

# Shorefast— Impact Report

2023/2024

## FOUNDER & CEO MESSAGE

# ***Shorefast's work demonstrates what is possible.***

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Fogo Island, our perennial proving ground, is a testament to the potential of place-based approaches to economic development. In the 1960s, the people of our Island fought resettlement and formed the Fogo Island Co-operative Society; their ingenuity, collaboration, and steadfast belief in the future of this place inspires Shorefast's resolve that economic solutions are strongest when they respond to the specific circumstances and assets of a geographic region.

Across two decades, Shorefast has developed and tested initiatives that, alongside our fishery, continue to prove it is possible for small places to thrive in the global economy. We champion economic agency because the economy is shaped by our daily interactions. In small places, these actions and their consequences are highly visible. Fogo Islanders experience firsthand the impact of top-down, faraway decision-making that overlooks local realities and potential. These types of insights are among the many big lessons small places have to offer the world.

By harnessing local knowledge and reaching out into the broader world to learn from others, Shorefast has built internationally recognized community businesses and delivered public programming at the forefront of global thought leadership. As a whole, our work demonstrates the power of tethering financial capital to place.



With an unwavering commitment to Fogo Island, Shorefast continues to expand our impact across Canada and beyond.

The Shorefast Institute for Place-Based Economies is emerging as a platform that will equip communities and other public and private economic actors with the knowledge, tools, and coordinative structures they need to harness and invest in local assets. The Institute will bring forward practices and policies that are supportive of place-based economies and contribute to lasting, sustainable prosperity.

We are grateful to the donors, partners, supporters, team, and community members who underpin our efforts. Your dedication to this vision, your contributions of time, energy, and resources, and your willingness to challenge the status quo are proving that economies can serve communities.

The work ahead is doable, urgent, and hopeful. We look forward to continuing to make the economy work for more people and more places.

With appreciation,

A handwritten signature in dark ink, reading "Zita", with a horizontal line underneath.

Zita Cobb  
Founder & CEO, Shorefast



# About Shorefast

Shorefast is a registered Canadian charity (#85883 0904 RR0001) that is forging a new path at the intersection of place-based economic development, art, business, and philanthropy. Our community businesses, Fogo Island Inn, Fogo Island Workshops, and Fogo Island Fish, The Storehouse Restaurant, and Growlers Ice Cream, are designed to be economic engines driving toward our mission: to build, learn, and share economic development practices that activate the assets of local places.

In addition to funds we receive from donations and grants, all profits are directed to supporting Shorefast's holistic set of initiatives and programs, including Fogo Island Arts, and innovative projects focused on food systems, the environment, and the preservation of culture and heritage. We further ensure our business expenditures support the local, regional, and national economy by procuring what we need from as close to home as possible, and we practice financial transparency via Shorefast's Economic Nutrition Certification Mark.

To support our vision of a growing network of prosperous local economies that serve people, nature, and culture, we are establishing The Shorefast Institute for Place-Based Economies. Through this initiative, we share our learnings and engage with other enterprising communities to develop resources, tools, and opportunities that bring together the key pillars of society — markets, government, community, and philanthropy — to advance economic development for more people and more places.



## Land Acknowledgment



On Fogo Island, we respectfully acknowledge the land on which we gather and work as the ancestral homelands of the Beothuk, whose culture has been lost forever as a result of colonization.

We also acknowledge the province of Newfoundland & Labrador as the ancestral homelands of many diverse populations of Indigenous peoples, including Mi'kmaq, Innu, and Inuit.

We commit to using our platforms to encourage a reverence for Indigenous peoples and their knowledge, and to strive for truth and healing as we move forward together on a journey towards peace and collective prosperity.



