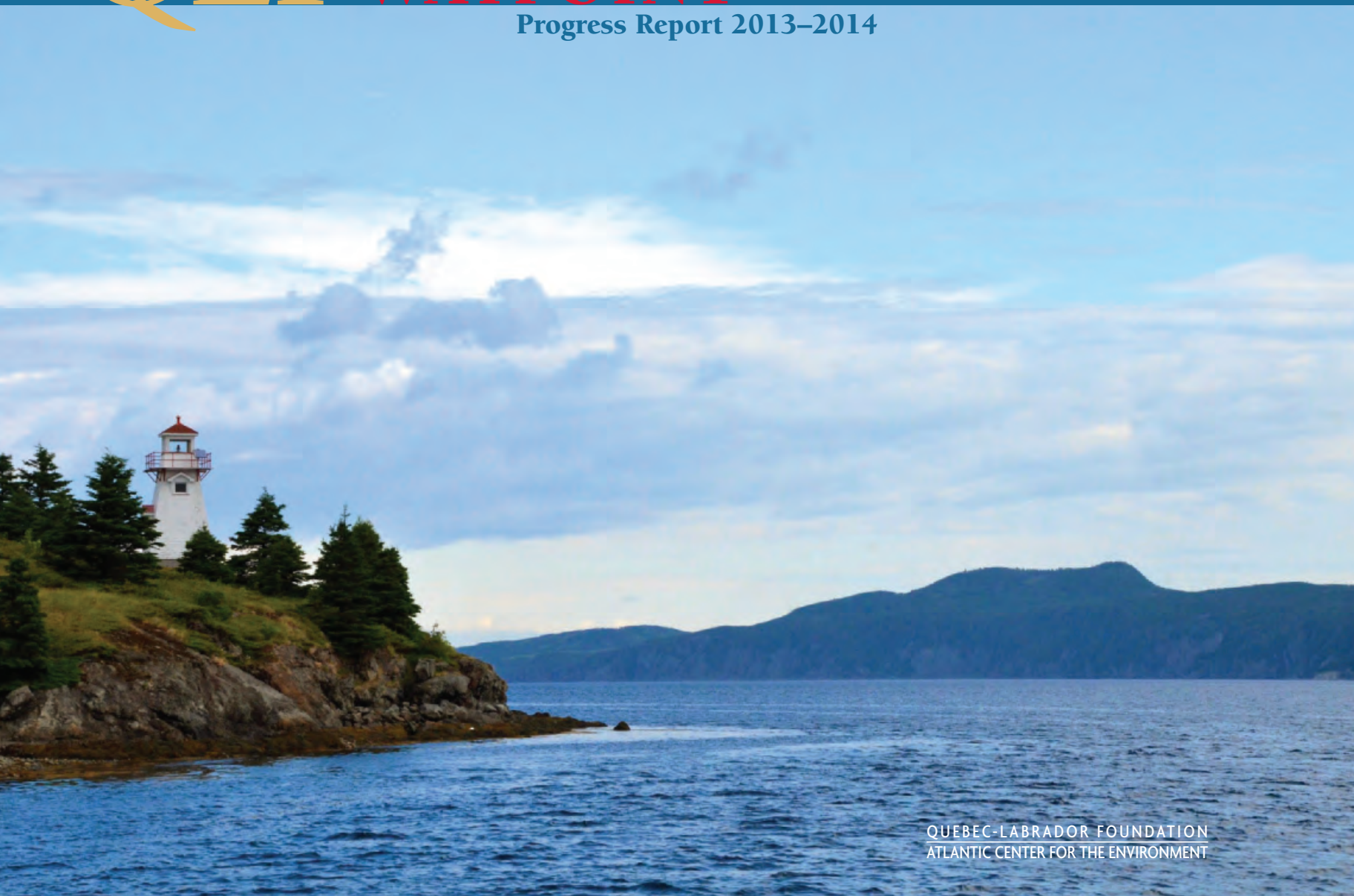


# QLF WAYPOINT

Progress Report 2013–2014



QUEBEC-LABRADOR FOUNDATION  
ATLANTIC CENTER FOR THE ENVIRONMENT



## THE QUEBEC-LABRADOR FOUNDATION

is a Not-for-Profit Corporation in the United States and a Registered Charity in Canada.

*QLF exists to support the rural communities  
and environment of eastern Canada  
and New England  
and  
to create models for stewardship of  
natural resources and cultural heritage  
that can be shared worldwide.*



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## LETTER FROM JAMES LEVITT

Dear Friends of QLF,

As I've had the chance to do in previous Annual Reports, I am writing to you to comment on the remarkable past, successful present, and promising future of the Quebec-Labrador Foundation/Atlantic Center for the Environment. This opportunity to write to you has special meaning for me, as I prepare, thankfully, to welcome Jameson ("Jamey") French next fall as the incoming Chair of QLF's Board in the United States. At that time I will return to my seat as a member of the U.S. Board, and to new opportunities to be of service to our community.

I've had the great good fortune over the past 41 years to work with several generations of management leadership at QLF. In 1973, as a college freshman, I sat on the floor of the QLMF (the word "Mission" was part of our name back then) offices on Boylston Street in Boston with Bob Bryan. Bob, who was in charge of everything and a little bit more, and who has a legendary gift for inspiring young people, interviewed me for an internship position as he sorted out boxes of beads and art supplies headed for summer camp programs in the North. I was thrilled to get the job and was for the next two summers sent to help run the camp on the Burnt Church Indian Reserve in New Brunswick—a tremendously formative experience for me.

In 1985, I was honored to be asked to join the U.S. Board, and then summoned by U.S. Board Chair Donal ("Don") O'Brien, himself a force of and for nature, to coordinate a strategic planning effort that led to the appointment of Larry Morris as QLF president. What an incredibly fortuitous choice we made in advancing Larry! He has patiently, humbly, generously, and with phenomenal interpersonal skills, led us through a maze of challenges, including the maturation of our international efforts. Together with Bob and the exceptional guidance of U.S. Board Chair Endicott "Cottie" Davison, he put us on the map as a small but mighty force in the arena of "community-based conservation"—a virtually unknown phrase in the 1980s that is today common parlance in the global conservation field.

