

*From Vision to Action: A Commitment to Maine's Quality of Place*  
GRANT APPLICATION FORM

**ORGANIZATION INFORMATION**

Legal Name of Applicant Organization: Island Institute	
Address: 386 Main Street, P.O. Box 648	
City: Rockland	
County: Knox	
State: Maine	
Zip: 04841	
Phone: 207-594-9209	Fax: 207-594-9314
E-mail: <a href="mailto:rsnyder@islandinstitute.org">rsnyder@islandinstitute.org</a>	Web Site: <a href="http://www.islandinstitute.org">www.islandinstitute.org</a>
Year Organized/Established: 1983	Number of Paid Staff: 36
Executive Director: Philip W. Conkling	IRS Employer ID Number (EIN): 22-2786731

If your organization does not have municipal or 501c3 tax-exempt status, please complete the following information:

Name of Fiscal Sponsor Organization:  
Fiscal Sponsor Contact Person:  
Address:  
City:  
State:            Zip:  
IRS Employer ID Number (EIN) of Fiscal Sponsor:

Please include signed fiscal sponsor agreement with your proposal

**Please provide your mission statement:** The Island Institute is a non-profit organization that serves as a voice for the balanced future of the islands and waters of the Gulf of Maine. We are guided by an island ethic that recognizes the strength and fragility of Maine's island communities and the finite nature of the Gulf of Maine ecosystems. Along the Maine Coast, the Island Institute seeks to:

- support the islands' year-round communities;
- conserve Maine's island and marine biodiversity for future generations;
- develop model solutions that balance the needs of the coast's cultural and natural communities;
- provide opportunities for discussion over responsible use of finite resources;
- provide information to assist competing interests in arriving at constructive solutions.

**PROJECT INFORMATION**

Project Contact Person: Robert B. Snyder	Phone: 207-594-9209 Ext 142	E-mail: <a href="mailto:rsnyder@islandinstitute.org">rsnyder@islandinstitute.org</a>
<p>In the space provided, write a one-sentence project description: The Island Institute in partnership with the Maine Farmlands Trust (MFT) proposes a two-year <b>Working-Lands Conservation Initiative (WLCI)</b> to coordinate research, education, organizational development and policy focused on <i>increasing the rate of working lands conserved</i> for farming, working waterfronts, open space and, where appropriate, workforce housing, by engaging private land owners and enhancing the state's Land for Maine's Future program.</p>		
Amount requested: \$ 83,000	Total Project Budget (Year One): \$ 114,250	The desired start and ending dates for the grant funds: 10/1/09 to 9/30/10
<p>Is this a multi-year request? Y / N Yes If yes, please provide an estimate for year 2 and 3 requests? Year 1: \$83,000 Year 2: \$74,500 Year 3: \$64,500</p>		
Top Three Foundation Supporters for the organization: National Science Foundation, AmeriCorps, Pew Environmental Group		Other Foundations Supporting this Project Tides Foundation

**PROJECT BUDGET**

The use of this form is required. Please be as specific as possible. If your project is a collaborative effort, we encourage you to engage the partners in the budget process. As a lead organization you may include budget expenses that will be distributed to partners. You may also include in-kind and other revenue from partnering organizations.

**Anticipated Expenses and Revenue:**

ITEM	1. Amount requested	2. In-kind donations	3. Other funding sources			TOTAL BUDGET (Add columns 1-3)
			Include Earned Income (see below) and indicate if funding is already secured			
			Amount	Source	Secured ?	
<i>Example: speaker fees</i>	\$750		\$250	XYZ Foundation	yes	\$1,000
Leadership- II and MFT		22,500				22,500
Staff – WLCI Coord	35,000	8,750				43,750
Staff Support – II	4,000					4,000
Staff Support- CEL,MFT,Genesis,FSM	10,500					10,500
Consultants	10,000					10,000
Publications	9,000					9,000
Research	3,000					3,000
Travel	6,000					6,000
Materials & Supplies	2,500					2,500
Meals	3,000					3,000
<b>TOTAL EXPENSES (Program + Personnel)</b>	83,000	31,250				114,250

**Anticipated Earned Income (if applicable):**

ITEM	AMOUNT
Sales	
Fees for Service	
Other, please specify:	
<b>TOTAL ANTICIPATED INCOME:</b>	

Please use this space to provide any additional information on the budget that you wish to include: Below is the full three-year budget for the Working-lands Conservation Initiative.

