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### Date Defended:

April 25, 18

### Date Approved:

April 25, 18
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

Abstract

This document outlines the current physical and economic state of the village of Barranco. Barranco Village is suffering from significant human capital drain as its local residents continue to migrate from their rural community to the urban settings in search of greater employment and educational opportunities. After initial research of Barranco and similar communities, a participatory development bottom up approach was employed to gather the data required to assist the researcher in compiling and creating strategies to enhance and reinvigorate the once vibrant agrarian and fishing economy. With the assistance and participation of community members, leaders, experts in rural and economic development, and senior management in Non-Governmental Organizations (NGO’s) through a world café, questionnaires, and interviews, the needs of the community were discussed and analyzed. Recommendations have been developed in the form of strategies tailored specifically for Barranco Village’s structured and planned economic development of/for action and revival.

Keywords: Economic Development; Bottom Up Planning; Income Diversification, Rural Development
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

Dedication

The document is dedicated to the residents of Barranco Village and my brothers; Dion and Alton who would have celebrated this success with more passion than I ever will.
Acknowledgements

This document would have never been completed without the constant encouragement and motivation from family and friends back home and abroad. Firstly, and most importantly I thank God for providing the capacity, determination, constant blessings, and opportunities.

To Canada, Vancouver Island University, and the Queen Elizabeth Diamond Jubilee Scholarship, who provided me and countless others with an opportunity that would have been nothing more than a dream. To Dr. Pam Shaw, the director of the Master of Community Planning Program, and Mark Holland, my major project advisor and the person who willingly took on this huge task with me. Acknowledgement also due to Mark Miller and Ms Dorla Bowman, who have both planned and implemented countless projects in Belize and abroad and served as great advisors and technical support throughout this process.

To my editors, Jeannie Edmondson, Devon Paulino, Michelle Ha, and Dr. Dian Danderson, my mother Emily Ramirez, girlfriend, family members, associates both professional and personal, my employer who at the time pointed me to the scholarship and encouraged me to apply. Many thanks to the Barranco Village Council, Department of Rural Development, UNDP Belize for expressing interest in the projects, Plenty Belize, Building People Movement and my fellow MCP graduate, housemate, and future partner in consultancy Eric Sanchez and all else who contributed in a positive way.

Thank You.
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List Acronyms

BELTRAIDE       Belize Trade and Investment Development Services
BIL             Belize Infrastructure Limited
BSWaMa          Belize Solid Waste Management Authority
BTB             Belize Tourism Board
BTEC            Belize Training and Employment Center
BTIA            Belize Tourism Industry Association
CFA             Collaborative Food Alliance
DAVCO           District Association of Village Councils
EIA             Environmental Impact Assessment
FAO             Food and Agriculture Organization
GEF             Global Environmental Fund
GOI             Government of India
NAVCO           National Association of Village Councils
NGC             National Garifuna Council
NGO             Non-Governmental Organization
NICH            National Institute of Culture and History
PG              Punta Gorda
SIB             Statistical Institute of Belize
SIF             Social Investment Fund
S.W.O.T.        Strengths Weakness Opportunities Threats
TIDE            Toledo Institute of Development and Environment
UNDP            United Nations Development Program
UNESCO          United Nations Educational, Scientific and Cultural Organization
Barranco Location

Latitude: 16°0’3.69’N
Longitude: 88°55’7.62’N

Fig: 1: Barranco Location
Chapter 1: Understanding the Basics

What is Planning

One of the newest professions in Belize, and possibly the most difficult to describe and explain, is that of planning and the roles of planners. Below is the definition of planning as adopted from the Government of India’s Village Planning Manual (GOI, 2012), explained further with a list of definitions as described by the most relevant organizations in the Belizean context.

According to the Government of India (2012) planning is the process of systematically finding the best ways to solve a problem; achieve some desired goal or create some required object.

1. Identifying the problems, needs or objectives – What is the problem? What is needed to make the village better? What are the things the villagers want to achieve?

2. Identifying various ways for solving the problems, meeting needs, or achieving objectives.

3. Finding the most suitable and commonly acceptable ways of solving the problem, meeting needs, or achieving the objectives.

4. Detailing the solution or the project, including the detailed design, budget, technical inputs required, how it is to be constructed or undertaken, how it will be maintained, who will do each of these parts of the work, etc.

5. Implementing the project and managing it, including the monitoring, reporting, auditing processes.
**Planning Organizations**

**Belize Association of Planners**

The BAP’s mission is to address relevant planning and development issues in Belize by working in partnership with the public and private sector, as well as civil society organizations, and the people of Belize through research, education, advocacy, and action.

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<tr>
<th>Formal Planning Organization</th>
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<td><strong>Caribbean Planners Association</strong></td>
<td>The Caribbean Planners Association aims to bring together professional planners, elected officials, and citizens. As the regional planning association, we are committed to raising the standards of urban planning across the Caribbean. Our goal is to assist Caribbean Nations in establishing their own local professional planning institutions for the purpose of improving the quality of life for their people. Developing the Caribbean Urban Agenda and leading the way for change is our mandate.</td>
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<td><strong>Canadian Institute of Planners</strong></td>
<td>This organization works on behalf of over 6,700 planning professionals nationally and has served as the voice of Canada’s planning community since 1919. Planners safeguard the health and well-being of urban and rural communities by addressing the use of land, resources, facilities, and services with consideration to physical, economic, and social efficiency.</td>
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<tr>
<td><strong>Planning Institute of British Columbia</strong></td>
<td>Professional members of PIBC are forward thinking individuals who work in both the public and private sectors in many different fields of planning – including land-use and development, municipal and regional planning, resource and environmental management, policy planning and law, heritage conservation, transportation planning, economic development, urban design, and more…</td>
</tr>
<tr>
<td><strong>American Planning Association</strong></td>
<td>The American Planning Association provides leadership in the development of vital communities by advocating excellence in planning, promoting education and citizen empowerment, and providing our members with the tools and support necessary to meet the challenges of growth and change.</td>
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**Introduction**

Participatory development planning is a process in which all residents of a community are involved in the planning and development of their community plan from its early stages. The practice involves the identification of community priorities, options, and recommendations. Participatory development planning promotes and inspires belief in the power of community members to effect change. Furthermore, it encourages stewardship and ownership of projects and strategies developed for consideration and implementation. (Abatt, 2011)

Currently in Belize, villages are not afforded a planner. Furthermore, these villagers lack the professional training to plan independently and are not provided with the funding required to develop plans of any sort. According to Abatt (2011), communities that work with its residents on community development and are in the possession of a physical report are in a better position to attract development partners. The report, gathered from among community members, can be used as a reference document when applying for funding from organizations, both governmental and non-governmental, with the mandate of rural, sustainable, and economic development of all scales.

Barranco, and other similar rural communities, are approached with initiatives and strategies developed by organizations attempting to fulfill their mandates. Often the strategies and initiatives are neither necessary nor are the developed with the collaboration of community members, instead utilising a one size fits all model. This has led to many discontinued, and failed projects; since community members were not involved, they consequently had no vested interest in these projects.

This project employed the Participatory Development Method, and a Bottom Up Planning Approach. This process involved collecting data from residents using questionnaires, interviews,
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and a world café to understand the community and its needs. This method provided community knowledge and context while involving community members in guiding the improvement of their community. There was a conscious effort to ensure that the community considered projects that honoured the sustainable development goals set by the United Nations Development Program (see Figure 2).

Sustainable Development Goals considered:

Fig: 2: Source: UNDP website
Chapter 2: Literature Review

Introduction

Communities in Belize are eligible to apply for funding for development projects from the Department of Rural Development only after they have created a plan to guide their development. This plan requires the technical expertise of a professional consultant who has no affiliation with the government. A planning study is an endeavor that most villages cannot afford, rendering them helpless unless approached by an organization attempting to complete their mandate; this finding was particularly troubling. Therefore, it was fitting to start with one of the most vulnerable communities in southern Belize, with the intention that other communities can some day replicate the process and develop their own long-term community and economy revival development plans.

The review of literature will be divided into four parts. First, I will describe the framework in terms of the approaches employed for community participation and involvement. Rural economic development will then be reviewed in general terms followed by the description of the importance of community social capital. Finally, I will conclude with a brief description of rural development projects in Belize that were successful. This approach describes the current knowledge surrounding the research and what available opportunities can be considered for further development.

I will later follow with a discussion of the Garifuna people of Belize and the community of Barranco, with an analysis of the challenges and potential benefits of rural urban migration and income diversification. Finally, I will focus on the relevant rural economic development sectors
which seek to address and contribute to mapping the opportunities available for development in rural communities.

**Framework Model**

Participatory Development Planning

Significant implications and benefits depend on whether a developer, planner or institution employs a bottom up or top down model for plan development and implementation. Participatory planning is the involvement of stakeholders in the planning process (Nared, Visković, Cremer-Schulte, & Garcia, 2015), or the bottom up model. Nared et al. (2015) found that the use of local knowledge through public participation in strategy development and implementation has led to far greater successes and acceptance than the authoritative type top down model.

Recently, central, and local governments have increasingly emphasized the involvement of local and rural communities in the planning, developing and delivery of strategies and actions (Moseley, 2002). According to Moseley (2002), this offer of inclusivity occurs because both local and central governments now understand the importance and advantages of participation. Among these benefits are free local knowledge, the enthusiasm of locals and the expertise, and labour they provide. This promotes sustainability as participants understand their environment and the need to balance development, empowerment, and conservation.

The United Kingdom developed a white paper which outlined government policies that emphasized the importance for rural communities to play a more influential role in their community’s affairs and future development. Village action plans vary significantly, but researcher Mosley (2002) extracted six core concepts that are descriptive as well as prescriptive.
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**Holistic in Scope:** The issues being addressed should be a singular issue, rather than several, separate

**Bottom up approach:** The local community should genuinely be involved in the planning and visioning to develop a level of stewardship and community ownership

**Research Based:** The researcher must make efforts to assess the local issues, the resources of the community and its members’ concerns, needs, and aspirations.

**Concerned to Prioritize:** The process must consider local conflicts that relate to objectives and varying views regarding actions and needed projects.

**Partnership approach:** Implementers must ensure that the local community and the official agencies are intimately involved in implementation.

**Focused on Action:** All proposed actions must be led by statements of why, by whom, where, when, how, and with what resources.

Murray, Greer, Houston, McKay, & Murtagh, (2009) undertook an action research project that involved European Union States. In each of the selected region states, a development company collaborated with a university to explore citizen participation in planning and the relationships they have in the local and regional scales. The researcher found that there were two axes of engagement. On the first axes was the vertical governance challenge. This form involved cooperation, collaboration, and coordination between local, regional, and sub regional actors, requiring a combination of the top down and bottom up approach to adequately meet the needs of the community. The double governance challenge was the second form of engagement. This design involved a crossover among different actors, and a consideration of the regulations that
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan required adherence. The overarching goal was to bridge the gap between top down and bottom up planning.

Additionally, Butler et al., (2015) posits that the design, implementation, and scaling of implementation strategies requires the knowledge of both the government and the civil society. This reinforces the importance of the community’s participation in the vision and development of their communities. The power difference between the government and residents can pose significant drawbacks if those who govern do not purposefully reach out to the community and express the importance of their involvement. Many of the barriers to adaptation are found within the political and institutional context, particularly in developing countries. This is a significant issue faced by organizations and other would be community developers in Belize.

Rural Economic Development

According to Statistics Institute of Belize (2010), 57.6% of Belize’s population reside in rural areas, and villages like Barranco (this was the country’s most updated census). A large portion of these rural residents live in 162 villages with populations ranging from 100 to 3000 individuals. These low-density populations simply do not have the capacity to garner the financial assistance or development interest from the government to gain access to the same level of investment that the urban centers enjoy. This rural neglect is a significant factor stimulating rural urban migration. This continues to deliver debilitating effects on the social and economic wellbeing of rural villagers. This also means that the significant historical contributions by these rural communities that benefited the country are no longer being capitalized on. Further, underdeveloped villages have the potential to become economic burdens on the country.

Rural economic development has recently become an interest of research as rural places continue to find success in what is now being coined the “new rural economy” (Ryser, & Halseth, 2010).
New rural economies are rural areas that are no longer seen as areas exclusively for agriculture; they have attracted urban economic oriented activities. In order for a nation to experience growth and prosperity, economic development activities must be spread to both the rural and urban areas (Rangarajan, Long, Ziemer, & Lewis, 2012). Though there is a need for some level of proportional sharing, rural areas are still significantly neglected in Belize, leaving villagers with less investment in development projects and infrastructure. This neglect by authorities is often indirect and happens because of a lack of policies and strategies that would see development implemented. No government would openly and consciously neglect economic development in rural areas if they hope to see the improved well being of its people (Sule, Alinno, & Ikwegbe, 2013). This lack of attention to Barranco, and other rural villages in Belize, has led to considerable population loss and is directly related to the lack of socio economic investment in these areas, both by private and governmental organizations.

Examples of strategies for economic development in rural communities include loans to businesses, land and tax incentives, and efforts to increase the knowledge of villagers through programs that strengthen their entrepreneurial capacity (Crowe, Ceresola, Silva, & Recker, 2015). The concept of a rural non-farm economy gives rural community residents the opportunity to be gainfully employed in other markets and fields. These endeavours are as viable in the rural communities as they are in urban ones and can be pursued without having to subscribe to the mandate of implementing agencies. Policy makers see the rural non-farm economy as an opportunity for poverty alleviation for residents of rural communities as it is an alternative to a pure agriculture market activity for stimulating the growth in rural income (Haggblade, Hazell, & Reardon, 2010).
Social Capital

A factor in why some small communities are more successful than others is social capital. Social capital is the relationship between residents and community groups; the ways in which people interact with one another and the projects and opportunities presented to them. Whitham (2012) found that it can be attributed to lower crime rates and improved local economy and community wellbeing. Social capital is a critical resource in the network that ties community members and groups.

More than a hundred years ago, social capital was identified as good will, sympathy and social interaction among families and group of individuals who make up societies (Aldrich, & Meyer, 2015). Researchers Whitham, (2012) and Kwon, Heflin, & Ruef, (2013) further explain how social capital may enhance a community’s success through (1) improving social relationships among residents and promoting volunteerism, (2) reinforcing trust which may reduce costs associated with monitoring compliance, and (3) providing avenues for information sharing which promotes goal setting and action planning. Social capital is the combination of the community vision and interest, which encourages solidarity and mutual support as individuals agree to collectively carry out methods that will produce desired outcomes as they willingly invest in long term relationships (Miller, Besser, & Malshe, 2007).

Communities with older residents, experience abandonment as a result of out-migration, where the younger population seek greater opportunities outside their small communities. The result is a decline in population and a reduction in tax bases. This aging and loss of tax base magnifies the importance of voluntary participation. With out-migration, the elderly may be presented as the only or greatest majority of voluntary resources for community participation and improvement.
This makes volunteering and involvement of the elderly population essential to the viability of rural communities (Liu, & Besser, 2003).

Given an understanding of the possible deficiencies in human and financial resources in rural communities, the importance of social capital as an area of investment becomes crucial. It is not a cure all, nor is it a formula for the development of low-income communities (Warren, Thompson, Saegert, & Project Muse. 2001), however, social capital at the community level does influence economic performance (Kwon, Heflin, & Ruef, 2013). This is especially crucial in low income communities that lack development assets.

**Community**

**Garifuna**

The Garinagu people (plural for an individual Garifuna person) arrived in Belize in the year 1832 from the area of Roatan Honduras. The Garinagu’s arrival was as a result of being exiled in 1797 from St. Vincent by the British, who had fought and conquered the French, a group with which the Garifuna people had coexisted peacefully.

The Garinagu are a mix of Carib, Arawak and African. Upon arrival in Belize, they settled the coastal areas primarily in the south of the country, the most significant population settling in the Stann Creek and Toledo Districts with a population of 7,584 and 1,539 respectively (National Census Report, 2000). The group developed many small fishing and farming communities along Belize’s coast such as Hopkins, Seine Bight, and Barranco. The Garinagu were a hardworking people from the outset and were at no point slaves, not in Belize or anywhere else. The Garinagu
brought with them their cultural identity; language, culture, diet, religion, music, and beliefs (Palacio, 1998)

Though the Garinagu represent only 6.06% of Belize’s entire population, their culture and history have become dominant; theirs is one of the most recognized cultures in the country, and the world, with the United Nations Educational and Cultural Organizations (UNESCO) on May 18th of 2001 declaring the Garifuna Language, Dance and Music of Belize a “Masterpiece of the Oral and Intangibles Heritage of Humanity”. This designation was significant and provided many more reasons to protect and promote not only the Garifuna culture, but all of Belize’s cultures.