And in 2004, U.S. Board Chair Donald "Obie" Clifford—himself a consummate diplomat and unflagging source of good will—asked me and incoming Canadian Board Chair and QLF stalwart Philip Nadeau to help head one more strategic planning effort looking at the future of QLF programs and management as we headed into our second half-century. The 2004 study examined a series of transitions facing the organization. Our task force made several specific recommendations regarding:

- Transition in Management, looking favorably towards the day that Elizabeth "Beth" Alling could take on increasing levels of leadership responsibility;
- Transition in Board Membership and Structure, hoping to add talent and increase coordination between the U.S. and Canadian Boards;
- Transition in Program Scope and Scale, aiming to more firmly establish the balance between home region and international programs;
- Transition in Financial Management Practices, aligning them to ever-higher standards by which charitable institutions are evaluated; and



James N. Levitt  
Chairman, Board of Directors  
Quebec-Labrador Foundation – U.S.  
PHOTOGRAPH BY ISAAC ALONGI



- Transition in Financial Structure, aiming to consistently produce balanced budgets with minimal levels of borrowing.

I am very happy to report that over the subsequent decade we have made great strides on each of these fronts. Beth, now largely responsible for day-to-day operations, has proved to be a highly effective leader and is guiding us into a third generation of management. The board, with several key additions in recent years, is operating with great discipline, efficiency, and good humor. Programs in both our home region and internationally are poised for a new era of growth in scale, scope, and impact. And the soundness of our financial operations and structure is reflected by five consecutive years of balanced budgets.

In sum, we head into the future in excellent condition and high spirits. I have always regarded the chance to work with QLF as one of the great opportunities of my life. I am deeply grateful that I have been given the chance to serve.

With best regards,

James N. Levitt  
Chairman, Board of Directors  
Quebec-Labrador Foundation – U.S.



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Ocean Path, Acadia National Park, Maine. Based at the Schoodic Education and Research Center Institute at Acadia National Park, *The Acadian Program in Regional Conservation and Stewardship* is an intensive summer course on large landscape-scale conservation providing training and service for the next generation of public, private, and non-profit conservation leaders. The Program provides academic and experiential learning of large landscape conservation for students and young professionals worldwide. Since its launching in 2011, Program staff have trained thirty undergraduate and graduate students from a dozen countries and have placed them with federal, state, local, and international conservation organizations for summer field work and training. *The Acadian Program in Regional Conservation and Stewardship* is a partnership with the Schoodic Education and Research Center Institute, the University of Maine, Acadia National Park, and QLF.

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## IMPROMPTU REMARKS BY PHILIP G. NADEAU, CHAIRMAN, QLF CANADA Board and Alumni Reception, The Mount Royal Club, Montréal, 6 May 2014

Welcome and thank you all for coming. What a pleasure it is for us to be in Montréal on such a beautiful evening and to have the Montréal Canadiens hosting the Boston Bruins in playoff hockey!

I returned recently from New York, where I attended QLF's U.S. Board Meeting. Several other Canadian Directors were there as well. I want you to know how valuable it is for the two Boards to be working so closely together these days: through committee work; also at the executive level; sitting in during each other's Board Meetings; and through constant phone and email communication. In the old days the two Boards were not familiar with one another. In 2014 we are friends and trusted colleagues.

Simply stated, QLF is in a strong position going into its summer field season, the most active time of year. That strength is expressed financially as well as in programs and operations. I want to thank QLF management, staff, and our Founder for raising the requisite funds each year to balance the budget. No easy task to be sure!

I would like to touch briefly on the current strategic planning process. Over the last year, I have participated as a member of a joint committee of Canadian and American Board Members looking at the current health of QLF as we move forward into the era after Bob and Larry have retired. I have been so impressed with the dedication, commitment, and work ethic of committee members. They truly care about QLF. That bodes well for the organization. The committee's report and recommendations will be presented formally at the Annual Meeting in October. I predict you will find the conclusions of the committee both thoughtful and inspiring.

Finally, it is a wonderful reflection on the organization to see so many young people gathered here this evening at The Mount Royal Club. You and your colleagues represent the face of QLF as we look forward to the next chapters in QLF's rich history. Looking at you, I cannot help but be enthusiastic—and encouraged—as we eagerly anticipate what that QLF mosaic will look like in the years ahead.

C'est tout!



Philip G. Nadeau  
Chairman, Board of Directors  
Quebec-Labrador Foundation-  
Canada

PHOTOGRAPH BY ELIZABETH ALLING



QLF Canada staff based in  
Montréal, Kyla Gilbert (left)  
and Mino Yazdanpanah ~

PHOTOGRAPHS BY ELIZABETH ALLING



Larry Morris with François  
Guillet, Manager, QLF  
Canada Office (Montréal)  
and Coordinator, Culture and  
Heritage Programs, with  
Alumna, Natalie Zinger ~



Philip Nadeau with  
QLF Alumna and  
Council Member,  
Elizabeth Cundill ~



François Guillet with friends ~



## LETTER FROM THE PRESIDENT

Greetings from QLF staff in Ipswich, Montreal, elsewhere in New England, the Quebec North Shore, Newfoundland and Labrador, and as far away as New Zealand! At home, we look forward to spring after what has proven to be a very challenging winter, weather-wise. Now as the days lengthen, we at QLF can finally think about our upcoming field season, the most exciting and rewarding months on our calendar.

Before going further, I want to express my deep appreciation for the leadership of our out-going Chairman, Jim Levitt. Jim has been associated with the organization since serving as a summer Volunteer in Burnt Church, New Brunswick, in the 1970s. After joining the U.S. Board in the 1980s Jim was tasked by then Chairman Don O'Brien with leading the most rigorous examination of QLF in its history. The results of the 1988 long-range planning report led to many changes including my being named President. I hope that Jim has not lived to regret that decision!

I will not enumerate here Jim's many accomplishments because I do not want to repeat what he discusses in his accompanying letter. I am, however, very glad to share the news that Jim will continue as a QLF Board member as he pursues professional interest in international large-landscape conservation. Thanks, Jim, for your dedicated service.

In the pages of this report you will note photographs and captions that will explain the many activities of QLF in 2013. As context, let me add that our expertise continues to be expressed through the lens of an international community-based conservation organization. QLF's mission, in two parts, builds on Founder Bob Bryan's "developing leadership" model and, more recently, to adapting that model to new global realities. Specifically, our mission statement describes "sharing the model" region-to-region with others facing similar challenges. That international sharing came into prominence in 1978 after it was noted by several funders that our work and our approach were unique: 1) focused at the community level; 2) adapted to function bio-regionally, that is to say, using watersheds and other natural boundaries rather than the conventional political ones; and 3) building on QLF's experience merging expertise in the three "Cs"—culture, community, and conservation.

While the mission has remained steadfast (summarized best by Bob as "developing local leaders"), it has also proven to be adaptable to changing realities and program approaches. In the late 1970s a new university internship program complemented the original high school Volunteer program. Also in the 1970s the environmental work of QLF grew to encompass the majority of the operating budget and was coalesced under the moniker, *Atlantic Center for the Environment*.

