Fogo Island-Change Islands
Socio-Economic Strategic Plan

A Shared Vision for a Very Special Place

July, 2008
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Fogo Island Roaring 50 + Club
Fogo Island Family Resource Centre
Fogo Island Soccer Association
Fogo Island Stadium Committee
Fogo Harbour Lions Club
Joe Batt’s Arm- Barr’d Islands- Shoal Bay Recreation Commission
Seldom- Lt. Seldom Parks and Recreation Commission

Nadine Decker, KEDC Community Strategist
Executive Summary

In recent years the community of Fogo Island-Change Islands has been facing numerous challenges to its sustainability, such as the decline of the fishing industry, an increase in out-migration, a decreasing birth rate, and an aging population. This shift in demographics, due to the changing fishing industry is posing economic and social challenges that are forcing the community of Fogo Island-Change Islands to invest in a new mindset for survival. In an attempt to revitalize and diversify the economy, Fogo Island-Change Islands has embarked upon a joint planning process of development through the creation of a socio-economic strategic plan for the community. The long-term goal of the project is to strengthen the social and economic viability of the area through the creation of a strategic plan that will support and advance the economic and entrepreneurial environment of the Islands, improving the quality of the social fabric of the community.

Guided by the principle of responsible community development, the strategic plan is characterized by development that is economically, socially and ecologically sustainable, affordable, realistic, and achievable for the Islands. As the primary industry and main employer of the Islands the fishery resource is more than a business, it is the lifeblood of the community that has sustained the Islands since the mid 1700’s. As such, this strategic plan addresses the many challenges and opportunities within the fishery that are essential to the success of the industry on the Islands, as well as other opportunities within the natural resources sector. This fishing heritage is symbolic of the traditions of the community and the creativity and resourcefulness of its people, the basis of a growing tourism industry aimed at celebrating this rich and colourful history, while providing a unique cultural experience to the tourism market.

The plan also focuses on creating and supporting a climate that is conducive to entrepreneurial growth and business development opportunities, factors acting as indicators of the economic and social well-being of the community. The strategic plan also acknowledges the important role that the volunteer, non-profit sector plays in all facets of development for the community and their continued need for support and capacity building. It is acknowledged that development of any of the aforementioned sectors fall under the domain of responsible municipal governance and as such is an issue of concern to all council structures on the Islands.

The information contained and considered in this socio-economic strategic plan is based upon a compilation of information from various sources; relevant community documents, workshops and meeting venues, as well the expertise of the project team. A review of all relevant information collected from the various stakeholder groups was provided by the Community Strategist to the Project Team for consideration. Also, business consultation and general community consultation sessions were held on both Islands to engage stakeholders in this strategic planning and refining process. As well, the Consulting Team conducted interviews with selected resource people for analysis. The work of the Community Strategist and the Consulting Team were guided by the grassroots input and expertise of the project Steering Committee, comprising the project team.

This strategic plan also addresses the management and implementation of the priorities and opportunities identified. The community must continue to strengthen its capacity to better enable itself to successfully implement this socio-economic strategic plan for future development. The recommended community support structure examined in the strategic plan is proposed as a communications medium aimed at creating a participatory environment in which the various community stakeholder groups on both Islands can participate in the responsible management and implementation of this plan. To serve as a useful development tool for the community, the strategic plan clearly outlines the strategic needs of the community, the collective goals and objectives of the community stakeholders and action steps to aid in the implementation process.
1. Introduction

Fogo Island-Change Islands defines the eastern extremity of Notre Dame Bay off the northeast coast of Newfoundland, Province of Newfoundland and Labrador (see Figure 1). The Fogo Island Change Islands Socio-Economic Strategic Plan project was undertaken to address revitalization of an economy impacted significantly by the downturn of the fishing industry. The project has encompassed a great deal of collective effort. Firstly, the Fogo Island Development Association Ltd (FIDA) is acknowledged for initiating the project and for its longstanding commitment to social and economic development. The Kittiwake Economic Development Corporation (KEDC) sponsored the project, with funding provided by Shorefast Foundation, Atlantic Canada Opportunities Agency and Innovation, Trade and Rural Development. The people of Change Islands, through organizations such as the Change Islands Municipal Council, Change Islands Improvement Committee and the Stages and Stores Foundation, were willing partners from the beginning.

In August, 2006, a strategic planning session was held on Change Islands with several key resource people contributing, convened by Dr. Maureen Woodrow, Stages and Stores Foundation and Dr. Patricia Gallaugher, Centre for Coastal Studies, Simon Fraser University. This produced the report “The Future of Endangered Coastal Communities: Building Capacity for Renewal”. Immediately following the Change Islands event, a strategic planning session was held on Fogo Island, “Creating a Socio-Economic Plan for Fogo Island: Where do we Start?”, with facilitation assistance by the Harris Centre, Memorial University. This session was well attended and produced various recommendations and priorities for development.

To aid in this grassroots development project, a Community Strategist was hired to work directly with the communities and organizations at the local level. For several months, the Community Strategist collected information pertinent to the Islands, while engaging community stakeholders in the process of community development, meeting with individual stakeholders gathering a snapshot of their past and future development priorities. The Community Strategist also aided in the revitalization of some inactive committees and hosted consultations with the business community. The observations and recommendations made from this phase of the project has been compiled in “Fogo Island-Change Islands: A Community Profile”, January, 2008 (revised July, 2008), a companion report to this document. This was an important grassroots capacity-building role that produced valuable information and insight and generated the necessary stakeholder participation and capacity to develop the strategic plan.

In January, 2008, D.W. Knight Associates, tourism, cultural and community development consultants, was contracted to assist in development of the Strategic Plan. In particular, the roles of the consulting team (which also included Business Consultant Cyril Sturge and Fishing Industry Specialist Alexander Roche) were:
• To help develop a new vision and action plan for Fogo Island-Change Islands, encompassing Tourism, Fishery and Support Sectors, e.g., Agriculture, Cottage Industries and Transportation, and
• To complement the work of the Community Strategist.

The strategic plan that follows has been prepared with the priority of understanding the history, accomplishments and future plans of the Fogo Island-Change Islands collective community. The development process included many stakeholder meetings held by the Community Strategist, on-going meetings with the Steering Committee, community consultation sessions on Change Islands and Fogo Island (in late February/early March, 2008 respectively), follow up consultation with selected resource people and analysis of the data and ideas assembled.

The plan has been prepared as a strategic, direction-setting document for the use of the stakeholder organizations in their attempts to create new opportunities and improve the quality of life for residents. It also identifies development opportunities that have potential for Fogo Island-Change Islands but makes no attempt to carry out any detailed feasibility analysis, such as would be required at the business plan preparation stage. As a “working document”, it will be subject to ongoing monitoring and adjustments as conditions and priorities change.

The plan addresses the core values that the people of Fogo Island-Change Islands hold as important in building a future together, including resource sustainability, the necessity for sound business acumen and meeting social needs. It contains some selected community profiling information but for complete information, please refer to Fogo Island-Change Islands: A Community Profile. Finally, the plan has not been designed as a marketing or investment attraction document, although it may be used to support such initiatives.

The following pages set the stage (Section 2) and outlines the vision, values and priorities (Section 3) for future development. Section 4 contains the strategic actions that rise out of the plan preparation process, along with consideration of the management structure required to implement and monitor the Strategic Plan.
2. Setting the Stage

This section introduces Fogo Island-Change Islands and the strengths, opportunities and challenges that surround its goal of economic revitalization. It is reflective of the grassroots information compiled by the Community Strategist and contains a summary of the community consultation and information gathering carried out during the plan development process, combined with the analysis and professional judgement of the planning team. Two community consultation sessions were organized; on Change Islands on February 23rd and Fogo Island on March 1st, 2008. In addition, interviews were conducted with selected resource people and many stakeholder consultations were conducted by the Community Strategist.

2.1 A Brief Overview

Fogo Island is the largest of Newfoundland’s offshore islands, 560 sq. km in area, while Change Islands is around 50 sq. km in area (see Figure 2). The islands encompass 12 distinct communities with a current population of around 3,000 (2,995, 2006 Census). In addition, there are dozens of re-settled community sites located both on Fogo Island-Change Islands and the offshore islands surrounding them. Fogo Islanders and Change Islanders have strong attachment to their communities and well-established cultural traditions. The islands comprise sub-zone 7 of Regional Economic Zone 14, encompassed by the Kittiwake Economic Development Corporation (KEDC).

These Islands have traditionally been resource-dependent fishing communities. From the fishing station era to permanent settlement beginning in the early 1700s, large mercantile operations and the Fogo Island Co-operative Society, the fishery has been the backbone of the economy. However due to a downturn in the fishery over the past number of years, the industry and community are undergoing a number of environmental, social and economic changes and the fabric of the community is being challenged.

Demographic changes in recent years reflect the out-migration of a skilled labour force, both young and old (11% population decline, 2001 - 2006), an aging population and a declining birthrate; factors posing serious challenges to the future sustainability of the community.

The Fogo Island-Change Islands community has previously demonstrated great resolve and vision in determining its future. The predecessor of FIDA, the Fogo Island Improvement Committee, saw the creation of the Fogo Island Process that has been modeled world-wide as a community development and communications tool. The Process resulted in the founding of the Fogo Island Co-operative Society in the late 1960’s, that provided the community with a viable option to the provincial Resettlement Program. Change Islands has its own history of resisting re-settlement and defining its own future through past community co-operative activities.

Figure 2: Fogo Island-Change Islands

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1 Fogo Island-Change Islands is commonly referred to in this strategy as one community or place, following the Islands as a Whole objective.
The mandate of FIDA remains unchanged today; to promote the socio-economic well-being of Islanders by soliciting the co-operation of all civic minded people in promoting self-help, co-operative projects for the benefit of the Islands as a whole. Its identification of the need for an Islands-wide socio-economic strategic plan to provide continuity to the goals and priorities of the community stakeholders and build capacity for future development is the latest example of its commitment.

2.2 Natural Resources

The Natural Resource base of Fogo Island-Change Islands includes the geology of Change Islands (Silurian age sandstones and fossils - of interest to geologists and naturalists), the volcanic rocks of Brimstone Head, coastal wilderness and a caribou herd on Fogo Island, which is quite healthy (432 animals in 2007; Fall hunt quota increased to 50 in 2007)\(^2\).

The Archipelago of Islands and Islets, near and offshore Fogo Island-Change Islands, including the Funk Island Ecological Reserve, is a major resource. There are well over 100 near and offshore islands and islets, in several groupings, including Little Fogo, Indian, Barrack, Dog Bay and Wadham Islands. Collectively, they are a major storehouse of natural and cultural resources. They include several re-settled communities, with their history, folklore, music, etc. On Little Fogo Island, there is a church that is over 100 years old and 8 – 10 fishermen’s cabins. Three islands were re-settled to Change Islands; Edwards, Gallow and Woody Island and others, such as many Indian Island residents, moved to Fogo Island. The islands have been traditionally used by residents for bird hunting, fishing, wood cutting, berry picking and as a get-away.

There are highly significant seabird populations on the islands such as:

- Funk Island (globally significant colony of murres along with fulmars, puffins and gulls/kittiwakes), and
- Wadham Islands (large colonies of Atlantic Puffins, Leaches Storm Petrels as well as murres and eiders).

The archipelago north of Fogo Island-Change Islands also contains significant bird colonies, although surveys are needed to confirm numbers.\(^3\) In particular, the Storehouse and Little Fogo Islands house puffins, murres, gulls and terns.

The ocean and underwater marine resources surrounding Fogo Island-Change Islands are highly significant. They include a multitude of rocks, ledges and troughs extending into the open North Atlantic. There are two major troughs in the environs; the Funk Island Deep to the east and the Notre Dame Channel to the north and west. Dr. George Rose, Fisheries Conservation Chair with Memorial University, regards these as “ecological hotspots” for capelin, seabirds, cod, snow crab and marine mammals. They are, he believes, key areas for re-building cod stocks and should be the subject of an ongoing research program\(^4\). The fisheries and marine sector are treated in more detail below.

\(^2\) Consultation with W. Barney, Wildlife Biologist
\(^3\) Consultation with Dr. Bill Montevecchi
\(^4\) Consultation with Dr. Rose, April, 2008
The Fishery and Marine Environment
Historically the fishing industry has played a major role in developing and sustaining the economies of both Fogo Island and Change Islands. That role has been severely limited over the past two decades for reasons that are now obvious and need no repeating. However, marine resources are still a key component in the economic mix of both islands, whether it is in the form of a “fishery”, a tourist attraction or environmental stewardship. What is needed are new ways to manage and realise benefits from the marine environment. The Study Team, including Fisheries Advisor, Alexander Roche (See Appendix 2), looked at many aspects of the fishing industry to identify the fishery and marine related opportunities that can strengthen and grow the Fogo Island-Change Islands economy.

The Team, in consultation with the Fogo Island Co-operative and the Change Islands Fisheries Improvement Committee, reviewed the current fishery and looked at the potential for increased shrimp and crab landings, ways to sustain the local ground fishery, secondary processing and the addition of new species such as sea cucumber to the islands repertoire. In addition, ways to utilize the marine environment for economic growth were assessed. Following are the findings.

Crab, Shrimp & Sea Cucumber

i. **Regaining the Volume of Landings for Processing**
Increased shrimp and crab landings and processing is needed to take advantage of excess capacity that exists in the crab and shrimp processing plant on Fogo Island, the multi-licensed plant on Change Islands and the anticipated expansion of the Seldom Plant.

In the past, the Fogo Island Co-operative has not been able to compete with other processors who have been able to offer financial assistance to all fishers when purchasing licenses and or equipment for the benefit of receiving their catch, nor have the Change Islands Plant Operators been in a position to do so. The Fogo Island Co-operative, as well as the Change Islands Fisheries Improvement Committee are addressing this problem by seeking ways and means of attracting fishers to ship their product to local plants and the financing of license purchases from fishers who are retiring or plan to retire in the near future.

Increasing landings will require ongoing attention internally. The Fogo Island Co-operative is initiating open dialogue with all fishers on the Islands in an attempt to get more of them to sell to the Co-op, with the goal of resource and community sustainability as the motivating factor. Externally, the Co-op will have to pursue objectives that will make it competitive with other producers in the marketplace. Resolution of the issues will depend on discussions involving the Co-op, harvesters and the community at large.

ii. **Achieving CORE Status for the Change Islands Fish Plant**
The Change Islands plant, whose licences are controlled and negotiated by the Change Islands Fisheries Improvement Committee (a local volunteer organization responsible for operation of the facility), does not have a primary crab processing license because it does not meet the definition of CORE status (but is working to do so). Due to its status, employees at the plant have been under-employed over the years, with the major benefits from the fishery resource going to fishers and the various independent operators leasing the plant. Upgrading and maintenance is required on the plant and surrounding wharfage facilities to bring it up to an acceptable standard to accommodate new initiatives. The plant has a new Board and

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5 Correspondence with Mr. Phil Barnes, Manager, Fogo Island Co-operative
management team in place by way of the Improvement Committee, the services of a new operator have been engaged and the Committee is actively pursuing new opportunities.

iii. Sea Cucumber Harvesting and Processing
This opportunity will depend on whether the resource is designated as commercially exploitable and secondly, how processing licenses are distributed. The Department of Fisheries and Aquaculture is in the final year of a five year survey and evaluation of the cucumber fishery, utilizing stocks in the Dildo Run. Eight fishermen were permitted to take 100,000 pounds annually and 165,000 pounds in the final year. The results of the survey were positive, however, as a result of the harvesting, the Department concluded that the resource in the Dildo Run area has been pretty much depleted. The 3NO sector on the South Coast, with an estimated 310,000 tons, will host the commercial fishery once it has been declared. The Fogo Island Co-operative has been involved in the process from the beginning and as such, should have an excellent chance of acquiring a license to harvest and process the resource. The plant on Change Islands has also been processing sea cucumber for the past two years from 3NO. However, given the distance of the resource on the South Coast from Fogo Island-Change Islands, there may be quality issues and cost problems to deal with. In addition, sea cucumbers are farmed in other countries, so opportunities also exist in this area as well.