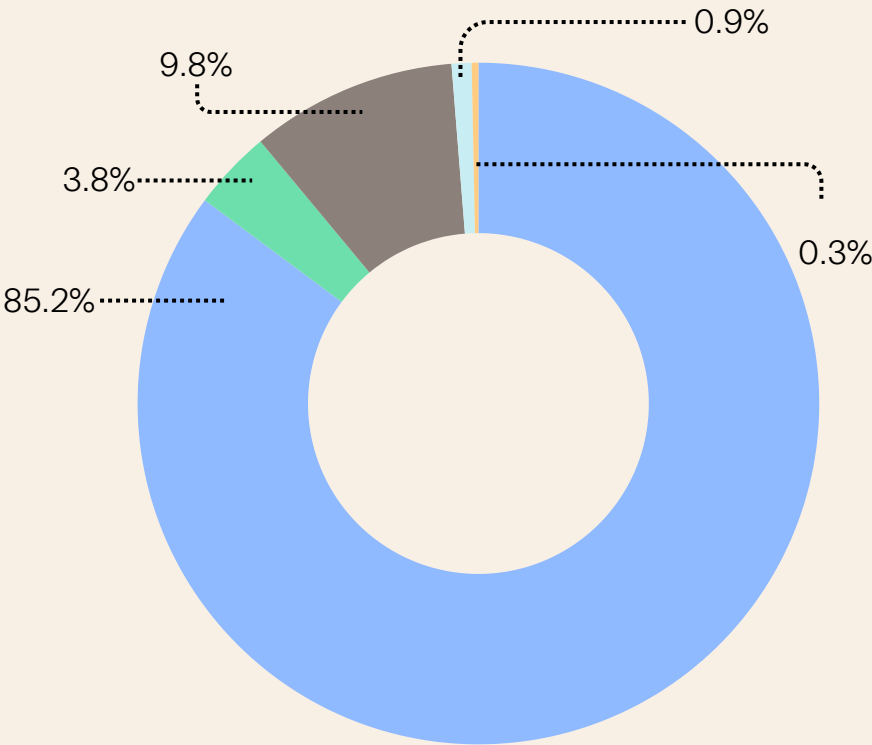
# Employment Impact

## People Employed (2024)

Based on 2024 (single year) income earned\* by Shorefast and Shorefast Social Enterprises Inc. full-time, part-time, and contracted team members.

<b>Fogo Island: 270</b>
<b>Newfoundland &amp; Labrador: 12</b> (excluding Fogo Island)
<b>Ontario: 31</b>
<b>British Columbia: 3</b>
<b>Nova Scotia: 1</b>

**Total: 317**



*\*Data compiled using number of T4s and T4As issued for 2024 across Shorefast Group.*



# Economic Impact

> \$235 M

More than \$235 million cumulatively generated by Shorefast businesses towards Newfoundland & Labrador’s GDP between **2013-2024** via direct, indirect, and induced impact.\*

*\*Based on actual gross revenue and Statistics Canada’s most recent input-output multipliers for relevant industries.*

## Income Growth

Since Shorefast’s work began, **median income on Fogo Island has increased by a greater percentage than the provincial average**. The success of our cooperatively-owned local fishery plays a part in this, though it is worth noting that **income gains among women on Fogo Island have outpaced their male counterparts at both the local and provincial levels**.



	Newfoundland & Labrador			Fogo Island		
	2007	2021	Difference	2007	2021	Difference
Total	22,300	37,600	+51%	20,100	35,500	+55%
Men	29,300	43,200	+24.8%	26,600	40,900	+42%
Women	17,800	33,300	+60%	15,700	31,200	+66%

*\*Chart above reports median personal income. Source: [NL Community Accounts](#) and Regional Analytics Lab (RAnLab), Harris Centre at Memorial University. 2021 represents most recent data available; incomes were affected by pandemic.*

## Local Procurement

Shorefast’s procurement policies seek to ensure that our organization’s expenditures support the local, regional, and national economy by sourcing goods and services as close to home as possible. An approximate total of these **actual expenditures for 2024 (single year)** are below.

\$1.3 M

In goods & services procured on **Fogo Island** in 2024  
*\*Excludes labour and wages.*

ADDITIONAL  
\$1.9 M

In goods and services procured in **Newfoundland & Labrador** in 2024  
*\*Excludes labour and wages.*

# Reaching Out

Shorefast's approach involves both holding on and reaching out: holding on to place, culture, and heritage on Fogo Island while reaching out into the broader world to learn, build relationships, adapt, and grow. Our businesses and initiatives connect us into global networks through the power of art, design, philanthropy, and hospitality. Just a few recent examples of our connections across the globe are shown here.

## TORONTO, ON

Shorefast's ongoing partnership with Canadian Urban Institute began in 2021. We collaborate on initiatives that strengthen Canadian community economies in places big and small.

## LONDON, UK

Fogo Island Workshops partnered with Christopher Farr Cloth and Design Strategist Ernst Hupel to transform iconic patterns created for Fogo Island Inn into an exclusive in-home, ethically produced wallpaper & fabric collection.

