

Economic Development Plan

Town of Fogo Island

2023 - 2026



Town of Fogo Island

Economic Development Plan

INTRODUCTION

Fogo Island is located on the Northeast Coast of Newfoundland and Labrador and currently has a population of 2117 year-round residents. The communities within the municipality are Stag Harbour, Seldom, Little Seldom, Deep Bay, Island Harbour, Fogo Island Central, Fogo, Shoal Bay, Barr'd Islands, Joe Batt's Arm and Tilting. The Town of Fogo Island amalgamated in 2011, allowing it to better provide governance, services and infrastructure to the island.

In 2023, the Town adopted a new **Strategic Development Plan** to establish a vision for the municipality, and guide corporate activities, programs and resources. The Strategic Plan identified Economic Development goals that can achieve positive outcomes in the immediate future.

After completing a strategic assessment of the plan, we developed a 3-year economic development plan, that will align ourselves with provincial and federal economic development initiatives and ensure we can maximize opportunities at all levels of government. The Economic Development Plan will be used as a road map to help guide decision making and to measure and evaluate progress. It is our goal to create a sustainable economy that promotes economic health and community well-being and to create a vision to promote community-wide participation in realizing the potential of Fogo Island.



Town of Fogo Island

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WHERE ARE WE NOW?

Key Statistics

Assets

Physical Infrastructure

- ✓ Utilities
- ✓ Community Facilities
- ✓ Connectivity

Economic Land Assets

- ✓ Natural Resources
- ✓ Agricultural Land
- ✓ Vacant Land

Natural Assets

- ✓ Atlantic Ocean
- ✓ Parks & Hiking Trails

Local Institutions

- ✓ FICSL
- ✓ Health Centre
- ✓ Shorefast

Economic Drivers

- ✓ Fish Harvesting
- ✓ Fish Processing
- ✓ Tourism

Historical & Cultural Features

- ✓ Traditional Domestic & Fishing Knowledge
- ✓ Historic Sites & Buildings
- ✓ Cultural Integrity

Human Assets

- ✓ Community Groups & Volunteers
- ✓ Entrepreneurs
- ✓ Fishers & Fish Processors

Alignment with other plans

Innovation, Science and Economic Development Canada

- ✓ Connectivity
- ✓ Housing
- ✓ Skills & Labour
- ✓ Transit
- ✓ Rural Data
- ✓ Tourism

Town of Fogo Island Development Strategy

- ✓ Foster Business Development
- ✓ Growth of a Diverse Population
- ✓ Conducting a Business Needs Assessment

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WHERE ARE WE NOW?

Strategic Assessment

Strengths

- ✓ Tourism
- ✓ Business Community (Fishing Enterprise, Retail & Services)
- ✓ Emerging Industry
- ✓ Committed Community Stakeholders

Challenges

- ✓ Affordable Housing
- ✓ Decreasing Population
- ✓ New Business Development & Business Succession
- ✓ Transportation

Opportunities

- ✓ Business Development
- ✓ Housing Development
- ✓ Emerging Industry Support
- ✓ Overall Attractiveness, Livability & Investment Readiness

Trends

- ✓ Cooperation across multiple levels of government and non-profit and private sector stakeholders
- ✓ Investments in local and regional infrastructure to support growth and sustainability
- ✓ Broadband connectivity programs
- ✓ Skills training, especially among youth and senior populations
- ✓ Immigration initiatives that work with the community and employers to welcome newcomers and address labour shortages
- ✓ Tourism initiatives to harness the economic potential of Canada's growing rural tourism sector
- ✓ Investments and initiatives to improve access to affordable housing

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WHERE DO WE WANT TO GO?

Vision

To nurture and enhance the economic well-being of the community through the promotion of a sustainable economy. To develop a resilient strategy for economic development that promotes economic health and vitality for all stakeholders on Fogo Island, one that is recognized for its quality of life, diverse entrepreneurial energy, and pride of place.

Strategic Areas & Goals

1. Business Development
2. Affordable & Sustainable Housing Development
3. Emerging Industry Support & Development
4. Improvement of Overall Attractiveness, Livability & Investment Readiness



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WHERE DO WE WANT TO GO?

