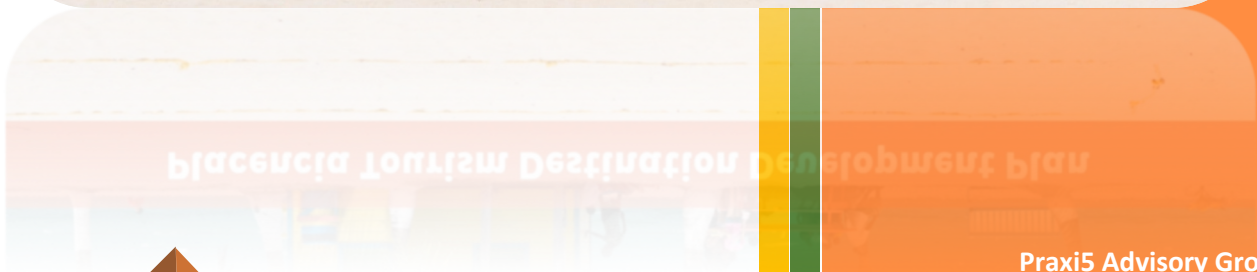




Placencia Tourism Destination Development Plan



Praxi5 Advisory Group Ltd.
January 2019



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Acknowledgement

The Consulting Team wishes to thank all the stakeholders who contributed information and shared their expertise during the literature review and information gathering stage of this assignment.

Special appreciation goes to those key Placencia tourism stakeholders that participated in the initial meeting, focus groups, and planning sessions. Special mention goes to the Placencia Village Council for the use of the community center where several community meetings were held.

Finally, the Consulting Team extends its appreciation to the Belize Tourism Board's Cruise and Destination Planning Department team headed by Noriko Gamero. She along with Yure Roberts, Fernanda Tosta, and Danielle August provided support and guidance throughout. In particular, the team actively participated in the planning sessions and other data gathering exercises while lending their expertise to the process. This contributed to the success of the plan.

Acronyms

ARR	Average Room Rate
BAA	Belize Airport Authority
BELIPO	Belize Intellectual Property Office
BHA	Belize Hotel Association
BMA	Belize Management Agency
BMI	Business Monitor International
BRRS	Barrier Reef Reserve System
BTB	Belize Tourism Board
BTIA	Belize Tourism Industry Association
CNRS	National Center for Scientific Research
CPM	Competitive Profile Matrix
CTO	Caribbean Tourism Organization
DCA	Department of Civil Aviation
EIA	Environmental Impact Assessments
FSTV	Fort Point Tourism Village
FGD	Focus Group Division
GOB	Government of Belize
GDP	Gross Domestic Product
GSTC	Global Sustainable Tourism Council
GST	General Sales Tax
ITVET	Institute Technical and Vocational Education Training
LOS	Length of Stay
LTC	Local Tourism Council

MCC	Monitoring and Coordination Committee
MTCA	Ministry of Tourism and Civil Aviation
MPA	Marine Protected Areas
NGO	Non-Government Organization
NICH	National Institute of Culture and Heritage
NSTMP	National Sustainable Tourism Master
ORT	Objective Responsibilities and Targets
PA	Protected Areas
PESTEL	Political, Economic, Socio-Cultural, Technological, Ecological and Legal
p5	praxis5 Advisory Group Ltd.
POS	Point of Sale
PTGA	Placencia Tour Guide Association
PVC	Placencia Village Council
SCOT	Strengths, Challenges, Opportunities and Threats
SEA	Southern Environmental Association
SIB	Statistical Institute of Belize
TDDP	Tourism Destination Development Plan
TOR	Terms of Reference
UNWTO	United Nations World Tourism Organization
USA	United States of America
USD	United States Dollar
WHS	World Heritage Site
WTTC	World Travel & Tourism Council
WWF	World Wildlife Fund

Foreword

In 2012, the Ministry of Tourism and Civil Aviation (**MTCA**) embarked on an unprecedented journey for Belize, as we began the implementation of the country's very first National Sustainable Tourism Master Plan (**NSTMP**). Since then, the Government of Belize, through its Ministry of Tourism, and its Belize Tourism Board, has pushed forward with the enhancement of its tourism sector, in areas of Marketing, Governance, Product Development, Destination Planning, Infrastructure Development, and Quality Assurance, to name a few.

One key area of intervention has been the recommendation by the NSTMP challenging our industry to not only continue along its trend of positive growth, but more importantly to engage in a participatory development path, and ensure that the benefits of this sector have more equitable presence throughout our nation. This paradigm shift calls for communities to be integrated within the economic development opportunities inherent to tourism, while remaining respectful of their social integrity, and mindful of the environmental challenges that contest our *status quo* of development. I am glad to say, that we have fully embraced this call to action.

It is under this mark, that in 2018 the Ministry of Tourism and Belize Tourism Board began the roll-out of a platform, known as Monitoring Coordinating Committees (MCCs), within four of our priority destinations. As a participatory mechanism, the MCCs provide an essential opportunity for the public, private and civil sector in our destinations to collaborate in the planning, development and monitoring of tourism development in their communities. Since 2018, we have established MCCs in the districts of Orange Walk and Stann Creek, namely the areas of Dangriga, Hopkins and Placencia. The introduction of the committees has been well received by the communities, industry partners and destinations, and their impact has already generated tangible results in the development of destination-specific Tourism Development Plans. These plans not only align the strategic principles and recommendations of our National Sustainable Tourism Master Plan, but also integrate and highlight the tourism development priorities and vision of our local stakeholders. Most importantly, they serve as a tool for all of us to gauge our actions and to measure our ability to meet the challenge set by our NSTMP.

As Minister responsible for Tourism, it is my privilege to present to you the Tourism Development Plan for the Orange Walk and South East Coast, and to reaffirm our commitment to continue building Tourism in Belize, through partnership and collaboration.

Yours in Tourism,

Manuel Heredia

Jose Manuel Heredia Jr.

Minister of Tourism and Civil Aviation

Executive Summary

Although tourism is a relatively new economic sector given that Belize started making it a priority in the late 1990s, it is now one of the leading economic pillars of the country and is the nation's leading foreign exchange earner. In 2018, tourism is forecasted to account for about 17.2% of Belize's GDP directly.

The Southeast Coast of Belize includes the Placencia Peninsula and a coastline that is one of the most highly sensitive natural ecosystems within Belize. This area includes established destinations such as Placencia and Hopkins, emerging destinations such as Dangriga, and what the National Sustainable Tourism Master Plan refers to as a "new development area" between Riversdale and Hopkins. With 122,718 overnight visitors recorded in 2017, the Southeast Coast of Belize is the third most visited destination in the country. Only Ambergris Caye and Caye Caulker registered higher visitor numbers.

Stakeholders defined the following vision statement to guide the development of Placencia as a tourism destination.

Offering a unique and authentic quaint village experience with a varied marine and jungle tourism product, Placencia aims to provide a high quality and safe visit that delivers excellent levels of guest satisfaction to benefit both community and investors while conserving its natural and cultural heritage.

To realize the destination vision, the Placencia Destination stakeholders must first endorse the vision of the NSTMP: that is to manage the development of tourism in a sustainable manner. This will be done by focusing on four strategic thrusts/goals that are:

Thrust 1: Strengthened Local Governance

The NSTMP recognizes the advancements in tourism on the Placencia Peninsula. The plan also cites concerns about the rapid growth of tourism in the destination and recommends that there be some level of containment and control of this increasing development. In the planning sessions for this consultancy, all stakeholders agreed with this assessment and voice concerns about this rapid growth. A common theme identified as a major issue was the lack of zoning and enforcement of current laws and regulations. This issue is greater compounded given the absence of authority of the local government

in governing some of their affairs. It is for this reason that a major strategic thrust is for the development of a mechanism for the Village Council to be strengthened to govern some of their affairs. This is not a new initiative. There is a current bye-law that can be revised and implemented (See Annex 1: Placencia Village Council Draft Byelaws, 2010).

