. Fisheries and marine conservation are common themes among QLF programs.



Candace Cochrane

Off Conche, Newfoundland. With the loss of the ground fishery, coastal communities in the Atlantic Region have had to adapt to new economic realities.



Larry Morris

Port Honduras Marine Reserve, Belize, was established, in part, to restore depleted fisheries and to thwart poaching. QLF Alumnus, Wil Maheia, worked tirelessly to establish the reserve. He is now running for political office in Belize.



Larry Morris

Muscat, Oman. Increased tanker traffic and pollution have affected the fisheries in the Persian Gulf. Coastal communities here have the same concerns about their future as their counterparts in the Atlantic Region. Addressing these common concerns across cultures and geography is the basis of QLF's stewardship exchanges.

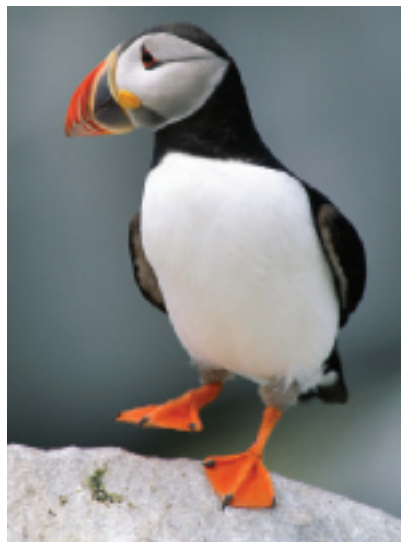


2 *RECOMMENDATION 2: Tease out key phrases that define and explain QLF's unique niche as a community-based conservation and service organization. Those words and phrases should be simple, direct, and easily explainable. They should support the leadership development core of the QLF model and be evident in the revised Mission Statement.*

Ultimately, the “New QLF,” already emerging from the Bob Bryan Era (the first 50 years of the organization), will take on a life of its own. The “New QLF” will be expressed as a logical outgrowth of the original service and leadership vision of the founder. The link between the two eras, the first 50 years and what will follow, should be the focus of the half-century celebration and campaign. The “New QLF” should become official no later than 2011.

3 *RECOMMENDATION 3: Conduct a fifteen million dollar campaign (2008-2011) to raise five million dollars for endowment and ten million dollars for operations. In late breaking news, the QLF Board has just voted in favor of a campaign and is ready to take a prominent role in it.*

Atlantic Puffin (*Fratercula arctica*). Dr. Kathleen Blanchard directed the *Marine Bird Conservation Program* for 20 years. Through it, dozens of interns and volunteers received their first experience in wildlife research and environmental education.



Greig Cranina

Greig Cranina



Field Research Site, Punta Rasa, Argentina. For 38 years, Helen Hays of the American Museum of Natural History (New York) has banded Common Terns (*Sterna hirundo*) and Roseate Terns (*Sterna dougallii*) on Great Gull Island in eastern Long Island Sound. With the support of QLF's *Sounds Conservancy Grants Program*, Helen has extended her research to South America. Working with partner organizations in Argentina, she is collecting data on the migratory patterns of Common and Roseate Terns banded on Great Gull.

Based on the success of and enthusiasm for the *QLF Alumni Congress*, the “New QLF” will make a concerted effort to forge greater alumni connections between and among individuals, their organizations, their nations, and regions. We also will institute the *Global Leadership Network* to tap the collective strength of our alumni. This falls right in line with QLF's leadership investment and support role. Recruitment of new alumni will occur as QLF's Intern, Volunteer, and Fellowship Programs ramp up to attract a student and young professional population hungry for QLF-type service opportunities in both regional and global arenas. QLF will also seek stronger ties to universities from which students are drawn.

