



RESILIENCE

2020 ANNUAL REPORT

Thriving COMMUNITIES, *Thriving* COAST *campaign* EXCEEDS GOAL!

In 2016, the Island Institute embarked on a four-year, \$25 million capital campaign with three strategic goals:

- Strengthening Community Economies
- Enhancing Education and Leadership
- Delivering and Sharing Solutions

At the end of calendar year 2020, the Thriving Communities, Thriving Coast Campaign exceeded the goal with a total of **\$30 million** in gifts, grants, and pledges. More importantly, our campaign success enabled significant investments in the economic diversity, educational opportunities, and leadership connectivity in island and coastal communities. Those investments have helped to create a strong foundation from which we build our future—together—and confront a changing world.



Dear Members and Friends of Island Institute,

This report highlights many of the accomplishments of both our fiscal year 2020 and the strong foundations created by your support of the Thriving Communities, Thriving Coast Campaign. We're so very grateful and proud to have exceeded our campaign goal with more than \$30 million raised in the last four years. In this report, you'll find statistics, financials, and pie charts that illustrate our most recent fiscal year report. Ultimately, the most important measurements of success are the relationships—the people and partners—that build thriving, resilient communities.

As we complete our planning for the next five years, we are optimistic. The islands and coastal communities were faced with unprecedented challenges in 2020, and we met them head-on, arm-in-arm. The lessons we learned from our crisis response teams and communities have helped shape our goals for 2025 and how and where, we focus our work. The result: an ambitious strategic framework that prioritizes the Island Institute's resources where we will have the greatest impact. The Island Institute is committed to a just, resilient, and vibrant future for the coast of Maine. We work in partnership with courageous leaders to support resilient communities to confront a changing world.

Whether you are a member, grantmaker, community leader, teacher, fisherman, or small business owner, thank you.

With gratitude,



A handwritten signature in black ink that reads "Rob Snyder, Ph.D." in a cursive style.

Rob Snyder, Ph.D.
President



A handwritten signature in black ink that reads "Emily B. Lane" in a cursive style.

Emily Lane
Chair, Board of Trustees

“If you are leading
in your community
through this crisis,
thank you. Thank you
for your efforts to keep
your communities
healthy and functioning
during the pandemic.”

— ROB SNYDER, Ph.D.
President

Crisis Response: *Focus and Action*

In early March, as Maine and the rest of the country grappled with the onset of the pandemic, we took action. The Island Institute’s senior leadership mobilized three crisis response teams, putting the staff and other resources to work on the most evident priorities:

PASS MAINE’S \$15 MILLION BOND QUESTION IN JULY. The Island Institute worked as one of the leaders of the Maine Broadband Coalition to do all we could to ensure that Mainers supported this initial investment in broadband. Read more on page 4 about how our work continues after the passage of *Yes on 1 for Better Internet* for Maine.

CATALYZE RESILIENT LEADERSHIP. We connected community leaders with the best information, the most useful networks, and the highest quality technical support needed to take action. We hosted weekly forums and targeted workshops focused on helping leaders share solutions and overcome isolation. Read more about a new leadership model developing from what we learned on page 6.

SUPPORT SMALL BUSINESSES. As storefronts and restaurants closed, we focused on the small business owners and entrepreneurs willing to adapt to rapid change in our coastal economy. By influencing policymaking, providing technical support, and creating Business Resilience Grants as part of the Tom Glenn Community Impact Fund, we have helped **70 small businesses** pivot to a new normal. Learn more about support for small business on page 10.



As part of our direct support for Maine's island communities, the Island Institute responded to the state's request for help in distributing rapid COVID-19 test kits. We broke down two larger shipments received at our Main Street location in Rockland to fill individual community orders. From there, Institute staff worked with community partners, including the Maine State Ferry Service, Penobscot Island Air, Beal and Bunker, and The Island Market and Supply, to ensure that each community received their tests as quickly as possible. Pictured here is Senior Policy Officer Nick Battista delivering test kits to the Swans Island ferry.

Community leaders, small business owners, parents, and teachers from across the state asked us to vote *Yes on 1 for Better Internet*. An overwhelming 75% of Maine's voters did just that. In July, voters told every single community working group that we see their efforts and hear their stories of inequitable service and unreliable, third-tier connectivity. We showed state leaders that, even when some are fortunate to have "adequate" internet access, we recognize that many in our communities do not.



