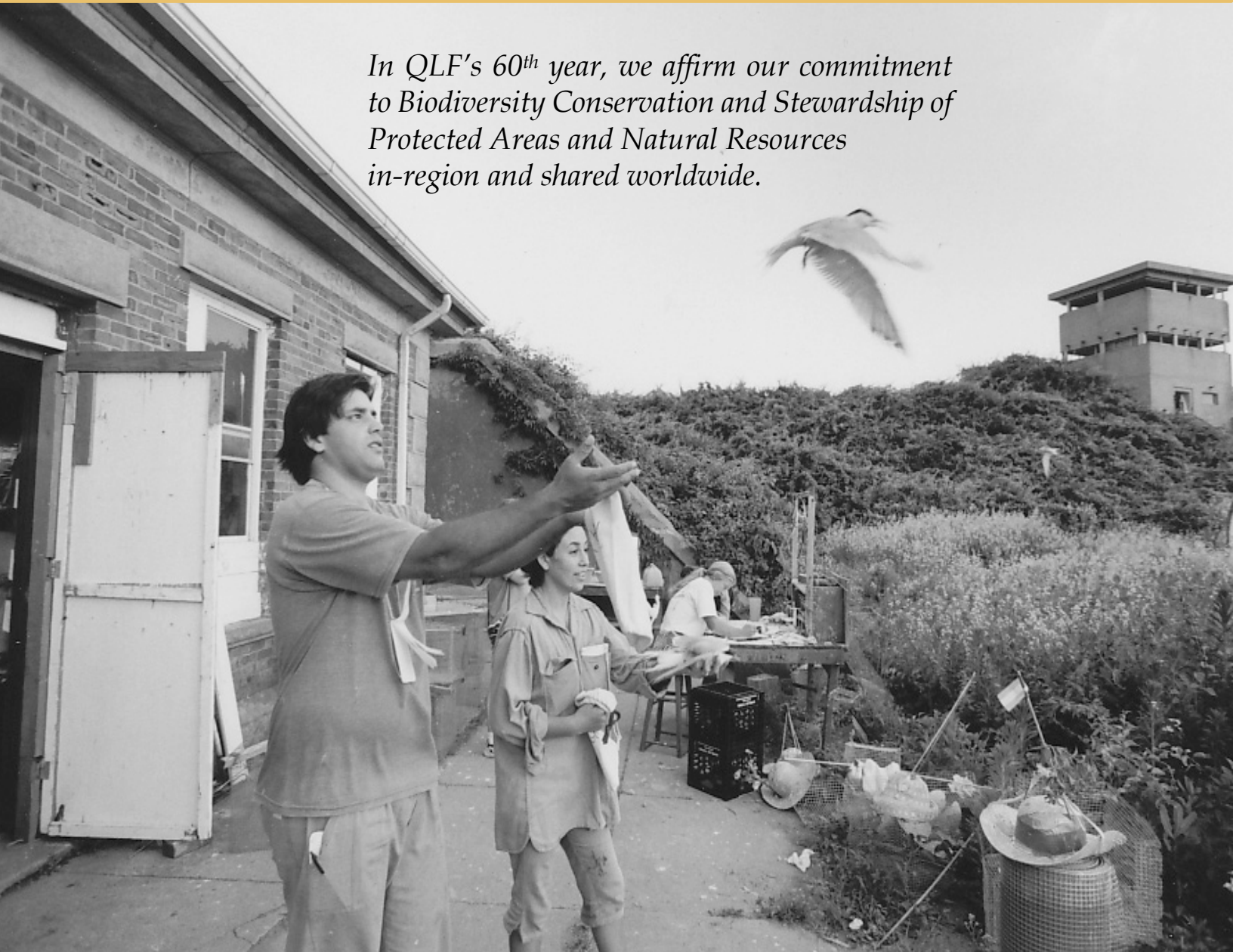




## PROGRAM REVIEW 2023-2025

LEADERSHIP, BIODIVERSITY CONSERVATION, STEWARDSHIP

*In QLF's 60<sup>th</sup> year, we affirm our commitment to Biodiversity Conservation and Stewardship of Protected Areas and Natural Resources in-region and shared worldwide.*



A Common Tern (*Sterna hirundo*) takes flight, Great Gull Island, eastern Long Island Sound, the largest nesting colony of Common and Roseate Terns in the Western Hemisphere

For nearly 30 years, QLF's Sounds Conservancy Program has supported a longitudinal study on the migratory patterns of Common and Roseate Terns that are banded on Great Gull Island and migrate to Punta Rasa, Argentina. The longitudinal study, in its 55<sup>th</sup> year, is conducted by Helen Hays of the American Museum of Natural History (New York City) in partnership with Esteban Bremer of Fundación Vida Silvestre Argentina (Punta Rasa, Argentina). Here, an Argentine colleague releases a Common Tern that has been mist netted and monitored by staff of Fundación Vida Silvestre.