Barranco Village

Barranco Village is twelve miles south of Punta Gorda Town, the nearest Belizean urban center, and is settled by the Garifuna. This group developed the Barranco settlement community from scratch. A man named Santiago is credited with the founding of Barranco, initially as a camp site where he could fish off the coast and plant crops on the extremely fertile soil (Palacio, Tuttle, & Lumb, 2011).

The village grew to become a thriving society with fishermen and farmers who grew rice, cacao, and plantains. Barranco villagers once participated actively in growing bananas for export and produced large quantities of rice for sale; Santiago alone grew 75 acres of rice which the villagers hand harvested (Cayetano, 1997). However, as a result of migration to seek employment, the village population now stands at a little over one hundred residents.

The banana industry was soon discontinued and later reintroduced but only in the Stann Creek District. What further crippled Barranco’s economy and ability to sustain itself was the
discontinuation of the purchase of the rice variety they produced. This complication arose from the fact that no technical support was made available to the villagers to cope with and re-enter the rice market with the new desired rice strain. Currently, all the land that was once used for farming lays untouched as most residents have since relocated to outside of Barranco in search of employment (Cayetano, 1997).

**Major trends affecting rural areas**

Rural Urban Migration

Rural urban migration is not a novel phenomenon and has been taking place since the advent of urban centers and the search for an improved way of life by individuals (Ajaero, & Onokala, 2013). Since its inception, residents of Barranco Village have been moving to urban areas in search of prospective employment and education opportunities. Barranco Village is devoid of established and formal economic opportunities in a modern world that requires finances for any social or physical development. Individuals, therefore, have few options. Simply put, this form of out-migration is the movement of individuals from less developed, minimally serviced areas of their country to the more bustling areas within their own country based on economic, non-economic, and educational opportunities. Rural areas are generally recognized as the poorer areas compared to their urban counterparts which boast better development in the form of infrastructure and social services. (O'Hare, & Rivas, 2007).

Rural urban migration can be attributed to individuals’ search for opportunities not available in rural areas as a result of unequal distribution of wealth. Barranco Village has a water system, electricity, and internet services, but still has no cable television services. The village remains significantly underdeveloped with one primary school, one post office, a police station which
houses one single officer on rotation and nine streets; five of which are overgrown with grass and the remaining four being dirt roads.

The inequality in wealth and unequal distribution of development in rural areas is due to the continued lack of development interest in and the neglect of rural areas, countered by the consistent investment in urban centers. (Ajaero, & Onokala, 2013). Cities are more suitable and equipped to address social issues than rural areas. It is expected that cities and urban areas can deliver and provide employment, education, health care and other services more readily and efficiently than rural areas that are less populated; this is the result of the urban areas’ density advantage (Gibson, & Gurmu, 2012). According to Gibson, & Gurmu, (2012), over 90% of the world’s urbanization is taking place in developing countries. This is supported by Østby (2016) who additionally estimates that two thirds of the world’s population will reside in the urban areas by the middle of the century.

Income Diversification

Income diversification refers to an increase in the breadth of sources of income and the balanced share between different sources (Wan, Li, Wang, Liu, & Chen, 2016). Barranco was founded as a fishing community. According to Olale (2010), fishing communities in developing countries are among the poorest communities in the world. Creation of jobs for community residents is driven by the implementation of various strategies for economic development that consider different opportunities based on each community’s uniqueness and comparative advantages (Crowe, Ceresola, Silva, & Recker, 2015). Diversification of incomes from non-farming is a strategy for rural households that has been identified as critical by African policy makers (Wouterse, & Taylor, 2008). According to Haggblade, Hazell, & Reardon (2010), non-farming
accounts for 35-50% of the earnings by individuals in rural households across the developing world.

The Indian government recognizes economic diversification as a poverty reduction strategy that may improve the socio-economic conditions of farmers through promoting alternative choices in both the farming and non-farming market sectors to garner income from multiple and diverse sources (Wilson, 2010). The non-farm economy includes all possible income, generating employment opportunity driven economic activities with no heavy reliance on primary agricultural commodities. Economies of this type provide significant opportunities for women as they represent about a quarter of that market segment in the developing world (Haggblade et al., 2010).

**Rural economic sector**

Collaborative Food Alliance

Collaborative Food Alliances (CFA) are food supply schemes that provide food through localizing the origin and identity of food, by connecting producers and consumers. Collaboration makes it possible to feel inspired, as if anything is possible, especially since a person is not limited by their own expertise and resources (Huxham, & Vangen, 2005). Collaborative food alliances are developed after small farmers are marginalized because of unequal bargaining power, which serves as a barrier to market access. With producers collaborating, they can accumulate a surplus of output which assists them in gaining economies of scale. Small farmers also face the challenges of lack of assets, lack of access to markets, dependence on external intervention and disadvantages in critical assets like education, organizational skills, and financial capacity (Hilliova, Hejkrlík, Mazancova, & Tseren, 2017).
In addition, CFA’s produce opportunities for relationships between the rural and urban communities, people and food. CFA’s are governed by horizontal self-managed structures, with sub groups being responsible for different roles: internal and external communication with producers and consumers, marketing, distribution, ordering, accounting, and website and software management. Decisions of the group must be discussed and approved at meetings. Criteria for selection of suppliers is based on their location, genuine eco-compatibility, and solidarity. Despite CFA’s small scale and the fact that they have little to no impact on a country’s broader economy, they play a significant role for small producers as they create opportunities to access a larger market (Preiss, Charão-Marques, & Johannes, 2017).

According to a study by Getnet and Anullo, (2012) cooperative sector development has developed over three institutional generations. The first was colonial administrations during colonial times for export to Europe. The second generation was developed by the government for the newly independent states for rural development. The current generation are those now operating in the competitive business environment with limited government influence. Getnet, & Anullo (2012) and Preiss, et al. (2017) support the idea that cooperatives are vital to the competitiveness of the rural poor and small farmers in production and marketing. This is because they are grass roots, self help businesses which are operating in dynamic business environments, rather than unsuccessful attempts at rural development imposed from above (Economic & Political Weekly, 1990).

Further Preiss, et al. (2017) revealed that CFA’s produce benefits for both producer and consumer. The CFA acts as the middleman, eliminating activities, capital investments, and materials such as storage, labels and marketing. This results in financial savings for small producers. Meanwhile, consumers benefit from receiving a greater variety of organic food.
Sustainable Barranco: A ‘Participatory Development’ Village Economy Revival Master Plan

Hilliova, Hejkrlík, Mazancová, & Tseren, (2017) describe how improvements put in place to help small farmers overcome market challenges increase their empowerment. The researchers further describe the magnitude of the impact of cooperatives, in that two thirds of the world’s rural inhabitants are residents of smallholder sectors. The development and prosperity of those sectors are a significant contributor to the reduction of poverty in low income countries.

Cultural Tourism

Barranco village is a long way from becoming a tourist destination, a position acknowledged by its residents, but it does have a significant amount of cultural value to offer. Belize prides itself in being a tourist destination for its pristine beaches, untouched rainforest, friendly people and preserved historical heritage and history. The country’s greatest resource is its people. Being a country boasting many cultures, each encompassing their own origins and heritage, it is imperative that every aspect of each is wholly protected, preserved, and promoted. Over the years, Belize has fast become a world recognized tourist destination, not for sky scrapers or exotic modern activities, but for its authenticity, rustic and time capsuled cultural and heritage simplicity (Palacio, 2013). A rapidly growing segment of the tourism industry is cultural tourism, which is any aspect of travel where people learn about the ways of life and thoughts of others, with culture encompassing dress, work, history, traditions, leisure activities and architecture Goeldener & Richie (2006). Galí-Espelt (2012) further defines cultural tourism as an activity which gives visitors the opportunity to discover the way of life of others, by allowing them to experience the intangible aspects like customs, traditions, physical environment and ideas as well as the tangible aspects such as the architectural, historical and archaeological aspects of the culture’s value.
This rural, place-based tourism, was not well recognized even as recently as twenty years ago. Hodur (2010) found that tourists are now seeking out activities that focus on uniqueness, authenticity, and heritage. Also, rural communities have now begun to realize and capitalize on the fact that they offer attractions. This interest in rural and cultural tourism comes at an ideal time, as rural communities continue to work toward finding ways to implement alternative forms of economic development to counteract the decline of their populations and agricultural economies.

According to Yang & Wall (2009), treating cultural resources as a commodity is a new phenomenon and has been a significant contributor to the demand for cultural tourism in the past decades with the most common motivations being either education or entertainment (Debeş, 2011). Tourists are now seeking more than the traditional sand, sun and sea holiday and are now drawn increasingly to visitations to destination countries for their niche markets. Of the categories of special interest tourism, it is predicted that cultural tourism will be one of the five key special interests in the tourism market segments of the future (Ho, 2008). Special interest tourism relates to the learning of the past and present of a host community through experiencing the cultural heritage and social customs. When managed properly, special interest tourism may address sustainability issues and provide important benefits like poverty alleviation, infrastructure development, and employment opportunities. This is of interest for Barranco; over the past decade the link between cultural resources and tourism has become significantly interdependent, especially in developing countries (Siriphanich, 2007).

Cultural and heritage tourism has been found to be one of the more sustainable forms of tourism compared to mass tourism. Cultural tourism is not only useful in empowering community members by providing employment and in turn contributing to poverty alleviation but provides
residents with the opportunity to display their craft and handiwork (Korstanje, 2012). Both policy makers and community planners have considered tourism to be a significant contributor to the income, economy, foreign exchange, and employment to the host community. Increasing the quality of life and satisfaction of host community residents may be attainable by promoting the tourism aspect of the host community to attract more tourists, as cultural heritage has become the most important aspect of attracting tourist to a specific destination (Jeon, Kang, & Desmarais, 2016); (Youn, & Uzzell, 2016).

Wellness Tourism

According to the World Health Organization (1984), health is a state of complete physical, mental, and social well being and not merely the absence of disease or infirmity. Travelling for health purposes has been recorded as one of the earliest motivations for tourism. Being relaxed is the primary motivational factor for health and wellness tourism. Relaxing is underscored by getting refreshed, escaping from the hustle and bustle of life and the job, getting away from the ordinary, and being active (Tharakan, 2014). The knowledge, practices, skills, and resources are key to the success of health and wellness destinations. Again, destinations that are relaxing and rural are important for wellness tourism development as it encourages entrepreneurship and upgrades the marginally employed. Small businesses and individuals can develop Barranco’s wellness sector through the involvement of community members in utilizing their local knowledge of culture, experiences, and resources which would create opportunities for the host community to create sustainable wellness tourism.

According to Pearcy, & Lester (2012), the World Bank estimated that tourism for health and wellness saw a 30% increase throughout the world and provides significant opportunities for host countries. The health tourism sector has two distinct categories: medical tourism and wellness
tourism. Tourists seeking wellness are physically capable of moving and are of good health overall. They seek experiences that would contribute to and maintain their well being. Medical tourists, on the other hand are seeking cures and treatment for medical conditions.

Belize does not have the technology to facilitate medical tourism but does have arguably some of the world’s cleanest air and environment that does facilitate wellness and improved wellbeing and health. However, nations like Jamaica also have attractive cultures and histories and are recognized for their natural remedies, herbs and plants handled by “bush doctors”. “Shamans” and natural herbalists are an important part of Caribbean life and health (Madrone, 2010).

Of important note is Elijio Panti of Belize, a traditional healer whose ancient traditional herbal remedies attracted modern scientists and patients to his village of San Antonio in the Cayo District of Belize. He contributed 500 plants to the National Cancer Institute to assist them with identifying plants that may contain chemical agents that could have been used for fighting cancer and AIDS (Thomas, 1996). According to Rudra (2011), the beginning of the millennium marked the increase in tourists traveling from developed to developing countries for wholesome body and mind rejuvenation experiences, with the natural environment and its assets, fresh air, natural features, clean water) being the most important attributes for wellness tourism development (Heung, & Kucukusta, 2013).

Community Gardens

Community gardens offer extensive and significant benefits to the communities they serve. The benefits in health, the contribution to the economy and to wellness, have recently been receiving a lot of attention as governments attempt to introduce new forms of economic development and subsistence to impoverished and rural communities. The idea of a community garden is not a novel idea. It has been common in United States and Britain and dates back to at least the
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The nineteenth century when those countries used community gardens as solutions to food shortages (Nolan, & March, 2016).

Community gardens provide ease of access to rural communities by offering fresh fruit and vegetables to the participating gardeners and their family at minimal cost and with no need for travel, especially from areas where transportation options are limited (Corrigan, 2011). Community gardens have also been found to contribute significantly to physical exercise when participants tend to gardens, thus promoting improved health (Weltin, 2013). Participating actively in gardening activities benefit psychological well being, physical activity, and increased fruit and vegetable intake. All these benefits also translate to community wide benefits such as building relationships, improving social capital, and enhancing community pride (Corrigan, 2011; Lanier, Schumacher, & Calvert, 2015).

Barranco would theoretically be an excellent opportunity for community gardens as it is rural and underdeveloped. Community gardens developed on vacant and overgrown plots of land provide excellent use of space, exercise, maintenance of overgrown lots, and physically aesthetic development. Community gardens have also been found to provide rural communities that are not particularly dependent on agriculture a chance to improve their food security through a grassroots bottom up approach (Corrigan, 2011). Finally, community gardens provide purposeful green spaces in places these spaces may not otherwise be available (Ghose, & Pettygrove, 2014). They provide fresh produce to residents in areas that are less economically viable and have less stores which has an adverse effect on individual’s purchasing power and health (Lanier et al., 2015).
Chapter 3: Methods

Interviews

Between the months of May and July interviews were arranged and conducted with individuals considered the most important stakeholders to Barranco village’s well being and progress. Interviews were arranged and held with the Barranco village councillors, non-governmental organization representatives from the United Nations Development Programme Global Environmental Fund, Plenty Belize/ Kokonat, Pieni Cacao, Building People Movement, government officials representing the Ministry of Economic Development, and the Department of Rural Development. Each participant was given a consent form to accept or deny participation in the interview as well as the option to accept and decline the interview being audio recorded.

Village Council

Meetings were held with all village councillors but two; one individual who refused comment as their resignation was in process and the other with whom our schedules could not be synchronized in the research period. Meetings were held with each village councillor and the village chairperson individually to conduct a semi-formal interview.

Non-Governmental Organizations

The interviews and meetings with the NGO representatives were held either over lunch or at their respective offices. These meetings were informal and were in an open discussion format in which questions were asked of the interviewees and they were given the opportunity to answer in as much or as little details as possible. This was to gain information and knowledge from their many years of experience working in Belize with proposing and executing successful projects as registered and respected project managers.
Government Officials

The government officials were met at their respective ministry offices. Again, these interviews were more in a discussion format as the officials contacted referred the researcher to individuals who were most closely connected to the villages and their leaders. Again, these individuals were provided consent forms; neither agreed to being audio recorded. These officials provided as detailed of information as they were aware of.

World Café

A World Café is a small grassroots meeting led by a facilitator to foster conversations, knowledge sharing, ideas, and creativity. It is intended to produce information that can be used and made practical. This method is of significance as it uses locals to develop plans and ideas to use in their own communities; this perfectly underscores the desired grass root method being sought.

The meeting was held in the community center library, a 20-foot by 10-foot library with three tables and two long benches from the community center.

The purpose of the World Café was to gather information from the knowledgeable community residents about their potential involvement in developing a bottom up plan. Participants sat at tables, creating three groups of five. Each group had one facilitator who was knowledgeable of the World Café process and purpose. The individuals who attended the World Café represented varying age demographics and were properly distributed among the three groups, which allowed for a discussion from perspectives representative of different age groups and interest. Each group received and collectively completed discussion, drawing and debate on flip chart sized paper sheets to identify and discuss:

1. Desirable and Non-Desirable/ Want and Don’t Want List
Sketch pads labeled desirable and non-desirable were issued to community members in groups and along with their facilitator. They discussed the additions they would like to see implemented and prioritized in their community in terms of infrastructure and social initiatives. Village members then proceeded to do the same for actions they believed would be the most devastating implementations to the culture and environment of their community.

2. SWOT Analysis

SWOT analysis sheet was provided for community members who live in the community to identify the village’s strengths, weaknesses, opportunities, and threats. All suggestions and information that would later be used to develop recommendations and strategies based on the community’s analysis.