4 *RECOMMENDATION 4: Invest in the Global Leadership Network in order to tap QLF's Alumni, now more than 3,000. Through the GLN, conduct wide-ranging projects in all QLF working regions in the QLF spirit of service, multinational collaboration, civic engagement, and stewardship. Seek broad public and private sector support to construct the Global Leadership Network.*



POISED FOR THE NEXT 50

With board, management, budget, programs, and internal structural changes already occurring at QLF, in the next 50 years QLF should be able to proceed from strength through an increased endowment, enhanced annual giving, effective NGO partnering, and from new internally generated profit centers like the *Global Leadership Network*.

Founded by a clergyman, QLF has always been about people and community, service and leadership, the excitement and adventure of traveling to and spending time in remote places, and the stewardship of natural and cultural resources. What made QLF relevant and exciting in the past will make us even more so in the future. The 21st century world, of which Tom Friedman speaks, needs QLF. That is what Ambassador George H. Walker told attendees at the *QLF Alumni Congress*.

With the QLF spirit so tangible at the *Alumni Congress*, and through the experience gained by 50 years of dedicated service, QLF has moved from being an extension of the personality of its founder to an organization possessing an institutional life of its own. This shift is exactly what effective transition is all about. Many other organizations trying to do the same thing have failed: 1) because of what is often called “founder ego,” and/or 2) because of the built-in obsolescence of short-sighted programming or ill-defined Mission. QLF has succeeded because it has not fallen prey to ego and obsolescence. Instead, resiliency, flexibility, and ability to adapt to change—three traits in continuous refrain in this document—best describe us. Now QLF must determine its optimal size—budget, staff, board, and scope—in the changed world of the 21st century.

*Founded by a clergyman,
QLF has always been about
people and community, service
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of natural and cultural
resources.*



Candace Cochrane

Atlantic Region still life. Generations of QLF Interns and Volunteers have learned the importance of “visiting.” The kitchen table is often the venue.

Undeniably, QLF has been through a lot in its organizational life, especially in the last decade. Things have not always been fun or easy. Adapting to change never is. The organization has been tested at many levels and has successfully run the “Transition” gauntlet.

As authors of this report, we are excited and encouraged by what we see for the future of QLF. We are ready to do our part in getting QLF there.

In the authors’ opinion, the Atlantic Region still needs QLF as does a bigger world beyond

it. The *QLF Alumni Congress* affirmed that our alumni want QLF to move ahead and want to be part of that movement. QLF is poised and ready for the challenge of what comes next.





Candace Cochrane

Crouse, Great Northern Peninsula, Newfoundland. A scene familiar to hundreds of QLF Volunteers and Interns who worked in outport communities on the Quebec North Shore or coastal Newfoundland and Labrador.

QLF's Set of Truths: Knowing Who We Are

- We believe in QLF's contribution in leadership development and in helping rural places adapt to the challenge of accelerated change with its impact on individuals, families, community, and environment.
- We believe that based on its 50 years of experience, QLF should take an active leadership role in the global environmental movement in the 21st century.
- We believe that the QLF *Alumni Congress* in 2006 was the seminal event in QLF's 50th Anniversary Celebration and that it provided a glimpse of the organization's future.
- We believe that QLF occupies a unique niche as an international NGO working in conservation, heritage, and stewardship, operating from a regional base defined as the Atlantic Region. We describe QLF as having a regional heart and a global reach.
- We believe that QLF's five-decade record of achievement is derived from the vision and personal service of the Founder Robert A. Bryan. This record is further expressed through the collective efforts over years of thousands of volunteers, interns, fellows, and QLF staff who have effected positive change where QLF works. This has been done through programs linking nature, culture, and community under the banner of stewardship.
- We believe that the subject of leadership has been, is now, and will be in the years ahead, the niche and a hallmark of QLF.



■ The Half Century Campaign: The Endowment Component

TARGET:

Five million dollars for the Endowment – one million dollars to honor each decade of QLF’s service

General Support – \$1 million (adding \$50,000/year to build long-term sustainability)

Robert A. Bryan (RAB) Fund – \$1 million (to double the current fund to support community service, education, and special projects reflecting the Founder’s life interests). The RAB Fund is an endowed fund established fifteen years ago by the QLF Board of Trustees to recognize the lifelong achievements of the QLF Founder.