Secondary Processing
This is a very challenging field to break into and be competitive with established producers. The successful (small scale, niche market) producers tend to be low cost, non-unionized operations. The Fogo Island Co-operative is currently pursuing secondary processing opportunities in cooperation with Highliner Inc. The Change Islands plant is a multi-species plant with licenses to process a variety of fish. Management have taken important steps in pursuit of niche opportunities by contracting to process cod and turbot from the South Coast. A new plant operator has been secured and discussions are ongoing with other small secondary processors.

The Fogo Island Co-operative achieved some success in secondary processing in 2003 and 2004 when a research and development project was carried out. Five new “seafood in sauce” products were developed and some test marketing was done, including attendance at the Boston Sea Food show. The plan was to focus on restaurateurs and seafood distributors. However, the project was discontinued after the loss of key personnel and has not been resumed.

Ground Fish
Sustaining the local ground fish fishery could involve action in three (or some combination of three) areas:

a) Seeking a designation for Fogo Island-Change Islands that would involve environmental stewardship of the marine environment around its shores, keeping in mind the crucial balance needed between ecological conservation, a sustainable fishery and the social and economic well-being of the community.

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6 Consultation with Guy Parsons, Fisheries Officer, Provincial Department of Fisheries
7 Consultation with Ms. Beverly Stevens, Chairperson
8 Correspondence from Mr. Phil Barnes, Manager Fogo Cooperative
b) Evaluating the benefits of establishing a Protected Fishing Area similar to the protected fishing area of Petty Harbour – Maddox Cove\(^9\) whereby the fishing methods are restricted to “hand lining” or a similar method. This would go a long way in allowing processors to market high quality ground fish.

(c) Harvesting and selling high quality ground fish under the Fogo Island–Change Islands brand in the local, as well as tourism and high end markets. The Co-op has been talking to Fly Fresh Freight Inc, for example, about the possibility of shipping fresh product to Europe through Gander.

Implementation of “b” would allow processors to pursue a high value turbot and halibut program, both of which present a greater challenge than cod, because these species are further offshore and in deeper water. Turbot and halibut are currently caught in nets which mean they have to be “dead filleted”, and that affects the quality, as opposed to “live filleted” when they are caught on hook and line, and a round trip to the fishing grounds takes any where from four to six days.

The filleting issue and length of the fishing trip make it difficult to develop a quality product for high end markets. One possible way to deal with the quality control issue is to long line for turbot in the Funk Island Deep and Notre Dame Channel, as was done in the past. These two areas are included in crab fishing grounds but off limits to gillnets. They are closer to the Islands and can be fished in a day. However, to do this, fisher people would need a special turbot quota from DFO. The current turbot quota is open, and “hook and line” fisher people would have to compete with gillnets and that would be no contest. The “by-catch” is also a problem. In the past, “hook and liners” have had to contend with sharks, halibut and seals, to name a few.

Another suggested opportunity is the possible establishment of a lobster Marine Protected Area(s) (MPA) for the Islands, keeping at the forefront the crucial balance between ecological conservation and the importance of local fishing activities to the social and economic well-being of the community.

Aquaculture

There are a number of opportunities in aquaculture; however, whether they can be successfully pursued in the waters surrounding Fogo Island-Change Islands (with a lot of open water) is an issue that needs resolution.

It is interesting to note that in the early nineties there were experiments with cod grow outs in Fogo Island-Change Islands. A cod grow out needs a well protected bay to preserve the equipment and have a current strong enough to cleanse the waters to avoid diseases in the stocks. The farm in Deep Bay experienced some technology and equipment problems that could possibly be over come now with all the technological advancements that have been made in recent years.

Sea Cucumber is successfully farmed in a number of countries, including China and others as diverse as Madagascar, Australia and off continental Africa. The largest market for sea cucumber is Asia where it is used in traditional Chinese medicine and eaten as a tonic rather than for its food value.

Sea Urchins, as far as can be determined, are not yet being farmed. However, extensive research is being carried out in the United States, where most stocks have been severely over-fished from Mississippi to Maine. Farming opportunities are being investigated in Mississippi, Alabama and at the University of New Hampshire. Fisheries and Oceans Canada have been involved in sea urchin farming research with the company Sea Rancher Inc. The Gambo/Indian Bay Development Association established a research facility in Wareham in 1995 to investigate the potential for farming sea urchins. The big market for sea urchin roe is Asia, particularly Japan.

Then there are the more traditional aquaculture possibilities such as mussel, scallop and salmon farming. Mussels have been successfully farmed all over the province for many years from the south coast to Notre Dame Bay and salmon and scallops are being successfully farmed on the south coast.

Other Fishery-Related Opportunities

Other potential opportunities identified for analysis include:

(a) Diversification – use of waste such as shells and fish guts for cat food, mink food, fertilizer, etc. The problems that would face the manufacture of pet food and fertilizer products are analogous to the problems that the Fogo Island Co-operative faces in making secondary fish products, i.e., they would have to compete with international pet food manufacturers. The fur farming industry is already well serviced in the province with “feed kitchens” on the Bay d’Espoir highway, Cavendish, Bay of Islands on the West Coast and a plant in Charleston that recently went into receivership. These plants have ample supplies of herring, capelin and chicken waste.

(b) Establishing a fish monger/farmers market and/or a fish store attached to a fish plant to provide a local selling venue for fresh, local product to supply the local and tourism markets.

(c) Manufacturing opportunities outside the fishing industry that the Fogo Island Co-operative could get involved in, such as birch sap products (i.e. syrup, wine) and the small fruits industry.

Marine Environment

As noted earlier, the Fisheries Conservation Chair with Memorial University regards the Funk Island Deep and Notre Dame Channels as “ecological hotspots” for capelin, seabirds, cod, snow crab and marine mammals. They are, he believes, key areas for re-building cod stocks and that there would be great long term benefit in establishing an ocean stewardship program in Fogo Island-Change Islands that would involve a sustainable, high value inshore fishery, a fisheries/marine research station aimed at monitoring and rebuilding fish stocks and an education program. Other organizations that could get involved in developing the stewardship program include the proposed Irish Field Studies Centre, Tilting, Fogo Island Development Association, Fogo Island Co-operative, Change Islands Fisheries Improvement Committee, Fogo Island and Change Islands Harbour Authorities, Shorefast Foundation, Kittiwake Economic Development Corporation, Memorial University’s Harris Centre, One Ocean, and the Department of Fisheries and Oceans.
It is suggested that a sustainable fisheries and ocean stewardship program be investigated as a defining opportunity for Fogo Island-Change Islands. The sustainable/high-value inshore fishery approach has been successful in Petty Harbour, for example and other parts of the world (sometimes, as an add-on to other fishing activity) and a creative solution may be possible for Fogo Island-Change Islands. It would most certainly also be an asset in marketing the destination to the global tourism sector and promoting Fogo Island-Change Islands as a full partner in the environmental sustainability movement.

Other Potential Resource-Based Enterprises

The small fruit industry has some possibilities for Fogo Island-Change Islands, albeit on a small scale. Both islands have a restricted land base, which is a draw back for large scale production of small fruits for industrial markets.

There is potential for a small fruit industry that could be sustained through local demand, by the tourist industry and to develop a cottage industry supplying jams and jellies. Strawberries and raspberries for which there is a high demand, fall into this category, as do blueberries, bakeapples, partridgeberries and crowberries (blackberries).

Cranberries
These berries require large areas of bog land or marshes for commercial development of at least 100 acres. Cranberries require a heavy financial investment of approximately $30,000 an acre. A site chosen has to be a protected area with a large supply of water to flood the fields at least twice a year and the land has to be level enough to prevent run off. The development cost for sites that do not meet these specifications can run any where from $80,000 to $100,000 per acre. The Department of Innovation, Trade and Rural Development have identified sites in Deadmans Bay south of Fogo Island-Change Islands, near Lumsden and they were considered to be “on the edge” from a climatic perspective. However, after experimenting with different varieties of cranberry species and settling on two including the Pilgrim variety, the Deadmans Bay site now appears to be doing very well.\(^\text{10}\)

Fogo Island-Change Islands is certainly capable of producing cranberries, albeit on a smaller scale, that could be sustained through local demand and by the tourist industry or sold to large processors like Ocean Spray on a contract basis. Research and experimentation would be required to determine what type of cranberry grows best on Fogo Island-Change Islands.

Blueberries
Like cranberries, blueberries require large growing areas for commercial purposes and those areas are not available on Fogo Island-Change Islands. Again Fogo Island-Change Islands is certainly capable of producing blueberries, albeit on a smaller scale that could be sustained through local demand and by the tourist industry or sold to larger processors like Indian Bay Frozen Foods on a contract basis.

Fur Farming
Fur farming offers good potential for Fogo Island-Change Islands and mink farming is seen as the best way to start\(^\text{11}\). After its collapse in the late eighties and early nineties, mink farming is again on the rise, led by strong demand in China and Eastern Europe. More recently, the American

\(^{10}\) Consultation with Mr. Doug Cudmore, Provincial Natural resources, June12,2008

\(^{11}\) However, from ACOA’s perspective, there is currently a moratorium on financing of mink farm startups
market is starting to grow again with demand being driven by the 30 to 50 year old age group. Mink pelt production in Newfoundland and Labrador has increased from a few thousand a year to 160,000 pelts valued at roughly $10 million this year. There are approximately 30 fur farms in the province, most of which are producing mink. This industry employs approximately 100 people full time and 300 on a part-time basis across the province.

Fogo Island-Change Islands is in a good position to take advantage of the growth in the industry. The Federation of Agriculture is predicting that Newfoundland and Labrador will be producing up to 300,000 pelts in a few years. The fact that Fogo and Change are islands help insulate them against problems, like the Aleutian disease experienced by mink farmers on the island of Newfoundland. There are currently mink farms on the doorstep of both islands that could mentor and partner with anybody interested in establishing a farm. The College of the North Atlantic, in co-operation with the Federation of Agriculture, will be offering a 50 week training program for fur farmers next year, providing an educational opportunity to develop the industry locally.

As previously cited, the fur farming industry is well serviced with “feed kitchens” on the Bay d’Espoir highway, Cavendish, Bay of Islands on the West Coast and a plant in Charleston that recently went into receivership. These plants have ample supplies of herring, capelin and chicken waste. ACOA, the Department of Innovation, Trade and Rural Development and the BDC among others, have programs in place to assist potential farmers. Before providing financial assistance to new fur farms, ACOA is waiting to see how the current situation evolves.

Forestry
There are no forest stands on Fogo Island-Change Islands that are classified commercial. There are some small stands of trees around the middle of Fogo Island that are used primarily for fire logs.

There are stands of birch and fir on Gander Bay Road that could be utilized for crafts and other small scale industries. Although located in most abundance on the roadways off the Islands leading to the ferry, birch sap is one product that could offer some potential to the Islands. The sap season is very short – about 10 to 15 days and the sap has a life span of 2 to 3 days, unless it is stabilized through freezing (which could be done in local fish plants, for example) or pasteurization. There are many uses for the sap; the one most popular and requiring the least investment is birch syrup. The sap is harvested the same way as maple sap and the syrup is made in much the same way. The Gambo Indian Bay Development Association, in co-operation with KEDC, ACOA and Innovation, Trade and Rural Development commissioned a major study on the feasibility of a birch sap industry in Newfoundland and Labrador. That study was finished in 2007 and should be available to anybody interested in setting up a birch sap operation.

Peat Farming
Peat, like cranberries, requires large areas of bog land or marshes for commercial development - 50 to 100 acres. A feasibility study done on Fogo Island at the request of the Fofo Island Development Association indicated that Fogo Island is capable of producing some peat, albeit in limited quantities; however, development costs would be substantial. It should be noted that Peat Resources Limited, a Toronto-based clean energy company, has shown an interest in developing the peat resources in the province.

12 Interview with Merv Wiseman, President, Federation of Agriculture, April 7, 2008
13 News Release Natural Resources December 4, 2006 Province Taking Action to Ensure Sustainable Fur Farming
14 Email from Community Strategist/Steering Committee, July 11, 2008
Root Crops
Crucial to the survival of early settlers to the Islands, root crops are still grown by some as a traditional hobbyist activity and to provide family members with fresh, local product. A number of local Fogo Island growers recently expressed interest in this as a local economic opportunity and interest has also been expressed on Change Islands. Hopefully, production can eventually equal or surpass that of former generations. The growing of root crops, along with herbs, for example, can play an important role in food production for local sale to households and food service providers. However, the land base available would not enable root crops on any large commercial scale without significant financial investment in land development.

Alternative Energy
Wind generated energy, identified as having high potential for Newfoundland and Labrador, could be an option for Fogo Island-Change Islands. An assessment was conducted of the province in 2004, with areas of potential identified in the (unpublished) report. The criteria used included physical factors such as the potential for freezing rain and ice buildup on the turbine towers. The St. Lawrence and Stephenville areas are two examples of the high potential regions identified. A 25 megawatt wind farm is under construction at St. Lawrence, one was approved for Fermeuse in 2006 but hasn’t yet proceeded and a proposal for a third is being explored for a site west of Stephenville. The alternative to a wind farm would be a development that would satisfy local needs only. The Town of Ramea has such a development; a wind-diesel project, with wind generation supplying about 10% of its energy needs. The Town Council of Portugal Cove-St. Philips is proposing to construct a 150 KW turbine to take care of its own municipal needs.

In addition to dealing with physical challenges such as freezing rain, a major consideration is the policies and regulations of Newfoundland and Labrador Hydro and discussions with senior management would be an early requirement, were a wind project to be pursued for Fogo Island-Change Islands.

2.3 Tourism & Heritage

In researching and analysing this section of the Strategy, emphasis was placed on the dual role of preserving/celebrating heritage and on developing Fogo Island-Change Islands as a global tourism destination.

The Study Team reviewed the global and provincial tourism sector, including examples of other island jurisdictions that have been successful as tourism destinations and the results are appended to this document (see Appendix 1).

Sustainability of both local culture and natural environment is receiving increased emphasis around the globe and “Green” destinations are being sought out. The term commonly being used to express these values is Geotourism. In addition to preserving the culture, Geotourists are interested in practices such as the use of energy and pesticides, local folklore and music, community land use practices, locally grown food, recycling and waste disposal.

15 Interview with Gary Follett, FGA Engineering, July 1st, 2008
The Potential

The conclusion is that Fogo Island-Change Islands can become a Destination of Distinction, attracting a range of nature/culture markets year-round and achieving a national and international profile. However, while there is great opportunity for continued tourism development, it is recognized that destination building within the very competitive and ever-changing global market place is a complex, difficult task. Success will require vision, sustained effort and commitment by many skilled players, in the private, not for profit and public sectors. While the high-yield tourist should be a prime target, Fogo Island-Change Islands can and will also grow visitation from other market segments.

Tourism in Newfoundland and Labrador (and in fact, many parts of Canada) has been primarily a seasonal summer activity. Industry leaders realise that eight to ten weeks is not sufficient to sustain operators and employees year round and many initiatives are underway into extending business activity into the shoulder and winter seasons. Fogo Island-Change Islands needs to pursue this vigorously if tourism is to play more than a part time role in its future.

Tourism Resource Base

Fogo Island-Change Islands has significant resources, both cultural and natural, to help it be successful in the tourism sector. Its natural resources include its striking landscape and coastal environment, both on and offshore and its extensive network of islands and islets. Its depth of cultural resources include the strong identity and traditions of its communities, its built heritage and the traditional knowledge and creative skills of its people.

The richness of its resource base means that Fogo Island-Change Islands has the ability to appeal to a broad scope of niche travel markets. On the outdoor adventure tourism side, the possibilities range from the challenging (e.g., rock climbing, wilderness hiking or open sea kayaking) to the relatively passive (e.g., local boat touring). Many outdoor adventure enthusiasts also have a strong interest in experiencing local culture. Travellers with a primary interest in culture and heritage would be attracted by special offerings that focus on craft making, storytelling events and built heritage, for example.