3. Community Map

Community maps were provided to community members which they used to identify the landmarks, houses, and roads, which did not appear on the outdated, low-resolution Google Earth map. Community members further identified educational institutions, areas of interest and importance such as the community cemetery, the community wharf, and the Garifuna Temple.

This process allowed for the community to identify and present their common and personal interests, and to discuss actions that would help the community on a whole, as well as individually. The information gathered through this process provided insight from participants’ lessons and community knowledge.
Questionnaires were provided to all participants at the World Café who were willing to complete the document after signing the provided consent form. The questionnaire consisted of six (6) multiple choice questions, and five (5) open ended questions inquired about community observations throughout a participant’s life in Barranco, specifically participants’ experiences with tourism, economic development, and ask about their own experiences. It also asked about their thoughts and opinions on what can be done to assist in Barranco’s development based on
the information gathered from observational data and experiential knowledge. Of the 23 individuals, thirteen (13) responded to some of the questions in the questionnaire, with only two (2) individuals responding to all questions.

![Participant Age Pie Chart](image1)

![Economic Priority Pie Chart](image2)

The demographics of individuals who attended the World Café and agreed to complete the questionnaire was in line with Barranco’s age distribution. Eight (8) of the respondents were well above the age of 41 and two (2) individuals above the fifteen (15) year old age range, and two (2) participants one in the 15-18 age range and the final in the 26 – 40 age range.

![Participant age pie chart](image1)

Participants’ response to this question was interesting as majority of the participants believed that tourism and recreation should be the focus of Barranco’s economic development, while the remainder believed that the focus should be on small business development. Though participants agreed that agriculture plays a vital role, no one selected it as a priority. This is interesting as there must be something for tourist to see before they make Barranco a priority.
Site Analysis

The site analysis was conducted over a three-day period, over a span of two weeks, using Google Earth maps, aerial photography and videography taken with DJI Drone, and extensive walking. This was done to get a feel of the community and to understand just what the community is like.

The site analysis allowed for the researcher/planner to amalgamate what the residents see with what they hear from the community and the professionals that represent NGOs and the government. This was to generate ideas, strategies and plans that are the most relevant fit to a plan for the community. The site analysis was not extensive as the plan is more of a social proposal than physical plan. As such, many traditional site analysis components were disregarded.

The data gathered and analysed through community consultation and extensive research are presented in chapter four onward as the Participatory Development Master plan for Barranco Village.
SUSTAINABLE BARRANCO: A PARTICIPATORY DEVELOPMENT VILLAGE ECONOMY REVIVAL MASTER PLAN
Chapter 4: Plan Introduction

Introduction
The purpose of the village economy revival master plan is to develop a realistic, practical, and affordable work plan for tangible development and attainable results in socio-economic development. This was accomplished through a detailed review of the site characteristics, the input of the community members and the expertise of professional planners and project managers.

Purpose of the Plan
The plan is to be used as a stand-alone guide or a support document to socio-economic development endeavors. More importantly, this plan provides approaches that will boost and develop the almost nonexistent economy of Barranco Village by promoting innovative ideas and approaches based on the community’s characteristics, as well as the knowledge, practices, and professional experiences of villagers. It will capitalize on the imagination of a young new planner with a passion for socio-economic development and a love for his country.

The Government of India said it best in their Manual for Integrated Village Planning and Development:

“Village Development and transformation requires commitment, perseverance and tolerance by leaders, while at the same time promoting and creating opportunities for village members’ participation in both decision making and action, and further ensuring the careful monitoring and management of the processes” (GOI, 2012).
Master Plan Process

The development of this plan has been made possible with the guidance of a framework which combines extensive research and the all-important community involvement. The figure below is a quick process map which will be further expounded upon in the chapters to follow.

Guiding Principles

The guiding principles, goals, and objectives below were developed using feedback provided by the villagers of Barranco at the World Café:

1. Maintain and enhance the small village feel.
2. No large-scale development by foreigner interest (hotel, guest house, eco lodge).

3. Environmentally sound development that is beneficial to the communities’ social and economic wellbeing.

4. Development and projects must be sustainable and must not be dependent on a single individual or organization.

5. Projects must be interlinked to create a dependency and sense of responsibility among project managers to create continuity without the projects being dependent on the existence of the other. This means enhancing the social capital of the community.

Belize Village Governance

The country of Belize is a parliamentary democracy system in which the party with the greatest representation in parliament becomes government, and its leader the prime minister. The party in the minority represents the official opposition and is tasked with challenging the majority. This system originated in Britain and was adopted by many of its former colonies (Alford & Bolland, 2018). The Constitution of Belize is considered the supreme law of Belize. It identifies the three branches of government: the legislative, the executive and the judiciary. The Constitution establishes a bicameral legislature which includes two legislative chambers. This legislature is the National Assembly and is inclusive of the House of Representative and the Senate.

The House of Representative consists of 31 members, each representing a constituency elected in general elections by the nation every five years or at the call of the Prime Minister. The Senate is made up of 12 appointed senators and a president. The executive authority is Queen Elizabeth II and is exercised in her name by the Governor General of Belize who is appointed by the Queen and must be a Belizean. The head of the government is the Prime Minister, who appoints
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

the cabinet from the pool of members of the National Assembly. Cabinet Ministers are the heads of Ministries.

The **judicial** system is non-partisan in legal judgement. The Supreme Court is the highest court of Belize and appeals may be made to the Court of Appeal.

Village councils of Belize are established pursuant to the Village Council Act and are regulated and monitored by the District Association of Village Councils (DAVCO) which forms the National Association of Village Councils (NAVCO) under *Village Council Act Part VIII Section (55) (1)(2)*. The National Association of Village Councils and the village councils are monitored by the Department of Rural Development which operates under the Ministry of Labor, Local Government and Rural Development, Public Service, Energy, and Public Utilities.

Belize has many agencies in place with a mandate of combating poverty and enhancing economic development.
Chapter 5: Village Assessment

Background Studies Summary

Barranco Village was once a thriving farming and fishing community in Toledo District, Belize. It has vast areas of arable land but is experiencing a continuous population decline. This is creating a chain effect of development setbacks. The villagers of Barranco are quite productive individuals and boast some of Belize’s first and greatest teachers as well as the legacy of one of the country’s most iconic musicians, the late Andy Palacio. Though the village is considerably underdeveloped, many of its young people, since the mid-1900s have been pursuing and achieving significant levels of scholastic excellence. Many of the retirees of the village hold university degrees, including PhD’s, from prestigious universities in various fields.

Today many of the young and middle-aged population of Barranco leave in search of education and employment opportunities, draining the community of its human and financial opportunities. This human capital drain and rural urban migration has led to villagers residing and investing in other parts of the country. They come back to visit Barranco only during the holidays and for cultural events.

This extensive rural out migration has reduced the population of Barranco Village to approximately 150 individuals. This causes investments and development to be overlooked as villages with larger populations carry a larger voice and would receive greater benefits.

With minimal opportunities of external assistance for development, and the need for economic development, the villagers of Barranco can now become creative and proactive. They can take responsible control of the resources they have available to restart and reinvigorate their village economy.
Barranco is bordered by the sea on the east and lush forest on the west with significant amounts of arable land in-between. With the will of the community and guided advice, the possibility of economic revitalization for this small, once-thriving little community can be realized.

With opportunities for subsistence and large-scale farming, cultural, ecological, heritage and wellness tourism, Barranco is an excellent candidate for small pilot projects that may be adaptable by Belize’s other villages. Using a bottom up participatory community development approach, the strategies and implementation plans developed will generate a sense of pride in the villagers as it relates to the village and a sense of ownership for the proposed projects and development. The final strategic economic revival plan will provide the village leaders and the village with clear and practical opportunities, along with guidelines and strategies for implementation.

Existing Land Use
Barranco village has a traditional grid pattern of subdivision as outlined on the map provided by the Department of Lands and Survey dated September 20, 1928 (Appendix L). The village has no designated land uses as Belize has no zoning in villages. The subdivision provided for 20 blocks of various sizes that ranged from 3,384sqft to 9900sqft in varying rectangular and square arrangements in what would be considered the core of the village. The map outlines a total of 175 lots with 54 households (Statistics institute of Belize, 2010), which represents 31% lot usage, 69% that is owned but uninhabited, as well as the many pristine acres on the periphery that are already surveyed according to a resident. The subdivision map further outlines the six-proposed west-east roads and the five-proposed north-south roads of which six could be identified as roads.
The community has two small stores which supply the villagers with their very basic needs which include, toiletries, soft drinks, and a very small selection of grocery items. There is also a small well-stocked bar which may be the best advertised aspect of Barranco, as it has posted one of only two signs on the main highway indicating Barranco’s existence. The village houses a small primary (elementary) school which accommodates the few children of the village, a Roman Catholic church for religious services and a Garifuna Cultural Temple (*Dabuyeba*) where cultural masses, sacred rituals and activities take place. There are no formal establishments that provide accommodation, such as hotels, restaurants, guest houses and tenting areas to prospective visitors. The community also has a Garifuna Museum, a police station, a post office, a cemetery, and the community center in which the World Café was held.

The remainder of the village is vast acres of land covered in lush forest, recently distributed to some residents and natives of the community. While conducting research I did notice timber extraction and logging taking place, all legal as far as the regulating authorities are concerned. The community knows the harvesters possess permits for the extraction they are conducting.

Though the community was founded on agriculture and did well as a supplier for the country in the 1980s, farming has declined and only a very few minority of individuals even maintain a small backyard garden, raise poultry or small grazing animals like goat or sheep.

**Current Social Capital**

Despite its size, population, and closeness of community members, Barranco village has social capital issues. The issues relate to the structure of management in the community as well as
significant trust, visioning and collaboration issues among community members, the local governance as well as the overarching top down central governance system. Multiple conversations revealed that community members have a difficult time working with each other. In some cases, projects attempted in the community were targeted based on mandate and needs assessments of external executing organizations. This has led to numerous failed projects as individuals participate only if the executing agency is providing finances or until there is some internal managerial collapse.

Patterns of Development
Barranco has remained stagnant as it relates to both private and public physical development. The population has declined leading to the increased depression of the economy. There have been continued efforts to enhance capacity by providing skills training to the different age groups by various organizations and from within the community itself.

There were occasions of a revitalized economic outlook in Barranco as attempts have been made to boost the economy. The local government and the Belize Tourism Board and NGO’s have contracted consultants to develop and implement economic development plans, ranging from skills training and the forming of corporations for sewing, farming, and fishing. Projects have involved training courses and donation of animals, material, and equipment for small business development and self employment.

Economic Analysis
On two occasions Barranco has been both encouraged and concerned about the prospects of oil drilling in their community. Companies were acquiring licenses for exploration and conducting tests but abandoned the area after only non-commercial quantities were discovered. The US Capital oil company was the last to explore for oil in the Barranco village area with a contract
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

that was initially issued in 2001 and amended twice in 2004 and again in 2008. It would have
received a 25-year extraction period if commercial quantities were found. According to the US
Capital representative in Belize, drilling was conducted in the area in 1970 prior to the
exploratory drilling they conducted in 2014 after positive signs that oil, methane, and butane
were present, but the work proved fruitless (Ramos, 2015).

Oil exploration and production, when done right, can be a significant contributor to a country’s
economy. It can also directly benefit communities that are near the operation through investment
in infrastructure, provision of employment opportunities and stimulating economic growth as a
result of the increased demand for services by the new and local population.

Oil exploration has also often proved to be controversial. Many times, exploration activities can
have harmful effects on local, natural and environmental conditions and economic activities.
The oil company did consult with the community prior to drilling and after, but not in way the
community members believed were respectful. Dr. Joseph Palacio, on behalf of the residents of
Barranco in his capacity as chairperson, prepared and submitted a response to the consultation
held by the Belize Department of Environment and US Capital (Palacio, 2012). He outlined the
state of economic depression and the fact that the community is open to opportunities to
sustainable extraction of natural resources for the current and future generations. He explained
that other communities were affected by the exploration, but Barranco was the frontline
community. The oil company’s camp was established in the community, as did the company
five years previous.

Palacio further stated that the community appreciated the employment the company offered but
also emphasized on the dissatisfaction as it related to the negative impact on the community’s
already suffering infrastructure including:
1. Extensive damages to the streets and wharf
2. Overburden of garbage facilities
3. Excessive noise and dust pollution from the helicopter traffic
4. Locating the helipad at an inconvenient spot in the village, where pedestrians walk, including school children coming and going to school
5. Bringing in scores of workers, seriously affecting the social and cultural patterns of life within a small community

Dr. Palacio concluded with a plea to the responsible arm of Belize’s government to explain the highly technical procedures in the environmental impact assessment report to the people of the community. He also requested that the company conduct an objective assessment of the social and economic impact of the exploratory activities, and help the community understand what large-scale drilling would bring to the community.

Population Characteristics
As outlined in the introduction, the population has been decreasing. The most recent statistics published by the Statistics Institute of Belize (SIB) is 2010. These statistics identify Barranco as having 157 Residents: 80 males and 77 females (SIB, 2010)

Housing Analysis:
Barranco has 54 households (SIB, 2010) with an average of 2.9 occupants per household. The houses are of varying sizes, condition, and materials. Houses are constructed of various combination of roofing, wall and floor materials including cement blocks, wood, sticks, metal zinc sheets for walls, and metal zinscs sheets and thatch for roofs.
Accessibility: Transportation Options

Barranco village is accessible by land and sea. The journey by sea, which was the traditional form of travelling, was the more convenient option, with a travel time of only 15 minutes to or from Punta Gorda Town. The road to Barranco on the other hand is a 1.5 to two-hour drive from Punta Gorda Town. The road is a long, unmaintained dirt and gravel road that is possibly 30 feet at its widest sections and becomes impassable in the rainy season. The road is considered the Barranco Road because Barranco village is the last community at the end of road. The road also services the villages of, Midway (Pop. 240), Crique Sarco (Pop. 328), San Lucas (Pop. unreported), Corazon Creek (Pop. 188), Sunday Wood (Pop. 285), Santa Ana (Pop. 290) and San Felipe (Pop. 353) (SIB, 2010).

There are multiple buses that traverse the Barranco Road as they service the varying villages on the route, but only one bus company travels from Punta Gorda Town all the way to Barranco village. The Barranco Bus travels on Mondays and Saturdays and makes one trip out of the village at 6 am and returns from Punta Gorda at 1 pm. There are no regular scheduled boats from Barranco village to Punta Gorda Town. Barranco residents use bicycles to get around the village and to take trips to their farm lands that may be a few miles out from the village core.
Chapter 6: Findings and analysis

Community Consultation Responses

The tables below are the unedited responses from village members, gathered at the World Café identifying their concerns and priorities based on the provided activity and heading.

GROUP 1:

Desirable & Non-Desirable List

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<th>DESIRABLE</th>
<th>NON-DESIRABLE</th>
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<td><strong>General:</strong></td>
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<td>Elder People Home</td>
<td>Slash and Burn Farming</td>
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<td>Pave Roads</td>
<td>Inorganic Farming or use of Pesticides</td>
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<td>Play Grounds</td>
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<td>Gardens</td>
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<td>Small Bridges</td>
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<td>Piers</td>
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<td>Erosion Barriers</td>
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<td>Big Development</td>
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<td>Foreign Development</td>
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<td>Market</td>
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<td><strong>Agricultural Interest:</strong></td>
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<td>Cacao</td>
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<td>Chicken &amp; Ducks</td>
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</tr>
<tr>
<td><strong>STRENGTHS</strong></td>
<td><strong>OPPORTUNITIES</strong></td>
</tr>
<tr>
<td>Culture</td>
<td>Tourism: Diving, Snorkel</td>
</tr>
<tr>
<td>Land</td>
<td>Farming</td>
</tr>
<tr>
<td>Fruits</td>
<td>Fishing</td>
</tr>
<tr>
<td>Sea</td>
<td>Crafts – Cultural</td>
</tr>
<tr>
<td>People</td>
<td>Sewing – Cultural</td>
</tr>
<tr>
<td>Food</td>
<td>Pastries</td>
</tr>
<tr>
<td>Family Oriented</td>
<td>Mountains and Caves</td>
</tr>
<tr>
<td>Peacefulness</td>
<td>Access to Rivers</td>
</tr>
<tr>
<td>No Cars</td>
<td>Aqua Culture</td>
</tr>
<tr>
<td></td>
<td>Pig Rearing</td>
</tr>
<tr>
<td></td>
<td>Cattle Herding</td>
</tr>
<tr>
<td><strong>WEAKNESS</strong></td>
<td><strong>THREATS</strong></td>
</tr>
<tr>
<td>No Jobs</td>
<td>Erosion</td>
</tr>
<tr>
<td>Low Population</td>
<td>Wind and tree fall</td>
</tr>
<tr>
<td>Education</td>
<td>Hunting</td>
</tr>
<tr>
<td>Finance</td>
<td>Stealing Lumber &amp; Land</td>
</tr>
<tr>
<td>Grass Maintenance</td>
<td>No Market for product</td>
</tr>
</tbody>
</table>

Table: 2
GROUP 2:

Want & Don’t Want List

<table>
<thead>
<tr>
<th>DESIREABLE</th>
<th>NON-DESIREABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary School: Investment</td>
<td>No Marginalizing Investment: Resort</td>
</tr>
<tr>
<td>Business Training: Management &amp; Accounting</td>
<td>- Low wage for long hour work</td>
</tr>
<tr>
<td>Individuals to learn traditional skills</td>
<td></td>
</tr>
</tbody>
</table>

S.W.O.T.