As mentioned previously, in 1978 the Rockefeller Brothers Fund (RBF) and other funders provided the means to share our efforts with others internationally—first in the Caribbean, then Central America, later in Latin America. In the 1980s and '90s we were committed to assist fledging environmental NGOs in the emerging democracies of Central Europe. QLF used private sector land conservation approaches, developed in New England through the land trust movement, to serve as the bridge. Decades later, "land trusts" of many varieties have mushroomed across Central Europe thanks in part to early conservation stewardship exchanges sponsored by QLF.



In 1992, the Middle East was added to the QLF mix of region-to-region environmental exchanges after an anonymous donor representing a Swiss foundation requested our help. For the next twenty years the foundation made grants to QLF of nearly \$1,000,000 to build upon our effort to connect countries in the Middle East with each other and to our home region.

...

Let me now turn to some more recent successes. QLF and the International Grenfell Association (IGA) are currently collaborating on youth leadership programs in Newfoundland and Southern Labrador. On the environmental front, QLF is celebrating two decades of program collaboration with the U.S. National Park Service Stewardship Institute. Across the border, QLF worked with Parks Canada's Canadian Heritage Rivers System in 2013 to host the 7th Annual Canadian River Heritage Conference on Prince Edward Island. The conference celebrated Canada's commitment to and affection for its vast fresh water resources.

In 2013, QLF demonstrated what I have described as an "activist approach" to conservation by assisting Belize partners in saving 1,110 acres of critical rainforest in the Maya Mountain Marine Corridor along the Rio Grande River, Toledo District. QLF has worked closely with Belize conservation organizations, along with those in Guatemala and Honduras, for two decades.

As a result of the BirdLife International Congress held in Ottawa in June 2013, QLF is now engaged in planning several collaborative projects with BirdLife worldwide. Further, as a direct result of a dinner we hosted at the BirdLife Congress, I was invited to visit Vietnam by a Vietnamese NGO this April 2014 to explore the potential for new exchanges of emerging conservation leaders from Southeast Asia to our Atlantic Region.

Building on the momentum of QLF's *Alumni Congress*, held in Hungary in 2006, QLF is currently data-mapping thousands of Alumni who have worked for us as high school Volunteers, university Interns, Scholarship recipients from our home region, Sounds Conservancy grantees, and International Fellows. Next steps will include engaging this formidable network through a series of exciting global initiatives.

Bob Bryan's autobiography, *Turn With the Sun*, will be available in June 2014. The book documents his lifelong service to the people and communities of the Quebec North Shore and Eastern Canada and provides a compelling history of his 50-year "aviation ministry."

...

Thank you for your support of the Quebec-Labrador Foundation. All of us look forward to the challenges and opportunities that lie ahead. The organization's Mission remains steadfast—to develop the next generation of community and conservation leaders in our home region and beyond. The extent of that effort has grown dramatically since QLF's founding in 1961. My bet is that even Bob never dreamed back then that his original vision would have such enormous consequences a half century later.

My very best wishes to you all,

Larry Morris  
May 2014







## WAYPOINT

### PROGRESS REPORT WITH DONORS, CALENDAR YEAR 2013

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On behalf of the Quebec-Labrador Foundation/Atlantic Center for the Environment, we wish to express our appreciation to the following:

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Wishart's Point, Tabusintac estuary, New Brunswick, site of QLF's first environmental education program, *Living Rivers* (1975). The Program reached hundreds of Anglophone, Francophone, and Aboriginal youth and adults, providing them with learning opportunities in river ecology and watershed management. For nearly four decades, QLF has directed dozens of environmental education programs for youth in the Maritimes, Newfoundland and Labrador, the Quebec North Shore, and New England. PHOTOGRAPH BY GREIG CRANNA



QLF Founder, The Ven. Robert A. Bryan ~  
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Pinware River, southern Labrador. QLF is working in partnership with the Canadian Heritage Rivers System of Parks Canada to protect Heritage Rivers in eastern Canada valued for their natural resources and heritage. QLF's work in Heritage Rivers began with river conservation and stewardship projects in our home region, to include the Pinware. In 2013 QLF co-sponsored the 7th Annual Canadian River Heritage Conference in Charlottetown, Prince Edward Island.

River conservation is at the heart of QLF's Mission and serves as a theme for our community service, conservation, education, and cultural heritage programs.

PHOTOGRAPH BY NICHOLAS GATES





Humpback whales (*Megaptera novaeangliae*) surround schools of capelin near the rocky cliffs of northern Newfoundland. A community-based marine research and monitoring program, QLF's *Marine Species at Risk* is focused on the recovery of threatened and endangered marine species in the North Atlantic.

PHOTOGRAPH BY CANDACE COCHRANE

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The northern minke whale (*Balaenoptera acutorostrata*), considered a marine species at risk, Deer Island, New Brunswick ~  
 PHOTOGRAPH BY GREIG CRANNA



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QLF Interns Alex Deparde (left) and Charley Hildt, students at St. Lawrence University, Codroy Valley, Newfoundland. Working on The Piping Plover Project, Alex and Charley monitored plover populations along the beaches of Western Newfoundland. The Project is directed by Dr. Kathleen Blanchard, QLF Senior Consultant, Biodiversity Conservation Program. July 2013 ~ PHOTOGRAPH BY JANICE VAUGHAN

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One of ten beaches in the Codroy Valley monitored by staff of The Piping Plover Project ~  
PHOTOGRAPH BY CHARLES HILDT



Piping Plover (*Charadrius melodus*) ~  
PHOTOGRAPH BY CHARLES HILDT



Piping Plover nesting site,  
Codroy Valley, Western  
Newfoundland, July 2013 ~  
PHOTOGRAPH BY ALEX DEPARDE





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Until resettlement in the 1970s, Fishot was an island community in Hare Bay, near Main Brook, Great Northern Peninsula of Newfoundland. Historically, the island was used as a staging area for seasonal French fishers and later for year-round residents harvesting salmon, cod, capelin, and herring.

The nearby Hare Bay Islands Ecological Reserve was established in 1983 to protect the breeding habitat of the Common Eider (*Somateria mollissima*). The Reserve is also home to several species of seabirds, terns, and marine mammals. Working closely with local communities, wildlife managers, and in cooperation with Provincial representatives, QLF will host a wildlife conservation and environmental education initiative in Hare Bay in 2014. PHOTOGRAPH BY LARRY MORRIS



Common Eider (*Somateria mollissima*), Hare Bay Island Ecological Reserve, Newfoundland ~ PHOTOGRAPH BY LARRY MORRIS

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A sanctuary for seabirds and sea ducks, one of the small islands in Hare Bay is a treasure trove of biological diversity.  
PHOTOGRAPH BY CANDACE COCHRANE



Dr. Kathleen Blanchard, QLF Senior Consultant, is President and Founder, Intervale Associates, Newfoundland. PHOTOGRAPH BY CANDACE COCHRANE

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QLF assists small communities in northern Newfoundland and Labrador, and the Quebec Lower North Shore to develop culture and heritage attractions for the growing tourism industry as well as for local education. This embroidery of an 18th century French fishing station is part of a traveling exhibit, *Remembering Them, 1713 Treaty of Utrecht: A History of the French in Atlantic Canada* at the French Shore Interpretation Centre in Conche, Newfoundland.

