

LANDSCAPE ARCHITECTURE'S ROLE IN COMMUNITY-BASED TOURISM – A
DESIGN APPROACH FOR COMMUNITY-BASED TOURISM IN SECACAR,
GUATEMALA

by

JOHN CAMERON A. BERGLUND

(Under the Direction of KATHERINE MELCHER)

ABSTRACT

Material poverty is a difficult reality for a large population of the world that live in rural settings. Many of these rural settings, like the village of Secacar in Guatemala, are in unique natural environments and contain interesting cultures that could act as tourism amenities. However, utilizing tourism in a successful way resulting in economic, social, and ecological sustainability is difficult. Community-based tourism is one model seeking to accomplish these results while also empowering the local community. This thesis studies the key factors that help community-based tourism succeed and how the profession of landscape architecture can benefit the Secacar community-based tourism enterprise by utilizing the approach developed in this research.

INDEX WORDS: landscape architecture, community-based tourism, sustainable tourism,
 tourism, community participation, design, master plan, Guatemala,
 Q'eqchi Maya, empowerment

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JOHN CAMERON A. BERGLUND

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JOHN CAMERON A. BERGLUND

Major Professor:	Katherine Melcher
Committee:	Alfie Vick
	Pratt Cassity
	Bynum Boley

Electronic Version Approved:

Suzanne Barbour
Dean of the Graduate School
The University of Georgia
December 2016

DEDICATION

This thesis is dedicated to my parents whose hard work has given me many of the opportunities I have.

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CHAPTER 1

INTRODUCTION AND METHODS

Introduction

Poverty + Sustainable Tourism

According to the UN, roughly half of the world's population live on less than two dollars a day ("United Nations Resources for Speakers on Global Issues" 2015) and are considered people in poverty. However, poverty is defined as a "multidimensional social phenomenon," (World Bank 2000, 32) it is not simply defined by an amount of income or lack of material possessions. Poverty generally entails a lack of economic opportunities, access to healthcare, and adequate education. Although poverty does not equate to human unhappiness or define the enjoyment of one's life, poverty is described as a "powerlessness, lack of representation and freedom" (Jamieson and Nadkarni 2009, 116) and can therefore be seen as oppressive. As Walter Jamieson and Sanjay Nadkarni allude to, it is important to have an understanding of the broader implications of what poverty is so that one doesn't simply see it as a lack of income. Seeing poverty as "multidimensional" (Jamieson and Nadkarni 2009, 115) gives the ability to acknowledge its complexity and pursue solutions for its alleviation in a systemic way.

Extreme material poverty is a difficult reality that many people face in less developed countries. Ironically, extreme poverty is often found in some of the most naturally-beautiful and culturally-rich locations around the world. Out of this juxtaposition comes the idea to utilize tourism to help alleviate poverty in these areas. This is one of the main themes within sustainable

tourism; an approach to development that seeks to unify the economic driving force of tourism with conservation of the host environment and existing cultures. With the World Tourism Organization (WTO 2015) declaring 2017 as the “International Year of Sustainable Tourism for Development,” the focus on poverty alleviation through sustainable tourism is now even more on the world’s stage.

Community-based Tourism

Within sustainable tourism is a subset known as community-based tourism which seeks to focus the benefits of tourism into the host communities. Since its early conception in the 1970’s, community-based tourism has had a wide range of acclaim and criticism (Zapata et al. 2011; Keane, Lemma, and Kennan 2009; Dodds, Ali, and Galaski 2016). Like other forms of international development, community-based tourism is part of complicated human and environmental systems and is difficult to successfully implement (Jamieson and Nadkarni 2009; Zapata et al. 2011; Dodds, Ali, and Galaski 2016). Recent studies, however, have shown that, when planned well and implemented thoroughly, it can give social, economic, and environmental benefits to the host communities (Jones 2008; Miller 2008; Dodds, Ali, and Galaski 2016), while also providing meaningful connection points to foreign culture for outside visitors (Fiorello and Bo 2012). Community-based tourism’s ability to play a role in empowering both rural impoverished communities and in conserving natural environments make it an important tool for the alleviation of poverty and the conservation of important ecosystems, especially in rural areas where access and infrastructure limit other forms of tourism or economic development activities (Zapata et al. 2011). For these reasons and others, community-based tourism has been given a place of importance by international development organizations such as Conservation

International, the World Tourism Organization, USAID, World Wildlife Fund, and World Bank.

Secacar Community-based Tourism project

One such rural location where community-based tourism is currently developing is in Secacar, Guatemala and is the focus of this research. Secacar is a small village outside the town of El Estor, just north of Lake Izabal in the eastern montane rainforest of the country. Its small population of 60-80 families are of indigenous Q'eqchi Mayan descent and earn a living through subsistence farming on land plots carved out of the forest. With little governmental support and a lack of education, the community has little alternative means of income besides slash and burn agriculture. This type of farming degrades the environment and contributes to limited income due to poor soils and crop yield (Heesaker 2016). However, with the community being located within Guatemala's newly proposed Sierra Santa Cruz natural protected area (Heesaker 2016) the surrounding environment, including the nearby Bocañon Canyon, hold breathtaking beauty and has the potential to act as an economic driver for tourism. This, along with the rich cultural heritage of the Q'eqchi, is what drew Paul Heesaker of the Rios Guatemala organization to investigate the possibility of starting a community-based tourism project with the village in 2013. Since its inception, Heesaker has sought to work with the Secacar community to develop a model of sustainable tourism that successfully empowers the community economically and socially and that acts to conserve the rich biodiverse environment by providing a supplemental source of income.

Community-based Tourism and Landscape Architecture

Landscape architecture has the potential to help community-based tourism projects like the one in Secacar. For community-based tourism to be successful in Secacar, and elsewhere, many factors must be considered and integrated to develop a strategy that is environmentally, socially and economically sustainable (Jamieson and Nadkarni 2009; Eileen Gutierrez et al. 2005). Some of the components and processes in this multi-faceted approach are well suited to benefit from the skillset found in landscape architecture. As a profession, landscape architecture often operates in the sphere where human interaction with the natural world and the built environment coalesce, balancing between the needs of a community and the constraints and opportunities of the world around it (Grenier et al. 1993). Since it is a profession based between the land and the humans that use it, it is natural for it to play a role in tourism where the built environment and land are managed and altered for tourism use. Landscape architecture also has the ability to facilitate or act as a “broker,” as Grenier et al. (Grenier et al. 1993) states. This role as a “broker” could allow the landscape architect professional to facilitate design solutions that account for multiple environmental and societal constraints by conveying ideas between the different tourism stakeholder groups.

Historically and currently, landscape architecture has a prominent role in tourism design and planning and its skillset is well fitted to this application (C. Gunn 1992; Grenier et al. 1993). Landscape architecture is often involved in more traditional tourism approaches such as mainstream tourism development (C. A. Gunn and Var 2002). However, the skillset found within landscape architecture, including site inventory and analysis, master planning, and site design, has potential for additional application within sustainable tourism (Grenier et al. 1993) and possibly with the Secacar project in particular. That being said, the practice of landscape

architecture in the community-based tourism model is less common and its role and process in this arena is different than that of traditional tourism. More traditional tourism planning, such as that outlined in some of Clare Gunn's book *Tourism Planning* (C. A. Gunn and Var 2002), is mostly designed to address more mainstream tourism models. Although it outlines information regarding ecotourism planning and design, it lacks some of the specific nuances that are needed for community-based tourism.

The profession of landscape architecture also has the potential to help the Secacar project and similar typologies through community empowerment efforts. Landscape architecture can take on roles that bolster community participation and enable community empowerment. Certain practitioners and educators within landscape architecture are starting to focus on community empowerment through participatory design processes. Two such practitioners are Daniel Winterbottom and Benjamin R. Spencer, professors of Landscape Architecture at the University of Washington. Both of their works include numerous service learning projects that involve community empowerment aspects. Participation and community buy-in is accomplished through working directly with, and relating to, the community in which they are working (Winterbottom 2008; Abendroth and Bell 2016). These examples show the potential for landscape architectures ability to engage and empower communities, however, their methods do not relate directly to the community-based tourism context.

Other facets of the landscape architecture profession are also developing the community empowerment aspect as a part of their practicing goals. This design sub-discipline known as "Public Interest Design (PID)" is pushing the advancement of designing spaces with strong emphasis on public involvement and relationship with the community in the process (Abendroth and Bell 2016). Design professionals, including landscape architects make up the S.E.E.D.

(Social Economic Environmental Design) Network whose mission is “to advance the right of every person to live in a socially, economically, and environmentally healthy community” (“SEED Network – The SEED Network Site” 2016). As stated in the *Public Interest Design Practice Guidebook* by Abendroth and Bell (2016, 1), the goals of S.E.E.D and PID, “a practice that first and foremost engages people in the design process,” align well with those of community-based tourism. The advancement of this approach to design within landscape architecture parallels many of the desires and goals of this research but also lack some of the specificity to working within the community-based tourism model.

Lastly, although also limited, there are landscape architect practitioners that have worked with community-based tourism in contexts similar to Secacar. Two of these individuals, Kurt Culbertson and Hitesh Mehta, have been contacted and two of their projects and processes provide the case studies for this research. Their work with community-based tourism projects in Bolivia and Kenya provide valuable insight into the potential role that landscape architecture can play in community-based tourism. These projects will be discussed and critiqued in detail in the case study section of this paper. These cases show ways that landscape architecture can be used to benefit community-based tourism and form some of the basis for the recommended landscape architecture approach the Secacar project.

Since there has been limited involvement of landscape architecture in community-based tourism, the partnership between the two is still a burgeoning field that is primed for additional study. Although, landscape architecture’s role in community-based tourism seems straight forward based on the overlapping skillset and abilities, there is a limited number of applicable case studies and informed guidance for how this relationship can be done successfully. Determining the role of landscape architecture in community-based tourism needs to be

understood- in order for the community-based tourism enterprise to benefit from this partnership. Therefore, this thesis attempts to answer the question: *What approach can landscape architecture employ to help the Secacar community-based tourism project accomplish its sustainable tourism goals?* By working with the Secacar community-based tourism project, the question has been investigated in a real context and a specific landscape architecture approach to this project has been developed.

Methodology

In order to answer the thesis question, this paper attempts to develop a beneficial landscape architecture approach to the Secacar project. To clarify, this is not a “design thesis” where the research methodology culminates in a site design for a physical location. It is, however, a design for a specific *approach* to the actual Secacar community-based tourism project. Designing the physical Secacar project site remotely, without involving the participation and partnership with the community and stakeholders, would go against many of the main principles needed for successful community-based tourism. As outlined in this paper, community involvement is one of the capstones to successful community-based tourism projects like Secacar and since the author has not able to visit and work directly with the community, efforts were focused on developing *how* the project should be approached once it was determined to be a viable partnership. This focus has allowed for an in-depth understanding of the broader role and possibilities that exists in the partnership between landscape architecture and community-based tourism and provides a research-supported “way-forward” as the author seeks to continue this work in the Secacar community.

In order to develop a beneficial landscape architecture approach to the Secacar project the following methodology was employed. Relevant background information was researched to establish an understanding of community-based tourism, landscape architecture's potential role therein, and the information about the Secacar project. This was followed by a review of literature on community-based tourism and connected fields. Then the researching and analysis of relevant case studies where landscape architects had worked with community-based tourism in similar contexts was completed. Lastly, the distilled knowledge from these sources was used to develop a landscape architecture approach to working with the existing Secacar community-based tourism project.

The initial background research focused on understanding community-based tourism, the potential role landscape architecture has with it, and information about the Secacar project pertaining to its site geography, community, culture, and status of its tourism project. Academic journal articles about community-based tourism were reviewed to define community-based tourism. The structure of typical community-based tourism enterprises was studied to understand the potential role that landscape architecture could play in this sphere. Lastly, community-based tourism was then critiqued to understand the potential benefits and risks associated with this model.

Information regarding the Secacar project came from multiple sources; from a regional scale, to the site-specific community level. This includes interviews with the external project initiator, Paul Heesaker of Rios Guatemala, and shared documents from his partnership with the local Non-Governmental Organization (NGO), Ak'tenamit. Sources regarding the culture of the Q'eqchi Mayan community in Secacar provide insight into the history and legacy of this people group in Guatemala and Central America as well. Geographic data for the region and the specific

site were also researched to provide an initial understanding of the physical site in and around Secacar.

Once a basis for the main components in the research was established, focus was given to further developing an understanding of community-based tourism by how it can be successfully developed. Academic journal articles, grey literature by expert organizations, academic publications, and guidelines by established sustainable tourism organizations, were reviewed. Out of these sources, came the key factors that enable and inhibit success of community-based tourism enterprises. Many of the sources in this review were directly tied to community-based tourism projects similar to Secacar in Central American and Guatemala as well. These sources were distilled down into a series of key factors that acted as a framework by which to evaluate the approach used in the selected case studies. This Community-based tourism (CBT) Key Factor framework was further developed to discern which of these key factors had the most potential to impact a landscape architecture approach to community-based tourism.

The CBT Key Factors were then used as a framework to critique the landscape architecture processes that were employed on analogous community-based tourism projects. The case studies were selected for their relevance to the rural and impoverished Secacar project, and also their inclusion of documented approaches used by the landscape architects. Additionally, in order to be analogous to the Secacar project, the case studies needed to be instances where the community owned the tourism project and shared in its establishment, design, and management. Finding specific instances satisfying these parameters was limiting, but two unique case studies were identified and studied in-depth.

The first case study is the Chalalan Ecolodge in Bolivia where the landscape architecture firm, Design Workshop, worked alongside Conservation International to develop a community-

based tourism project in the 1990's. The author studied multiple sources and contact was made with one of Conservation International's reviewers of the project. Along with an understanding of the Chalalan project and its success, the approach used by Design workshop was critiqued in this thesis based on its fulfillment of the CBT Key Factors to determine its if, and how it was beneficial the host community in the project.

The second case study is a Master Plan for the Nashiobo Conservancy in Western Kenya designed and facilitated by Hitesh Mehta of HM Design. Hitesh Mehta is a landscape architect, architect, and environmental planner that is internationally renowned for his work in sustainable tourism, ecotourism, and ecological development. From the Nashiobo project he provided the final master plan document and also gave insight into his specific approach to the project. This thesis then critiqued approach was then based on the CBT Key Factor framework to determine its if, and how it was beneficial the host community in the project.

In addition to the case study information about the Nashiobo project, Mehta was interviewed about his role as a landscape architect professional in the sustainable tourism arena. As a Fellow of the American Society of Landscape Architects (FASLA), and a Fellow of the Architects Association of Kenya (FAAK), Mehta has worked on community-based tourism projects of all kinds throughout Africa, The Americas, and Asia. He is one of the primary editors of the World Tourism Organization's International Ecolodge Guidelines (WTO 2002) and has published numerous articles and papers on his work in the field. Mehta has lead the field in community involvement in tourism projects in many parts of the developing world and over the course of his career he has focused on the empowerment of local communities, the conservation of their land and culture in correlation with tourism development at different scales (Mehta 2016). The outlined approach he uses when working with local communities in tourism projects

was then used in the development of the final recommended landscape architecture approach to the Secacar project.

Lastly, a recommended approach was developed for a landscape architecture professional to use when moving forward with the Secacar project. The knowledge that came out of critiquing the two case study approaches with the CBT Key Factors was used to develop the approach using the project's real life opportunities and constraints as a lens through which to apply the framework. Additionally, three documents were influential in guiding the creation of the approach: World Wildlife Fund's *Guidelines for Community-Based Ecotourism Development* (Denman 2001), World Tourism Organization's *International Ecolodge Guidelines* (WTO 2002), and the Conservation International's *Linking Communities, Tourism, and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005). Relevant sections of these guidelines were referenced and used in the appendix to broaden the precision of the recommended approach.

Following the recommended approach, this paper ends with a conclusion and discussion section. The conclusion summarizes the findings of the research and discusses- the applicability of the developed landscape architecture approach- to other community-based tourism projects. There is also a section outlining further research opportunities.

Significance

Alleviating oppressive poverty is one of the great moral, social, and spiritual challenges of our time, and one that has generated a lot of in-depth research, some of which was reviewed for this research. Discovering how the profession of landscape architecture, in particular, could contribute to the challenges of poverty alleviation by working with the Secacar community-based

tourism enterprise is an important task that this thesis aims to investigate. This has the potential to give landscape architecture a deeper understanding of its ability to address social issues like material poverty and also provide a framework for how to approach projects similar to Secacar.

Limitations

Although the data and methodology sought to thoroughly address all the aspects of the data relevant to this thesis, limitations still exist. One limitation was the lack of direct connection to the Secacar community. Without direct contact with the Secacar community, the information regarding the project is limited to the two external sources Paul Heesaker, at Rios Guatemala and Steve Dudenhoefer at Ak'tenamt who have partnered with Secacar since first initiating the tourism project. This lack of direct connect was the result of both a language barrier and a lack of adequate time to connect with the community during the initial phase of research. This limitation is one that will need to be addressed immediately if this project is to proceed. This need is reflected in the final recommended approach.

Furthermore, a lack of direct contact with the host communities of the case studies also places limitations on this research. Although the assumptions about the benefits that came through the landscape architecture processes used in the projects were made based on the CBT Key Factor framework and literature review, direct contact with the communities would have been more precise. Although reaching out to these communities was initiated, there was not adequate time to pursue these connections during the limited timeframe of this research, and there were also language barriers for these instances as well.

Additionally, the lack of instances where landscape architects worked with community-based tourism projects made finding relevant and applicable case studies a challenge. Having this

research limited to the two case studies that were analogous to the Secacar project presents a somewhat limited view, however due to the lack of these instances, these case studies were studied more in-depth to pull the most data from them. This, paired with the large differences in the role and scope that the landscape architect's played in these case studies, has given a substantial amount of data from these limited sources.

Lastly, one of the main limitations perceived by the author in this research is the limited view of poverty put forth here. This research does not adequately address the other contributors to material poverty, such as poor education, lack of land ownership and legal rights, or racial / ethnic discrimination. In addition to that, it doesn't address the author's view of the multiple types of poverty such as social, spiritual, or personal-psychological (self worth) poverty and thus conveys a limited view of what poverty is. That being said, delving into a dialog about the nature and types of poverty would require more time than is possible within this research scope and also pull this research into a more psychological, metaphysical, and theological sphere. Thus this research primarily focuses on addressing material poverty and its immediate affects.

As a rule, these limitations are important to be aware of since they have affected the research. However, they are not substantially detrimental to the overall paper's ability to put forth valuable information to the body of knowledge for both landscape architecture and community-based tourism. Attempts to minimize these limitations and to clearly state those that could not be alleviated provide a balanced perspective for the reader.

Delimitations

The recommendations of this research specifically address the Secacar project which is the primary focus of this study. However, they are generally applicable to other community-

based tourism projects that have similar contexts as Secacar. The general applicability of the approach developed is discussed in further detail in Chapter 7.

CHAPTER 2

BACKGROUND INFORMATION

This chapter gives the relevant background information for this research project. First, community-based tourism is defined and the structure is studied for the possible involvement and role of landscape architecture. Then the context for the Secacar community-based tourism project is outlined providing information about its geography, social and tourism project to date.

Community-based Tourism Defined

The study of community-based tourism is the focus of this research for two reasons: (a) because this is essentially the model of sustainable tourism that is currently underway in the Secacar project, and (b) it is believed by the author and the supporting literature to be a beneficial approach to poverty alleviation and tourism development in a setting like Secacar. That being said, there is a need to define community-based tourism and look at it in a critical light. This will build a basis for understanding its potential and limitations as a sustainable tourism model in the Secacar community.

Sustainable tourism is an approach to development and poverty alleviation that seeks to unify the economic driving force of tourism with the need for conservation of the host environment and existing cultures. It also seeks to diminish the common negative impacts that more traditional tourism models entail such as the degradation of host cultures and the natural environments involved (Zapata et al. 2011; Miller 2008; Dodds, Ali, and Galaski 2016). It is defined by the World Tourism Organization (WTO) as "Tourism that takes full account of its

current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (World Tourism Organization 2016).

Within sustainable tourism there are numerous subgenres of tourism models that resemble each other and have various emphasis while still embodying the triple bottom line of sustainable tourism: ecological, social, and economic sustainability. These subgenres include ecotourism, cultural tourism, nature tourism, geotourism, community-based tourism, community-based ecotourism, agritourism and others. Many of these subgenres overlap in their scopes, with different components being found in multiple subgenres. Both community-based tourism and community-based ecotourism definitions are often interchangeable as outlined in The International Ecotourism Society (TIES) definition:

“The terms community-based tourism (CBT) and community-based ecotourism are commonly used to describe the type of tourism that, recognizing the significant social, environmental and economic impacts tourism can have, primarily focuses on tourism’s benefits to the local communities,” (TIES 2016).

According to Rachel Dodds et al. (2016), community-based tourism is similar to other forms of sustainable tourism in that “it strives to be socially equitable, ecologically sound, and economically viable for the long term”(Dodds, Ali, and Galaski 2016, 2) but also has an added emphasis on the role and empowerment of the host community “with sustainable community development as its goal” (Dodds, Ali, and Galaski 2016, 3). Empowerment within the community ideally occurs in four dimensions: political, psychological, social, and economic empowerment (Scheyvens 1999b). This type of tourism, which focuses on the direct social and economic benefits to the host community is also referred to in the literature as “pro-poor tourism” (Jamieson and Nadkarni 2009; Ashley, Boyd, and Goodwin 2016).

Since its first emergence as a model of development and poverty alleviation in the 1970's, community-based tourism has had various degrees of success and failure (Zapata et al. 2011; Dodds, Ali, and Galaski 2016). It has been championed by many different international aid and development organizations such as USAID, World Bank, Conservation International, and the World Tourism Organization which all have programs that support and seek to continually refine community-based tourism efforts.

Although the definitions of this type of tourism is somewhat subjective and complex as outlined above, this reflects the complexities of the subject and that of tourism in general. For the sake of clarity, however, the following definition has been distilled out of the literature and will be used for this research. Each of these defining aspects will be described in detail below:

Community-based tourism (CBT):

- Contains an emphasis on cultural tourism as well as ecotourism
- Operates as a for-profit enterprise with the goal of economic viability
- Is community owned, managed or co-managed
- Often occurs in remote contexts with people groups that are materially poor, have limited access to education, and have limited skillsets for tourism

Cultural Tourism and Ecotourism

Community-based tourism as defined above contains elements of both cultural tourism and ecotourism. Community-based tourism contains elements of ecotourism since it often utilizes the natural environment as part of its tourism product, or tourism attraction. It also ideally emphasizes the stewardship and conservation of that environment and are often associated with or located within natural conservation areas (Jones 2008; Spenceley 2012). Another tourism

product often found within community-based tourism is the culture of the host community (Zapata et al. 2011). Community-based tourism often occurs where many of the host communities have unique and seemingly exotic cultures, which, can serve as an attraction to people outside that community as well (Spenceley 2012).

Economic Viability

Community-based tourism's emphasis on the community is often tied primarily to the economic empowerment of that community thus making project profitability a main component (Dodds, Ali, and Galaski 2016). Although economic viability is a main goal, this is often best realized as "supplemental income" for the community since over dependence on tourism as a main source of income can be problematic due to its fickle nature (Dodds, Ali, and Galaski 2016).

Community management

Not only does community-based tourism have a focus on delivering the benefits of tourism to the host community but it also has the emphasis of having the management of the tourism project under community control. In some instances the management of the tourism project may not be entirely done by the community but a trademark indicator of community-based tourism is the major role of the community in the control of the project. In the World Wildlife Report *Guidelines for Community-Based Ecotourism Development*, Denman defines community-based ecotourism as "a form of ecotourism where the local community has substantial control over, and involvement in, its development and management, and a major proportion of the benefits remain within the community,-"(Denman 2001). This is also echoed in

part of Spenceley's definition where she states that community CBT management is actualized when "community members could influence the decision making process of the enterprise" (Spenceley 2012).