## SHANGHAI, CHINA

Fogo Island Arts Strategic Director Kitty Scott was selected as Chief Curator for the 15th Shanghai Biennale, one of the most influential art events in Asia and the world, taking place November 2025-March 2026.

## NEW YORK, USA

Shorefast CEO Zita Cobb spoke about place-centred tourism projects and policies at the 2024 SKIFT Global Forum. Shorefast leaders often speak on influential stages where they advocate for essential community supports including access to air transportation, financial capital, and robust economic data.

## ZIMBABWE, SPAIN, UK, AND GERMANY



The Fogo Island Arts Labrador Current Foodways residency program explores the interconnectedness between food, ecologies, economies, politics, and social worlds. We are grateful to 2023/2024 participants Fadzai Veronica Muchemwa (Zimbabwe), Marta Arzak (Spain, pictured), Cooking Sections (UK), and L. Sasha Gora (Germany) for sharing perspectives with our culinary teams & community.





## Fogo Island Inn

- ✿ Marked Fogo Island Inn's ten-year anniversary (2023) by inviting all households on Fogo Island and Change Islands for a second complimentary stay at the Inn, just as we did upon opening.
- ✿ First property in Atlantic Canada and one of only ten hotels in Canada to join the prestigious Relais & Châteaux network: a collection of independently owned restaurants and hotels forging an international reputation for world-class hospitality and genuine care for people, planet, and place.
- ✿ Received top "Three Key" recognition from the internationally-renowned MICHELIN Guide, one of only two Canadian hotels to earn this designation. We proudly share these recognitions with our guests, team members, hosts, supporters, and wider Fogo Island community. Thank you for your contributions.

## Fogo Island Workshops

- ✿ The iconic Punt Chair, designed by Elaine Fortin in collaboration with local boatbuilders including Don Wells, was featured in the Royal Ontario Museum's "Canadian Modern" exhibition celebrating significant contributions to design.
- ✿ Released exciting new product lines that diversified offerings outside of foundational Fogo Island Inn selection, including modern quilt designs and the Premises furniture collection inspired by outpost living spaces.
- ✿ Launched new line of wallpaper and fabric in collaboration with Christopher Farr Cloth of London, UK & Design Strategist Ernst Hupel.
- ✿ Collaborated with Canadian design destination Avenue Road and its furniture brand MAN of PARTS to reimagine Fogo Island Inn rooftop lounge space.
- ✿ Participated in key industry events including Toronto's Interior Design Show as well as an experiential pop-up in Toronto at The Lobby by Heaps Estrin.

# Economic Nutrition<sup>CM</sup>

## Fogo Island Fish

Community Enterprise

## Where does the money go?

<b>Fogo Island</b>	<b>70%</b>	<b>Rest of Canada</b>	<b>28%</b>
<b>Newfoundland</b>	<b>1%</b>	<b>International</b>	<b>1%</b>

## What does the money pay for?

<b>Product Cost</b>	<b>65%</b>
<b>Salaries, Wages</b>	<b>16%</b>
<b>Shipping, Storage</b>	<b>12%</b>
<b>Operations, Sales, Marketing</b>	<b>7%</b>

\* Values are calculated retrospectively and updated when changes are material. Figures shown are for illustrative purposes.

**Economic Nutrition<sup>CM</sup>** is a certification trademark of Shorefast, used under license by Fogo Island Fish.



# Fogo Island Fish

- ✿ Promoted zero bycatch, single handline cod harvesting in partnership with Fogo Island Co-operative Society and community-based small boat fishery to bring high quality seafood to some of the finest dining establishments in Canada.
- ✿ Fogo Island Fish consistently pays above market price for cod. In '23 and '24 specifically, we increased fisher participation in the handline fishing program and were able to pay double market price per pound to fishers by bringing premium Fogo Island Fish products to high-value markets.
- ✿ Partnered with Air Canada to feature Fogo Island Fish handlined cod in Air Canada Signature Suite at Toronto Pearson – [see video here](#).
- ✿ 70% of economic benefit derived from Fogo Island Fish business stays on Fogo Island. See Economic Nutrition Certification Mark, above.

## Storehouse & Growlers

- ✿ In 2023, Shorefast took on refurbishment of vacant restaurant space to create The Storehouse, with philanthropic support from The Brian and Joannah Lawson Family Foundation. Catering to both local preferences and the visitor economy, nutritious menu offerings and hands-on cooking workshops focus on local ingredients and traditional foodways.
- ✿ Hosted additional social events and food preparation classes, supported in part by the province's Active NL Fund. Workshops ranging from mocktail recipes to "from scratch" cooking for teens have been offered, with many more to come.
- ✿ Growlers Ice Cream continues to produce an exceptional product and provide local employment, including youth summer jobs. Building on keen interest in local ingredients such as berries, investment in recipe development for smoothies and yogurt are planned as part of broader foodways initiatives.