Mayors Statement

The Town of Fogo Island has had a strong history of economic resilience and evolution. We have seen our economy ebb and flow but have continued to forge a path towards growth. Our primary focus from an economic development perspective is to create an environment where employment can flourish, by supporting existing business and by attracting new business. We will continue to chart a course for our economic future with this Economic Development Strategy.

The Town of Fogo Island Economic Development Strategy & Action Plan 2023-2026 presents a clear path to action. While the strategy will be advanced under the leadership of our town council and staff, it is recognized that successful implementation will be the result of collaboration with many stakeholders and partners, including business and industry, education, governments, and community organizations.

The role of the Town will change depending on the goals and actions needed. The plan identifies opportunities and recommends actions to create what we hope is a successful economic path forward.

Andrew Shea

Mayor, Town of Fogo Island

Town of Fogo Island

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WHERE DO WE WANT TO GO?

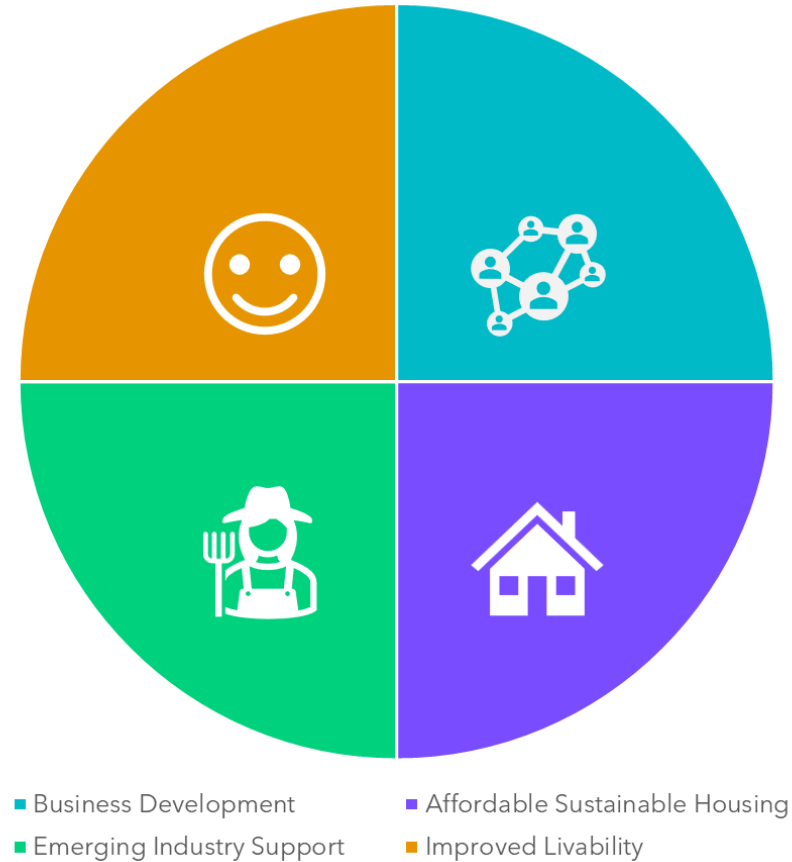
Strategic Areas & Goals

1. Business Development

2. Affordable & Sustainable Housing
Development

3. Emerging Industry Support & Development

4. Improvement of Overall Attractiveness,
Livability & Investment Readiness



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WHERE DO WE WANT TO GO?

Strategic Area 1 - Business Development

- a) Create rural outreach programs with provincial NFP business support organizations (e.g., NLOWE, Youth Ventures NL, etc.)
- b) Develop a small business and social resource centre
- c) Develop a community value-chain to identify market opportunities and to meet demand for products or services

Strategic Area 2 - Affordable Housing Development

- a) Develop a not-for-profit housing and investment group
- b) Conduct a community housing needs assessment
- c) Develop a pilot affordable & sustainable housing capital project
- d) Work with community stakeholders to reduce barriers for housing developments

Strategic Area 3 - Emerging Industry Support & Development

- a) Identify emerging industries (e.g., agriculture, aquaculture, ocean research)
- b) Evaluate spinoff industry potential (e.g., agrifoods, processing)
- c) Develop policies that support industry development

Strategic Area 4 - Improve Overall Attractiveness, Livability & Investment Readiness

- a) Provide a high quality of life
- b) Marketing and providing a range a tourism products, attractions and experiences
- c) Encourage partnerships that advance business development
- d) Build community brand through public relations, advertising and marketing to maintain ownership position

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HOW ARE WE GOING TO GET THERE?