PHOTOGRAPH BY GREIG CRANNA

## A SPECIAL REPORT OF THE QUEBEC-LABRADOR FOUNDATION

As evidenced by the daily headlines, our natural environment, our health, our economy – our world itself – are being irreparably impacted by powerful forces. In order to remain relevant in today’s complex, evolving world QLF must invoke its 60-year legacy of embracing adaptability and reinvention.

To advance the process of change, the organization has initiated an internal review of its current public-facing programs. The staff-driven review is a pivotal early step towards the ultimate goal of *fully engaging QLF in the global issue of our time – redefining the relationship between people and nature – by developing the organization’s competency and capacity to assist communities worldwide respond to the twin imperatives of climate change and global health.*

The ongoing renewal process will require QLF to adopt a longer-term view of program planning; initially reshaping and enhancing the organization’s three programmatic pillars – Leadership, Biodiversity Conservation and Stewardship – then boldly pursuing new strategic program opportunities.

We are confident that with the support of the QLF community, the organization can continue to play a leadership role in redefining the relationship between people and nature through programs that engage tomorrow’s leaders in the critical and necessary work of creating a more sustainable future for us all.

Elizabeth D. Alling  
President

William S. Steelman  
Senior Program Consultant

Key QLF Objectives

- 1 Sustain organizational focus on linking nature conservation and people, especially next generation leaders
- 2 Strive to broaden and balance sources of philanthropic giving
- 3 Grow number of senior program staff that raise their own funding
- 4 Identify and pursue new revenue streams such as QLF Global and ecotours with QLF Alumni and partners on site
- 5 Grow the international/ global aspects of its programs; and better demonstrate that the model of community-based conservation is about sharing globally
- 6 Identify and recruit future leadership
- 7 Increase senior level staff in Ipswich and Montreal offices

Key QLF Audiences

- 1 QLF Global Leadership Network, 5000+ in 76 countries
- 2 Funders – Private, Government, Foundations, Corporations, Individuals
- 3 Conservation Internship Program Participants, and Universities and Colleges
- 4 International Exchange Fellows
- 5 QLF Alumni Congress and Workshop Participants
- 6 Partnership Organizations

## EXECUTIVE SUMMARY

The review of the Quebec-Labrador Foundation's programmatic portfolio was undertaken as an in-house means of assessing of the relevancy and sustainability of the organization's diverse array of public-facing programs and activities. Following its launch, the scope and the methodology of the internal review were further shaped with guidance provided by a philanthropic-oriented organization and foundation based in Montreal, Quebec.

This resulting report is envisioned primarily as a guide star for the preparation of program plans, budgets, and communications for the next three years (2022-2024). To that end, some of the report's concepts and language have already been utilized in grant proposals and fundraising appeals.

The review provides *strong* affirmation of QLF's ideological legacy and core programs:

- All programs and activities are focused on fully engaging QLF in the global issue of the time – *redefining the relationship between people and nature*.
- Efficacy of program “pillars” – Leadership, Biodiversity Conservation and Stewardship – to facilitate exchange of knowledge and understanding across all boundaries.
- Community-based conservation as a framework for progress to a more sustainable planet.
- Nature-based solutions to reverse biodiversity loss and mitigate climate change impacts.
- Empowerment of less visible and under-resourced people and places is QLF's niche and central to its identity and purpose.
- Conservation Internships and International Conservation Exchanges are flagship programs and represent the first and best opportunity for QLF to establish life-long relationships.
- The Global Leadership Network is a valued and valuable resource for alumni and the QLF organization.
- The story of QLF is a compelling one that should be shared broadly.
- There remains a need in the world for the Quebec-Labrador Foundation!

## INTRODUCTION

Global changes in the earth's climate and ecosystems threaten every aspect of QLF's world – human health (pandemics), biodiversity (species loss) and nature-based economies (exploitive practices). They are the bellwether environmental issues of our times and will only become more urgent for the generations to follow.