Thrust 2: Tourism Product and Services Development

As cited in Thrust 1 above, Placencia has recently experienced rapid growth as a result of tourism over recent years; however, there was limited planning in place to support this growth. Buildings have been constructed with all sizes and shapes, and the landscape has no thematic building codes to support a brand. For this reason, Placencia will aim to put sensible and relevant planning and zoning policies and regulations in place.

The increase in tourism activities has also resulted in an increase in population; this is seen by increases in visitors and service providers. The infrastructure development did not keep pace with the demand, so currently there is inadequate public facilities, medical facilities, transportation facilities, etc. For this reason, Placencia will aim to engage in the process of infrastructure development to support tourism and the community.

Thrust 3: Law Enforcement by All Relevant Agencies

Placencia is still a safe destination for visitors. The only crimes against tourists have been petty crimes of “opportunity”. It is important for the destination to maintain this level of safety as any perception of crime increase can be detrimental. The safety and security of the visitor are important to the tourism stakeholders and residents. The destination will, therefore, focus on improving all elements of safety and well-being both for the visitor and community members.

Enforcement is not limited to policing, but to all enforcement agencies operating in the Peninsula. Much of this will be realized through the proper enforcement of current regulations that are relevant to the tourism industry. Placencia will aim to strengthen all law enforcement systems in the community.

Thrust 4: Human Resource Capacity Development

It was noted earlier that the Placencia tourism product is in a growth stage and has a sufficient supply of tourism components (i.e. accommodations, restaurants, tours, etc.). This growth in Placencia’s tourism has been unplanned and haphazard. As such, one of the key components of hospitality, its human resources, was not adequately developed to

meet this increased demand. Placencia will address this gap by ensuring a system is in place to properly train its human resources at all levels to deliver a quality tourism experience as set out in the vision.

Thrust 5: Marketing of Destination

Branding and marketing have become very important in the travel and tourism industry. The sector is highly competitive both locally and internationally, and marketing strategies can be utilized to highlight the competitive advantage of a destination. Placencia will differentiate its product in this increasingly competitive marketplace to begin to grow its market share by capitalizing on existing markets and exploring new markets. Placencia will develop its brand based on its tourism product offerings including its beach and marine activities to get itself positioned in the minds of potential visitors. This will be done by stressing on the various luxury tourism offerings and the village quaintness of Placencia that make it a unique experience to exceed visitor expectations.

The top strategic objectives for the destination are listed below.

1. Strengthen local monitoring and management of tourism development within the destination
2. Enhance critical infrastructure that supports tourism
3. Strengthen law enforcement capabilities in Placencia
4. Develop human resources to provide excellent hospitality and tourism services in Placencia
5. Position and promote Placencia within the tourism sector

The Placencia Tourism Destination Development Plan (TDDP) is set out in three sections, as follows:

Background:

This section lays out the planning context as follows: 1) A summary of the critical elements of the external environment scan, which is essentially the results of a situational analysis that considered the internal strengths and weaknesses of the destination, as well as 2) the external opportunities and challenges/risks associated with the destination.

This section then describes tourism in Belize and provides a profile of the tourism market in Placencia.

Three significant aspects describing tourism in Belize include:

- 1) the Belize tourism product;
- 2) a macro-environmental profile of tourism in Belize; and
- 3) the institutional and regulatory framework of the national tourism sector.

A discussion focusing on the specific destination then follows that includes:

- 1) The Placencia tourism product;
- 2) The tourism assets of the destination;
- 3) Tourism trends of Placencia;
- 4) Tour operators and guides of the area; and
- 5) The main competitors for the destination and the needs of the target markets.

The TDDP:

This section of the report is the essence of the TDDP. It describes the vision statement for the Placencia tourism industry, as framed by the stakeholders who participated in the TDDP planning process; presents a list of the strategic objectives and actions that will need to be implemented in order to achieve the tourism vision of the destination; and lists tourism project ideas that aim to provide guidance for future tourism-related priority investments in Placencia.

The rest of this section presents the outline of a monitoring and evaluation (M&E) plan that will provide tourism stakeholders with coordination and monitoring guidance. A discussion of who will champion the implementation of the plan and how this implementation will be carried out is included.

A timetable for accomplishing the strategic priorities of the TDDP is included in this section. The table lists expected the strategic objectives, key activities, time-frame by year/quarters, and responsible parties. This timetable provides guidance to the responsible parties for the development of annual work plans and budgets.

Appendices:

Supporting documents are included as Appendices and an Annex (draft Placencia Bye-Laws). These documents provide additional information related to the main sections of the TDDP. Appendix 1 describes the planning process that was used to define the main structure of TDDP and the method that was followed to prepare the plan.

The other Appendices include 1) Placencia Tourism Assets, 2) Asset Readiness Rating Criteria, 3) Meeting Participants, 4) Map of Placencia, 5) Quarterly Status Report, and 6) Selected References/Bibliography.

SECTION 1: BACKGROUND



1. Tourism in Belize

1.1 The Belize Tourism Product

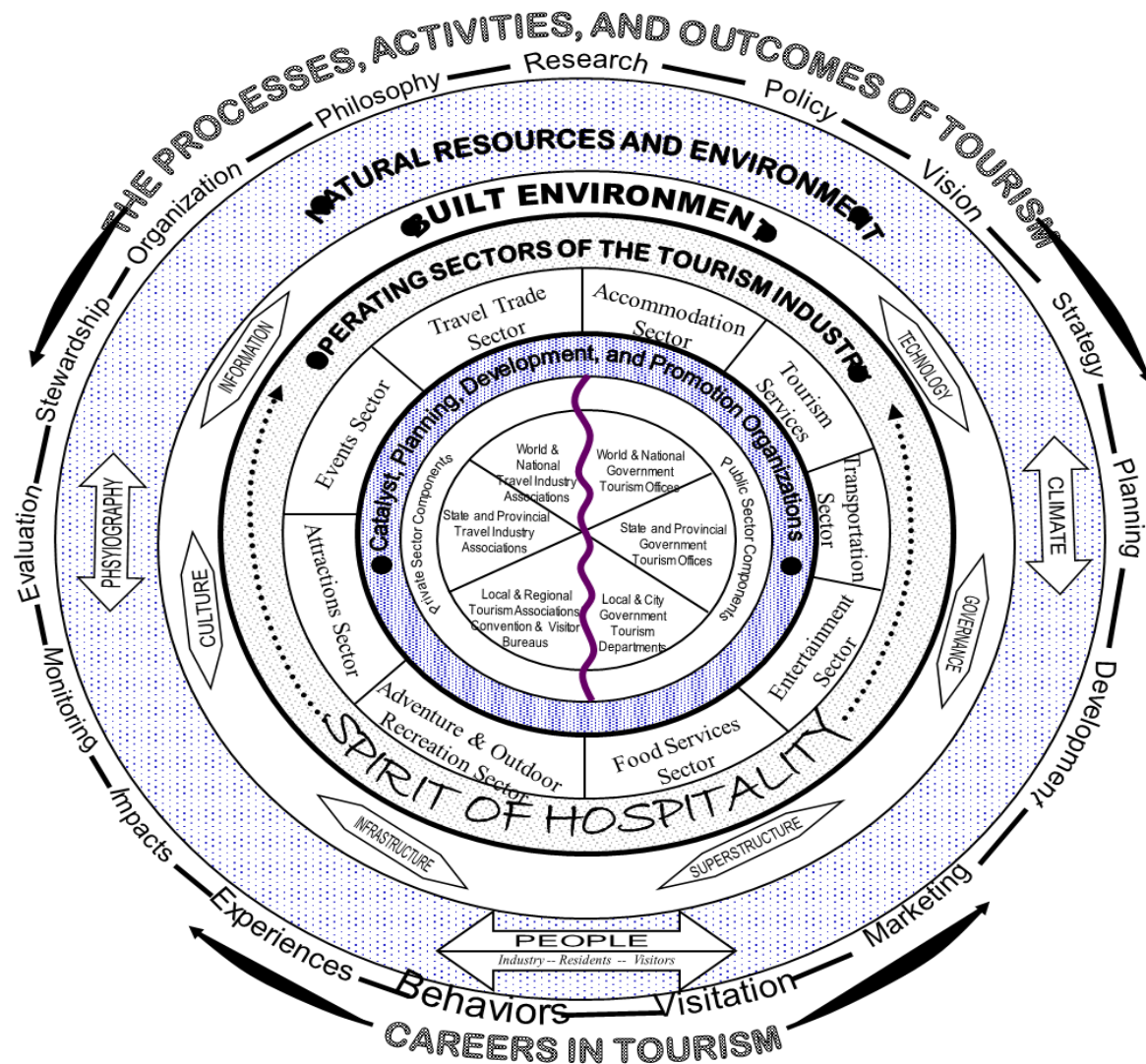
Belize's current macroeconomic activity is driven primarily by traditional exports such as sugar, bananas, and citrus. Most recently, Belize had some success exporting petroleum (a non-renewable resource), however, is a non-renewable resource, the supply is now dwindling. A thriving sector of the economy today has been tourism. Tourism is a relatively new economic sector given that the country started making it a priority in the late 1990s and today, tourism is now one of the main pillars of Belize's and is the nation's leading foreign exchange earner. Given the challenges the traditional Belizean export currently faces in the global markets; tourism will inevitably continue to be one of the nation's key driving economic activities.