Product Development

The main features that all offerings should share is to be of high quality and authentic rather than contrived. They should also offer a learning, interactive component (e.g., learning to hand line for cod, hook a rug, play the accordion, or make a paddle). To the extent possible, artisans and artists should be engaged to lead workshops and demonstrations and tell the stories.

There will be need for creative packaging which to a large degree, will be as much about “creative partnering” as anything. For example, a packaged three or four day experience could involve partnering between communities, volunteer organizations and private operators. It will be vital for products to be fully market-ready before they are brought to market (i.e., having a quality product that can be offered to the marketplace a year in advance and at pre-scheduled times throughout the season). Community festivals should develop experiences for tourists that have a special local flavour (e.g., using local stories and music). Fees can be charged for special arrangements such as preferred seating and “back stage” or kitchen party sessions with performers and interpreters. Likewise, community museums need to focus on
providing experiences that capture the visitor’s attention; they could include storytelling, demonstrations on a boat building technique, learning how to caulk a punt or make jam.

There are many opportunities for tourism and heritage managers and workers to benefit from professional development/training that will help ensure quality products and service. Examples are seminars (such as SuperHost), workshops and online courses offered by Hospitality Newfoundland and Labrador, the Museum Association of Newfoundland and Labrador, the Gros Morne Institute for Sustainable Tourism and the Bonavista Institute of Cultural Tourism. The mandate of the Bonavista Institute in particular includes helping those in the not-for-profit sector manage their enterprises and generate more revenue.

Important advances have been made by the people of Fogo Island-Change Islands in both heritage preservation and tourism development, including in the development of accommodations, preservation of built heritage and the building of community festivals. And this continues with initiatives such as the plans being developed for the Irish Field Studies Centre in Tilting, which holds much promise for partnering. Further information on tourism and heritage initiatives is contained in Appendix 1.

Enterprise Development
The Tourism and Heritage sector can be expected to give rise to a range of enterprise opportunities, both private and not for profit. They could range from heritage walking tours to demonstrations with artisans in their workshops and kitchens to food and accommodation outlets and cultural research projects leading to the creation of a play, heritage video or novel. For many opportunities, it will require entrepreneurs who can be creative, start modestly and build gradually. The development and support of small business in general is dealt with in section 2.4.

Building a Cultural Knowledge Base - Music, Folklore and Stories
There is need to continue capturing stories, place names, recitations, etc from resettled and current communities. The second need is for writers, performers, film producers, etc, to use this cultural knowledge in their creations. Folk Festivals and theatre presenters will be important enablers of this objective. The Intangible Cultural Heritage project being led by MUN Folklore Department is important work [http://collections.mun.ca/cdm4/titleListing.php](http://collections.mun.ca/cdm4/titleListing.php) (more material will be added to the site in the coming months).

It is also important that youth and the community in general know and understand the culture of Fogo Island-Change Islands. The heritage recording and research book project being conducted by the Roaring 50+ Club is a very valuable initiative in this direction. A partial list of cultural resources is contained in the Appendix 3.

Archaeology and Early History
An archaeological survey of Fogo Island was carried out in 1997 and subsequent work has included a survey by the Provincial Archaeology Office in September, 2007. As a result, there appears to be potential for further archaeological research, for example, in pre-contact stone working sites (Rhyolite) in the Fogo Harbour area, a Groswater Eskimo site outside Joe Batt’s Arm and research documenting the early history of communities. Some archaeological survey work has also been done on Change Islands, with limited results but significant work has been done in documenting the early history, traditional land use and re-settlement of communities.

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16 Consultations with Maureen Power, PhD candidate and Dr. Jerry Pocius, MUN Folklore Department.
18 Consultation with Dr. Bonnie McCay, Rutgers University.
A cultural mapping project geared to the tourism market would be a leading edge, defining feature for Fogo Island-Change Islands.

**Food and Cuisine**
Food and food-ways form a significant part of the traveller’s experience and the demand for traditional and/or innovative dishes prepared from local ingredients is steadily increasing. Development of a distinctive regional cuisine is an important initiative, as is the development of local agriculture (e.g., root crops, traditional animal husbandry) in terms of sustainability, regional cuisine and responsible tourism.

Also, as previously referenced, there is need for a better system of making fresh seafood reliably available on the islands. This could include a fish store attached to a processing plant or a fish market that would include agricultural produce as well as crafts, preserves, etc. It could be a meeting place as well, to gather once a week for example, to purchase and sell goods and socialize.

**Trail Development**
The existing trail network (including the Lion’s Den (5 kms), Turpin (9 kms), Squid Jigger’s (3 - 4 kms) and Shoreline (5 - 6 kms) Trails) needs to be expanded/maintained, including local hiking loops and wilderness hiking experiences, extending to the Islands as a Whole. However, this should only be done using best design principles in terms of quality of the hiking experience, safety, liability and low maintenance design. Other possible uses for trails include mountain biking and snowshoeing/x-country skiing with enhancements such as camp sites and shelters.

Other major issues, needs and opportunities related to tourism development in Fogo Island-Change Islands include the following:

**Infrastructure and Services**

**Transportation**
The availability of quality, reliable transportation is of obvious importance to successful tourism activity. For Fogo Island-Change Islands, this includes the Hamilton Sound Ferry service, the highway/road system serving the Islands and, for some small group travel, the link from Gander Airport by small aircraft. Also included is access to the Islands by cruise ship/tender and pleasure craft and vehicle rentals. Further consideration is given below under Transportation and Communications in section 2.4.

**Tourist Services**
It will be important to ensure basic traveller services are in place in accessible locations. They should include public washrooms, ATM, internet, directional and interpretive signage. The lack of banking services on Change Islands was identified (impacting all sectors as well as residents).

**2.4 Other Development Issues/Priorities**

1. **Working Together and Communicating Effectively**
This was put forward as “priority number one” in the consultation sessions on both Change Islands and Fogo Island. On Fogo Island, it also included the need for all communities of Fogo Island to meet the “working together” test. Examples of co-operative ventures to date include the Fogo Island-Change Islands Primary Health Care Strategy and the Fogo Island Co-operation initiative through the Fogo Island Regional Council. Ideas put forward and discussed at the sessions included the following:
• Use The Flame as a “working together” tool; a bulletin board at the centre of the island would also be a good start.

• Reconstitute the Fogo Island Tourism Association; amalgamate it with the Squid Jiggers’ Tourism Association. This could be aided for example, through a series of leadership/team building sessions on Fogo Island-Change Islands and participation in Best Practise missions to other jurisdictions.

• An EastLink Community Channel to communicate with as many communities as possible (currently, there are different services for different communities and, unfortunately, people with satellite dishes don’t get a community channel at all; also no cable service to the Stag Harbour area of Fogo Island).

• Promotion of Islands-wide social and recreational events as opportunities for networking and capacity-building.

• An “Islands as a Whole” craft development and marketing enterprise/agency.

2. Sustaining Volunteer Organizations
This is a priority that affects all aspects of life on Fogo Island-Change Islands. In the Tourism and Heritage sectors, for example, sustaining volunteer organizations is an ongoing challenge. Volunteer burnout is an issue in general on the Islands (too many committees/too few volunteers), with out-migration, an aging population and the tendency for a few from each organization to do the bulk of the work. Solutions may lie in organizations exploring how they are able to join forces either by sharing duties or amalgamating.

Recruitment and retention of volunteers are issues being addressed by volunteer organizations across the province and beyond. They are adopting many practices being used in the corporate world, such as determining with potential volunteers a role that suits their circumstance and interests, mentoring new members and ensuring that efforts are rewarded and well-publicized in the media.

3. Business Development and Support
As noted throughout this document, there are expected to be many business opportunities in Fogo Island-Change Islands during the life of this Strategic Plan, including in the fisheries, tourism and heritage sectors. Both the development and retention/strengthening of small business is crucial to building a successful economy. New ventures will likely include a mixture of private and community or not-for-profit enterprises. Forming the Islands Chapter of the Gander and Area Chamber of Commerce was an excellent initiative in furthering the cause of business development.

The needs of businesses and how they are responded to can be expected to change during the life of the strategic plan. Following are some of the needs and opportunities identified during the plan preparation phase.
a) Startup – the need for access to capital along with sound business planning and mentoring advice on product development and marketing. Assistance is available through programs offered by Innovation Trade and Rural Development (ITRD) and ACOA. A broad scope of business information is available through the Canada/Newfoundland and Labrador Business Service Network, [www.canadabusiness.ca](http://www.canadabusiness.ca), with an excellent online and mail out service.

b) Financial Incentives for Business - are offered through the Economic Diversification and Growth Enterprises (EDGE) Program, Department of Business and other provincial and federal government programs. There have been significant reductions in provincial commercial ferry rates to lower transportation costs, however, this will bear further monitoring. Establishing a local development fund to explore and attract new ventures has been suggested; no source for such a fund has been identified to date.

c) Permits and Approvals – there is need for ongoing attention to easing the burden to business people in obtaining the various permits and approvals. The criteria attached to some permits (e.g., accessibility) often appear more suited to urban than rural situations. In addition, even though the provincial government has been emphasizing red tape reduction for the past three years, the approval process for entrepreneurs in rural communities is still in need of streamlining.

d) Developing Young Entrepreneurs – attention is needed in developing awareness of small business opportunities and a business culture, through the school system and through linkage with organizations such as Junior Achievement, [www.janewfoundland.org](http://www.janewfoundland.org) and Advancing Canadian Entrepreneurship (ACE) at Memorial University [www.acememorial.com](http://www.acememorial.com). ACE Memorial has been instrumental in assisting enterprises such as Moulder of Dreams, a pottery studio in Port Hope Simpson, Labrador, in developing a plan for business viability. Contact has been made between Fogo Island-Change Islands and ACE Memorial and plans are underway to develop an ACE Memorial Launch Pad business development site to support business owners and aspiring entrepreneurs.

e) Municipal Planning – local councils have the responsibility of ensuring there is land and services available and policies and zoning regulations in place to accommodate new enterprise.

f) Land Ownership – there needs to be a mechanism for dealing with cases in rural communities such as Fogo Island-Change Islands where land ownership is uncertain (this is a provincial government issue; there is a mechanism in place in the other Atlantic Provinces).

g) Community Enterprise – the success of the Fogo Island Co-operative can pave the way for other community-based enterprise in the Islands. Support can come from sources such as the Social Economy Initiative being headed in this province by the Community Services Council, the Centre for Community Enterprise [www.cedworks.com](http://www.cedworks.com), and ACE Memorial. Resources available from the Centre for Community Enterprise include a workshop entitled “Assessing your readiness and getting started in social enterprise”.

4. Social Needs
Meeting the social needs of residents is recognized as very important to building a sustainable community. A number of social needs are reflected throughout this document. Participants at the Community Consultation Sessions also identified social issues that need to be addressed, along with employment and business concerns, including:
A Focus on our Youth:
- they need to know their culture,
- there needs to be more recreation/creativity opportunities for them,
- small business advocacy and development is needed, and
- the youth centre in Change Islands performs a valuable service; a facility is also needed on Fogo Island.

Family Resources:
- resources are needed to enable people to raise healthy families, and
- a day care service would be a welcome addition, if and when feasible.

A recreation plan that meets the recreation needs of all age groups was identified as a need. One option would be to pursue the opportunity with the YM/YWCA. The organization is currently undergoing an evaluation of how they can serve rural Newfoundland and Labrador. There is therefore reason to have discussions on whether, for example, a pilot project for a special rural outreach program could be established. Other opportunities may be presented by organizations such as cadets and boys and girls clubs.

5. Transportation & Communications
Transportation and communication infrastructure and service figure highly in the strategic future needs of Fogo Island-Change Islands.

Transportation
In terms of the provincial roadways serving the Islands, both externally and internally, upgrading needs have been identified on an on-going basis and are highlighted in the KEDC Zone 14 Transportation Report (2007). Particular concerns have been expressed about the roadways leading to the ferry at Man O’ War Cove, Farewell and Change Islands. In addition to servicing upgrades, priorities have been given to the installation of guard rails for stretches such as between the Marine Centre and Little Seldom and the addition of caution signs in selected areas.

Several ongoing issues have been identified concerning the Hamilton Sound Ferry Service, which affect individual resident and visitor alike as well as corporate users. They include the following:

- The need for ongoing review to assess the needs of residents and commercial users in terms of ferry scheduling, the provincial Vessel Replacement Strategy and the annual repair/refit program.

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19 Interview with Jason Brown, CEO, YMCA-YWCA of Northeast Avalon, www.ynortheastavalon.com
- For most visitors, the ferry ride across Sir Charles Hamilton Sound is the beginning and completion of the Fogo Island-Change Islands’ experience. There is a need to enhance the ferry ride for visitors with features such as a small kiosk at Farewell, welcome by the Captain, hospitality training of staff (e.g. Super Host), an interpreter/storyteller positioned in the passenger lounge or on the p/a system and an area for storyboards/displays.

- The need for a food service on board, along with healthier food choices from the vending machines. As well, tendering for the canteen service should be advertised locally, for the benefit of local business development and promotion, and the unattractiveness of the full-time and seasonality of the tender should be addressed.

- The problem of strong odour from fish offal during the fishing/shipping season needs to be dealt with (adequate holding tanks on board and/or dumping sites at terminals).

- Improved service requirements at the ferry terminals include Interac/banking machines and a drinking water supply. Improved information on ferry scheduling, fees and payment method is also required.

- Existing loading/unloading procedures should be reviewed, including evaluation of a red-green light system, and routine announcements regarding ferry docking locations.

**Communications**

The predominant communications need in Fogo Island-Change Islands is for high speed internet service. This improvement is of vital importance to the success of a revitalization strategy, affecting the quality of life of all residents and all sectors of the economy. The expected extension of a service to Fogo Island Central School in 2008 will be a welcome development but this needs to be expanded to other communities as soon as possible.

**6. Sustainable Land and Resource Use Management**

The rising prominence of global realities such as climate change and rising energy costs is leading to much re-thinking about how we plan our communities and use our resources. Best practices will need to be followed in land and resource use planning for Fogo Island-Change Islands; within communities as well as in unorganized and wilderness areas throughout the Islands and their island archipelagos. This will be important for the sustainability of communities and the environment and, as noted earlier, it is central to the development of a sustainable tourism destination.

The long term need is for integrated land use management, where the values and priorities of people, communities and resource management agencies are defined and put into practise. Input from local residents is needed on traditional land use and their priorities for the future. Integrated land use management for Fogo Island-Change Islands needs to involve municipalities (Municipal Plans and Zoning Regulations), Fogo Island Regional Council (Waste Management Strategy) and agencies such as the Provincial Crown Lands Division, Department of Natural Resources and Fisheries and Oceans Canada.

A project on Change Islands in summer, 2008 will gather information on traditional land use and priorities. Other initiatives include the Department of Fisheries and Aquaculture, which is co-ordinating a Provincial Coastal and Ocean Strategic Plan for Newfoundland and Labrador.

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20 Being headed up by Dr. Maureen Woodrow, Ocean Management Research Network, [www.omrn-rrgo.ca](http://www.omrn-rrgo.ca) and Carleton University
2.5 Strengths, Weaknesses, Opportunities and Threats

To summarise, following is an account of strengths, weaknesses, opportunities and threats were identified following the consultation phase.