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest in Developing the Community</td>
<td>Entrepreneurship</td>
</tr>
<tr>
<td>Cultural Awareness</td>
<td>Ecommerce</td>
</tr>
<tr>
<td>Oasis of Security</td>
<td>- For Traditional Products (Cupal, Soap) i.e. (Etsy, eBay)</td>
</tr>
<tr>
<td>Natural Resources: Fish, Land, Sea</td>
<td>Fishing Knowledge</td>
</tr>
<tr>
<td>Appreciation of Education</td>
<td>Agriculture Knowledge</td>
</tr>
<tr>
<td>Peacefulness</td>
<td>Cassava Growing</td>
</tr>
<tr>
<td>Knowledge of Tradition</td>
<td>Argo Processing (Value Adding)</td>
</tr>
<tr>
<td>Diversity of Skill (Trade)</td>
<td>- Lumber to Chair</td>
</tr>
<tr>
<td>- Farmers Fishermen, carpenters, seamstress, cooks, soap makers</td>
<td>Tourism:</td>
</tr>
<tr>
<td>Electricity, Internet, potable water</td>
<td>- Cultural</td>
</tr>
<tr>
<td></td>
<td>- Bone Fishing</td>
</tr>
<tr>
<td></td>
<td>Exchange Programs, Student Groups</td>
</tr>
<tr>
<td></td>
<td><em><strong><strong>Requires Marketing</strong></strong></em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WEAKNESS</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appreciation of Education: Brain Drain</td>
<td>Land Ownership issues</td>
</tr>
<tr>
<td>Accessibility (Road &amp; Water Axis)</td>
<td>Global Warming</td>
</tr>
<tr>
<td>Population Dynamics</td>
<td>Natural Disasters</td>
</tr>
<tr>
<td>- Brain Drain</td>
<td>- Houses not storm ready</td>
</tr>
<tr>
<td>- Bottom of the Barrel</td>
<td>Dependency on Government</td>
</tr>
<tr>
<td>- People who want to move back</td>
<td>Individuals don't work well together</td>
</tr>
<tr>
<td>Health care</td>
<td>- Fighting and Back Biting</td>
</tr>
<tr>
<td>Population Gap: School → Aged Old people</td>
<td>- Divided village council</td>
</tr>
<tr>
<td>Lack of Management Skills</td>
<td>Started and unfinished projects (Multiple)</td>
</tr>
<tr>
<td>Lack of formal training in Agriculture and Business</td>
<td>No Marketing Ability</td>
</tr>
<tr>
<td></td>
<td>Land not available</td>
</tr>
</tbody>
</table>

Table: 3
GROUP 3:

Want & Don’t Want List

<table>
<thead>
<tr>
<th>DESIREABLE</th>
<th>NON-DESIREABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>Crime</td>
</tr>
<tr>
<td>Enhance Cultural programs/ Activities</td>
<td>No Monopoly</td>
</tr>
<tr>
<td>Tourism:</td>
<td>No Human Trafficking</td>
</tr>
<tr>
<td>- Hotels</td>
<td>Loss of village identity</td>
</tr>
<tr>
<td>- Farmers</td>
<td>Lost of land</td>
</tr>
<tr>
<td>- Fishers</td>
<td>Lost of culture</td>
</tr>
<tr>
<td>- Food -&gt; Display of Clothing etc.</td>
<td></td>
</tr>
<tr>
<td>- Beautification of village (sea/ road)</td>
<td></td>
</tr>
<tr>
<td>- Monument (Tomb, House of Andy Palacio)</td>
<td></td>
</tr>
<tr>
<td>Security:</td>
<td></td>
</tr>
<tr>
<td>Improvement of roads/ Streets</td>
<td></td>
</tr>
<tr>
<td>Demarcation of area for development</td>
<td></td>
</tr>
</tbody>
</table>

S.W.O.T.

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of land</td>
<td>Fishing Industries</td>
</tr>
<tr>
<td>Natural resources: Sea</td>
<td>Agriculture</td>
</tr>
<tr>
<td>Culture: Tourist Attraction</td>
<td>Tourism</td>
</tr>
<tr>
<td>Skills: Art and Craft</td>
<td>Arts &amp; Crafts</td>
</tr>
<tr>
<td>Participation of Community members</td>
<td>Cultural Activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WEAKNESS</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of financial Resources</td>
<td>Natural Disasters</td>
</tr>
<tr>
<td>Support from relevant partners</td>
<td>- Hurricanes</td>
</tr>
<tr>
<td>Lost of population (Migration)</td>
<td>- Droughts</td>
</tr>
<tr>
<td>Lack of Employment Opportunities</td>
<td>Erosion</td>
</tr>
<tr>
<td>Lack of Human Resources</td>
<td>Deforestation</td>
</tr>
<tr>
<td>Selling of Land</td>
<td>Climate Change</td>
</tr>
<tr>
<td></td>
<td>Environmental Pollution</td>
</tr>
<tr>
<td></td>
<td>Migration</td>
</tr>
<tr>
<td></td>
<td>Rise in Real estate</td>
</tr>
<tr>
<td></td>
<td>Lost of culture</td>
</tr>
</tbody>
</table>

Table: 4
Community Consultation Analysis

Complete lists are provided in tables two, three and four as well as in the appendix of the document of what community members identified on the Desirable and Non-Desirable list as well as the responses from the SWOT analysis. The information from all three groups was analyzed, clustered, and prioritized based on the redundancy and general similar ideas among the three participating groups.

Desirable and non-desirable analysis

**Desirable:**

- All three groups cited and extensively discussed the condition of the existing roads, and the hindrance this poses to accessibility. The groups also noted the lost opportunities that resulted from this hindrance. The roads are dirt and become virtually impassable by vehicles hampering the transportation of workers and students, agriculture and fisheries produce and tourists into and out of out of the village.

- The three groups were greatly interested in economic development, the main objective of this project. Suggestions ranged from the creation of markets, to enhancement of tourism programs and business training.

**Non-Desirable:**

- Considering the historical background of Barranco, the community members are proud of their culture and heritage and are intent on retaining and promoting their culture and village identity, including the retention of traditional farming techniques and styles.

- An interesting response and one which is in direct relation to the above is that the Barranco villagers are, not interested in marginalizing investments like hotels and resorts
by foreign investors. These investors may be seeking a pristine area surrounded by lush jungles and wide-open oceans, however, based on observations of these kinds of investment activities in other areas of Belize, these investors pay only minimum wages and often bring in outsiders or foreigners to work in their establishments. The villagers viewed these possibilities as an inequitable trade off, where they would be offering their land and culture for minimum wage employment with minimal possibility of employment.

Swot Analysis: Strength | Weakness | Opportunity | Threats

Strengths:

- Barranco villagers believe that they can market their community on four aspects:
  - **Culture**
    Barranco village prides itself in being one of the first Garifuna settlements, and one of the last in Belize still living as close to traditions as possible in the modern world. This is important as cultural revival, and retrieval are increasingly important in this globalized world where cultures are losing languages and their way of life.
  - **Security**
    Barranco is a small, close-knit community, with “eyes in the street”, which reduces opportunities for crime. Barranco has one single police officer and villagers jokingly mention he gets no action as nothing happens in Barranco that requires law enforcement. This a bragging right not afforded to many communities in the world.
  - **Peacefulness**
The quality of the clean air in Barranco is very noticeable as one strolls through the town. The community is surrounded by trees, has no industrial development for miles around and has minimal motorized transportation; even cars are a rare sight.

**Natural Resources:**

Barranco is bordered on the east by the Caribbean Sea and all other directions by lush jungles. Resources from land and sea can produce significant benefits and services to both the residents and visitors of Barranco though non-invasive and non-extractive activities that are sustainable and are repeatable with minimal to no harm.

**Weakness:**

- Barranco’s most significant economic and physical development issue is in relation to their population size, dynamics, and the continued migration and resultant brain drain.

The community summarized their village’s weaknesses as follows:

**Migration**

Much of Barranco’s middle aged individuals no longer reside in the community. Villagers often move from Barranco to other parts of the country or world in pursuit of further education and employment.

**Employment Opportunities**

The population of Barranco, are either young (up to age 17), retirees or very small scale opportunistic entrepreneurs. The community describes the issue of lack of markets which frustrates and discourages individuals from pursuing business ventures.

**Lack of Support/ Partnerships**
Villagers believe that there has not been enough contact between them and partners who could provide support, training, and finances for their community’s development. Villagers are aware of the opportunities and what effects the assistance can have on their personal and community development. They are open to most opportunities that may be presented through the formulation of relevant partnerships.

- **Lack of Formal Training**

Community members are aware of the importance of education and formal training, evident in their discussion of how the lack of educational opportunities created failures in previously attempted projects. Villagers hope to see training and opportunities for development in management, agriculture, and business.

- **Accessibility**

The villagers discussed the importance of accessibility and how much of a disservice the poor road was to their development. Accessibility is one of the single most important factors for development as it determines ease of access and transportation of produce and individuals as well as the cost, convenience, and frequency of such movement.

**Opportunity:**

- In this section villagers got the opportunity to use their imagination as well as their acquired knowledge based on their residence in the village and what they have heard through oral tradition. Villagers described opportunities and possibilities with nature, culture, tradition, and history.

- **Agriculture**
Villagers are aware of their history and knew that at one-point Barranco village was a major player in rice and banana exports. Villagers spoke of the rich soil and extraordinary fruits and vegetables they harvested in the times past and currently in small backyard gardens or on the trees that grow without being tended. Villagers reminisced on the extremely sweet pineapple fruit that Barranco was once known for producing as well as the cacao strain unique to that community. Villagers were and still are optimistic about the prospect of agriculture in Barranco and are now depending on a plan that can make it feasible.

- **Tourism**

Villagers stated that Barranco has very few tourist visits, and credit that to the fact that the road is in deplorable condition and that there is no regular scheduled trip to Barranco by any tour company. Most visitors must get to the village by their own means. At this point in time, tourism in Barranco is neither well structured nor marketed.

- **Entrepreneurship**

The villagers of Barranco are well versed in creating cultural and historical crafts and technology. These skills, coupled with the knowledge of agriculture, fishing and education, present opportunities for individuals to go into profitable ventures that preserve the culture and tradition of Barranco.

- **Cultural Activities**

Drumming, traditional food making, dancing, fishing and food gathering are trademark heirlooms of the Garifuna culture. These activities are still practiced
widely in Garifuna communities, Barranco especially. Natives welcome the idea of sharing the activities of the Garifuna people with visitors.

**Threats:**

- The villagers described their greatest fears that are related to their village identity, as well as the events, occurrences, or phenomena that would serve as large hindrances to their community as it is today, and after or during any possible development.
  
  - **Loss of Culture**
    
    As more technology extends into these rural communities, and young people travel out of the villages to nearby urban centers, they are exposed to a more Western way of life. Eventually, they seem to develop an indifference toward their own cultures and traditions. Thus, rooting the community in its culture will be an excellent way to promote the preservation of the culture and the display importance of doing so.
  
  - **Land Issues**
    
    Villagers fear land grabbing, neighboring encroachment, and the possibility of gentrification in the event that Barranco becomes grounds for the development of a large scale agricultural initiative or for the development of an eco resort. They fear marginalizing physical development which would drive land costs upward and reduce land availability. Other villages in Belize, like Sein Bight, which is similar to Barranco in its cultural beginnings, have experienced some of these effects.
  
  - **Government Dependency**
    
    Villagers acknowledge that the greatest drawback to their development is the issue of accessibility, an issue that can only be corrected with government intervention. The availability of community and social development programs are also largely
dependent on the government allocations and the village council’s ability to lobby and develop proposals for actions.

- **Natural Disasters**

Hurricanes, heavy rains, and extensive periods of drought are some of the threats Barranco faces in terms of hostile whether and natural disasters. Rains further destroy roads, and extensive heat and drought calls for greater amounts of water for irrigating plants and greater risk of plant death, making these processes horrific for Barranco. The nature of hurricanes also poses significant threats to plant life, public infrastructure, and private residences in Barranco. Residents are first to admit that the homes in Barranco are aging and not constructed to withstand powerful hurricane winds and rain.

- **No Product Market**

Though Barranco villagers can provide and deliver both tangible products and produce, as well as intangible services, the population at this point has no active market beyond the village. This has led to discouraging consequences; many of the villagers have no incentive to produce or develop for a market in which then can actively participate OR that is too limited to be lucrative.

- **Erosion**

Villagers have acknowledged the loss of land along their coast, an observation that is evidenced by significant tree fall. Attempts to mitigate the impact of erosion in Barranco have proven unsuccessful. With climate change, sea level rise and stronger hurricanes, erosion will likely be a problem that will continue.
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

Barranco Village vision
The discussion surrounding this Bottom Up Plan and the subsequent information gathering techniques conducted in Barranco village employed the collective vision of the community. The village council and the Barranco villagers are keen on maintaining the character and history of their village.

Community Developed Vision
The community vision was developed utilizing exploratory questions to ascertain members’ hopes for their community during the World Café’s discussions and activities. The community vision was the amalgamation of community members’ common ideas and hopes for the future development of Barranco.
CHAPTER 7: STRATEGY DIRECTION, PROJECTS AND INITIATIVES

The Plan

The plan was developed using the input of the community with the summaries from the community consultation including the World Café, questionnaires, and interviews with community leaders, and professionals in the field of economic and rural development. The plan also includes extensive research on economic development strategies, rural development, and village master plans. The formatting for tables (5) below was adopted from the (Economic Development Strategy for the Village of Fraser Lake, 2016), chosen due to its high level of comprehensibility.

Vusiness Concept

Barranco’s rural urban migration phenomenon has reduced the community’s population significantly. This situation forces the need for creative solutions and opportunities. Barranco villagers have a wealth of knowledge, and skills but as solo entrepreneurs they face significant barriers to entering a national market. Barranco residents may be able to create products and
develop services, but lack of marketing, transportation and production resources serve as barriers when production costs are greater than expected profits. Sharing of responsibility for marketing, transportation and branding would support the solo entrepreneur in launching successful enterprises.

This idea of sharing the cost outside of production will be referred to in this plan as a “Vusiness”. The concept of a “Vusiness” is a manufactured term, an amalgamation of the terms Village and Business. The idea is that the village is ran collectively as a for profit business. The Vusiness will follow a cooperative model; all members represented by the Vusiness will be branded under the Vusiness brand, thus allowing the cooperative to have multiple product types from a variety of local suppliers. The Vusiness will brand, market, and deliver products to consumers through distributors, which may include enterprises such as hotels, resorts, agricultural operations, grocery stores, tour operators, crafts sales, and restaurants.

For the Vusiness to be successful, its management structure will consist of members constituting a village branding committee, an economic development committee and non-voting members representing the village council. This management committee will serve as the marketing, sales, public relations, and accounting team of the Vusiness. This committee will develop and maintain meaningful and possible lasting relationships between Barranco farmers, craftsperson’s, the wider business community throughout the country, and government, NGO, and international economic development and trade agencies.
Management Structure

The graphic below describes the hierarchy of the proposed management structure of Barranco Village. For ease of explanation, the Vusiness brand will be referred to as ‘Organics Barranco’, which is the entity that will receive inputs from the village through the entrepreneurs and managed by members from among the village’s committees who represent the proposed Vusiness venture.

![Diagram of management structure]

Framework for Vusiness Development

This framework provides for a starting point, a quick reference and overview of what the village of Barranco must do, and who they must involve. The success of this structures will determine the success of the development and implementation of the strategies formulated by the village.