In response to these rapidly evolving challenges, QLF seeks to ensure that its programs and partnerships are aligned to accomplish and leverage the greatest possible benefits for its constituents, its alumni and the organization itself.

To that end, QLF is conducting a review of its programs to help guide its activities for the next three years (2022-2024). The review incorporates valuable input from a diverse selection of QLF's staff, consultants, and Alumni. It is anticipated that the process will support the continued need for the core program priorities that form the body of QLF's work today: leadership, biodiversity conservation and stewardship. Indeed, a primary impetus for the review is to identify ways in which existing and future programs can be conceptualized, designed and delivered to greater effect, whether through innovation, improved efficiency or other means.

Prepared economically and presented in a clear and concise manner, the review reflects the vision, values and legacies established by the organization's late founder, Robert Bryan, and its *President Emeritus*, Larry Morris.

## QUEBEC-LABRADOR FOUNDATION

For six decades, the Quebec-Labrador Foundation U.S. and Canada have fostered a community-based approach to biodiversity conservation and stewardship of natural resources in its home region and the world beyond. QLF has a proud legacy of empowering less visible and under-resourced communities and peoples.

QLF is a pioneer in the development of programs connecting next-generation environmental leaders with nature through hands-on experiences promoting community-based conservation, protection of biodiversity, and the preservation of local cultural heritage.

Through its international programs QLF encourages cross-cultural and cross-border cooperation and knowledge sharing among conservation and resource stewardship leaders.

That work continues through the QLF Global Leadership Network where ideas, best practices, research, tools, and success stories are exchanged between participants worldwide.

Today, these people-centric experiences drive the organization's commitment to offering programs that leverage the human-nature nexus to build resiliency in the face of unprecedented change.



**QLF PROGRAMS BY PILLAR:  
LEADERSHIP, BIODIVERSITY CONSERVATION, STEWARDSHIP**

**I. LEADERSHIP**

*(Defined as the acts of leadership taken by the organization itself, separate and different from the leadership QLF teaches, inspires or otherwise imparts through its programs)*

**GLOBAL LEADERSHIP NETWORK**

The Global Leadership Network (GLN) is a vital alumni network of approximately 5,000 dedicated, creative and successful individuals. The overarching aim of the GLN is to catalyze and support ongoing Alumni activity between regions. QLF Alumni are all former interns, community volunteers, international fellows, scholarship recipients in addition to QLF's governing boards, staff, consultants, and donor constituents.

Discussion:

*Energize QLF by further integrating the aspirations and activities of the organization with those of its alumni.*

As advocates for QLF, they recognize the benefits of leveraging the GLN for the common good of the organization, its alumni and partners. However, in practice, the GLN is only valuable to the extent it can mobilize individuals to take action.

There is an emerging consensus that QLF should devote more resources to ensure the GLN is a high-functioning asset. Alumni want to give back to QLF but they are largely dependent on QLF staff to create opportunities for them to participate.

QLF needs to re-assess its value proposition with the GLN. It is important to view and understand the GLN as a "service." For example, the GLN should be a valuable networking resource for QLF alumni. As such, "members" need to receive "value" of some consequence if they are to continue their participation. It is a form of relationship-building that requires lots of communication between parties.

One of QLF's primary strengths is its ability to create relationships. Yet, one of the organization's greatest challenges is ensuring that the "emotional" relationships that QLF often creates "organically" through its programs are purposefully sustained in a manner that benefits both alumni and QLF.

Actions:

1. Devote more resources to the Global Leadership Network
2. Increase and streamline communication with alumni and non-alumni

3. Offer engagement opportunities, such as small-scale alumni gatherings, on a more frequent basis
4. Renew Regional Program Meetings with Alumni and Partner Organizations and funders to inspire new partnerships, and initiatives and programs
5. Increase the number of discretionary awards to Alumni worldwide for their conservation work.
6. Expand the Alumni Leadership in countries and regionals beyond North America who are the point of contact for regional programs, initiatives, and conferences

### REGIONAL PROGRAM MEETINGS

Since their inception in 2000, QLF has convened numerous regional meetings during which conservation professionals from New England and the host region share knowledge and best practices across geographies, political boundaries, cultural frameworks, and socioeconomic frameworks. A central theme of the program is using the environment as a bridge to mutual understanding and reconciliation. QLF has organized regional meetings in Canada; Central and Southeast Europe; Central and South America; Southeast Asia; Middle East, North Africa, and the Gulf States; and Western Europe.