Intern Endowment Funds – \$1 million (for five internships annually, including stipends, project cost; alumni services; the establishment of the *Global Leadership Network*; and intern management)

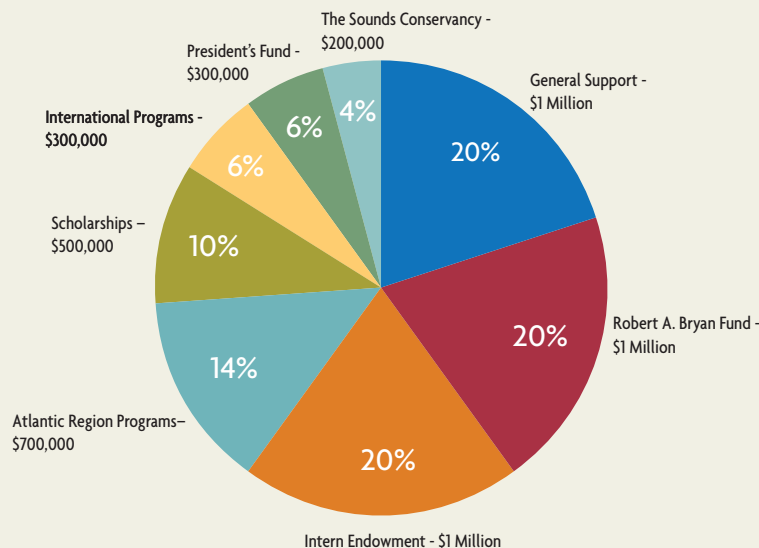
Atlantic Region Programs – \$700,000 (to assist Field Desk expansion and operations)

Scholarships – \$500,000 (to double the amount each year provided for scholarship support; enlarge the applicant pool in the Atlantic Region and to include overseas applicants; build alumni service and databases)

President’s Fund – \$300,000 (for Mission-critical projects and to provide “instant response” to address regional and global challenges as well as urgent requests, particularly from QLF Alumni)

International Programs – \$300,000 (to secure funding in a growth area for QLF, including structural support for managers)

The Sounds Conservancy – \$200,000 (to increase the four endowed funds of *The Sounds Conservancy*, to expand the number of grants provided each year through those funds, and to establish a new endowed fund as a living memorial to *Sounds Conservancy* Founder Chris Percy)



Ultimately, QLF is its people.

Donal C. O'Brien, Jr.
Chairman
U.S. Board of Trustees (1971-1989)

(On the occasion of Don's retirement from the QLF Board)

*The Quebec-Labrador Foundation
is a fine example of cooperation between
Canada and the United States.*

*It is to be congratulated
for taking its North American
experiences in land conservation
and environmental stewardship
to the wider world.*

Ambassador Robert Hage
Ambassador of Canada to Hungary (2004-2007)
(On the occasion of the QLF Alumni Congress)

*...QLF is the kind of
international institution
that we need more
today than ever before.*

The Hon. George H. Walker
Ambassador of the United States to Hungary (2003-2006)
(On the occasion of the QLF Alumni Congress)





Candace Cochrane

Iceberg off The Labrador. In the next fifty years, issues like climate change will have a growing influence on the region's coastal communities and wildlife. QLF will be there to help address the challenges ahead.

QLF·AT·FIFTY

QUESTIONS AND ANSWERS



Developing the Model for QLF's Future

Q. What are key questions the future QLF operating model should address?

A. How best can a Come From Away (CFA), non-governmental organization (NGO) help to redress the pressures, problems, issues, and stresses on rural communities and regions trying to adapt to the vagaries inherent to accelerated change, be it technological, economic, cultural, environmental, or political? (For perspective, note the cover of this report). What methodologies work well? Which do not? Does what works in one region have application/utility when applied in another? How should QLF be structured, managed, and paid for? What are the evaluation implements needed to review and confirm results?

QLF's future operating model should fill a niche and be concise, simple to explain, cost-effective, consistent with QLF's history, and meet current regional/global needs. The model should reflect *both* pieces of QLF's current Mission Statement (regional/global) and demonstrate how they work together.