Context

Furthermore, community-based tourism often occurs in remote locations, where material poverty and limited education is common in the host communities (Spenceley 2012). These communities are often remote and lack some of the more specific skills associated with the function and management of the tourism industry (Spenceley 2012). This is not always the case since community-based tourism occurs in a wide range of locations but this definition allows this research to focus on the more common types of community-based tourism and those that more closely resemble the Secacar community project.

Community-based Tourism Structure: Stakeholders and Roles

Community-based tourism is composed of a diverse range of stakeholders that take on various roles with the project (Simpson 2008; Eileen Gutierrez et al. 2005). For a community-based tourism project to be successful, many partnerships between these stakeholders need to be fostered and "a combination of complementary decisions must be made," across a variety of scales (Eileen Gutierrez et al. 2005, 19). This includes stakeholders from the local community, national, regional, and international entities. The diagram below (Figure 1.1) shows the some of the many different stakeholders involved in community-based tourism projects.

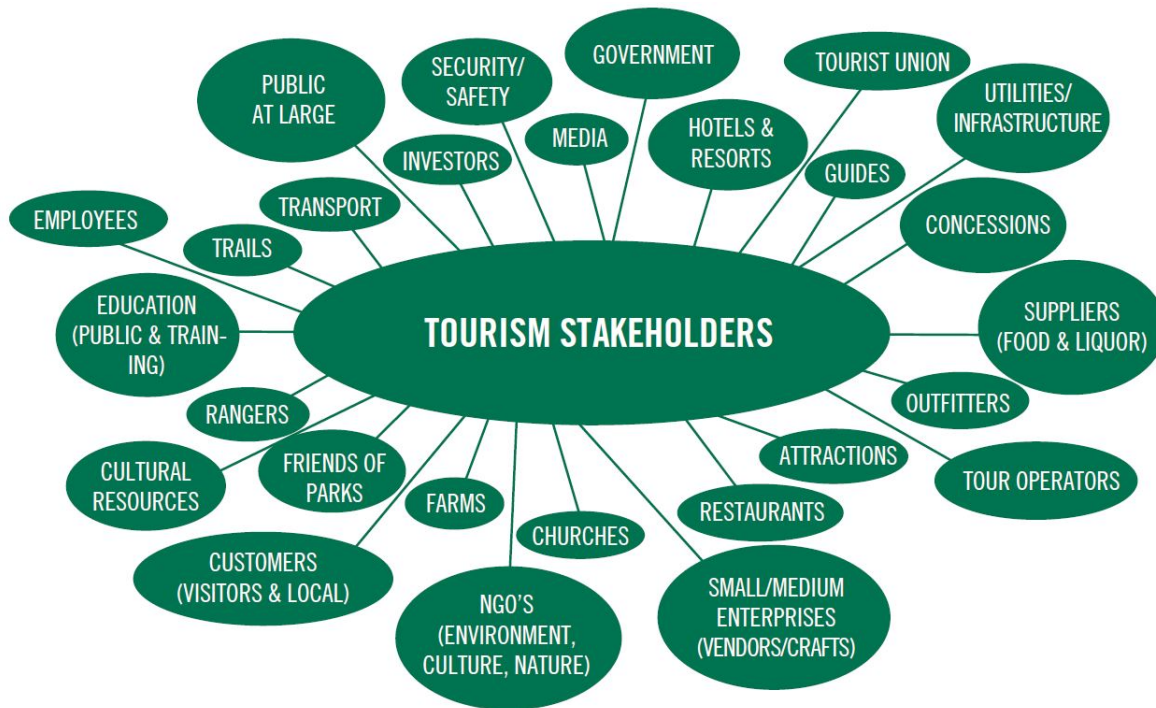


Figure 1: Community-based Tourism Stakeholders,(Eileen Gutierrez et al. 2005, 19)

Most of these stakeholder entities can be simplified down to four main categories: (1) the host community, (2) Non-Governmental Organizations (NGO), (3) Private Sector Partners, and (4) Government entities (Simpson 2008). Figure 2 outlines the main roles that these four stakeholder groups bring to the project. These roles are not exclusively found solely in the stakeholder groups shown in the diagram; these groupings show common roles of each. For example, capacity building, the sharing of knowledge with the community to empower their ability to run a tourism enterprise, is not exclusively in the NGO & Government realm. Private sector partners can also contribute to this as well. These categories are discussed below.

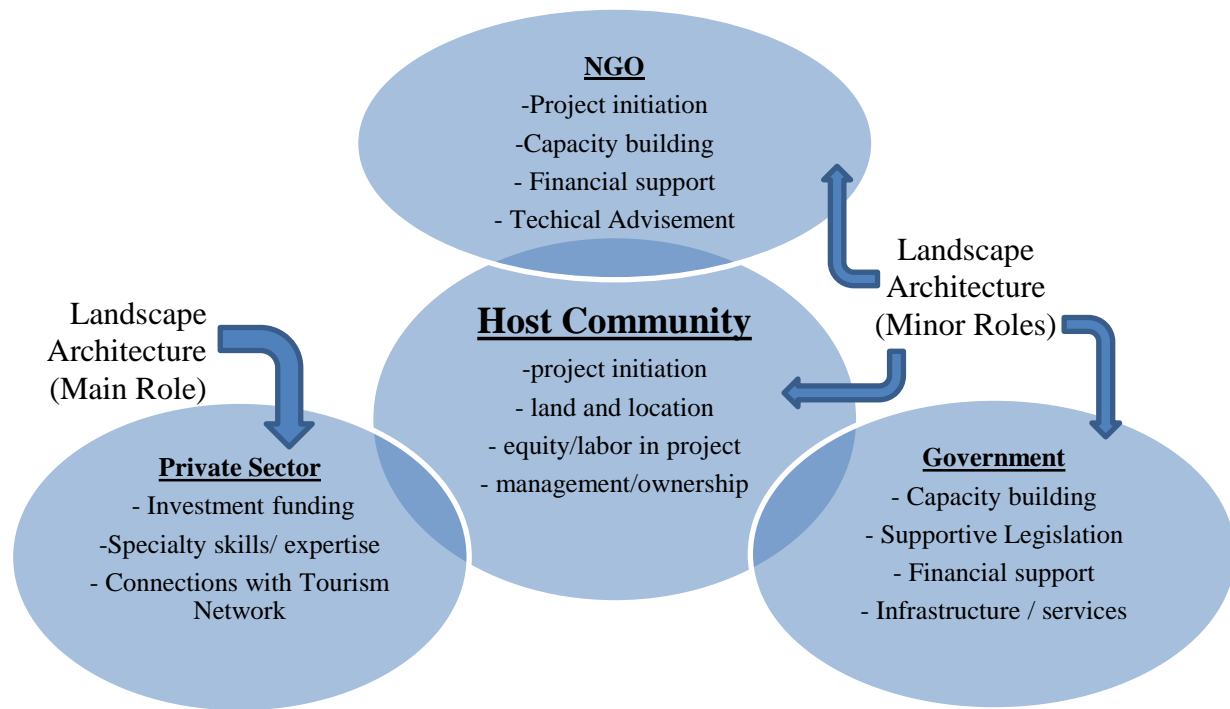


Figure 2: Community-based Tourism Main Categories and Roles, C. Berglund, 2016

Host Communities

Local host communities are the centerpiece of the project and in many community-based tourism enterprises, the community is the initiator for the project. The community's general sphere of influence and responsibility also includes providing the land and location for the tourism project. This can be communal land or land that has been agreed upon by the community for this purpose. The management and ownership of the tourism enterprise is also often within the role of the community, although, there are instances where the management of the tourism operation is the responsibility of an outside entity (Mehta et al. 2013). Although NGO's and outside private sector stakeholders can manage the project for a period of time, the goal of community-based tourism, as stated above is to have the community run the enterprise. The community often provide a portion of the equity, or investment into the project, either

through actual financial capital or labor through construction or development of the project, although this is often complimented or initiated by outside funding.

Non-Governmental Organizations

Non-governmental organizations (NGO) play many important roles in community-based tourism as well (Simpson 2008). They are often the first connecting points for local communities that are seeking to initiate community-based tourism and can also instigate communities to starting projects as well. Along with project initiation, many NGO's provide capacity building and on-going technical advisement to host communities as they seek to develop the skills and know-how to run the enterprise. They are also often the source or connection point for funding from other external entities. This funding can occur at start-up or throughout the life of the community-based tourism project.

Government

The role of government entities in community-based tourism is also broad for community-based tourism. Partnering with local, regional, and national governmental entities that can provide services, funding, and support to communities is vital to the success of community-based tourism projects (Eileen Gutierrez et al. 2005; Simpson 2008). Government roles can include capacity building in the community through training but also through community education programs. Access and infrastructure to the project site is another main component that falls within the scope of the government(Simpson 2008). In addition to these site specific roles, government entities are responsible for legislation and regulations that support and empower community-based tourism initiatives within their jurisdiction.

Private Sector

The last of the four primary categories is the private sector which is composed of investors, consultants, tourism network partners and other businesses. Because of the diverse occupations and skillsets found in this category, these stakeholders can have a large variety of roles (Simpson 2008). Some of the main roles in this category are those provided by tourism network partners, including existing tourism operators, destinations, and businesses. These entities can provide connections to the tourism infrastructure, tours, and knowledge of the tourism industry. This category is also often the one that brings in specialty skills and professional expertise such as design, marketing, and sales (Simpson 2008) that can give the community needed guidance for making the project functional and profitable. There are also instances where funding initiates from the private sector in the form of donations or investments.

Landscape Architecture's Role

Within the four main stakeholder categories of the community-based tourism project team, landscape architecture seems to have a main role in private sector group however, it also has potential roles that overlap within the other stakeholder categories as well. As an outside consultant, landscape architecture's most obvious contributions come from applying its specific skillset of site analysis, planning, and site design. Providing this expertise during the planning and design process of the community-based tourism project seems to have a strong potential to help the project succeed. Additionally, landscape architecture professionals also have potential to contribute to the marketability of the projects, fulfilling roles that overlap with economist and investors (Stronza 2006). Landscape architects can also work with, or for, NGO's and government stakeholders by providing technical advisement for projects

Landscape architecture also has potential for community capacity building and empowerment within their role with community-based tourism projects. Capacity building by the landscape architect professional can occur by conveyance of knowledge to the community through the design process (Design Workshop 2016). Empowerment of the community could potentially take place if the landscape architect utilized an approach that sought to validate the contributions, abilities, and assets of the community within the project process. This role would most likely overlap with the NGO and government stakeholders.

Furthermore, as discussed by Grenier et al. (1993), the potential for landscape architects to take on a role of “broker,” and convey ideas and foster connections between the various stakeholders has the potential to increase its impact on the community-based tourism project. This role would essentially overlap with all the stakeholder categories. This could manifest in a landscape architect professional facilitating large portions of the community-based tourism planning and design process. Ideally this role includes advocacy by the landscape architect professional on behalf of the community members to the other stakeholders including the local and national government.

As seen later in the case studies in this research, the role of landscape architects within community-based tourism is expressed in different ways and can affect the project differently. The main role of landscape architecture is through the private sector, but it could influence all community-based stakeholders with a well-crafted approach.

Secacar Project Context: Guatemala, Tourism, and Poverty

In order to understand the Secacar project, and how to develop a landscape architecture approach to it, contextual information is needed for the community and the geographic setting. The following description outlines the current statistics on Guatemala's geographic and environmental context, culture and demographics, and economy. This is followed by specific information regarding Secacar; its location, community makeup, and the status of the ongoing community-based tourism project that has been started there.

Guatemala Geography & Environment

Guatemala is a country in Central America that is slightly smaller than the USA state of Pennsylvania (CIA 2016). It is geographically located between Mexico and Belize to the North and Honduras and El Salvador to the southwest. It is characterized by a mountainous interior with narrow coastal plains along both the Caribbean and Pacific sides. Although it is small, it has some of the richest biodiversity in its montane rainforest, cloud forest and lowland tropical forest (Rainforest Trust 2016). Much of the landscape is naturally forested, but only about 34% remains that way currently with approximately 40% of the country's area as agriculture (CIA 2016). Deforestation is one of the critical factors that is affecting the natural environment of this country and conservation balanced with economic growth is needed to preserve its rich biodiversity with a reduction in poverty.

Guatemala Culture and Demographics

Guatemala is the most populated country in Central America with over 14.9 million people. It has a diverse range of people groups with the following statistics according to the 2001

country census: “Mestizo (mixed Amerindian-Spanish - in local Spanish called Ladino) and European 59.4%, K’iche 9.1%, Kaqchikel 8.4%, Mam 7.9%, Q’eqchi 6.3%, other Mayan 8.6%, indigenous non-Mayan 0.2%, other 0.1%” (CIA 2016). Its official language is Spanish but it has more than 20 recognized Amerindian languages including the Q’eqchi Mayan language of the Secacar village. The population is predominately Roman Catholic or Protestant with indigenous Mayan beliefs in lesser numbers.

Guatemala Economy and Tourism

Although Guatemala’s economy has seen a strong increase in its GDP for the past few years and is seeing growth in other economic factors, it still faces economic challenges. Poverty in Guatemala affects more than half its population and more than 20% of its population lives in extreme poverty (CIA 2016). Poverty in Guatemala is extensive especially in rural areas. According to the 2003 World Bank Study: *Poverty in Guatemala (Report No. 24221 –GU)* the following statistics outline the situation:

- Over 81% of the poor and 93% of the extreme poor live in the countryside. Three quarters of all rural residents live in poverty and one quarter live in extreme poverty.
- Poverty is also significantly higher among the indigenous (76% are poor) as compared with the non-indigenous population (41% are poor).
- Available evidence suggests that poverty in Guatemala is higher than in other Central American countries, despite its mid-range ranking using per capita GDP

Guatemala, although crippled by high levels of poverty in certain areas, does have a growing tourism industry according to the 2011-2015 World Bank “International Tourism” numbers. (“International Tourism, Number of Arrivals | Data | Table” 2015). With a diverse

range of lush tropical environments; from mountainous highlands to coastal beaches, Guatemala is well suited to continue to develop its tourism capabilities. It also has a rich cultural tapestry that gives it a depth of unique interest as well. In particular, the Rio Dulce area of Guatemala where the Secacar community is located, with its large population of indigenous Mayan communities and its relative close proximity to the Caribbean is well endowed with elements that could encourage the development of a successful tourism industry.

Secacar Community Geography

The Secacar community is located in the Rio Dulce region of Guatemala in the far eastern edge of the Central American republic (Figure 3). The community is bisected by the scenic Rio Sauce in Guatemala's newly proposed Sierra Santa Cruz natural protected area (Heesaker 2016). The Sierra Santa Cruz is a mountainous area north of Lake Izabal and close to the Caribbean coast that includes lowland forest, montane tropical forest, and cloud forest that are full of rich biodiverse species of flora and fauna (Rainforest Trust 2016), (Figure 4 and Figure 5).



Figure 3: Guatemala map with the Rio Dulce region in red rectangle, tropicaldiscovery.com, 2016

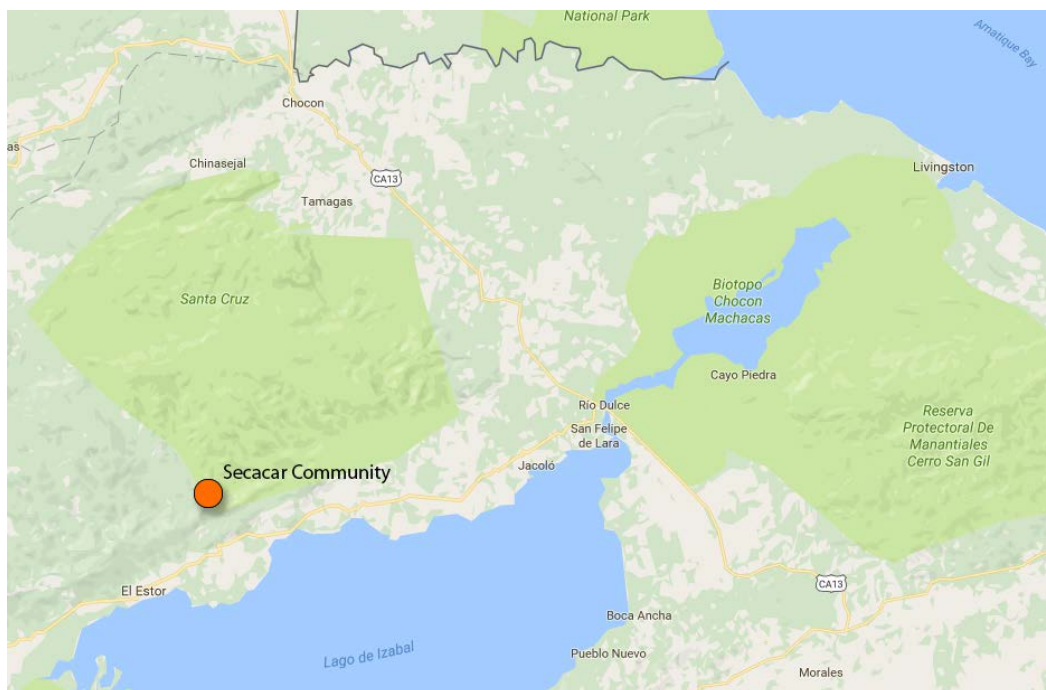


Figure 4: Rio Dulce region map with Secacar location, Google Maps, 2016

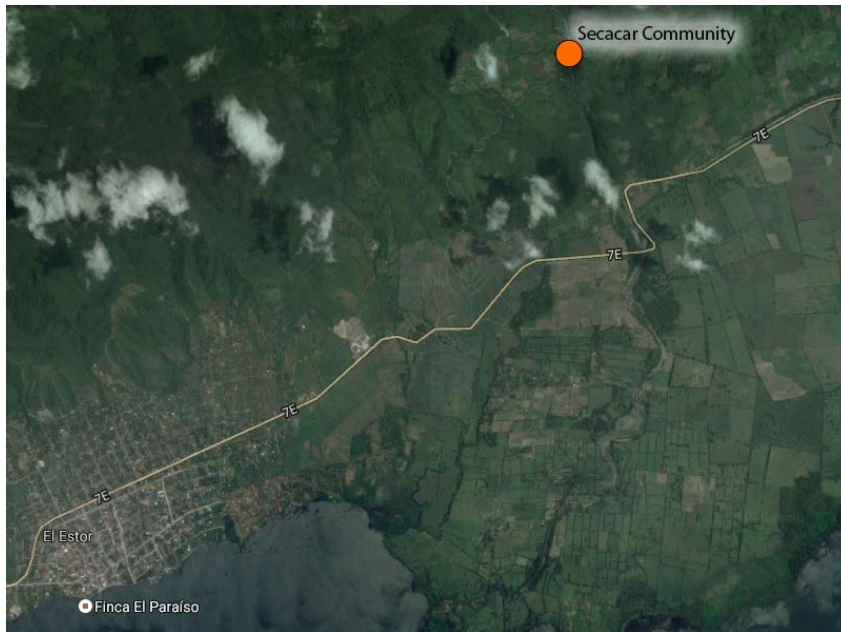


Figure 5: Map of the El Estor (town) and Secacar Village location, Google Maps, 2016

Much of the landscape of the community reflects deforestation due to clearing for agriculture and cattle grazing, however, the original forest is intact along many of the riparian corridors and in areas of higher elevation and steeper slopes. Figure 6 shows the typical forest character on the upper slopes and the character of the cleared land that is commonly used for agriculture (visible as a lighter green color).



Figure 6: Secacar forest character and agriculture, Paul Heesaker, 2015

Just downstream from the community on the Rio Sauce (river) is the picturesque Boquerón Canyon (Figure 7 and Figure 8) where its dramatic and sculptural limestone cliffs provide a unique natural feature that has already started to attract a tourist contingency (Turismo Comunitario Guatemala 2016; Rios Guatemala Fund 2016).



Figure 7: Entrance to Boquerón Canyon on the Rio Sauce, Paul Heesaker, 2015



Figure 8: Kayaker in Boquerón Canyon on the Rio Sauce, Paul Heesaker, 2014

Although it is located just under eight miles from the town of El Estor, access to the village is limited to a rough road that still requires a four-wheel drive vehicle to complete the journey. Another nearby town, Rio Dulce, about a thirty-minute drive along equally poor roads, is becoming more of a tourism hub in the area. With recent improvements to the road, by the local government, there is hope that future access and connection to the village will provide a more direct link to the community (Heesaker 2016).

Secacar Community Demographics

Secacar is composed of approximately seventy families of indigenous Q'eqchi Mayans, most of which earn their livelihood via subsistence farming; growing small plots of crops or grazing livestock on land that is cleared from the surrounding montane rainforest. The education level in the community is limited. Only recently, in partnership with Paul Heesaker at Rios Guatemala and the locally run NGO, Aktenamit, has secondary education been available (Heesaker 2016). Many of the residents speak only their native Q'eqchi language, however, a contingency of men, who sometimes seek employment outside of the village, speak Spanish as well.

The community is governed and facilitated by a “comité” (Spanish: committee) that help make community decisions and get community consensus. They serve as the governing body for all things concerning the community; from law enforcement and the judicial system, to the school board and helping the community maintain its land through communal work efforts (Heesaker 2016).

Secacar Community Cultural History

As a community of indigenous Q'eqchi Mayans, their history in the Central American region is long and robust, tracing its origins back to ancient Mayan civilizations around 2000 BCE (Kahn 2006; “Ancient Maya Civilization | MESOAMERICAN Research Center” 2016). The Q'eqchi Mayan population was originally more centrally located in the country's interior but for numerous reasons throughout the course of the twentieth century, they have migrated east towards the Caribbean (Kahn 2006). Some of these reasons for the migration, including the search for better working conditions and the hope of land ownership, highlight the difficulties and societal challenges that the Q'eqchi people have faced over their history. Since the initial contact with the western world via Spanish colonization, the Q'eqchi like other indigenous cultures in central America, have faced exploitation and societal exclusion (Kahn 2006) from the government and from those of Euro-Spanish decent known in Guatemala as “ladinos” (Miller 2008). Unfortunately, this trend is reflected in current poverty statistics in the country where poverty is significantly higher among the indigenous (76% are poor) as compared with the non-indigenous population (41% are poor) (“Poverty in Guatemala” 2003).

Despite ongoing negative societal stereotypes (Miller 2008) and historical cultural suppression (“Ancient Maya Civilization | MESOAMERICAN Research Center” 2016) some of the the Q'eqchi Mayans have preserved a great deal of their cultural heritage. With the current sources and information about the Secacar community, it is unsure of the exact role that traditional culture plays in day to day life. This is of course a main area of interest and importance and is addressed in the suggested approach for working with this community moving forward.

Secacar Community Tourism Project

The tourism project that is currently on going in the Secacar community traces its origins back to the initial involvement of Paul Heesaker from the Rios Guatemala adventure tourism company. Paul is a retired educator from Colorado, USA that started working in Guatemala in the 1990's when he started a whitewater rafting guide company named Area Verde Expeditions. As an avid kayaker, he explored many Guatemalan rivers that were previously not known to have whitewater potential and partnered with the Guatemalan organization Area Verde Foundation, to develop rafting services as a way of sustainable tourism and river conservation (Greiner 1995). It was on one of these early exploratory trips that Heesaker first saw the Secacar community while rafting the Rio Sauce in 1995. At the time, he saw the beauty of the Rio Sauce's Boquefón Canyon and its potential for sustainable tourism, however, it wasn't until 2013, when his work with Area Verde Expeditions had ended that he sought to pursue this possibility (Heesaker 2016).