# Programming Highlights

Events and public programming are an important part of Shorefast's work. In 2023 and 2024, we hosted artist talks, concerts, climate change workshops, guided hikes, studio tours, literary readings, community science activities, music nights, youth activities, and more across our holistic set of program areas. Public programs offer a platform for visiting artists, makers, scholars, and practitioners to exchange perspectives with the community as well as other visitors.

**85+**

**Public events per year hosted by Shorefast team in 2023/24**, in addition to weekly/recurring tours and programming.

## Shore Time

In September 2024, we introduced a new, biannual gathering spotlighting local artists and their studios alongside talks by international visitors and activations linking art, ecology, and foodways. Led by Fogo Island Arts, Shore Time featured invited guests including artists Danh Vo, Sharon Lockhart, and Laura Owens, as well as architect Indy Johar and art historian Tom McDonough.

Hailing from locales as nearby as St. John's and as far-flung as Singapore, Shore Time's attendees explored Fogo Island's communities and connected with local artists and makers. As Indy Johar remarked, *our ability to collaborate is the core of human success*; Shore Time is the ultimate collaboration, embodying the concept of "holding on and reaching out" that guides Shorefast and Fogo Island Arts.

*Pictured: local artists Nadine Decker (top) and Erin Hunt (bottom) in their studios during Shore Time, Zita Cobb in conversation with Indy Johar, Shore Time participants at the Fogo Island Red Weather Station.*





# Exhibitions

***The Big Church: Exploring possible futures for the former St. John the Evangelist Church (2023):*** With design by OFFICE and generous support from the Nuyten Dime Foundation.

***Meltwater (2023):*** Explored cultural and environmental impact of climate change and featured works by Canadian and international artists: Ashoona Ashoona, Martha Atienza, Mary Babcock, Maureen Gruben, Alexa Kumiko Hatanaka, Nikau Hindin, Kathy Jetñil-Kijiner, Jessie Kleemann, Aka Niviâna, Katherine Takpannie, and Angela Tiatia. With support from Canada Council for the Arts.

***Wutanminu – Our Community (2024):*** Featured a new series of paintings by acclaimed Mi'kmaq artist Nelson White, a tribute to the strong networks of familial and relational ties within Indigenous communities.

*Pictured below: Nelson White, Potato Dance, 2023, Oil on Canvas, 60 x 48 inches.*



## ***WINDWARD (2025):***

Following her residency in 2022, Fogo Island Arts invited Sharon Lockhart to create a new film. Lockhart was inspired by the National Film Board of Canada's Fogo Process films, particularly *The Children of Fogo Island*, directed by Colin Low. She spent three summers getting to know the Island's communities, building relationships, and observing the Fogo Island of today. Titled *WINDWARD (2025)*, the resulting film is a collaboration with the children of the Island and depicts young people playing freely amidst its striking geological formations, unique climate, and ocean vistas. People and landscape interact closely throughout the film, and the sea, sky, land, light, and weather become essential elements in shaping its narrative.

*WINDWARD (2025)* is a co-commission and co-production of Shorefast/Fogo Island Arts, The Vega Foundation, and the National Gallery of Canada, with the support of The Power Plant Contemporary Art Gallery and Walter Phillips Gallery, Banff Centre for Arts and Creativity.

The film will be presented at the Fogo Island Gallery from May 10 - October 31, 2025 and will travel to the Walter Phillips Gallery, Banff Centre for Arts and Creativity in Banff, Alberta from October 22, 2025 – January 7, 2026, followed by a presentation at The Power Plant Contemporary Art Gallery, Toronto, in April 2026.





## NETWORKING & OPPORTUNITIES

We continued to build and grow our networks while sharing opportunities across our team and community. Shorefast is a founding member of the newly-formed Fogo Island Chapter of the Gander and Area Chamber of Commerce. We are also a member of NLOWE (Newfoundland & Labrador's Organization of Women Entrepreneurs): a crucial entrepreneurial resource in our province. We often participate in NLOWE events including their annual conference, and proudly support a variety of Shorefast team members and Fogo Island business owners to attend.