The model should be distinguished by the elements that have defined QLF over 50 years, including: leadership, service, community-based conservation and stewardship, cross-border and bioregional initiatives. Many of these words and phrases are listed in the beginning of this document. The combination of these elements are what makes QLF unique and should be articulated when describing our niche.

QLF programs of the future should strive to harness the power of private initiative; support leadership development; and engage in



Late spring, northern Newfoundland. This was a traditional waiting period for fisherman who passed the time mending their nets and getting their gear ready for the season. With the loss of the cod fishery, this now-historic photograph is a scene from the past.

Candace Cochrane





Candace Cochrane

A young Inuit woman from Nain, Labrador, laughs at a photograph of herself taken in the mid-1980s. This 2007 exhibit is part of an Inuit and Innu History-Through-Photography Project.

capacity-building of non-governmental organizations in the Atlantic Region and in partner regions overseas.

QLF should publicize the accomplishments of its Founding Chairman who, in the tradition of Sir Wilfred Grenfell, has built a reputation based upon service to the people of the Atlantic Region and of stewardship of its natural resources. Bob Bryan's personal commitment combining service and stewardship is what defines QLF. His presence should be of high profile in The Half Century Campaign.

If the model has worked in its first 50 years, will it be effective in the next 50 years? Who will support it? Any QLF operational model must be elastic enough to remain relevant. Only by doing so will it be supported by funders.

It should be noted that 25 years ago QLF was asked to sponsor international partnerships because of the organization's success working at the community level while also conducting programs using a bioregional (across borders) philosophy. Each overseas (partner) region was accessed through a different window of opportunity. In Central Europe, for example, just prior to the fall of the Berlin Wall, QLF was asked to

introduce that region to the work of North American NGOs, showcasing the talents of the private sector. After the fall of the Wall and the emergence of fledgling democracies across Eastern and Central Europe, QLF helped to point the way to harnessing private enterprise and initiative to conserve and manage the "working landscapes" of that region. Under Jessica Brown's and Brent Mitchell's leadership, QLF did so using the banner of "stewardship" (defined as "taking care of place").

QLF was approached in 1992 to run exchanges with conservation leaders from the Middle East because of the organization's

extensive North American cross-border work experience. Funders thought that by tapping a common concern for environment, QLF would have a "language" to bring people and nature together. QLF's style of hosting exchanges of young and aspiring Middle East environmentalists was based on the notion of "constructive engagement," a working style endorsed by the Rockefeller Brothers Fund and espoused by David Rockefeller himself.

Finally, in the Caribbean, and later in Latin America, QLF was asked to promote historic hemispheric connections through environmental exchanges and workshops. We based those exchanges on stewardship, particularly in such areas as the promotion of multinational marine parks and protected areas, and in the shared concern for migratory wildlife such as seabirds, marine mammals, and pelagic fish species.

Q. Does the QLF model begin with "the end in mind" or is the outcome uncertain?

A. Proclaimed at the *Congress*, confirmed by the Futures Task Force, and with new initiatives like the *Global Leadership Network*, QLF's new model is clear to us. Combining successful vintage programs with new and exciting oppor-





Larry Morris

Field Researcher, Talal Bani Owdeh, banding a Dead Sea Sparrow (*Passer moabiticus*), Palestine Wildlife Society Field Station, Jericho, West Bank. Jericho lies 850 feet below sea level and borders the Jordan River that runs through the Great Rift Valley, a north-south highway for migratory birds. QLF's *Middle East Program* has hosted five staff members of the Palestine Wildlife Society on conservation exchanges to the Atlantic Region.

tunities gives us the “means.” QLF must configure for the future by maximizing its ability to seize opportunities quickly and decisively.

Q. What is the time frame for completion?

A. The new QLF model will emerge by the completion of The Half Century Campaign, taking place between 2008-2011. What will emerge is a restructured organization operating under an updated Mission Statement. There will be a new management matrix; new budget procedures and controls, and a tighter array of programs than currently exists. The campaign period that we envision will transition the “first” fifty years smoothly into the “New QLF.”