Out of his experience with the Guatemalan Area Verde Foundation, Heesaker knew that if he wanted a sustainable tourism project to work, he had to "get in and start working with the local people" (Heesaker 2016). With this in mind, he sought a partnership with an internationally connected, but locally run NGO called Ak'tenamit. Ak'tenamit, which was started by the American Steve Dudenhoefer in 1992, is "an indigenous community development organization that promotes long-term solutions to poverty through education, health, income generation and cultural programs" ("Ak' Tenamit" 2016). Ak'tenamit's success in local community empowerment has created substantial changes in the lives of local communities and has been endorsed by international organizations such as USAID ("Ak' Tenamit" 2016) and the World Tourism Organization (World Tourism Organization 2003) and also by in-depth academic

investigation (Miller 2008). Ak'tenamit, who's administrative board is now completely run but local community members, has also had a strong track record for helping communities develop sustainable tourism projects (Miller 2008; World Tourism Organization 2003). It is with this experience and local connections that Heesaker approached Secacar with the idea of community-based tourism in 2013.

The Secacar community was receptive to the idea of community-based tourism. With the establishment of a “pro-poor” mindset and approach by Ak'tenamit and Heesaker, the project has developed a strong grass-roots connection within the community giving the project a strong start (Heesaker 2016). Since starting in 2013, the project has developed a secondary school that now serves students through the ninth grade. The tourism component has also progressed in a number of ways. An initial visitor lodge has been erected with views over the Rio Sauce (Figure 9) and the community has worked with numerous national and international partners to build their capacity and network connections for tourism. These organizations including CONAP (spanish: Consejo Nacional de Areas Protegidas : National Council of Protected Areas) have provided the community with ongoing support and guidance for both conservation efforts and development of their tourism capabilities. The community has recently allocated another parcel of land (Figure 9 and 10) that will act as an additional phase for a lodging amenity and they are currently in the process of designing and laying out a series of nature trails that can create a linking network to its amenities. Developing further tourist amenities and connecting the project to the wider tourism network has also occurred and the travel organization Rio Dulce Travel is now starting to offer the community as part of their tourism packages (Heesaker 2016).



Figure 9: Visitor lodge with views over the Rio Sauce, Paul Heesaker, 2015



Figure 10: Potential lodge site #2 on the Rio Sauce, Paul Heesaker, 2015

Although information about the Secacar community is limited at this time due to lack of direct contact and site visits, the above description outlines the current statistics and gives an adequate level of understanding for this paper. At this stage, understanding the community in this

limited sense is acceptable. As outlined in the final recommended approach, when moving forward with this project, more direct information would need to be attained and verified to provide a more holistic picture of the community from its own members.

In conclusion, although there have been huge steps forward in the establishment and development of community-based tourism in Secacar, there is a strong possibility for beneficial involvement of a landscape architect professional. When this research was initiated Ak'tenamit was contacted and asked if they knew of any community-based tourism projects that could benefit from the inclusion of a landscape architect professional. The Secacar project was mentioned and a connection was made between Paul Heesaker and the author. In subsequent interviews, a strong desire to have a landscape architect professional involved in the project at this point has been heard from both Heesaker and Ak'tenamit. It is with this impetus that the approach for a landscape architecture in this setting was pursued for this thesis.

CHAPTER 3

COMMUNITY-BASED TOURISM CRITIQUE

With the definition of community-based tourism and its basic structure, this thesis has a working understanding of what community-based tourism is and an understanding of its underlying structure and purposes. The context of the Secacar community and the tourism project is also established with the previous chapter. This chapter outlines the benefits and risks of the community-based tourism model to tourism development and poverty alleviation. This will help to determine how to move forward with developing a landscape architecture approach to the Secacar project.

Community-based Tourism- Potential Benefits

Community-based tourism has many potential benefits. Some of the main ones include the potential to (a) keep money within the host community, (b) empower the local community, (c) foster environmental stewardship within the community, and (d) work well in rural communities. These potential benefits are outlined and discussed below.

Keep Monetary Gains within the Local Economy

As previously stated, since its initial creation in the 1970's, community-based tourism has sought to use the economic driver of tourism in a manner that benefits local residents. Tourism is a large global industry that economically impacts many of the world's material poor countries

(“Sustainable Tourism” 2016). However, although it has a strong potential as an economic driver, without proper implementation, tourism can be degrading and detrimental to both the environment and the host communities where it occurs (Jamieson and Nadkarni 2009; Dodds, Ali, and Galaski 2016; Scheyvens 1999a). Furthermore, without the direct intentionality of striving to make tourism “pro-poor” there is often little benefit to the materially poor even despite the assumption of a “trickle-down” effect from new development in the local economy (Jamieson and Nadkarni 2009, 116). In fact, according to Jamieson and Nadkarni, “it is now better understood that poorly planned and managed tourism can destroy ecological systems, raise the cost of living for local people and damage social and cultural traditions and lifestyles”(Jamieson and Nadkarni 2009, 114). In contrast to this, community-based tourism has the potential to be more empowering and beneficial to local economies by delivering the economic and social benefits of the tourism directly to the local community (Miller 2008; Dodds, Ali, and Galaski 2016; Jones 2008). This is important since in more traditional tourism models most of the profits go to external entities rather than the local communities (Zapata et al. 2011).

Empower the Local Community

A community-based tourism enterprise not only has the potential to infuse the economic benefits of tourism into the local economy, it also has the potential to empower these communities (Dodds, Ali, and Galaski 2016; Scheyvens 1999a; Jones 2008; Miller 2008; United Nations Environment Programme 2016b; Jamal and Stronza 2009; Boley et al. 2014). Studies have shown that community-based tourism can be a social catalyst and serve as a means of “community physiological empowerment” (Scheyvens 1999a) as well as “generators of social benefits”(Jones 2008; Scheyvens 1999a).

According to Scheyvens (1999) empowerment within the community ideally occurs in four dimensions: psychological, social, economic, and political. Psychological empowerment occurs when the community-based tourism project enhances a sense of self-esteem and appreciation of an individual's own traditions, culture or environment (Scheyvens 1999a; Boley and McGehee 2014; Medina 2003). This empowerment can occur within community-based tourism when these elements are seen as tourism assets and are appreciated by tourists. Furthermore, Medina (2003) claims that although there is a risk of negative commodification of local culture, as discussed below in the CBT limitations section, there is also a potential for local communities to reclaim their traditional culture and take pride in it due to its new appreciation by tourists. Additionally, Cohen (1988) points out that commodification may not actually result in a total loss of meaning of culture traditions or products, but may actually “add new meanings to old ones” (1988, 371).

Social empowerment pertains to the strengthening of social and communal relationships as a result of successful community-based tourism (Scheyvens 1999a). This can be facilitated within community-based tourism projects by maintaining and enhancing existing healthy social dynamics. This can also be encouraged in community-based tourism by developing governing and management structures that distribute social power throughout most of the community (Scheyvens 1999a).

Economic empowerment can occur in community-based tourism when an entire community benefits financially from the enterprise. This is not limited to only direct monetary gain by individuals in the community but also refers to the community as a whole. Economic empowerment can take the form of community health clinics, infrastructure or educational advancement that benefits the greater population (Scheyvens 1999a; Miller 2008).

Community-based tourism has the potential to politically empower local communities as well (Scheyvens 1999a). Within the community, this occurs when the community members have equal opportunities to influence the management of the enterprise and have outlets to do so (Scheyvens 1999a). In order for this to occur, there needs to be a community political structure that represents the community members fairly.

Foster Environmental Stewardship within the Community

In many studies, community-based tourism has shown to increase environmental awareness and conservation efforts in the community and also by the tourism patrons (Miller 2008; Bascomb and Taylor 2008; Krüger 2003; Boley and Green 2015). Community-based tourism often occurs in remote areas where subsistence farming can place pressure on the surrounding environments (Bascomb and Taylor 2008). The balance between needing economic viability and the desire for the preservation of the environment is one of the challenges that community-based tourism has the potential to solve. By providing an alternative to “slash and burn” and other forms of environmentally degrading agriculture, community-based tourism has the potential to grow the stewardship of the environment by allowing the community to see it as more of an economic assets for tourism (Bascomb and Taylor 2008; Miller 2008; United Nations Environment Programme 2016b; Krüger 2003; Boley and Green 2015).

Well Suited for Rural Communities

Much of the world’s material poverty occurs in rural areas (United Nations 2016), and this is also true in the country of Guatemala (Bascomb and Taylor 2008; Keane, Lemma, and Kennan 2009) where “over 81% of the poor and 93% of the extreme poor live in the

countryside” (“Poverty in Guatemala” 2003). These locations often lack the infrastructure and access that can allow for more main stream tourism approaches and thus are better served by the community-based tourism approach. In these rural areas where subsistence agriculture is often practiced, community-based tourism can be an enterprise that can potentially contribute “to economic diversification and to the consolidation of small-scale agriculture exploitations by providing complimentary revenue” (Zapata et al. 2011, pg. 728). Also, since community-based tourism can be based on any tourism product, even as simple as a single waterfall hike in a rural community, the potential for community-based tourism to be used in rural settings is extensive due to its small organizational needs.

Community-based Tourism- Potential Limitations

Like other forms of international development that aim to alleviate poverty and empower the material poor, community-based tourism projects are difficult to successfully implement and do not guarantee a positive impact. Many limitations and criticisms exist for this model of tourism. By studying and defining these limitations, it can better be understood how it can be successfully employed and what is needed to facilitate this.

Possible Negative Effects on Host Communities

There are various negative effects that tourism can exhibit on host communities (United Nations Environment Programme 2016a; Scheyvens 1999a). These constitute large barriers to the success of both mainstream and community-based tourism. Although community-based tourism seeks to minimize many of these by its “grassroots” community approach to tourism, it can still be plagued by these issues. A summarized list from the UNEP (United Nations

Environment Programme 2016a) below highlights the main issues pertinent to community-based tourism in the Secacar project:

- *Indigenous Identity and Values:*
 - Commodification and Loss of Authenticity
 - Standardization and Adaptation to Tourist Demands
- *Culture:*
 - Excessive Change In Cultural Norms, Irritation Towards Tourist Behavior, and Damage to cultural resources
 - Economic and Job-Level Discrepancies
- *Ethical:*
 - Under Age Labor and Prostitution

- Source: (United Nations Environment Programme 2016a)

Other negative issues that the UNEP associate with more mainstream tourism are not perceived issues for community-based tourism per this research paper due to the direct involvement of the host community and the project's remote location. Due to these parameters, the following were not seen as issues pertaining to the Secacar project:

- Resource and land use conflicts
- Crime generation

- Source: (United Nations Environment Programme 2016a)

Loss of Indigenous Identity and Values: Commodification and Loss of Authenticity

Although the native culture and indigenous identity of the host community can be seen as a tourism asset, there is also a risk of the cultural practices becoming commodified and inauthentic. As the UNEP states, “Tourism can turn local cultures into commodities when religious rituals, traditional ethnic rites and festivals are reduced and sanitized to conform to tourist expectations, resulting in what has been called "reconstructed ethnicity." (United Nations Environment Programme 2016a). The need to balance between sharing cultural practices with visitors, and the need to keep these practices separated for meaningful community expression, must be integral to a tourism project approach. By setting up boundaries between what parts of the culture the community will share with the visitors, and what the community will keep private, can provide safeguards against commodification (Denman 2001). This issue is further discussed in the section outlining the key factors for community-based tourism success.

Loss of Indigenous Identity and Values: “Standardization” and Adaptation to Tourist Demands

In an effort to provide facilities and products that are marketable to tourist from outside the community, there can be the danger of losing a community’s unique identity. This is known in the literature as “standardization”. Without the proper forethought and planning, the culture of a community can be decreased, or lost, in the “process of satisfying tourists' desires for familiar facilities” (United Nations Environment Programme 2016a). Although, a marketable tourism product, whether a facility, activity, or souvenir is key for community-based tourism success (Dodds, Ali, and Galaski 2016) this must also be balanced with a preservation of the community’s identity.

Culture: Excessive Change in Cultural Norms, Irritation Towards Tourist Behavior, and Damage to Cultural Resources

Due to the juxtaposition of different cultures at tourism locations, clashes and changes in the host culture can result. These changes can be detrimental if they exceed the “limits of acceptable change in the culture of the host population” (United Nations Environment Programme 2016a) as determined by the host community themselves. These changes can create resentment and tension between the host community and the tourist project or tourist.

Tension between tourist and the host community can also come about in the contrast between the behavior of the community and tourist. When tourists “fail to respect local customs and moral values” the host community can become resentful and adverse to the presence of the tourists (United Nations Environment Programme 2016a). These issues are not ones that is easily solved and must be addressed by the project team and community early to determine the approach to dealing with this.

Additionally, there is a risk of damage to cultural resources within community-based tourism (United Nations Environment Programme 2016a). Establishing boundaries of use for tourist is an important part of the process early in the creation of the tourism project.

Culture: Economic and Job-Level Discrepancies

Cultural challenges can stem from the fact that most visiting tourists come from different socio-economic levels than those of the host community. As stated by the UNEP, the “there is likely to be a growing distinction between the 'haves' and 'have-nots', which may increase social and sometimes ethnic tensions” (United Nations Environment Programme 2016a). There can also be occurrences of “copying behavior”(United Nations Environment Programme 2016a)

where host communities strive to live and emulate the lifestyle they are exposed to by the tourists. This can result in negative economic and social challenges.

The socio-economic difference between the tourist and host community, is also potential for tension between employees at the tourism projects. Since many host communities lack the specific knowledge to work within the tourism industry, “people with the know-how needed to perform higher level jobs are often attracted from other countries”(United Nations Environment Programme 2016a) or outside the community. This can contribute to further economic and social discrepancies and lead to “may cause friction and irritation, and increases the gap between the cultures”(United Nations Environment Programme 2016a). These economic challenges are some of the main drivers for developing the community-based tourism model as an approach to tourism.

Ethical: Under Age Labor and Prostitution

With the development of a new economic component, there are potential ethical issues that can occur with the host community. Since tourism can become a lucrative business and can often be assisted by the help of children, “child labor in tourism is common in both developing and in developed countries” (United Nations Environment Programme 2016a). This represents an ethical challenge to tourism and can have lasting and detrimental effects due to the lack of education for employed minors.

Another ethical challenge that can accompany tourism is prostitution and exploitation of women and children. Since there are often large economic discrepancies between tourist and host communities, the “commercial sexual exploitation of children and young women has paralleled the growth of tourism in many parts of the world”(United Nations Environment Programme

2016a). Tourism does not necessarily cause these incidences directly but can unfortunately provide an environment that is conducive for them to occur.

Possible Negative Effects on the Environment

Although community-based tourism was developed in-part to employ tourism in a more environmentally conscious way, community-based tourism still has the potential to lead to environmental degradation when not planned or implemented correctly (Krüger 2003). Without proper precautions and guidelines, studies show that even with the best intentions, community-based tourism can lead to “serious habitat alteration, mainly in the form of major habitat changes in order to accommodate more ecotourists” (Krüger 2003, 592). As discussed later in the community-based tourism key factors section, establishing clear parameters for environmental health is an important part of establishing an ecologically successful community-based tourism project (Denman 2001; Eileen Gutierrez et al. 2005; Dodds, Ali, and Galaski 2016; Krüger 2003).

Community-based Tourism Critique Conclusion:

Despite the challenges and potential negative impacts of community-based tourism outlined above, it is believed by the author that there is strong validity to the community-based tourism model and its continued use of this model in the Secacar project. The positive possibilities for community-based tourism hold strong potential for the Secacar community and outweigh the negative ones. However, the in-depth understanding of the negative impacts that are possible with community-based tourism helped to inform the approach developed by this research and, as outlined in the final approach, assessing the applicability of community-based tourism in Secacar is part of the recommended process. Although many of the negative issues are

complex and not initially solvable from the outset of projects, being aware of these potential negative impacts and sharing this knowledge with the host community is one potential way to prevent many of these issues from occurring or becoming an inhibiting factor to the success and health of a community-based tourism project. By sharing this knowledge with the community, it can allow them to inform how they desire to manage and develop solutions from them within their community-based tourism. This will be further addressed in Chapter 5, the recommended approach developed in this paper.

CHAPTER 4

COMMUNITY-BASED TOURISM SUCCESS AND KEY FACTORS

This chapter outlines a literature review of the relevant sources to understand what is entailed for community-based tourism to be done successfully. First community-based tourism success is defined and then the key factors that enable its success are distilled from the literature. These key factors are then categorized based on their potential to influence a landscape architecture approach to a community-based tourism project.

Community-based Tourism Success

Since confirming the validity of the community-based tourism model and gaining an understanding for the Secacar project, the factors that can contribute and inhibit community-based tourism success will now be studied. In order to do this, the following definition for success has been developed from the literature. A community-based tourism project can be said to be successful if it has achieved, or is moving towards achieving the (3) main sustainable tourism goals:

1. Economic: making enough money to thrive and sustain the enterprise and to provide significant supplemental benefits (Dodds, Ali, and Galaski 2016). These should benefit a majority of the community (Scheyvens 1999a)
2. Ecological : conservation of the surrounding environment and ecology (Denman 2001)

3. Social : empowerment of the community through both individual and communal self-esteem improvement (Scheyvens 1999a; Jones 2008).

Furthermore, processes that are used to help community-based tourism grow in its ability to achieve these goals are seen as beneficial to the community-based tourism. This definition enables us to understand what community-based tourism success entails and also how different approaches (processes or mindsets) used by landscape architects, and other outside professionals, can or cannot, be beneficial to community-based tourism projects.

Key Factors for Community-based Tourism Success

Through a review of community-based tourism literature, a Community-based Tourism (CBT) Key Factors framework was developed. Through the review of published articles, grey literature, guidelines by established sustainable tourism organizations, and academic publications an understanding of the key factors that contribute to community-based tourism success and failure was distilled. Many of the sources in this review were analogous projects to Secacar and much of the research focused on the Central American region, with some specific to Guatemala and even the same region and people group as well. This resulting CBT Key Factor framework is used to evaluate the landscape architecture approaches used in the selected case studies. These factors and their inhibitors are discussed below.

The development of the framework came from a distillation of common key factors found throughout the literature. Initially, articles that contained an emphasis on community-based tourism success written in synopsized points, such as Dodds, Ali, and Galaski (2016), Simpson (2008), and Zapata et al. (2011) were used to create a preliminary understanding of the factors needed for success. Many of the key factors in these articles overlapped and reinforced

each other and these articles also provided in-depth references from other literature making them ideal for the framework basis. Once this preliminary understanding of community-based tourism success was created, additional articles and sources were reviewed and their key factors, and inhibitors, were combined and distilled into this evolving framework. Additionally, the following community-based tourism guidelines were used to further refine the creation of the CBT Key Factor framework: *Guidelines for Community-Based Ecotourism Development* (Denman 2001) the *International Ecotourism Guidelines* (WTO 2002), and the *Linking Communities, Tourism, and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005).

Community-based Tourism (CBT) Key Factors

1. *“Pro-poor” Mindset*
2. *“Bottom-Up” Process*
3. *Unique, Market-Ready Tourist Products*
4. *Clear strategies for environmental & cultural health*
5. *Community Capacity Building*
6. *Community Capital “Buy-In”*
7. *Strong Tourism & Stakeholder Network Connections*
8. *Access to Funding*
9. *Ongoing Measure and Monitor Status*

1. “Pro-poor” Mindset

Having a “pro-poor”(Jamieson and Nadkarni 2009) mindset is one of the most important things to maintain when approaching a community-based tourism project. In its most basic

terms, a beneficial “pro-poor” mindset is a seeing the project as a balance between altruism and a business venture, where neither paternalism nor straight profit are the solitary drivers (Jamieson and Nadkarni 2009; WTO 2002). As outlined by Jamieson and Nadkarni this mindset allows the LAR to see their work with a CBT as “a business intervention by the benign intermediaries, seeking to optimize economic as well as social returns on their investment. The inclusion of social returns is what differentiates benign intermediaries from their pure commercial counterparts,” (Jamieson and Nadkarni 2009, 119). This balance is also strongly alluded to in the *International Ecotourism Guidelines*, a comprehensive volume on the design, development, and implementation of sustainable tourism ecolodges published by the World Tourism Organization (WTO 2002). Both these sources talk about the need to not undercut the entrepreneurial drive of the host community by approaching the project from a “charity” stand point (Jamieson and Nadkarni 2009; WTO 2002) which can promote the idea that the community is dependent on outside support versus having their own intrinsic abilities to develop and solve their problems. The other side of the spectrum is covered by Scheyvens when she addresses instances in community-based tourism where “business is the main driving force behind tourism” and its outcomes that “serve to alienate, rather than benefit local communities”(Scheyvens 1999a, 245). Beneficial, and therefore successful community-based tourism approaches cannot only be about profit but must also not lean too far towards altruism as to be detrimental to the communities self-drive.

A “pro-poor”(Jamieson and Nadkarni 2009) mindset is especially crucial for landscape architects approaching community-based tourism work since this mindset is somewhat foreign to most of the work they do. Poverty alleviation is difficult to accomplish, as mentioned before, and cultivating the correct mindset when approaching a community-based tourism project like

Secacar is one of the elements that must be maintain throughout interaction with the community. This mindset should also be advocated for by the landscape architect when dealing with the other stakeholders involved.

2. “Bottom-Up” Grassroots process

According to many of the reviewed community-based tourism documents, one of the most detrimental factors to the success of community-based tourism is not having a process and project that is strongly “bottom-up,” and based primarily on the involvement and championing of the project from the local community (Zapata et al. 2011; Jamieson and Nadkarni 2009). Entire sections of the World Wildlife Fund (WWF) *Guidelines for Community-Based Ecotourism Development*, a well sourced document for CBT development, are dedicated to the assessment of, and empowerment of the community’s leadership and management of the project (Denman 2001). This is also the case in Conservation International’s comprehensive document *Linking Communities, Tourism and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005). Although some of the original idea behind community-based tourism was for them to be a community-lead initiatives, paradoxically, due to the heavy involvement of outside entities, including NGO’s, government organizations, and other beneficiaries, they are often more of a “top-down model”(Zapata et al. 2011). The top down model is often more prone to fail when the outside entities remove funding or support after the initial start-up stage (Zapata et al. 2011). This is true in some of the wider context of community-based tourism globally and even in locally in the Central American region (Zapata et al. 2011), and in Guatemala community-based tourism in particular (Miller 2008) and accounts for some of why community-based tourism is unable to deliver the benefits to the communities it is present in.

Having a “bottom-up” process is applicable to landscape architects involved in this setting since they can help to facilitate some grassroots involvement within their scope of the community-based tourism project. Although, there needs to be a degree of internal community drive apart from what outside entities bring to the project, by striving to empower the community through inclusive and highly participatory processes, the landscape architect can potentially strengthen the “bottom-up” nature of the project. This could occur in meetings or open design charrettes where the community is a direct “part of the decision-making process”(WTO 2002, 99). These ideas have been incorporated into the recommended approach to the Secacar project in multiple community inclusive and driven workshops and sessions.

3. Unique, Market-Ready Tourist Products

The need to make an economically-viable tourism product is one main goal of a community-based tourism enterprise. The product, or tourism attraction, could be anything from a simple trail to a waterfall to an elaborate eco-lodge, but whatever it is, it needs to be based on a market-demand driven approach (Dodds, Ali, and Galaski 2016; WTO 2002; Zapata et al. 2011; Denman 2001). Unfortunately, community-based tourism projects are often designed and programmed solely based on their local amenities and there isn't the research done to test of the market's ability to sustain or support the new development (Dodds, Ali, and Galaski 2016; Zapata et al. 2011). These “supply side developments” (Zapata et al. 2011, 741) also often lack connections to the local tourism network, and are marketed to only international markets for whom they are only minimally connected (Dodds, Ali, and Galaski 2016; Zapata et al. 2011).

