



## **Town of Fogo Island Strategic Plan Public Information**

Appreciation and thanks are extended, on behalf of the Town of Fogo Island, to all residents who participated as requested in the Strategic Plan Circular, by forwarding their suggestions of issues for Council's consideration in the development of a new Strategic Plan.

LW Consulting received twenty-one (21) responses from the Circular mailed to residents by Canada Post.

LW Consulting received a further three (3) additional responses after the presentation to the public in the Town of Fogo Island on June 16, 2022, for a total of twenty-four (24) responses.

LW Consulting received the following issues which are categorized by major issue and listed alphabetically. The various suggestions concerning each issue is included under each category:

### **1. Accommodations**

- The Town should investigate making more land available for additional housing development
- Housing is required for workers and visitors to help attract and keep families on the Fogo Island
- Research existing and potential sites for affordable housing and visitors housing development
- The Town should consider buying up properties or building community houses and leasing them to lower income families
- The Town should apply for Crown Land and sell residential Crown Land lots at low cost to local families
- There is an increasing demand for senior's housing
- Seniors are seeing major impacts from the rising cost of living, food, gas, medications, etc.
- The Town should explore options for a variety of seniors accommodations, such as the "village" in Clarenville, Oram's in Gander, or more senior's apartments like Harbour View in Fogo.
- The Town should encourage high end visitor accommodations and key worker style accommodations

### **2. Agriculture**

- Create a support network for food growers
- Seaweed and fish offal or "gurry" could provide first class soil enhancement

### **3. Asset Management**

- The Town has excess Town Buildings and should examine what buildings the Town owns and what buildings they need
- The Town should sell off all Town buildings that is not needed to reduce costs

### **4. Beautification**

- The Town should designate areas for beautification and improve such areas

- Residents and visitors enjoy sitting and gazing at the beautiful surrounding environment
- The Town should develop unique welcoming signs with flowers at the entrance to each community
- The Town should establish a Town Square with landscaped gardens
- The Town should develop policies required to address dumping i.e., trashed cars, school busses, construction debris, garbage, etc.
- The Town should establish and levy fines on violators
- The environment must be managed, and the island kept beautiful
- More focus is required on cleaning up the Town on a regular basis not only just before the tourist season starts.
- The “old dump” site in Fogo should be cleaned up and a design developed to create an area incorporating walkways, park benches, picnic areas, etc.
- Such an area would be great a place to sit by ocean, view Brimstone Head, and take a stroll

#### **5. Branding and Promotion of Fogo Island**

- Website and social media platforms need a higher priority
- Continue to build a unique Fogo Island brand to raise Town’s profile and help tourism and commercial business sectors compete despite the transportation issues
- Create dedicated website to promote Fogo Island

#### **6. Business Diversification and Economic Development**

- Business diversification should be focused on areas other than the fishing and tourism sectors
- The Town should provide appropriate assistance where required with streamlined permit procedures to foster development
- The Town should create a one-stop shop to improve procedures to promote and assist businesses
- The Town must support the work that community groups and other organizations are doing on Fogo Island
- The Town must move from a delivery of services focus to one being supportive of community enterprises
- The Town should create a support system for businesses
- The Town should build a more efficient and dynamic business world within Fogo Island
- The Town should conduct a business needs assessment
- The Town should facilitate the offering of training in leadership, management, finance, and marketing
- The Town should focus on the growth of a diverse population, particularly a younger generation
- The Town should focus on recruitment and retention and not be over focused on service delivery
- The Town should assist in economic and social infrastructure development such as child-care initiatives, employment assistance, skill development, recreation activities, etc. that meets the needs of the island’s changing demographic and its current and future needs

- The Town should work closely with the thriving, diverse, economic hotbed of community-owned/community-minded businesses such as the Fogo Island Co-op and Shorefast, and Bangbelly who caters to more than the traditional tourist season that attracts younger entrepreneurs
- The development of business activities will serve to broaden the Town's tax base
- High speed internet requires improvement
- The Town's focus must be on broadband and public transportation in addition to water and sewer infrastructure.
- The Town should consider a potential public-private partnership with its two (2) major community enterprises

#### **7. Commercial Development in Residential Areas**

- In areas where both residential and commercial activities are regulated the Town must ensure that commercial activities do not create unnecessary noise, traffic, gravel pit environment, or unsightly landscaped areas.
- The Town should consider erecting privacy fence between business and residential areas.
- Permits for such business activities should go through a process where residents are consulted prior to any permit being issued

#### **8. Communications**

- Communication between the Town and the Fogo Island Co-op should be improved
- Relationship building and communications with major businesses is important and must be improved
- The Town should improve communication with residents and communicate in a timelier manner.
- The Town should consider holding Town Hall sessions for residents to interact with elected officials.
- Communication concerning the Strategic Planning could have been improved. The Canada Post option of having the Circular sent to all residents should have been used instead of it being sent only to the residents who do not refuse flyers. A more improved social media process and enhanced notice regarding the public meeting should have been used regarding the Strategic Planning process and the public meeting. The amount of time for this process of the Strategic Plan was too short given the fact that the two (2) seasonal operations were in full swing with working residents and dealing with end of school year obligations.
- A second session on the Strategic Plan would be beneficial to present some of the initial feedback so residents can understand the nature of the content being requested.
- Direct consultation on the Strategic Planning Process should have been held with Shorefast and the Fogo Island Development Partnership.
- Direct consultation on the Strategic Planning Process should have been held with the Fogo Island Co-op if it was not done.

#### **9. Funding Resources**

- Increase funding by implementing fund raising campaigns to larger groups (tourists and public outside the community)
- Investigate the selling of merchandise with Town Logo
- Establish donation boxes at different tourist sites and at the ferry terminal.

