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CDNS 5403

Sustainable Heritage Case Study

Class Presentation

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# Sustaining community and tradition on Fogo Island, Newfoundland

A social enterprise model of  
Geo Tourism

# Introduction



- Fogo Island, Newfoundland is an island off an island. Inshore fishing communities established in early 18<sup>th</sup> century.
- Overfishing led to cod moratorium in 1992. Fogo island became a community frozen in time, with no clear way forward.
- 7<sup>th</sup> generation Fogo Islander, Zita Cobb formed Shorefast Foundation as a social enterprise to navigate a way toward a new future for the community based on its unique natural and cultural strengths.

# Keywords

Heritage and sustainability, sustainable heritage tourism, vernacular building, social enterprise, geotourism, natural and cultural heritage, cultural tourism,

# Sustaining community and tradition on Fogo Island, Newfoundland



Little Fogo Island, photo: J. Toby

# Shorefast Foundation A Social Enterprise model



Fogo Island Inn, Fogo Island. Photo J. Toby

# Lessons learned

- Understand the relevance of the past AND have a dream for the future
- Develop a great story
- Be authentic, transparent and honest
- Bring the community along with you - engage and inform
- Take a holistic perspective. “We exist in relation to the whole: the whole planet, the whole of humanity, the whole of existence.” (Zita Cobb)
- History, culture, landscape, people and economics all matter
- The economy underpins the places we live, and the economic system should serve the people
- Start with Asset Based Community Development
- Leadership is crucial (so is the eventual transfer to a management team)
- Share what you learn

# Fogo Island Timeline

## Indigenous Peoples

- Beothuk and Innu may have used Fogo for summer fishing. Last known Beothuk person died in 1829.

## 16<sup>th</sup>-18<sup>th</sup> C

- European summer fishing fleet
- Y de Fogo identified on 1606 map of Newfoundland

## 18<sup>th</sup>-20<sup>th</sup> C

- Permanent European inshore fishing settlements established
- Outport merchant fishing economy

## Mid 20<sup>th</sup> C

- Drag net trawlers use of unsustainable fishing methods led to depletion of cod.

## 1992

- Ground Fish (Cod) moratorium ends cod fishing as a viable livelihood
- Anticipated to last 2 years, it is still in place today

## 2003

- Tilting, Fogo Island designated a National Historic Site of Canada

## 2003

- Shorefast Foundation created as a registered charity with social businesses and charitable operations for the benefit of Fogo Islanders

## 2008-2010

- Fogo Island Arts created Artist studios, restored artists homes and started contemporary art residency program.

## 2013

- Fogo Island Inn, an architecturally stunning 29 room Inn designed by Todd Saunders opened to rave reviews, multiple design and hospitality awards.



# Holding onto the past AND reaching out to the future





# Shorefast Foundation – Social enterprise as a model of sustainable tourism

## Social Businesses:

Fogo Island Inn

Fogo Island Fish

Fogo Island Workshop

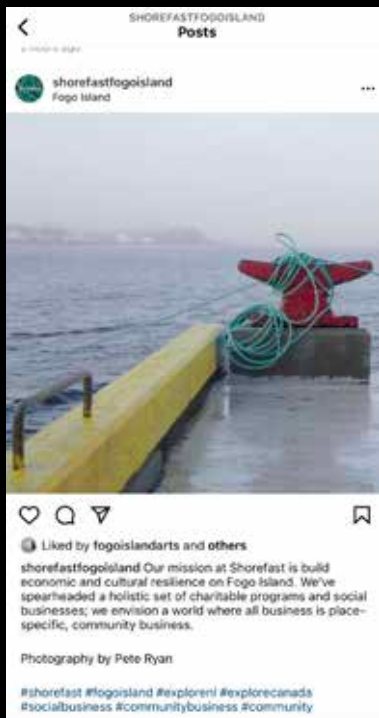
## Charitable Programs:

Fogo Island Arts and numerous initiatives



Town of Joe Batt's Arm, Fogo Island. Photo Credit: J. Toby

# Mission



- “Our mission at Shorefast is to build economic and cultural resilience on Fogo Island. We’ve spearheaded a holistic set of charitable programs and social businesses; we envision a world where all business is place-specific, community business.”

ShorefastFogoIsland Instagram

December 1, 2021

# Stakeholders- bring everyone under the umbrella

## FOGO ISLAND, NEWFOUNDLAND AND CANADIAN COMMUNITY

- The close-knit Fogo Island community has a deep pride in their history and connection to place and family
- There is pride in the audacity and success of Shorefast in Newfoundland and throughout Canada
- Recognized as a visionary Canadian leader, Zita Cobb has been awarded the Order of Canada

## FINANCIAL

- Shorefast Foundation is a registered charity for the benefit of Fogo Islanders. Created and supported with significant donation of time and financial resources by Zita Cobb and her brothers Alan and Tony.
- Federal and Provincial governments each contributed \$5 million to build the Inn
- Over 200 Fogo Islanders work for or provide services to Shorefast
- Fogo Island Economic Development Partnership – Shorefast, Municipality of Fogo Island and Fogo Island Fish Cooperative
- Charitable donors

## HOSPITALITY AND FOOD INDUSTRY

- Tourists from around the world value the Inn as an exemplary travel experience
- Inn is recognized as a world leader in Regenerative Tourism and has won numerous hospitality and design awards

## ARTS COMMUNITY

- Contemporary artists, writers, curators and artisans have participated in residencies through Fogo Island Arts