PHOTOGRAPHS BY CANDACE COCHRANE



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QLF facilitates critical conservation dialogues as a partner with the National Park Service Stewardship Institute. Current priorities are engaging diverse youth; large landscape conservation; and developing an urban agenda for the National Park Service. Here U.S. Secretary of the Interior Sally Jewell addresses a November 2013 Workshop, *Engagement in Landscape Conservation*, at the National Conservation Training Center in West Virginia.

PHOTOGRAPH BY BRENT MITCHELL

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 John Lowell

QLF has collaborated with the French Shore Historical Society to create this unique conceptual art installation, which commemorates the decades of fishermen who dried their catch on the fish "flake," connected to an historic fishing shed.

PHOTOGRAPHS BY CANDACE COCHRANE



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Marsh Billings Rockefeller National Park, Woodstock, Vermont. For twenty years, QLF has worked in collaboration with the National Park Service Stewardship Institute based at Marsh Billings Rockefeller National Park. QLF has been a founding partner in the Institute since it and the Park were established in 1992. The Institute works at the request of the National Park Service to build and sustain creative environments and practitioner networks that foster fresh thinking on global conservation and stewardship issues.





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QLF is helping to plan the next World Parks Congress (Sydney, Australia, 2014). Held only once a decade, the event sets the agenda for global conservation. This working group is focused on governance of protected areas and will be leading a specialist group on privately protected areas and nature stewardship at the 2014 World Parks Congress. Left to right: Alan Latourelle, CEO, Parks Canada; Ernesto Enkerlin, Chair, IUCN World Commission on Protected Areas; Sally Barnes, National Parks and Wildlife, New South Wales; and QLF's Brent Mitchell, Senior Vice President, Stewardship ~

Marine and coastal resources of Belize, Guatemala, and Honduras are in need of coordinated management. QLF has trained many of the current leaders in conservation around the Gulf of Honduras through exchanges with counterparts in the Atlantic Region. In 2013, QLF's Brent Mitchell (back row, second from left) facilitated this group through a strategic planning process for the Trinational Alliance for Conservation in the Gulf.

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## ASSIGNMENT VIETNAM

QLF President Larry Morris has looked forward to the day he could return to Vietnam since serving a year there in 1971-72 as an officer in the U.S. Army. Forty-two years later his wish came true. Since joining QLF in 1975, it was always Larry's hope to return to Southeast Asia, this time wearing a conservation hat. His idea was to build a region-to-region conservation leaders' exchange in the tradition of what QLF has established elsewhere — Central Europe; the Caribbean; Latin America; and the Middle East.

In June 2013, Larry met Pham Tuan Anh, President, Viet Nature, in Canada at the BirdLife International Congress. That in turn led to an invitation to visit Vietnam in April 2014. Needless to say, the invitation was eagerly accepted! And the timing was perfect as Viet Nature celebrated its first anniversary during Larry's visit.

In eight days, Larry traveled from Hanoi to Xuan Thuy National Park in the Red River Delta. Xuan Thuy was declared an official Ramsar site — a wetland of international significance — in 1989. He then traveled south where he met with university students and faculty as well as forestry department staff in Quang Tri and Quang Binh Provinces, Central Vietnam. There he learned that forest rangers face enormous challenges not to mention major responsibilities. Overlay that with the lingering war reminders in the form of unexploded ordinance and the persistent effects of defoliation. All whom Larry met welcomed QLF's offer to assist in training and providing technical assistance through the sharing of land stewardship approaches that QLF has learned through our international exchange efforts over thirty years.

Then President Ho Chi Minh established the first national park in Vietnam in 1962. By the end of 2013, Vietnam's parks and protected areas had grown to 164 sites covering 5.4 million acres, about 6.7 percent of the country. During Larry's visit Vietnamese officials indicated strong interest in: 1) tapping QLF's knowledge of stewardship approaches of parks and protected areas; and 2) exploring principles in large landscape conservation. It was also clear to Larry that the country faces big hurdles in implementing plans for forest protection and biodiversity conservation. A consistent sentiment expressed to Larry was the hope to obtain assistance in training those who will lead the conservation movement in Vietnam in the years ahead. Leadership training could be a place where QLF can make a lasting contribution — by applying available resources through the growing QLF Global Leadership Network and by partnering effectively with NGOs like BirdLife International and Viet Nature. Larry looks forward to defining QLF's formal response to what he learned during his April visit. He will personally lead an effort to raise \$100,000 to apply to exchange and stewardship efforts by QLF in Southeast Asia in the next three years. If you are interested in this new geographic initiative, please be in touch with Larry ~ LMorris@QLF.org



Larry Morris meets with Viet Nature representatives, BirdLife International Congress, Ottawa, Ontario, June 2013. Left to right: Larry; Hoang Thanh Ha, Head of Communications; Pham Tuan Anh, President ~



Larry Morris with faculty and graduate students, Quang Binh University, Dong Hoi, Vietnam. The university is actively involved in GIS mapping. Faculty and students alike expressed strong interest in learning more about Stephen Engle's Community GIS Program and the Acadian Program in Regional Conservation and Stewardship. Quang Binh University is already working with the Université de Sherbrooke (Québec) in our home region.



Ranger Phan Van Truong, with spotting scope, observing waders and shorebirds on exposed mudflats, Xuan Thuy National Park, Red River Delta, Vietnam. Truong gained experience in wildlife conservation and field natural history as a BirdLife International intern in 2011-2012 and now puts those skills into practice in Xuan Thuy National Park.

Flanking Phan Van Truong are Le Trong Trai, Director, Viet Nature (left), and Do Minh Hoa, Administrative Officer, Viet Nature. Mr. Trai has worked extensively with BirdLife in the past and was for more than 20 years a planner for the Forest Inventory and Planning Institute under Vietnam's Ministry of Agriculture and Rural Development.

QLF is exploring ways to build conservation partnerships with Viet Nature and other non-governmental and governmental organizations in Vietnam based upon experience gained in other regions such as the Caribbean and the Middle East.