## RESIDENCIES

Across 2023 and 2024, Shorefast and Fogo Island Arts hosted over three dozen residencies for interdisciplinary practitioners including Canadian and international contemporary artists, curators, foodways researchers, activists, geologists, musicians, economists, and entrepreneurs. The Fogo Island Arts Patrons Circle helps to support contemporary art residencies, and we are grateful to the following partners for making specialized residency formats possible: Hnatyshyn Foundation, Kulturkreis der deutschen Wirtschaft (Ars Viva), Sobey Art Foundation, Canada Council for the Arts, Para Site Hong Kong, MOCA Toronto, and Eleanor and Francis Shen.



## PUNT PREMISES

The Punt Premises continues to be a key hub for knowledge sharing and meaning making. Our interactive cultural interpretation centre dedicated to carrying forward the history of the inshore fishery welcomes many hundreds of visitors per year and plays host to intergenerational social and cultural programming, including weekly rug hooking and card games.





## COMMUNITY SCIENCE

Our Environment Team organized 10 volunteers to monitor for invasive green crab around Fogo Island. Green crab can damage crucial eelgrass habitats and harm native species, and Shorefast community science volunteers were first to identify green crab in Fogo Island waters. Thanks to this program and volunteers, data provided to Department of Fisheries and Oceans Canada will inform further monitoring and conservation efforts.

## SEAWEED PROJECT

Shorefast has been leading research and development for seaweed cultivation around Fogo Island with the goal of lowering the barrier of entry into this form of aquaculture for local fish harvesters. The project is a collaboration with the Fogo Island Co-operative Society Ltd. and the Marine Institute at Memorial University, alongside funding from Canadian Centre for Fisheries Innovation and a research partnership with Dr. Christina Smeaton (Memorial University, Grenfell Campus). 2024 saw our first successful seaweed harvest and a second seed plant in partnership with Change Islands start-up seaweed enterprise Kalup. This project wouldn't be possible without the participation and expertise of a key group of Fogo Island fishers and community members.



## YOUTH ENGAGEMENT

Among several other youth initiatives, Shorefast organizes a guest speaker series with our local school. Speakers introduce students to exciting career paths and educate our youth about local and regional research initiatives. Recent speakers have included visiting specialists from NASA, Memorial University, Birds Canada, Oceana, and geologists-in-residence, as well as local businesses and practitioners such as Living Water Hydroponic Farm, wildlife and fishery officers, and the Fogo Island Beekeeper.



## WHAT'S NEXT?

# The Shorefast Institute for Place-Based Economies



*The Shorefast Institute is a new national initiative dedicated to place-based economic development.*

The Institute will create new models, platforms, and networks to share practitioner insights, support entrepreneurship, and develop innovative financial strategies applicable across the three societal pillars of government, markets, and community<sup>1</sup>.

### ARRIVING AT AN INSTITUTE

Throughout Shorefast's 20 years of experience as an economic development engine on Fogo Island, countless entrepreneurs, communities, art organizations, academics, and professionals have reached out to learn from our work and team.

This inspired our 2021 Community Economies Pilot, which proved the need to share adaptable models for place-based community economic development. The Pilot's learnings provided the foundation from which the Shorefast Institute has emerged.

<sup>1</sup> Raghuram, Rajan (2019). *The Third Pillar: How Markets and the State Leave the Community Behind*. Penguin Press.

### THE IMPACT WE'RE DRIVING TOWARDS

We know that Fogo Island's success is replicable because the principles and methodology employed here are transposable and scalable across Canada. By making the functioning of the economy more visible and understood, we can help people and communities recognize their agency to act.

Our vision for the Institute includes a peer-to-peer learning platform to facilitate practitioner coordination between economic actors from across the three pillars. Our team is working to convert practical knowledge into theory, tools, and resources adaptable to places big and small. By building legitimacy and understanding for the transformative power of place-based approaches, communities gain greater economic agency and the Canadian economy derives strength from its vibrant, distinctive places.

In 2025, our team will pilot sharing Shorefast's financial transparency tool, Economic Nutrition<sup>CM</sup>, with other entrepreneurs and businesses, alongside the release of guides, resources, and toolsets.

**To stay up to date with our progress and launches, subscribe to Shorefast's email newsletters and follow us on social media.**

# Building Towards an Institute and a Network

Coherence emerges when economic actors come together in a physical place in pursuit of coordinated economic development practices. A key component of the Shorefast Institute's work involves continuous knowledge exchange via a virtual learning hub, workshops, consulting, and immersive convenings on Fogo Island and in other places. In 2024, we hosted individuals and groups on Fogo Island that were demonstrative of our place-based approach to convening.