**Strengths**
- The resolve to work together
- Exotic island location
- Distinct, tight-knit communities
- Resourceful people
- Ferry service (from the perspective of the tourism sector)
- Fogo Island-Change Islands diaspora, with very strong attachment to place
- Strong, participatory culture
- Fogo Island Co-operative – a community resource and primary economic industry
- Resources:
  - Natural: marine and land, offshore islands – caribou herd, seabird colonies, etc
  - Cultural: pre-history, history, including archaeology,
- The creation of an Islands-wide strategic plan to guide the future social and economic development of the community
- Fish processing infrastructure in place

**Weaknesses**
- Accessibility (for some markets)
- If unable to work together
- Transportation, including ferry, road conditions, signage, etc
- Lack of high-speed internet service
- Volunteer burnout (a result of declining population)
- Fishery – in decline
- Declining population due to out-migration (especially of the youth/child bearing population)
- Out-migration of youth and skilled labour force, including trained fishers
- Landings of crab and shrimp are dropping as licenses change hands and fishers are committed to selling their catch to off island processors.
- Aging population
- Lack of an Islands-wide organization/support structure for stakeholder participation in planning and development (management and implementation) of the community’s priorities and opportunities

**Opportunities**
- Create a Fogo Island Change Islands brand “Made in Fogo Island-Change Islands” products and “Fogo Island-Change Islands Quality Experience” for tourists
- Green/Responsible Tourism
- Heritage Knowledge Base (continue to capture and seek creative uses for it)
- Unique community events – concerts, boat launching, trap berth draw, etc
- Food/Craft Market
- Accommodation – B&B, home stays, rent a salt box, cabin stays, tenting/RV sites, hiker huts
• Artists/artisans (both residents and ex-patriots)
• Volunteer development [need to create an Islands-wide structure to enable community stakeholders to communicate and effectively support and achieve the management and implementation of the plan for the community]
• Packaging – Fogo Island-Change Islands and around the circle, e.g., Boyd’s Cove Beothuk Museum
• Target high yield tourism markets
• Marketing of musical heritage and festivals
• Islands-wide trail development
• Econo-museum, possibly around boat building or some form of craft making
• Field School – tourists would come to Fogo Island-Change Islands and work as volunteers; e.g., a long term research project into climate change – looking at both the coast and the interior (impacts on bog ecology, for example)
• Tilting Field University initiative
• Expedition cruising – development of well-themed shore programming
• Field Studies for students – such as the School for Field Studies headquartered in Salem, Massachusetts, www.fieldstudies.org or University of Maine Earth Sciences Summer School Program (Change Islands)
• A naturalist tour, encompassing Change Islands (e.g., geology, Newfoundland Pony Reserve and Fogo Island (e.g., Brimstone Head, caribou herd, marine/offshore islands)
• A cultural tour – including stories, performances, etc from both Change Islands and Fogo Island

Threats
• Canadian dollar
• Travel security issues
• Crude oil prices/cost of travel (impacts on local and global travel patterns to be determined)
• Global threat to social fabric of community, as a result of out-migration (Dad’s “commuting” to other provinces in Canada for extended periods of time).
Strategic Plan – Values, Priorities and Actions

3. Values and Priorities for the Future

The balance of this document contains the Strategic Plan, comprised of Vision, Goals, Strategic Needs and an Action Plan.

Vision
“We the people of Fogo Island-Change Islands, with creativity and co-operation, will revitalize our economy and sustain our community through developing our fishery, being responsible stewards of our culture and natural environment and becoming a global travel destination of distinction.

Goals

The following goals describe the values and overall priorities to which this Plan is dedicated. The strategic conditions and actions to be pursued towards fulfillment of the goals are described in the balance of this Plan.

Goal: Capacity Building and Collaborative Action
It is the goal of this Plan to help build the capacity of all communities and residents to be self-sufficient and contribute to the revitalization of Fogo Island-Change Islands, through engaging residents in the development process. A core feature will be promotion and practise of the “Islands as a Whole” concept, to realise the benefits that can result from continuing co-operative ventures between communities, volunteer organizations, government agencies, not for profit and private enterprises.

Goal: A Centre of Fisheries/Marine Environmental Sustainability
High priority will be placed on sustaining and developing the fishing industry of the Islands and thereby sustaining the community, the natural environment of Fogo Island-Change Islands and surrounding marine resources. Initiatives to be supported will include those aimed at communications, education and helping to preserve and promote research and practise that distinguish the Islands as a centre of sustainable inshore fisheries and marine conservation.

Goal: Tourism and Heritage
Fogo Island-Change Islands will sustain its rich cultural heritage and use its cultural, human and natural resource assets to develop innovative experiences and market the Islands as a global destination of distinction. Smart marketing will be used to achieve a global profile and attract adventurers in search of extraordinary experiences.

Goal: Business Development and Support
All available resources and partnerships will be used to create a climate that is conducive to the growth and retention of enterprise (both private sector and community-based) in Fogo Island-Change Islands. The Business Development, Retention and Expansion team charged with implementing this Strategic Plan will raise awareness of business and employment possibilities (particularly for youth) and seek to harness
the expertise and energy of local entrepreneurs in all aspects of the Plan such as project management and marketing (see Section 4.1 Organization/Management).

**Goal: Social Development**

It will be a priority to engage all means of improving the social and economic well-being of the community and in particular, respond to the needs of young families and seniors.

**Strategic Needs**

To accomplish the above goals, much strategic thought, planning and action will be needed by the Plan Management Team and their partners. Over-riding strategic needs include the following:

**Infrastructure Improvements**

A number of projects for new/improved infrastructure will be needed to achieve the social and economic priorities of the community and improve the lives of residents. Those identified during preparation of this document include:

- Communications: the pressing need for high speed internet service, to fully connect Islanders to the knowledge-based economy, enabling opportunities in for example, e-commerce, online services and distance education,
- Ferry Transportation: improvements to the Hamilton Sound Ferry Service (in terms of on-board interpretation, scheduling information, on board food service, improved ferry terminal services, etc),
- Roads: regional road improvements, particularly leading to the ferry terminals, and
- Municipal/Regional Services: such as water and sewage services and waste management.

Some projects, such as completing the paving of the road to the Change Islands Ferry Terminal, are in hand while others will continue to be pursued during the life of this Plan by bodies such as the Fogo Island Regional Council, Fogo Island Transportation Committee and Municipal Councils.

**Sustainable Land and Marine Management**

Best practices need to be followed in land and natural resource use management on Fogo Island-Change Islands – within communities as well as in unorganized and wilderness areas throughout the islands and their island archipelagos. While precedents have been set in this field by various other jurisdictions, Fogo Island-Change Islands can become a leader because of the unique resources within its influence and the changing global environmental conditions and values that mark our time. Sound, responsible resource management is very important for the sustainability of community and regional resources, for future service delivery, environmental conservation and social requirements in general.

There is an opportunity for Fogo Island-Change Islands to be a leader and model community in terms of developing a new way of thinking and acting towards the ocean. The Islands lie within an “ecological hotspot” for capelin, seabirds, marine mammals, cod and snow crab. Seaward and to the west are the Funk Island Deep and Notre Dame Channels, which is a snow crab, shrimp and turbot area, but also thought to be a storehouse for rebuilding cod\(^21\). This is vitally important to the people of Fogo Island-Change Islands in their quest to preserve their fishery and way of life.

Initiatives aimed at becoming a “Green Community” should be pursued, including private household, business and public projects related to solid waste disposal, recycling and composting. Potential

\(^{21}\) Dr. George Rose, Fisheries Conservation Chair, Memorial University

There is growing market demand for seafood that comes from sustainable fisheries (and a willingness to pay higher prices for it). Likewise, in the travel industry, tourism destinations that demonstrate environmentally sustainable practices are in strong demand.

**Education/Training/Research**
The need for knowledge and skill-generating initiatives are threaded throughout this Plan, including for youth, members of community organizations, entrepreneurs and community leaders. The priorities include keeping residents informed and engaged, greeting/serveing visitors with a high level of service and establishing a program of quality research into areas such as climate change and fisheries science.

**Entrepreneurial Support**
New business proposals developed during the life of this Plan need to be given maximum support. In addition to financial and in-kind incentives, entrepreneurs need assistance in areas such as land use approval and ownership, and business approvals (e.g., health permits, building inspections, Canada Select accommodations grading and liquor licensing) which in the past have brought delays and frustrations for entrepreneurs in rural communities. This will require working with agencies such as the Department of Business (nearing the end of a 3 year red tape reduction program) and the Newfoundland Labrador Branch, Canadian Federation of Independent Business.

**Social Supports**
This Plan recognizes that responding to the needs of youth, seniors, families and others with special requirements is an important component of revitalizing an economy. This includes initiatives that will enable people to recreate, lead productive lives and contribute to their communities.

**Branding and Marketing**
A tourism marketing program should include a Fogo Island-Change Islands brand focussed on the Islands’ cultural and geographic richness and responsible stewardship of the environment. The brand will need to be adapted to suit the needs of a range of commodities, including crafts and giftware, inshore fish products and signature visitor experiences.

**Communications**
It will be important to have an effective communications program in place to keep all community stakeholders informed and engaged. This can be accomplished through a combination of community, internet and traditional media. Some particular actions are identified in Section 2 of this document under “Working Together and Communicating Effectively”.
4. Action Plan

4.1 Organization/Management

A team will need to be assembled immediately to oversee the management and implementation of this Strategic Plan; whether folded into the Fogo Island Development Association, or other, with full participation by all communities and both Islands. The organization could be named the Islands Development Corporation or Foundation, for example and have an affiliation with all stakeholder community groups and levels of regional and municipal governance structures.

Working committees should be formed (or existing ones strengthened if needed) to address the various sector developments identified in the plan; Natural Resources, Tourism and Heritage and Social Development as well as those that cross all lines such as Business Development and Retention and Transportation and Communications.

Success will depend heavily on outreach and partnering. Many partners will be from the community while many others will undoubtedly be from elsewhere; in the academic/research, corporate, government and not-for-profit sectors.

We believe it will be of utmost importance for the management team to have staff assistance; a person or persons with a special combination of skills, including office and project management, executive presentations and funding proposal writing.

Members of the management and implementation team should be carefully selected by the stakeholder group to which they belong to represent their organization in this structure. Some representation, e.g., in tourism destination planning or environmental management, may need to be requested based on their areas of interest, expertise and fields of influence.

Involvement of the business sector should be actively sought in all aspects of the Plan, including its implementation. In addition, the involvement of youth should be a priority.
4.2 Strategic Actions

Natural Resources

Following is the strategic goal followed by the priority action areas to take long term, maximum advantage of the natural resources of Fogo Island-Change Islands in research and business development. The actions related to Fisheries and Marine Research are divided into two sections; Stewardship and Industry Development. Suggestions on approach to implementation of actions, where applicable, are noted under “Getting Started”. Overall responsibility for implementation will lie with the Natural Resources Committee of the proposed Management and Implementation structure.

Goal: A Centre of Fisheries/Marine Environmental Sustainability

High priority will be placed on sustaining and developing the fishing industry of the Islands and thereby sustaining the community, the natural environment of Fogo Island-Change Islands and surrounding marine resources. Initiatives to be supported will include those aimed at communications, education and helping to preserve and promote research and practise that distinguish the Islands as a centre of sustainable inshore fisheries and marine conservation.

Stewardship

Action: Work with the Fogo Island Co-operative, Change Islands Fisheries Improvement Committee and other partners towards establishing Fogo Island-Change Islands as a centre of sustainable fisheries and ocean stewardship.

Getting Started: Host a startup meeting to discuss the issues. The concept pursued should include:

- a sustainable inshore fishery involving the harvesting and marketing of high value inshore fish,
- a fisheries/marine research program based on Fogo Island-Change Islands, including research on seabirds, cod fish regeneration in the Funk Island Deep and Notre Dame Channel and the impacts of climate change on land and marine resources, and
- a community education program of learning and awareness raising.

Time line: Medium term.

Action: Organize a forum on fisheries research and ocean stewardship to consider the development of Fogo Island-Change Islands as a centre of sustainable fisheries and ocean stewardship.

Getting Started: Contact Dr. George Rose, Marine Institute to discuss how the forum should be organized and whether he could be the key presenter. The forum should also build on the important work carried out in Change Islands, headed by the Stages and Stores Heritage...
Foundation. Other resources to consider include the Harris Centre, Memorial University, One Ocean and the Ocean Management Research Network, Carleton University.

Time line: Initiate in near term.

**Action:** Investigate the idea of creating a Protected Fishing/Marine Conservation Area (possibly similar to the Petty Harbour-Maddox Cove “Ancient Rights” initiative\(^{22}\) to help establish Fogo Island-Change Islands as a centre of quality fresh fish products for high end markets.

**Getting Started:** Contact Bernard Martin, Tom Best or other representative of the Petty Harbour Co-operative. Have a representative come to Fogo Island-Change Islands to discuss their experiences; possibly invite them to attend the forum outlined above. The Kittiwake Economic Development Corporation, involved with the lobster marine protected area in Eastport, is another resource to be tapped.

Time line: Short Term

**Industry Development**

**Action:** Organize a meeting with industry representatives.

It is vital that stakeholders share a common vision of what the industry development needs and priorities are. The aim of the meeting would be to discuss the contents of this Strategic Plan concerning development of the fishing industry and, as necessary, identify a refined course of action and outline priorities.

**Getting Started:** Discuss the meeting objectives with the Fogo Island Co-operative and the Change Islands Fishery Improvement Committee.

Time line: Short Term

**Action:** Strive to improve communications between the community, the Fogo Island Co-operative and Change Islands Fisheries Improvement Committee, to achieve ongoing community support and sustainability of the fishery.

This can form part of the Communications Plan developed by the Management and Implementations Committee and the communication issue outlined under Social Development.

Time line: Immediate and on-going

**Action:** Develop a consultation process and work with fishers to find a way to increase landings and accommodate the excess capacity that currently exists in plants on both Fogo and Change Islands.

Island fish plants are currently experiencing excess capacity as more shrimp, crab and other landings are being processed in plants other than those on the Islands. A priority needs to be placed on finding ways to encourage fishers to have more of their catches landed and processed on Fogo Island-Change Islands.

Time line: Short Term - On going

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**Action:** Investigate and work with the Island plants in developing a financing program to assist fishers, who will land their catch at local plants, to purchase fishing licenses and other assets that come up for sale, for retirement or other reasons.

The strategy of assisting fishers in the purchase of licenses and equipment has proven to be very effective for processors around the province. It is important that the processors on Fogo and Change Islands be in a position to do the same.

*Getting Started:* This initiative will require extensive research and investigation to implement. A good place to start is to contact financial institutions such as banks and co-operatives and investigate financing programs available through government agencies such as the Business Development Bank.

Time line: Short to Medium Term

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**Action:** Investigate the possibility of establishing a research facility on Fogo-Change Islands to farm sea cucumbers and other species such as sea urchins and mussels.

The sea cucumber resource in the Fogo Island-Change Islands area is not large enough to support the industry and reliance on South Coast stocks is problematic. Sea cucumbers are farmed in Asia and other areas of the world, including Australia so there is no reason why a facility could not be established in Newfoundland.

*Getting Started:* Research facilities in Australia, Asia, the United States and possibly Canada that are currently involved in aquaculture research.

Time line: Medium to Long Term

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**Action:** Establish an experimental fishery to hand line for ground fish species in the Funk Island Deep and Notre Dame Channels to support the idea of establishing Fogo Island-Change Islands as a centre of quality fresh fish products for high end markets.

An experimental fishery will determine the volume of stocks available and the viability of a handline fishery in servicing a very specialized local and high end market.
Getting Started: Contact relevant personnel at DFO and Provincial Department of Fisheries and Aquaculture to work out a special arrangement for turbot, halibut and cod quotas to supply high end markets.

Time line: Short Term

**Action:** Support the Fogo Island Co-operative and the Change Islands Fisheries Improvement Committee in their ongoing efforts to maximize opportunities for harvesting and processing activity on Fogo Island-Change Islands.

The opportunities may include:

- Purchasing of harvesting licences that become available
- Increasing the volume of landings on Fogo Island-Change Islands
- The attraction of labour to fill processing jobs
- Research and development into opportunities such as the use of fish offal
- Niche opportunities for secondary processing, possibly in partnership with other companies

Time line: Ongoing.