Forested landscape seen from the Ho Chi Minh Highway, Western Spur, Truong Son Mountains, Quang Binh Province. The highway passes through or near ten protected areas. Highway construction in Vietnam has caused habitat fragmentation, siltation of upland streams, and has contributed to illegal hunting by offering easy backcountry access. Forest protection and stewardship, watershed management, biodiversity conservation, and marine conservation are high on Vietnam's environmental agenda and are themes through which QLF can make a contribution. PHOTOGRAPH BY LARRY MORRIS





Joseph E. Sheffield  
 Larry Shields  
 William E. Weiss

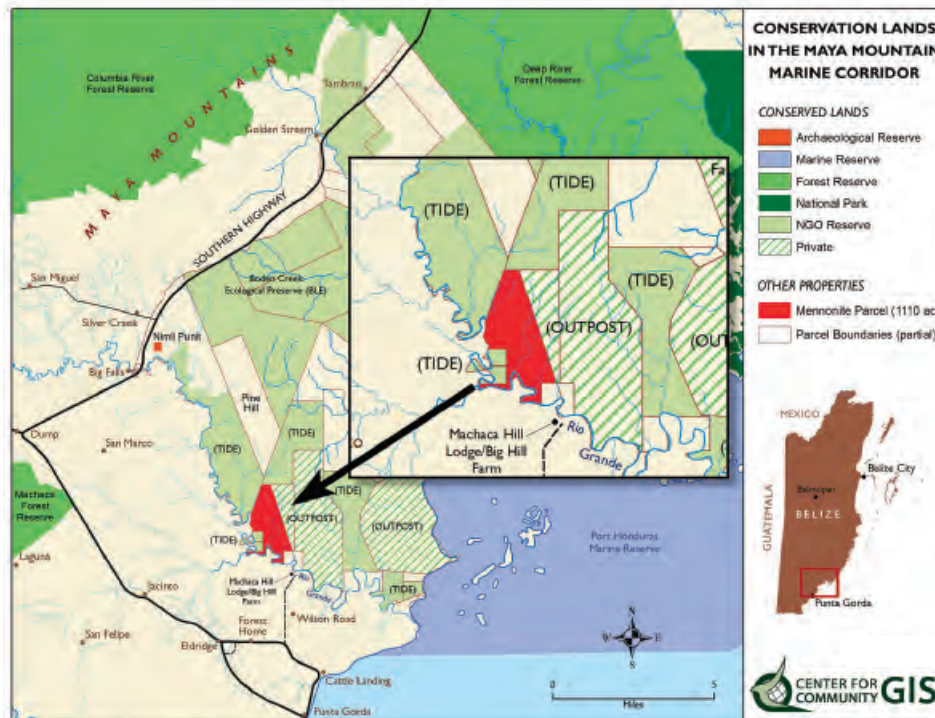
### Restricted Scholarship Gifts

Ms. Elizabeth Alling  
 The Ven. Robert A. Bryan and  
 The Rev. Dr. Patricia E. Shannon Peacock  
 Carrie and Michael A. Koplinka-Loehr  
 Mr. Garland Nadeau  
 Mr. Kirby Nadeau  
 Mr. Mel Nadeau  
 Mr. Philip G. Nadeau  
 Mr. Robert Nadeau  
 Ms. Betty Organ  
 Power Corporation of Canada  
 Mr. Daniel Strickler  
 Eric T. Webster Foundation  
 R. Howard Webster Foundation  
 Sylvia and Gordon Whitman

### Sounds Conservancy Funds

Ms. Elizabeth Alling  
 Mr Peter J. Auster  
 Ms. Valerie A. Hall  
 Robert J. Kane and Susan L. Hollister  
 Chester Kitchings Family Foundation  
 Mrs. Chester W. Kitchings  
 Mr. and Mrs. Chester W. Kitchings, Jr.

Rio Grande River, Punta Gorda, southern Belize. Working with a local environmental organization, TIDE, and private citizens, QLF participated in a land conservation effort to preserve 1,110 acres of critical rain forest. The acquisition is part of a strategic plan to create the Maya Mountain Marine Corridor. The Corridor is described as a green mosaic of protected lands and private reserves stretching from the Guatemala border to the Gulf of Honduras. QLF has been working in the Gulf of Honduras—including the countries of Belize, Guatemala, and Honduras—for nearly two decades through our International Stewardship Exchange Program. The Program hosts conservation leaders from the Gulf of Honduras and sponsors stewardship case studies throughout New England. PHOTOGRAPH BY LARRY MORRIS



The Conservation Lands in the Maya Mountain Marine Corridor. The area (highlighted in red) represents the 1,110 acres recently acquired for conservation. MAP BY STEPHEN ENGLE

Mr. Kenneth D. Kitchings  
 Ms. Margaret Kitchings  
 Ms. Patricia Kitchings  
 Mr. G. C. Matthiessen  
 Larry and Tina Morris  
 Anne B. Pierson, M.D.  
 Mr. and Mrs. Laurence P. Rubinow  
 Ms. Penelope C. Sharp  
 Mr. Prentice K. Stout  
 Mr. John Waldman  
 Mr. and Mrs. William Blunt White  
 White Fund

\* Deceased

### WE WOULD LIKE TO ACKNOWLEDGE THE FOLLOWING FOR SPECIAL ASSISTANCE DURING THE YEAR

Association of Protected Areas Management Organizations (Belize)  
 Appalachian Mountain Club (NH)  
 Asi Conserva Chile  
 Association for the Development of Tourism (QC)  
 Atlantic Salmon Federation (NB)  
 BirdLife International (Jordan, UK, Vietnam)  
 Bonne Esperance Tourism Development Corporation (QC)  
 Boston Harbor Island Alliance (MA)  
 Brooks School (MA)  
 Café-Théâtre de Chambly (QC)





Common Tern (*Sterna hirundo*), Great Gull Island, Long Island Sound, New York. Great Gull Island hosts the largest nesting colonies of Common and Roseate Terns in the Western Hemisphere.