Q. What is the end product?

A. A revised and reinvigorated QLF institutional model reflecting a carefully reconstructed Mission Statement with well-defined programmatic objectives. Programs will evolve smoothly over time to recognize and meet current Atlantic Region and partner region needs and conditions without violating underlying long-

term QLF principles and premises dating back to the beginning. In other words, the Bob Bryan “developing leadership” vision will continue to adapt through space and time to the “moving target” needs of a fast-changing home region and world. The new model will reflect the values of the organization, its staff, alumni, donors, and constituents.

Q. How will it be presented and to whom?

A. Throughout the three-year campaign, as QLF comes out of the Bob Bryan Era, the “New QLF” will emerge—a work already in progress. The three-year campaign “incubation” period is defined as one of “Transition” to bring everyone on board. An evolutionary deployment of the “New QLF” is designed so as not to alienate long-term constituents and also to build broad-based support for the latest QLF iteration. Not only has that process already begun, but such evolution has in fact been in continuous practice since 1975, with the hiring of Larry Morris, Dr. Kathleen Blanchard, and Tom Horn; and the creation of the *Living Rivers Program*, the *Marine Bird Conservation Program*, the Atlantic Center for the Environment, and QLF's *International Programs*. The reader here might want to refer to the QLF *Timeline* looking specifically at Periods and Benchmarks.

The campaign will be an ideal opportunity to publicize the new vision and also air the plan to all QLF constituents — from governing bodies to alumni, donors, organizational partners, and program recipients. We will make every effort to keep funders engaged and encouraged to support the new directions (and phases) of this deployment.

Q. How will this effort/end product relate to a campaign?

A. As mentioned above, the campaign will be the key used to unlock the “New QLF” and reveal the model that will succeed the one representing the “Old QLF.” Already happening, “seamless” is the word that describes the process. Its successful marketing will also attract old and new contributors alike to fund the new model.



Q. How will the model dovetail with the written case for a campaign?

A. They link. If the model is alternatively defined as the “New QLF,” then this report, *QLF At Fifty*, will define and explain it. The Half Century Campaign will fund it. Elements such as the *Global Leadership Network* will become an important component of the model.

As QLF goes through its metamorphosis from old to new, this transition period, wrapped by the campaign, requires courage, vision, and commitment by donors, alumni, board, management, and staff.

Q. Can QLF’s Mission and goals be further defined, clarified?

A. Yes. See earlier Recommendations. The current Mission Statement has been effective in adding the notion of “model” (i.e., packaging) as well as global connection, but now it must go further. The Mission Statement should be fine-tuned with liberal use of the operative words and phrases listed earlier. It must emphasize leadership.

Q. What is really meant by QLF’s “model” as Larry Morris uses the term?

A. A two-part answer. The Mission Statement was revised (early 1990s) under the direction of Donald Clifford, Chairman, U.S. Board of Trustees. The second part included the phrase, *creating models for stewardship that can be applied worldwide*. Well stated and still highly applicable. The model referred to is the “packaged for travel” essence of QLF.

Foundations providing grants for QLF all the way back to the 1970s made their grants conditional upon our being able to “share” what we did. QLF Trustees Dan Lufkin and Don O’Brien, as well as George Taber (Richard King Mellon Foundation) and many others expressed the need for “transferability.” To restate, QLF in the 21st century must be packaged for travel, its methods and resources able to be shared beyond the Atlantic Region. It must serve as a model so that others can learn from its successes and failures.

The second part of the answer refers to something broader describing what comes out of the Bob Bryan Era. We are talking here about the “New QLF.” This is the QLF model that we are building to succeed the first 50 years of operation. The “New QLF” model is what we are writing about in *QLF At Fifty*. The “New QLF” model will embed the best of the former version—history, philosophy and principles, relevant programs, networks, deliverables, and financial resources—in a more cost-effective format. The sharing-between-regions element, begun in the Bob Bryan Era, will be refined and improved, but still be based upon exchanges, workshops, fellowships, and publications. The sharing element will be further enhanced through new ideas like the *Global Leadership Network*, which will combine regional and international elements and involve QLF Alumni extensively.