Strategic Area 1 - Business Development

Goal: Create rural outreach programs with provincial NFP business support organizations

Actions:

- Nurture relationships and increase partnership capacity
- Facilitate on-island outreach
- Develop meaningful workshops and ongoing support systems
- Build community capacity

Goal: Develop a small business and social resource centre

Actions:

- Include small business, financing & social program resources
- Determine location, space and annual budget
- Develop a small business workshop series and ongoing business support systems (training in leadership, management, finance & marketing)
- Facilitate connections for residents to provincial and national social support programs

Goal: Develop a community value-chain to identify market opportunities and to meet demand for products or services

Actions:

- Activate a system for business. Start a Fogo Island chapter of the Gander & Area Chamber of Commerce.
- Conduct a business needs assessment, starting with community value-chain analysis to identify opportunities
- Make every effort to secure banking services on Fogo Island
- Streamline permit procedures to foster development and create a one-stop shop to improve procedures to promote and assist business
- Support existing business development and promote new development

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HOW ARE WE GOING TO GET THERE?

Strategic Area 2 – Affordable & Sustainable Housing Development

Goal: Develop a not-for-profit housing and investment group

Actions:

- Activate a Steering Committee to incorporate and recruit the board of directors
- Develop the organization mission, mandate and by-laws with a focus on community-led
- Conduct a housing needs assessment, with consultation from a national housing consultant
- Determine pilot project and partner with the Town of Fogo Island to leverage funding, land assets and other resources

Goal: Conduct a community housing needs assessment

Actions:

- Access planning funding from the Green Municipalities Fund
- Under the guidance of a housing consultant, partner with the not-for-profit to conduct the housing needs assessment (community engagement & focus groups with community stakeholders)
- Engage an environmental engineer to create a sustainability and energy plan
- Develop a 5-year housing strategy based on the housing needs assessment and sustainability plan results (including both new builds and current building conversion projects)

Goal: Develop an affordable & sustainable housing pilot project

Actions:

- Determine priority group and housing type based on the 5-year housing strategy
- Determine partners (funding & financing, architecture & design, contractor)
- Land and/or building acquisition

Goal: Work with community stakeholders to reduce barriers for housing developments

Actions:

- Develop a system for housing development, streamline permit and development procedures

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HOW ARE WE GOING TO GET THERE?

Strategic Area 3 - Emerging Industry Support & Development

Goal: Identify Emerging Industries (agriculture, aquaculture & mining)

Actions:

- Evaluate emerging industries based on export potential, market demand and competitive advantages
- Identify areas where action is required to enable the realization of the industry opportunities
- Determine the high potential priority industries
- Determine if emerging industries are aligned with the provincial and federal economic development goals

Goal: Evaluate spin-off industry potential (agrifoods, primary & secondary processing)

Actions:

- Evaluate what new sectors can be developed to support the emerging industries
- Evaluate basic infrastructure to see if it can support new industries and business sectors (i.e., transportation)
- Determine other opportunities that can be captured within the industry value-chain
- Evaluate potential environmental impacts
- Explore links between emerging industries and tourism

Goal: Develop policies the support new industry development

Actions:

- Focus on high potential new industry
- Develop a workforce strategy to support new industry development
- Determine current strengths to build on
- Determine areas of opportunity
- Identify industry support services
- Incubate local industry champions

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HOW ARE WE GOING TO GET THERE?