**Action:** Investigate the feasibility of upgrading the plant and surrounding facilities on Change Islands to bring it up to acceptable standards in order to accommodate new fishing and industrial initiatives.

The Change Island plant does not have a primary crab processing license because it does not meet the definition of having CORE status. Upgrading and maintenance is required on the plant and surrounding facilities to bring it up to an acceptable standard in order to accommodate new initiatives.

Time line: Short Term

**Other Enterprise Opportunities**

**Action:** Continue to pursue the small fruit sector as it has potential as a cottage industry for Fogo Island-Change Islands and yields ideal products for a farmers market.

Although the Islands lack the land mass to develop these berries on a commercial basis, they can be used to make jams and jellies for local demand and the tourist industry.

Getting Started: Contact Mr. Doug Cudmore at the provincial Department of Natural Resources for information on the small fruit industry. Other contacts include Kittiwake Economic Development Corporation and Mr. Dick Oram, Alternative Crop Specialist, Department of Natural Resources.

Timeline: Near Term.
**Action:** Continue to pursue the idea of a revival of root crop growing as they have potential for cottage industry application for Fogo Island-Change Islands.

*Getting Started:* Contact Mr. Doug Cudmore at the provincial Department of Natural Resources for information on root crops. Other contacts include Kittiwake Economic Development Corporation and Mr. Dick Oram, Alternative Crop Specialist, Department of Natural Resources.

Timeline: Ongoing.

**Action:** Encourage development of a business plan for a birch sap industry to tap the substantial stands of birch trees on Gander Bay Road, that come under the management authority of Corner Brook Pulp and Paper Limited.

The birch sap industry is a relatively new industry to most Canadian provinces, however several provinces have embraced it in the past five years including British Columbia, Manitoba and Ontario. The Alaskan industry is the oldest and Alaska is the largest producer of birch syrup with investment ranging from $150,000 to $250,000.

*Getting Started:* Contact Kittiwake Economic Development Corporation for a copy of the birch sap study done for the Gambo Indian Bay Development Association and others.

Timeline: Medium to Long Term

**Action:** Encourage development of a business plan for mink farming on Fogo Island-Change Islands, an industry that is on the rise, led by strong demand for mink pelts in China, Russia and the United States.

Fur farming is once again on the increase with demand growing in Asia and North America led by the mink farming sector.

*Getting Started:* Mr. Merv Wiseman of the Federation of Agriculture can be contacted as a person knowledgeable in the field.

Timeline: Medium Term

**Action:** Encourage development of a business plan for fox farming, an industry for which there is a steady demand.

The province has an ideal climate for fox farming and the geography of Fogo Island-Change Islands is ideal for this activity.

*Getting Started:* Mr. Merv Wiseman of the Federation of Agriculture can be contacted as a person knowledgeable in the field.

Timeline: Medium Term
**Action:** Investigate the potential of establishing a wind powered electrical generator on Fogo Island-Change Islands.

This could take the form of a generator of electrical power to supply the provincial grid with say 25 – 30 MW and/or a smaller scale development to satisfy local needs.

*Getting Started:* The first task, regardless of the option chosen, would be to meet with a senior executive with Newfoundland and Labrador Hydro to discuss the project; a person to start with is Mr. Gilbert Bennett, Vice-President. As a second step, have someone knowledgeable in the field (a representative from Hydro or an Engineer with a specialty in wind power such as one from FGA Consulting Engineers) visit Fogo Island-Change Islands to meet with local leaders and participate in a tour of possible sites.

Time line: Medium Term.

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**Tourism and Heritage**

**Goal:** Fogo Island-Change Islands will sustain its rich cultural heritage and use its cultural, human and natural resource assets to develop innovative experiences and market the Islands as a global destination of distinction. Smart marketing will be used to achieve a global profile and attract adventurers in search of extraordinary experiences.

Following are priority actions to be undertaken with the primary intent of preserving and celebrating the rich culture of Fogo Island-Change Islands and secondly, developing the Islands as a travel destination of distinction. The three key components will be to:

- continue the dedicated work being done in **Heritage Preservation**,
- ensure there is high quality, innovative **Tourism Product Development** (along with quality services and accommodations), and
- prepare a focussed **Marketing Strategy** and have the resources to implement it.

The following actions are organized under these three headings (there is of course overlap between Heritage Preservation and Tourism Product Development). Overall responsibility for their implementation will lie with the Tourism and Heritage Committee of the proposed Management and Implementation structure.
Heritage Preservation

Action: Encourage continued efforts in preserving the cultural landscape and built heritage of Fogo Island-Change Islands.

This includes maintaining and expanding the excellent efforts to date of preserving built heritage (houses, churches, out buildings, graveyards, etc). Initiatives may include the designation of heritage landscapes and buildings at the municipal, provincial and/or federal level. The activities of Stages and Stores Foundation in preserving built heritage on Change Islands has brought excellent results and other communities would benefit from this type of program.


Timeline: On-going

Action: Support the efforts of community museums in their efforts to improve the handling and storage of artefacts and in the interpretation and presentation of their heritage.

Getting Started: Considerable resources and support are available through the Museum Association of Newfoundland and Labrador and Heritage Industries Newfoundland and Labrador. Also, a course is being planned by the Bonavista Institute for Cultural Tourism aimed at improving the ability of museum managers, among others, to offer innovative experiences and realise more tourism revenue.

Timeline: Short term

Action: Encourage continued development of a Cultural Knowledge Base for Fogo Island-Change Islands, the continued revival of traditional skills such as boat building and fabric design, and the mentored development of young artisans, including through the school curriculum.

Material such as stories and legends, place names (on land and offshore), traditional skills and knowledge need to be professionally collected, stored (by trained collectors), passed on to the next generation and made accessible to users such as researchers, artists and cultural interpreters. The Intangible Cultural Heritage project of Memorial’s Folklore Department and the research activities of the Roaring 50+ Club and Stages & Stores are important initiatives and partners in this direction.

Getting Started: Consult with Dale Jarvis, Intangible Cultural Heritage Officer, Heritage Foundation of Newfoundland and Labrador, www.heritagefoundation.ca, Dr. Gerald Pocius and Maureen Power, Folklore Department, Memorial University to determine a collection, storage and access strategy for materials collected and yet to be collected. The Association of Heritage Industries of Newfoundland and Labrador is also a valuable resource.

Time line: On-going.
**Action:** Approach the Provincial Government about developing a program of phased archaeological excavations on Fogo Island-Change Islands which are co-ordinated with the tourism season and offer opportunities to tell the pre-historic and early contact story of the Islands and to experience site excavation directly.

This will relate to work that has been done by stakeholders such as the Joe Batt’s Arm Recreation Commission and the Town Councils of Tilting (Irish Newfoundland Field Studies Centre) and Fogo (Provincial Archaeology Office Survey in 2007).

**Getting Started:** Meet with the Provincial Archaeology Office and Department of Archaeology, Memorial University to discuss opportunities. Other key resource people are Dr. Bonnie McCay, Rutgers University and Dr. Donald Holly, State University of New York.

Time line: Initiate in the near term.

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**Tourism Product Development**

**Action:** Hold a strategic tourism development forum.

It is vital that stakeholders share a common vision for tourism development on Fogo Island-Change Islands and work together in realising it. The first major step will be to hold a forum to bring together community, business and youth leaders. The objective should be to discuss the contents of this Strategic Plan concerning tourism and, as necessary, identify a refined course of action and outline priorities. The forum should have a facilitator and resource person with expertise in both tourism development and heritage preservation.

**Getting Started:** A possible source of funding to support the session is the Department of Innovation, Trade and Rural Development’s human resources development program.

Time line: Near term

**Action:** Engage partners from the business, cultural heritage, artistic and community sectors to develop distinctive experiences that are cast in the culture and nature of Fogo Island-Change Islands. Explore all opportunities to utilize local artists and artisans in presenting the stories and traditional skills of Fogo Island-Change Islands and promoting it as a destination, recognizing that it is through the creative process that the distinctiveness of the Islands can be communicated.

Time line: On-going.
Action: Pursue with local entrepreneurs and the Newfoundland and Labrador Craft Council the design and production of a line of quality crafts distinctive to Fogo Island-Change Islands.

Time line: Near to medium term.

These actions represent significant economic opportunities for local artists and artisans; both current residents and ex-patriots. The opportunities include the showcasing of songs and stories on festival and theatre stages, vignettes on a community walking tour played by actors, as well as more exclusive events arranged for small groups. Other opportunities include demonstrations and workshops on traditional skills of the typical fishing family or artistic pursuits such as song writing, recitations or ballad singing. The possibilities are many.

The creation of new offerings will draw material and inspiration from the Cultural Knowledge Base as addressed above. Best practises in converting heritage stories and folklore into stage presentations include the work being done by Tramore Productions in Cuslett on the Cape Shore, Tip-A-Vista Arts in Bonavista and the St. John’s Storytelling Festival presented by the St. John’s Folk Arts Council.

Experiences will also include participation in community traditions and the viewing of spectacular coastal and offshore resources. They will result in a range of new business and income opportunities that will become more viable with growth in visitor numbers. Following are examples:

- Private home visits with presentations in heritage homes, fishing stages or on the wharf,
- A living heritage enterprise celebrating the fishing heritage and traditions specific to Fogo Island Change Islands to be centred in a fishing premises,
- Interpreter-led or self-guided tours, using specially designed cultural maps and hand-held devices such as GPS units and IPods,
- Engage cultural and adventure tourism operators in the development of packaged adventures on Fogo Island Change Islands, including trips on the “water trails” to offshore islands and multi-day experiences on both Fogo Island and Change Islands,
- Art holidays, where visitors would learn and create – writing, painting, etc, in a spectacular environmental setting.23
- A naturalist tour, encompassing Change Islands (e.g., geology, Newfoundland Pony Reserve) and Fogo Island (e.g., Brimstone Head, caribou herd, marine/offshore islands)
- A cultural tour – including stories, performances and cultural learning on both Change Islands and Fogo Island, pursuing for example, an Islands Passport concept or a Doors Open event,
- A Funk Island experience (via a remote camera at the Seldom Interpretation Centre),
- Regional tours that include Fogo Island-Change Islands in a larger regional experience (including Twillingate, Boyd’s Cove, etc), and
- Opportunities in volunteer vacations and field studies – in areas such as North Atlantic fisheries recovery research, university summer school studies (e.g., Change Islands, University of Maine), global warming in a coastal/marine environment and Irish-Newfoundland linkages (the latter in the proposed Irish Newfoundland Field Studies Centre at Tilting).

Getting Started: Call a meeting of local artists and artisans to discuss opportunities. Meet with presenters on Fogo Island-Change Islands and with resource people such as the Intangible Cultural Heritage Officer, Heritage Foundation of Newfoundland and Labrador (also a key player in the St. John’s Storytelling Festival).

23 An example is the visual artist groups who have been coming to Change Islands.
For craft product design, consult with the Newfoundland and Labrador Craft Council, Anne Manual, Executive Director, [www.craftcouncil.nl.ca](http://www.craftcouncil.nl.ca). An enterprise that encompasses the craft makers of both Fogo Island and Change Islands should be pursued. The econo-museum and co-operative model are seen as promising opportunities. Other resources include the Craft Industry Development Program and Craft Specialists, Department of Innovation, Trade and Rural Development.

Encourage continued education and training in innovative enterprise ideas available online and through Institutes such as the Gros Morne Institute of Sustainable Tourism and the Bonavista Institute for Cultural Tourism. Other learning opportunities include e-newsletters (e.g., Canadian Tourism Commission’s daily CTC News) and conferences (e.g., Hospitality Newfoundland and Labrador’s annual (February) convention). Best Practise Missions organized from time to time through Tourism Atlantic are also excellent ways to become aware of new opportunities and generate new ideas.

**Action:** Encourage further development of festivals and events that celebrate the heritage of Fogo Island-Change Islands and showcase local talent and traditional skills. Work with festival and event organizers to ensure there is no overlap in schedules and that special experiences (for both group and independent travellers) are developed and advertised to the tourism industry.

Special experiences can include group handling, preferred seating and special sessions with performers or interpreters. Events that are “regional” in scope, in line with this Strategic Plan’s intent of celebrating the heritage of Fogo Island-Change Islands as one community, should be supported. Events designed to encompass both Fogo Island and Change Islands could offer complementary activities at both ends such as a community celebration (garden party, heritage theatre), sporting event or traditional skill demonstrations.

**Getting Started:** Meet with all festival and event organizers to share ideas and discuss ways of collaboration. Organize a workshop with a facilitator to collectively develop special experiences and rates for tourists. Workshops being offered through organizations such as the Gros Morne Institute for Sustainable Tourism and Bonavista Institute for Cultural Tourism are excellent opportunities.

Time line: On-going.

**Action:** Develop, in consultation with Cruise Association of Newfoundland and Labrador and local operators, an authentic, creative experience for adventure cruise ship travellers.

Adventure cruise companies such as Quark Expeditions (in the Akademic Loffe) and Cruise North Expeditions (in the Lyubov Orlova) are offering coastal cruises around Newfoundland and Labrador in ships averaging around 180 passengers and crew, with selected port visits along the way. This activity is likely to continue, although market trends suggest that future growth of this sector may lie with larger ships (~ 600 passengers). Strategies for rural communities in accommodating ships of this size could include having passengers go ashore in shifts and providing interpretation programming on board.

Compelling shore experiences that complement offerings by other ports, will be important in attracting future visits to Fogo Island-Change Islands. Static displays are no longer rated as interesting. In addition to being authentic, programming needs to be creative, “fresh” and interactive. For example, in addition to watching a dance performance, the visitor might like to learn a dance step. A themed experience around punts and boat building could be developed, for example, with demonstrations, stories and a game.
Getting Started: Contact the Cruise Association of Newfoundland and Labrador, www.cruisenewfoundland.com, to discuss the development of an innovative port visit proposal. Invite a representative to Fogo Island-Change Islands for a meeting to discuss their needs and criteria. The Kittiwake Economic Development Corporation’s tourism packaging training session should be consulted.

Time line: On-going.

Action: Promote the production, sale and use of local food (fresh seafood, game, berries and produce) and the development of regional cuisine, with traditional and innovative dishes based on local ingredients.

Cuisine is high on the priority list of the typical traveller in defining a memorable vacation experience; particularly, the opportunity to enjoy local dishes. This initiative should include the development or enhancement of recipes that are distinctive to Fogo Island-Change Islands; it could be marketed under the tag line “Taste of Fogo Island-Change Islands”. An Islands-wide cookbook of local recipes, currently being designed, is one of the ways of promoting local cuisine.

Getting Started: Hospitality Newfoundland and Labrador www.hnl.ca, who are attempting to expand the program “Taste of Newfoundland and Labrador” may be able to assist with this task. Other resources include Canadian Tourism Commission publications such as “Cuisine in Canada”. The Commission identified several years ago that tourism and cuisine play a major role in “the affirmation of Canadian identity and cultural development.” The Bonavista Institute of Cultural Tourism is also planning a workshop focussing on excellence in cuisine and culinary tourism, including topics such as menu development, portioning, cost control and adherence to health and nutrition preferences.

Time line: Medium term.

Action: Seek the establishment of a Food/Craft Market that would sell seafood, farm products and crafts, as well as being a community gathering place.

This would be an opportunity for community building as well as offering an attraction for tourists and an opportunity for revenue generation. It is also a good example of an Islands as a Whole concept. An alternative (or addition) may be a retail outlet attached to a fish plant.

Getting Started: This will require the collective effort of a number of stakeholders, including communities, craft and food producers. Interested stakeholders will need to meet and decide on the level of interest and the business model and scale most likely to succeed.

Time line: Medium term.

Action: Consult with hiking market and trail design specialists on the further development of world-class hiking experiences on Fogo Island-Change Islands.