<b>Working Lands Conservation Initiative - Three Years</b>		<b>Year One</b>		<b>Year Two</b>		<b>Year Three</b>		<b>Total</b>	<b>Total</b>
		<b>Request</b>	<b>In-Kind</b>	<b>Request</b>	<b>In-Kind</b>	<b>Request</b>	<b>In-Kind</b>	<b>Request</b>	<b>In-Kind</b>
<b>Leadership</b>									
Island Institute - Rob Snyder	15%		11,250		11,250		11,250		33,750
Maine Farmlands Trust - John Piotti	15%		11,250		11,250		11,250		33,750
<b>Staff Support</b>									
II and MFT Working Lands Initiative Coord.	100%	35,000		35,000		35,000		105,000	
Fringe Benefits for WLCI Coord., 25%			8,750		8,750		8,750		26,250
CEI Working Waterfront Coordinator	5%	2,600		2,600		2,600		7,800	
MFT Farms Stewardship Coordinator	5%	2,500		2,500		2,500		7,500	
II Marine Programs Officer	10%	4,000		4,000		4,000		8,000	4,000
Genesis Housing Coordinator	5%	2,900		2,900		2,900		8,700	
Forest Society of Maine	5%	2,500		2,500		2,500		7,500	
		<b>Salary Total</b>	<b>31,250</b>	<b>31,250</b>	<b>31,250</b>	<b>35,250</b>	<b>35,250</b>	<b>144,500</b>	<b>97,750</b>
<b>Consultants</b>									
Legal support for Working Lands Trust Development		4,000						4,000	
Strategic Planning Consultant for Working Lands Trust Development		6,000						6,000	
		<b>Consultants Total</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	
<b>Publications</b>									
Publication Design and Layout		4,000		2,000		2,000		8,000	
Three color short run of Working Lands publication		5,000		2,500				7,500	
Brochures, mailings						2,500		2,500	
		<b>Publications Total</b>	<b>9,000</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>0</b>	<b>18,000</b>	
<b>Research</b>									
Island Institute GIS mapping support				6,000	2,000			8,000	2,000
Market Decisions									
Public Opinion Questions		3,000		3,000		3,000		6,000	
		<b>Research Total</b>	<b>3,000</b>	<b>9,000</b>	<b>2,000</b>	<b>3,000</b>	<b>0</b>	<b>17,000</b>	<b>2,000</b>

<b>Travel</b>									
Island Institute									
Travel	3,000		3,000		3,000			9,000	
MFT Travel	3,000		3,000		3,000			9,000	
<b>Travel Total</b>	<b>6,000</b>		<b>6,000</b>		<b>6,000</b>			<b>18,000</b>	
<b>Materials and Supplies</b>									
Postage, flip charts, pens, etc.	1,000		1,000		1,000			3,000	
Laptop for Project Coordinator	1,500		1,500		1,500			4,500	
<b>Total Materials and Supplies</b>	<b>2,500</b>		<b>2,500</b>		<b>2,500</b>			<b>7,500</b>	
<b>Meals</b>									
Working Lands Conservation Initiative	3,000		3,000		3,000			9,000	
<b>Meals Total</b>	<b>3,000</b>		<b>3,000</b>		<b>3,000</b>			<b>9,000</b>	
<b>TOTALS</b>	<b>83,000</b>	<b>31,250</b>	<b>74,500</b>	<b>33,250</b>	<b>64,500</b>	<b>35,250</b>		<b>224,000</b>	<b>99,750</b>

## **I. Project Description**

**1) Project Summary:** The Island Institute (Lead Organization. EIN 22-2786731), in partnership with the Maine Farmlands Trust (MFT), respectfully requests \$83,000 for Year One of a projected three-year project: the Working-Lands Conservation Initiative (WLCI). WLCI offers two products. First, we will develop a broader, more aligned coalition focused on working-lands conservation. Second, we will explore the need for a working-lands trust by coordinating research, education, organizational development and policy to increase the rate of working lands conserved for farming, working waterfronts, and forests. We will also expand discussions on working lands by linking to land issues related to tourism and workforce housing. We will engage private working-lands owners specifically and we will mobilize support for the Land for Maine's Future program in 2011. This collaborative will be supported by the Forest Society of Maine, Coastal Enterprises Inc. and Genesis Community Loan Fund, and will involve working closely with the State Planning Office.