Denman's WWF guidelines outline the need to conduct in-depth market studies and ensure “market realism and effective promotion”(Denman 2001, 16) and suggest that a market

assessment be prepared for all projects which includes a existence or other similar tourism products, the connection to existing tourism networks and marketing plan (Denman 2001). This is also reflected by Conservation International's assessment manual that provides specific worksheets for how to study the economic and market drivers of the area (Eileen Gutierrez et al. 2005). Designing community-based tourism projects to target domestic markets is another recommendation that comes out of this topic and focusing on connecting to and providing for local tourists is important to making community-based tourism work (Denman 2001; Zapata et al. 2011; Miller 2008).

For a landscape architect professionals working with community-based tourism, providing a unique and market-driven product has strong importance to how they approach the project. Much like in other design projects, knowing the market and designing to meet it are skills that often happen within a teams that include landscape architects. While landscape architects don't always know the specific market parameters, ideally they know the value of learning this info and incorporating it into the program and design of physical sites. Since the physical design of a community-based tourism setting or amenity is a main part of the landscape architecture involvement, making sure that this design is unique to the location and market are key. Furthermore, developing unique designs for tourism products that reflect the local environment and community and can serve to draw tourist to the community is probably one of the most applicable factors that landscape architects could apply their skillset to.

This key factor should impact the approach to the Secacar project in two ways: (1) market study research should be done by the landscape architect professional, and (2) the tourism products (amenities, etc.) should be designed to accommodate both international and local

Guatemalan tourists. This will be accomplished through offering different price-points for the products and also seeking to design them to attract both of these demographics.

4. Clear Strategies for Environmental & Cultural Health

In order to establish a successful community-based tourism enterprise, the risks for both the environmental and cultural degradation due to the tourism have to be discussed and assessed with the community and stakeholders involved (Denman 2001; Dodds, Ali, and Galaski 2016; Eileen Gutierrez et al. 2005; Krüger 2003). Establishing goals for how to deal with these potential issues, and how to determine what thresholds, or limits, need to be maintained for the community and the environment are crucial to early planning and ongoing success of a community-based tourism project (Dodds, Ali, and Galaski 2016). Once the risks and thresholds have been determined in the assessment phase, the community-based tourism planning process can then incorporate ways to alleviate or decrease the potential of these occurrences (Denman 2001).

A landscape architectural approach to community-based tourism should incorporate at least the environmental component of this key factor. The landscape architect professional could help the community establish limitations and thresholds for the ecological impact of the tourism project. Although establishing cultural health thresholds and limitations falls outside of the standard landscape architectural scope, it could be facilitated by a landscape architect, with proper literature or collaborators. By conveying and documenting the possible environmental and cultural risks of the community-based tourism project with the community the landscape architect can then work with them to develop ways to limit or prevent these from happening. These documented risks could then be used as milestones or benchmarks to be reviewed as part

of the ongoing monitoring and evaluation of the project. Establishing, conveying, and documenting these risks in the Secacar project are important to include and are addressed in the recommended approach. This is especially true in light of the history of exploitation and negative actions towards those of Mayan descent in Guatemala. Putting the authority into the hands of the Secacar community will hopefully benefit and empower them.

5. Community Capacity Building

Capacity building in the community-based tourism context mostly refers to the building up of the ability for a community to manage and run its own tourism enterprise. Often times, especially in rural settings where communities are not exposed to hospitality and tourism enterprises, there is a lack of the skills needed to facilitate tourism projects. These skills can include care for guests, book keeping, guiding, and language. Without the proper capacity to manage and perpetuate all of the components of a community-based tourism enterprise, a community will not be able to successfully run it after initial support is withdrawn (WTO 2002; Zapata et al. 2011; Simpson 2008). Having the community be self-sustaining and able to manage the community-based tourism independently is the goal of community-based tourism so the importance of capacity building is very high (Denman 2001; Dodds, Ali, and Galaski 2016).

Although this is one of the key factors for community-based tourism success, it has a low potential to influence the landscape architecture approach to community-based tourism. This is not a primary role for landscape architecture since most of the capacity building skills needed fall outside landscape architecture expertise. However, the factor can have some influence on the landscape architecture approach. The expertise of landscape architecture, including site design, planning, and visioning, could be of some importance and use to the community, so every effort

should be taken to convey any relevant knowledge to them. This could include anything from the knowledge of building and maintaining landscape components to how one could approach the design of an additional element in the future. A willingness and intentionality to share whatever knowledge the landscape architect has with the community can be a way of embodying this factor with the landscape architecture approach. This could be done in the Secacar project by facilitating discussions and questions with the community about what landscape architects do by taking time to field questions at the landscape architect introduction session and throughout the design and construction process.

6. Community Capital “Buy-In”

This key factor closely ties in with the “pro-poor” mindset and the bottom-up process as well. The literature outlines that community-based tourism has a better chance of being successful in the long run if the community has to “buy-in” with some amount of their own capital at the onset of the project (Zapata et al. 2011; Jamieson and Nadkarni 2009; Dodds, Ali, and Galaski 2016). As described by Dodds et al., “when community enterprises provide in-kind or monetary contributions, there is a greater sense of ownership and ability to become more self sufficient.”(Dodds, Ali, and Galaski 2016, 14). Contributions of community labor is another means of assuring community “buy-in” in community-based tourism projects (Jamal and Stronza 2009). This can presumably serve to also help encourage the local entrepreneurial spirit versus the dependency on outsiders, and could further serve as an empowering experience instead of one that is demeaning.

This factor has limited impact on the landscape architecture process but in some cases, the landscape architect could push for monetary, or in-kind, charges for their services. The goal

of this would be to balance business and charity mentality and to perpetuate the idea that it is an agreement where the host community *has* the assets to pay for the services, versus *needing* the donations of an outsider. It is uncertain if this should be pursued in the Secacar project. Even if the payment for services was small, a cooked meal or a free guided tour of the facilities, the impact could be beneficial.

7. Strong Tourism Network Connections

The need for strong connection from the community-based tourism enterprise to existing tourism networks is crucial to the success of community-based tourism projects (Dodds, Ali, and Galaski 2016; Denman 2001; Zapata et al. 2011; WTO 2002; Simpson 2008; Eileen Gutierrez et al. 2005). Connecting the community-based tourism enterprise by relational and spatial connections with tourism operators and along established tourism routes can greatly increase the chance of its success.

This factor has little impact on most landscape architecture approaches since it has a more primary role for the community, local NGO's and other stakeholders with the community-based tourism network. That being said, in the landscape architect could help in the arena by connecting with local tourism operators when they are investigating analogous tourism product designs.

8. Access to Funding

Funding is one of the main key factors enabling success, especially early on in the life of a community-based tourism enterprise (Simpson 2008; Dodds, Ali, and Galaski 2016). This funding can include startup costs for the business, construction costs for buildings, and funding

for capacity building training. This funding often comes from external stakeholders such as NGO's, the local or regional government, and external beneficiaries. However in addition to initial funding, there is also a need for supplemental funding in the form of micro loans and such help to capitalize on the economic catalyst of the CBT (Simpson 2008). Incorporating the correct pro-poor mindset in this arena is also important to ensure that the transfer of funds and monetary support is empowering versus enabling (Dodds, Ali, and Galaski 2016).

This factor has limited potential impact on a landscape architecture professional's approach to community-based tourism since fund raising does not fall most appropriately into landscape architecture's scope. However, all stakeholders could play some role of this, especially in instances like Secacar where small donations could have potential impacts. Also, with the inclusion of social media and crowd funding, the potential for anyone to turn their social network into a funding source could make it more influential for all stakeholders involved, including the landscape architect.

9. Ongoing Measure and Monitor Status

Even after the challenges of the initial community-based tourism project initiation, the importance of continuing to monitor and measure the various functionality of the project is vital to its success (WTO 2002; Denman 2001; Eileen Gutierrez et al. 2005). By enabling a strong series of feedback loops from all the stakeholders involved; the local community, visiting tourist, local NGO's can allow the project to confirm what is working and what needs to be modified for better performance. This ongoing monitoring can also help to maintain the environmental and cultural limits that the community establishes during the initial planning process.

The role of a landscape architect professional in this arena is limited, however, an ongoing connection to the project and verifying how the landscape architect approach and design is working as the project moves on could enable better understanding of what worked best from the process and the design. These could be done via post occupancy evaluations to gain an ongoing perspective for how the design is performing for its users and the host community. This could be done in the Secacar community project as well.

Community-based Tourism (CBT) Key Factors Framework

The following chart (Table 1) was developed to easily show the main key factors that can enable community-based tourism success and which of these factors can influence the landscape architecture approach to the Secacar project. The relationship to landscape architecture and its propensity to influence the landscape architecture approach was determined by comparing the scope of the factor and its overlap with a reasonable skillset for landscape architecture, such as site analysis, physical planning, site design and detailing. These key factors are of course not the only influences on the success of community-based tourism, and having them present on a project does not imply that it will be successful. Community-based tourism is a complicated series of relationships and these key factors are defined to outline some of the most influential ones to community-based tourism success from the literature.

Table 1:Community-based Tourism (CBT) Key Factors Framework			
<u>CBT Key Success Factor</u>	<u>Literature Sources</u>	<u>Potential LAR influence</u> High/ medium/low/ no potential to influence LAR scope or role	<u>LAR Response</u> appropriate mindset or process for an LAR to have in regards to this factor
1. “Pro-poor” Mindset	(Jamieson and Nadkarni 2009; Scheyvens 1999a; WTO 2002; Ashley, Boyd, and Goodwin 2016)	<i>High potential</i> to influence LAR scope/role	LAR Mindset: Proper balance between altruism & business venture. Empowerment, not paternalism.
2. “Bottom-Up” Process	(Zapata et al. 2011; Simpson 2008; Jamieson and Nadkarni 2009; Dodds, Ali, and Galaski 2016; Denman 2001; WTO 2002; Eileen Gutierrez et al. 2005; Krüger 2003)	<i>High potential</i> to influence LAR scope/role	LAR Process and Mindset: Working with the community vs. “For/at” the community
3. Unique Market Ready Tourist Products	(Zapata et al. 2011; Dodds, Ali, and Galaski 2016; Denman 2001; WTO 2002; Eileen Gutierrez et al. 2005)	<i>High potential</i> to influence LAR scope/role	LAR process: studying the market and other tourism products in the region to develop unique market led designs
4. Clear Strategies for Environmental & Cultural Health	(Dodds, Ali, and Galaski 2016; Denman 2001; Scheyvens 1999a; WTO 2002; Eileen Gutierrez et al. 2005; Krüger 2003)	<i>High potential</i> to influence LAR scope/role	LAR process: LAR could help facilitate environmental thresholds and parameters during CBT planning process
5. Community Capacity Building	(Dodds, Ali, and Galaski 2016; Simpson 2008; Miller 2008; WTO 2002; Eileen Gutierrez et al. 2005)	<i>High potential</i> to influence LAR scope/role	LAR process: LAR could share knowledge of tourism planning and design, building and maintaining landscape components. LAR could facilitate
6. Community Capital “Buy-In”	(Jamieson and Nadkarni 2009; Dodds, Ali, and Galaski 2016)	<i>Medium potential</i> to influence LAR scope/role	LAR Process: LAR could possibly charge for their services to encourage the community to buy in to the CBT process
7. Strong Tourism & Stakeholder Network Connections	(Dodds, Ali, and Galaski 2016; Simpson 2008; WTO 2002; Eileen	<i>Low potential</i> to influence LAR scope/role	Mostly outside of LAR scope: LAR could connect with other tourism entities while conducting analogous research.

	Gutierrez et al. 2005)		
8. Access to Funding	(Simpson 2008; Dodds, Ali, and Galaski 2016; Zapata et al. 2011)	<i>Low potential to influence LAR scope/role</i>	Mostly outside of LAR scope: LAR could market the project to potential financial partners.
9. Ongoing Measure and Monitor Status	(Denman 2001; WTO 2002; Eileen Gutierrez et al. 2005)	<i>Low potential to influence LAR scope/role</i>	Mostly outside of LAR scope: LAR could convey post occupancy evaluations or partner with other entities to conduct ongoing monitoring

Key Factor Criteria Conclusion

Although the scope of landscape architecture is limited within this sphere of work, it still has an important role of applying these key factors within their scope of work on the project, and also being knowledgeable of the greater approach so that they can advocate for these factors throughout the process. Out of this analysis, the main factors that or are applicable to influence the role of landscape architecture in the community-based tourism setting are:-

- “Pro-poor” Mindset
- “Bottom-Up” Process
- Unique Market Ready Tourist Products
- Clear strategies for environmental & cultural health
- Community Capacity Building

This CBT Key Factor framework is the rubric that is used to study the following case studies to evaluate their success as a community-based tourism effort. These key factors are also used to directly inform the recommended actions for the landscape architecture approach to the Secacar project in Chapter 5.

CHAPTER 5

CASE STUDIES

As mentioned earlier, the current number of landscape architects working in the community-based tourism field is limited. However, a few practitioners have focused on this partnership and have made strong contributions to both fields. The following case studies show examples of landscape architecture roles and approaches in community-based tourism that had influence in developing- successful community-based tourism projects. The two case studies presented represent two different roles for landscape architecture within community-based tourism and two vastly different scales of project typologies. The initial project is the Chalalan Ecolodge in Bolivia, a small site-specific project, that was assisted by a team of landscape architect professionals from the landscape architecture and planning firm, Design Workshop. In this case, the role of the landscape architect is integrated into a larger team and working under a project lead, which was, in that case, Conservation International. The second case study, the Naboisho Conservancy community-based tourism project in Kenya, shows a landscape architect approach with the landscape architect as the project lead, directing the large scale master planning project and coordinating the other consultants. This case study was bolstered by in-depth interviews with the landscape architect, Hitesh Mehta, a leading design practitioner in the field of community-based and sustainable tourism.

The contrasting scales and roles for landscape architecture in these two projects provide a broad spectrum of information about landscape architecture approaches in community-based tourism. Each of these are useful for developing the recommended landscape architecture

approach to the Secacar project since there are strong similarities between the context and typologies of these projects and how the landscape architect successfully employed an approach that was empowering and beneficial to the host community. As is shown in the critique of these processes, both of these approaches embody many of the CBT Key Factors that were distilled from the community-based tourism literature.

Case Study 1: Chalalan Ecolodge, Bolivia

Project Context

Completed in 1995, the Chalalan Ecolodge was the first community-owned and managed ecotourism business in Bolivia (Jamal and Stronza 2009). The project was initiated by the San Jose de Uchupiamonas local indigenous community as a partnership between Conservation International and the InterAmerican Development Bank (IDB). Located within the newly formed Madidi National Park, it was designed to be “a true model of ecotourism, one that [was able to] garner genuine and material benefits for people and conserve a critical reservoir of biodiversity in the lowland rain forests of Bolivia,”(Stronza 2006). In the early 1990’s the village of San Jose de Uchupiamonas was a small community of about 60-80 families (Jamal and Stronza 2009) that wanted to deal with their “lack of development, poverty and the government’s lack of interest in the health, education, basic services and access”(“Chalalan Albergue Ecologico” 2016) to the region. After the community initiated the project, they contacted Conservation International and then the IDB where a plan for the creation of the ecolodge was cultivated. Most of the initial project budget was designated for capacity building within the community. This capacity-

building training, which included hospitality management and service, as well as, the construction of the lodge, was taught through “on-site experiential learning” (Jamal and Stronza 2009, 180,181). The community provided their “buy-in” investment, or capital, into the project by providing the labor for the building of the lodge and by providing local construction technique knowledge.

The location of the project is remote; sited along an oxbow lake some ninety kilometers up river from Rurrenabaque, the closest town. Figure 11 shows the context of the site to the region and country. The environment is composed of highly biodiverse lowland rainforest within the greater Amazon Basin and the area is full of culturally diversity as well, with numerous indigenous communities present (Jamal and Stronza 2009).

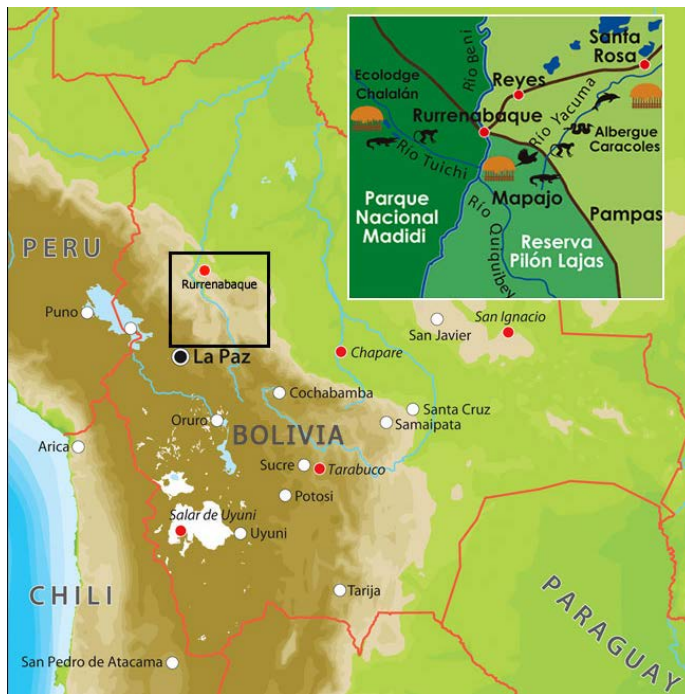


Figure 11: Regional and context map of Chalalan Ecolodge, rutaverdebolivia.com, -2016

Today, Chalalan stands as a strong example that community-based tourism can be a “good strategy for connecting the business of tourism with goals for sustainable development and long term conservation(Jamal and Stronza 2009, 185)”. It accomplishes success in all three

of the triple bottom line aspects of sustainable tourism and is used as a case study for many other community-based tourism projects. It empowered the local Uchupiamonas community in many ways, and in 2012, was “considered the only ecotourism company in Latin America whose management is 100% indigenous,”(Conservation International 2016). Economic and social success has also been achieved, as quoted by Conservation International (2016):

The jobs generated by Chalalan have also given many young people a reason to stay in the region rather than migrate to cities. They are the new Bolivian experts in ecotourism, who have acquired skills in business management, tourism services, environmental guidance, biodiversity monitoring, marketing and other subjects.

Its success in the environmental conservation and stewardship has also been acknowledged with its selection as one of the top ten rainforest ecolodges in the world in 2009, by National Geographic (Conservation International 2016). Figure 12 shows the completed lodge as it looks today.



Figure 12: Completed Chalalan lodge, chalalan.com,- 2016

Landscape Architect's Role and Approach

The lead external organization for the Chalalan project was Conservation International (CI). They coordinated the project and sought much of the funding in a partnership with IDB (Jamal and Stronza 2009). Throughout the project, CI partnered with numerous consultants and practitioners, from videographers to conservationists, community developers and design professionals from Bolivia, South America and the USA. Early on in the project, CI connected with landscape architects at Design Workshop and had them come to assist in the planning and design of the site (Stronza 2006; Design Workshop 2016). Design Workshop worked in a sub-consultant role with CI and a partnering role with and the local community. They worked with the local community over the course of two extensive on-site “charrettes,” open work sessions for stakeholders (Figure 13). They also performed numerous roles in their time with the community (Design Workshop 2016). According to Design Workshop, they played four key roles in design and completion of the project:

- “First, the landscape architect served as tourism planner and market researcher, crafting a financial pro forma for the project and providing a general evaluation of project feasibility.
- Second, the landscape architect served as site planners developing the architectural program for the project and developing the site plan for creation of the ecolodge.
- Third, the landscape architect served as ad-hoc architects for the project, providing simple design sketches drawn from traditional building forms for use in the construction of all lodge buildings by local residents.

- Fourth, because one goal of the project was to provide alternative employment to the residents of San Jose, the landscape architects served as educators both extracting local knowledge of construction materials and techniques and training local residents in the construction and management of the tourism facility. The actual design of the facility was conducted in on-site workshops working directly with local residents and La Paz based tour operators.” -(Design Workshop 2016)



Figure 13: On-site “charrettes” with the community, ASLA merit award archive, -1995

Dr. Stronza elaborates on the work of one of the landscape architects on the Design Workshop Project team, Kurt Culbertson, stating that he “helped identify attractions, scouted sites for trails, lodges, and waste systems” and eventually “wrote a full-scale prospectus and design for the Chalalán,” that included “ designs for the 24-bed lodge, marketing plans, cost estimates, a construction schedule, and a draft itinerary for potential guests, from backpackers to elite birdwatchers”(Stronza 2006, 18). Since the project was remote, the design allowed for phased

building. Also with the input of local residents, traditional materials and techniques were used to ensure its constructability. The actual landscape design of this project was minimal in the sense of designing the actual landscape spaces, since the idea was to “set the Ecolodge at Chalalan as gently on the landscape as possible with nature providing the setting and amenity for the project” (Design Workshop 2016). Figure 14 shows the site plan designed by Design Workshop.

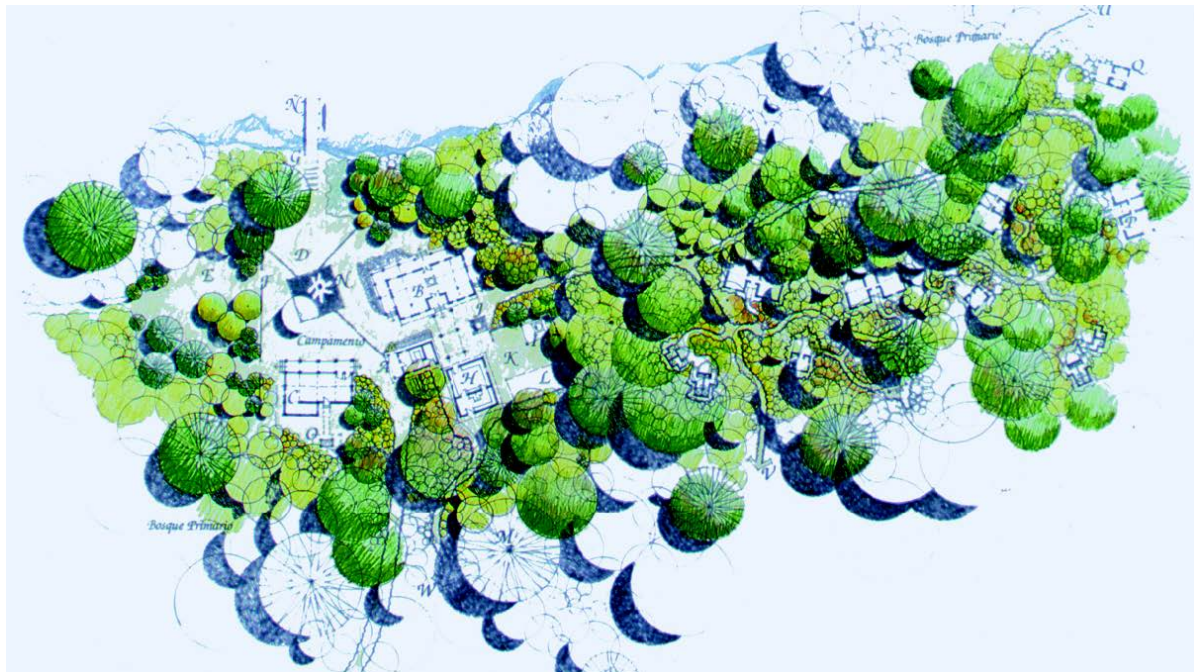


Figure 14, Site Plan for Chalalan Ecolodge, ASLA merit awards, -1995

Landscape Architect's Role and Approach- Critique

From the information that we have about the approach used by Design Workshop in this setting, we can draw some conclusions about the how this approach may have benefited the community and helped it accomplish its sustainable tourism goals. Within their role of partner-consultant, Design Workshop employed a process that embodied many of the key factors outlined from the community-based tourism literature. In particular, having numerous on-site

charrettes and incorporating the input of the community stakeholders embodies the “bottom-up” principle (CBT Key Factor # 2) within this part of the project approach. The extraction and sharing of knowledge with the local community members further adds to this key factor and also to the capacity building (CBT Key Factor # 4). With the researching and completion of the detailed pro-forma, they were able to provide a very strong market-ready tourism product (CBT Key Factor # 3), even though this is not a typical skillset found within landscape architecture.