Tourism is a complex phenomenon. It is comprised of many interrelated sectors and industries and must, therefore, be carefully managed. The Tourism Phenomenon Model (Figure 1) presented by Goeldner and Ritchie in 2008 illustrates this concept. The model shows the complexity of the tourism product and its reliance on other inter-related and supporting activities. Key to the product is the natural and the built environment. It can be argued that Belize's tourism is centered on its natural resources and environment. It can be argued that Belize's tourism niche is its natural resources and environment. The National Sustainable Tourism Master Plan (NSTMP) is a strategic development plan mostly for the "built environment" that is inclusive of the Governance, the Infrastructure, and the Superstructure, as well as the industries classified under hospitality. When the tourist experiences the full tourism product, it is mostly hospitality products that are consumed, although the natural and cultural attractions and build environment are driving their motivation to choose the destination. As highlighted in the model, the main hospitality products are:

- | | |
|-----------------------------|--|
| 1. The Accommodation Sector | 6. Adventure and Outdoor Recreation Sector |
| 2. Tourism Services | |
| 3. Transportation Sector | 7. Attractions Sector |
| 4. Entertainment Sector | 8. Events Sector |
| 5. Food Services Sector | 9. Travel Trade Sector |

Belize has products in all these critical sectors albeit with variances in a variety of services or experiences and levels of development of the same. For example, as will be evident from the analysis, the accommodation sector and adventure and outdoor recreation sector are more developed than the transportation and entertainment sectors.

FIGURE 1: THE TOURISM PHENOMENON – COMPONENTS OF TOURISM¹



Belize's tourism product has been growing and expanding over the years. What was once a product with Ambergris Caye being the main attraction is now a product with multiple destinations including the Cayo District, the Placencia Peninsula, and a multitude of natural resources attractions inland and offshore.

The Belize tourism product consists of the following major categories of assets:

1. The marine and barrier reef system;
2. Maya Archaeological Sites;

¹ Source: Goeldner/Ritchie, *Tourism: Principles, Practices, Philosophies*, 2008

3. Subtropical forest; and
4. A multi-ethnic population with varying cultures and sub-cultures.

The NSTMP further identifies Belize's main tourism assets specifically as follows:

1. The Barrier Reef system
2. The Blue Hole Natural Monument
3. The Caracol Archaeological Site
4. The Chiquibul Caves System

As noted above, the central component of Belize's tourism product is its natural environment. According to the Belize Tourism Board's (BTB) Visitor's Satisfaction survey in 2016, the main activities that visitors undertook while visiting Belize were marine activities. Approximately 70% of visitors reported that they "snorkelled" and 21% reported that they went "diving". Other activities that most reported engaging in were fishing, kayaking, and sailing. The survey reported that 27% participated in "jungle and rainforest expeditions". The survey also tracked the places where visitors claimed to have visited, and overwhelmingly, these were the marine areas of the country. Some 42% reported going to offshore islands, and 55% visited the Barrier Reef while 43% reported visiting marine protected areas. 38% visited Archaeological sites, and 36% visited National Parks². These figures provide evidence that the main tourism activities that visitors engage in when visiting Belize are marine activities and the rainforest and jungle, all part of the natural environment with the exception of the archaeological sites (part of the built environment). It is this natural environment, this tourism product that gives Belize a competitive advantage in tourism.

1.2 The Macro-Environmental Profile of Belize Tourism

Belize is a small nation-state with a land mass of almost 9,000 square miles and a population approaching 400,000 persons. As mentioned earlier, the main economic activity is comprised of agricultural exports and some light manufacturing. Belize has a relatively small economy which has shown slow but consistent growth over the last five years (See Table 1). The GDP growth rate averages between 2% and 3% driven by the tertiary (services) sector. The slow growth rate reflects a struggling economy and the country continues to assess the viability of certain sectors to be the drivers of the economy. The Belize government has always seen tourism as one of these drivers.

² Travel and Tourism Digest 2016, BTB

TABLE 1: BELIZE GDP GROWTH (IN MILLIONS OF DOLLARS)³

2013	2014	2015	2016	2017
2,613.9	2,719.7	2,822.9	2,809.2	2,844.1

Tourism is Belize's number one export income earner, and in 2018 it is forecasted to account for about 17.2% of Belize's GDP directly, and with its broader (direct and indirect) economic impact, it will account for 45% of GDP (Figure 2). In 2017, the GDP direct contribution to the economy of tourism was 15% (BZ\$555m) with a wider contribution of 41.3% (BZ\$1.5b) Figure 3. These figures illustrate a steady increase over the years and confirm that tourism is a critical pillar of the Belizean economy.

The concept of direct contribution and total contribution (multiplier effect) is an important one. Often, the economic impacts of tourism activities are measured only by those activities in the hospitality industry, e.g., hotels, restaurants, tours, etc. However, in reality, tourism indirectly impacts many other industries, such as transportation, construction, agriculture, banking, among others. For instance, the growth in tourism translates into higher demand for new transportation options, drives new construction of hotels and resort, and requires additional food supplies for tourists. It is for this reason that the World Travel and Tourism Council accounts for a more extensive contribution of tourism to an economy (Figure 3) (2018 Belize Economic Impact Report, WTTC)⁴ and thus tourism is seen as a driving force to assist Belize in its economic development. It is evident from Figure 2 that travel and tourism has a significant correlation with other economic activities.

³ Source: Statistical Institute of Belize, March 2018.