PHOTOGRAPH BY GREIG CRANNA

CFBS Radio Blanc Sablon (QC)  
 Canadian Heritage, Official Languages  
 Support Programs (QC)  
 Coasters Association (QC)  
 Corporation de Développement Touristique et  
 Culturel du Canton de Brest (QC)  
 Environmental Systems Research Institute (CA)  
 Forteau Lions Club (NL)  
 Forteau Town Council (NL)  
 French Shore Historical Society (NL)  
 Business and Rural Development,  
 Department of Innovation, Government of  
 Newfoundland and Labrador (NL)

Hillsborough River Association (PEI)  
 Institute at the Golden Gate (CA)  
 International Academy for Nature Conservation  
 (Germany)  
 The International Grenfell Association (NL, UK)  
 Ipswich Inn (MA)  
 LAN Chile  
 Labrador Straits Historical Development  
 Corporation (NL)  
 L'Anse au Loup Town Council (NL)  
 Lieu historique national du Canada  
 du Fort-Chambly (QC)  
 Maine Division of Parks and Public Lands

Lone kayaker, Narrow River, Narragansett, Rhode Island. The Narrow River, also known as the Pettaquamscutt River, consists of two fjord-like ponds, a narrow tidal inlet and back bay, and an estuary that empties into the Atlantic Ocean at Narragansett Beach. This tidal river is just 9.5 kilometers long. It is home to the largest black duck population in the state, several nesting pairs of ospreys, terns, gulls, wading and water birds, and the endangered piping plover, which nests on the beaches at the river's mouth. Land acquisition for conservation along the shoreline, effective water monitoring, and public education programs have improved water quality in recent years.

Increasing demands on limited coastal resources prompted Chris Percy to create The Sounds Conservancy (TSC) in 1984. An ardent environmentalist, Chris was committed to the conservation of the estuaries and coastal waters of the six Sounds of southern New England and New York. Upon his retirement in 1995, QLF assumed management responsibility for The Sounds Conservancy. Chris died unexpectedly in 2002. In his memory, QLF has continued and expanded TSC's Marine Conservation Grants Program.

PHOTOGRAPH BY LARRY MORRIS



QLF's Sounds Conservancy grantee, Helen Hays, unfurls mist nets for the night's tern banding, Punta Rasa, Argentina. Director of The Great Gull Island Project at the American Museum of Natural History in New York, Helen is tracking Common and Roseate Terns from Long Island Sound, New York, to Punta Rasa, Argentina. Helen works with partner organizations in Argentina to collect data on the migratory patterns of terns banded on Great Gull Island. QLF's Sounds Conservancy Program provides small grants for marine conservation in the six Sounds of southern New England and New York.

PHOTOGRAPH BY GREIG CRANNA



Maison LePailleur (QC)  
Massachusetts Audubon Society  
Massachusetts Office of Energy and  
Environmental Affairs  
Municipalité de Napierville (QC)  
Municipalité de Saint-Paul-de-l'Île-aux-Noix (QC)  
Municipality of Blanc Sablon (QC)  
Municipality of Bonne Esperance (QC)  
Musée du Fort Saint-Jean (QC)  
National Park Service,  
U.S. Department of the Interior  
New England Biolabs Foundation (MA)  
Northern Light Inn (NL)  
Oceanview Resort (NL)  
Prince Edward Island Department of  
Environment, Labour and Justice  
Prince Edward Island Watershed Alliance  
Southern Labrador/Strait of Belle Isle  
Community Youth Network  
Southern Labrador Development Association (NL)  
Tamarack Capital Partners, LLC (PEI)  
Toledo Institute for Development and  
Environment (Belize)  
Town Council of Lanse au Clair (NL)  
Tuckamore Lodge (NL)  
United Nations Development Programme –  
GEF Small Grants Programme  
University of Prince Edward Island,  
Department of Environmental Studies  
Viet Nature (Vietnam)  
Ville de Chambly (QC)  
Ville de La Prairie (QC)  
Ville de Saint-Jean-sur-Richelieu (QC)

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White-beaked dolphins (*Lagenorhynchus albirostris*) follow alongside boats in the North Atlantic. While their visibility is popular with tourists in the region, their capacity, like all marine life, to adapt to climate change will be one of the challenges in the decades ahead and addressed by QLF's Marine Species at Risk Program. PHOTOGRAPH BY CANDACE COCHRANE





## ASSIGNMENT MIDDLE EAST

In April 2014, Executive Vice President Beth Alling traveled to Jordan, Israel, and the West Bank to meet with Middle East Program Alumni, U.S. Embassy officials, and representatives of conservation organizations in order to plan QLF's next phase of the Middle East Program: 2014-16. Tumultuous political events together with the passing of the program's twenty-year benefactor in 2013 had placed a temporary hold on advancing the program.

In her meetings, Beth found Middle East Alumni enthusiastic about their QLF experience, excited about the Global Leadership Network, even while working together to secure \$125,000 from funders for a two-year QLF Conservation Leader's Exchange culminating in a Regional Alumni Meeting in 2016. The theme for this new initiative is "Adapting to Climate Change in the Middle East."

QLF Alumni Sami Backleh (left) and Wijdan Al-Sharif, Bethlehem, Palestine (West Bank), April 2014. Sami is QLF's Middle East Program Senior Adviser and is based in East Jerusalem. He is a Professor of Conservation Biology and Ecotourism at Al-Quds University and lectures at Dar al-Kalima University, College of Arts and Culture, in Bethlehem. Wijdan is a Manager with the Center for Environmental Diplomacy, a non-profit environmental consulting organization based in Ramallah, Palestine. QLF is working with the Center to build a new regional exchange program for Palestinians and Israelis using the environment to promote cross-border cooperation.

PHOTOGRAPH BY ELIZABETH ALLING



Following his predecessors, (QLF Alumni Amir Balaban and Gidon Perlman), Avner Rinot, Bird "Ringer" (blander) at the Jerusalem Bird Observatory, hopes to participate in a future QLF conservation exchange program. Here, Avner bands, weighs, and measures a Common Redstart (*Phoenicurus phoenicurus*), one of millions of annual migrants transiting the Jordan Rift Valley between Africa and Europe.

PHOTOGRAPH BY ELIZABETH ALLING



QLF Alumna Alix Hopkins (from Pownal, Maine) presents her research to Middle East Program Alumni at a Regional Meeting, Muscat, Oman, February 2012. Alix is currently writing a book, *A Quiet Fire: Courage, Community, and Conservation in the Middle East*. Quoting Alix, *The idea for the book comes from my transformative career experience in Maine and later through participating in QLF's Middle East Program. I am collecting stories from other Alumni I have met through the Program in order to introduce conservation leaders in North America to the common qualities shared with our Middle East counterparts. These stories are intended to inspire and inform.*

The Middle East Program, which began in 1992, now has hundreds of Alumni in that region as well as in North America. QLF maintains an on-going connection with all Alumni through the Global Leadership Network (GLN). PHOTOGRAPH BY LARRY MORRIS



QLF Alumnus Raed abu Hayyaneh and his family, Amman, Jordan, April 2014. Program Manager with *ArabEnv*, an international environmental consulting firm, Raed manages sustainable development projects throughout the Middle East. QLF has been approached by *ArabEnv* to explore a number of cooperative projects through the Middle East Program.