Land, Buildings, and Infrastructure

- Barranco Organic Cooperative

Regulation and Required Approvals

- Co-operatives Societies Act
Must be registered under this act by the Registrar of Cooperative Societies to be recognized as a Registered Society operation under the law.

- **Proposed Barranco Organics Cooperative Bylaws**

<table>
<thead>
<tr>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barranco Village, Toledo District, Belize C.A.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project and Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>From Among the Proposed committees:</strong></td>
</tr>
<tr>
<td>(Economic Development</td>
</tr>
</tbody>
</table>

**Selection of:**

Chairperson (President), Secretary (PR), Treasurer (Accountant), Cooperative Members

<table>
<thead>
<tr>
<th>Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Relations Personnel</strong></td>
</tr>
<tr>
<td>- Knowledge of all cooperative members and their product</td>
</tr>
</tbody>
</table>

With the public Relation personnel being the face of the cooperative, it will be important that the individual is versed in all the activities and initiatives of the cooperative and all its members. This is important as the PR person must be able to sell products to the Media and any other entity who requires information.

- Note taker at meetings

- Organize meetings between cooperative members, stakeholders & consumers

The creation of an email address and website must be a priority. Acquiring of a designated cooperative business telephone number is crucial for the collecting and dissemination of information. This minimizes the challenges of confusion, chaos, and
misinformation encountered when multiple individuals receive information for the same purpose.

**Process**


**Main task and Schedule:**

- **Planning:**
  - Meet with Community and educate them about the prospect of a cooperative and the advantages it provides in relation to market share, economies of scale and savings to them as prospective producers. Topics to discuss include marketing, research & technical assistance, and distribution.

- **Development:**
  - Interested individuals participate to create a system that is most beneficial to all involved.

**Bylaw Development for:**

- Terms of operation and rules of involvement
- Roles and responsibilities
- Guidelines and terms of acceptance to cooperative

**Sustainable Business Model**
Initial funding must be acquired through a private donor or government facilitated grant for the projects which will be branded, managed, and marketed by the Organics Committee.

The management team of the Organics Cooperative would be expected to work at a voluntary capacity at the start of the project, with a percentage of the grant being assigned to the cooperative for management and the purchase of necessary equipment. Decisions will need to be made for how the Vusiness makes a profit on products, in order make it self sufficient and to allow for small stipends for the management team.

1. Producers will have their sales price, which may vary based on season, supply, and demand.

2. Organics Cooperative Committee may make a profit by: (Mandatory Contract)
   a. Collecting a percentage for each product sold from the different producers.
   b. Consider the Producers price outlined in (1) and mark up as their profit.
   c. Make sales on consignment

Legal

The cooperative is responsible for recruiting, reviewing and approving producers, such as farmers, fishers, craft makers, traditional healers, and guides, and are thus responsible for the monitoring of its members.

After Completion

- Operated and maintained by the Barranco Organics Committee.

Suggested Partnership:

- Ministry of Agriculture: Department of Cooperatives
- Belize Agricultural Health Authority
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

- Department of Rural Development
- Food and Agriculture Organization

Strategy Direction

This plan comes at a time during which Barranco village and its residents are in great need. The once thriving community has now been reduced to a sleepy village suffering from the effects of extreme drain in human capital. There have been previous attempts to improve and bolster the economy and times when the outlook was optimistic because of the possibilities and opportunities that could have been.

Barranco’s decline was a result of changes in national priorities and world food market preferences, resulting in the community’s continued struggle for a turn around. With training and involvement, a people as progressive and resilient as the Garifuna have the capacity to reinvigorate and revive their community. Barranco, like all other villages in Belize has no tax base and is dependent on government funding. Its internal economy is powered mainly by its inhabitants. Barranco has what can only be described as an extremely minimal or non-existent economy.

This plan takes into consideration the global economy, the current trends, and most importantly the knowledge, wants and needs of the community to develop the initiatives mentioned, considering the following factors:

- Barranco Village has an age gap in its population between young and old, which represents a weakness in the workforce for the community.

- Plans created before were intended to stand alone with no connection to the culture and needs of the community and was reliant on one person or group of people with
conflicting interests and priorities. When these people lose interest, they relinquish themselves of project responsibilities and in effect abandon the project and all accompanying resources and benefits for the community.

- the community members who become closely involved in this project must be invested and must understand that the success of their business is important to the success of their neighbors’ business, which are vital for the success of the community.

- Communities must have support from partner organizations that can assist in developing and executing their plans and initiatives. This is imperative as many times these communities lack the necessary human resources to see these projects come to fruition, especially in their early stages.

- Plans must be realistic in goals and in the timeline. Failure to do this abates the reality of changes in government; both local and national, which changes availability in resources and their allocation.

Barranco Village needs an economic development plan that identified doable, practical and realistic strategies that would improve the economic prospects of the community’s stakeholders. The village faces a declining population, closure of their most lucrative industry, low levels of commercial and economic activity and aging community assets. The plan focuses on four themes which were adapted for the development and guidance for the strategies in this plan:

- Economic Development Capacity

- Community and Land Development

- Small Business and Entrepreneurship
- Marketing

Each theme has initiatives that may occur within the three estimated timelines at the start of plan implementation. Of the twenty-five (25) strategies prioritized for what may become Barranco’s economic revival, ten (10) can be completed within the first two (2) years of implementation with minimal financial and human resources. They can also be accomplished in a minimal amount of time with ease in relation to adaptability and executability.
The plan has been developed to include quick and long term economic development strategies. The basic implementable strategies between 1 to 2 years are intended to set the foundation for the long-term strategies which will address the economic development need of the community. These suggested strategies will ultimately require implementation plans that will require detailed budgeting and further research, as well as monitoring, evaluation, and review of feasibility as they are being conducted for modification and removal in the case of incompatible projects.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>THEME</th>
<th>TIME LINE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7.1 Economic Development Capacity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1.1 Niche Tourist Attraction Plan</td>
<td>Economic Development Capacity</td>
<td>2 – 5 Years</td>
</tr>
<tr>
<td>7.1.2 Economic Development Committees</td>
<td>Economic Development Capacity</td>
<td>1 – 2 Years</td>
</tr>
<tr>
<td>7.1.3 Organics Committee</td>
<td>Economic Development Capacity</td>
<td>1 – 2 Years</td>
</tr>
<tr>
<td>7.1.4 Barranco Village – PG Econ Dev Agreement</td>
<td>Economic Development Capacity</td>
<td>2 – 5 Years</td>
</tr>
<tr>
<td>7.1.5 Agriculture</td>
<td>Economic Development Capacity</td>
<td>2 – 5 Years</td>
</tr>
<tr>
<td>7.1.6 Cassava Bread Production</td>
<td>Economic Development Capacity</td>
<td>2 – 5 Years</td>
</tr>
<tr>
<td>7.1.7 Spice Trail</td>
<td>Economic Development Capacity</td>
<td>1 – 2 Years</td>
</tr>
<tr>
<td>7.1.8 Tour Guide</td>
<td>Economic Development Capacity</td>
<td>2 – 5 Years</td>
</tr>
<tr>
<td>7.1.9 Animal Rearing</td>
<td>Economic Development Capacity</td>
<td>2 – 5 Years</td>
</tr>
<tr>
<td>7.1.10 Enhance Dry Fruit Operation</td>
<td>Economic Development Capacity</td>
<td>2 – 5 Years</td>
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<tr>
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### Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

#### 7.2 Community and Land Development

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7.1 Economic development capacity

7.1.1 Niche Tourist Attraction Plan

Barranco has a very small population that is unable to develop and sustain a thriving economy for social and infrastructure projects without external assistance. The strength of an economy depends on the size of the population as this dictates the demand and ultimately the supply of products and services. This reality makes attracting individuals to Barranco village an important strategy, but not a priority. Based on villager accounts and trends, over the past 20 years Barranco has never been a tourist village or attraction for mass tourism. It has no beautiful beaches; no significant physical structures or sites and it is at the end of a difficult 26-mile dirt road.

Instead, the niche tourist attraction plan would be structured on alternative tourism specifically tailored to Barranco’s environment and culture that outlines activities, people and places of interest, travel information and guides as well as adventures and experiences in ritual healings, and medicines. Barranco’s tourism sector would cater in part to cultural, special interest, eco, or educational tourism. The tourist plan would enhance the marketing aspect of the community’s development through advertising, production of flyers and brochures for distribution and promotion at points of entry as well as in hotels, resorts, and restaurants in Punta Gorda and other high traffic centers.

7.1.2 Economic Development Committee

Barranco village could benefit from the formation of a dedicated Economic and Development Committee. The purpose would be the improvement of the well-being of a community. It would
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be beneficial to have a group of interested and knowledgeable individuals formed around this
central goal, which would promote the village’s economic progress.

Development committees are often an integral part of any community and can act as a liaison
between the local and central governments. This liaison would involve the communities within
which they operate and the markets which they operate in and intend to be a part of.

This committee would be responsible for facilitating research and business outreach to further
assess the needs of the community. It would also look at ways in which the economy can be
improved through administrative, infrastructural, and business enterprises. Implementing,
stopping, and reviewing various programs and strategies would also be undertaken. The
committee would also provide oversight for these programs by connecting goals to economic and
community development objectives. Furthermore, the committee would serve as a contact point
for other groups and individuals who wish to make an impact in the village or invest in business
opportunities in Barranco.

The committee’s work would be spearheaded by individuals within the community, or even
some from outside, who have a personal stake in and understanding of developmental principles
and practices. These members would mostly be teams of suitable professionals dedicated to
change and community development. Rotating these individuals by terms and including others
who have demonstrated a passion for, as well as an understanding of economic development,
would strengthen the impact of this team. As such, an Economic Development Committee,
appropriately formed and with sound goals, would promote success and advance the interests of
Barranco Village.
7.1.3 Organics Committee

The Organics Committee would also be the quality assurance team for the Organic Brand developed for Barranco Village (See strategy 7.4.4). The proposed Organics Committee composition may be from among members of the community, the village council, Belize Tourism Board, the Belize Agricultural Health Authority, the Food and Agriculture Organization and experts in the agricultural field from within the community. The committee’s main responsibility would include the inspection, review, and approval of new Organic Barranco members, review and support of existing organics members and work with the Economic Development Committee to ensure that goals and objectives are in line and are being continuously adopted and developed (Strategy 7.1.2). The Organics Committee would:

1. Require and acquire training in “best food and agricultural” practices.
2. Be able to identify, demonstrate and implement proper organic farming practices.
3. Inspect, review, provide recommendations and acceptance to Organics Committee.
4. Promote and market organic product to the local and national market.
5. Solicit funding for their members from organizations that support organic farmers.
6. Identify and implement improved organic farming practices
7. Identify, market and supply hotels, restaurants, and other hospitality establishments with Barranco Organics products.
8. Act as Barranco Organics management team, providing marketing and accounting of progress.
7.1.4 Propose a Barranco Village - Punta Gorda Town Economic Development Agreement

A ‘Barranco Village - Punta Gorda Town Economic Development Agreement’ would be developed as a sister community relationship. It would require the cooperation of Barranco’s Village council and the Punta Gorda Town Council. It would be an agreement for greater benefit to Barranco village, but also provide benefits to the town. This agreement would allow Barranco to conduct sales of products on a tax-free basis for a period. It would be important to establish a docking facility (see strategy 7.2.1) and small terminal, storage area and seating area for commuters and the transportation of product into and out of town.

7.1.5 Agriculture Development

All three World Café groups identified agriculture as a viable option for economic development. Community members acknowledged the skills and knowledge the residents possessed in agriculture. Residents are also aware of the fertility of the lands on which they reside and that which surrounds them. At this time, the community has no active commercial farming being conducted. With the community being disconnected from farming activities, farming must be reintroduced gradually and use modern techniques. There must be an interest among youths to learn about and conduct farming and the seniors must develop an interest to share their knowledge with the youths.
Interest Development Plan:

1. **In-school gardening and training program**

   Schools must incorporate and emphasize the importance of food security and self-sustenance in their curriculums in a fun and interactive way. Teachers of primary school aged students (Grades 1 through 8) may include lessons in their daily plans the basics of gardening and providing each student with a vegetable or ground food of their choice to harvest in small areas at the end of the semester. This should include an opportunity to sell or take home their produce as an incentive for their work.

2. **Backyard Gardening Program**

   The backyard gardening program may be an extension of the in-school gardening program, where the students are given a semester long project. Considering the size of the community and the primary school population, teachers and fellow students can take time to conduct walking site visits at the start, midpoint and harvesting points of the produce’s development, all while students report on their progress. Beyond simply a grade, students can also be incentivized with the opportunity to sell their products at the Punta Gorda Town Market, or perhaps there could be an in-school competition, where students who...
have demonstrated the highest levels of excellence in gardening can be publicly acknowledged and rewarded.

3. Community Garden and Training Program

For older students not in the primary school system and all other community members, an area of land may be designated and subdivided per person or family to cultivate (see suggestion on map figure 24 Page 108). Again, there may be a competitive aspect to incentivise production and quality of products, which at the time of harvest would be sold to either schools, hotels, resorts, restaurants and at the Town Market.

4. Farm Development

With the success in developing a community garden and sparking a new interest in the prospect of agriculture, residents who are in possession of large properties can cultivate sections of their properties for crops. Produce could include vegetables and fruits, and, more specifically, farmers can develop partnerships with cacao growers, and investors who have expressed interest in collaborating with community members.

To further encourage the in-school and community gardens initiative, the community may develop relationships with schools in the neighboring urban communities to allow for Barranco students to sell their produce to the schools for use in their school feeding program. The schools can then use this relationship to visit Barranco’s school and community gardens to educate their students of the importance of farming, as well as to educate students about the origin of the food they consume.

7.1.6 Cassava Bread Production

Interviews revealed that Barranco village at one point had a functioning cassava bread production facility. Cassava bread is a cultural food made from the starchy tuberous root of the
cassava plant. The community of Barranco received donations from an earlier project in the form of equipment. There is currently no production despite the presence of the equipment and the facility. The cassava strategy has opportunities for success with the successful implementation and execution of the development of the Agriculture, Organics and Economic Development committees.

7.1.7 Spice Trail

Barranco’s highly fertile soil, grows an abundance of medicinal plants, fruit trees, vegetables and beneficial vines scattered throughout the community. In line with the themes of nature and culture, it would be fitting that Barranco capitalizes on these unique features. A trail could be developed that allows visitors to take a self-guided tour throughout the community to view already existing plants as well as varieties planted specifically for this trail (see strategy 7.4.3). There could also be a jungle spice tour, where the in-community trail leads to the nearby forest with a community tour guide who would walk visitors through the community and forest explaining the different plants, their uses, and benefits. At the same time, guides would be providing fresh samples for smelling, touching, and tasting. The tour would end with the opportunity to purchase packaged organic dry herbs, liquid medicines, or cultural and natural products (see strategies 7.2.4 and 7.4.4).

This strategy would require a community-wide beautification project (Strategy 7.2.3), improvement in wayfinding (Strategy 7.4.3) and village branding (Strategy 7.4.5).
7.1.8 Tour Guide Training

To take full advantage of the natural resources and the possible tourism opportunities, locals must couple their cultural knowledge with formal training to make themselves more educated and professional. This would allow established organizations to associate themselves with Barranco, with the knowledge that tourists would be accompanied by a licensed and trained local tour guide. This certification provides the tour agencies, hotels and resorts and tourist information offices with the confidence to promote both the location and the tour guides.

7.1.9 Animal Rearing

Free range and organic chickens and eggs may be a profit-making opportunity that goes well with the organic brand of the community after a market is established. Other animals of interest are pigs, sheep, chickens, and goats. Conversations with villagers revealed that they had attempted to produce chickens, eggs, and pigs but their trials had little success as they serviced the small community, with no expertise or plan on how to expand to the larger market. The greatest difficulty encountered was understanding the technicalities and dynamics of acquiring funding for such endeavors. This plan would see support for this from the economic development committee and the organics committee to be included in the Vusiness operation to benefit from their mandate.

7.1.10 Enhance Dry Fruit Operation

Barranco village recently completed a project with Belize Tourism Board and Belize Tourism Industry Association where the participants and community were presented with solar fruit dryers for production and sales to an already established wholesale purchaser. The project was primarily for the women in the village, meant to promote economic empowerment for the
marginalized female population. Since drying is achieved using only the sun and the dryers, this is an affordable way to add value to a marketable product. The problem with the project is that the community does not produce enough fruits for drying. What the community must do is produce different types of fruits (strategy 7.1.5) for drying as opposed to buying the fruits for drying. The fruit drying operation has the potential to be a success as the equipment is already available. Training has been delivered and the marketing is not required because a market with a vested wholesale purchaser already exists.