⁴ 2018 Belize Economic Impact Report, World Travel and Tourism Council

FIGURE 2: DIRECT CONTRIBUTION OF TRAVEL AND TOURISM

BELIZE: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP

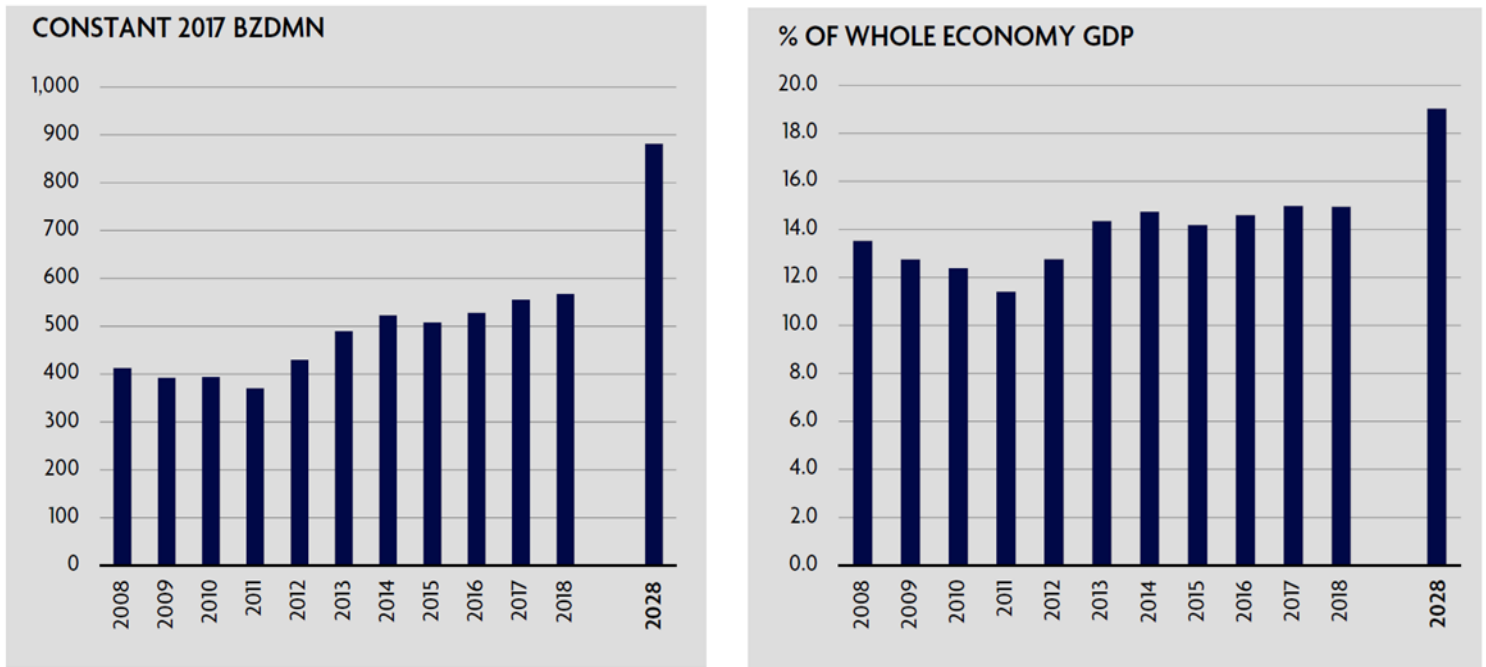
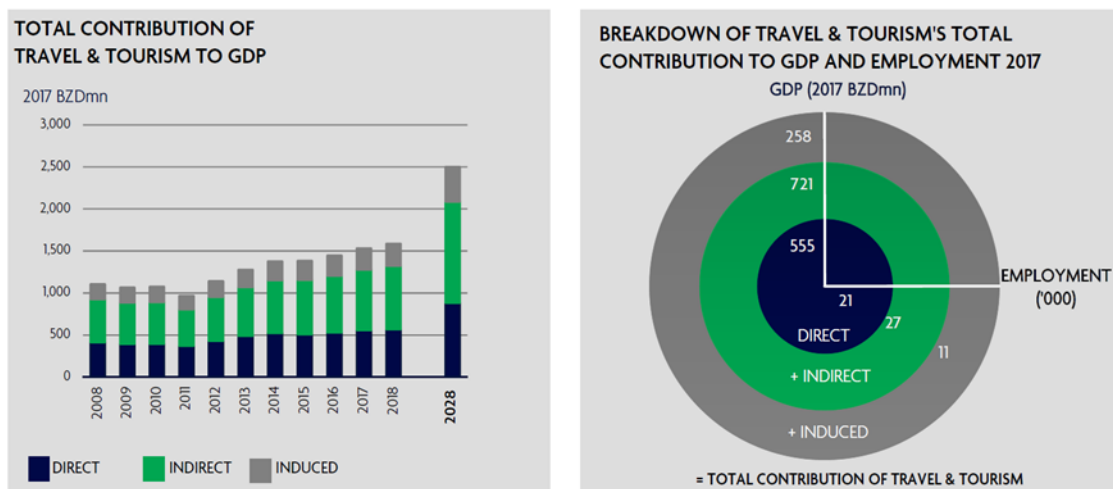
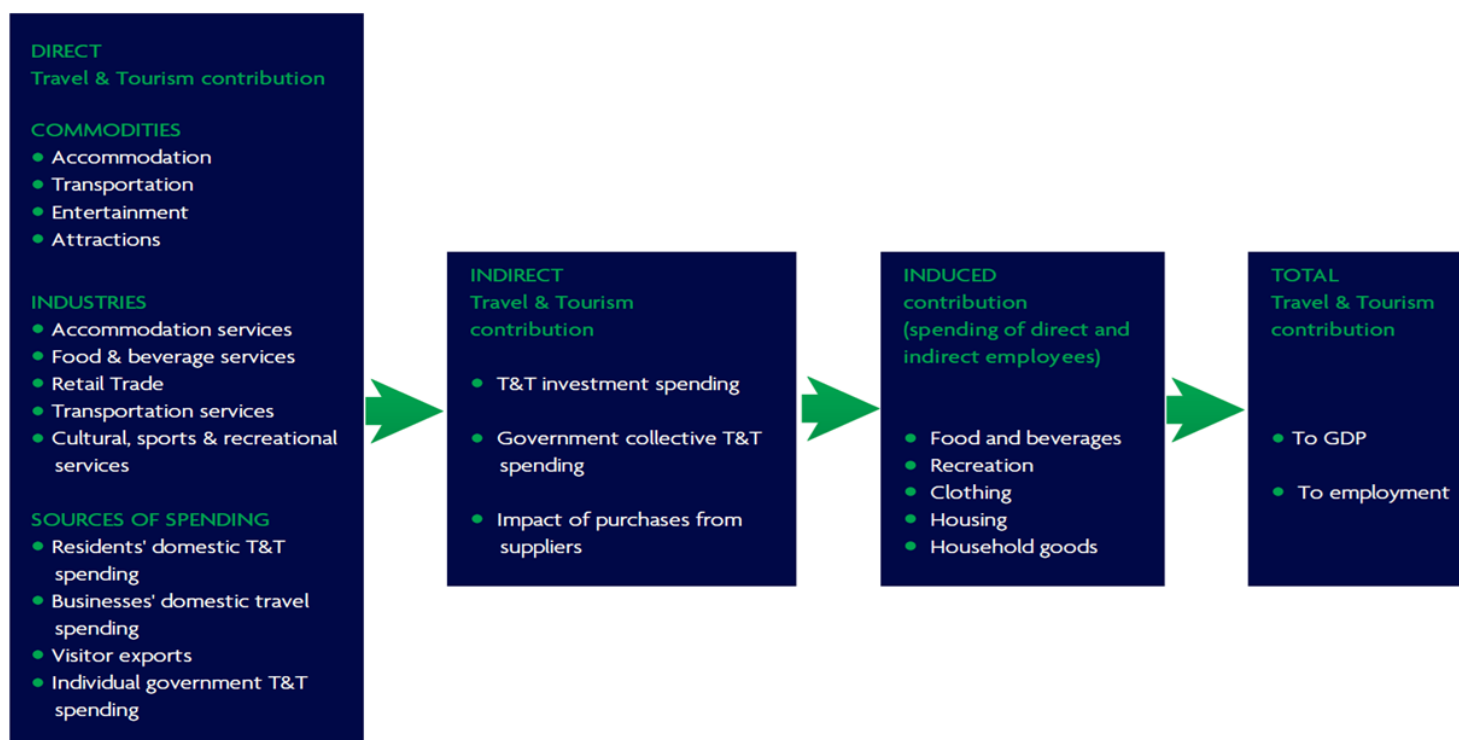