In 1999, the Fogo Island Development Association developed a proposal for the Islands Exploration Trail. Encircling Fogo Island, it would be a multi-purpose (hiking/cross country skiing/snowshoeing) trail, with a separate course for snowmobiling and include overnight shelters and picnic areas. The concept should be applied to Change Islands as well.
The Islands’ trail network should be in the league of the East Coast and Gros Morne National Park Trails and designed for four-season use. It should include a combination of local loop trails and wilderness hiking. A geocaching adventure related to the cultural and natural heritage of Fogo Island-Change Islands would be an excellent opportunity. The network should be planned however using best practise design principles, including plans for safety, liability and long term maintenance.

**Getting Started:** Expertise on development and maintenance of world-class hiking/walking trails is available through the East Coast Trail Association, [www.eastcoasttrail.com](http://www.eastcoasttrail.com) and the Grand Concourse Authority (GCA), [www.grandconcourse.ca](http://www.grandconcourse.ca) (the GCA Executive Director is a native of Change Islands).

Time line: Initiate in near to medium term.

**Action: Work with local stakeholders to identify opportunities to build fixed roof and camping accommodations in response to market needs.**

The main area of opportunity at this time is seen to be smaller scale, quality accommodations such as have been developed to date. Other opportunities in “character” accommodations could include vacation homes in reconditioned buildings rooted to the culture of Fogo Island-Change Islands, such as fishing family homes, fishermen’s cabins or stages/stores. Such distinctive offerings have been successful in other jurisdictions.

In order to be considered legitimate, such accommodation would have to meet the Canada Select Cottage/Vacation Home criteria. An example of building restorations that have met Canada Select (4 Star) criteria for this province is [www.newfoundlandvacationhomes.com](http://www.newfoundlandvacationhomes.com) (two houses/two cottages) in Port Rexton and Trinity East.

In addition, very high end (four star plus) accommodations in Fogo Island-Change Islands would attract a new clientele to the province and bring incremental benefits to the provincial economy. Additional serviced campground and recreational vehicle (RV) facilities will be developed by operators where sufficient market demand exists. Facilities should meet the standards of Camping Select Newfoundland and Labrador, [www.campingselect.ca/NewfoundlandandLabrador](http://www.campingselect.ca/NewfoundlandandLabrador).

**Getting Started:** Development will depend on the foresight and investment of accommodations operators in response to market opportunities. The Canada Select accommodations program in Newfoundland and Labrador is run through Hospitality Newfoundland and Labrador; contact with the program manager should be made to discuss criteria before beginning a new building or restoration project [www.canadaselect.com/NewfoundlandandLabrador/CanadaSelectNewfoundlandandLabrador.cfm](http://www.canadaselect.com/NewfoundlandandLabrador/CanadaSelectNewfoundlandandLabrador.cfm). This person is also responsible for Camping Select.

Time line: Ongoing.

**Action: Work with all public and private sector partners to ensure that quality, basic services such as road signage (both directional and interpretive), ATM machines and public washrooms are available for visitors in key access areas.**

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24 Humber Valley Resort and on a smaller scale Fisher’s Loft Inn, are two provincial examples of this role being performed by accommodation providers.
Getting Started: Start with the Centre of Fogo Island and Change Islands and engage partners such as the Department of Transportation and Works (directional signage), Scotia Bank and other local businesses in participating.

Time line: Near term.

Marketing Strategy

Action: Develop a tourism marketing strategy for Fogo Island-Change Islands which captures the distinctiveness of its assets, exceptional experiences and quality of service.

The strategy should include a marketing image (logo and tagline) for Fogo Island-Change Islands and a program for brand development and market placement. The image should be adaptable for a range of other applications such as crafts, giftware and inshore fish products. A critical component will be a well-designed, Islands-wide, interactive website, with stakeholders profiled, as the site will perform a number of strategic promotional and commercial functions. It will also be important to include only those assets and experiences that are market-ready and to add others as they come on stream.

Getting Started: Develop a short term strategy, including having Fogo Island-Change Islands profiled on web sites currently on stream and available. Hold a meeting with stakeholders to determine interest in pooling their resources in joint marketing efforts. Explore avenues for having a marketing strategy prepared, through the resources of Kittiwake Economic Development Corporation or through the services of a professional tourism marketing firm.

Time line: Initiate in the near term.

Business Development and Support

Goal: All available resources and partnerships will be used to create a climate that is conducive to the growth and retention of enterprise (both private sector and community-based) in Fogo Island-Change Islands. The Business Development, Retention and Expansion team charged with implementing this Strategic Plan will raise awareness of business and employment possibilities (particularly for youth) and seek to harness the expertise and energy of local entrepreneurs in all aspects of the Plan such as project management and marketing.

Following are priority actions to be undertaken with the primary intent of supporting the continued growth of an entrepreneurial culture in Fogo Island-Change Islands, encompassing community-based as well as privately held enterprise. Overall responsibility for their implementation will lie with the Business Development, Retention and Expansion Committee of the proposed Management and Implementation structure.
Action: **Organize a startup meeting with business leaders.**

It is vital that stakeholders share a common vision of what the business development support needs are and how they should be addressed. The aim of the meeting would be to discuss the contents of this Strategic Plan concerning business development and, as necessary, identify a refined course of action and outline priorities.

*Getting Started:* Discuss the meeting objectives with the Islands Chapter, Chamber of Commerce.

Time line: Near term

**Action:** *Pursue a high speed internet service, recognizing it as a vital need for the economic revitalization of Fogo Island-Change Islands and affecting all aspects of this Strategic Plan, including research, data management, education/training, marketing, inter-island and inter-community communications and the development of IT-related business.*

Time line: Immediate.

**Action:** *Once a firm commitment has been made for a high speed internet service, encourage entrepreneurs and public leaders to develop initiatives such as computer training, outsourced services to industry, and research and development proposals, as envisaged under Fisheries and Marine Research elsewhere in this Plan.*

As an example of business activity that might be attracted, a business person consulted during preparation of this Plan with family ties to the Islands expressed interest in offering training in computer skills and then establishing an outsourced front desk-type of business, serving industry from Fogo Island-Change Islands.

*Getting Started:* Participate in continued discussions with service providers (EastLink and Aliant) and with public agencies on securing high speed internet service.

Timeline: Near term.

**Action:** *Lend support to the Regional Council and the Transportation Committee in securing needed improvements to the Hamilton Sound Ferry Service and the regional road system.*

The issues to be addressed include the following:

- Upgrading of roadways leading to the ferry terminals,
- Ongoing review of ferry scheduling, Vessel Replacement Strategy and the repair/re-fit program,
- Enhancement of ferry ride for visitors with features such as an interpreter/storyteller and an area for storyboards and displays,
- The need for a food service on board and local advertising of tenders,
- The problem of strong odour from fish offal,
- Improved services at the ferry terminals and information on ferry scheduling and payment method,
- Review of loading/unloading procedures, and
- Ongoing review of commercial ferry rates.
Time line: Ongoing.

**Action:** Work with the Chamber of Commerce to lobby the Provincial Departments of Business and Innovation, Trade and Rural Development for improved business approval and permitting procedures and shorter time lines for new business proposals on Fogo Island-Change Islands.

This includes the need to have ‘urban’ standards and criteria adapted to suit rural community needs and for additional red tape reduction. In addition, the Provincial Government should be asked to give priority to a procedure for resolving cases where ownership of land identified for business startups is uncertain.

Time line: Ongoing.

**Action:** Support business development through the Fogo Island Development Association and ACE Memorial’s LaunchPad business development site for the Islands.

This organization will provide valuable advice and assistance to young entrepreneurs and community groups in bringing this to reality.

Time Line: Ongoing

**Action:** Support community organizations who wish to investigate the development of community-based enterprise.

Support can come from sources such as the Social Economy Initiative, the Centre for Community Enterprise and ACE Memorial.

**Getting Started:** One of the resources available in determining interest in and aptitude for community enterprise includes a workshop available through the Centre for Community Enterprise, “Assessing your readiness and getting started in social enterprise”. Contact the Community Services Council to discuss offering this workshop in Fogo Island-Change Islands.

Time Line: Near future

**Action:** Seek the development of a small business development fund for Fogo Island-Change Islands.

This should be pursued through the Kittiwake Economic Development Corporation (KEDC) with federal, provincial and regional agencies such as Gander and Area Development Corporation (GADCO).

**Getting Started:** Meet with KEDC and GADCO to discuss options.

Time Line: Ongoing
Social Development

Goal: Social Development
It will be a priority to engage all means of improving the social and economic well-being of the community and in particular, respond to the needs of young families and seniors.

Following are priority action areas to be undertaken with the primary intent of meeting social development needs. Overall responsibility for their implementation will lie with the Social Development Committee of the proposed Management and Implementation structure.

Action: Hold a social development consultation session.

It is vital that stakeholders share a common vision for social development on Fogo Island-Change Islands and work together in realising it. The objective of the session would be to discuss the contents of this Strategic Plan concerning social development and, as necessary, identify a refined course of action and outline priorities.

Time line: Near term

Action: Lobby for increased support of volunteer organizations which are essential to preserving the culture and quality of life on Fogo Island-Change Islands.

Volunteer organizations in general are suffering from reduced numbers and burnout by many of those who continue to serve. It is recognized that cultural tourism, as an example, is particularly dependant on the people and organizations who preserve and celebrate culture. Organizations such as museums, folk music groups and heritage societies play major roles but typically receive meagre financial support. The Provincial Tourism Product Development Strategy called for development of a special provincial fund that, among other things, would be used to assist volunteer organizations making significant contributions to the cultural tourism sector.

Getting Started: Discuss with the Minister responsible for the volunteer and non-profit sector and the Community Services Council, strategies for sustaining volunteer organizations on the Islands. This should include a special meeting with the Minister in Fogo Island-Change Islands, with volunteer leaders in attendance.

Time line: Ongoing.

Action: Develop a program of informing and involving the youth of Fogo Island-Change Islands in this Strategic Plan and its priorities of building community capacity for the future.

This could involve for example, continued school programs in cultural learning, inclusion of youth in implementing this Plan and incentives and support for young entrepreneurs.

Getting Started: Recruit at least one youth leader to serve on the management and implementation team for this Strategic Plan. The proposed association with ACE Memorial addressed earlier will support youth entrepreneurship on Fogo Island-Change Islands.

Time line: Ongoing.
**Action:** Seek input from young families, seniors and others with special needs and work with partners such as the Fogo Island-Change Islands Primary Health Care Community Advisory Committee and service clubs in responding to needs.

*Getting Started:* The Social Development Committee will need to hold a series of meetings with advocates of those with special needs to define needs and outline a set of social development priorities for Fogo Island-Change Islands.

Time line: Ongoing.

**Action:** Develop an integrated recreation plan for residents of Fogo Island-Change Islands which integrates the efforts of existing recreation programs and seeks to meet the needs of residents to recreate and live healthy lives.

One possibility is a pilot project or other arrangement with the YM/YWCA of Newfoundland and Labrador, who are currently evaluating how they can extend services to rural Newfoundland and Labrador. The Y has a strong focus on youth but, with an aging provincial population, seeks to satisfy the needs of all age groups. A centrally-located social/recreational space on Fogo Island would serve this project and capacity building in general.

*Getting Started:* Consult with the Executive Director, NE Avalon YMCA/YWCA, to discuss this possible opportunity. Work with the Fogo Island Development Association and stakeholders in negotiating with Nova Central School District to secure any excess school space for Island-wide social/recreational space.

Time line: Near term.

**Action:** Advocate for the development of infrastructure for three levels of care for the seniors of Fogo Island-Change Islands.

There is currently no Level 2 care in Fogo Island-Change Islands and needs for all three levels are expected to evolve as the population ages.

*Getting Started:* Support the efforts of the Fogo Island-Change Islands Primary Health Care Community Advisory Committee. Call a meeting of health care providers to discuss the need for three levels of care, including the need for a community survey to determine current and emerging needs.
Strategic Plan Monitoring and Evaluation

**Goal: Capacity Building and Collaborative Action**

Inherent in this plan is the goal to help build the capacity of all communities and residents to be self-sufficient and contribute to the revitalization of Fogo Island-Change Islands, through engaging residents in the development process. As stated, a core feature will be promotion and practise of the “Islands as a Whole” concept, to realise the benefits that can result from continuing co-operative ventures between communities, volunteer organizations, government agencies, not for profit and private enterprises.

Following are priority action areas to be undertaken with the primary intent of providing overall monitoring and evaluation of the Strategic Plan, including attention to land use planning and community capacity building. Overall responsibility for their implementation will lie with the Management and Implementation Committee, as per the structure addressed in section 4.1.

**Action: Develop a process for regular monitoring and annual review/revision of this Strategic Plan, ensuring that it remains focussed and relevant.**

This plan is a working document and as such, will be subject to ongoing monitoring and change. It will therefore be important to have an overall review and revision of the document annually.

Timeline: Ongoing.

**Action: Recommend to the municipalities of Fogo Island-Change Islands and the Regional Council of Fogo Island the value of having current land use plans and regulations that reflect the long term interests of Council and the general public.**

The land use policies and regulations that councils choose to adopt have many long term implications in terms of, for example, the protection of historic sites and buildings, minimizing conflict from uses such as land fill sites, preserving public access to headlands and shorelines, ensuring the most economical use of public services and preventing development that will compromise valuable landscapes. Other aspects of successful land use plans relate to the accommodation and support of business, as referenced earlier in this Strategy. Please refer also to Sustainable Land and Resource Use Management and Sustainable Land and Marine Management on pages 23 and 27 of this document respectively.

Getting Started: Approach the Land Use Planning Section, Department of Municipal Affairs to discuss how any land use planning needs can be addressed.

Time line: Ongoing

**Action: Establish an internet-related communications forum for Fogo Island-Change Islands.**

The opportunities for communication will expand when a broadband system is extended to the Islands. On-line, text dialogue is possible with the current dial-up system, although without “real time” capability (an example is the Web Forum on regional development issues hosted by the Harris Centre, Memorial...
University, [www.harriscentreforum.ca](http://www.harriscentreforum.ca). With broadband, several additional possibilities will be possible, including live net meetings with voice and video\(^\text{25}\).

**Getting Started:** Contact the Harris Centre, Memorial University to discuss the best setup for the current dial up system and the future broadband system.

**Time line:** Near term

**Action:** *Continue the process of community capacity building begun during preparation of this Strategic Plan; to inform and engage residents, including through regular communication channels; this to form part of a model to attract, retain and recognize volunteers.*

This could involve for example, the consolidation of organizations. In addition, successful volunteer programs follow best practises in areas such as writing job descriptions that outline roles and responsibilities and matching roles to people’s skills and needs in terms of workload and time commitments.

**Getting Started:** Apply for funding support through Kittiwake Economic Development Corporation, to engage in a capacity building process for Fogo Island-Change Islands. Continue the newsletter used to inform residents during the strategic planning process. Initiate discussions on opportunities to combine local committees into Islands-wide organizations.

**Time line:** Medium term.

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Appendices

Appendix 1: Tourism Sector Analysis

The consulting team is conducting an analysis of Fogo/Change Island’s competitive advantages and challenges, including the availability/quality of resources – natural and human, market trends, product development needs and employment generation potential. Following is the result of our assessment to date of the Tourism & Heritage and Fisheries/Marine Environment Sectors as well as Other Resource-Based Enterprise.

Tourism & Heritage

“Cultural Tourism embraces the full range of experiences visitors can undertake to learn what makes a destination distinctive – its lifestyle, its heritage, its arts, its people – and the business of providing and interpreting that culture to visitors.”

Global to Local

Tourism is a global industry (900 million travellers in 2007) that is constantly changing in response to many factors; environmental, economic, safety/security, etc. People make travel decisions for many reasons, including their individual personality traits. The Canadian Tourism Commission has demonstrated through research that there are nine groupings of personality traits that draw people to particular travel experiences (see www.canada.travel/eq). These groupings or Explorer Quotients (EQ) include the Cultural Explorer (who wants to immerse in local culture and places) and the Authentic Experiencer (who looks for experiences that combine both the natural and cultural environments).