*Engagement:* App. 20 - 50 International Fellows per meeting

### QLF ALUMNI CONGRESS

To date, QLF has organized two international congresses, one in 2006 in Budapest, Hungary, and a second in 2016 in Barcelona, Catalonia, Spain. The highly-valued forums provide an opportunity for QLF alumni to convene and network during formal working sessions and site visits, and share knowledge and expertise among a multi-disciplinary, global network of conservation leaders and practitioners.

*Engagement:* 200 attendees (2006); 160 attendees (2016)

Actions:

1. Plan a new congress in 2026

### QLF ECO-TOURS

QLF partners with highly-qualified travel firms to offer expert-led educational adventure tours which serve to raise environmental awareness, link QLF to its Alumni and donors, and generate income for the organization. Most recent example is the High Arctic Expedition with partner organization, Adventure Canada, in August 2019. Booking fees paid by passengers include a gift to QLF. There is no financial requirement for QLF and therefore no financial risk. One staff member will receive a free trip.

*Engagement:* 20 passengers/trip some of whom may be Alumni, donors, and Members of the Governing Boards.

Actions:

1. Plan a fundraising tour to Tanzania in 2023

### COMMUNICATION PROGRAMS

*Voices of QLF*, a Webinar Series

Now in its second season, QLF staff produces monthly, 60-minute episodes featuring Alumni, partners, and staff who discuss QLF programs and current conservation issues

*Engagement:* App. 120 viewers/episode with 7 episodes/year & expansion of viewers through the networks of our guests

Communications Media: Annual Newsletter, Annual Report, Special Publications, GLN Articles, Website (with analytics), and social Media

Update QLF Branding Manual to include social media strategy

Communication on QLF's 60<sup>th</sup> Anniversary

QLF celebrates its founding in 1961 and incorporation in 1963

Discussion:

*Raise and enhance the public profile of QLF and its work by designing and implementing a communications strategy that best presents what the organization is and what it does.*

The story of QLF is a compelling one that should be shared broadly in regular strategic communications to its alumni, partners and prospective constituencies and funders.

In today's challenging funding environment it is critically important for QLF to have a distinct, clearly expressed mission. In addition, QLF needs a "big" thematic umbrella under which all activities fit. Theme should be bigger than community-based conversation. The unifying theme or concept would serve as the basis on which to evaluate current and future programs and projects.



A primary communications goal should be to attract and sustain a younger audience while retaining its current base of interest and support. In order to be successful, QLF's constituency needs to be convinced repeatedly that the organization, its programs and alumni network are professionally pertinent and valuable resources.

Actions:

1. Design and implement a communications strategy
2. Review the organization's mission statement for possible revision
3. Create an overarching theme that conveys the breath of QLF's ambitions
4. Broaden and expand QLF's communications to include an electronic newsletter each quarter, podcasts on the quarter, which complement the dozens of GLN articles posted on the website.
5. Maintain website for new and current information on the quarter and on an as needed basis
6. More actively engage social media with consistent messaging that meets QLFs brand standards guidelines
7. Update QLF branding manual to include social media guidelines

## II. BIODIVERSITY CONSERVATION

### CONSERVATION INTERNSHIPS

Through Conservation Internships, QLF provides internships throughout the year for university and high schools students who are based in Ipswich, Massachusetts; Montreal, Quebec; Newfoundland; and the Maritimes; and overseas when the opportunity presents itself.

Discussion:

*Invigorate and grow the QLF Conservation Internship Program*

The conservation internship program is QLF's flagship program; it energizes the organization and embodies its core aspirations. Though small in size, it is important to sustain the program and grow its audience in order to attract philanthropic dollars.

Internships represent the first and best opportunity for QLF to establish life-long connections with the student participants. It is important to ensure their experiences are of the highest quality. A key aspect of their experience is

bonding with members of the host communities – a challenge in today’s busy, techno-centric world.

Likewise, QLF needs to be mindful of nurturing its relationships with local partner organizations. They imbue the internships with an intangible element of authenticity and pride. While QLF’s traditional focus, small rural communities, have developed enhanced capacity and capabilities over time, they still have needs and benefit from their partnership with QLF.