Since some of the other key factors, such as capacity building and community “buy-in”, were addressed in the larger process, these factors were not necessarily needed to be further supported in the landscape architect’s process. However, one area of concern to the author is the lack of payment for the services of the landscape architects. Since two of the key factors deal with having the proper “pro-poor” mindset (CBT Key Factor# 1) and having “community buy in” or community capital (CBT Key Factor# 2), it seems that by not approaching the project with at least some amount of “business transaction mindset” that it runs the risk of being more “paternalistic” and charity driven which can be detrimental to the host community (Jamieson and Nadkarni 2009; Zapata et al. 2011). The concern here is not the necessity of payment for the landscape architect’s services but rather the desire to empower the community by affirming that the community *has* assets and, in fact, the project lead. This embodies the kind of social and political empowerment that Scheyvens (1999b) alludes to. However, since CI had already addressed some amount of community buy-in with the donation of labor from the community, it is possible this issue was dealt with sufficiently. This could be an area of further investigation for this project and others like it.

It appears that due to its inclusion of many of the CBT Key Factors that this process used by the landscape architects at Design Workshop had strong-impacts on the success of the project.

Furthermore, due to this beneficial approach several aspects of their approach could be useful to the Secacar project. The participatory on-site workshops, intentional sharing of knowledge (capacity building), and the designing and planning for a diverse range of tourist are specific elements that that could be included in the final approach to Secacar.

Case Study 2: Naboisho Conservancy-Integrated Biodiversity, Pastoralism and Tourism

Development Master Plan, Kenya

Project Context

The Mara Naboisho Conservancy is a 50,000-acre conservation area that is located along the northern boundary of the Maasai Mara Game Reserve in eastern Kenya (Figure 15 and 16). It is characterized by a variety of landscape typologies including: open rolling grassland savannahs, riparian forest, woodlands, lowland wetlands, and scrub thickets. Home to the same flora and fauna that make the neighboring Maasai Mara a world class ecotourism destination, Naboisho houses one of the largest prides of lions in the region (“Mara Naboisho Conservancy” 2016). However, unregulated tourism activities intensive herding and grazing by local livestock had started to degrade some of the environment. There was also an increasing trend toward privatization of group ranches which is leading to a loss of communal land (“Mara Naboisho Conservancy” 2016). This trend lead to the local communities to desire a plan to steward the use and conservation of the land, culture, and livelihood of the local communities.



Figure 15: Naboisho regional context map, maranaboisho.com, -2016



Figure 16: Naboisho local context map, maranaboisho.com, -2016

Naboisho, which is a Maasai wording meaning “coming together,” was initiated when nearly 500 local Maasai landowners approached the Basecamp Foundation Kenya to request them to facilitate the forming of a conservancy (Sampson 2013). The area includes both wildlife conservation and tourism as well as and traditional community pastoralism (open land livestock raising) by the local Maasai communities (“Mara Naboisho Conservancy” 2016) . After the completion of the master plan in 2010, Naboisho has shown to be a successful community-based tourism project that has been able to “transform lives, land, livelihoods”(Sampson 2013) as assessed by the Global Sustainable Tourism Council (GSTC). The main objectives for the creation of the conservancy was to create a sustainable tourism destination that met the following key objectives:

- (a) to conserve the biological resources and the socio-cultural heritage of the conservancy area;
- (b) to promote tourism through partnering with investors and;
- (c) to contribute to wealth creation for landowners.

- (“Mara Naboisho Conservancy” 2016; Moses 2016)

Basecamp Foundation Kenya (BCFK), the non-profit sustainable tourism organization that also runs the Basecamp Explorer tourism operation, came to an agreement with the local Maasai communities to allow for BCFK to facilitate and manage the tourism on the site (“Mara Naboisho Conservancy” 2016). The agreement is structured to allow for the continued ownership of the land by the local community, while leasing the tourism component to BCFK (“Mara Naboisho Conservancy” 2016; Mehta 2016). The management of the tourism components, however, is still inclusive of the community by having numerous “destination management and community meetings” (Sampson 2013). It also has a systematic way of distributing the monetary

gains of the tourism directly to the local land owners themselves (“Mara Naboisho Conservancy” 2016).

With the successful partnership formed between the local Maasai, BCFK also partnered with a group of consultants for the creation of an overall master plan that could address the complex relationships with the land, environment and communities that live there. The resulting plan sets a framework and vision for balancing the communal use of the land, pastoral and semi-nomadic living, with sustainable tourism and conservation of the environment.

The completed master plan (Figure 17) includes a variety of program uses that meet the diverse needs and desires of the stakeholders. One of them main elements of the plan was the delineation and siting of the eco-camps that are currently running (Mehta et al. 2013; “Mara Naboisho Conservancy” 2016). These offer a variety of luxury accommodations for guests and form the primary economic driver for the project. The plan also balances the use of the site for tourism with the need for grazing land by the local communities. By upholding the cultural traditions and locations of the Maasai within the site, a system of seasonal grazing in specific areas was developed to allow for the continuation of their traditional pastoralism (Mehta et al. 2013). Another element of the master plan that was outlined is the use and conservation of water. A water strategy was developed to create locations for wildlife, livestock, and humans through a comprehensive series of “boreholes, weirs, wildlife waterholes, dams and springs” (Mehta et al. 2013, 37). The plan also designates the location of a Research Center and the inclusion of the Koiyaka Guiding School. The Koiyaka Guiding School, one of the first guiding schools for indigenous communities in Africa, acts as a training center for local community members and builds their capacity to work as guides within the tourism market (“Mara Naboisho Conservancy” 2016; Mehta et al. 2013). Other elements that were in the master plan that have

yet to be completed include a visitor center, Maasai Living Museum, and Conservancy staff housing and facilities. These elements are presumed to be implemented in future development.



Landscape Architect Role and Approach

Figure 17: Naboisho Conservancy- Master Plan, Hitesh Mehta, 2013

Lead by Hitesh Mehta's multidisciplinary studio, HM Design, a diverse team of consultants partnered with Basecamp Foundation Kenya and the local Maasai stakeholders to create the *Integrated Biodiversity, Pastoralism and Tourism Development Master Plan* for Naboisho Conservancy. In order to accomplish this, an in-depth methodology and process were used by the team. The methodology took shape in five forms:

1. Interviews with a representative section of the various stakeholders
2. Meetings and open discussion with a wide cross-section of international and local tourists.
3. On-site visits to numerous existing facilities (hotels, restaurants, houses, natural areas etc)
4. Participatory Planning Workshops that were held in the conservancy, Fort Lauderdale and Nairobi and attended by a wide cross-section of the citizens and representative members from the government.
5. Research into the history, culture, flora and fauna of the region.

- (Mehta et al. 2013)

This methodology provided the framework for in-depth analysis and background research, and also made these processes participatory for the diverse stakeholder group. Along with this methodology, the project followed the following twelve-part process outlined by Mehta:

1. Compilation and analysis of background documentation
2. Review and analysis of background documentation
3. Presentation to clients
4. Site visit and reconnaissance
5. On-site nature connection workshops

6. Stakeholder planning workshop and charrette
7. Presentation to clients
8. Finalize site analysis
9. Refinement of approved plan and further research
10. Review of draft plans by clients
11. Revisions to draft plans
12. Submission of final plan to clients

- (Mehta et al. 2013)

In this instance, with the main client as the local Maasai community, their involvement was primary and they participated hand in hand with the consultant team all the way through the project. This included direct participation in most of the project's process including the initial analysis stage where they were providing information via interviews and site visits with the consultant team (Mehta et al. 2013). They also were represented with other stakeholders in a Stakeholder Participatory Meeting and a Participatory Planning Charette. These were held on site at Nashoibo, and the "local Massai representative committee members were crucial participants and provided valuable information and critique" (Mehta et al. 2013, 7). Following this initial design input and work sessions, the consultants continued to develop the plans remotely and then returned to present the draft plans to the stakeholder group for additional feedback. This was then followed by an "on-site ground truthing"(Mehta et al. 2013, 7) with the local and international stakeholders to verify the location of some of the elements developed in the planning sessions prior to drafting up the final plan (Figure 18).



Figure 18: On-site “ground truthing” with the stakeholder group, Hitesh Mehta, 2013

The master plan was created using the above process but it also sought to abide by a specific philosophy in terms of how it approached the physical site from a design standpoint. The following principles guided the masterplan:

1. The establishment of an overall integrated tourism development style related to the high environmental and cultural values of the area.
2. To protect biodiversity and the four main vegetation types.
3. To protect and further enhance sensitive ecological areas.
4. The protect drainage basins and water bodies.

- (Mehta et al. 2013)

These were further expanded on by a set of physical parameters that were used to protect and limit the environmental and cultural degradation possible with the new development. These

included restricting development from “sensitive biodiversity areas and local culture sites,” slopes greater than 30%, main view corridors, and areas atop ridgelines (Mehta et al. 2013, 38). One type cultural site where development is restricted are the traditional Maasai male bonding sites known as *opuls*. Emphasis was also put on restricting development in the “conservation areas that could degrade the physical and visual aesthetics of the area” (Mehta et al. 2013, 38).

Landscape Architect Role and Approach Critique

The approach to the *Naboisho Conservancy-Integrated Biodiversity, Pastoralism and Tourism Development Master Plan*, like Chalalan, embodies many of the key factors that came out of the community-based tourism literature (CBT Key factors #1-5). From the onset of the project, Mehta and his team seem to embody a “pro-poor” mindset (CBT Key Factor #1) in the sense that they worked alongside the Maasai as *their* consultants; acting to work *for* and *with* them versus *at* them. They seem to align with what Jamieson and Nadkarni talk about when they described beneficial “pro-poor” tourism work, where the external benefactors are “seeking to optimize economic as well as social returns on their investment.”(Jamieson and Nadkarni 2009, 119) versus approaching them from an unhealthy charity mindset, or one that solely focuses on financial gain.

Secondly, the approach that was developed and lead by Mehta focused strongly on the inclusion of the local Maasai, as the primary stakeholders and local experts, empowering the community to drive the process and making it a clear “bottom- up” process (CBT Key factor #2). In an interview he described the charrette portions of the project as being focused on the empowerment of the local community, “about them [the local Maasai] owning and having a say in the project and process”(Mehta 2016) going on to say that he strove to “get the pen into their

hand”, literally, to start conveying their ideas and participating (Mehta 2016). This grass roots component was already present in the start of the entire Nashoibo Conservancy effort, but the approach used by the landscape architect augmented that in his sphere of the project.

In regards to providing unique market ready tourism products (CBT Key Factor #3), the landscape architecture approach seemed to deliver on this factor. This was primarily accomplished because the partnership with Basecamp represented a global tourism operator with knowledge, market research and connections in this area. That being said, Mehta and his team worked to establish a “style related to the high environmental and cultural values of the area”(Mehta et al. 2013) and thereby a unique and market ready tourism product.

In terms of community capacity building (CBT Key Factor #4), although not explicitly stated, it appears that this key factor was only somewhat satisfied within the landscape architecture approach. The inclusive process of the project quite possibly resulted in the imparting of some of the knowledge about tourism planning to the local community members involved. However, that being said, this could have been better assured if there was intentional effort not only to *include* the local community in the process but also to *impart* knowledge about the process to them. It is unclear if this took place but without a direct mention of it, it is assumed it happened only as a byproduct of the process and therefore not as strongly as would be preferred.

Much of the community capital buy-in (CBT key factor #5) was accomplished via the partnership between the local communities and BCFK. The local Maasai had invested equity in the project by being the primary land owners (Mehta 2016) and having the ability to leverage that to procure the services of both Basecamp and the design team. In this instance, Mehta did

not need to advocate for more capital buy in and his approach to the project with a balanced “pro-poor” mindset, as discussed previously, was sufficient to represent this key factor.

In addition to including a majority of the main CBT Key Factors for landscape architecture, the approach that Mehta used to outline physical limitations for the protection of the environment and culture help to accomplish CBT Key Factor #8 of Clear Strategies for Environmental & Cultural Health. By outlining in the masterplan these limitations and requirements, there is documentation to help the community assess if future work is both environmentally and culturally appropriate. This could have been further augmented, however, if there had been direct creation of environmental and cultural goals by the community where they could “identify the limits of acceptable change that could be brought on by tourism” (Denman 2001, 14).

Mehta’s role in this project was highly influential. As the project lead, his scope was extended to reach many different portions of the process that might normally be considered outside the common sphere of a landscape architect. His role seems to show a clear example of the “broker” capabilities that Grenier et al. (Grenier et al. 1993) referred to, thus having a large impact on the project. That being said, since Mehta’s capacity is not only that of a landscape architect but also an architect and planner, his ability to play this role was possibly augmented by these skillsets.

Although the project meets a majority of the CBT Key Factors there are a few areas of concern within the landscape architect's approach. As mentioned above, since there is an open, and encouraged, exchange between the tourist and the local Maasai culture, there seems to be a risk of possible “commodification” of the culture. Commodification refers to the loss of a cultural practice’s authenticity due to the performance aspect of cultural tourism (Denman 2001;

Scheyvens 1999a). This possible risk is further troubling, since in its 2013 review of the Naboisho Conservancy project, the Global Sustainable Tourism Council only mentioned the encouragement of visitation to local villages in an attempt to “strengthen the cultural offer”(Sampson 2013) without mentioning the need to establish clear boundaries in regards to the cross cultural interactions. This, is outside of the traditional scope, however, within the capabilities and responsibilities of leading the masterplan team, it could have been addressed more directly by the landscape architect. However, in order to actually investigate this more in-depth research, including actual site visits and interviews with the local communities would be needed.

In part due to the landscape architect’s approach to this project, Naboisho has been a successful project. By focusing on the empowerment and inclusion of the local community while also seeking to balance between conservation and stewarded use, Mehta was able to greatly impact this project through his mindset, role and process.

Like the Chalalan example, many parts of this approach are useful in developing the recommended approach to the Secacar project. Although the role of the landscape architect is different in Secacar than Naboisho, there are many similarities that can be applied within the different scope.

Case Study Conclusion

Through the critique and evaluation of these case studies, successful and limiting elements of landscape architecture approaches have been observed. These elements combined with the data from the community-based literature review have been combined in the following chapter to develop a recommended landscape architecture approach to the Secacar project.

CHAPTER 6

RECOMMENDED APPROACH: MINDSET, ROLE, PROCESS

Recommended Landscape Architect Professional Approach to Secacar Community-based Tourism Project

Out of the community-based tourism literature and the case study research, relevant information has been distilled to develop a landscape architecture approach to working with the Secacar Community-based Tourism project. From the community-based tourism (CBT) literature, -CBT Key Factors that should inform the landscape architecture approach were discovered and focus on:

- Having a proper “pro-poor” mindset (CBT Key Factor #1)
- Seeking to make the approach a bottom-up process (CBT Key Factor #2),
- Designing market ready products (CBT Key Factor #3)
- Developing clear strategies and understandings about environmental and cultural health (CBT Key Factor #4),
- Building community capacity (CBT Key Factor #5)
- Facilitating community “buy-in” (CBT Key Factor #6).

The case studies then gave examples of successful landscape architecture approaches that were able to embody these CBT Key Factors and therefore contribute to the empowerment of the community and success of the enterprise. Both of these landscape architecture approaches have been helpful in showing how landscape architects can play beneficial roles in community-based

tourism projects and have been drawn from extensively in the development of the landscape architecture approach to the Secacar Project.

Additionally, three documents were influential in the creation of the following approach: the *Guidelines for Community-Based Ecotourism Development* (Denman 2001) the *International Ecotourism Guidelines* (WTO 2002), and the *Linking Communities, Tourism, and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005). These sources are written as guides to facilitating community-based tourism projects and many of the steps from these sources were used and synthesized to develop an approach that would enable a well-supported and beneficial approach to the Secacar project.

The following recommendations were written from the perspective of the author, as a landscape architecture professional, working with the Secacar community-based tourism project. For the sake of this thesis, it is being assumed that the author will partner with the Secacar project per the request of both Rios Guatemala and Ak'tenamit. The conclusion following these recommendations will discuss some of the possible broader implications of this recommended landscape architecture approach. Out of the research it became apparent that the recommended landscape architecture approach to the Secacar community-based tourism project could best be addressed in three parts: (a) the mindset towards the project and process, (b) the role in the project team, and (c) the recommended landscape architecture process of actions within the project.

Landscape Architect's Mindset

In order for someone, such as the author, to work beneficially with a community-based tourism project like Secacar, they need to have the correct mindset towards the project and the

community involved (Jamieson and Nadkarni 2009; Zapata et al. 2011; Scheyvens 1999a). This section of recommendations is written first to address the overarching mindset that should be brought to project and then written more specifically for each of the individual action items below.

As discussed earlier, landscape architect professionals, like the author, are experienced in the actual process of planning and designing the physical elements of tourism projects and there are several examples of successful community involvement methods. From the research, however, it is believed that a main area that landscape architects need to augment, or adjust, their skills for community-based tourism work is in their mindset towards the project; how the landscape architect should view the role they play in the process and how they view the community they are working with. Furthermore, the mindset of the landscape architect professional is a thread that impacts both the role they will play and the process that is used in these roles. Through the duration of this research, this mindset shift has occurred for the author and he has expanded and evolved the mindset he will bring to the Secacar project. A proper balance between altruism and “for-profit” business mentality needs to be carried into his role in the project. The author will also strive to approach the community as a “partner in the process” versus a benefactor *from* the process, and set aside notions of paternalism that can be detrimental to the community and himself (Zapata et al. 2011; Jamieson and Nadkarni 2009; Scheyvens 1999a) . This idea is derived from the desire to empower the community psychologically (Scheyvens 1999a) by relating to them with a partnership mentality that validates their contribution to the project and their actual ownership and control of it.

In an interview Hitesh Mehta, stressed having a mindset of humility when he was approaching a community-based tourism project and striving to approach the community “with

an understanding and acknowledgement that you will be learning more from them than they will learn from you”(Mehta 2016). This is another component of the mindset that the author will seek to bring to the Secacar community-based tourism project and community in moving forward. This mindset of co-learning *with the community* embodies some of the principles that both Freire (2000) and Scheyvens (1999a) outline in their work on community empowerment. With a correct mindset of non-patronizing validation, the community can hopefully experience empowerment psychologically, socially and politically.

Out of the research, it has become clear that community-based tourism is a complex system involving many important and diverse stakeholders, relationships, and influences. This has also impacted the author’s mindset and will increase his willingness to learn through the process of working in this context. This complexity and the author’s limited knowledge of it will be explained to the community during one of the early meetings and reiterated throughout the process. It will be explained that the author is not an expert and does not individually have all the knowledge to create a successful community-based tourism project. However, by working and bringing the stakeholders individual and communal abilities together, there is potential to strengthen the tourism enterprise and community.

The Role of the Landscape Architecture Professional

Landscape architects can play various roles within the community-based tourism project team and the recommendations that are outlined here are written from a certain proposed role in the Secacar project. At the onset, without any initial connection to the Secacar community, the

landscape architect professional will seek to take on two roles: a sub-consultant to the existing external stakeholders and a third-party project assessor for the current community-based tourism project. Due to the limited input from the Secacar community at this point, it seems there is a need to establish the current adherence of the project to the CBT Key Factors outlined in the research. It is unknown if this project is truly bottom-up and establishing this understanding is an important role for the landscape architecture professional. Balancing the role of a project assessor with that of a sub-consultant to the other external partners in the project; Rios Guatemala and Ak'tenamit, will need to be done. Since all the party's involved desire to project to succeed, there will most likely be a strong ethic of cooperation and transparency between these stakeholders.

It is recommended that the role of the landscape architect professional will evolve as the project moves forward and that one of their main roles will be that of a “broker” (Grenier et al. 1993) between the different the stakeholder entities. As a broker, the landscape architect professional will strive to present and convey the different stakeholder ideas and desires across the group while also helping to focus and develop those into a cohesive project. Since he is not the project lead, as Mehta was in Naboisho, he will work in a role similar to the one Design Workshop played with Chalalan Ecolodge.

As mentioned in the mindset section above, the landscape architect professional should also strive to create an atmosphere of co-learning and mutual knowledge-sharing throughout the entire assessment and design process. This type of co-learning concept is outlined in Paulo Freire's *Pedagogy of the Oppressed* (Freire 2000) and constitutes a way to contribute to the empowerment of the community as described by Scheyvens (1999a). This “psychological

empowerment” (Scheyvens 1999a) is fostered by the confirmation that the community *has* knowledge to share with the group and are not simply being taught knowledge they do not know.

The specifics of the recommended role for the landscape architect professional are outlined below along with items that will be outside of this scope. For the items that are listed outside of the landscape architecture scope, recommended stakeholders are listed below each.

Landscape Architecture’s Recommended Role in the Secacar Project- Included in scope:

- Act as an assessor for the current community-based tourism project in Secacar; comparing its current process to its adherence to the CBT Key Factor framework to help identify its strengths and weaknesses.
- Work alongside Rios Guatemala and Ak’tenamit to facilitate the development of the Secacar community-based tourism enterprise.
- Work directly with the Secacar community and advocate for their desires in the development of the tourism project moving forward.
- Convey knowledge and relevant research about successful community-based tourism projects and factors that lead to and inhibit success.
- Coordinate and facilitate community assessment and design charrette workshops in conjunction with Rios Guatemala, Ak’tenamit, and other governmental and tourism network stakeholders
- Prepare a masterplan, site plans, sketches and design details to convey the design throughout the process. These can be used for fundraising and marketing of project. These will be finalized into construction documents to be used for the implementation of the project.

Excluded from scope:

- In-depth coordination with all in local and government entities
 - Stakeholders responsible: Secacar Community, Rios Guatemala, Ak'tenamit
- Procurement of funding
 - Stakeholders responsible: Secacar Community, Rios Guatemala, Ak'tenamit
- Establishment of cultural boundaries and limits
 - Stakeholders responsible: Secacar Community, Ak'tenamit
- Drafting economic proforma (market research report)
 - Stakeholders responsible: Secacar Community, Ak'tenamit
- Development of business plan with Secacar community
 - Stakeholders responsible: Secacar Community, Ak'tenamit
- Developing Community-based Tourism management structure within community
 - Stakeholders responsible: Secacar Community, Ak'tenamit
- In-depth project management and coordination of acquiring materials, labor and scheduling for design construction
 - Stakeholders responsible: Secacar Community, Rios Guatemala, Ak'tenamit

Detailed Action Plan: Recommended Landscape Architecture Process for Secacar Community-based Tourism Project

The research and case studies informed the following recommended landscape architecture process of actions for the author moving forward with the Secacar community-based tourism project. These are outlined in the following steps. Each recommended action has:

- (a) an overview explaining the action
- (b) a list of the stakeholders involved
- (c) the needed documents or supplies for the action
- (d) estimated expenses needed to complete the action
- (e) estimated timeframe for the action
- (f) the role of the landscape architect professional
- (g) of the specific steps of the action

Specific worksheets and documents used in the actions are referenced as appendices. This process of actions is to act as a series of guidelines and should be viewed as adaptable to the specific situations within the real workings of the Secacar community-based tourism project. These guidelines seek to embody the main CBT Key Factors that came out of the literature while also pulling from the case studies and existing guidelines that are well suited to this context.