Those parts of the “Old QLF” to be retained should constitute both what we do best and those elements which point the way to our role in the future: leadership development and training; NGO capacity building; community-based conservation, particularly those programs focused on wildlife, rivers and watersheds, coastal issues, forests and landscapes, parks and protected areas; programs that redress the loss of biological diversity; and programs that deal with problems stemming from the dilution of cultural integrity and other consequences of accelerated change on rural areas. Also to be retained in a next generation QLF are those creative approaches which deal with stewardship, ones which emphasize region to region exchange. We are already a leading player in this field. Finally, QLF will work at the community level to help translate overarching global challenges such as climate change and living sustainably. QLF will help to demonstrate that local initiatives *do* make a difference in addressing complex, seemingly insurmountable obstacles.

Q. What is the distilled essence of what QLF does best?

A. Developing local leadership and training (through experience) future leaders, building



individual and organizational capacity, networking, and carrying on and/or supporting community-based conservation, landscape stewardship, and heritage activities in a wide array of locations around the Atlantic Region and with partner regions overseas.

Q. What most distinguishes QLF from other NGOs competing for the same dollar?

A. No other NGO works precisely in our geography, merging the “three Cs”: culture, community, and conservation.

Few if any other NGOs depend upon and work with their alumni as QLF does. A QLF Alumnus now heads each of the two governing boards, U.S. and Canadian.

QLF works best in rural places, in non-affluent surroundings, along frontiers, across political boundaries, and across academic disciplines. One might say QLF can be defined best as a “generalist” NGO. QLF merges passion for place with longer-term commitments to all the regions it serves.

No other NGO has as long a track record combining service (the private Peace Corps analogy) with community-based conservation. For example, QLF’s “constructive engagement” approach allowed us in the 1970s to work in Newfoundland on conservation issues when by comparison Greenpeace was tarred with a reputation of showing insensitivity to the plight of fishing communities regarding the harp seal hunt. QLF’s time-tested approach has given us our reputation as an effective “Come From Away” organization. That reputation and experience gives us a competitive working

advantage in other regions, for example the Middle East. Together with the ingrained spirit of the Founder, an Episcopal clergyman working with the Anglican Church of Canada in the Diocese of Quebec, these unique traits of style, approach, experience, and spirit form the pillars of QLF and explain the organization’s uniqueness.

Q. Does QLF ultimately seek breadth or depth?

A. Depth equates to QLF’s 50 years of service to people and place (beginning in the Atlantic Region). Depth then might be thought of as a measure of commitment to our home region as a “Come From Away” NGO. QLF certainly seeks depth.

Breadth equates to our evolving menu of programs and services. Maintaining this programmatic diversity will continue to be of highest priority. We would argue, therefore, that QLF seeks *both* depth and breadth. QLF will continue to help rural communities adapt to a 21st century world dealing with profound change. For that QLF needs both depth and breadth.

When QLF began, many communities on the Quebec North Shore and in Newfoundland and Labrador had no electricity, no plumbing, no telephones, and depended on dogsled to get around in the winter. There were no cell phones, computers, or cable TV. Coastal communities relied on cod and other groundfish for their economic mainstay. That had been their world for centuries.

A mere fifty years later all of that has changed. Their world of the 1960s has been turned upside down. That is where QLF comes in.

For QLF, maintaining our adaptability has been vital to our survival. For example, in



Dr. Kathleen Blanchard

QLF Intern Anne Hollowell Reich holding a Black Guillemot (*Cepphus grylle*) chick, Marine Bird Conservation Program, St. Mary’s Island, Quebec North Shore. Anne was a key staff member on this program (1979-1981) working with Dr. Kathleen Blanchard. Anne received her Master’s in Environmental Education from Cornell University based, in part, upon her experience with QLF.