PHOTOGRAPH BY ELIZABETH ALLING



## THE GLOBAL LEADERSHIP NETWORK

Through its 55-year history, QLF's informal network of program Alumni has quietly expanded. This influential group of government, academic, and private sector leaders spans the globe, today representing 75 countries. In 2014, QLF's Alumni body consists of more than 5,000 individuals — 3,500 who worked as Volunteers or Interns in our home region in North America; 800 who received scholarship awards; 250 Sounds Conservancy grantees; and 1,000 International Fellows. International Fellows are defined as those men and women who visited us from overseas in order to participate in conservation leaders' exchanges. Alumni have always contributed financially to the annual budget. But the real value of our Alumni goes well beyond fundraising.

The notion of a network emerged after the 2006 QLF *Alumni Congress* (in Hungary). It was there that attendees affirmed their desire to help QLF meet its future mission. They saw themselves, perhaps for the first time, as QLF's greatest resource, its strength, and its lasting legacy. QLF has always been, after all, about people.

But how to deploy the Network? Slowed by the global economic crisis beginning in 2008; the *Arab Spring* and its difficult aftermath; and QLF's own organizational transition needs, we have nevertheless moved ahead to formalize our Alumni base through a structure aptly named the Global Leadership Network (GLN). The GLN is indeed an entity conceived by Alumni (at the *Congress*), designed for Alumni, and intended to help QLF meet its 21st century mission.

QLF is currently taking steps to formalize the operational structure of the Network and has launched a series of programs and initiatives calling

upon the skills, expertise, and experience of Alumni (of multiple generations) in order to address the environmental and community challenges of our times. The GLN currently is being applied through "special action" projects (see "Belize Land Protection" page 26, 27); Alumni consultancies (for example, an Alumna has recently been advising the Board's Strategic Planning Committee); expanded conservation exchanges (see "Assignment Vietnam" page 24, 25); ecotourism offerings to introduce our constituents to program field sites ("Ridge to Reef" and "Grenfell" tours); and Alumni mentoring opportunities.

Recent examples of GLN activities include:

- Creating an electronic database of all QLF Alumni, representing every QLF constituency. This database will be utilized through an online mapping platform constructed by Alumnus Stephen Engle and his Center for Community GIS (Farmington, Maine). By the fall of 2014, all Alumni will be mapped and have access to a secure, interactive site.
- The conservation of 1,110 acres of critical rainforest habitat in the Maya Mountain Marine Corridor, southern Belize. This threatened parcel of land was brought to our attention several years ago by QLF Alumni in Belize (former international fellows). QLF responded quickly by sending a specialist staff team to Belize (2011) to investigate the need, meet with our Alumni and local community leaders, confer with the Mennonite owners, and map the land for sale. In November of 2013, QLF put out an electronic call to



QLF *Alumni Congress*, Hungary, 2006. Participants on the Environment and Landscape Stewardship Field Visit conclude the tree planting ceremony in Kiskunság National Park. PHOTOGRAPH BY GREIG CRANNA



Alumni worldwide to help support an effort to save the land. Boldly, QLF decided to commit \$50,000 toward the purchase price. The very first contribution came from, of all places, Vietnam! An Alumna, a teacher and well-known artist in Alberta, Canada, contributed financially and also gave us some of her artwork for auction. Three Alumni who had participated in a QLF eco-tour to Belize in 2011 (where they actually saw the property) provided leadership gifts. Eventually, QLF raised \$62,000 to help to secure the deal. The land was saved for conservation and has since become part of the Maya Mountain Marine Corridor. In a first time “special action” effort QLF Alumni flexed their collective muscle and in so doing pointed out in dramatic fashion the potential of the GLN.

- The soon to be published book by QLF Alumna Alix Hopkins inspired by her five-year participation in the Middle East Program (see page 31).
- A new Conservation Exchange Initiative in Southeast Asia, starting in Vietnam in 2014. In the future, QLF’s geography (outside our home region) will continue to change as QLF tests the soundness of its mission statement across cultures and continents “to create models for stewardship of natural resources and cultural heritage that can be shared worldwide.”

Looking ahead, the GLN will serve as an operational umbrella, coordinating nearly every aspect of QLF. It will do so by employing our greatest asset—our people—to address the global challenges of the 21st century. While the Global Leadership Network focuses on our core of Alumni, defined as those who have worked for or otherwise participated in QLF Programs and operations, we intentionally left out the word “Alumni” in naming the Network. All members of the “QLF Family” are encouraged to participate in the GLN—not only program Alumni but also donors, professional contacts, and friends. You are all a part of QLF. The challenges we face as a global society will require the strength of all Family members.

Over the next two years, QLF seeks to raise \$250,000 to support the Global Leadership Network. Please join with us in this effort. For more on the GLN, email Beth Alling ~ EAlling@QLF.org

## 2013 HIGHLIGHTS



QLF 2013 summer Interns (left to right) Guillaume Harmange, Brooks School (North Andover, Massachusetts); Alex DeParde, St. Lawrence University; Charley Hildt, St. Lawrence University; Grace Weatherall, Williams College; Carly Churchill, University of Pennsylvania; and Brian Levenson, Brooks School. QLF Headquarters, Ipswich, Massachusetts ~ PHOTOGRAPH BY JULIE EARLY



Kiragu Mwangi, Conservation Leadership Programme, BirdLife International (Cambridge, UK) hosted QLF in Cambridge, and visited QLF in Ipswich to discuss the potential to work in collaboration on new Conservation Leadership initiatives. PHOTOGRAPH BY ELIZABETH ALLING



QLF Board Meeting reception at The Mount Royal Club, Montréal, May 2013. Pictured are (left to right) Kyla Gilbert, QLF intern; Marcus Edward, QLF Director of Finance; Dr. Norman Pinder, Chairman, International Grenfell Association; François Guillet, Manager, QLF Montréal office; Parisa Khosravi, QLF Volunteer; and Minoo Yazdanpanah, QLF Intern.



### INTERNSHIPS NAMED FOR HONORARY DIRECTORS, William M. R. Mapel and Donal C. O'Brien, Jr.



Bill Mapel meets with QLF Executive Vice President Beth Alling during a Board Member's reception, 2005.

After Bill's death in 2013, QLF received permission from the Mapel family to establish *The William M. R. Mapel Leadership Fund*, managed as part of the QLF Endowment. The Fund will sponsor interns each year working in Atlantic Canada, or Quebec. To date contributions to the Fund exceed \$70,000.