Shorefast has been building a relationship with social venture **Nawalakw** and founder K'odi Nelson since 2018. Based in the Kwakwaka'wakw Territory of the Great Bear Rainforest of British Columbia, Nawalakw is securing a resilient future for their community by preserving traditional language and building robust economic opportunities. In September 2024, Nawalakw leaders joined the Shorefast team on Fogo Island to share place-based economic development experiences and perspectives.



Our first **entrepreneur-in-residence, Toni Kearney**, spent time on Fogo Island immersing herself in our community business model and regenerative practices. Kearney is the Founder of Moratorium Tours & Retreats in Conche, NL, and her project was inspired by Shorefast and Fogo Island Inn. She shares our vision of spurring business development in outport Newfoundland & Labrador.

*"It was an invaluable experience and I'm so grateful I had the opportunity to craft a vision for the next chapter of Moratorium Tours & Retreats with the Shorefast team." -Toni Kearney*



In October 2024, the **PLACE Dialogues** returned to Fogo Island. Co-hosted by Shorefast and Memorial University's Centre for Social Enterprise, the seventh annual Dialogues were themed Building Economic Momentum for Resilient Communities. The inaugural PLACE Dialogues were held on Fogo Island in 2018, with subsequent iterations hosted in Petty Harbour, Norris Point, and St. Anthony. Originally conceived as part of a SSHRC-funded research project, the Dialogues convening model gathers interdisciplinary practitioners from across Newfoundland & Labrador to discuss community economic development strategies. [See video here.](#)



# Acknowledgements (2023/2024)

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Shorefast's work is made possible, in large part, thanks to the generous support of public and private funders. **We gratefully acknowledge the following individuals, foundations, and partners who contributed \$1,000 or more to our work between January 1, 2023, and December 31, 2024.**

11:11 Charitable Foundation  
Anonymous (10)  
Anonymous - In Honour of Kitty Scott  
Atlantic Canada Opportunities Agency  
Glen Best  
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Marcella & Michael Bungay Stainer  
Terry Burgoyne  
Canada Council for the Arts  
Canadian Centre for Fisheries Innovation  
Canadian Ocean Literacy Coalition  
Canyon Foundation Fund - Ottawa Community Foundation  
Zita Cobb  
Rita & Joel Cohen in Honour of Stephan Weishaupt  
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Gordon Slade  
Jane & Alan Stewart  
Gail & Richard Sullivan  
The Canadian Ocean Literacy Coalition  
Jennifer Toby & Dr. Francois Auclair  
Anne Tucci & David McQuade  
Lisa Turner  
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Anastasia Vournas & J. William Uhrig  
Cooper Walls  
Stephan Weishaupt  
Alexandra & Galen G. Weston  
Anne Wright  
Young Fund at the Hamilton Community Foundation

Every effort has been made to ensure the accuracy of these listings. If you would like to update your recognition preferences, please contact [donations@shorefast.org](mailto:donations@shorefast.org)



## Join Us

Shorefast's work would not be possible without the generous support of friends and donors who believe in our mission and want to amplify our work on Fogo Island and beyond.

**[Click here to donate to Shorefast](#)**

Shorefast is a registered Canadian charity (#85883 0904 RR0001).

Established to deepen ties with our American friends, Shorefast US Fund is a 501(c)(3) organization, registered with the IRS.

To all of our friends, patrons, supporters, and neighbours, **thank you** for your commitment to Shorefast.

## Get in Touch



LinkedIn: Shorefast



Instagram: shorefastfogoisland



Facebook: Shorefast on Fogo Island

### Contact us:

[hello@shorefast.org](mailto:hello@shorefast.org)

### Reminder for Fogo Island and Change Islands Residents:

In 2023, all permanent, year-round households on Fogo Island and Change Islands were invited to enjoy a complimentary stay at Fogo Island Inn to celebrate the Inn's ten-year anniversary. Community stay invitations are valid until the end of the Inn's 2026 season. Reach out to the Inn for more information: 709-658-7260

**Photographer credits:** Iwan Baan, Paddy Barry, M'Lisa Colbert, Jane Brokenshire, Alex Fradkin, Jeremy Harnum, David Howells, Christopher Horwood, Steffen Jagenburg, Justin Parsons, Shorefast team.