**2) Is this an existing project or a new project?** WLCI will link existing efforts to educate constituents and to fund the preservation of working waterfronts, farmlands, and forests. Through facilitated discussion, the WLCI will produce new research, education, policy and institutional support for conserving working lands while exploring new relationships with groups that support conserving land for workforce housing and tourism.

**3) Discuss how you will engage the public as part of this project:** Industry organizations/NGOs, municipal leaders and state agencies will be engaged in two ways during Year One: first, they will be a part of a six-day strategic planning process to determine the goals and objectives for the WLCI. These discussions will synthesize existing goals for working waterfronts, farmlands, and forests, and explore the possible mutual benefits from links to workforce-housing needs and tourism interests. Additionally, the communications staff at our respective organizations will collaborate to refine our message on the need to conserve working lands. Participants at this stage will be encouraged to join a WLCI Workgroup that will meet every other month in Year One and more frequently as needed, in order to implement the resultant strategic plan and to provide WLCI staff with priorities.

Second, WLCI will target Maine's seasonal residents through MFT and II memberships. Island Institute will inform its 4,800 members about the need to conserve working lands, and MFT will inform its 2,000 members. These constituencies will receive notice of the creation of the WLCI through existing e-news services (2,600 + each month), through our newspapers (40,000 for the Institute's monthly Working Waterfront News) and newsletters to members (9,000 for MFT's semi-annual MFT Newsletter). A cross-section of members from partner organizations will be engaged in four WLCI focus-group exercises to strategize their participation in working-lands conservation. Their questions will guide preparation of a broader outreach strategy, and we will use their feedback to develop web-based and print materials to explain the critical role that seasonal residents can play in working-lands preservation.

Maine voters will be targeted through a public-relations campaign that will highlight specific working-lands preservation successes that build toward the goals identified by the WLCI. We will engage Market Decisions to gather feedback from the public with a state-wide survey to test WLCI's messages supporting an increase in the amount of state bond funding available for working-lands conservation.

## **II. Opportunity to Advance Quality of Place Recommendations -Governor's QoP Objectives:**

This project "*recognize[s] and support[s] private landowners' crucial role in protecting Maine's quality of place*" as a significant component of working-lands conservation efforts. Private landowners are the target audience for education and outreach on their critical roles in increasing the rate of working-lands conservation – as donors, as working-land owners, and by contributing their recommendations for leveraging state, philanthropic and intellectual resources. Industry organizations are a second means of access to private landowners whose properties are already in working-land uses.

Industry groups have increasingly valued land-conservation programs funded through LMF, but far more needs to be done. The effort to align these constituencies and messages is a key step, for information provided through the WLCI will enlighten constituents about the similarities in the underlying influences that shape the need for conserving land for farms, working waterfronts, forests and land that supports tourism and workforce housing.

**Specifically describe how your project will demonstrate/strengthen the link between the natural and built environments.** WLCI research and outreach efforts are the key to strengthening understanding by private landowners, industry organizations, and the broader public, of the link between natural and built environments. *Research:* Maps facilitate understanding by various interests on where their “mission spaces” overlap. Our audiences have not had the benefit of actually seeing how their interests overlap or strategically align, despite the available data on key conservation corridors and high priority lands that support or could be developed to support farming, forests, and working waterfronts and other working lands. *Outreach:* The WLCI Outreach Report published by the Island Institute will highlight GIS research that aligns existing data. In addition to creatively deploying maps, the report will outline the goals of the WLCI and feature stories from private landowners who have participated in existing state and NGO programs. Private landowners, municipal leaders and state decision-makers will also receive a Q & A document and executive summary of the report.