Cultural Tourism is a rapidly growing sector of the global tourism industry, averaging by some estimates, 15% growth per year, as travelers seek out distinctive destinations with interactive learning and entertaining experiences that are unique to the place they are visiting. It commonly involves ‘site doing’ more than ‘site seeing’ and features interactive visitor experiences. At the community level, cultural tourism involves the fusion of people and place. Recognized internationally as a growth sector, it involves mature travellers but also significant numbers of young adults26. Both length of stay and level of spending by Cultural Tourists tend to be above industry averages.

Emerging global trends are towards “Green”, “Responsible” and “Geo” Tourism. These terms all refer to travellers having preference for destinations that demonstrate sustainable practices for both the natural environment and culture. This preference extends to, for example, local vs imported foods, purchasing local products, waste disposal and recycling practises, the management of wildlife and marine resources and preservation of oral culture.

There is strong demand within global travel markets for Destinations of Distinction, i.e., places with distinctive identities; culturally and/or environmentally. Planning/strategizing is underway in many jurisdictions around the globe as they seek to capitalize on the growing cultural tourism sector and the need to develop interactive experiences for cultural tourists. Countries such as the United States, New Zealand, Scandinavia and Ireland currently have major national initiatives underway.

26 A recent Travel Activities and Motivation Survey (TAMS) conducted by Statistics Canada concluded that people commonly drawn to cultural and heritage destinations extend to age 35.
Successful island destinations include:

Shetland Islands – whose marketing program includes the tag line “The Wild Islands with a Warm Welcome”; they emphasize music, cuisine, archaeological sites, world class bird watching, Shetland Ponies and the Viking Festival.

Lofoten Islands, Norway – who use the tag line “Unique Culture and Nature”; they feature a series of unique sculptures set in nature, orca whales, photographers’ delight, sea fishing and accommodation in authentic fishermen’s cabins, “rorbus”.

Faroe Islands – promote themselves as “Musical Islands” (music inspired by the natural environment) and feature outdoor adventure experiences such as boat races in traditional Faroese boats.

Tasmania, Australia – is promoted as “a place for adventure and igniting your creative side” and “come to the edge of the world”. Their “10 Days on the Island” Festival celebrates “what being an islander is all about”.

A key feature for all of them is the building of partnerships between commercial tourism operators and cultural providers (including artists, artisans and communities), which are primarily in the not-for-profit sector. In fact, cultural or “community tourism” cannot be successful without widespread buy-in and a co-operative spirit between communities.

The range of cultural tourism offerings across Canada is vast, and innovative products are constantly being developed. They include artists in residence, learning workshops (which can take place in artists’ studios, kitchens, stages, stores, etc), literary events, econo-museums, spirituality, health & wellness vacations, storytelling events and enhanced food and wine experiences, to name a few of a long list. They cover all seasons and are both rural and urban-based (although the latter greatly outnumbers the former).

A strategic approach that is gaining acceptance is developing and marketing a diversity of experiences along cultural/heritage corridors. Examples are the Rideau Canal, Okanagan Valley and Prince Edward Island, all of which have cultural tourism strategies in place or in preparation.

Newfoundland and Labrador
Cultural tourism is a natural fit for Newfoundland and Labrador, having a culture that is clearly distinguishable within the Canadian cultural mosaic as well as internationally. The province has many defining features such as its participatory culture, its storehouse of folksongs, stories and language and the central importance attached to people and place. People from other jurisdictions tell us that they have already lost much of what Newfoundland and Labrador still has.

The province is developing a growing number of offerings such as theatre (e.g., Trinity and Cow Head), music and writers’ festivals (e.g., Eastport and Woody Point), econo-museums (e.g., Dark Tickle Econo-museum, Griquet), artists in residence (Gros Morne National Park and Trinity), active archaeological sites (Ferryland, Cupids and Placentia) and innovations such as Lighthouse Picnics in Ferryland, Trails, Tales and Tunes in Norris Point, Root Cellars in Elliston and the Earth to Human Tour on the Northern Peninsula. The Bonavista Institute of Cultural Tourism is a new Newfoundland and Labrador initiative to assist Atlantic Canada cultural tourism operators and cultural providers in developing creative new partnerships and experiences. The Institute has been launched and will be offering its first major seminar in Spring, 2008.

In addition, there are developing clusters of attractions in areas such as the Bonavista Peninsula, L’Anse aux Meadows & Gros Morne National Park areas, where operators collaborate on packages to attract and
extend the stay of tourists in the area. This points to the possibility of developing a cluster of attractions in the Fogo-Twillingate-Boyd’s Cove area, building on established attractions such as the Boyd’s Cove Beothuk Interpretation Centre and Prime Berth Fishing Museum and Crafts in Twillingate.

Following are other key points relevant to developing cultural tourism in the province:

- Our visitors are predominantly, well-educated and travelled and tend to be from affluent households with the capacity for above average spending.
- The cultural tourist looks for high quality accommodations (4 star and over), food and service.
- The mistake that some communities make is in believing that lack of “bricks and mortar” type of development is a barrier to success in cultural tourism enterprise. Cultural tourists are looking for well-themed, enriching experiences with opportunities to learn, interact and be entertained. This can often best be achieved, not in newly-constructed buildings but in existing authentic venues such as a kitchen, fishing stage or natural settings like community footpaths, headlands or beaches.
- The Provincial Government’s cultural plan, Creative Newfoundland and Labrador, recognizes the potential for growth of cultural tourism in the province. It contains a number of objectives dealing with, for example, investment in heritage properties and collaboration between cultural providers and tourism operators.
- Realising business opportunities from cultural assets such as festivals, museums, traditional artisan skills and community events, requires attention to a number of details in terms of packaging, marketing and providing advance information to tourism operators in terms of scheduling, pricing, etc (this will be dealt with in the Strategic Plan).

Heritage Resources and Tourism Offerings in Fogo Island Change Islands to Date – include the following:

- Pre-European Contact history (5,000 year old sites identified), European-based history, extending from the 1600s, including early connections with Poole and Waterford, large mercantile operations, the Labrador fishery and the founding of other settlements such as Boyd’s Cove, by settlers from Fogo Island
- Bleak House Museum, Fogo; Brett House Museum, Joe Batt’s Arm and Lane House Museum, Tilting
- Tilting National Historic District; Irish Field Studies Centre currently being pursued
- Exemplary built heritage preservation in several communities such as Tilting and Change Islands (over 200 stages and stores in the latter)
- Burgundy Squid Café & Gift Shoppe, Change Islands, Stages and Stores Online Boutique
- Newfoundland Pony Reserve, Change Islands
- Interpretation Centres – in Seldom and Change Islands
- The Great Fogo Island Punt Race To There and Back, www.fogoislandregatta.com
- Developed hiking trails, including Lions Den, Turpin’s and Groswater on Fogo Island and Squid Jigger’s, Shoreline and Indian Lookout on Change Islands
- Fogo and Change Islands Adventure Boat Tours, www.fogotours.com - 28ft former long liner, 23ft skiff, 2 row boats, heritage house in Joe Batts Arm
- A new café in Joe Batt’s Arm
Some Preliminary Conclusions (from Phase 1)

We entered into this project believing in the potential for Fogo/Change Islands to chart new directions for development. This potential has been confirmed to us in the work to date. The Islands are rich in natural and cultural resources and people have demonstrated their desire to work together towards common goals. This is important in all spheres but particularly so in the Tourism & Culture sector, where much partnering is required and people need to be ambassadors, not simply for their own community but for the “Islands as a Whole”.

Other overall priorities include the need for the Socio-Economic Strategic Plan to include an environmental stewardship ethic and support for both the not-for-profit and small business sectors. Also, there is need for a marketing and communications strategy, with high speed internet service as the top priority.

A number of development opportunities are identified throughout this report for discussion. Following are some additional thoughts, specifically around developing Fogo/Change Islands as a travel destination.

Developing Fogo/Change Islands as a Destination of Distinction

Fogo/Change Islands is an exotic destination that we believe can be developed to attract a range of nature/culture markets year-round. Rather than being “just another” destination, it can distinguish itself in the marketplace and achieve a national and international profile. With smart planning and marketing, it can be successful in attracting high yield travellers; both resident and non-resident. While the high-yield tourist should be a prime target, Fogo/Change Islands can and will also grow visitation from other market segments.

Branding and Marketing

There is need for a marketing strategy, including visual image, tag line and collateral to encompass both Fogo and Change Islands. A well-designed, interactive website for the islands would perform a number of commercial and communications/promotional functions. A prominent element in all sectors to be addressed by the Socio-Economic Strategic Plan must be quality assurance for products and experiences developed under the Fogo/Change Island brand.

Following are a series of thoughts on branding/developing the destination (in no particular order):

- An unspoiled, natural environment that will soothe the soul; a place of peace, spiritual renewal and creativity (invite artists and market Fogo/Change Islands to tourists; to come – learn and create; photograph, paint, write, play music, etc).

- The deep-rooted, spiritual sense of place held by residents is a strength.

- Island Archipelagos harbouring cultural and natural treasures.
• Stories on every island and in every cove – with place names such as Seldom Come By, Farewell, Grandfather Island, Gallows Island, Joe Batt’s Arm and Barr’d Island.

• The traditional Fogo Island punt presents several opportunities – building it, rowing it, trying for a fish, telling stories around it, etc.

• The Great Fogo/Change Island Punt Race – expand and enhance it on both ends with complementary activities such as an “Islands as a Whole” community celebration (garden party, heritage theatre, etc), a running or other sporting event, or craft demonstrations.

• Traditional crafts with distinctive local designs; e.g., hooked rugs, knitted goods and quilts.

• A musical people – The Squid Jiggin’ Ground, All Around the Circle, Green Shores of Fogo, Joe Batt’s Arm Long Liners, Fogo Island Accordion Group, etc.

• Preservation of built heritage, including churches, homes, stages and stores throughout Fogo/Change Islands.

• Tilting – strong Irish connection; National Heritage designation.

• A place to experience innovative local cuisine, using local produce and seafood (being developed).

• A Corner of the Earth – Brimstone Head.

• Need to develop/package one and multi-day itineraries for group and independent travellers; creative experiences around things such as traditional skills/learning, an interpreted boat tour of offshore islands, sessions with artists and artists, with families in their homes, community-specific experiences such as demonstrations and storytelling sessions in stages/stores, fishing expeditions, overnight hikes and staying in an authentic fishing family home, fisherman’s cabin, converted stage or store. In winter – indoor events plus exploring the interior on ski-doo and snow shoes.

• Archaeological investigations can play a role in telling the pre-history and early contact stories of the Islands.

• The World’s End Theatre Company can play a significant role in interpreting and presenting the stories of Fogo/Change Islands.

• Youth should play prominent roles in planning for the future; e.g., in small business development and the collection and research of intangible culture.

• The sustainability and stewardship of both culture and natural environment is critical.

• The Strategy should respond to current trends towards green/ethical/responsible tourism.

• Education and awareness-raising will be an important component, e.g., Best Practise Missions to other jurisdictions and exchanges with other rural regions of the province to share success stories (as well as the failures).
Business Startups
The Strategic Plan will set the framework for the development of new business opportunities. One of our key contacts during preparation of this Interim Report underlined that entrepreneurs in rural locations encounter many challenges that can be reduced with proper attention by public agencies. Many of them revolve around business regulations; e.g., water and sewer, building inspection, Canada Select accommodations grading, and liquor licensing. The challenges include delays in getting approvals, urban standards being applied to rural settings and in some cases, the fees being charged. Another challenge being encountered by some entrepreneurs is land ownership uncertainty, for which there is no resolution mechanism applicable to rural communities in this province.

Research and Education
The Strategic Plan should place priority on research and education from a number of perspectives, e.g., to develop and retain local entrepreneurs, preserve traditional skills and develop local research expertise on sustainable fisheries and marine stewardship.

Conclusion
To conclude, Fogo/Change Islands has many valuable assets for tourism development. Chief among them is the people and their creative abilities. To quote Dr. George Story:

“It is our creative ability that ensures our survival as a recognizable people and culture; it enables us also to contribute to the enrichment of the nation of which we form a distinctive part.”

27 Herb Bown, Stages and Stores Inc.
Appendix 2: Fisheries Sector: Input from Alexander Roche, Fisheries Advisor
D.W. Knight Associates  
April 6th, 2008

Dear Dennis,

In December, 2007 I agreed to become involved with your firm (D.W. Knight Associates) in its proposal to the Kittiwake Economic Development Corporation re the development of a socio economic strategic plan for the Fogo/Change Islands area. My role in the project would be to bring to bear whatever expertise I may have on proposals, suggestions, ideas, etc. that may come forward in relation to the fishery sector.

Since the acceptance of your firm’s proposal I have received inputs on developmental possibilities for the fishery in the area from:

- The Manager of the Fogo Island Co-operative, (Co-op)
- The Chair of the Board of the Fogo Island Co-op,
- The Shorefast Foundation, and
- The briefing notes you have sent me on the discussions that have taken place between yourselves and the various involved groups and individuals in Fogo/Change Islands and adjacent areas.

I have distilled these inputs into five main thrusts for fishery related development possibilities in the area and in no particular order these are;

- Secondary processing/value-added products. I understand effort was expended on this in recent years, some prototype product was produced and an attempt made to sell it. A secondary processing facility of some sort exists at Joe Batt’s Arm but may now be in need of refurbishing.

- Regaining lost ground in the crab fishery. The volume of crab being processed on Fogo has been on a long term declining trend due mainly to less of the locally based fishers landing their catch to the Co-op plant.

- Increasing the throughput of the Co-op’s shrimp processing plant.

- Establishing a sea cucumber processing facility should that fishery develop from an Emerging Fishery into a commercial fishery.

- Upgrading the local groundfish fishery to become a provider of top quality seafood from an exemplary environmentally sensitive fishery for sale directly to a clientele of high-end restaurants.

I will provide some observations and thoughts on each of these further on in this letter but first let me put some context to the Fogo/Change Island fishery related activities.

The Newfoundland and Labrador fishery of today is essentially a crab and shrimp based fishery. These two species have replaced groundfish as the pillars upon which the fishery rests. Fogo/Change Islands is one of no more than a half dozen communities in Newfoundland and Labrador that has both a crab and shrimp processing plant.
The Seldom shrimp plant is currently the smallest volume producer of the province’s 14 shrimp cooking and peeling (C&P) plants and the Fogo plant is about 15th in volume level of the provinces 35 crab processing plants. The Fogo/Change Islands plants produce about 4% of the province’s C&P Shrimp, 2% of its Crab, 12% of its inshore Turbot, about 3% of its lumpfish roe, and less than 1% of its Cod, Capelin and Herring and Mackerel.

One can look upon these statistics positively or negatively. Personally, I view them as positive and I think the community is fortunate in still having a core of fishers who are actively pursuing the fisheries available to them. Likewise, the community at large is fortunate in being able to have their fishers’ catches processed in their own community. I am sure this situation did not just happen but rather is a result of continuing vigilance and effort by the residents and community leaders over an extended period.

Following are my observations on the development initiatives that have been brought to my attention. The information I have been given is general in nature and hence so are my observations.

**Secondary Processing**

In my experience there are essentially only two kinds of entities involved in the secondary processing of seafood products.

There are the large-scale producers such as Highliner and FPI, (which are now one company) and one or two others in Canada. These companies have large, specialized plants for the production of such products. They have product development departments of food technologists and culinary staff and they have the capability to support their products with major marketing campaigns. Most importantly, their products go to market under a brand name that is recognized and trusted by consumers either at retail or in food service, the brand having been built up over a long period and at huge investment. Usually, these companies have achieved their competitive position over many years and often by capitalizing on circumstances that no longer exist for new entrants. I simply do not see it as a practical proposition for the Coop to expect to compete in this arena.