Don O'Brien served as Chairman of the U.S. Board from 1971 to 1989. An Honorary Director since 1989, Don maintained his close relationship with his lifelong friend, Bob Bryan, and remained active with QLF, especially in wildlife conservation. After Don's death in September 2013 and with the support of the O'Brien family, QLF has established a revolving fund in Don's name to support an Intern each year working in Biodiversity Conservation. Dr. Kathleen Blanchard, a devoted friend of Don's and former staff member at QLF (best known for the Marine Bird Conservation Program), has agreed to serve as special advisor to the fund.



Don O'Brien

We are pleased to honor these exceptional individuals by building on their QLF legacy through young women and men serving as interns at QLF each year.

#### QLF COUNCIL, AN ADVISORY BOARD

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Stephanie M. Clement  
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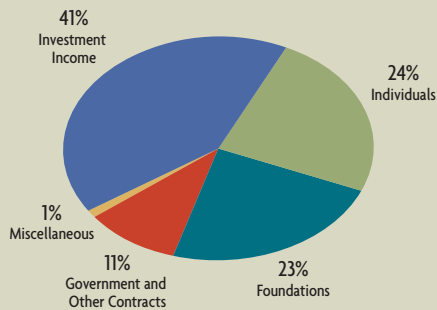


# Financial Summary

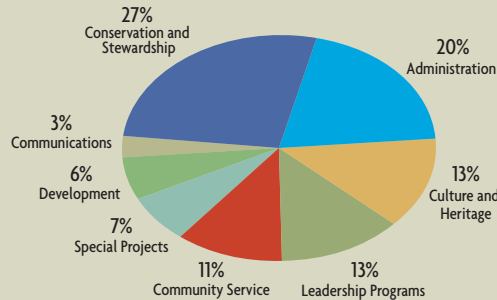
COMBINED OPERATING INCOME	\$ Amount
<b>Public Support</b>	
Individuals	\$442,358
Foundations	434,647
Government and other contracts	215,661
<b>TOTAL PUBLIC SUPPORT</b>	<b>\$1,092,666</b>
<b>Other Revenue</b>	
Investment Income	752,138
Miscellaneous	9,414
<b>TOTAL OTHER REVENUE</b>	<b>\$761,552</b>
<b>TOTAL COMBINED OPERATING INCOME</b>	<b>\$1,854,218</b>

COMBINED OPERATING EXPENSES	\$ Amount
<b>Program Areas</b>	
Conservation and Stewardship	\$508,633
Culture and Heritage	246,079
Leadership Programs	245,059
Community Service	196,972
Special Projects	132,838
Communications	56,543
<b>TOTAL PROGRAMS</b>	<b>\$1,386,124</b>
Administration	\$363,055
Development	104,843
<b>COMBINED OPERATING EXPENSE</b>	<b>\$1,854,022</b>

Combined Operating Income (U.S. and Canada)



Combined Operating Expenses (U.S. and Canada)



Figures are from audited income and expense, 1 September 2012 - 31 August 2013. All income and expense are expressed in U.S. Dollars. A complete copy of the Audited Financial Statements is available on the QLF website: [www.QLF.org](http://www.QLF.org)

**QLF: THE PEOPLE**

The Ven. Robert A. Bryan  
*Founding Chairman*

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*President*

Elizabeth Alling  
*Executive Vice President*

Brent A. Mitchell  
*Senior Vice President, Stewardship*

Julie Early  
*Vice President, Leadership Program*

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Serena Etheridge  
*Director, Eastern Canada Culture and Heritage Program*

François Guillet  
*Coordinator  
Culture and Heritage Programs*

Simone Hélène Hanchet  
*QLF Canada Office (Montreal)*

Connor Hedges  
*Coordinator  
Regional and International Programs*

Ildiko Losonci  
*Coordinator, Middle East Program*

Agi Simon  
*Coordinator  
Regional and International Programs*

**Advisors and Consultants**

Sami Backleh  
*Middle East Program*

Dr. Kathleen A. Blanchard  
*Biodiversity Conservation*

Delia Clark  
*Stewardship*

Candace Cochrane  
*Culture and Heritage*

Greig Cranna  
*Photography*

Alex Delis  
*Information Technology*

Stephen Engle  
*Community Mapping*

Kenneth Hoffman  
*Management Transition*

Thomas F. Horn  
*Heritage Rivers*

Jay R. Kaufman  
*Stewardship*

Kevin Porter  
*Photographic Services  
Webmaster*

Jeff Ouellette  
*Information Technology*

Jean-Luc Theriault  
*Community Mapping*

Leslie Van Gelder  
*Strategic Planning*

Stephen Wright  
*Stewardship*

**Administration**

Nancy J. Malaquias  
*Program Assistant*

Ellen Mendonca  
*Executive Assistant*

Linda R. Mitton (retired, August 2013)  
*Executive Assistant*

**Business Office**

Marcus Edward  
*Director of Finance and Administration*

Susan Dawe  
*Senior Accountant*

Lauren Marano  
*Budget Analyst*

**Counsel**

Hurwit & Associates  
U.S.A.

Stikeman Elliott, LLP  
Canada

**Interns and Volunteers**

Winslow Brokaw  
*Middlebury College*

Carly Churchill  
*University of Pennsylvania*

Hope Dehghani  
*University of Hawaii at Hilo*

Alexander DeParde  
*St. Lawrence University*

Katie Flynn  
*Candidate, Master of Divinity  
Atlantic School of Theology*

Kyla Gilbert  
*McGill University*

Hanna Hameline  
*University of Prince Edward Island*

Guillaume Harmange  
*Brooks School (MA)*

Charles Hildt  
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Parisa Khosravi  
*Master of Educational Technology  
Concordia University*

Conor Leggott  
*University of Prince Edward Island*

Brian Levenson  
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Nina McKee  
*Wellesley College*

Elizabeth O'Casey  
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Oregon State University*

Grace Weatherall  
*Williams College*

Minoo Yazdanpanah  
*Candidate, Master of Integrated Water  
Resource Management  
McGill University*

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FRONT COVER: Bonne Bay, Gros Morne National Park, Newfoundland ~  
PHOTOGRAPH BY NICHOLAS GATES

INSIDE FRONT COVER INSET: Icebery near Battle Harbour, Labrador ~  
PHOTOGRAPH BY NICHOLAS GATES

BACK COVER: Capelin coming ashore in the late spring, Crouse, French  
Shore, Great Northern Peninsula of Newfoundland. The decline of capelin  
stocks is of concern to fisheries managers. Historically, capelin were  
used as fertilizer, as bait for the cod fishery, even as dog food. More  
importantly, the species, high in fat content, is a principal food source  
for fish, seabirds, and marine mammals.

PHOTOGRAPH BY LARRY MORRIS

HIRD GRAPHIC DESIGN

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