**How does your project preserve and promote the natural and/or built environments?** The organizational-development and policy goals of the WLCI will promote the relationship between the built and natural environments. The lack of a central organization that has the capacity to hold and steward working-lands easements has been one critical barrier to promoting and increasing the rate of working-lands conservation. *Organizational Development:* In Year One of the WLCI, we will foster a facilitated discussion to determine the optimal structure for a long-term holder of working-lands easements. The MFT and the Island Institute are considering operating a Working Lands Trust as a service to other organizations who have taken responsibility for working-land easements. These discussions require legal support as well as facilitation support. *Policy:* The efficiency that can be realized by coordinating existing constituencies is critical to achieving the vision of the WLCI. The Island Institute, MFT and our partners are leaders in agriculture, fisheries, farming, forestry and housing coalitions. Over the next three years, we will sustain a dialogue among these groups through meetings at least every two months and more frequently as needed. We will extend the discussions to include tourism interests, and anticipate vital cooperative interaction among existing working-lands advocates (Agriculture Committee, Working Waterfront Coalition, and Maine Affordable Housing Coalition). These efforts will bolster support for LMF in the 2011 session, with the intent of expanding funding for LMF.

**Potential Impact - What theory or hypothesis underlies your project?** As partner organizations, we believe that more comprehensive and accurate information leads to better decision-making, and that, by sharing information, attitudes and behaviors will change. We are therefore committed to mapping, publications and convening, all focused on sharing new and existing information across constituencies who currently do not receive this data and who have not benefited from cooperative efforts. We plan to change attitudes among private landholders, municipal officials, industry groups and voters in ways that will lead to a behavior changes (an increased interest in supporting the purchase of working-lands easements). This behavioral change will require *institutional change*, reflected in our anticipation of the need for a more broadly-focused Working Lands Trust.

**How will this project change public opinion or public policy related to Quality of Place?** This effort will increase public awareness of the economic benefits of conserving working landscapes, and this, in turn, will lead to increased funding at LMF.

**What are your expected outcomes?** 1) We will increase the rate of working-lands conservation by:  
- Embarking on a cost-benefit analysis of establishing a Working Lands Trust in 2010;  
- Establishing the Trust in 2011;

- Developing an “investment pipeline” of working-lands projects that shows the real demand and private support for LMF and that tie this need to the economic impact of preserving these lands.

2) We will increase public understanding of the economic benefit of working lands by:

- Developing and testing messages for working-lands preservation early in the project, and again at the end of each year, to gauge public sentiment and the impact of our PR strategy.

3) We will align our message and research to support working-lands policy development by:

- Publishing a Working Lands Conservation Report and additional support materials in 2010;

- Forging a working-lands workgroup comprised of a broad spectrum of existing interest groups.

**What will be the lasting impact of your work after grant funding ends?** The working lands protected through increased funding for LMF and through the creation of the Trust will be preserved in perpetuity. Critical elements of our quality of place, our heritage and our rural economies will remain vibrant well into the future.

**What evaluation tools will you employ to measure your effort?** The Market Decisions annual statewide survey will evaluate on a broad scale the rate of attitude change around the state. We will find out if we have succeeded in increasing the amount of bond funds available for working-lands conservation. Other goals will be evaluated based on whether or not the activities took place as planned. Our project report will be structured to reflect lessons learned from roadblocks or challenges that were not anticipated in designing this initiative. We will seek other evaluation tools appropriate for this effort, perhaps through the funder.

**How and when will you know your project has accomplished its projected goals?** We can judge short-term successes by reviewing our ability to accomplish the work plan and sustain the dialogue, but the critical test will come when the state debates funding for LMF in 2011. We will have cultivated strong interest in this funding: “an investment pipeline” demonstrating demand for increased funding to increase the rate of working-lands preservation, and this will be clearly linked to the economic benefit of supporting LMF.