7.2 Community and Land Development

7.2.1 Accessibility Improvement

It is essential to improve access to the community and reduce costs for the transportation of agricultural and timber products through efficient transportation networks. Barranco would not be able to finance the construction or improvement of the Barranco road which services four other villages and 3600 villagers. This is because the rehabilitation of the road would be an estimated 1.28 million Belize dollars per mile of the approximately 26-mile-long road, not including the necessary culverts and bridges. There is minimal prospect that the Barranco road will become a national government priority.

With minimal prospect for a fully resurfaced or paved road, marine travel becomes a viable alternative. Before the Barranco road was developed, travel was done by sea. This presents an opportunity to introduce a landing craft which would not only cut cost for the government in minimizing the need to provide a significantly improved road but would also cut shipping cost and travel time for commuters and producers. A landing craft would require minimal additional
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infrastructure, it can be built in Belize, and it would be a significantly reduced investment, an estimated $100K USD. Additional benefits would include

1. shorter travel times for pedestrian, vehicular traffic, produce and potential timber
2. cheaper and faster service to other communities that are closer to Barranco village than Punta Gorda Town (their villagers shuttled to Barranco Village for transportation to Punta Gorda Town).

This may increase visitors to Barranco as individuals would be attracted to the area since the landing craft ride would provide a new adventure. It could provide transportation for Barranco products, bringing in groceries and other goods and services to the village. It would also provide passenger access for villagers to the paved road networks of the nation and to Punta Gorda Town (PG). Finally, it could provide employment to villagers if they were involved in the boat operation systems.

Landing craft capable of shuttling passengers, as well as vehicles, trucks, and most importantly produce and products between Barranco village and Punta Gorda Town within 30 minutes.
Speed Boat Transfers:

As a short-term demonstration of this alternative, a water taxi passenger and cargo boat could be utilized. This would improve transportation at a much lower cost and provide an immediate stimulus to the local economy.

This alternative to the landing craft would be a speed boat, which could have quick configuration changes for passengers and goods, or passengers only and goods only. Barranco to PG in a speed boat takes around 15 minutes. This fast and efficient connection would provide much more than a ride from Barranco to PG, as there are also employment opportunities for residents of Barranco as boat captains and deckhands; a mode of transportation that can get any working age individual between Barranco and PG daily in a timely fashion for work.

It would also allow producers and the proposed Vusiness venture the opportunity to transport their produce quickly and assuredly, while also creating a new opportunity for individuals who wish to visit Barranco. Further to serving Barranco, this service similar to the landing craft would also be able to serve nearby communities, which would be an initiative that has to be conducted between bus and boat operators as shuttling individuals from nearby communities to Barranco with a connection to PG would be a faster trip than the traditional bus ride. This could increase visitors to Barranco and the foot traffic the community experiences as it is transforms from a community at the end of the road to a through way and a point of trade for nearby communities.
7.2.2 Land Reclamation and Land Title Transfer

As indicated in chapter (5) under existing land use, of the 175 subdivided residential lots 31% are used for house structures, and the remaining 69% are unoccupied and neglected, or were owned by individuals who are deceased. The current grid layout was provided on a 1928 land survey map (appendix L). If the government were to acquire those lands and gift them to the village council, it would open opportunities for infrastructural improvements and enhancement like parks, community gardens, playing fields and areas that may eventually be designated as the community’s Product, Organic, Tourism Market (Strategy 7.2.4).

7.2.3 Community Wide Beautification Project

It is imperative that an initiative be undertaken to make Barranco more attractive. In doing this, the community would not only be on a path of becoming more beautiful, but would contribute to its already safe, cultural, and historic nature. In addition, beautification leads to community pride and individual self respect. The aerial and on-the-ground site analysis, as well as speaking to local residents, revealed areas for possible improvements and beautification that would be beneficial to both the residents of Barranco and visitors.
1. **Maintenance of Overgrown Lots**

   Aside from the overgrown lots being unattractive, well-kept yards would deter crim. It will also deter snakes and other possibly dangerous or nuisance wildlife from making a home within the village and among villagers.

2. **Restoration of Heritage Colonial Building**

   This is one of the oldest structures in the village, possibly in country, and it should be restored to an occupiable condition. It would be a good place to operate as a guest house or hotel.

3. **Develop and Acquire Funding for a Mural of Andy Palacio**

   The late Andy Palacio was Barranco Village’s most celebrated icon and was becoming an internationally recognized musician when he passed away in 2008. The community may find it fitting to honor him with a physical representation in a more travelled area of the village with a happy, colorful, and exciting mural representing who Andy Palacio was, what he stood for, and what he represented and accomplished. This would enhance community pride and inspire young people. There are many Garifuna artists that could paint an excellent mural.

4. **Creation of a Barranco Garifuna Icons park**

   Barranco currently has no designated park or playground. Any vacant lot, open area or road may be used as an area for playing. With the possibility of increased visitors to Barranco, there may be an eventual need for a play area. Because of the lack of financial
resources, a play area could be combined with a historic area, accommodating the young as well as the older individuals with a thirst for knowledge. Youth and volunteers could be enlisted to prepare the site of the play area which would include possible signs or artifacts of significance.

5. **Sign Installation and Labelling of Existing and New Fruit trees and Herbs**

With the development of the organic brand, it will be useful to immerse visitors and residents in the culture and the brand. Labelling existing plants and herbs, as well as plants in areas with less biological diversity will create a living learning center and an open nature trail. Labels with:

a. The common name of the plant
b. The scientific name of the plant
c. The Garifuna name for the plant
d. The traditional use for the plant

On all the plants, which would serve as an excellent educational tool for both visitors and natives, while also serving a purpose of cultural and language retrieval.

7.2.4 Physical Produce and Craft Market

This project should only be considered and implemented after the other strategies are developed successfully. Staggering and phasing the implementation is vital as the strategies are interdependent which makes the success and viability of a craft and food market viable only if the other strategies are developed and maintained successfully. The reinvigoration of the agricultural sector for both food and medicinal purposes will be vital to the supply of the outside market. The establishment of an affordable Barranco to Punta Gorda boat run would possibly see an early increase of visitors from those who wish to visit family, and who want a day of
adventure, then eventually tourists, who would appreciate having a stall with the products and craft available of the community.

7.2.5 Campsite Development

Barranco has no commercial accommodation for visitors, but there is an abundance of vacant property which is well drained and safe. Tourist have no options for overnight stays, which forces them to make a long round trip for a short visit. Barranco village could cater to backpackers and adventure seeking tourists with some simple overnight options, such as campsites and rustic cabanas. This category of tourists is willing to sleep without a bed and warm showers because they want to experience the world as inexpensively as possible. Barranco can develop an area for pitching tents on the fringes of the community and provide a single

Fig: 20: Conceptual food and craft stalls
bathroom facility for the visitors who chose to spend a minimal fee for ground maintenance and water expenses. Potable water would also need to be supplied. These costs would be offset by user fees and the spending that would be conducted by the tourist as they experience and interact with the community and what it will offer.

As an additional feature to further protect overnight visitors from the elements, simple tent platforms and sheds can be provided for tourists to pitch their tents. This would create a greater sense of security and additional sheltered camping

7.2.6 Solid Waste Management Improvement

Barranco does not currently have a functioning dumpsite, collection system or composting practice. The current practice is burning or dumping at an area less than 100 yards from what may be considered the community center. Aside from being unsightly, this practice poses significant respiratory and toxic health risk to the residents of Barranco. This is concerning, considering the vulnerability of the population of older and younger individuals. Further threats are also posed as the toxins seep into the ground and wash out towards the very nearby waterways and ocean. To be branded an organic community that is eco-friendly and safe to both locals and visitors, the community of Barranco must take steps to improve their solid waste collection and treatment.
Garbage collection and solid waste treatment is an expensive endeavor. Barranco is not able to invest in a state-of-the-art disposal and treatment facility for their small population. The efficiency and the logistics of driving a garbage truck into and out of Barranco weekly would be prohibitive. This is complicated by the fact that the Toledo district currently has no transfer station for garbage.

The community is small and is exploring the options for reducing, reusing, and recycling. As it currently stands, Belize recycles, and reuses paper, metal and glass as outlined by the Belize Solid Waste Management Authority. It would be wise for Barranco to adopt and live by this policy drafted by the BSWaMA: “A healthy, prosperous and resource-efficient society in which waste are prevented, re-used, recycled or recovered where feasible and beneficial, and disposed only as a last resort” (BSWaMA, 2015). According to BSWaMA Technical Options for Managing Municipal Solid Wastes includes segregation, collection, and sorting as the first steps. Villagers must then determine whether the waste is best suited for mechanical recycling: paper, metal glass or biological recycling: Composting. If recycling is not an option thermal treatment is considered; and waste that cannot be burnt is finally sent to a landfill.

The size of the community makes it ideal for developing community-wide practices that would be a significant economic burden in many other denser communities. Barranco has the advantage of scale. The first order of business must be to work with the BSWaMA to designate an area of land that can be best suited as a landfill, with the understanding that residents may decide to burn small quantities of their own to avoid the idea of an unsightly landfill. Next, designated sites within the community must be established for separated collection containers for recyclable and reusable items. Soda (soft drink) bottles are not a significant issue as the soda company has an active and efficient buy back program. What the community must do is make arrangement with
the individuals who travel around the country collecting these recyclables and arrange the dates they can sell them back to the collectors, whether it be biweekly, or bi monthly from Barranco or at a meeting site in Punta Gorda Town, a profit-making activity for the council. The availability of a landing craft would facilitate transportation to Punta Gorda and the national road system.

7.3 Small Business and Entrepreneurship

7.3.1 Youth Entrepreneurship and Empowerment

Youth empowerment and entrepreneurship would provide training in profit making, return on interest, marketing, accounting, and management to expand their entrepreneurial awareness and skills. The empowerment would be through field trips and trainings relating to agriculture, aquaculture, animal rearing, and the business-related courses mentioned above to provide youth with an idea of what is possible, and how lucrative and successful the strategy options can be.

Agriculture has lost its prestige in Belize and attracting youth to the ever-important field is pivotal to the transformation of Barranco village. Exposing the youth to the possibilities and success stories of young farmers in other parts of the country through field trips, exchange programs, and lecture series may be the much-needed revelation for youth.

7.3.2 Senior Entrepreneurship and Empowerment

With the many seniors in Barranco village, it is important that the aging population be given the opportunity to not only utilize their traditional and cultural skills but to be trained in generating income as they do it. Much of the older population may be able to participate in the physically demanding strategies as opposed to only witnessing the progression.
Educating the elderly on the basics of return on interest, profit, and marketing through basic management and accounting training will be important. Many of the elderly are skilled in baking, cooking and traditional crafts and technology. They could be assisted with training that would significantly reduce their dependency on out-of-community remittances and improve the empowerment and confidence of the elderly. With a cooperative Vusiness structure, they would not even have to personally sell their products.

7.3.3 Value Added Product Development

A focus on producing and exporting raw material and agricultural products is a slower and less efficient way of earning a profit and growing an economy (Marsden & Smith, 2005). This means that community members must find innovative ways to sell their products by putting them through some form of processing. The community members and the producers will have to find what suits them best based on the products and resources they have available to them and develop products that are in demand and have an existing market.

This will be a strategy that the economic development committee and community must undertake. Through the Vusiness they must develop new ideas and seek out possible funders and organizations to support them in acquiring the necessary processing and packaging equipment. Vusiness management must initiate, promote, and maintain sales and service, while providing relationships with the relevant business providers outside of the community. Speaking to community members provided a few ideas that with support may become successful products including; processing of fruits, and packaging and bottling herbs, natural remedies, food, and meat products.
7.4 Marketing | Promotion

7.4.1 Website Development and Ecommerce

Today there is no marketing tool with a greater audience than the Internet. The use of the Internet requires minimal explanation and its ability to advertise Barranco is boundless. With the development of a proper website, Barranco goods and services can be cost effectively promoted worldwide themed on its historical and organic existence. The website can be used to educate and inform individuals who know nothing of Barranco through intriguing stories, history, pictures, and videos. The website can also serve as the official organic products marketing and e-commerce page where individuals may make online purchases. This would influence, encourage, and attract outside shoppers to make purchases that would further stimulate and drive local entrepreneurs and the community economy.

7.4.2 Museum Expansion

The museum currently serves as a display room that shows the history of Barranco through art, crafts and artifacts purchased from community members. The expansion would be geared towards and sourced as an information center. The existing museum presents an opportunity to share information. Retrofitting the already existing structure would require little investment beyond the labour of museum and community persons. The expansion would be service-based and include the incorporation of a help desk and information center which could responsible for:

- Answering general questions about the community and services
- Making and tracking bookings for tours and community cultural experiences
- Marketing products and services in person and on the phone
- Offering knowledge and explanation of in house artifacts
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7.4.3 Way Finding

Way Finding refers to the system of information tools put in place to orient and guide individuals through a space around the village and environs. To accommodate visitors and locals interested in both the in-community tour and the jungle tour, steps should be taken to ensure that individuals can complete the tour with a sense of ease while learning at the same time. Beyond the tour, it is also important that individuals can openly explore but can also efficiently find specific areas or activities they may be seeking. This will be accomplished by erecting directional signs in strategic areas of the community; naming, and labelling the streets and plants of interest, and providing maps for navigating the community. The maps can outline the significant areas, buildings, and residences around the community.

7.4.4 Organic Brand Development

Organic branding may be ideal for a small rural community still minimally affected by globalization and deeply entrenched in its cultural ways. According to agricultural student Montero (2017), the National Chung Hsing University (NCHU) in Taichung Taiwan developed a successful organic farmers market that has been running and operating for the past eight years. The farmers who sell at the market must be certified as organic farmers by the Council of Agriculture and must sell only produce approved by the NCHU Agricultural Products Analysis and Certification Center. This means that the soil and water must be free of pesticides, herbicides, and artificial fertilizer. Organic branding in many ways would be a great fit for Barranco, since the community is in its early stage, it cannot compete in the existing commercial agriculture markets. What it would do is ensure that the young and senior farmers alike produce crop and livestock in a community and environment free of herbicides, pesticides, GMO’s, fertilizers, and hormones.
A visible, known and well presented organic market would provide for the demand that consumers have for organic produce. The greater the demand, the greater the success for the organic farmers and producers, as well as increase in benefits for the consumers.

7.4.5 Village Branding

Barranco branded as an organic community and supplier of organic services will serve as distinguishing factor for the village. This factor may spark the interest of locals and foreigners alike, prompting greater contact and support for those services. According to Žugić, Perazić, & Konatar (2017) a brand image is a set of beliefs, impressions, and opinions people have of a country because of the information they have. Their study goes further to explain the importance of branding for the benefit of tourism, attracting investments, selling products in local markets, and having membership in international organizations and alliances. A properly managed and functioning organic cooperative would be recognized in Barranco and make waves in neighboring communities and the Punta Gorda Town. In operating the community as a Vusiness, it is important that the community becomes known and is branded as an organic community as branding creates its own market.

Further, the brand of Organic Barranco will serve as the face of the products and services offered under the Organic Barranco brand. The development and implementation of all the strategies must be executed with organic branding, sustainability, and eco-friendliness of the community as the core concept. This will ensure the success of the strategies implemented to support the interconnection of all the strategies.
7.4.6 Andy Palacio Day (Fair/Festival)

Cultural activities in Belize are known to garner significant numbers of local, national, and international visitors. Honoring the legacy of one of the most recognized individuals from this community yearly would be a tribute to him, his family, the country, and his community on a whole. Honoring the late Andy Palacio in his community would be appropriate and beneficial. A fair or festival would not only honor Andy Palacio and his family but would benefit Barranco village and all its residents in numerous capacities. The increase in tourist and visitor traffic would expose the community to individuals who may have never seen or knew of it. This would be an excellent day for Barranco musicians and artists to display their products and services while still focusing on development, exposure, and culture. The increased traffic would provide income to small vendors, farmers and service providers including bus operators, boat operators, tour operators, musicians, spiritual/cultural/natural healers, historians, story tellers and students.