FIGURE 3: TOURISM CONTRIBUTION TO BELIZE'S GDP TOURISM⁵



⁵ Source: WTTC Economic Impact Report, 2018

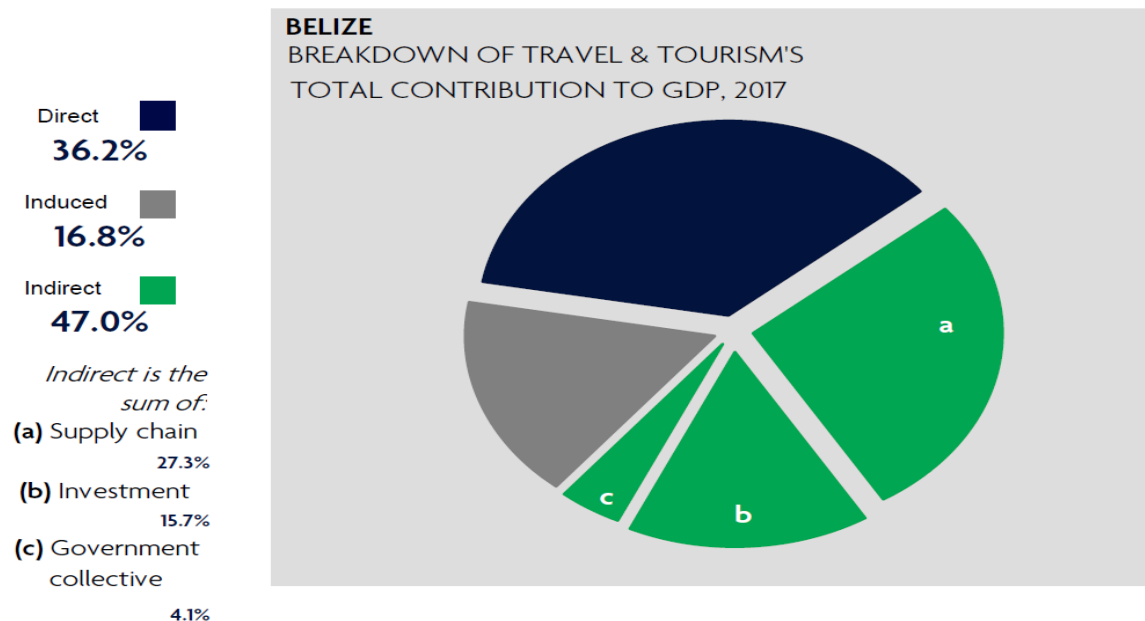
FIGURE 4: THE CONTRIBUTION OF TOURISM TO AN ECONOMY ⁶



As is evident in Figure 4, the additional tourism activities contribute the most to the Tourism GDP activities. The investment spending by government and expenditure by private sector entities is responsible for 47% of the contribution. When the induced activities are included, these non-direct activities represent a 63.8% total contribution to Belize's Travel and Tourism segment of GDP.

⁶ Source: WTTC Economic Report 2018

FIGURE 5: TOTAL CONTRIBUTION OF TOURISM TO BELIZE'S GDP



¹ All values are in constant 2017 prices & exchange rates

Belize continues to see growth in tourism with the trend showing a record year for arrivals in 2018. The latest Belize Tourism Board (BTB) release states, “*The latest tourism statistics for the first quarter of 2018 indicate that Belize’s popularity as a must-visit destination in Central America continues to set unprecedented records.*”⁷ The data shows that Belize’s tourism arrivals in the first quarter of 2018 have increased by 22.5% (overnight) and 4.6% (cruise) over the same period in 2017. There is a clear increase in interest in Belize as a tourism destination and the trend in increase visitation has continued over the last five years. Although Belize is a small tourism destination compared to some of the more popular destinations in the region, it continues to experience an upward trend in visitation. If one compares Belize’s tourism arrivals to Jamaica’s in 2017, Belize hosted some 1.5 million visitors while Jamaica hosted some 4.3 million visitors. Costa Rica is often cited as a main competitor to the Belize tourism product. In 2017, Costa Rica hosted some 3 million visitors. If one was to go by visitor arrivals, Belize is still in its infancy stage as it relates to tourism activities.

But observers have seen an upward trend in growth. In 2013, Belize’s overnight tourist arrivals were 294,177, and in 2017, this figure increased to 427,076 arrivals. This is an increase of more than 100,000 in five years. As it relates to cruise visitors, in 2016 Belize

⁷ Belize Tourism Board Release, April 11, 2018

hosted over 1 million cruise visitors for the first time (BTB unpublished statistics, 2018). This increase is very positive for Belize, especially the increase in overnight visitors given the importance of that segment to Belize's economy. This growth can be assumed mainly due to the global economic upturn in Belize's main tourism markets and the arguable inelastic demand (in terms of price sensitivity) of Belize tourism product to its market segment (Table 2).

TABLE 2: TOTAL NUMBER OF OVERNIGHT ARRIVALS FOR BELIZE (BTB)

Type	2013	2014	2015	2016	2017
Overnight	294177	321220	341161	385583	427076
Cruise	677,350	968,131	957,975	1,005,394	1,014,231

These growth rates are a reflection of the growth trends being experienced by the Caribbean region according to the Caribbean Tourism Organization (CTO). Belize indirect competitors in the region have also recently experienced growth in overnight tourism arrivals in 2017. The Bahamas showed increases of 2.7%, Barbados experienced growth of 13.9%, and Jamaica had growth of 2.1%. According to Ryan Skeete of the CTO, "We are delighted to report that Caribbean tourism reached another milestone in 2017, surpassing 30 million stay-over/tourist visits for the first time and reaching an estimated US \$37 billion in total visitor spending. This good news was despite the devastating September hurricanes. The performance in 2017 was primarily supported by sustained economic growth in all of our major source markets. Stay-over arrivals were on track for a strong performance during the first-half of 2017, growing by an estimated 4.8%. However, there was a major slowdown in the second half performance due to the impact of the September hurricanes as tourist visits declined by 1.7%. These outcomes resulted in an overall increase of 1.7% to reach 30.1 million visits, marking the 8th consecutive year of growth, albeit slower than the average global growth rate of 6.7%. Therefore, the Caribbean market share of global visits in 2017 shrunk by 0.1 percentage points, to register 2.3% of the market. Among the destinations, tourist arrivals showed uneven growth. Several countries reported double-digit increases in 2017 such as Saint Lucia (11%), Belize (10.8%), and Bermuda (10.3%), while the hurricane-impacted countries recorded decreases ranging from -18% to -7%." (CTO State of the Industry Report, 2018).

These data show that tourism is a vital part of the Caribbean, and specifically Belize's economy, and continues to be the main foreign exchange earner. In 2013, total tourism expenditures in Belize was BZ\$749.8m. In 2017, Belize received approx. BZ\$794 million from tourism, which accounted for 41% of total exports (Table 3). Unlike tourism arrivals, visitor expenditure has not been growing at an exponential rate. The forecast from the WTTC is that this figure will increase to over BZ\$1.4 Billion, accounting for over 50% of