Style No. 1N

State of Maine Official Ballot
Special Referendum Election, July 14, 2020

Instructions to Voters
To vote for a question, fill in the oval to the right of the YES or NO choice, like this: ●
Have your vote count, do not re-cut your choice.

Question 2: Bond Issue
Do you favor a \$105,000,000 bond issue for improvement of highways and bridges statewide and for multimodal facilities or equipment related to transit, freight and passenger railroads, aviation, ports, harbors, marine transportation and active transportation projects, to be estimated

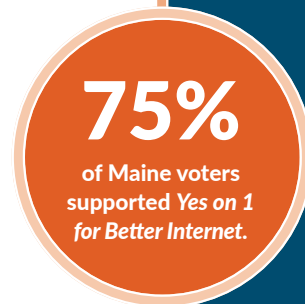
Connecting Broadband

For the first time in the five years we've been working to connect the coast to broadband, the state has made a significant investment in better internet for Maine. Island Institute staff were among the leaders of the Maine Broadband Coalition and the Bond Committee that helped to generate overwhelming statewide support for *Yes on 1*. Soon after the successful bond campaign, Nick Battista, senior policy officer at the Island Institute, was also appointed chair of ConnectMaine. The \$15 million approved by voters in July is just a starting point for the necessary infrastructure to connect all of Maine. The challenge ahead: to leverage more state and federal dollars for broadband investments in remote, rural areas of Maine, including unbridged islands.

The Island Institute's broadband team currently partners with **more than 70 communities**, located across seven of Maine's coastal counties. These community groups are working to improve local internet infrastructure and capitalize on the economic and educational equity that broadband connectivity can yield. Planning grants through the Tom Glenn Community Impact Fund have been used by local broadband working groups to engage their communities in goal setting, assessing infrastructure, contracting consultants to assist with designs, grant writing, pilot projects, or exploring new approaches in the pursuit of community-wide broadband. These same community groups are the voices amplified by the Island Institute's work at the state level, helping to define the needs in underserved areas of our state.

"Broadband is critical to daily life in Maine. We need it to go to work, to go to school, to connect with our families and each other."

— KENDRA JO GRINDLE
Senior Community Development Officer



Mobilizing Courageous Leaders

“The biggest difference for community leaders today is the pace of change. Leaders have to be skilled at making high-stakes decisions in rapid succession, in addition to the day-to-day management of a town or community.”

—KAREN BURNS
Chief Leadership
Officer

22

community leaders
networked and
supported through
MIC

In these times of unprecedented challenges and change, our local leaders are helping island and coastal communities navigate uncertainty and strengthen their ability to remain resilient. In the midst of the pandemic, we quickly affirmed our reliance on and need for informed, connected, and supported leadership. Many of the actions and approaches our leaders are taking now, including learning from other leaders and sharing innovative ideas, will help better prepare our communities for future climate impacts and other local and global shocks. Our new **Resilient Leadership Framework** will serve as a catalyst and model for building local leadership capacity and ensuring our communities maintain a sustainable pipeline of emerging leaders for the challenges ahead.

While convening, informing, and supporting current community leaders, the Island Institute is working to identify and mentor a new generation aspiring to leadership. Today’s leaders are emerging in a world defined by unprecedented change. These leaders see a need for greater collaboration, transparency, and inclusivity. Along the coast of Maine, we have an opportunity—and an imperative—to show how to bridge generational differences and appeal to the shared concerns we have to strengthen our communities.

The Maine Islands Coalition (MIC) is a collaboration of island communities, facilitated by Island Institute staff, that discusses and, when possible, reaches consensus on issues brought forward by its appointed community representatives. In March, MIC began twice-a-month Coronavirus Response Meetings to share policies and best practices for how to limit the spread of the virus to the islands.



Andy Dorr, town manager of Vinalhaven, is a great example of what we mean when we talk about “courageous leadership.” Andy began his journey in community service by accepting a two-year Island Fellowship and moving to Vinalhaven in 2011. He played an integral role in updating the town’s 25-year comprehensive plan. Andy became so invested in the community and its people that he stayed on the island after his fellowship and was soon offered the position of interim town manager. He has been Vinalhaven’s full-time town manager since 2015, proving to be a true visionary in seeing opportunities for change and growth.