Outside of these major players there are always a number of very much smaller entities who essentially produce specialty products for localized niche markets or who produce small volume run, custom products for the major companies. As a rule these tend to be small scale, low cost, non union producers employing small numbers of people often on a part time or intermittent basis. This would seem to be a more likely route for the Co-op, if there were an identified need for some such niche products in our relatively small local market or elsewhere that could be competitively produced on an island in Notre Dame Bay.

My only other observation here would be that the pursuit of any new and different endeavour within any business organization usually results in some (or much) loss of focus and attention on that entity’s core business. The thinner is management’s depth the greater the risk of this occurring. I think both of the above cautions are pertinent should the Coop decide to again pursue this option.

**Regaining Crab Volume**

The Co-op’s throughput of crab has been on a downward trend for quite some period of time. I have been given to understand that this negative trend is not related to any significant extent to reductions in crab quota or resource availability but rather that it has been caused simply because less local crab fishers are landing their catches to the Co-op.

From the material made available to me and based on the personal discussions I have had, the reasons why some fishers have chosen not to land to the Co-op include one or all of the following:
1. The Co-op hasn’t given individual fishers the care and attention that the fisher feels he/she should be receiving,
2. Some decisions by the Co-op over time may have inadvertently personally offended a particular fisher or another, resulting in him/her taking their catch elsewhere,
3. The Co-op is not competitive in the price it pays to fishers. This would usually be rooted in the Co-op’s inability to match its competitors in the payment of so called “premiums” to crab fishers, especially those with the larger boats and hence the biggest landings,
4. The Co-op’s inability to match its competitors in the provision of financial assistance to fishers for the purchase, building or major refurbishing of their vessels.

To the extent the crux of the problem is 1 or 2 above, then it is easily fixable. The Board and management of the Co-op simply commit to providing fishers with the level of service and lines of communication that will make them again feel valued members of the enterprise. This may very well be the current practice.

If however the crux of the problem is more 3 and 4 above, then the issue is far more complex and is rooted in the nature of the Co-op versus that of its competitors. A discussion of that subject will inevitably lead in turn to major strategic policy considerations having to be addressed by the community as a whole. Any advice from me relating to these issues would be inappropriate to my area of expertise and also by virtue of my not being a resident. However, I will make some very general observations.

Arguably, one of the values underlying a co-operative has to do with loyalty to the community. A co-operative sacrifices profit potential for the good of its members (residents of the community) and it focuses on how it can do things that are good for its community rather than just for itself as a separate entity. Members, likewise might be expected to forgo some personal gain in dealing with the co-operative, knowing that by so doing their community is better off and thus a better place for the member’s family.

There are a couple of trends at play in our fishery sector that, inadvertently, interact to increasingly test this reciprocal loyalty basis.

If the Fogo/Change Islands area is typical of the province generally, the average age of fishers has increased considerably. This means more of their children are grown and most likely left the community for careers elsewhere and also that fewer of their wives are still working outside the home. As fishers age, they, as others, focus understandably on accumulating as much personal financial capability as possible to enable decent retirement. In short, the fisher needs to get as much as he can for his catch at the same time as the consequences of not landing his/her catch in the community increasingly have lesser impact on his own family members well being than would have been the case in the past.

At the same time, we have had a crab sector that has grown increasingly irrational as a result of the resource being dissipated over two many fishing enterprises and too many processing plants. The result is too many fishers with inadequate individual quota who thus must continuously seek higher unit prices to be viable. Likewise, the too many plants with inadequate throughput have to compete aggressively with each other for fishers catches to increase their throughput. This is where a co-operative tends to be shackled by its own chains. Its competitors are free to do whatever they must do to compete successfully for raw material. They are not restrained in taking their actions by the need for community consensus and fairness to all nor are their actions judged on the basis of their benefit to a particular community.

Currently, almost two thirds of the province’s crab production is carried out by four companies. Almost three quarters of the province’s C&P shrimp production is carried out by three companies. Further consolidation (i.e., growth of individual companies) is bound to happen if Newfoundland and Labrador is
to successfully compete with other seafood producing countries that have allowed, in deed encouraged, much greater consolidation than has occurred here.

The point I am driving at is that if, and I repeat if, the Co-op is indeed losing local fishers because of its inability to match what is being offered to them by competitors, this situation is likely to worsen as more industry consolidation occurs and more local fisher families are sheltered from the impact of not landing to the Co-op. The challenge for the community’s collective leadership will be to either find ways of equipping the Co-op with the means to meet its competition without fundamentally altering its raison d’etre or to adopt some altogether new economic model.

**Increased Shrimp Processing**
From the information I have seen, this obvious priority initiative seems to be well in train. I am told the processing capacity of the Co-op’s Seldom plant is in the process of being expanded with additional cooking and peeling equipment. I further understand, without knowing any of the details, that the Manager of the Co-op is aggressively seeking out mutually beneficial arrangements with interested parties that could result in increased utilization of the shrimp plant.

**Sea Cucumber Processing**
As I understand it, the Co-op has spent considerable time and effort over the past few years involved in efforts to have a commercial sea cucumber harvesting/processing operation established in the province. The resource in question is on the province’s south coast (St. Pierre Bank) and the fishery is in the fourth year of a five-year Emerging Fishery Assessment. At the end of 2008, DFO will have to decide whether to deem this a commercially exploitable fishery with all of the issues that entails, e.g., size of the Total Allowable Catch, which fishers and how many fishers will be given licenses, and so on. Similarly, DFA will then have to decide how many processing licenses it will issue and to whom. In the past four years, it has issued sea cucumber processing licenses to six different companies. The Co-op is the only one that has kept its license active each of these years.

From what I have been able to research, I would say that two things are likely:

- DFO will conclude the St. Pierre Bank resource to be capable of commercial exploitation in 2009, and
- DFA will include the Co-op in the companies who will then be granted a processing license.

Beyond the above, very little else appears clear. For example, on the market side I understand there has been difficulty moving even the limited volumes produced from the test fishery landings. I am told China is the major market and other Asian countries to a lesser extent. I know China has its own aquaculture and wild resources, the extent of which needs to be documented.

The Co-op on its own initiative has sought out major Chinese producers of sea cucumbers and is actively engaged in joint efforts with one or more of these companies. Of special interest is the possibility of establishing an operation here to produce sea cucumber based pharma and nutraceuticals. It would appear to me from my cursory web search of what’s taking place with sea cucumber producers in China that these derivative products have much greater profitability than conventional food products.

The obvious challenges/hurdles I see for the Co-op once this resource is deemed commercial, centres around its location:

- Politically, it is difficult to conceive how a plant on the northeast coast of the province would be given the lion’s share of a resource that is on the south coast of the province,
• Economically, there is the additional cost of transporting raw material all the way from say, a port of landing in Fortune Bay to Fogo Island via a ferry and the similar added costs of shipping the finished product back to market,
• Quality wise, it would be a challenge to maintain the raw material in as good a condition for processing as would be the case if it were processed at point of landing on the south coast. My recollection of producing pharmaceutical type products is that the quality specifications for the raw material are even stricter than if it were being directed into conventional food production.
• Finally, assuming there would also be a south coast based processor(s), there is the challenge of getting fishers on the south coast to land their sea cucumber catches to a company which is not in a position to take all of the other species they catch or which is not competitive in its offerings due to its additional costs.

Upgrading the Local Groundfish Fishery
As I understand it, this proposed initiative has a two-pronged interactive thrust. One is focused on the goals of resource sustainability and marine stewardship. The other is to upgrade the quality of the local groundfish and the channels through which it is sold and hence increase its value. The idea would be to have the Fogo/Change Islands groundfish sought after directly by high end consumers both because of its quality and because it would be from an exemplary environmentally sustainable fishery.

It goes without saying that any initiative that fosters a greater awareness of and takes actions toward enhanced sustainability of our marine resources is desirable. Indeed, there are very few fisheries today the world over that have not taken steps towards being certified by one agency or another as “sustainable fisheries”. Every seafood sector trade journal, magazine or web site is strewn with articles on this very subject. There is no serious player in the seafood industry today who does not recognize that the consumer, whether an individual at a supermarket or a buyer for a restaurant chain, is increasingly demanding assurance that the seafood he/she is buying is from a certified sustainable fishery. Documented resource sustainability will soon be a prerequisite to being in business.

Currently, the economic impact that might arise out of a successful outcome to this initiative would be minimal, of necessity, since the available groundfish resources are minimal. There is essentially only turbot in any significant quantity. The landing of codfish in the area, like anywhere on the northeast coast, has been reduced in the last year to 2000 lbs per active fisher, so the total landings in the area are probably less than 200,000 lbs. The disposition of an individual fisher’s landing of such a small quantity of a locally prized food becomes very personalized and would not seem to lend itself to normal commercial forces.

As to turbot, the quota in the area I think is in the order of 2,000 metric tonnes. Turbot is a deep-water fish and hence the fishery is mostly for the bigger inshore boats (40 to 65 ft vessels) of which I understand there are about 20 in the Fogo/Change Islands area. Landings into the Co-op plant in the last two years have been in the order of a million lbs or so.

The gear type for catching turbot is gillnet which does not lend itself to the best coloured fillets because the fish is not live bled. The trips are probably in the order of five days, two steaming and three catching and thus upon landing some of the fish can be up to four days on board and five days or more post mortem. Currently there is a robust market for this specie in Asia in an unfilleted, head-on or headless gutted form. The frozen at sea product produced by the large offshore shrimp/turbot vessels fetches an even higher price for obvious reasons of better quality and bigger size. There is also a good market for the turbot heads in Asia.

Little, if any, turbot is currently being processed into fillet form by processors because the economics are not close to comparable. At one time fillet production was the norm. Given the yield loss in filleting
versus whole head on or head off and the extra cost of processing fillets versus freezing whole, the price per lb of fillet required would be very high. There is also the problem that with the present gear type, many of the fillets would not be of the required whiteness for upscale restaurants. For fishers, switching to a different gear type such as hook and line, would undoubtedly add to their cost of catching and further exacerbate the economic comparison.

I hope the above observations will be of some help to your clients. Each of the above initiatives would require considerably more in-depth analysis (outside the scope of this project) in order for me to make more specific comments or recommendations.

In closing, I would make the observation that, into the foreseeable future at least, the greatest economic impact to the Fogo/Change Islands area from fishery-related activities will have to continue to come from the Co-op maximizing its involvement in the province’s two main fisheries, i.e. crab and shrimp.

Yours truly,
Alexander J, Roche
Appendix 3: Sources of Music/Folklore/Stories about and by Fogo/Change Islanders


The Tilting Expatriate, publications by the Tilting Expatriate Association.


The Runaway Girl from Fogo, musical comedy by Johnny Burke (1951-1930).


The Fogo Island Flame, a monthly newsletter, edited by Carol Penton.

“The Great Fogo Island Punt Race; To There & Back”, a video produced by The Shorefast Foundation.

Change Islands’ Mummers’ Play, brought to Change Islands in the 1800s, was performed in 2007 by the World’s End Theatre Company in Fogo.

Maureen Power, PhD folklore student from Memorial, has collected extensive heritage material pertaining to the Islands; PhD Thesis in progress.

Memorial University Folklore Department, Digital Archive Initiative, http://collections.mun.ca/cdm4/titleListing.php An archive of material collected between 1989-96 and in 2007 (Maureen Power) from eight communities on Fogo Island; Seldom Come By, Joe Batt’s Arm, Tilting, Deep Bay, Barr’d Island, Shoal Bay, Island Harbour and Fogo, and on Little Fogo Island.

The MUN Folklore Archive also includes: “The Fogo Process in Communication”, MUN Extension Services; a reflection on the use of film and video-tape in community development. It evolved out of a series of events that took place on Fogo Island in 1967, led by Donald Snowdon, Director, MUN Extension.

Dr. Maureen Woodrow (Carelton U) has conducted extensive work on Change Islands, as has Dr. Bonnie McCay-Merritt on Fogo Island.
“Letters from Eliza”, a documentary filmed in Patagonia and Newfoundland telling the story of Eliza (Elliott) Lewis from Fogo and her family, produced by Dave Quinton and written by Don Downer. The film documents the life of Eliza (Elliott) Lewis of Fogo, Newfoundland. As a young girl in 1914, she left Fogo with her newly married mother and her stepfather Bill Downer to move to Patagonia, Argentina. Though she lived to be 103, she never again returned to Newfoundland, but through her letters, she stayed in touch with various members of her family back home.

Don Downer, of Indian Islands heritage and a relative of Eliza Lewis, is writing a book on Fogo Islanders in Patagonia.

The Change Islands Book of Expressions, Words, Phrases and Remedies.

Lloyd Brown, a native of Joe Batt’s Arm, has written a collection of heritage stories and poetry (not yet published).

Music

- The Green Shores of Fogo - an original version of the song is available on the CD *Hometown Memories*, an initiative of the Tilting Heritage Society. A choral version was commissioned and recorded by Susan Knight, Artistic Director, *Shallaway*, Newfoundland and Labrador Youth in Chorus - the choir has performed the song internationally and recorded it on their *Quest* album,
- Joe Batt’s Arm Long Liners, arr. Middle Tickle,
- Arthur Scammell’s “The Squid Jiggin’ Ground”, he wrote as a boy on Change Islands, “A Sealer’s Song”, etc,
- Fogo Island Accordion Group, who released eight CDs, one compilation CD of their best selections and four videos (also on DVD), and
- Gerald Freake, Founder, Fogo Island Accordion Group, button accordion teacher and player.

Notables

Well known ex-patriots or descendants of Fogo and Change Islands include:

- the Sextons, who came from Tilting,
- Geoff Butler, visual artist, who grew up in Fogo and now lives near Annapolis Royal, NS,
- Artist Gerry Squires, who was born in Change Islands,
- Kelly Russell, whose mother was from Change Islands,
- Arthur Scammell and his collection of writings such as “My Newfoundland” (Montreal, 1966), and
- Canon George Earle.
Appendix 4: List of Contacts Outside Fogo/Change Islands

Sharon King-Campbell, Earth’s End Theatre Company, 743-4130
Maureen Power, Fogo Island Folklore Researcher, PhD Candidate, 746-6359
Dr. Maureen Woodrow, Ocean Management Research Network and Carleton University, 613 520-1984
Herb Bown, Stages and Stores Inc, 613 233-3040
Dave Lough, Canadian Heritage, 772-7245
Dick Oram, Cranberry Specialist, Department of Natural Resources, 258-5334
Ryan Lane, CCRC, NL Federation of Municipalities, 753-6820
Paul Dean, GeoCentre, 724-7625
Bonnie McCay, Cultural Anthropologist, Rutgers University, Newark, New Jersey, 732 932-9153 Ext 314
University of Maine, Earth Sciences Department, 207 581-2152
Danial Duda, Map Librarian, MUN, 737-8892
Sean Greene, GPS Technologist, from Tilting
John Greene, Tilting ex-patriot
Hank Williams, Geologist, 737-8396
Dr. Bill Montevvecchi, MUN Ornithologist, 737-7673
Ken Reynolds, Provincial Archaeologist, 729-5581
Doug Boyce, Provincial Geologist, 729-2163
Dr. Priscilla Renouf, MUN Archaeologist, 737-7645
Zita Cobb, Shorefast Foundation
Phil Barnes, General Manager, Fogo Island Co-op
Roy Freake, Board Chair, Fogo Island Co-op
Stephen Hull, Provincial Archaeology Office
Robert Mellin, Architect, 682-9212
Wayne Barney, Big Game Biologist, Corner Brook, 637-2014
Merv Wiseman, Fur Breeders Association
David Cheeks, Department of Natural Resources, Corner Brook
Dr. George Rose, Fisheries Conservation Chair, Memorial University
Dr. Gerald Pocius, Folklore Department, Memorial University
Mark Jones, PhD Candidate, Memorial University
Jason Brown, CEO, NE Avalon YMCA/YWCA
Garry Follett, President, FGA Consulting Engineers
Guy Parsons, Fisheries Officer, Department of Fisheries and Aquaculture
Doug Cudmore, Department of Natural Resources