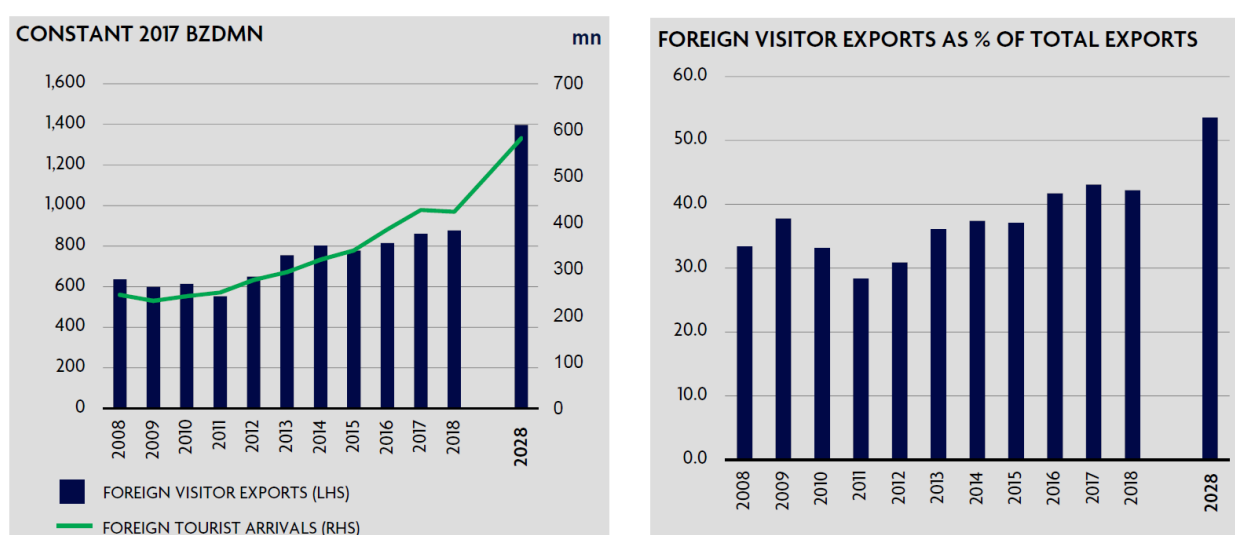
total exports in 2028 (Figure 6). The data consistently show that overnight visitors account for approximately 85% of this expenditure and 15% allocated to cruise passengers.

TABLE 3: TOTAL TOURISM EXPENDITURES IN BELIZE (IN BZ\$m) (BTB)

2013	2014	2015	2016	2017
749.8	768.9	770.9	819.6	794.9

FIGURE 6: TOURISM EXPENDITURES AS A PERCENTAGE OF TOTAL EXPORTS

BELIZE: VISITOR EXPORTS AND INTERNATIONAL TOURIST ARRIVALS



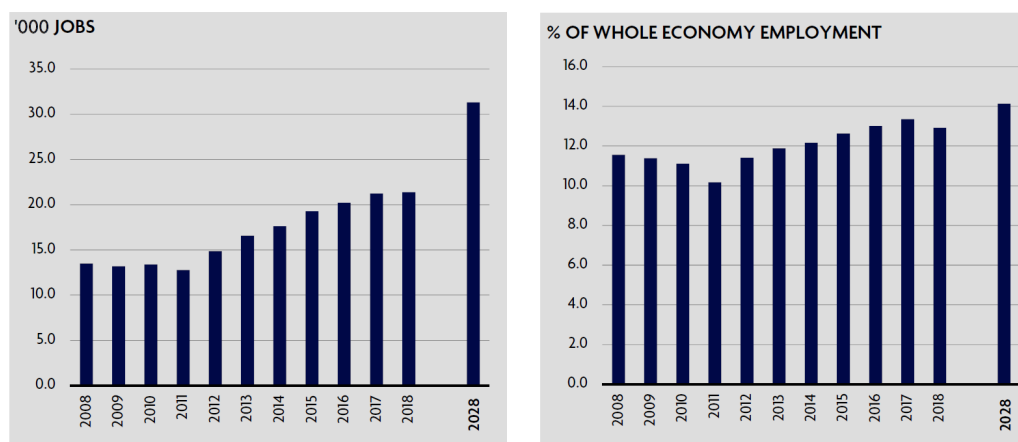
Source: WTTC World Economic Outlook, 2018

The total number of persons employed directly in tourism in 2015 was approximately 18,500 and aggregately was 34.8% of total employment or 48,500, a figure representing some 1 in 7 persons. In 2017, direct employment was 20,186 and total aggregate employment was 59,000 jobs or 37.3% of total employment. This employment figure is expected to rise to some 90,000 jobs by 2028 (2018 Belize Economic Impact Report, WTTC) (Figure 7). Without a doubt these data indicate the importance of tourism to Belize's economy. Although Belize has other major exports such as sugar (valued at BZ\$148m) and bananas (valued at BZ\$82m) in 2017 (SIB, 2018), the tourism product is one that maintains a promising competitive advantage in the global marketplace. The prospects for growth is promising as suggested by the WTTC. This foreign exchange earner (sic. tourism) is of vital importance given Belize's increasing foreign debt which is currently estimated at 82% of GDP which has to be serviced some way or the other. As

reflected above, the need for continuous economic growth and development is important for the socio-economic health of the nation and its citizens.

FIGURE 7: TOTAL CONTRIBUTION OF TOURISM TO BELIZE’S GDP

BELIZE: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT



Source: WTTC World Economic Outlook Belize 2018

1.3 Institutional & Regulatory Framework

The Ministry of Tourism and Civil Aviation (MTCA), as of April 2018, is a substantive ministry within the Government of Belize including the ministry headquarters, one government department (Department of Civil Aviation-DCA) and three statutory agencies (the Belize Tourism Board-BTB, the Border Management Agency-BMA and the Belize Airports Authority-BAA). Unlike other substantive government ministries, there is not an actual statute prescribing the legal mandate of the MTCA and its governing operations. Instead, there are several enabling legislative statutes including the National Tourism Act, the Belize Tourism Board Act, the Civil Aviation Authority Act and the Belize Airports Authority Regulations which govern and guide the work of the MTCA and the government department and various statutory agencies under its remit.

The MTCA’s strategic plan identifies the entity as “a government entity that provides leadership, strategic direction, good governance and oversight on all matters relating to the development of tourism and culture for and on behalf of the Government of Belize”⁸. Furthermore, the MTCA is expected to:

- “ensure that tax revenues are being efficiently utilized to support the national development plans and priorities as determined by the legislature;

⁸ MTCCA, 2013, p. 7

- enhance transparency and accountability in the overall governance of the sectors it represents;
- facilitate and have oversight over the development of plans and policy and delivery of those;
- be responsible for the coordination, reporting and finance of agencies (under its remit);
- serve as the primary liaison between the public and private sectors and as a key facilitator with external agencies/partners for the overall development of tourism and culture in Belize; and
- be responsible for attending to all legal obligations/commitments, international conventions, agreements and other institutional arrangements on behalf of the Government of Belize”⁹.

Core ministry responsibilities were listed as “governance and oversight”, “sector coordination/integration”, “policy development”, “physical planning”, “legal and regulatory framework”, “external relations”, “facilitation of trade and tourism investments”, “project development and coordination”, and “protection of the broader public interests”¹⁰.

The MTCA’s oversight responsibilities as a public sector body are shared between the ministry itself and its subordinate entities (DCA, BTB, BAA and BMA).

The DCA is responsible for ensuring safety, promoting and overseeing the development of the aviation industry in Belize.

The BAA is responsible for the management, maintenance and administration of certified and prescribed airport facilities and aerodromes in the country.

The BTB is responsible for licensing (hotels and accommodations, tour operators, tour guides), revenue (taxes, fees and levies) collection, marketing, destination planning, and quality assurance within the national tourism sector.