Actions:

1. Nurture relationships with local partner organizations
2. Increase for short-term and long-term internships from universities in both Canada and New England such as with Princeton. Renew sponsorships with Nicholas School of the Environment, Duke University and Yale School of Forestry and Environmental Studies, etc.
3. Increase number of sponsorships for Conservation Internships at schools in New England in addition to Brooks and Taft
4. Increase sponsorships with student conservation and service organizations for internships in addition to QLF’s sponsorship from Canadian Conservation Corps of the Canadian Wildlife Federation. For instance, School for Field Studies
5. Increase number of sponsored conservation internships with NGOs in New England in additional to Friends of Acadia, a long-term sponsor of internships with the Olmsted Park (U.S. National Park) in Massachusetts
6. Increase number of conservation Internships in partnership within other non-profits in New England and Eastern Canada such as Terracops (MA), Northern Forest Center (NH), etc.

**THE SCHOLARSHIP PROGRAM**

QLF provides scholarship awards for students from the Quebec North Shore, Newfoundland and Labrador, and provides stipends for interns working in QLF’s home region

*Engagement:* 10 annual scholarship awards

**ENVIRONMENTAL LEADERSHIP FOR THE NEXT GENERATION**

Conservation leadership training for youth designed to build knowledge and skills enabling them to make decisions that protect the natural environment while maintaining vibrant, sustainable communities.

*Engagement:* 300+ youth participants in Grenfell geography of St. Anthony, Newfoundland and Southern Labrador

## RECOVERY OF AQUATIC SPECIES AT RISK

The project aims to reduce bycatch mortality of Northern Wolffish, Spotted Wolffish, and Atlantic Wolffish by conducting dockside dialogue with approximately 300 harvesters of principally small boat directed fisheries such as crab, cod, lobster, and halibut at 100 ports over a period of four years. Newfoundland and the Labrador Straits

*Engagement:* 350 workshop participants/year

## CONSERVATION AND STEWARSHIP, THE MARITIMES

Local youth learn environmental awareness and gather data for surveys and longitudinal studies of migratory birds, seabirds and shore birds, flora and fauna.

*Engagement:* 20 Conservation Leaders representing multiple non-profit partners across the Maritimes

## MARINE BIRD CONSERVATION

The Marine Bird Conservation Program is established to monitor and protect seabirds and sea ducks along the coastal waters of the Northern Gulf of St. Lawrence and the Quebec North Shore, Southern Labrador, and the Northern Peninsula of Newfoundland with nesting areas in designated Important Bird Areas (IBAs), part of a network of Important Bird and Biodiversity Areas worldwide.

*Engagement:* 100 Community leaders, academia, youth, and naturalists in communities of the Quebec North Shore

## THE SOUNDS CONSERVANCY MARINE PROGRAM

Through the Sounds Conservancy Marine Program, QLF provides research grants to maritime researchers affiliated with leading universities and organizations in New England. Sounds Conservancy Fellows chronicle the annual research by updating a 200-page, online publication with documents and archival material.

*Engagement:* Up to 10 annual grants reaching a total of \$30,000.

## INTERNATIONAL CONSERVATION EXCHANGE PROGRAMS

International conservation exchanges programs have been a QLF hallmark for over four decades. The highly-valued programs foster the professional exchange of diverse knowledge, experience, conservation and innovation while promoting cross-border, international cooperation between individuals, communities and regions worldwide. They foster good will, create positive public relations and often lead to future collaboration and life-long friendships.

Middle East Conservation Exchange on Migratory Birds along the Rift Valley / Red Sed Flyway (2020)

*Engagement:* 20 Fellows; and 25 partners organizations across the Middle East with BirdLife International as the Lead Partner

East and Southeast Asia Conservation Exchange – Mongolia (2019)

*Engagement:* 20 Fellows representing the public and private sector in Mongolia

East and Southeast Asia Conservation Exchange with VietNature (2015, 2017)

*Engagement:* 20 Fellows and partners representing the public and private sector in Vietnam including VietNature, the BirdLife affiliate in Vietnam

Discussion:

*Stabilize the QLF Conservation Exchange Program by creating income generating “exchanges.”*

Seek to plan and execute one or more exchanges every 12 to 18 months to include conservation practitioners and leaders not only from the Middle East, East and Southeast Asia, but Europe, Central Europe, Latin America and the Caribbean. Renewed exchange programs are funding dependent and the State Department, which funded exchanges for decades, is no longer doing so. Hence, QLF is seeking new support from the private sector.