#### **10. Health Care**

- The Town must focus on working with the Regional Health Authority to secure doctors for Fogo Island
- Focus on healthcare must be on recruitment and retention of family doctors and the quality of life for those interested in providing services to the residents of Fogo Island
- Support for a registered childcare centre is required and this will attract and retain new families on Fogo Island

#### **11. Infrastructure and Capital Works Projects**

- Paved roads need upgrading as they are in terrible shape
- All roads require repairs
- Residents cannot afford unnecessary vehicle repairs
- Clean drinking water is required throughout Fogo Island
- Drinking water in Fogo is terrible, dirty, and full of silt
- There is a lack of water and sewer in Little Seldom
- Four (4) of the eleven (11) communities on Fogo Island have been neglected over the years regarding the provision of water and sewer
- There is a lack of water and sewer services in Island Harbour, Deep Bay, and Stag Harbour
- All communities must be treated equally if Fogo Island is to be recognized as one Town

#### **12. Operational Requirements**

- The Town needs to establish long-term goals to provide direction for staff and community members

#### **13. Population Growth**

- The Town should focus on attracting immigrants by converting existing unused buildings into accommodations to be rented at minimal cost
- One (1) building should be converted into a Youth Hostel modeled after those found throughout Europe as seen at the following link <https://yha.org.uk/>
- Additional support should be provided for young families

#### **14. Project Design and Planning**

- Improve project design and planning for all projects to be undertaken by the Town of Fogo Island
- Take care of what you have
- Prior to projects commencing the Town must ensure they are well planned, designed, and able to be maintained
- One example is the Tourist Building where you get off the ferry in Stag Harbour, it was started but there was no plan put in place for its continuity
- Planning of projects must be given greater priority and should not be influenced by fear-based opinions
- More training is required around “what part of this idea can we develop”
- Projects that have been started have not been looked after
- There are issues such as abandoned signage, restrooms not being open, and roads not looked after
- “Water the roots of what you have”
- Invite residents to participate in brainstorming for projects and how they can be maintained when they are completed

- Hold staff responsible for honest exchange of ideas
- Follow through on obvious needs – day care, clean water

#### **15. Recreation**

- To survive Fogo Island must attract families
- A Community Center will bring more value to Fogo Island and meet the social needs of current and future residents
- The Community Center must have good exercise equipment and it must be maintained
- Create a place to exhibit and learn about art and creativity.
- Good walking spaces and trails are required especially for the older population segment of Fogo Island
- The Island has fantastic trails but those with walkers and wheelchairs cannot access them
- Groomed trails or trails geared towards cross country skiing and snowshoeing should be considered
- One suggestion indicated that a swimming pool is not required
- Most suggestions on a swimming pool indicated that it is required
- A swimming pool will be a great asset to residents with very important health benefits and activities to residents. Youth and ageing will be able to enjoy many hours of fun and exercise.
- The need for a swimming pool was supported by a petition of 1,700 residents
- Upgrades are required to the arena
- A Youth center and splash pad is required
- A flat walking track in Fogo is required near the senior's accommodations
- An outdoor space is required in Joe Batt's Arm for seniors and families and should include a floating dock, seating, picnic area, shelter, and parking area all of which are accessible to everyone. It should be centrally located within the community and be accessible by land (roadway) and by water (harbour). The ideal place is in French's Cove, Joe Batt's Arm.

#### **16. Tourism**

- Enhanced focus on tourism is required
- More businesses should be open year-round
- More attention, priority, and improved signage is required for Island Harbour, Deep Bay, and Stag Harbour
- Focus on improved Tourism and visitor experience
- More focus required on visitor services
- Create a strong Fogo Island Tourism Association
- Enhance training for seasonal recreation, cultural, and museum staff
- Incorporate tent platforms with outhouses like those in other places and rent them on a nightly basis
- Add guided walks to existing centers such as museums, foraging, community history, and presentations about Fogo Island
- Make trails usable and accessible in winter
- Improve road signage between Gander and Fogo Island
- Conduct an island wide review at the end of the tourism season

- Take advantage of Adventure Central and Hospitality Newfoundland and Labrador training
- Look after the island with a view to tourists and what they will see when they arrive
- Set high standards
- What are the Town's plans for expanded tourism?
- Conduct tourist's surveys
- If the Town is inviting tourists, be ready for them
- Enhance focus on tourism and what is needed to attract more

#### **17. Traffic Calming**

- Install speed bumps in areas where excessive speeds have been noted and deemed dangerous

#### **18. Transportation**

- Promote the need for year-round effective transportation to the mainland
- Develop a lobbying plan to prevent transportation failures such as the strikes of 2019, etc.
- Communication between the Provincial Government, the owner and operator of the ferry and users must be improved

#### **19. Training and professional development**

- Lack of experience in tourism and recreation by Town staff must be addressed by provided addition training and professional development opportunities
- Instill a curiosity in staff on how to solve new problems

#### **20. Volunteers**

- The importance of volunteers must be recognized, particularly those who continue to volunteer after many years best described as "trying times".

This is a very extensive list of priorities that Council will assess in the development of its strategic priorities for the community. There are financial and other resource limitations that will factor into the identification of a realistic Strategic Plan for 2022-2025. Council looks forward to working with individuals and organizations on Fogo Island to achieve as much as it can given these limited resources.

As noted in the Circular all the names of those who submitted suggestions for the Strategic Plan were entered in a draw for a \$100.00 Visa Card. Council is very appreciative to all residents who submitted their issues. Deputy Mayor Justin Hearn made the draw during the Public Strategic Planning Session on June 16, 2022, and the name of the winner of the \$100.00 Visa Card was Samantha Penton.

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LW Consulting