A photograph of two people, a woman on the left and a man on the right, standing in a warehouse-like setting. They are both smiling. The woman has long blonde hair and is wearing a red jacket. The man has a beard and long hair, and is wearing a blue jacket over a plaid shirt. To their right are several white 5-gallon buckets with the 'Scrap Dogs' logo, which features a cartoon dog's head and the text 'Scrap Dogs' in a stylized font. The background shows industrial equipment and a yellow container.

Self-proclaimed “garbage geeks”

Tessa Rosenberry and Davis Saltonstall co-founded ScrapDogs Community Compost in Rockland in 2018. The pair started the small composting operation with 5-gallon buckets and a pick-up truck. When the pandemic hit, ScrapDogs had to rethink how to ensure sanitary conditions for themselves and their customers. Their four-month, pandemic-induced shutdown helped legitimize their business plan and prepare for growth. ScrapDogs returned in August with a new warehouse and a commercial dishwasher for sanitizing buckets. They also launched a cool app for communicating with customers and streamlining collection routes.*

Small Business & Creative Solutions

The coast of Maine is especially vulnerable to economic uncertainty, made worse by the effects of climate change, limited transportation and infrastructure, and a dwindling workforce. Seventy percent of Maine businesses have zero employees. The vast majority of our lobster and tourism income is earned in less than six months of the year, and the pandemic put our Maine businesses at even greater risk.

Archipelago modeled the necessary shift to online sales and limited storefront capacity— and broke previous sales records. In Fiscal Year 2020, Archipelago celebrated its 20th anniversary and returned **\$313,000 to the artists and makers showcased in the store and gallery. As part of the Small Business Team, Archipelago mentors local artists and makers who play a key role in Maine's creative economy.**

support from our Small Business team, who bring firsthand experience to helping recipients navigate the complexities of growing a business. Together, they work through one-on-one meetings, mentoring, networking, and online forums. We also work closely with local, state, federal, and private business counseling resources to ensure that small business owners and entrepreneurs have access to an extensive network of industry experts, advisors, and mentors.

The Island Institute created Business Resilience Grants in 2020 and awarded \$100,894 to 70 local business owners along the coast. The grants were designed to help our small businesses adapt and place them on surer footing—in the wake of COVID-19 and after—and serve as catalysts for transitioning from “business as usual” to diversified, entrepreneurial models. The Business Resilience Grants are part of the Tom Glenn Community Impact Fund and can be used for training, business planning, and professional development. Grants come with additional

“By rerouting half of what we throw in the trash away from landfills and incinerators, we turn waste into a resource for growing food.”

—TESSA ROSENBERRY
Co-Founder of ScrapDogs

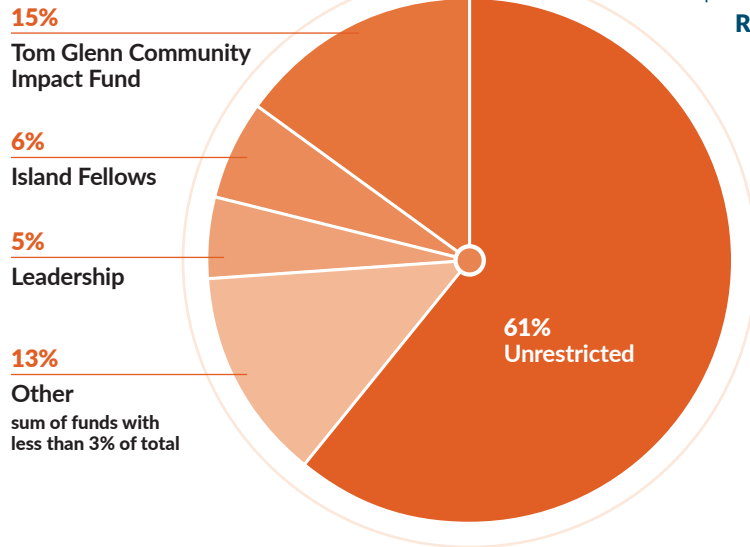
\$100,894

**in new Business
Resilience Grants to 70
local business owners**

***Listen to our podcast, *Business in Uncertain Times: Episode 16*, to hear more about the ScrapDogs story at islandinstitute.org/stories/podcast**