## ACADEMIC

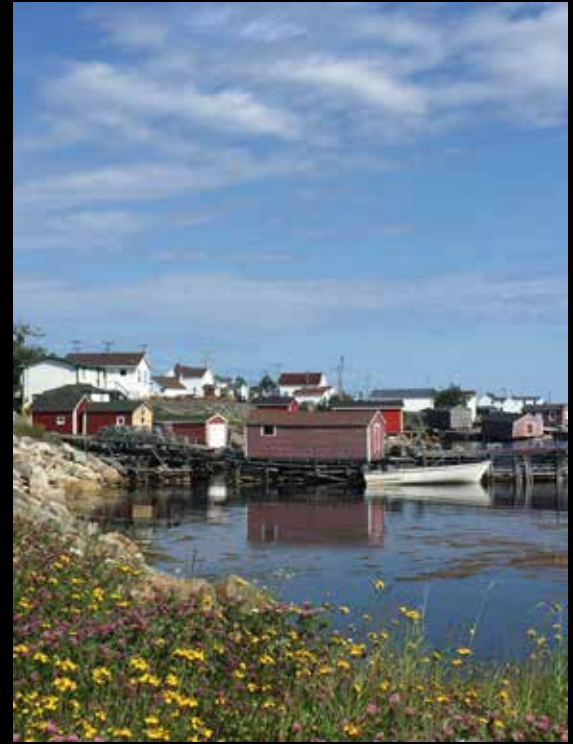
- Academic researchers engage in ocean studies, geology, community, arts and business research

## BUSINESS

- The Canadian and international business community is paying attention and learning.
- Zita Cobb was recently inducted into Canadian Business Hall of Fame.

# Cultural Heritage- Punt Premises

- Restoration of existing historical buildings
- Opened in 2019 to showcase the history of the inshore fishery
- Interactive and inclusive place that encourages hands on learning
- Fishing stage, flake, punt store, punts, net loft and house
- “hold on to traditional knowledge while also sharing it with new audiences and generations” (Punt Premises on Fogo Island)



# Environmental Sustainability

Goal is to “sit lightly on the land”

- Fogo Island Fish uses traditional fishing methods
- Rigorous use of local materials and traditional skills in all construction and production
- Ensure minimal impact of every input and output of the Inn
- Dining room sources food locally
- Primary activity for Inn guests is to go for a walk
- Travel to get to Fogo Island requires flight+ ferry + car

# Economic Sustainability

- Proceeds from social businesses reinvested in charitable programs
- Accept charitable donations
- Charitable programs operate community initiatives
- Economic Nutrition Label was created to identify economic benefit
- Cauliflower pins created to recognize value of rural places
- High cost to stay at Fogo Island Inn reflects the cost of paying fair salaries
- Tourist traffic has created opportunities for Airbnb's, campgrounds, restaurants and galleries on Fogo Island
  
- Is an expensive Inn economically viable and sustainable in a remote location? So far, yes, because it's more than an Inn.



# Social Sustainability

- Shorefast engaged community in many conversations based on Asset Based Community Development model
- Fogo Island Art exhibits are open to the public
- Education scholarships and recruitment/training for local residents
- Every islander invited to spend a night at the Inn.
- Community hosts provide tours to Inn guests
- Shorefast is sharing knowledge and experience with four other communities through “Community Economy Pilot Project”
- PLACE model created to identify feasibility in other locations
- Real estate prices have gone up (as elsewhere) and small size of Inn limits impact of tourists.

# Sustainable Development Goal #8

SDG Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all.

Target 8.3: Promote policies to support job creation and growing enterprises.

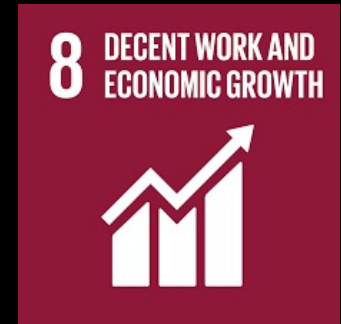
UN definition: “Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the growth of micro-, small- and medium sized enterprises, including through access to financial services.”

Measurement: Number of employees, number of jobs created, micro-lending loans issued, track how many small communities supported through shared learning, equality and diversity policy and stats



# Sustainable Development Goal #8

- Target 8.9 “By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.”



# Measurement

## Environmental measures:

- Track number of refurbishment and restoration projects -buildings and trails
- Quantify and consider impact of inputs/outputs
- Track fish, bird and caribou populations and fish catch

## Social measures:

- Track Fogo Island population numbers, educational enrollment (at all levels), employment stats
- Shared experience – number of talks, visitors to artist shows, number of other communities engaged
- Survey resident, staff and guest satisfaction, as well as Community host engagement with Inn guests
- Track social media impact

## Economic measures:

- Financial reporting
- Investment in Fogo Island- By Shorefast, charitable donations, partnerships, Government support?
- Ferry travel, (particularly by non-residents) and occupancy at other Fogo Island tourist accommodations
- # of building permits issued as well as price and availability of resident housing vis a vis comparable locations

DOCUMENT, TRACK AND CONSIDER TRENDS...both positive and negative

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Case Studies:

“Social Entrepreneurship on Fogo Island: Searching for new ways in an old continuity” <https://hbsp.harvard.edu/product/IMD614-PDF-ENG>

“Shorefast: A strange and Familiar Way to Reimagine Capitalism” <https://www.hbs.edu/faculty/Pages/item.aspx?num=58006>

Websites:

[www.fogosislandinn.ca](http://www.fogosislandinn.ca)

[www.shorefast.org](http://www.shorefast.org)

[www.townoffogoisland.ca](http://www.townoffogoisland.ca)

[www.heritage.nf.ca](http://www.heritage.nf.ca)

Tilting Registered Heritage District: [www.historicplaces.ca](http://www.historicplaces.ca)