QLF's early history our programming was generated internally (by staff) and our "building leadership" efforts were directed primarily at the individual, through scholarship for example.

Times have changed and so has our approach. There are many NGOs in the Atlantic Region now, most having appeared in the last two to three decades. NGOs are also growing by leaps and bounds in our overseas partner regions. QLF's strategy has become one of working in collaboration, through partnerships, and through a new set of working arrangements based upon networks and exchanges. Our commitment continues (depth); our programming evolves (breadth).



Candace Cochrane

Many residents of coastal communities on the Quebec North Shore still depend upon wood to heat their home.

Q. If depth, should QLF's goal be to maximize impact?

A. Yes. But we cannot forget our role is that of a regional "Come From Away." Commitment is one thing, but being tied forever to a particular community is something else. Having said that, QLF's commitment to the Atlantic Region, and to the Quebec North Shore is a given.

Dr. Kathleen Blanchard's 20-year *Marine Bird Conservation Program* (MBCP), an effort to reverse the decline of seabird populations in the northern Gulf of St. Lawrence, grew to take on many facets. What began as a small environmental education program on St. Mary's Island, Quebec, evolved under her leadership into a world-class conservation program. Kath often described it as a stool with one leg representing research, one leg representing education, and one leg representing policy. Scores of QLF Interns and Volunteers earned their stripes working in all the moving parts of the MBCP. Kath called on this experience for her Doctorate at Cornell. Many of her staff over the years did the same to obtain their own advanced degrees. Seabird populations increased, and alumni from the MBCP, staff and participants alike, used what they learned through the MBCP to go on to prominent positions with other conservation groups around the world.

But times changed. The *Marine Bird Conservation Program* is no longer, having been supplanted by more current alternatives run through QLF's Field Desk system. Nevertheless, the *Marine Bird Conservation Program's* legacy lives on as a conservation success story, a positive message for those dealing with complicated environmental issues elsewhere. Its lessons are many and lasting.

It is okay that QLF has moved on. We no longer run environmental education camps like *Living Rivers* (New Brunswick), *Ocean Horizons* (Newfoundland), the *Robertson Lake Canoe Camp* (Quebec North Shore), or the *Maritime Training School* (Quebec North Shore). Nostalgia for what was must not override dispassionate analysis for meeting needs now. Issues, regional and global conditions, and funding priorities change.

Our commitment to leadership is steadfast and is reflected each year by a revised set of programs and exchanges managed by a new generation of QLF program managers. Supporting leadership and capacity-building remain our priority, but our means are very different than those of five decades ago.



Q. Where and how can “maximized depth” be most effective?

A. At QLF we must recognize our critical role in supporting leadership development in all its facets: in the rural communities we serve; with the individuals we choose for scholarship support or as *Sounds Conservancy* grantees; when selecting our Fellows for various international exchanges.

Nowhere are leadership and character more important to recognize than in the selection and training of our volunteer and intern workforce. These young men and women are QLF ambassadors—role models we provide for young people in the communities we serve. QLF needs to ramp up its *Intern Program* by raising money through The Half Century Campaign to hire an experienced Program Director to manage this key QLF priority area. We need a manager just as we used to have when foundations generously supported our *Intern Program* in the 1980s.

Restricted QLF endowment and restricted grants provide scholarship disbursements each

year. *The Scholarship Program* lies at the heart of the founder’s interest in education and leadership and has enormous potential to meet future QLF goals.

Through The Half Century Campaign, we hope to add to QLF’s restricted endowment funds, which support both scholarships and internships, through named funds such as the Thomas C. Gray Fellowship, the Hearst Intern Fellowship, and the Josh Nove Fund. There are many others. By doing so, we hope to make the majority of intern positions financially secure. Through increased endowment we also hope to build scholarship operations, follow grantees better after their schooling, and double what we can provide in bursaries each year.