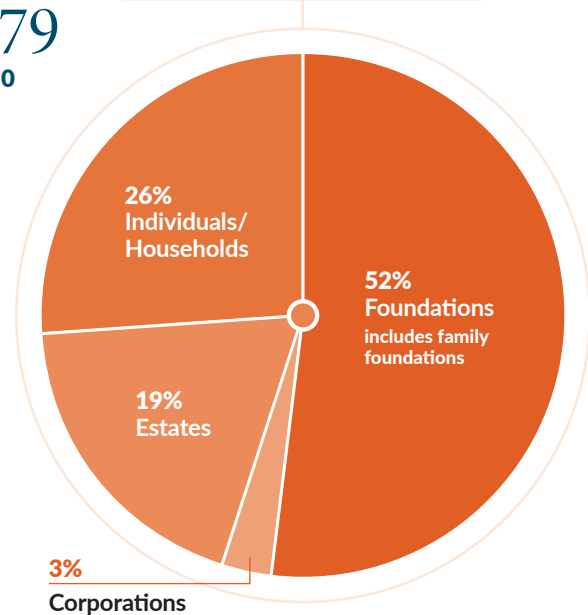
Investing in People and Community

TOP FUNDS
as directed by the donor



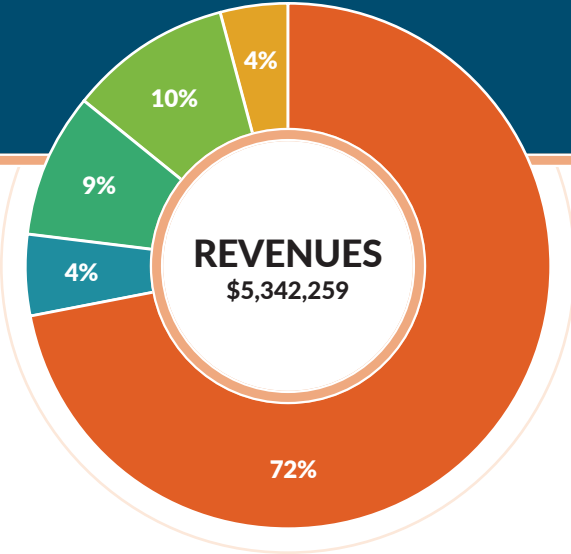
\$3,808,879
RAISED IN FY20

SOURCES OF FUNDS
Sum of Gifts as Percentage of Total

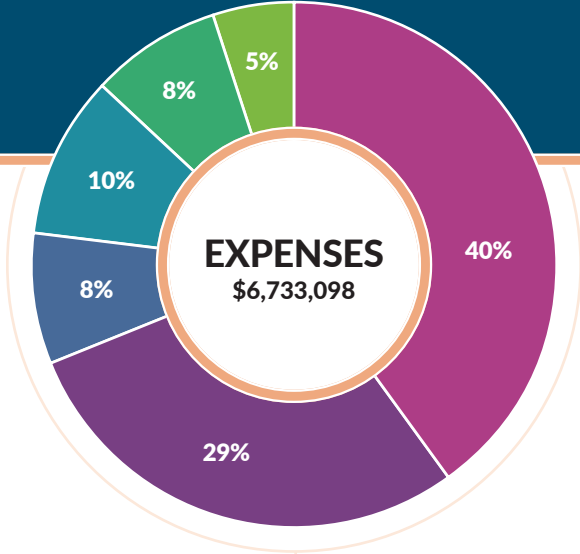


FINANCIAL SNAPSHOT

FISCAL YEAR 2020




- Contributions..... \$3,860,534
- Government Grants \$211,119
- Store sales..... \$554,979
- Investment income (net)..... \$479,018
- Other \$236,609



- Strengthening Community Economies ... \$2,672,425
- Delivering and Sharing Solutions \$1,958,990
- Enhancing Education and Leadership \$559,845
- TOTAL PROGRAMS EXPENSE..... \$5,191,260**
- Fundraising..... \$661,066
- Capital Campaign \$542,934
- Unallocated General Administrative \$337,838