Activities of this type have the capacity to acquire funds from multiple sources that support cultural revival and economic development. It would be an excellent way for the village council and community to gather an annual lump sum for the communal purse and operating budget while honoring the great Andy Palacio, promoting the community, its initiatives, and the Garifuna culture.
Accountability Cycle

For Barranco to be successful there must be a mutual and equal interest for community development and success. Too many times projects have been developed on an individual and stand-alone basis and this provides for no accountability. Though dependency can be a detriment, it can also be effective as each stakeholder understands that their part is as equal a role as the others and that the groups success is dependent on all the others involved. This connection and interdependency drives knowledge sharing, physical assistance, and ultimately community spirit.
Potential Partners and Funding Opportunities

The organizations below have been identified as the entities that can play vital roles in assisting Barranco to achieve its economic revival reality. The entities below are a mix of governmental and non-governmental organizations that can effectively contribute to the further development, implementation and management of the strategies outlined in this document.

<table>
<thead>
<tr>
<th><strong>Belize Agricultural Health Authority</strong></th>
<th><a href="http://baha.org.bz/">http://baha.org.bz/</a></th>
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<tr>
<td><strong>Mission</strong></td>
<td><strong>Comments</strong></td>
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<tr>
<td>“To serve Belize by providing efficient, competent, and cost effective professional animal health, plant health, quarantine and food safety services that protect human health, animal health and welfare, plant health and the environment, ensure safe and wholesome food, strengthen national food security, and facilitate trade and commerce.”</td>
<td>▪ Provides technical assistance to farmers as the Toledo district has an agricultural outpost and agricultural officers available to assist producers when necessary.</td>
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<tr>
<th><strong>Belize Marketing and Development Corporation</strong></th>
<th><a href="http://bmdc.bz/">http://bmdc.bz/</a></th>
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<td><strong>Mission</strong></td>
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| To promote, develop and deliver high quality goods and services to our clients in a cost effective and competitive manner using a business/investment approach thereby contributing to the economic development of Belize and providing sustainable food supply for the population. | ▪ Assists in economic development accomplish through food security, enhanced product development, marketing services and overall operation based on being environmentally friendly to achieve their goals.  
  ▪ Work with small agrobusinesses to promote their products. An organization like BMDC could assist the dry fruits operation in Barranco or any other business that the villagers develop with their marketing services. |
### Belize Ministry of Agriculture

**Mission**
To continue as the economic pillar of Belize, ensuring food security, generating income and foreign exchange, creating employment, and conserving natural resources, in order to grow the economy, reduce poverty and empower the local population for sustainable development.

**Comments**
- Would be the organization that assists Barranco with much of the technical support it would require in producing safe animal and plant product for personal and commercial consumption at minimal cost.

### Belize Social Investment Fund

**Mission**
The Belize Social Investment Fund is a Statutory Body, charged to equitably and adequately respond to the human development needs of the poor and vulnerable population in Belize in order to enable every citizen to fully develop, flourish and function in his or her maximum potential.

**Comments**
- Provides funding and project management funding for local infrastructures and programs
- To take advantage of the help offered by SIF, the village council would need to submit proposal outlining their needs and requests.

### Belize Tourism Board

**Mission**
The BTB is a strategic partner in marketing the Belize Tourism Product, developing tourism initiatives and programs, and implementing tourism policies, to address the changing needs of visitors and stakeholders.

**Comments**
- The Belize Tourism Board has history in the community and as recently as 2016 assisted in a project which they collaborated with the Belize Tourism Industry Association Toledo chapter to develop/ improve Barranco’s museum. They also propose to initiate a boat run that would transport tourists from Punta Gorda Town to Barranco Village.

### Belize Trade and Investment Development Services

**Mission**
Enhancing Belize's prosperity by fostering investor confidence, entrepreneurship, business growth and innovation.

**Comments**
- Barranco can utilize their services to help with business growth through tourism and entrepreneurship for youth empowerment.

---

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**Mission**
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**Comments**
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**Belize Trade and Investment Development Services**

**Mission**
Enhancing Belize's prosperity by fostering investor confidence, entrepreneurship, business growth and innovation.

**Comments**
- Barranco can utilize their services to help with business growth through tourism and entrepreneurship for youth empowerment.

**Belize Training and Employment Center**

**Mission**

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To develop a cadre of well-trained, marketable, and self-sufficient individuals able to confidently compete in the marketplace.

- BTEC could focus on youth and women empowerment in Barranco.
- BTEC could help the villagers feel and be empowered through business development assistance, technical, and social capital training and focus on enhancing the ideas that villagers develop and are interested in.

### Department of Cooperatives

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<th>Mission</th>
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| To conduct regulatory services that conform to established standards and provide dynamic and proficient entrepreneurial development programs that are responsive to the increasing human resource, financial, and technical needs of the co-operative sector in Belize. | - The Department of Cooperatives intends to have their programs increase human resource, finances, and technical needs. All focuses relevant to Barranco’s needs. A relationship between Barranco and the Department of cooperatives would avail them professional feedback and assistance for their ideas and the recommended cooperative method.  
  - With the assistance of the Department of Co-operatives village residents should be able to receive training and see their ideas come to fruition, as well as the strengthening of their collaborative efforts as a community and a greater influence and inclusion in the National market of Belize. |

### Department of Rural Development

<table>
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<tr>
<th>Mission</th>
<th>Comments</th>
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The department can serve as the link that bridges the gap between the community, NAVCO and the other government agencies. This would provide for easier communication within and among government agencies which would provide for smoother transactions and quicker responses and outcomes.

The Department has limited resources which limits their reach. The Department's small staff is helpful but are not mandated to develop projects. The department is very responsive, and though their financial contribution may be little to non, they are willing to distribute their minimal resources for community improvement.

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<tr>
<th>Food and Agricultural Health Authority</th>
<th><a href="http://www.fao.org/">http://www.fao.org/</a></th>
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<td>Mission</td>
<td>Comments</td>
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| Cognizant that genetic resources for food and agriculture are a common concern of all countries, in that all countries depend on genetic resources for food and agriculture that originated elsewhere, the commission strives to halt the loss of genetic resources for food and agriculture, and to ensure world food security and sustainable development by promoting their conservation and sustainable use, including exchange, access and the fair and equitable sharing of the benefits arising from their use. | ▪ Like the Ministry of Agriculture, the FAO can encourage the villager to farm their land through training, best practices, conferences, and funding.  
▪ FAO has the financial and technical capacity to do all relevant agricultural testing and may be an excellent organization to certify organic production in Barranco. |

| Global Environmental Fund Small Grants Program | https://www.thegef.org/ |
| Mission                              | Comments          |
Established in 1992, the year of the Rio Earth Summit, the GEF Small Grants Programme embodies the very essence of sustainable development by "thinking globally acting locally". By providing financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods, SGP demonstrates that community action can maintain the fine balance between human needs and environmental imperatives.

- The program has interest in Barranco, and during the time of this research, were in stages of mobilizing to assist Barranco villagers with creating opportunities through their planning and research. This may mean that there is an opportunity to access funding with greater ease and with more confidence for the community.

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<th>International Fund for Agricultural Development</th>
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<tr>
<td><strong>Vision</strong></td>
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<tr>
<td>Inclusive and sustainable rural transformation.</td>
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<tr>
<td><strong>Comments</strong></td>
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<tr>
<td>Encourages local people to identify projects that can enhance their wellbeing and provide the training and financial assistance necessary to carry out the projects.</td>
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<th>National Institute for Culture and History</th>
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<tr>
<td><strong>Mission</strong></td>
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<tr>
<td>The Museum of Belize is dedicated to the promotion, documentation, exhibition and understanding of Belize's culture and history.</td>
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<td><strong>Comments</strong></td>
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<tr>
<td>NICH ensures that there is preservation of diverse culture and heritage as well as the participation of youths in the process. These objectives combined with their mission to promote, document, exhibit and understand Belize’s culture and history may well be what Barranco needs to build on its own culture and history of the village and its people.</td>
</tr>
<tr>
<td>Through NICH the community may request technical and educational support in relation to their museum operation, improvement, and marketing. NICH may also be an avenue of training and education for villagers regarding historical tours and the art of conducting profit driven activities in relation to cultural displays e.g. using cultural attire, songs, stories, and dance.</td>
</tr>
<tr>
<td>National Garifuna Council</td>
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<tr>
<td>---------------------------</td>
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<tr>
<td><strong>Mission</strong></td>
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| To preserve, strengthen and develop the Garifuna culture, as well as to promote economic development, interracial harmony of the Garifuna people, and maintain traditional respect for preserving the environment. | ▪ NGC may have the potential to promote Barranco as one of the Garifuna villages in Belize still existing similar to the way it did at settlement. NGC can codevelop proposals and assist in seeking funds for the investment in the village for human, cultural, and economic development needs.  
▪ Further funding can be used for the development of human and social capital through cultural revival activities and the empowerment and promotion of youth, elderly and women and their products developed. |

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<thead>
<tr>
<th>National Association of Village Councils</th>
<th><a href="http://navcobz.com/">http://navcobz.com/</a></th>
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<tr>
<td><strong>Mission</strong></td>
<td><strong>Comments</strong></td>
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<tr>
<td>The National Association of Village Councils (NAVCO) is a collaborative umbrella organization representing the Village Councils of Belize, committed to ensuring the rights and responsibilities of Village Councils through relevant advocacy and services that will enable them to fulfill their mandate.</td>
<td>▪ Provides support and representation for all villages in Toledo District through Toledo District Association if Village Councils. For NAVCO to be of any benefit, it must have good working relationships with the village councils which they serve.</td>
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<tr>
<th>Plenty Belize</th>
<th><a href="http://plenty.org/">http://plenty.org/</a></th>
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<td><strong>Mission</strong></td>
<td><strong>Comments</strong></td>
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</table>
| To promote the health and well-being of the people, the communities, and the environment we share in the Toledo District of Belize, Central America. Plenty Belize assists indigenous Mayan, Garifuna, and other local community-based groups in their efforts to create and maintain economically viable and environmentally sustainable means of providing for their families. | ▪ Plenty Belize has a history with Barranco village as they had been successful in implementing a school and bark yard gardening program previously. Plenty also conducted conflict resolution training.  
▪ After much consultation, Plenty Belize has committed to being able to assist in the financial, entrepreneurial management and capacity building training of Barranco villagers. |
To promote sustainable use and management of the Maya Mountain Marine Corridor's rich natural resources.

- Established the Port Honduras Marine Reserve and sponsors training projects for alternative livelihoods for protecting environmental resources from overuse
- Much of TIDE’s strategies may be adaptable to Barranco, with collaboration with the Youth Department who have been conducting youth skill and entrepreneurship training.

On the ground in about 170 countries and territories, UNDP works to eradicate poverty while protecting the planet. We help countries develop strong policies, skills, partnerships, and institutions so they can sustain their progress.

- UNDP could effective impact Barranco through assisting with projects that meet the requirements and contribute towards achievement of the sustainable development goals.

Table: 8
Chapter 8: Projects summary

Concept Plan

Following the green economy and organic theme, Barranco village will remain a peaceful green, close knit community, without significant investment in accommodation in the form of intrusive hotels and resorts.

Barranco would be making efforts to be a semi eco-village as they depend on the national electric grid. They will produce a large portion of their fruits, vegetables, and herbs without the use of fertilizers and Genetically Modified Organisms. This is in line with Barranco branding itself as an organic community, giving itself a niche and an advantage in the market for what was once a top producer of Belize’s rice and bananas.

The organic and agricultural aspect of the community will be emphasized in the schools and homes to target all ages and demographics, whether it be in agriculture, tour guiding, animal rearing, cultural experience, or traditional healing. Visitors will be provided the opportunity to witness a community that prioritizes food security by instilling the importance of food production in its children while holistically including the entire community in developing the community for communal export through the proposed organics cooperative, which creates ease of access for producers.

Visitors and relatives will be surrounded by the experience of organic production, culture, and the opportunity to learn from the entrance driving up the tree lined roads, through to the community garden, where they can select and purchase the produce of their choice directly from the plant.
Development Plan

Fig: 24: 3D Rendering of Barranco village

Please note: These diagrams are purely conceptual they do not represent in any way a design and any public realm works carried out in the Village centre would require designs to be undertaken. The diagrams are intended to illustrate the current housing, road and green layout.

Maintenance of Existing football field for football, sports and other event which may require lots of space.

Proposed economic market stalls for vendors within and outside of the organic Barranco brand.

Development of a community Garden as outlined in Strategy 7.1.5.

Fig: 25: Development plan precedent images
Monitoring, Review, and Mid Course Correction

It is recommended that throughout strategy implementation, Barranco Village adopts a model for monitoring and reviewing the projects and strategies it intends to develop. This promotes accountability of contributing actors and acts to ensure that committees and members stay on task and on schedule.

Generic Project Indicators

1. Success of the school and community gardening projects
2. Number of organizations or individuals ordering products or services
3. Number of new services developed
4. Number of visitors to the community
5. New employment created
6. Amount of produce harvested
7. Number of new farm areas developed
Chapter 9: Conclusion

Conclusion

Barranco village and other villages in Belize have no tax base under Belizean law, and as such cannot use local taxes for physical or social development. The population is small which may be a detriment, or a benefit, depending on the lens you choose. Research in this paper has shown successful models in which communities have worked collaboratively to develop rural community enterprises that provide a collaborative, supportive and interconnected model. This model ensures a certain scale of economy for individuals attempting to produce, market and sell for themselves in an open market.

By all accounts, Barranco and its residents need economic revitalization. The community has identified avenues and the directions they hope to see take place. One of the best directions the community can take is agriculture and being an organic branded provider. The community comes from a rich history and legacy of fishing and agricultural expertise and historical success. What Barranco must now take advantage of, and what the villagers are aware of, are the trends and patterns of globalization and all that it encompasses.

The residents of Barranco now understand that Belize has been, and is, an increasingly tourist dependent destination. They are also aware that tourists travel primarily to escape the hustle and bustle of the big city life. They want to take a break relaxing in an environment that is different, clean, ecologically sustainable, peaceful, culturally interesting, and rustic. Tourist and locals alike are now aware of the current harmful practices in the commercial food industry and people are significantly more health conscious today than they were a few years ago.

Barranco is in a promising situation. It can be developed into a gem, and it can become a niche market which would be difficult to duplicate. The villagers are living as they did traditionally for
Sustainable Barranco; A ‘Participatory Development’ Village Economy Revival Master Plan

decades, bordered by the Caribbean Sea and countless square miles of lush forest. These are
winning traits and resources that even the richest communities would have difficulties creating.

Barranco must capitalize on its cultural heritage, natural resources, and its technical, cultural, and
spiritual abilities. It should make cooperative steps toward a renewed, and internal economy
driven Barranco. Barranco must take the steps or some variation to the strategies of the
Economic Development Plan without being dependent on tourist to drive their economy, which
would be a far fetched and unrealistic expectation.

The community is currently neither an agricultural nor fishing powerhouse. The culture of
agriculture has almost disappeared and only four very small-scale farmers are still operating at
minimal sales and for self sustenance. Multiple interviewees mentioned the need for a paradigm
shift in the mind of the youth regarding agriculture. This is a key step as much of the growth and
development of Barranco is dependent on the success of agriculture and the sustainable use of
land resources. Incorporating agriculture in the school’s curriculum and providing quick wins
and fast enticing incentives will create interest in children and youth who would hopefully see
the need, importance, and profitability of the agricultural endeavor. Extending the incentives to
the wider community creates friendly competition at a small scale among village member as they
develop small designated plots in a shared community garden. This provides some level of
completion and a prize to who may be selected as best plot farmer. It also provides a good place
to display great organic produce that they can consume or sell. Those small wins will hopefully
inspire the individuals who have lost hope in agriculture and its prospects. This may propel them
to participate in agriculture with support from the committees that will be formed within the
community from among the same farmers.
Sustainable Barranco: A ‘Participatory Development’ Village Economy Revival Master Plan

To complement and make the agricultural endeavor interesting and lucrative, the community must form groups responsible for marketing the village and the product through the development of a brand which will be the trademark of the community and its products and services. This will create a demand and traffic for locals and foreigners who are interested in healthy living and eco communities, and organic produce and production. The community must then become a place that people want to go and is of some level of visual appeal, and thus the economic development committee must be formed to lead the charge in the community wide beautification project, the spice trail initiative, and the wayfinding project to be more tourist ready.

Project Summary
The Sustainable Barranco: A ‘Participatory Development’ Village Economy Revival Master Plan was an amalgamation of two years of training, practice, research, and studying. This has focused on the field of community planning, understanding the importance of community involvement, listening actively, understanding the sincerity and knowledge of community members, and recognizing the dynamic of understanding and accepting new communities their environment and the fact that as a planner you are merely a visitor with the knowledge of consolidating ideas and transferring them into implementable plans and strategies.