**IV. Demonstrate innovative practices and/or tools -Why is this project unique?** This project is unique because it takes a holistic approach to aligning working-lands interests, with the recognition that these lands and the people who rely on them for their livelihoods are central to sustaining Maine’s quality of place. **What do you expect to learn through implementation that could benefit other groups doing similar work?** The WLCI’s innovative and nationally groundbreaking working-lands conservation efforts will be of interest to Coastal Zone managers, housing authorities and industry groups throughout the coastal U.S; interest that will draw positive attention to the state of Maine.

**What other organizations have done and/or are doing something similar whether in Maine or elsewhere, and what lessons have you drawn from their experiences?** Over the past two decades, 791 farms have been protected by the Vermont Land Trust (VLT). They accomplished this by raising \$3 million in federal matching funds and donations from private and foundation sources. They aligned working-lands preservation and workforce-housing needs: the Vermont Housing and Conservation Board administers the funding for VLT. Primarily bond-funded, the Board appropriated more than \$200 million since 1987, leveraging over \$750 million from other sources, creating 8,500 new units of affordable housing and conserving 368,500 acres. We will invite representatives from VLT to join our strategic-planning process.

**Describe approaches or strategies that could serve as innovative practices for other efforts.** Our work on the Working Waterfront Coalition taught us the power of a broader message – that working farms, forests and waterfronts should be treated equally. This led to a current-use taxation constitutional amendment for working waterfronts. The process and messages that evolve from the WLCI will similarly reframe partnerships and goals across organizations and constituencies that could be a model for other coastal states. The experimentation that is inherent in this process will generate

widespread, unexpected benefits for groups working on land conservation efforts throughout the country.

**V. Collaboration Readiness - What is the “greater impact” you hope to have with your collaboration?** We hope to increase the rate of working-lands conservation to preserve the state of Maine’s quality of place.

**Is this an existing collaboration?** - The Island Institute and Maine Farmland Trust have worked together frequently over the past seven years. The WLCI would formally structure this relationship for the first time. The idea for WLCI grew out of an Affordable Coast Retreat on Monhegan Island in 2007, when MFT and other affordable-housing and working-lands interests convened for the first time to brainstorm the relationships between housing and working waterfronts. This led CEI, II and Genesis Community Loan Fund to partner with the Maine Affordable Housing Coalition to work toward coastal-community housing needs. They did not, however, fully explore or develop a work plan for a larger framing of these issues as a “working lands” initiative. Therefore, the WLCI will revisit and focus on the possibilities that we were not organized to explore two years ago. It is important to note that our collective efforts on the affordable coast campaign helped launch a successful campaign led by the Maine Affordable Housing Coalitions campaign for a \$30M revenue bond, a third of which is available for workforce housing. MFT has an ongoing working relationship with the Forest Alliance that it will bring to these discussions.

**Comment [n1]:** Is this supposed to be “Is this....?”

**List the collaborative members with primary contacts; describe the role each plays.** These efforts will be led by Robert Snyder (15% FTE), vice-president of programs for the Island Institute, in partnership with John Piotti, executive director of Maine Farmlands Trust (15% FTE). The Island Institute will hire a full-time project coordinator who will be jointly appointed to Maine Farmland Trust to assist John and Rob in delivering this initiative. Gillian Garratt-Reed, the Marine Programs Officer at the Island Institute, will assist with state policy coordination (10% FTE). Publications design and editing, and media relations will take place at the Island Institute under the direction of Nancy Carter. Shey Conover at the Island Institute will oversee GIS mapping research that supports message development and education. Nina Young at MFT, Hugh Copperthwaite at CEI and Liza Fleming-Ives at Genesis Community Loan Fund will each commit 5% of their time to this project, as will staff at the Forest Society of Maine.

**Describe any experience you have had with collaborations in the past:** Through the Maine Working Waterfront Coalition and the Maine Affordable Housing Coalition, the Island Institute and its partners spearheaded extensive education, research and outreach over the past decade to preserve Maine’s coastal working-lands communities. Our leadership of the Working Waterfront Coalition resulted in a statewide vote to approve a \$2 million bond issue in 2005, which was renewed for an additional \$3 million in 2007. Of particular relevance in a time of state-government budgetary shortfalls, the Island Institute also included private landowners in conservation efforts, making \$275,000 in grants and technical assistance available through the Institute’s Affordable Coast Fund for the purchase of working-waterfront property.