Recommended Actions:

1. Share and Discuss Thesis Data with External Project Partners
2. Reach Out / Connect to Potential Project Partners
3. Additional Project Specific Research
4. Introduction and Knowledge Exchange with Secacar Community

5. Assessment & Analysis
6. Community Centered Design Workshops
7. Masterplan Development Draft and Presentation for Feedback
8. Finalize Masterplan & Designs
9. Installation Partnership
10. Ongoing Feedback & Sharing of Research

1) Share and Discuss Thesis Data with External Project Partners

- a) **Overview:** Conveyance of the data that has come out of this research with the external partners in the Secacar project is the first action recommended for the author moving forward. Continuing the connection with Paul Heesaker at Rios Guatemala, and Steve Dudenhoefer at Aktenamit, by sharing the knowledge gained here about the key factors from the CBT literature, the case studies, and the recommended approach being suggested, will allow for the partnership to learn from, and give feedback to, the author. This will also allow for a dialog about the Secacar project's embodiment of the CBT Key Factors. The data that is recommended to convey to the external project partners is outlined below. Although not specifically embodying individual CBT Key Factors, this sharing of knowledge will hopefully convey the importance of these factors and strengthen the project and its process moving forward.

b) **Stakeholders Involved:**

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)
- iii) Ak'tenamit (Steve Dudenhoefer and additional staff)

c) Needed Documents and Supplies:

- i) Final Thesis Document
- ii) Thesis Data Presentation- For External Stakeholders (outlined below)

d) Estimated Expenses:

- i) None: Pro-bono hours donated by Cameron Berglund & external partners.

e) Estimated Timeframe:

- i) 3 months

f) Role:

- i) The role of the landscape architect professional in this action does not differ from more traditional design projects. The landscape architect professional's role is that of a sub-consultant conveying and discussing research about a design project.

g) Specific Steps:

- i) Send Rios Guatemala and Ak'tenamit final thesis document for reference and review.
- ii) Develop a Thesis Data Presentation- For External Stakeholders
 - (1) Convey the following information to the external stakeholders through a concise PowerPoint presentation:
 - (a) Overview of academic research that specifically covers community-based tourism in Central America and Guatemala:
 - (i) (Zapata et al. 2011; Miller 2008; Jones 2008)
 - (b) CBT Key Factors Chart
 - (c) Case studies and the landscape architecture processes used in the two projects.

- (d) Overview of the World Wildlife Fund and Conservation International
Community-based Tourism Assessment Documents
- (e) The Detailed Action Plan- to show the recommended steps moving forward
- iii) Setup up Skype Session(s) to present “Thesis Data Presentation- For External Stakeholders” to Rios Guatemala and Ak’tenamit. Solicit feedback from partners.
 - (1) Discuss the status of the Secacar project and its adherence to the CBT Key Factors framework.
 - (2) Discuss the CBT Key Factor #6- recommending that communities involved in community-based tourism have some amount of capital buy-in to the project.
 - (a) How has the community bought-in to the project? Would they consider paying for the landscape architecture services on the project? Would this be appropriate?
 - (i) This would be to establish that *they* (the community) are the owners and managers of this project and that they are not *in need of* charity.
 - (ii) Payment could be in the form of something in-kind like a set number of meals, or a few days free stay at the lodge when it is completed. They payment should not be inhibiting but should help to establish and reinforce that the Secacar community *has* assets to use.
- iv) Incorporate feedback from discussion and revise documents accordingly prior to moving forward.

2) Reach Out / Connect to Potential Project Partners

a) **Overview:** Pursuing connections with potential external partners for the project is the next recommended action. Through the course of this research, the author has reached out and connected with some potential partners that could augment the Secacar project team. Following up with existing connections and reaching out to others to share info about the project and the completed research in this thesis can hopefully help to grow the project's connections, and possibly establish funding streams and support from local and international organizations. Outside funding and support (CBT Key Factor #8) is an important early catalyst for community-based tourism projects (Zapata et al. 2011; Dodds, Ali, and Galaski 2016). This will also potentially help the project to expand and strengthen its connection to the existing tourism network (CBT Key Factor #7).

b) **Stakeholders Involved:**

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)- possibly
- iii) Ak'tenamit (Steve Dudenhoefer and additional staff)- possibly
- iv) Existing local partners, including CONAP (spanish: Consejo Nacional de Areas Protegidas : National Council of Protected Areas) and any others currently involved

c) **Needed Documents and Supplies:**

- i) Final Thesis Document
- ii) Detailed Action Plan
- iii) Secacar Project Vignette Prospectus (outlined in steps below)

d) **Estimated Expenses:**

- i) None: Pro-bono hours donated by Cameron Berglund & external partners.

e) **Estimated Timeframe:**

- i) 1 year

f) **Role:**

- i) The role of the landscape architect professional in this action takes on a project marketer, seeking to solicit partnerships from other supportive organizations.

g) **Specific Steps:**

- i) Contact or follow up with these organizations to present project and inquire about their interest and requirements for partnership with Secacar:
 - (1) Conservation International
 - (2) World Wildlife Fund
 - (3) USAID
 - (4) Local Guatemala conservation and tourism organizations (per Rios Guatemala & Ak'tenamit referrals)
 - (5) S.E.E.D. Network Partners (in particular, Architects and Structural Engineers)
- ii) Develop and share a “Secacar Project Vignette Prospectus”:
 - (1) An overview of the project: its history, current status and desired goals for partnership with the approached organizations.
 - (2) Have translated to Spanish for dispersal in Central America, etc.

3) Additional Project Specific Research

- a) **Overview:** Additional data about the various aspects of this project in regards to the site, culture, and design practices will need to be developed moving forward. Since the focus of this research has been on the development of a specific approach to the project, the

background research was not as critical and was slated as part of the design stage. This research will initially be conducted off-site prior to meeting with the Secacar community and should involve connecting with the other project partners for their knowledge and guidance in the process. Ongoing research about the site and community will continue through the project and be focused on in conjunction with the Secacar community members during the Assessment and Analysis step.

b) Stakeholders Involved:

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)
- iii) Ak'tenamit (Steve Dudenhoefer or field staff already involved in Secacar project)
- iv) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
- v) Existing local partners, including CONAP (spanish: Consejo Nacional de Areas Protegidas : National Council of Protected Areas) and any others currently involved

c) Needed Documents and Supplies:

- i) None

d) Estimated Expenses:

- i) Pro-bono hours donated by Cameron Berglund & external partners.

e) Estimated Timeframe:

- i) Over the course of 3 months (research done prior to Secacar site visit)

f) Role:

- i) The role of the landscape architect professional is as a researcher.

g) Specific Steps:

- i) The landscape architecture professional will work with the existing partners Rios Guatemala and Ak'tenamit to gather exact information regarding the specific physical project site and extent of the Secacar community. This information will be expounded on via GIS and aerial imagery and augmented with any government held site data from the Guatemalan government. Developing base maps for the assessment and analysis as well as the design portion of the project is paramount.
 - (1) Items needed:
 - (a) Exact geo-location of the project site
 - (b) Extents of the site and communally owned land
 - (c) Existing topographic and GIS data that may exist by other stakeholders
- ii) The landscape architecture professional will continue to research the Q'eqchi Mayan culture and seek to learn more about its history and culture. In particular, the landscape architect professional will strive to learn about any design symbology, architectural characteristics, and site layouts that were, or are, important to the Q'eqchi people. This information will allow the landscape architecture professional to have an initial understanding of the culture and be able to better understand and learn more from the direct interactions with the Secacar community members. Also, by studying about and possibly utilizing Q'eqchi cultural elements in the design, there is the possibility to both create a unique tourism destination (CBT Key Factor 3) while also celebrating the Q'eqchi culture. If done well, with consent and participation of the community, it is possible this can empower the community through an appreciation of their cultural traditions (Scheyvens 1999b).

- iii) The landscape architecture professional will research analogous projects in the area and develop a series of “lessons learned” and applicable techniques for site features. This will include lodging examples, trails and connectivity elements, and tourism amenities. Studying this will also help to expand the knowledge of the surrounding tourism operators and network. This knowledge will help the landscape architecture professional to help the Secacar community to develop Unique Market-Ready Tourism products (CBT Key Factor #3).
- (1) In order for this to also serve a capacity building function (CBT Key Factor #7) this information will be conveyed to the Secacar community. The follow action item (Introduction and Knowledge Exchange with Secacar Community) outlines how this information will be conveyed in an accessible, informative, and participatory way.
- iv) The landscape architecture professional will continue to research sustainable tourism site design principals and techniques and expand his knowledge of this as it specifically applies to the Secacar site within the tropical rainforest setting. The research will focus on the sustainable design solutions for this area for specific features such as trails, lodging and amenities like swimming pools, overlooks and canopy walks since these were specific elements that were mentioned by both Rios Guatemala and Ak’tenamit (Heesaker 2016). Some of this information can be found within the already referenced *International Ecotourism Guidelines* (WTO 2002) and simply needs to be applied to the project moving forward. However, this information will only form an initial basis of ideas that will be discussed with and verified by the community in subsequent community meetings.

4) Introduction and Knowledge Exchange with Secacar Community

- a) **Overview:** Once actions 1 (Share and Discuss Thesis Data with External Project Partners) and 3 (Additional Project Specific Research) have been completed, an introduction to the Secacar Community is recommended followed by a Participatory Knowledge Exchange session(s). This introduction should be an opportunity to verify that the landscape architect professional is invited and desired by the community. The introduction will allow the author to convey what he does, and outline how he and the stakeholders could possibly partner together on the project.

The Participatory Knowledge Exchange session will be a meeting, or series of meetings, with the community and stakeholders with the purpose to: (a) allow the landscape architect professional to convey the relevant data learned in the thesis and background research to the community (b) hear from the community on their understanding and knowledge of community-based tourism, and then (c) do a community-based tourism informative session with all the stakeholders.

The landscape architect will also seek to discuss with the community, its perception of the project and gain an understanding of their desire for the project. This will help the landscape architect professional to start to understand the role the community is playing in the project and also to start to assess the projects adherence to the CBT Key Factors framework.

Stakeholders Involved:

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)

- iii) Ak'tenamit (Steve Dudenhoefer or field staff already involved in Secacar project)
- iv) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
- v) Existing local partners, including CONAP (spanish: Consejo Nacional de Areas Protegidas : National Council of Protected Areas) and any others currently involved
- vi) Translators: English, Spanish and Q'eqchi

b) Needed Documents and Supplies:

- i) Detailed Action Plan (translated to Spanish & Q'eqchi)
- ii) Thesis Data Presentation- For Community & Local Stakeholders (outlined below)
- iii) Community-based Tourism Informative Cut Sheets (outlined below)

c) Estimated Expenses:

- i) Pro-bono hours donated by Cameron Berglund & external partners. (Possible compensation of some kind can be discussed with the community to help ensure a non-paternalistic relationship.)
- ii) Travel and lodging during the intro and presentation in Secacar

d) Estimated Timeframe:

- i) 1-2 days (during a 10 day introductory trip to Secacar site)

e) Role:

- i) The role of the landscape architect professional in this action is one of a facilitator and “broker”(Grenier et al. 1993) of information to and from the different stakeholders. The role will also be one of facilitating capacity building in regards to the knowledge about community-based tourism programing and design (CBT Key Factor #5) .

f) Specific Steps:

i) Introduction to community via Paul Heesaker at Rios Guatemala

(1) Present, through a translator and a few printed examples of the landscape architect professional's work for the review of the community. Also present a concise bio that outlines, in a simple way, what the author does as a landscape architect professional and how it pertains to the Secacar community-based tourism project. Keeping this concise and simple will hopefully make it easily understood and accessible to the community despite the cultural, language and educational differences thus helping to establish a "bottom-up" connection to the community (CBT Key Factor #2). Landscape architecture general ideas and capabilities to be conveyed:

- (i) Help clients envision designs for places and elements within the land
- (ii) Work with clients to understand the land and its potential for both human use and environmental conservation
- (iii) Draw plans, sections and other drawings to convey ideas of the design projects
- (iv) Can help facilitate construction of designs and facilities

(2) Outline partnership and willingness to work with/for the community as they develop the vision for *their* project. An intentionality will be placed on the community being in charge on the project to help establish the proper "pro-poor" mindset (Jamieson and Nadkarni 2009) and balancing of an altruistic and profit driven approach (CBT Key Factor #1).

- (a) This is an opportunity to verify that the landscape architect professional is invited and desired by the community.
- (3) Speak with the community about the process that has been used so far and develop an understanding of the projects embodiment of the CBT Key Factors.
 - (a) Is the project desired by the community?
 - (b) Have they been adequately involved in its development and management? (Is its sufficiently “bottom-up” (CBT Key Factor #2)?
 - (c) Are there concerns they have for the current trajectory or the process up to this point?
 - (d) Other questions or concerns about the project so far?
- ii) Participatory Knowledge Exchange Session(s):

(1) Thesis Data Presentation- For Community & Local Stakeholders

- (a) Landscape architect professional will present these following items in a concise way to make translation and comprehension easier:
 - (i) Diagram and supporting text from the typical structure and stakeholders within Community-based tourism. Conveying the roles of the different stakeholders will also be done. The goal of this, is to empower the community to understand how a community-based tourism project works and what is entailed by them and each of the stakeholders.
 - (ii) CBT Key Factors Chart to outline what is needed within the stakeholders for the Secacar project to be successful. This will be written as simplified bullet points outlining the key factor, the stakeholders involved, and explanatory text from this document.

(iii) Facilitate discussion on the information presented. Ask questions of the community to learn how they view this information, and if it is understood. Answer questions and elaborate or clarify items that are not clear to the community. Adapt framework/ questions based on community input.

(2) Community-based Tourism Informative Session

(a) Prior to meeting with the community, the landscape architect professional will develop “cut sheets” of typical community-based tourism amenities. These will be from the surrounding tourism facilities in the area and also analogous projects the landscape architect professional researched. These will be used to show the Secacar community the different tourism products and operators that are in their area. These cut sheets will have images or drawings of the different designed amenities (lodges, overlooks, amphitheaters, hiking trails, etc.). There will also be images of natural features and resources from the local setting and the region. These will be used in a discussion setting:

(i) To convey to the Secacar community, the key elements that are the tourism amenities and explain how they impact a community-based tourism project physically, functionally, socially and financially

1. For example: A lodge impacts a community-based tourism project by:

a. Physically: requiring access (circulation), and materials to construct

b. Functionally: needing electricity (possibly), water (possibly), food for guests, and disposal of wastes (human and

- c. Socially: hospitality workers to serve at the lodge,
 - d. Financially: costs associated with all the above items
- (ii) Facilitate a discussion about these amenities and define the impacts each amenity will have *with* the community, asking for their input and helping to discover the answers as a mutual group. This approach will hopefully:
1. Allow for the community to start to understand the implications and parameters needed for each element, therefore building the capacity and knowledge of the community (CBT Key Factor #5). This also empowers the community to be able to make more informed decisions about the function and amenities in their community-based tourism project as they move forward in the design process. Hopefully contributing to their ability to manage and control the overall project as well as encouraging “political and social empowerment” (Scheyvens 1999a).
 2. Gain “bottom-up” involvement and engagement in the process (CBT Key Factor #2).
- (iii) Adapt framework/ questions based on community input.

5) Assessment & Analysis

- a) **Overview:** Once connected with the community, facilitating and partaking in an assessment and analysis of the site, community, and local context is the next step. This will include a three-part approach that will start with project visioning, followed by assessment techniques, and then concluded with analysis and synthesis of the findings.

These assessment techniques will take place in the Secacar community and be fine-tuned in the field based on the response from the stakeholder participants.

The visioning exercise will help the Secacar community to start to have an understanding of where they are currently, where they want to be, and how can they get there (Eileen Gutierrez et al. 2005). The landscape architecture professional along with the stakeholders will develop a list of tangible goals and indicators that outline the desires of the Secacar project team.

Since much of the physical and community data is limited at this time, collection of this information is one of the first actions to be addressed in this approach. The process of doing the assessment and analysis follows the model outlined by Mehta in the Nashoibo project (Mehta et al. 2013) and pulls numerous worksheets from the *Linking Communities, Tourism and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005) document to ensure the Secacar community has a primary ‘bottom-up’ role in this process from the start (CBT Key Factor #2). This aims to establish a ‘‘highly participatory’’ process that ‘‘can help assure that the community’s concerns and priorities are addressed’’ (Eileen Gutierrez et al. 2005, 7). The assessment includes but is not be limited to:

- understanding the community’s view of their environment and outlook on tourism
- community assets and challenges
- connections to surrounding communities and tourism network
- investigation of tourism in the region: local tourism products and operators

Analysis of the physical site will also be carried out. A more traditional site analysis will be done including slopes, vegetation, location of existing amenities and elements, orientation, and hydrology, but one that outlines the cultural and environmental locations should also be done in conjunction with the local community (Mehta 2016; Eileen Gutierrez et al. 2005). Their involvement in this is key to establishing the physical parameters for design but also for the empowerment of the participants and the possible conveyance of knowledge to and from the landscape architect professional, thereby building the capacity of the community (CBT Key Factor #5). This will also hopefully contribute to the “psychological empowerment” (Scheyvens 1999a) of the community as the landscape architect professional conveys priority on the value of their native culture.

An assessment of the existing tourism network, its products and possible connection to Secacar should also be conducted. This session may take place before or after the site assessment but should include members of the community and the landscape architecture professional if possible. Travel to various tourism operators in the local area and region will provide a good understanding of the surround competition, and give the Secacar project team information to develop market ready tourism products (CBT Key factor #3).

This is also the proposed time to help facilitate a discussion about the opportunities and challenges of community-based tourism and to help the community establish the clear strategies for environmental & cultural health as outlined in the literature (Denman 2001; Eileen Gutierrez et al. 2005). This discussion will be added by the use of the *Cost and Benefits Analysis* worksheets and guiding text from Conservation

International's *Linking Communities, Tourism and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005).

b) Stakeholders Involved:

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)
- iii) Ak'tenamit (Steve Dudenhoefer or field staff already involved in Secacar project)
- iv) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
- v) Translators: English, Spanish and Q'eqchi

c) Needed Documents and Supplies:

- i) Detailed Action Plan (translated to Spanish & Q'eqchi)
- ii) Worksheets from Conservation International's *Linking Communities, Tourism and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005) (See Appendix A):
 - (1) Tourism Destination Visioning Exercise
 - (2) SWOT Analysis
 - (3) Attractions Inventory
 - (4) Community Mapping
 - (5) Costs and Benefits Analysis
- iii) Flip-chart and markers for large group facilitated discussion
- iv) Survey and Mapping equipment
- v) Drafting and drawing supplies
- vi) Printed At-Scale Basemaps for the site

d) Estimated Expenses:

- i) Pro-bono hours donated by Cameron Berglund & external partners.
- ii) Travel and lodging during the on-site work in Secacar

e) Estimated Timeframe:

- i) 4 days (during a 10 day introductory trip to Secacar site)

f) Role:

- i) The role of the landscape architect professional in this action is that of a Facilitator & Participant for the stakeholder work sessions

g) Specific Steps:

- i) Part 1: Project Visioning

(1) Conduct a Visioning Exercise as outlined by the Conservation International (See Appendix A) with the community and the rest of the project team to help develop a cohesive vision of the project for all the stakeholders. The Visioning Exercise outlined by Conservation International is specific to working with communities similar to Secacar and provides guidance for how to facilitate and encourage community involvement (Eileen Gutierrez et al. 2005)

This should take place in a location within the Secacar community with an open and inclusive atmosphere. The landscape architect professional can facilitate this exercise along with other stakeholders and translators, taking notes on a flip chart to catalog and share the ideas generated across the group.

The landscape architect professional should intentionally strive to make this a co-learning process where information can be shared across the entire stakeholder group. This mutual sharing of knowledge and an atmosphere of

equality will help to empower and build the capacity of the community (CBT Key Factors #1,2,5).

ii) Part 2: Assessment

- (1) SWOT Analysis : The landscape architect professional can facilitate a SWOT Analysis (Appendix A) along with other stakeholders and translators, taking notes on a flip chart to catalog and share the ideas generated across the group. The group will take stock of their community and environment and outline the strengths, weaknesses, opportunities and constraints they observe. The exercise worksheet by Conservation International is specific to working with communities similar to Secacar and provides guidance for how to facilitate and encourage community involvement (Eileen Gutierrez et al. 2005)
- (2) Before or after the SWOT analysis, the landscape architect professional should help to facilitate a series of exercises to conduct an inventory of the physical, cultural and communal elements of the Secacar community. Using Conservation International's Attractions Inventory components (See Appendix A) in conjunction with Community Mapping resources (See Appendix A) the landscape architect should work directly with the community to draw, and notate the various elements of the site. This should be done over the course of multiple days while walking and investigating the site on foot. There should be the inclusion of as many different community members as possible to attempt to include as many perspectives on this portion of the process. Discussing the different elements of the Community Map as it is developed, per the Conservation International worksheet (See Appendix A), will foster a better understanding of the community

(Eileen Gutierrez et al. 2005). These discussions also provide for opportunities to build the capacity of the community (CBT Key Factor #5) by imparting information about the function and issues associated with the existing community layout and map.

This will hopefully strengthen the understanding of the landscape architect professional but also allow for the conveyance of knowledge between the stakeholders (CBT Key Factor #5) allowing for large “bottom-up” community participation (CBT Key factor #2). An assessment and review of the surrounding tourism operations should be included in this part as well. Conducting site visits to local and regional tourism operations as a team of stakeholders can allow for the development of more market ready tourism products (CBT Key Factor #3) and hopefully help the Secacar community to strengthen ties with the existing tourism network (CBT Key factor #7).

iii) Part 3: Analysis and Synthesis

- (1) Following the completion of the assessment exercises. The landscape architecture professional should work with the community to categorize and rank the findings of the different assessments. These rankings can be written on a flipchart for the review of the community. The landscape architecture professional will also have the task of synthesizing the multiple maps generated during the community mapping exercise into one map that balances the different inputs. The landscape architecture professional can then reflect the ranked findings, and the synthesized map back to the community and stakeholders for verification prior to moving into the design phase of the process (Mehta 2016).

(2) Next, the landscape architect professional can facilitate a Cost and Benefits

Exercise (See Appendix A) with the Secacar community and other stakeholders.

Use the list provided in the worksheet, facilitate a discussion with the community to discuss community attitudes and awareness of pros and cons about tourism.

Cover the following topics to ensure the risks and benefits are understood and that limitations on cultural, social, and environmental capacities are established

(Denman 2001):

(i) Establish a balance between sharing community culture and keep some parts of the culture free from “commodification” by sharing it with tourist (Scheyvens 1999b; Denman 2001; Medina 2003).

1. What practices is the community willing to share? Which practices are they not?

2. Establish certain areas that are off-limits to community outsiders

(ii) Number of visitors: Establish maximum to maintain comfort and authenticity in the community and minimizing impact to the environment?

(iii) Loss of culture/ mixing of cultures from outside of the community. What are ways to keep this within acceptable norms for the community.