Through our campaign, we hope to add to *The Sounds Conservancy* (TSC) endowed funds and establish a new fund in the name of TSC’s Founder Chris Percy. These endowed funds will support marine conservation research in southern New England and New York. New opportunities will emerge as we integrate *Sounds Conservancy* grantees into the mainstream of other QLF programs.

Q. What is the true strength and utility of QLF’s network, often referred to as the “QLF Family?”

A. Boundless. But how to tap it? QLF is concerned with subjects such as leadership. QLF is focused on NGO capacity-building and alumni networking. These were identified as unifying themes at the QLF *Alumni Congress* and hailed as services QLF should provide in the future. There is a real opportunity to express the QLF Mission Statement in the 21st century through a shared commitment for action among our alumni, the “QLF Family.” QLF would like to help coordinate whatever form it takes.



Greig Cranna

QLF Alumna Blažena Hušková of the Association for the Jizerské Hory Mountains Region (Czech Republic), at the QLF *Alumni Congress*. Blažena is a recipient of QLF’s International Stewardship Award.



Jessica Brown

The White Carpathian Mountains, photographed here in the Czech Republic, are a focal point for QLF’s program on Landscape Stewardship in Central Europe.



The *Congress* generated much enthusiasm among participants and created an expectation for some kind of follow-up. We are moving on those ideas now, like the *Global Leadership Network*. Alumni are stepping forward on their own. Mahmoud Al Khoshman (Jordan) has developed a concept to establish an international environmental consulting operation at QLF, staffed by alumni with each adding their own set of knowledge and skills.

Q. How might QLF's network be used most effectively?

A. This could be done through a centralized *Global Leadership Network* with QLF as the hub. The *Global Leadership Network* would respond to requests by government, corporate or NGO sponsors, or individual clients where trans-boundary, community-based conservation and heritage issues and challenges need to be addressed or where new and creative approaches to them are sought.

Q. Will the historic QLF donors continue their support?

A. QLF donors *will* support a "New QLF." When asked on short notice to provide additional, one-time support for the *QLF Alumni Congress*, they did so with enthusiasm. New ideas, carefully conceived and conveyed to our constituents, will be supported just like the *Congress* was. We are convinced of that.

One of the reasons board and corporation members were encouraged to attend the *Alumni Congress* was to give them a glimpse of the future of QLF (including components like the *Global Leadership Network*). It was our hope that the spirit of the *Congress* would encourage them to help lead the organization in a new direction—from the Bob Bryan Era to a "New QLF," embracing the best of the old and best of the new.

Q. Are there other organizations doing this work better?

A. We have been told by our international alumni that in the leadership development, network-



QLF Alumna Magda Nassef (Egypt) on left and Heather Walter (Canada) at the *Alumni Congress*. The *Global Leadership Network* was first explored at the *QLF Alumni Congress*.

Greg Granna

ing, and stewardship "business," we are the best and in many cases the only international NGO doing such work. We are often approached for guidance and assistance, expertise, and contacts by individuals, government agencies, and partner organizations in such fields as NGO management training, wildlife conservation, culture and heritage interpretation, landscape stewardship, and internships.

We know of no other organization that provides our same kind of global services and networking. This has been affirmed many times from within our region and from overseas. Our growing profile in these areas was the basis for our convening the *Congress*. The effort in Hungary was to build on our unique position and to form collaborative partnerships through our alumni to address international stewardship and NGO needs.

If this network can be established more formally through the *Global Leadership Network*, then, in part, QLF's niche for the future will be defined and a continuous source of funding assured.



QLF: A HALF CENTURY REVIEW

1960s



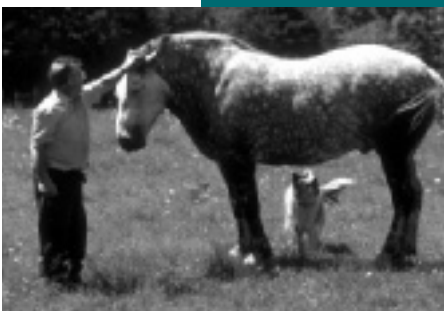
1970s



1980s



1990s



2000s