Research the development of a reoccurring “exchange” that can be offered annually on a tuition basis. See examples of the Community Destination Academy (Northern Forest Center), Program in New England Studies (Historic New England), Attingham (England) Summer School, and the American Academy in Rome.

Actions:

1. Plan and execute one or more exchanges every 12 to 18 months
2. Research the development of a reoccurring fee-based “exchanges”
3. Evaluate offering exchanges for high school and college students
4. Secure funding for Conservation Exchanges for practitioners and partners within one region
5. Increase number of exchanges with partner organizations that provide support for their participation
6. Establish Conservation Exchanges among multiple regions in addition to North America

### III. STEWARDSHIP

#### QLF GLOBAL PROGRAM

QLF Global Program consists of a series of conservation initiatives and special assignments in-region and worldwide.

Key Assignments:

#### NATIONAL PARK SERVICE AND THE STEWARDSHIP INSTITUTE

A Founding Partner of the National Park Service (NPS) Stewardship Institute in Vermont, QLF works with practitioners to guide their leadership in conservation and stewardship through collaboration and engagement, research and evaluation.

*Engagement:* Partners and colleagues in the National Park Service and Stewardship Institute

#### PRIVATELY PROTECTED AREAS (PPAs) AND STEWARDSHIP

Brent Mitchell is leading presentations, seminars, and training sessions on PPAs and Stewardship with a focus on the recent publication of the International Union for Conservation of Nature (IUCN), *Guidelines on Privately Protected Areas*, of which he is a lead writer and editor. Seminar schedule follows: Latin America and Protected Areas Congress (Peru, October 2019); IUCN Congress (France, September 2021), and International Land Conservation Network (ILCN) Congress (Catalonia, December 2021).

*Engagement:* 2,000 Conservation leaders representing the public and private sectors worldwide

#### 2021 IUCN COMMITMENT AND NEW INITIATIVE: CONSERVING 30% OF THE PLANET BY 2030

Brent Mitchell chairs a Specialist Group on Privately Protected Areas and Nature Stewardship within the IUCN's World Commission on Protected Areas. At the 2021 Congress in Marseilles, Brent facilitated seminars to address global biodiversity and climate change crises. Following the 2020 Global Biodiversity Framework, there is strong and growing global support for effectively protecting and conserving at least 30% of the earth's land, sea and freshwater ecosystems by 2030, as a key requirement for halting and beginning to reverse biodiversity loss, as well as contributing to addressing the climate crisis. Achieving the 30% target by 2030 will be addressed in the context of recognizing the rights of Indigenous Peoples and local communities, and combined with applying effective sustainability measures across the remaining 70% of the planet.

*Engagement:* 1,500 Conservation leaders representing non-profits worldwide

**PARKS, THE JOURNAL OF THE INTERNATIONAL UNION FOR CONSERVATION OF NATURE**

QLF staff member co-edited a special issue of PARKS, the International Journal of Protected Areas and Conservation, on the impact and implications of SARS-CoV-2 on conserved lands. QLF staff are contributing writers to PARKS, IUCN newsletters, and special publications.

*Engagement:* Members of the IUCN

**UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION (UNESCO)**

Through its relationship with IUCN, QLF works closely with the UNESCO World Heritage Program by participating in assessments of and evaluation of current and new World Heritage Sites.

*Engagement:* Members of the IUCN

**Discussion:**

*Develop and execute a step-by-step plan that results in a significant and sustainable expansion of the QLF Global Program.*

*Endorsed by the QLF – U.S. Board of Directors, the QLF Global Program needs to gain traction with new revenue in addition to its current support.*

**STAYING CONNECTED INITIATIVE**

The Staying Connected Initiative is an innovative bi-national partnership of non-profit organizations, academic institutions, and government agencies collaborating to sustain and enhance a connected forest landscape for wildlife and people across the U.S./Canada border in the Northern Appalachian-Acadian region of northeastern North America.

*Engagement:* Dozens of organizations in northern New England, Quebec, and the Maritimes

**LANDSCAPE-SCALE CONSERVATION ADVOCACY**

In response to the complex impacts of globalization, climate change, and widespread environmental degradation QLF rallies conservationists, resource stewards and public officials to pursue a landscape-scale, whole ecosystem approach to conserving land and its attendant historic and cultural attributes.

*Engagement:* Organizations in Northern New England