6) Community Capacity Building Design Workshops

a) Overview: After working with the community to develop an assessment and analysis of the project, facilitating a series of community centered design workshops is next on the list. Following the precedents in both the Chalalan and Nashoibo projects, these workshops will strive to include a broad range of the community at Secacar in the

creation and development of the physical site and elements of the tourism project. At least two on-site charrettes are recommended to allow for time with a range of community members. These charrettes will entail working with the community to design the masterplan for the site through a participatory and informative process.

b) Stakeholders Involved:

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)
- iii) Ak'tenamit (Steve Dudenhoefer or field staff already involved in Secacar project)
- iv) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
- v) Existing local partners, including CONAP (spanish: Consejo Nacional de Areas Protegidas : National Council of Protected Areas) and any others currently involved
- vi) Translators: English, Spanish and Q'eqchi

c) Needed Documents and Supplies:

- i) Detailed Action Plan
- ii) Summarized Information from the previous Assessment and Analysis Step
- iii) Synthesized “Community Map” from the Assessment and Analysis Step
- iv) Charrette materials & Drafting and drawing supplies
- v) Printed based maps at-scale. Printed site photos.

d) Estimated Expenses:

- i) Pro-bono hours donated by Cameron Berglund & external partners. (Possible compensation from Secacar community to help ensure non-paternalistic relationship.)
- ii) Travel and lodging during the intro and presentation in Secacar

e) **Estimated Timeframe:**

- i) 2-3days (during a 10 day introductory trip to Secacar site)

f) **Role:**

- i) The role of the landscape architect professional in this action is one of a facilitator and participant for the stakeholder work sessions, as well as a site master plan and design consultant.

g) **Specific Steps:**

- i) Within the same open community space that housed the previous steps, a participatory design workshop will be held over the course of 2-3 days. There will be multiple opportunities for interaction and feedback with from the community since there will be a need to balance between work and workshop participation by the community members (Denman 2001). It is recommended that a time, perhaps in the evening, after the farming work would be completed that the community members could come to contribute to the workshop session. Perhaps this could take place as a community meal or semi-social gathering to encourage attendance and connection with the community. There will also be set times throughout the days when Community members will be encouraged to come and ask questions and give feedback.
- ii) Capacity Building Master Planning Sessions will be used to build upon the Community-based Tourism Informative Sessions, further facilitate capacity building (CBT Key Factor #5), and encourage community “political empowerment” (Scheyvens 1999a) through informed involvement in the design of the tourism master plan. There will be at least two of these sessions and they will entail:

- (1) Facilitating and brainstorm with the community to outline some of the site amenities that they envision being in their project.
 - (a) These could include the second lodge site, private communal space, cultural performance space, etc.
 - (2) Make a paper template of each possible amenity
 - (3) Facilitate a discussion by placing the amenity on the site plan and then observing, questioning, and explaining the implications of amenity's location. Discuss its juxtaposition to other elements on the plan and how moving it around effects the function and aesthetics of the plan.
 - (4) Continue to add different elements to the plan after getting general consensus from the group that it is something they desire to see added.
 - (5) Allow groups or individuals to study their own plans if possible and then facilitate presentations to the group as a whole to glean from the various ideas.
 - (6) The emphasis here should be on explaining and educating the community in tourism planning (capacity building, CBT Key Factor #5) while also seeking to encourage their bottom-up involvement in the process (CBT Key Factor 2).
- iii) Additionally, the landscape architecture professional will have drawing supplies for use by the community and stakeholders and they will be encouraged to join in the process of design as the plan and elements are starting to be studied and developed.
- Involvement of the community will be pursued in a number of ways:
- (1) Encouraging the community to draw or even trace some of the plan as it develops.
- As Mehta referenced in his work at Nashoibo, "its about getting the pen into their

hands”(Mehta 2016) in an attempt to build their confidence, capacity and ownership of the project (CBT Key Factors #5 and 2).

- (2) Providing quick idea sketches for the community to vote on and critique will also hopefully draw out feedback and opinions from the community.
- (3) Since there will not be a means to print, it may be best to print prior to the workshop images that convey different styles of design or different elements that the community can then critique.
- (4) Also, since plan view can be difficult to understand for those not in design fields, simple sections and perhaps photo sketch-overs can hopefully provide more understandable drawings for the community to interact with and comment on.

7) Masterplan Development Draft and Presentation for Feedback

- a) **Overview:** With the information derived from the community charrettes, the LAR will proceed to design a draft tourism masterplan and outline potential amenities for the project. This will be done on-site in the same location as the previous sessions. Once a plan or series of plans is developed, the landscape architecture professional will then present them to the community and stakeholders for feedback and input.
- b) **Stakeholders Involved:**
 - i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
 - ii) Rios Guatemala (Paul Heesaker)
 - iii) Ak'tenamit (Steve Dudenhoefer or field staff already involved in Secacar project)

- iv) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
- v) Existing local partners, including CONAP (spanish: Consejo Nacional de Areas Protegidas : National Council of Protected Areas) and any others currently involved
- vi) Translators: English, Spanish and Q'eqchi

c) Needed Documents and Supplies:

- i) Detailed Action Plan
- ii) Summarized Information from the previous Assessment and Analysis Step
- iii) Synthesized “Community Map” from the Assessment and Analysis Step
- iv) Compiled plans & sketches from the Community Centered Design Workshops
- v) Drafting and drawing supplies
- vi) Printd base maps at-scale

d) Estimated Expenses:

- i) Pro-bono hours donated by Cameron Berglund & external partners.
- ii) Travel and lodging during the intro and presentation in Secacar

e) Estimated Timeframe:

- i) 2 days (during a 10 day introductory trip to Secacar site)

f) Role:

- i) Site master plan and design consultant, and facilitator for stakeholder feedback is the role of the landscape architect professional in this action.

g) Specific Steps:

- i) The landscape architect professional will develop the input from the previous steps into a simple but cohesive masterplan with design ideas for the various elements

throughout it. These will be drawn up into a series of drawings that can be presented back to the community and stakeholders to solicit feedback and verification on the design.

- ii) The landscape architect professional will work with a translator to present the draft plan and concepts to the community and stakeholders.

8) Finalize Masterplan and Designs

- a) **Overview:** After feedback from the stakeholders and community is heard, the masterplan and design for the site will be finalized by the landscape architecture professional and the next steps for developing the project to a buildable state will occur.

- b) **Stakeholders Involved:**

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)
- iii) Ak'tenamit (Steve Dudenhoefer or field staff already involved in Secacar project)
- iv) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
- v) Translators: English, Spanish and Q'eqchi

- c) **Needed Documents and Supplies:**

- i) Summarized Information from the previous Assessment and Analysis Step
- ii) Synthesized “Community Map” from the Assessment and Analysis Step
- iii) Compiled plans & sketches from the Community Centered Design Workshops

- d) **Estimated Expenses:**

- i) Pro-bono hours donated by Cameron Berglund & external partners.

e) **Estimated Timeframe:**

- i) 6 weeks days

f) **Role:**

- i) Site master plan and design consultant is the role of the landscape architect professional in this action.

g) **Specific Steps:**

- i) The landscape architecture professional will take the input, and verified design concepts and develop a final masterplan and design for the Secacar project.
- ii) The landscape architecture professional will attempt to utilize local materials, techniques and designs in the project.
- iii) The landscape architecture professional will then quantify the materials and work with the stakeholders to develop budgets and constructible details for the elements, drafting up a final set of drawings to convey the designs.
- iv) The drawings should be easily understood and made as accessible as possible so that the community itself will be able to use them. Translation of them into Spanish and the use of simple perspective or axonometric details should be used to try and convey the ideas clearly and cross culturally.
- v) The final plans and documents will be sent to the community via the external partners Rios Guatemala and Ak'tenamit and a schedule for construction will be developed in conjunction with the community's abilities, and the necessary funding and support.

9) Installation Partnership

- a) **Overview:** After completing the design process with the community, and developing a series of drawings to convey the designs and ideas, a partnership with the landscape architecture professional should be initiated for the construction phase.
- b) **Stakeholders Involved:**
 - i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
 - ii) Rios Guatemala (Paul Heesaker)
 - iii) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
 - iv) Translators: English, Spanish and Q'eqchi
- c) **Needed Documents and Supplies:**
 - i) Finalized Construction Documents for Secacar Community-based Tourism Project (translated into Spanish, or Q'eqchi if possible)
- d) **Estimated Expenses:**
 - i) Pro-bono hours donated by Cameron Berglund & external partners.
 - ii) Travel expenses and room and board for on-site visits
- e) **Estimated Timeframe:**
 - i) (3) 7 day trips during crucial construction phases
- f) **Role:**
 - i) The role of Construction administration assistant, Construction technique instructor and student is the role of the landscape architect professional in this action.
- g) **Specific Steps:**

- i) The landscape architecture professional will schedule times for coordinated building sessions for the implementation of the design documents.
- ii) It is assumed that the Secacar community will continue to “buy-in” (CBT Key Factor #6) to the project by providing the labor for the construction process. This may have to be augmented by local professionals if the construction practices exceed the skillset found in the Secacar community.
- iii) It is hoped that by working together to construct the project that it will help build the capacity of the community (Key Factor #5) and the landscape architecture professional, while also facilitating a mutual conveyance of knowledge like that seen in the Chalalan process (Jamal and Stronza 2009). This mutually sharing of knowledge will hopefully act to augment the community and cultural pride in Secacar.

10) Ongoing Feedback & Sharing of Research

- a) **Overview:** The final recommended step for the LAR process is to facilitate ongoing feedback between the CBT project team and the LAR. Sharing of the project’s successes and failures as well as advances in the research can be mutually beneficial to all those involved and possibly the wider knowledge base for this field.

Furthermore, assessing the community’s perception of the design and community-based tourism planning process used by the landscape architect professional would be beneficial. Studying if the Secacar residents felt empowered by the process used could provide valuable information on the effectiveness of this process.

- b) **Stakeholders Involved:**

- i) Cameron Berglund (Thesis Author, Landscape Architecture Professional)
- ii) Rios Guatemala (Paul Heesaker)
- iii) Ak'tenamit (Steve Dudenhoefer and additional staff)
- iv) Secacar Community Cométi (governing body) and hopefully representatives from the entire community
- v) Translators: English, Spanish and Q'eqchi
- vi) Existing local partners, including CONAP (spanish: Consejo Nacional de Areas Protegidas : National Council of Protected Areas) and any others currently involved
- vii) Possible involvement/ partnership with Dr. Bynum Boyle, Natural Resources, Recreation and Tourism (NRRT), Warnell School of Forestry and Natural Resources, University of Georgia.

c) Needed Documents and Supplies:

- i) List of tangible goals and indicators from Assessment part of process.
- ii) Post Occupancy Survey- for the evaluation of the project site from the perspective of its users

d) Estimated Expenses:

- i) Pro-bono hours donated by Cameron Berglund & external partners.
- ii) Travel expenses and room and board for on-site visits

e) Estimated Timeframe:

- i) (3) 7 day trips during crucial construction phases

f) Role:

- i) Project assessor, researcher and scribe for community feedback is the role of the landscape architect professional in this action.

g) Specific Steps:

- i) The landscape architecture professional will help facilitate a follow up for the List of tangible goals and indicators developed from the Assessment part of process. Ideally there will be the establishment of regular evaluation of the project in regards to these established goals in order to determine its success and make adjustments for issues as they evolve (CBT KET Factor #4 and 9).
- ii) The landscape architecture professional will conduct post occupancy surveys for the evaluation of the project site from the perspective of its users and the Secacar community members. This data will be shared with the larger community of landscape architecture and sustainable tourism through publications as possible.
- iii) The landscape architect professional will seek to measure the amount of empowerment that the community feels it had through the community-based tourism design process. This will be facilitated using the Resident Empowerment through Tourism Scale (RETS) by partnering with one of its developers, Dr. Bynum Boley. This scale has the potential to measure “empowerment at the psychological, social, and political level”(Boley and McGehee 2014, 85) and can help to understand the effectiveness of the process on empowering the Secacar community.

Conclusion - Recommended Landscape Architecture Process

In conclusion, the following chart summarizes the recommended actions, the role of the landscape architecture professional, specific engagement and empowerment components, and the specific CBT Key Factors that the recommended actions seek to embody.

TABLE 2: LANDSCAPE ARCHITECTURE PROFESSIONAL RECOMMENDED ACTIONS OVERVIEW			
RECOMMENDED ACTION	ROLE OF LANDSCAPE ARCHITECT PROFESSIONAL	SPECIFIC SECACAR COMMUNITY ENGAGEMENT AND EMPOWERMENT COMPONENTS	CBT KEY FACTORS EMBODIED
1. Share and Discuss Thesis Data with External Project Partners	External Project consultant and partner with Rios Guatemala and Ak'tenamit	N/A (external stakeholders)	None- CBT Key Factors will be conveyed and emphasized here but are not embodied in this action.
2.Reach Out / Connect to Potential Project Partners	Project marketer	N/A (external stakeholders)	7. Strong Tourism & Stakeholder Network Connections 8. Access to Funding
3. Additional Project Specific Research	Project researcher	N/A (external research)	3. Unique Market Ready Tourist Products
4. Introduction and Knowledge Exchange with Secacar Community	Stakeholder work session Facilitator & Participant	Community capacity building within Participatory Knowledge Exchange work sessions: Thesis Data Presentation & Community-based Tourism Informative Session	1. “Pro-poor” Mindset 2. “Bottom-Up” Process 5. Community Capacity Building
5. Assessment & Analysis	Stakeholder work session Facilitator & Participant	Community participation, and capacity building throughout Visioning, SWOT Analysis, Site Assessment, and Community Mapping techniques. Site visits to surrounding tourism projects.	1. “Pro-poor” Mindset 2. “Bottom-Up” Process 3. Unique Market Ready Tourist Products 4. Clear strategies for environmental & cultural health 5. Community Capacity Building 7. Strong Tourism & Stakeholder Network Connections
6. Community Centered Design Workshops	Stakeholder work session Facilitator & Participant, Site master plan	Community participation, and capacity building through Capacity Building Master Planning sessions	1. “Pro-poor” Mindset 2. “Bottom-Up” Process 5. Community Capacity Building

	and design consultant		
7. Masterplan Development Draft and Presentation for Feedback	Site master plan and design consultant, Facilitator for stakeholder feedback	Facilitated feedback from community about master plan draft.	2. “Bottom-Up” Process
8. Finalize Masterplan & Designs	Site master plan and design consultant	N/A (landscape Architect professional working remotely)	N/A
9. Installation Partnership	Construction administration assistant, Construction technique instructor and student	Community capacity building within installation sessions with landscape architecture professional and other construction professionals.	5. Community Capacity Building 6. Community Capital “Buy-In”
10. Ongoing Feedback & Sharing of Research	Project assessor, researcher and scribe for community feedback	Solicited feedback and input from community. Input allows community to change and adapt tourism project.	9. Ongoing Measure and Monitor Status

The above recommended approach for the landscape architecture professional provides a comprehensive means of moving forward with the Secacar project. The recommendations for the mindset, role, and process of the landscape architecture professional are clearly linked to the community-based tourism literature framework (CBT Key Factors). This provides a research supported approach that can hopefully benefit the Secacar community and help them continue to develop a successful community-based tourism project.

CHAPTER 7

CONCLUSION

Summary

This thesis research provides a comprehensive answer to the to the initial question: *What approach can landscape architecture employ to help the Secacar community-based tourism project accomplish its sustainable tourism goals?* This thesis sought to develop a beneficial approach for a landscape architect professional to use when partnering with the Secacar community-based tourism project. This approach was developed by a three-part methodology: (a) a literature review of community-based tourism literature and the development of an analytical framework, (b) critique of existing landscape architecture professional approaches on analogous projects, and (c) the development of a recommended approach for a landscape architecture professional when working with the Secacar project.

Key Findings

Through the course of the research, these key findings were discovered:

- Community-based tourism is complicated and difficult to employ successfully (Zapata et al. 2011; Dodds, Ali, and Galaski 2016; Jamieson and Nadkarni 2009; Keane, Lemma, and Kennan 2009). However, community-based tourism has potential to benefit communities economically, socially and ecologically (Zapata et al. 2011;

Dodds, Ali, and Galaski 2016) especially impoverished rural communities like Secacar.

- Community-based tourism has four main categories of stakeholders: (1) the host community, (2) Non-Governmental Organizations (NGO), (3) Private Sector Partners, and (4) Government entities (Simpson 2008). These different stakeholders take on various complimentary roles to facilitate community-based tourism.

Landscape architecture's role fit most clearly into the private sector group with its more obvious contributions of its specific skillset in analysis, planning, and site design. There are also aspects that landscape architects can fulfill from the other roles as well, such as capacity building, through the conveyance of knowledge to the community in the design and assessment process (Design Workshop 2016). They also have potential to take on the role of a project marketer, by developing economic studies and proforma (Stronza 2006). Additionally landscape architecture has the potential to take on the role of a "broker" (Grenier et al. 1993) and facilitator to convey ideas and foster connections between the various stakeholders.

- According to a critical analysis using a framework developed from a community-based tourism literature review, landscape architecture has already been used to benefit community-based tourism in both the Chalalan Ecolodge project and the Naboisho Conservancy master plan.

Based on these key findings and research, it is concluded that landscape architecture can play a potential role in helping community-based tourism projects succeed. These key findings and were then used to design the landscape architecture approach the Secacar community-based

tourism project. The landscape architectural approach composed of three parts: (1) mindset, (2) role, and (3) process is summarized below:

1. Mindset: addresses how the landscape architect professional should view the Secacar project, the community they are working with, and their role in the project.
 - They should seek to embody a “pro-poor” mentality and balance between an altruistic and a for-profit business mindset (Jamieson and Nadkarni 2009; Mehta 2016; Zapata et al. 2011; Ashley, Boyd, and Goodwin 2016).
 - They should seek to empower the community psychologically, socially and politically (Scheyvens 1999a) by:
 1. Validating the contribution and worth of the individuals and community groups
 2. Affirm and convey an appreciation and worth of the native Q’qechi Mayan culture
 3. Facilitate and participate in co-learning experiences that affirm the worth and knowledge of all those involved.
2. Roles: outlines the scope of the landscape architect professional’s responsibilities within the Secacar community-based tourism project
 - Different roles are needed throughout the process:
 1. Traditional Design Consultant- Doing Site Plans, Site Analysis, Drawings and Construction Administration,
 2. Workshop & Group Facilitator/ Participant

3. Project Marketer
 4. Instructor: Knowledge Sharer + Knowledge reciever
 5. Project Assessor and Researcher
3. Process: recommended actions that show the specific steps that can be used by the landscape architect professional when moving forward with the Secacar project.
- Developing Initial Project Team Partnerships And Preliminary Research,
 - Facilitating and Working Alongside the Stakeholders in Visioning, Assessment, Analysis
 - Co-Creating Master Plan and Site Design Ideas and Documentation
 - Assisting with Implementation of The Designs
 - Providing Ongoing Monitoring and Evaluation Support

Recommended Future Research

Additional research around this thesis topic could help develop beneficial data for both landscape architecture and community-based tourism fields. Potential avenues for additional research include a continuation of the Secacar project by applying the recommended approach and also studying other participatory design practices used by design professionals to empower communities.

Continuing to develop this research by applying and testing the recommended approach to the Secacar project is one that is hope for by the author. There is great potential to understand the

potential partnership between landscape architecture and community-based tourism through a real-life participatory employment of this recommended approach. This future research could lead to further refinement of the recommended process and therefore provide more guidance for other landscape architecture professionals interested or involved in this type of work.

Additionally, studying other methods of participatory design techniques could benefit this research as well. The design sub-discipline of Public Interest Design (PID) could possibly contribute to the development of more engaging techniques within the recommended process. PID has a focus on the inclusion and empowerment of the community throughout the design process (Abendroth and Bell 2016) and has some detailed processes outlined that could possibly augment this research in the future.

Conclusions

By developing a research supported approach for a landscape architect professional to use when working with the Secacar community, this thesis shows the potential benefits that landscape architecture can bring to the Secacar community-based tourism enterprise. This beneficial approach has the potential to help the Secacar project accomplish its sustainable tourism goals and therefore potentially alleviate the current material poverty in the community. Therefore, this shows landscape architecture's ability to contribute to poverty alleviation in Secacar and address one of the social and moral challenges of our time.

The approach developed in this research has potential to be used in other community-based tourism projects. The research shows the potential impact that landscape architecture professionals can have on the development and design of community-based tourism projects and outlines a well-supported mindset, role and process for helping community-based tourism

succeed. By adhering to this recommended approach, it is believed that landscape architect professionals could help community-based tourism projects in many different settings and locations.

The applicability of the approach is broad since it is based on success factors that are relevant to most community-based tourism enterprises, especially those in areas with demographics similar to Secacar: material poverty and disadvantaged populations. Specifically, the recommended mindset part of the approach could be used on many diverse community-based tourism projects that deal with similar communities. The roles and process sections of the recommendations are also applicable to other project settings, however, portions of them would need to be modified to fit the different context. Within the process, some of the main capacity building and community empowerment portions could have applicability in other settings with communities of disadvantaged populations in material poverty. Specifically, the Participatory-Knowledge-Exchange, Tourism Informative Session, and Capacity-Building Master Planning sessions are parts of the process that could be advantageous for these uses.

It is hoped that this information has contributed to both the knowledge base for community-based and sustainable tourism and to that of landscape architecture. It is hoped that the resulting approach and the process used for this research will illustrate the potential role landscape architecture can play in helping similar community-based tourism project typologies be successful in accomplish their sustainable tourism goals. This information could be beneficial for the specific region where the Secacar project resides but also has the potential to contribute to the knowledge base for similar scenarios around the globe. This could benefit the profession of landscape architecture by expanding its relevancy towards a pertinent social and moral cause

(poverty alleviation) and disseminate to the international development community, the potential benefits of including landscape architecture in this type of sustainable tourism work.

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APPENDIX A

WORKSHEETS FROM CONSERVATION INTERNATIONAL'S *LINKING COMMUNITIES*, *TOURISM AND CONSERVATION-A TOURISM ASSESSMENT PROCESS*

Below is are excerpts pages and worksheets from the *Linking Communities, Tourism and Conservation-A Tourism Assessment Process* (Eileen Gutierrez et al. 2005), used with permission. The following worksheets and pages are represented here:

- 1) Title page and copyright page
- 2) Tourism Destination Visioning Exercise (2 pages)
- 3) SWOT Analysis Worksheet (2 pages)
- 4) Attractions Inventory (5 pages)
- 5) Community Mapping Exercise (2 pages)
- 6) Cost/ Benefit Analysis (9 pages)



Linking
Communities,
Tourism & Conservation

A Tourism Assessment Process

EILEEN GUTIERREZ
KRISTIN LAMOUREUX
SELENI MATUS
KADDU SEBUNYA



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON DC

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Tourism Destination Visioning Exercise

TOOL

An essential element in planning for tourism development is the correct use of what scholars of management and tourism call “visioning.” In tourism, “visioning” refers to a thought process that allows professionals and experts to develop a basis for the planning exercises. An easy way to understand “visioning” is to think of it as if it were an architectural term. Imagine that you saw nothing more than the shell of a building; then try to envision its possibilities after completion. In a like manner, community tourism visioning refers to the process of “gaining the most out of the possible.” Remember, visioning is not “planning.”

The visioning session should be centered on three questions.

- **Where are we now?** Discuss the current situation with regard to tourism and anything related (including economic, social and environmental factors) at this point.
- **Where do we want to be?** Ask all the visioning session participants to “dream” about what the ideal situation for tourism development would be in their community or destination. If funding, politics, market access, etc. weren’t an issue, what would the best-case scenario for tourism be in the future?
- **How do we get there?** Look at the present and the desired future during this question. Generate the action steps needed to get from the present to the desired future.

Depending on the assessment’s objectives and the context of tourism development in the area, the team might choose to focus on specific topics such as biodiversity issues and tourism, tourism development in general, or indigenous community issues and tourism. During each step the team may be asked to prioritize lists based on importance or impact.

Here are a few simple thoughts to follow when “visioning”:

- Create the “total picture” - It is important to think of all the potentially effected issues because tourism touches so many parts of a community’s social-life. Develop sub-visions for such things as:
 - Cultural benefits and issues;
 - Environmental quality issues;
 - Business and industry concerns;
 - Public service costs;
 - Access to parks and other public facilities;
 - Demographic make-up;
 - Housing costs;
 - Health services;
 - Traffic congestion.
- Do not get caught in the details - Often communities fail because they become so enmeshed in the small details involved in planning that they forget the direction in which they wish to go. When facilitating the visioning exercise, the **Assessment Team** should aim to stay focused on the big picture and try not to become bogged down in minute details.
- Leave room for change - When developing a Vision, permit a certain amount of creativity. As new details emerge, allow your mind to think of new possibilities. Fluidity is a key part of visioning; as situations and possibilities change so may your visions change.
- Listen to all views - Different stakeholders such as a community, or a business may have different visions of the future. The **Assessment Team** is tasked with synthesizing everyone’s individual ideas to create an overarching vision representative of the total community.