SOURCE: GAAP-BASED REVENUES AND EXPENSES FROM FY20 AUDITED FINANCIAL STATEMENTS



The COVID-19 pandemic diminished demand for Maine seafood and put Maine's marine economy at risk. The Island Institute and Luke's Lobster formed a strategic partnership and are leveraging more than \$2.5 million in funding and shared financial resources to build consumer demand for Maine's premium seafood. The redesigned, direct-to-consumer Luke's Lobster online market will include a variety of sustainable Maine seafood species and vendors that will drive economic activity in coastal communities. Luke Holden, founder and CEO of Luke's Lobster, is a third-generation lobsterman who started fishing at the age of 13.



Tim Adams of Portland is a 2020 Compass Workforce Grant recipient, who used the funding to pursue his Transportation Worker Identification Credential (TWIC) and apply for a 25-ton Master Inland Captain's License. Even though the pandemic forced the class to be held via Zoom, Tim passed all of his exams. Online classes made the plotting segment especially hard, but Tim really enjoyed learning how to plot and navigate on charts. Tim's next goal is to use his license to run a water taxi in Portland. "This license is a very marketable skill that will always grant me employment opportunities."



Island Institute Climate Specialist
Emma Wendt visited the Cranberry Isles
Fishermen's Co-op in July, following up on
our Spark! grant for their solar energy project.
We can learn from and share the Cranberry's
successes and challenges to help other co-ops and
marine businesses adopt renewable energy sources.
The Fishermen's Co-op has long been committed to
environmental stewardship and sustainability; solar
was a logical extension of addressing increasing energy
costs. The new solar panels currently provide 110%
of the co-op's electricity usage, built to allow for further
equipment installations.



Climate Action

Since September 2019, the Island Institute's climate work has focused on the Maine Climate Council, our state's leading climate action initiative. Four Island Institute staff members were selected by Governor Mills to serve on the Council's working groups, providing the opportunity for the Island Institute to be fully engaged in helping the state take action on this issue. Our work on the Climate Council verified and re-energized our teams around the work where we can make the most meaningful change and turn plans into actions:

WORKING WATERFRONT DECARBONIZATION AND SUSTAINABLE ENERGY: Develop climate adaptation and mitigation strategies to explore energy efficiency and renewable energy resources that will also reduce and flatten operating costs of fishing and lobstering to make these industries more economically viable.

OCEAN ACIDIFICATION: Continue our research, in partnership with Bigelow Laboratory, on the "halo effect" of remediated water around a kelp farm. Shell-forming species in Maine's coastal waters, such as clams, mussels, oysters, and lobsters, are at risk due to ocean acidification.

SEA LEVEL RISE: Continue to partner with community leaders to plan for local solutions and advocate for policies to support building infrastructure and resilience addressing the effects of sea level rise—from causeways flooding and main roadways becoming inaccessible to impacts on drinking water and downtown infrastructure.

"Our staff are incredibly driven by the knowledge that we get one shot at this; these next couple of years are what we have to solve the climate crisis. The character and nature of this beautiful place we get to call home is threatened by climate change. It's not a question of if we can take action; we have to take action."

—SUZANNE MACDONALD
*Chief Community
Development Officer*

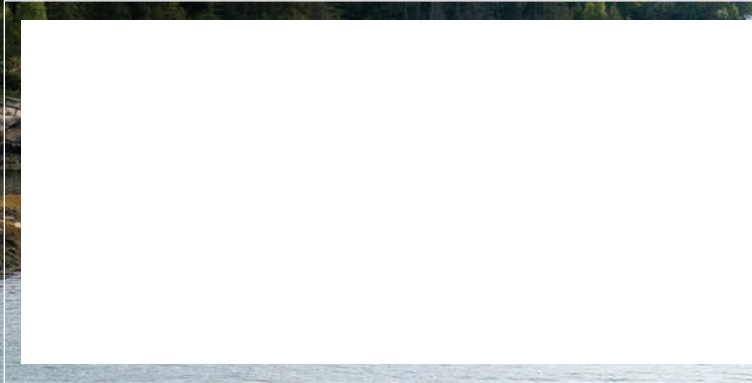


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Building
Community
from the Sea Up