Strategic Area 4 – Improve Overall Attractiveness, Livability & Investment Readiness

Goal: Provide a high quality of life

Actions:

- Recognize the role that local government can play in promoting health and supporting a healthier community
- Create places and spaces that cultivate belonging, inclusion, connectiveness and engagement
- Create a well-planned built environment that supports healthy behaviors and choices

Goal: Improved marketing of a wide range of tourism products, attractions and experiences

Actions:

- Complete an inventory of all local tourism products, attractions and experiences
- Identify gaps and promote tourism business development to better compete with other communities
- Support operators in improving tourism products and strengthening online presence
- Promote Fogo Island as a destination based on uniqueness and stand out to visitors when planning their visit to Newfoundland

Goal: Encourage partnerships that advance business development

Actions:

- Create opportunities for sectoral partnerships to promote innovation and an efficient use of resources
- Create a collaborative business culture within our business community
- Facilitate partnerships with regional chambers and professional associations

Goal: Build community brand through public relations, advertising & marketing to maintain ownership position

Actions:

- Define the identity of our community, highlighting its uniqueness, to develop the brand
- Develop a broad ownership of the community brand identity within the community
- Develop a community branding and marketing strategy

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IMPLEMENTATION PLAN

Strategic Area	Action	Responsibility	Method	Funding/ Resources	Timing	Notes/Status
Business Development						
	Create rural outreach programs with provincial NFP business support organizations	EDO	Engagement with NFP business support organizations & demonstrating the value of rural outreach		On- Going	Currently working with NLOwE, Gander & Area Chamber of Commerce & Youth Ventures NL
	Develop a small business and social resource centre	EDO & CAO	Identify space and design to be open and inclusive	ACOA for renovation & furnishings, NFP business support organizations and social support programs for residents	ASAP	Include access to social programs
	Develop a community value-chain to identify market opportunities and to meet demand for products or services	EDO + Create Internal & External Value Chain Development Team (Engage Business Stakeholders and explore MITACS program)	Identify all primary and secondary business activities including sub activities and find linkages between these activities. Discover opportunities to increase value and decrease costs.		October 2023 - September 2024	Hire a consultant or graduate student through MITACS program
Affordable & Sustainable Housing Development						
	Develop a not-for-profit housing and investment group	EDO & CAO	Community Outreach	Internal Fundraising	Mar-23	Complete
	Conduct a community housing needs assessment	Fogo Island Growth Incorporated (along with housing consultant)	Community and Stakeholder Engagement	FCM Green Municipalities Fund and/or CMHC	Oct-23	Immediately after funding approval
	Develop an affordable & sustainable housing pilot project	Fogo Island Growth Incorporated	Identify Development Partners	Stacked Funding FCM/CMHC	Begin early 2024	With development partners
	Work with community stakeholders to reduce barriers for housing developments	EDO, CAO & Town Council	Stakeholder Engagement		Jul-23	Understand the barriers to development better to tailor policy development
Emerging Industry Support & Development						
	Identify Emerging Industries (agriculture, aquaculture & mining)	EDO & Emerging Industry Stakeholders	Stakeholder Engagement		Begin 1H/2024	Industry growth to drive economic and population growth
	Evaluate spin-off industry potential (agrifoods, primary & secondary processing)	EDO & Emerging Industry Stakeholders	Stakeholder Engagement and Research	MITACS/Provincial	Begin 1H/2024	Determine other opportunities that new industry can create
	Develop policies the support new industry development	Economic Development Committee and Council	Research & Advocacy		January 2024 - December 2024	Understand the barriers to development better to tailor policy development
Improve Overall Attractiveness, Livability & Investment						
	Provide a high quality of life	All Community Stakeholders	Creation of common community development goals		2025	Ongoing initiatives and a wide variety of initiatives
	Improved marketing of a wide range of tourism products, attractions and experiences	All Tourism Stakeholders and Town of Fogo Island Staff	Development of diverse tourism experiences and improved marketing materials and strategies	ACOA/Provincial	2025	Become more competitive with marketing strategies with larger investments
	Encourage partnerships that advance business development	EDO	Community Engagement		2025	Facilitate relationships and incubation of ideas
	Build community brand through public relations, advertising & marketing to maintain ownership position	Town Council, EDO & CAO	Work with consultants and Canada-wide outreach	ACOA/Provincial	2025	Build an investment attraction package and actively promote

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ARE WE GETTING THERE?

Monitoring

- ✓ Determine indicators
- ✓ Collect & Analyze Data
- ✓ Monthly & Annually

Performance Measurement

- ✓ Create Dashboard
- ✓ Monthly Social Media Communications
- ✓ Publish Annual Report

Evaluation

- ✓ Relevance
- ✓ Effectiveness & Efficiency
- ✓ Sustainability
- ✓ Impact