Tourism Destination Visioning Exercise (continued)

TOOL

- Be patient when starting a community on the road to visioning. It is a difficult task to get people to think about the type of future they wish to develop and not to get bogged down in personality clashes or details. Remember visions must be based in both creativity and in reality.
- Be aware and reach out to people who are not able to speak in public or are not participating because the discussion tools require the input of someone who can read and write. Use of visual tools like drawings and sketches can help to communicate to a larger segment of the community.

Here are some visioning guidelines to follow:

- Visions are always holistic and appeal to the community's spirit, never to the intellect.
- Visions have realistic goals.
- Plans react to data; visions react to creativity.
- A vision shows where you want to go; a plan tells you how to get there.

When visioning, develop a checklist that includes the following components:

- Nature of the destination and tourism's role.
- People who will participate in tourism at the destination.
- Vision's name – For example: If the vision includes cultural tourism, consider a name such as "Vision 21- Promoting pride and knowledge of our cultural heritage."
- Timeline – When should the stakeholders see the results of some of these visions?
- Try to determine what is really important to this project/goal.
- For the visioning exercise, focus on what the end result should be, and not on how it is going to happen.
- Concentrate on what is the desired outcome and not on what the current problems are.
- Don't criticize! Take a chance and dream about what can be.
- Identify strengths that unite the community rather than on what divide it.

SWOT Analysis

TOOL

SWOT	
STRENGTHS • INTERNAL	WEAKNESSES • INTERNAL
OPPORTUNITIES • EXTERNAL	THREATS • EXTERNAL

For smaller workshop groups, the team may want to invite community members to participate in an analysis of local Strengths, Weaknesses, Opportunities, and Threats, also called SWOT. The SWOT analysis is one of the planning frameworks through which communities can articulate their socio-economic priorities, determine their interest in tourism as a potential income generation activity, and express their concerns about tourism development. It is recommended that this first be done before the detailed assessment begins. However, it can happen separately from the Visioning Exercise, if need be. This rapid situation analysis provides a framework to discuss the community's knowledge and opinion of their destination and their perceived readiness for development. The results of the SWOT analysis are also easy to comprehend both visually and verbally; thus this exercise will not exclude certain factions of the community, such as those who cannot read and write (see below).

How to Use the SWOT Analysis

Depending on the number of attendants, the **Assessment Team** can do a collective SWOT analysis of the destination area with all participants or they can break them up into focus groups. Using the above diagram, have the local community members illustrate the primary internal strengths, internal weaknesses, external opportunities, and external threats affecting or potentially affecting successful tourism development in their community. "Internal" strengths and weaknesses refer to realities that affect the community and that they have basic control over, such as the *strength* of a well managed national reserve or the *weakness* of a lack of communication between local tourism stakeholders. "External" opportunities and threats refer to the realities that affect their community, which they do not have immediate control over, such as the *opportunity* of reliable national transportation or the threat of national political instability.

Once the sections have been filled in, the **Assessment Team** can analyze the results and have the participants vote on their top three priorities per section. This will help filter out the minor issues and bring the major issues in each section to the forefront.

Take the "Pulse" of the Community

When the key issues are identified and discussed through the SWOT analysis process, the **Assessment Team** will see how ready the community is to host and participate in tourism development. This decision should take the following into consideration:

- The key issues regarding strengths, weaknesses, opportunities, and threats and how their impacts may balance or exceed each other.
- The community's ability to voice their opinions and communicate with the **Assessment Team** and fellow residents.
- The overall attitude of the local participants. Are they generally positive or negative about existing and potential tourism development?
- Their cohesiveness and capacity to work together. Are they collaborative or individualistic? Is there a culture of partnering to achieve common goals?
- In order to get a realistic view of the general situation and local perception of tourism, did a range of community members do the SWOT analysis?

SWOT Analysis (continued)

TOOL

- A review of maps and guides helps to provide a sense of place in relationship to the community and the natural resources.
- The destination, government and political structure, to determine possible points and feasibility of negotiation between the community and national authorities.

The final decision will reflect the community's readiness for tourism development. It will be a recommendation for one of three actions:

- The rest of the assessment should not proceed;
- It may proceed in part;
- It may proceed in its entirety.

If the decision is to proceed, the **Assessment Team** will want to identify key local stakeholders who can help participate in the detailed assessments that will follow.

Natural Attractions

WORKSHEET D1

Instructions: Describe what is unique about the natural attractions in the area. Try to be specific and avoid general attraction descriptions such as “the tropical forest.”

Note: The last column asks you to choose potential market draw. This means the type of visitation an attraction may draw and may be modified based on major markets in the destination.

NATURAL ATTRACTIONS Name, Description, and Current Draw	DESCRIBE LOCATION (distance from central point or use GPS)	EASE OF ACCESS (from main entry way)	DESCRIBE POTENTIAL USES	ENVIRONMENTAL FRAGILITY (i.e. endangered spe- cies nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land tenure issues)	CHOOSE POTENTIAL MARKET DRAW
# ____		Easy (up to 1 hr walk) Moderate (hills, 1-2hrs) Difficult (steep climbs, 2+hrs)				Day Trip Weekender Long-Stay
# ____		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ____		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ____		Easy Moderate Difficult				Day Trip Weekender Long-Stay

Cultural Attractions

WORKSHEET D2

Instructions: When describing cultural attractions, express what is unique about the attractions and try to avoid general attraction descriptions such as “story telling.” Note: The last column asks you to choose potential “markets.” This means the type of visitation an attraction may draw and may be modified based on major markets in the destination.

CULTURAL ATTRactions Name, Description, and Current Draw	LOCATION AND TIMING (when and how often)	DESCRIBE POTENTIAL ACTIVITIES	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over- crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
# ____					Day Trip Weekender Long-Stay
# ____					Day Trip Weekender Long-Stay
# ____					Day Trip Weekender Long-Stay
# ____					Day Trip Weekender Long-Stay

Historic and Heritage Attractions

WORKSHEET 03

Instructions: When describing historical and heritage attractions, express what is unique about them and try to avoid general attraction descriptions such as “monument.” Note: The last column asks you to choose potential “markets.” This means the type of visitation an attraction may draw and may be modified based on major markets in the destination.

HERITAGE AND HISTORIC ATTRACTIONS Name, Description, and Current Draw (historical context)	DESCRIBE LOCATION AND ACCESS (distance from central point or use GPS)	DESCRIBE CONDITION OR RENOVATION WORK REQUIRED TO ACCOMMODATE VISITORS.	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
# ____					Day Trip Weekender Long-Stay
# ____					Day Trip Weekender Long-Stay
# ____					Day Trip Weekender Long-Stay
# ____					Day Trip Weekender Long-Stay

Recreational Activities

WORKSHEET 04

Instructions: Describe what is unique about potential recreational activities. Avoid general activity descriptions such as “hiking.” Note: The last column asks you to choose potential “markets.” This means the type of visitation an activity may draw and may be modified based on major markets in the destination.

RECREATIONAL ACTIVITIES Name, Description, and Current Draw	DESCRIBE BEST AREAS FOR ACTIVITIES TO TAKE PLACE	LEVEL OF DIFFICULTY	PRODUCT DEVELOPMENT NEEDS	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
# ____		Easy (up to 1 hr walk) Moderate (hills, 1-2hrs) Difficult (steep climbs, 2+hrs)				Day Trip Weekender Long-Stay
# ____		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ____		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ____		Easy Moderate Difficult				Day Trip Weekender Long-Stay

Inventory Evaluation Sheet

WORKSHEET 05

Instructions: For each attraction please refer to the list in the left hand column and rate each item 1-5, five being the most positive rating. Then add up the ratings for each attraction and total them in the designated box.

	ATTRACTION #1	ATTRACTION #2	ATTRACTION #3	ATTRACTION #4
SCENIC VALUE				
BIODIVERSITY				
CULTURAL VALUE				
HISTORICAL VALUE				
USES AND ACTIVITIES				
COMMUNITY PARTICIPATION				
SITE CONTROL				
ACCESS				
PRODUCT DEVELOPMENT				
TOTALS				
NOTES				

How to Conduct Community Mapping¹⁹

TOOL

Getting Started

- Review and use **TOOL: How to Conduct Community Mapping**.
- Source or prepare a base map that includes simple topographic data (elevations – lower/upper, etc.); simple information on soils, vegetation, ecological zones, water availability, and tourist destination sites; and infrastructure such as roads, schools, health facilities, police posts.
- Select a facilitation team from local organizations to include technical expertise in agriculture, social science, environment, and development.

Introduction

A community map shows the **Assessment Team** and stakeholders where tourism resources, activities, problems, and opportunities are located; the dimension and scope of issues – social, cultural, economic – and their relationships to biodiversity. It helps in understanding the boundaries and characteristics of the community involved or targeted for tourism development.

Participants

A team comprising the core **Assessment Team**, extension field staff, government representatives, natural resource managers, and local community representatives should undertake this exercise. Someone on the **Assessment Team** should have good map drawing skills. The various representatives bring different but complementary ideas to the process. While the natural resource managers and tourism officers will verify technical issues, the community representatives will provide clear guidance on such matters as the correct position of boundaries and other site-specific details, including concerns on social issues.

The facilitation team should include both men and women with a mixture of expertise (technical extension officers with experience in areas such as agriculture, social science, environment, and community development). Their major role would be to observe and take notes of the mapping processes, the community discussions and the analysis of each feature placed on the map. They should be able to ask follow-up questions to the communities about anything the team feels is not discussed sufficiently, as well as possible opportunities to resolve current problems.

How to Implement

Similar to calling a public meeting, the **Assessment Team** can organize the community-mapping workshop in a variety of ways (see Involving Local Stakeholders in the Assessment Process). The **Assessment Team** will need to carefully identify participants to invite and determine a venue. It is important that the meeting location is neutral and the timing is acceptable to the majority of invitees.

The **Assessment Team** starts the meeting by introducing themselves and informing the community of the planned assessment work. Each representative is then asked to introduce himself or herself and to describe the activities of his/her association briefly, clarify their roles and identify their resources base. The **Assessment Team** then presents its motivations, explains to the stakeholders why this is an important meeting for them, states clearly what the objectives are, and explains what the exercise is all about and what they would like to achieve.

Where no detailed map of the site exists, a large-scale topographical map can be drawn either on the ground or on a large piece of paper/board. It should include simple topographic data including:

How to Conduct Community Mapping¹⁹ (Continued)

TOOL

- Elevations – lower/upper, etc.;
- Simple information on soils;
- Vegetation;
- Ecological zones;
- Water availability;
- Tourist destination sites;
- Infrastructure such as roads, schools, health facilities, police posts, etc.

Once the main features are in place, a more comprehensive participation of stakeholders can then be conducted. Participants can start filling in gaps in the sketch to identify areas with specific problems such as:

- Water shortage;
- Poor soils;
- Poor vegetation cover;
- Problem animal areas;
- Opportunities or potential for development such as infrastructure;
- Agricultural lands;
- Community recreational areas;
- Ecotourism sites;
- Areas of economic activity (i.e. hunting grounds, logging, fishing, gathering areas)
- Commercial areas;
- Transportation/access;
- Future protected areas.

Recording the Mapping Process

The socio-cultural assessment kicks in during the process of drawing and placing resources on the map. Before each resource or item that has been identified is added on the map, it is VERY important for the facilitators to allow 5-10 minutes of discussion. The facilitator's role is to ask about whatever is being included in the map—how it impacts, benefits, costs, and influences tourism development, and what are the trade-offs. The core team should be taking notes of what different people are presenting as challenges, opportunities, or issues. It is fine to let different people group themselves to discuss an issue while the rest of the group continues with the map; this exercise should not be formal. What is important is that the core team is capturing whatever is being said, as well as observing reactions and emotions from participants on certain important issues.

Drawing Conclusions and Recommendations

It is these discussions and topics from community representatives that will indicate what people consider socially, economically and environmentally important. The direction of the discussions is significant; even if opinions are sometimes given as facts that cannot be quantified as statistically accurate, they may still show how the community views their situation. The very process of discussing the map items – location, impact on infrastructure and other services – will bring out important resource management issues that will help to prepare the village for ecotourism planning. Differences in how different individuals and various community groups perceive conditions in the community are important.

"THIS ANALYSIS WILL HELP ASSESS
SOME OF THE TRADE-OFFS THAT ARE LIKELY TO OCCUR."



Calculating Economic Costs

Developing a destination for tourism will require certain costs. The private sector, if profitable, will recoup investments in developing and operating facilities and services. The public sector, however, will likely need to incur additional costs to support the development of tourism such as maintaining nature parks, scenic areas and other major attractions, as well as providing additional roads, parking, electricity, water, and sewage systems.

By calculating costs on an annual basis, the Assessment Team will compare costs with any revenues to cover those costs. For example, the cost of building roads requires large initial sums of money, however if averaged over 20 years (life span of the road), the cost can better be compared with the projected annual tax revenues.

Step 1. Estimate Public Planning Costs

Include costs associated with this assessment and any further planning such as project design costs, workshops, fees for experts and consultants, and additional research studies deemed necessary.

Step 2. Calculate Infrastructure and Services Costs

Refer to the results from the Infrastructure and Services assessment and determine if there are any infrastructure needs that may not be funded by the private sector, such as development of certain attractions, trails, tourist information centers, roads, entry ports, and sewage and waste management systems and facilities. Also consider additional maintenance for existing infrastructure and service. Base your estimations on other similar projects in the area or country, such as the costs of building information centers, and so forth. Divide this by the estimated lifespan to get average yearly costs.

What types of services would have to be provided in order to accommodate tourists in the destination, such as upgraded health services, police, emergency services, and so forth? Review the Infrastructure and Services section to estimate needs; discuss with government officials, police administration and others to get a rough idea of the potential costs involved.

If the Assessment Team is uncomfortable with making rough estimations of costs, consider consulting local economists and planning experts such as wastewater system and traffic engineers.

Step 3. Estimate Destination Management Costs

The public sector may also incur additional costs, which are critical to the ongoing support of tourism in a destination. These include costs associated with destination marketing and promotions to ensure tourist arrivals, training and education to provide a skilled labor force and functions such as tourism boards or offices to administer these programs.



The Assessment Team can use existing data to make projections from tourism boards or offices. Where the information doesn't exist, they can rely on nearby or comparable destinations.

Step 4. Other Costs

There may be other economic costs that need to be considered such as loss of jobs and income if any new tourism would take business away from existing businesses. For areas where any additional tourism might encourage immigration, government may have to be ready to provide additional social, educational and basic services to an increased population. Local residents may not have the skills to fill new jobs. These factors will influence how tourism development efforts benefit local residents.

The Assessment Team is encouraged to consider these factors and add additional rows and categories to the worksheet if necessary.

Comparing Economic Costs with Benefits

Once the information on projected costs and benefits has been collected, the Assessment Team will need to review and answer larger questions, such as:

- Are local economic benefits greater than the overall costs?
- Are local economic benefits being maximized? If not, how can they be? For example, is a policy of encouraging local spending, longer lengths of stays, and additional services needed?
- Will local government need to spend more than it earns in taxes to support tourism development? If so, will they be able to find funding to provide the necessary support? And, is the potential addition in local income and jobs worth it?
- Are there other industries that could bring greater benefits with less costs?

Calculating Socio-Economic, Cultural & Environmental Costs and Benefits

From preliminary assessments, the Assessment Team should have a concrete idea of potential social, cultural, and environmental costs and benefits which could impact the destination if new or additional tourism development were to occur. These factors may not have a dollar value placed on them, but they can either enhance or detract from the local economy in terms of quality of life and natural resource use. This analysis will help assess some of the trade-offs that are likely to occur. For example, the opportunity for environmental education could be seen as a greater benefit than the costs of developing visitation in a new park.

To analyze the economic costs and benefits of potential development, the Assessment Team will draw on results from the Market Demand, Attractions Inventory, Infrastructure and Services, and Supply and Competitiveness assessments.

“THESE FACTORS MAY NOT HAVE A DOLLAR VALUE PLACED ON THEM, BUT THEY CAN EITHER ENHANCE OR DETRACT FROM THE LOCAL ECONOMY IN TERMS OF QUALITY OF LIFE AND NATURAL RESOURCE USE.”



The Assessment Team can use the following framework as an example of how to assess and assign a positive, negative, or neutral value to each potential unmeasurable cost and benefit.

Note: There are methodologies for measuring complex costs and benefits, such as polluting effects; however, these are treated as unmeasurable for this assessment.

TYPE	DESCRIPTION	MAJOR GROUPS AFFECTED	MAJOR ASSUMPTIONS	UNMEASURABLE RATING (+, 0, -)
Cultural	Indigenous community with very little to no exposure to tourism, cultural heritage eroding.	Youth, young adults and children	Extensive awareness building and monitoring will be needed. Potential for impacts very high.	(-)
Socio-Economic	Destination is over-reliant on tourism.	Whole population	Destination will be very susceptible to outside events vulnerable to sharp economic depressions	(-)
Biodiversity	Results from socio-cultural assessment indicate that if given alternative sources of income, poaching of endangered species could be reduced.	Adults, head of households	Cultural significance of hunting is an important factor.	(+)
Environmental	No formal waste water and sewage facilities in place, very little regulation or enforcement exists, potential for pollution is high.	All	Private sector investment in tourism would have to voluntarily address these issues	(-)

Unmeasurable Rating:

☒ Pluses outweigh minuses

☐ Neutral

☐ Minuses outweigh pluses



Start by reviewing each assessment and consulting with team members to develop a list of major issues and opportunities. Use *Worksheet 15* to assist with this step. These should include issues and opportunities identified during the *Socio-Economic, Cultural and Natural Resource Use* and *Environmental and Biodiversity Footprint* assessments. The team can check their list against the following list of common unmeasurable costs and benefits.²⁸

SOCIO-ECONOMIC AND CULTURAL COSTS	
Over-reliance on tourism	Adoption of the permanent vacation syndrome
Inflation in real estate values and higher prices	Feelings of inferiority due to disparities in wealth
Overpopulation due to immigration	Increased crime, i.e. petty theft
High opportunity costs	Child prostitution
Loss of culture	Competition over recreational areas
Disruption of social and family structures	Exacerbation of land tenure, indigenous rights issues
SOCIO-ECONOMIC AND CULTURAL BENEFITS	
Opportunities for poverty reduction	Better access to markets
Increased wealth creation	Enhanced public facilities
Development of new skills and capacity	Intellectual interaction
Economic diversification	Cultural exchange
Improved communications	Improved education
Provision of basic services	Cultural pride & education for younger generations
ENVIRONMENTAL AND BIODIVERSITY COSTS	
Disruption of breeding & feeding patterns of species	Diseases from sewage & solid wastes
Destruction and degradation of critical habitats	Visual degradation of sites and landscapes
Interruption of ecological processes	Introduction of invasive species
Pollution	Unsustainable demand for natural resources
ENVIRONMENTAL AND BIODIVERSITY BENEFITS	
Financing for conservation	Impetus for private conservation efforts
Alternatives to more destructive livelihoods	Healthier environments
Increased stewardship for the environment	Improved quality of life
Greater environmental awareness and education	Higher quality scenery and attractions

In this Tourism Assessment Process, the cost benefit analysis is the general method used to answer the main question – *Is it worth it?* – before moving onto finalizing recommendations and developing action plans for the priority projects and products.

“YOU ARE ASSESSING TOURISM AS A POTENTIAL SOCIO-ECONOMIC DEVELOPMENT AND CONSERVATION STRATEGY, NOT JUST THE FEASIBILITY FOR AN INDIVIDUAL OR ORGANIZATION TO MAKE A PROFIT.”



Ranking Socio-Economic, Cultural and Environmental Costs and Benefits

The scale of impact of each Socio-Economic, Cultural and Environmental cost and benefit listed by the Assessment Team may not be equal. A useful exercise is to rank each cost and benefit against the others, judging the listed items in terms of amount, breadth and magnitude of impact. This internal ranking exercise will also help to prepare the Assessment Team for the presentation of results and the final participatory process of gathering stakeholders' input into final recommendations.

TIP: Set aside some time for a team workshop and use flipcharts to facilitate the ranking process.

The actual ranking can be done in a variety of ways. It is recommended that the Assessment Team use additional plus (+) and minus (-) signs to demonstrate the potential of the cost or benefit; however, the team can also elect to use very formal calculations of percentages or have an open-ended discussion followed by voting. At the end of the ranking process the Assessment Team should determine an overall rating for all unmeasurable costs and benefits. The overall rating can be:

- + If the benefits seem to outweigh the costs.
- If the costs appear to outweigh the benefits.
- 0 If they seem to balance each other out, giving a neutral impact once both benefits and costs are evaluated.

Assessing Overall Results

In order for the team to recommend tourism, the net benefits should be positive. For example:

- If the costs outweigh the benefits, then the Assessment Team might want to consider a “non viable project” situation.
- In the case where the socio-economic, cultural and environmental benefits are positive but the economic public benefits are negative, the Assessment Team would need to consider that the public sector may decide to invest in projects that will not earn them a profit, provided the projects meet their objectives, such as community development, biodiversity conservation, poverty alleviation, and so forth.
- If the public benefits are negative, any recommended projects may face local government and taxpayer resistance. If taxes will go up, but the government still perceives an overall benefit, tourism develop-



ment will need to receive the buy-in and support from local residents and communities.

Consider Equity as a Factor

When deciding whether tourism should be an option to pursue, equity is another aspect of the cost benefit analysis to consider. You are assessing tourism as a potential socio-economic development and conservation strategy, not just the feasibility for an individual or organization to make a profit. Therefore, the benefits should be reaped and the costs should be borne on a widespread basis. Review the costs you calculated and make a note of:

- Who will bear the costs?
- Who will realize the benefits?
- What is the team's best judgment on the apparent equity of the distribution of costs and benefits?
- Are there any groups that appear to take on an unfair proportion of the costs, especially if the same ones do not appear to reap comparable benefits?
- Are there any groups that seem to benefit without bearing any or enough of the costs?
- How does the project affect social and gender aspects?

It can be a strategic decision to distribute more benefits than costs to certain populations, such as indigenous communities, senior citizens, the poor, and youth. Once again, the Assessment Team's best judgment and values are needed to make this evaluation. *Worksheet 16 Evaluation/Recommendations* can be used to help with this step.

There may be cases where the benefits are positive for the private sector, however, have negative socio-economic, cultural and environmental costs. In these cases, the team may determine tourism development is not viable.

Economic Cost Benefit Analysis²⁹

WORKSHEET 14

Tourism Development at <div></div>	Annual Benefits		Annual Costs	
	Private	Public	Private	Public
Local Income (expenditures x local income multiplier coefficient)				
Local Tax Revenues				
Planning				
Infrastructure and Services				
Destination Management Costs				
Other				
TOTAL				
	Net Measurable Benefits		Costs	Benefits
Private		—		=
Public		—		=
Overall		—		=

Estimating Unmeasurable Costs & Benefits³⁰

WORKSHEET 15

Brainstorm a list of unmeasurable benefits and costs.

UNMEASURABLE BENEFITS (+)	UNMEASURABLE COSTS (-)

Cost/Benefit Evaluation & Recommendations³¹

WORKSHEET 16

1. We have the following main comments/concerns about the costs and benefits of the proposed project.

2. Suggestions for project modifications are (list and describe):

3. Based on our research we recommend the project:

- ☐ Proceed as planned
- ☐ Proceed if modified
- ☐ Not proceed