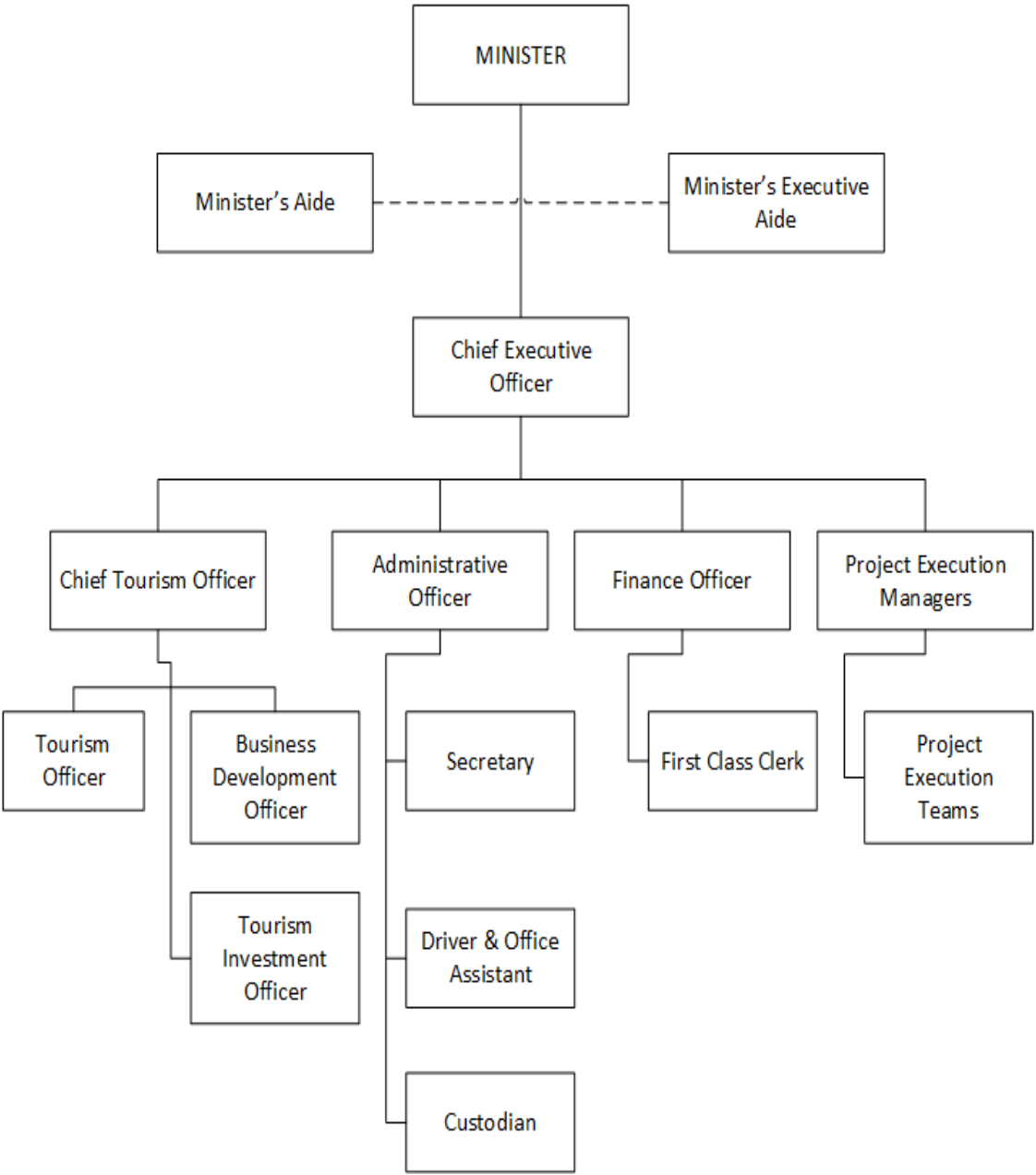
The BMA, in turn, is responsible for the management and administration of Belize’s border facilities and their associated operational responsibilities including maintenance, security, emergency services and facility upgrades.

Figure 8 is an organogram of the MTCA as of April 2018.

⁹ MTCCA, *ibid*, p.7

¹⁰ *Ibid*. p. 8

FIGURE 8: MINISTRY OF TOURISM AND CIVIL AVIATION



1.4 Institutional Framework of Tourism in Placencia

Management and governance of tourism in Belize occur primarily at the macro level through the MTCA and BTB. At the local level, BTIA National along with its destination members and representatives are directly responsible for tourism management and promotions. Although local governments exist, such as town councils and village councils, these bodies do not have a clear mandate and authority to govern their tourism resources.

Town and city councils have a statutory duty to provide ‘rules and good governance’ and to provide certain basic services. Town and city councils’ responsibilities include maintenance of streets, drains, public parks, markets and cemeteries, and garbage collection. All urban councils must set up a utility coordination unit to oversee the activities of the bodies providing electricity, water and sewerage, gas, telephone and other utility services.

Similarly, village councils have responsibility for the maintenance of streets, drains and the sanitation of the village, and the maintenance of public parks, markets and cemeteries. They are tasked with encouraging and assisting cooperation on economic and social development and general welfare. They run community centres and assist residents in making representations to the government if there are problems with certain centrally administered services like school supplies, primary healthcare or the provision of agricultural extension services. They must also ensure that sound environmental practices are adhered to by all persons within the village¹¹.

The Placencia destination has a village council comprised of seven persons with an executive including a Chairperson, Vice Chairperson, Secretary, and Treasurer. Other members are councillors. The village council is a volunteer group and only acts as a lobbying body to the MTCA and BTB on behalf of community residents.

In addition to the village council, there is a local chapter of the BTIA. Many tourism projects and activities are implemented or supported by the BTIA with the collaboration of local community stakeholders. The BTIA also acts as a lobbying body and promotes tourism activities and entrepreneurship not only to its members but also to the general public.

Finally, there is a major environmental NGO in the destination called the Southern Environmental Association (SEA). SEA has co-management responsibility for Gladden Spit and Silk Cayes Marine Reserve and Laughing Bird Caye National Park, under an

¹¹ Belize Country Profile 2017–18

agreement with the Fisheries Department and Forest Department, respectively. These two protected areas are popular tourist sites in the area. As co-managers, SEA monitors the environmental integrity of the sites and regulates access and use by visitors, tour guides, and fishermen. Another civil society organization, Fragments of Hope, focuses on restoring the health of coral reefs in the area.

2. The Planning Context

2.1 Key Elements of the External Environment Scan

POLITICAL FACTORS

Belize's political environment can generally be considered stable. Local and national election cycles usually have been free and fair, and free from violence. There has always been a peaceful transition of power from one administration to the next. A stable political environment creates a favorable environment for private sector activity.

Belize's government structure is modelled from the British parliamentary model with a House of Representatives and a Senate. The Executive Branch is the Cabinet of Ministers, who are appointed from the government's majority. Given such a small society, Ministers of Government have significant power in the administration of the country.

Although there is political stability, corruption in public and private sector is a major concern for the citizenry. As reported by BMI Research (Fitch Solutions), "corruption allegations and tensions with Guatemala will undermine the business environment." Corruption is a major perceptual issue in Belize's political environment, and it is not unusual to hear of bribery allegations. However, such challenges in the political environment are not deemed strong enough to alter the trajectory of the Belize tourism product.

Future governments will continue to view tourism favourably as a significant economic activity in the country. It is also safe to assume that future governments will continue to implement the National Sustainable Tourism Master Plan (NSTMP), which is the strategy document that provides policy guidelines for the development of tourism in Belize. Additionally, a National Tourism Policy for Belize (draft) was prepared in 2017 under the leadership of the Ministry of Tourism and Civil Aviation. The Policy sets out priorities and a direction for tourism in Belize for a ten-year period to 2028. Six key policy objectives have been identified to achieve these priorities: 1) Marketing and Market Access, 2) Product Development, Management and Conservation, 3) the Quality and Safety of the Visitor Experience, 4) Investment, Enterprise, Skills and Employment, 5) Destination Planning and Environmental Management, and 6) Stakeholder Engagement and Coordination. The NSTMP and the National Tourism Policy are strategic documents and, again, it is safe to assume that future governments will continue with the implementation of these national strategies for Belize.

At the local level, Placencia is governed by a Village Council. While the Placencia Peninsula's local economy is highly reliant on tourism, it does not have any local destination management organization. Tourism governance in Belize is centralized. The Placencia Village Council (PVC) is made up of seven councillors of which one is the Chairperson. Like the national political system where the voters cannot elect the Prime Minister directly, the same holds for the Chairperson of the village. The village councils are tied closely to the dominant political parties, and there is a reliance on central government for subventions to operate the council. Due to legislation, the village council is significantly restricted in its capacity to generate revenues and enforce regulations. Regarding the local political environment though, the local political scene in Placencia Village is very peaceful and stable. There is not sufficient evidence to conclude that either national or local politics can significantly change the trajectory of the future direction of the Belize tourism product in the area.