Research demonstrated that there were individuals who were excited, open, and eager to be a part of the project and the possibility of it becoming a reality. Project communication and receiving quick responses from village council members was not difficult, as residents quickly learn of the project considering the communities small size and close-knit nature. The 26 miles of dirt road passing through other communities was travelled to arrive at Barranco.
Discussions and meetings were held with prominent project managers, directors of NGO’s and village council members, as well as with the Department of Rural Development. Meetings were held in homes, during lunches, and with organizations that were simply interested in the project and wanted to know what it was all about. Most individuals with very busy schedules ensured that they responded to every call and email.

On the day of the World Café, assistance was received from a good friend and classmate in the Master of Community Planning program, Eric Sanchez as well as a Rural Community Development Officer Mr. Adrian Cus in conducting what may have been the first World Café held in a village in southern Belize.

Limitations
Extensive research in Belize has always presented itself as a challenge since little research has been conducted on or in the country, and the research that has been conducted often leaves the country and is never delivered to the individuals who participated nor are they published. In the project, some residents openly admitted to the fact that individuals have been to the village, particularly foreigners, occupying their time, making great promises and never return. The research shows that a colonial mentality still exists in communities desperate for development.

The questionnaire was not explained as clearly at it could have been and did not necessarily ask the questions required based on the situation that was found. The may not have anticipated the village’s economy to be as bad as it is. This flaw in the design of the questionnaire was further exaggerated when individuals did not respond properly or with the required detail to obtain much useable data. As a result, much of the findings and results were based on the World Café group charts. Another problem was, the inaccessibility and closed culture of Belizean organizations in
relation to document sharing. The country is behind in relation to the open collection, storing, and sharing of information. Acquiring maps and previous plans were almost impossible, as the official map acquired was 90 years old and dated 1928.

Working with some of the government departments, statutory bodies and NGO’s also proved to be a challenge as individuals did not easily respond to emails.

Another significant drawback which drove creativity and innovation was the fact that this project was started with the intention of contributing to the enhancement of the community’s economy, but it turned out there was not much of an economy to enhance and an economy almost had to be imagined and conceptualized from the ground. The project and the community would have benefited greater if there was more time to see and learn of the village on a first-hand basis, with the utilization of more technical results for analysis through the review of previously conducted projects and their initial research, as well as the research and analysis for ongoing projects that may have not been approved for implementation as yet.
Recommendations

Social Capital: The power of the community lies in the power of its members and their ability to utilize the resources available to them through collaborative action and networking. Barranco is a small community affected by internal governance conflict. Before any move to advancement and improvement is attempted, the disagreements and misunderstandings must be resolved followed by repeated mediation, conflict resolution and organizational behavior training. A good way of ensuring that participants agree and participate in this training would be to structure them as prerequisites before inclusion and acceptance to the main projects outlines in the strategies. This would ensure participation and compliance and hopefully a better understanding and working relationship between community members.

Organizational Capacity: PACT (2010) describes organizational capacity as “an organizations ability to achieve its mission effectively and sustain itself over the long term.” In line with strengthening human resources, networking and collaborative skills, individuals must learn and understand their roles and how to work efficiently and effectively in said roles. Individuals must undergo training in conflict resolution, anger and conflict management, mediation, and basic human resource management. Working together can often be challenging, but with shared vision, collaborative training, and a determination to carry out an action plan, individuals will be able to understand and respect the function, purpose and importance of the organization and the business system the community is being advised to operate by.

Entrepreneurial Capacity: Individuals working together, understanding, advising, and respecting the role of the organizations and strategies set in place to assist community members and can serve as a catalyst to development. Improvement and investment in the entrepreneurial capacity
of community members means that they will better understand and appreciate the opportunities available to them based on the resources around them. This means that training should be provided that will promote and instill basic accounting skills, understanding of profit and loss, the importance of marketing, and the importance of adding value to products in one way or another, and refraining or minimizing the number of raw products sold. We must not attempt to force new ways of life onto the villagers as the interest in those projects will diminish like in the past as quickly as the project managers leave.

Cooperatives: A cooperative expands the reach of an entrepreneur while reducing a significant portion of their soft cost in the form of advertisement, marketing, and logistics such as marketing. Cooperatives create an advantage for multiple small producers, by consolidating them and creating an economy of scale which they would not be able to easily attain as a single independent functioning entity.
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Appendices

Appendix A

Guiding Questions for Village Locals | World Café Guiding Questions

Location: Barranco Village, Toledo District, Belize C.A.
1. What activities do you see tourists most interested in doing in Barranco?
   (a) Fishing
   (b) Cultural Experience
   (c) Tour

2. Do you see a lot of tourists in Barranco? How do they arrive?
   (a) Yes | No
   (b) Boat | Tours | Private Vehicles | Bus

3. What from the past would you like to see brought back to Barranco? (Probe)

4. What would you consider a strength of Barranco that is being underutilized?

5. If you could see one major development in Barranco what would it be? (Probe)
   (a) Park

6. Where is your favorite part of Barranco?

7. How much of your family members have moved from Barranco to look for work or to go to school?
   (a) 1 or 2
   (b) 3 to 5
   (c) 6 to 10

8. If you were to invite a friend to Barranco, what would you tell them Barranco has that they would not find anywhere else?
Appendix B

Guiding Questions Barranco Village Council

1. What has been and is Barranco’s vision as it relates to development? (Probe)

2. Can you describe some strengths and weaknesses of Barranco and some opportunities you may have and are not capitalizing on?

3. What would be some economic activities the council believes Barranco would be able to develop and maintain?

4. Have any development projects been attempted in Barranco? When? By whom? What were the expected outcome? What were the outcomes? (Probe)

5. How well does the community work as a community? Do individuals act as stewards to projects, or are projects just ignored?

6. Would communal economic projects be viable in Barranco? Would the Village council be willing to take responsibility of management of the project? If not who would the council recommend and for what reason? (Probe)
Appendix C
Guiding Questions for Government Officials and Cultural Leaders (DAVCO | Min. of Rural Development | NGC)

1. What is the land use patterns in Villages? Particularly Barranco? (Probe)

2. Are village councils involved in how land is used? Are they involved in land use decisions and planning decisions?

3. How many villages have a Master Plan, or even a vision? If not, are there intentions to have development plans created for Belize’s many villages?

4. Have any development projects been attempted in Barranco? When? By whom? What were the expected outcome? What were the outcomes? (Probe)

5. What pool of finances are available to Village Councils and what processes must councils go through to acquire funds?

6. What are development projects can councils apply for fund for (probe)

7. Can technical professionals be delegated to work on projects for villages? What technical professionals does the Department have and how likely is it that they would be delegated? (Probe)
Appendix D

Informed Consent Form: Guided Questionnaire Interview

**Sustainable Barranco: A ‘Bottom Up’ Village Revival Plan**

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Vancouver Island University  
HOLLANDM@d2l.viu.ca

I am a student in the Masters of Community Planning program at Vancouver Island University (VIU). My research, entitled “Sustainable Barranco: A ‘Bottom Up’ Village Revival Plan” aims to identify and explore economic, recreational and Tourism activities that may improve the socio-economic dynamic of Barranco Village through village consultation and design. My hope is that my research will contribute to the future success of Barranco’s socioeconomic development.

Research participants are asked to participate a face to face Interview with the researcher. If you agree, you would be asked questions relating to villages and their development, particularly Barranco, with emphasis on factors such as tourism, employment opportunities, economic development, Barranco’s past and the vision for the village. The interview will require thirty (30) minutes to an hour of your time depending on the amount of detail provided and ideas shared. The only identifier used will be the name of the organization you represent.

The information collected during the interview will likely be uncontroversial, and thus the research poses only a very small risk of harm to participants. Depending on the information you provide, and whether you choose to participate anonymously, there is a possibility that the information you provide might cause loss of social status and/or embarrassment.

If you choose to participate anonymously, all records or your participation would be confidential. Only my supervisor and I will have access to information in which you are identified. With your permission, the interview would be audio recorded and later transcribed into text. Upon your request, you will be provided a copy of the transcript and invited to make changes to the transcript as you wish (e.g. if you would like withdraw a statement you made during an interview). Electronic data will be stored on a password-protected computer. Signed consent forms and paper copies of interview transcripts will be stored in a locked folder in a locked room in my home. Data will be deleted and shredded at the end of the project, approximately May 31st, 2019.
The results of this study will be published in my Master’s Degree Final Project, and may also be used for conference publications, presentations, and published in peer-reviewed journals.

Your participation is completely voluntary. You may withdraw from the study at any time where practicable, for any reason, and without explanation. If you would like to review and potentially make changes to the transcript of the interview, you may withdraw up to two weeks from the time of being provided a copy of the transcript. If you decline to review the transcript, you may withdraw up to two weeks from the date of our interview. If you choose to withdraw from the study, all information you provided during the interview would be withdrawn from the study and destroyed.

I have read and understand the information provided above, and hereby consent to participate in this research under the following conditions:

I consent to the interview being audio recorded. ☐ Yes ☐ No

I consent to being captured in photo, video, and audio files. ☐ Yes ☐ No

I consent to being quoted in the products of the research. ☐ Yes ☐ No

Participant Name ________________________ Participant Signature ________________________

I, Kenneth Williams, promise to adhere to the procedures described in this consent form.

Principal Investigator Signature ________________________ Date ______________

If you have any concerns about your treatment as a research participant in this study, please contact the VIU Research Ethics Board by telephone at 250-740-6631 or by email at reb@viu.ca.

Participants should be provided a copy of the signed consent form.
Appendix E

Information Release Form

Want to learn about this study’s findings?

Please fill out this page

If you would like to receive information relating to the findings of this study, feel free to provide your name and mailing address. Kindly note that even if you provide your name and address, this paper will be stored in a separate place and not connected to the questionnaire and their responses in anyway. Your confidentiality will not be compromised.

Name:

Mailing Address:

Email:
Appendix F
Sample Email Script

[Greeting];

My name is Kenneth Williams of Punta Gorda Town Belize, currently pursuing a Master of Community Planning Degree at Vancouver Island University in Canada. I am emailing today to introduce myself and propose, as well as to seek collaboration, assistance and ultimately permission and approval to conduct my final graduate major project in Barranco.

I am hoping to collaborate with the village council and the village in developing a Master Plan for Barranco with the major focuses and deliverables including but not limited to:

**Master Plan (Including)**
- Site Plan (1): Implementable within (5 years) minimal external funding (Community Vision)
- Site Plan (2): Imaginative (Would display what is possible on the area of land with significant investment.
- Land Use Plan

**Socio Economic Development Plan**
- Cultural Tourism
- Eco Tourism
- Agritourism
- Community Exports

**Social Enterprise | Community Management**

This email is intended to be short as I am intending only to open the lines of communication with the organization as I intend to conduct a follow up call to schedule the necessary appointment with the individual the organizations sees most fit to respond to a few questions regarding Barranco Village, Toledo. I am extremely excited about the prospect of this project considering that Barranco is one of the last standing predominantly Garifuna Villages in Belize. I would love to contribute to the village and my culture through this venture and I look forward to any, and all questions or suggestions the organization may have.

Thank you very much for your time, and I look forward to your response.

Best Regards,

Kenny Williams
Student, Master of Community Planning (MCP)
Vancouver Island University | Nanaimo B.C. Canada
Cell No.: CAN +1 (778) 674-7112, BZE (+501) 626-2300
Appendix G

Script for World Café introduction | Survey consent debrief

I am a student in the Masters of Community Planning program at Vancouver Island University (VIU). My research, entitled “Sustainable Barranco: A ‘Bottom Up’ Village Revival Plan” aims to identify and explore economic, recreational and Tourism activities that may improve the socio-economic reality of your beautiful Barranco Village through village consultation and design. My hope is that my research will contribute to the future success of Barranco’s socioeconomic development.

This event you are currently seated in is called a World Café. As you may notice, you are all seated in small groups, and the intention is to have ideas and suggestions developed relating to Barranco’s possible future development. You are encouraged to remain respectful of each other’s suggestions and comments and contribute positively to the upcoming activities and discussion.

Each individual over the age of 18 present today, referred to as research participants, will be asked additionally to complete a printed questionnaire during this World Café meeting. If you agree, you will be given survey questionnaire that asks about your personal experiences while living at Barranco, with emphasis on factors such as Tourism, Employment opportunities, Economic Development, Barranco’s Past and your vision for the village. With your permission, sections of the World Café will be video recorded and pictures of activity taken. Questionnaire completion would require approximately ten (10) to twenty (20) minutes of your time which may be completed at any time during the 1.5 – 2-hour world café activity. Your name is not required on the questionnaire.

The world café is a public activity with open discussion and thus cannot be anonymous. It is important to note though, that no suggestion or any information given in this meeting will not be attributed to the individual who says it on no report or in any form. If you choose to participate in the survey questionnaire, all records or your participation would be confidential. Only my supervisor and I will have access to information. A follow up village information meeting will be held on [Insert date when confirmed] to inform village residents of the preliminary findings and a final report will be presented to the Village Council upon completion. Electronic data will be stored on a password-protected computer. Signed consent forms and paper copies of interview transcripts will be stored in a locked folder in a locked room in my home. Data will be deleted and shredded at the end of the project, approximately May 31st, 2019.

The results of this study will be published in my Masters Project, and may also be used for conference publications, presentations, and published in peer-reviewed journals. Being an active participant at this World Café event is an indication of consent. Your participation is completely voluntary and you may leave the meeting at any time, for any reason, and without explanation. Considering the length of the meeting and your subsequent time commitment, snacks and light refreshments are provided.
Appendix H
TCPS2 Tutorial Certificate

Certificate of Completion

This document certifies that

Kenneth Williams

has completed the Tri-Council Policy Statement:
Ethical Conduct for Research Involving Humans
Course on Research Ethics (TCPS 2: CORE)

Date of Issue: 13 February, 2017
Appendix I

World Café Program of Events

SUSTAINABLE Barranco World Café
SIGN UP SHEET
Sunday July 16, 2017

Sign up/Registration – All

Welcome – Chairman Mr. Dale Gutierrez

Introduction of Project – Kenny Williams Student Vancouver Island University

Importance of Project and Support

Introduction of Facilitators – Kenny Williams (Student Vancouver Island University)
Eric Sanchez (Student Vancouver Island University)
Adrian Cus (RCDO Ministry of Rural Development)

Description/Explanation of World Café – Eric Sanchez

Break into Groups:
Group Discussions: Economic Development/Introductory Master Plan
S.W.O.T.
Post-it Board (Want/Don’t Want)
Map revision for Physical Development
Questionnaires for Eligible Participants

Group Discussion:

Conclusion:
Appendix J
Facilitator Cheat Sheet

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<th>Sustainable Barranco World Café</th>
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<tbody>
<tr>
<td>Facilitator Cheat Sheet</td>
</tr>
<tr>
<td>Sunday July 16, 2017</td>
</tr>
</tbody>
</table>

**POST IT BOARD (Want/ Don’t Want):**
Participants are to identify all situations, opportunities, and objections they may have towards the development of their community.

(e.g.) May want pave roads and sidewalks
May not want a big foreigner owned resort

**S.W.O.T. BOARD:**
Participants are to outline all the Strengths, Weaknesses, Opportunities, and Threats within their community regarding economic development (*Making Money, and the Opportunity to do so*).

**COMMUNITY MAP:**
Participants are to identify existing buildings (Residential, Commercial, Ceremonial, Museums, churches, Schools, Public Facilities, roads, bathing areas, significant trees, and landmarks). Participants are also to draw on maps to identify suitable sites for play grounds, resting areas, trails for tourist, and any new development they may be interested in and can imagine.

**QUESTIONNAIRE:**
Facilitator is to provide all group members who are willing to participate with a questionnaire to respond to general questions relating to the economic and physical development which will be collected by the facilitator at their completion or at the end of the world café.
Appendix K

World Café checklist

**POSTERS AND PRINTS**

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Appendix L

Barranco subdivision map
Appendix M

World Café welcome sign

Sunday July 16, 2017

WELCOME TO
BARRANCO VILLAGE
WORLD CAFE

A VILLAGE PLANNING SESSION:

1. Economic Development
   - Entrepreneurial Opportunities
   - Assistance Available

1. Community Development
   - Land Use Opportunities
   - Village aesthetic improvements
   - Masterplan Discussion

VANCOUVER ISLAND UNIVERSITY
Appendix N

Group one written World Café responses
Appendix O

Group two written World Café responses
Appendix P

Group three written World Café responses