The Maine Farmland Trust (MFT) has had similar initiatives for purchasing easements for working farmlands. Since its founding in 1999, MFT has helped preserve 79 farms totaling over 13,500 acres – two-thirds of all the preserved farmland in Maine. Over half this acreage was preserved in 2008, and MFT plans to preserve 100,000 acres of farmland in the next five years. This goal is ambitious, but necessary, as approximately 400,000 acres (or one-third) of Maine’s best farmland will be in transition within the next 10 years. MFT’s mission to protect farmland resulted not only in the use of permanent easements but also in the creation of an innovative “Buy/Protect/Sell” program, the promotion of “current use” property-tax classification, the facilitation of farmland transfers (through its highly successful “FarmLink” program), and estate planning.

**Describe the plan for establishing the collaboration:** - please see responses 2 and 3 on page one.

**Discuss the proposed operating structure:** The Island Institute will be the project lead and Rob Snyder will take full responsibility for the successful implementation of the WLCI. John Piotti will work closely with Rob to develop the overall strategy and implementation plan with the project coordinator and other project staff. Island Institute staff will report to Rob Snyder and MFT staff support will be overseen by John Piotti. The coordination of project-partner participation and communications across project participants will be under the purview of the Project Coordinator.

## **VI. Organizational Readiness**

**- Explain why your organization is well positioned to take on this project.** We have initiated and participated in successful working-lands conservation initiatives through extensive partnerships and collaboration with other groups organized around working-lands conservation and affordable housing.

**- How are you perceived by the stakeholders you wish to engage?** We are viewed as leaders in the state on issues of sustaining working waterfronts and island communities, and have been recognized for our effectiveness in organizing our resources to maximize the impacts desired by our constituents. We have strong ties to the seasonal community along the coast, and we have successfully organized these constituents to support the goals and objectives of island and working-waterfront communities. State and nonprofit agencies view us as a responsive and considerate partner.

**- How does this project fit within your current work plan (if not answered above in Section V)?**

This initiative would blend our current commitments to working waterfront advocacy and outreach and housing advocacy and outreach, both of which are a part of our current strategic plan and are likely to be a part of the strategic plan that will be developed in the fall of 2009.

**- Describe the capacity of your organization to undertake this project.** When the Island Institute determined that the survival of the Port Clyde fishing fleet was critical to forcing federal policy changes, we focused staff time and resources on supporting the vision of the fishermen to develop a co-op and to implement procedures for sustaining the fishery. The Midcoast Fishermen's Association is now a national model for fisheries-led policy and community-economy innovation – all within 18 months of beginning the partnership. When the Fox Islands came to the Island Institute concerned that energy rates threatened their communities' viability, we responded by facilitating the development of a \$14.5M community-owned wind array comprised of three wind turbines that will make these islands energy-neutral. These turbines are going up within 24 months of facilitating the first discussions. When we lean in to an issue, we have proven the capacity to generate the outcomes demanded by our constituents.

**- How would you change course if a grant from EFN is not forthcoming or EFN awards a reduced amount?** EFN funding has the potential to catalyze a long-overdue discussion and set of outcomes that each of our organizations will struggle to implement without this investment. We view EFN Funding as critical to this process. A small amount of grant-restricted funding could be raised to complement a leadership grant from EFN, should a partial grant be the only feasible outcome.

## **VII. Project Timeline**

**Provide a brief timeline for your project.**

Fall 2009 – WLCI Strategic Planning, baseline working-lands survey with Market Decisions, begin discussions of Working Lands Trust in the winter and spring of 2009/2010

Spring 2010 – Mapping research, message development,

Summer 2010 – Publication, presentation at Maine Land Trust Conference, presentation to land trust boards,

Fall and winter 2010-2011 – educate legislators, coordinate work-group meetings to support Winter 2011 long-session policy coordination, host working-lands events around the state for new legislature. Voters will vote on the LMF bond informed by this effort by November 2011.