Given Placencia's reliance on marine resources, there are many international and local non-governmental organizations that advocate for, and help to ensure, the sustainable use and management of natural resources. Belize has over 140 registered non-governmental organizations which include a strong environmental lobby driven by organizations such as Oceana, the Coalition to Save our Natural Heritage, Fragments of Hope, and the Peninsula Citizen for Sustainable Development. Additionally, other NGOs such as the Belize Tourism Industry Association, the Belize Hotel Association, and the Placencia Tour Guide Association – can have significant influence as it relates to tourism policies and practices.

ECONOMIC FACTORS

It is important to observe both international and domestic economic trends when assessing the external environment of the tourism sector; especially from Belize's main target markets. Although there has been a strategy to diversify to markets in Europe and South America, the North American market (i.e., the United States and Canada) remains the main market. Recently, the Belize Tourism Board has started to invest in reaching regional markets, in particular, the Mexican market.

Tourism is a luxury product and depends heavily on disposable income. The North American markets of the United States and Canada are the main markets for Belize accounting for some 70% of total visitors (BTB 2018). According to the publication Trading Economics, *“Disposable Personal Income in the United States increased to 14860.81 USD Billion in April from 14809.91 USD Billion in March of 2018. Disposable Personal Income in the United States averaged 5098.62 USD Billion from 1959 until*

2018, reaching an all-time high of 14860.81 USD Billion in April of 2018 and a record low of 351.90 USD Billion in January of 1959.” This growth in disposable income in Belize’s primary tourism market is a positive sign.

An option for tourism in Belize continues to be domestic tourism, especially in the “slow season”. This hinges on how well Belizeans are doing economically. Looking ahead, the Central Bank of Belize estimates that real GDP should grow between 1.5% and 2.0% in 2018. This is not exemplary growth. This expansion hinges on expectations that agricultural output will increase, the three-year decline in “Fishing” will be reversed, and tourism will continue to support broad-based growth in the tertiary sector.

While domestic tourism is important since it may help to reduce the peaks and valleys occurring in peak and off-peak seasons, its growth as a market segment is quite limited. Placencia has the second highest average room rate at US\$355 in the country. This means that, even if hotels offer special rates to Belizean nationals, only a very small portion of the population, i.e. the middle to upper-class economic groups, may be able to afford traveling to this tourism destination. The middle to upper middle-class economic groups in Belize is traveling more within Belize.

From a local village economic perspective, the anecdotal evidence suggests that for residents, the cost of living in the village is very high. Many persons employed in tourism (some 1,700 in 2016 according to the Social Security Board) choose to reside elsewhere in villages outside of Placencia. There are about five buses and four water taxis that transfer commuters on a daily basis between work into the village and their homes outside the village. The general assumption is that there is sufficient work for one to find employment in the village, although many of these opportunities are lower level, and low paying jobs. It appears that many tourism managerial positions and higher paying jobs are going to foreigners. From an economic perspective, however, the village is doing well due to tourism activities. However, since the collection of taxes is outside of the village council’s jurisdiction, it does not benefit directly from taxes collected from tourism activities.

SOCIO-CULTURAL FACTORS

A main socio-cultural factor that has directly affected tourism is the increase in crime in the country. Safety and security issues negatively impact the destination’s image. Furthermore, the risk is one of the most influential factors in a tourist’s travel decision about where to travel.

Other socio-cultural factors that are important in the tourism industry include understanding local and global trends in consumer behaviour (Box 1), population and demographic changes, and other factors.

The Statistical Institute of Belize estimates that Belize's population will reach 400,000 by the year 2020. This increase in population, however, is still a small population by international standards, and the trend is that the annual number of international visitors will continue to be higher than Belize's population.

The changes in population demographics can have an impact on the cultural tourism product. Observations from stakeholders at the Focus Group sessions indicate that there is an ever-increasing presence of Central American migrants which is resulting in a slight cultural shift in the Peninsula area. It is not uncommon to now find an increasing emergence of "tacos and papusas" stands to replace traditional food. The cultural shift is also changing the visitor experience as more guests interact with immigrants who are delivering the tourism product. Placencia's main tourism offering, however, is not culture and thus this migration shift is not impacting the core product as it would in Hopkins or Dangriga.

As it relates to education, it can be concluded that access to primary education exists and is affordable. It is a national law that every child attends elementary school, and thus the state must make education at this level accessible and affordable. Placencia residents have access to primary-level education in Placencia and the nearby village of Seine Bight. High School is not a mandatory state requirement, but if it is sought, high school options for residents of Placencia would be Independence and Dangriga. Like most high schools in the country though, tourism training is very limited. The access to Junior College would be the same

BOX 1: CONSUMER BEHAVIOR TRENDS

Consumer Behaviour:

- Many locals are interested in local experiences and to become tourists in their own country.
- International visitors are interested in affordable, local experiences (e.g., Airbnb).
- There is growing interest in customized experiences among Millennials, who want to be able to make their own choices on their experiences.
- There is a growing trend on experiential travellers. These tourists are interested in experiencing a country, by connecting with its history, people and culture.
- Visitors want to be able to explore and try local cuisine.
- Trend towards responsible tourism.

in Independence and Dangriga although financial constraints become a barrier. The options for tourism training increases at the Junior College level as these academic institutions offer tourism as a major. If a resident of Placencia wishes to pursue University training, the national options would be the University of Belize, Galen University and the University of the West Indies.

Access to adequate health facilities is a major concern in the village. There is one public health clinic that is deemed more a “first aid” center. One doctor attached to the clinic operates the clinic, and it has limited access and supplies. The residents rely heavily on a private doctor that has better facilities and ambulatory care. The bottom line, though, is that the village can only really access primary health care and necessitates emergency transportation to Southern Regional or Central Regional hospitals for secondary care. This is a major concern for such a bustling tourism population center.

TECHNOLOGICAL FACTORS

Technology is an essential factor in any industry, and the tourism industry is no exception. The assessment of technology for the destination takes the form of identifying how technology impacts the marketing and delivery of the product. As with all destinations, technological impact on the Placencia tourism product includes the basic internet access, mobile telecommunications technology, POS machines and the portal to accept credit card payments, bank-to-bank same-day transfers, security cameras and software are all standard technological features that have been integrated into the tourism industry.

Reservations, inventory management, and Customer Management systems are driven by technology. Top technological influences include social media platforms, apps, interactive maps, improved transportation systems, and streaming services. Hopkins will very soon have access to the national telecommunication company’s high-speed internet services, Diginet, which provides fiber optic internet speeds for businesses of up to 130mps download speeds. This improvement will positively impact the delivery of the tourism product.

The rise of the shared economy and online marketplace and hospitality services that connects people looking to rent their homes with people who are looking for accommodation, e.g., Airbnb and VRBO, are also quickly becoming very popular mediums for promoting alternative accommodation options such as homes, villas, condos and bungalows. The more recent expansion of Airbnb to include curated experiences by locals in destinations reinforces the market’s interest in experiential tourism. The impact of the shared economy in Placencia deserves further attention. Currently there are more than 50 listings on VRBO and Airbnb for this destination.

ENVIRONMENTAL FACTORS

Environmental factors that affect tourism is the climate and weather. Major threats to tourism include hurricanes and the influx of Sargassum. It is important for tourism destinations to implement preparedness plans to be able to better prepare for disasters resulting from these types of natural events.

Human activities such as dredging can have an impact. The fact that Belize has an economy based on natural resources, with tourism and other natural resource-based industries (such as Fishing) creating the economic argument for conservation, is recognized in the overarching development policy, Horizon 2030. It is further operationalized in the Growth and Sustainable Development Strategy for Belize.

Another external environmental factor that affects tourism is the strategy to brand Belize's tourism as a Responsible Tourism destination. This requires that all development in Belize should be properly designed. Policies and regulations will undoubtedly be centered on this strategy; if not by the government, such policies will be undoubtedly influenced by environmental NGOs, especially in the Placencia Peninsula. Any development in Belize legally requires an Environmental Impact Assessment; however, the quality and enforcement of EIAs can sometimes be sub-standard.

Belize has approximately 26% of its territory classified as protected areas, which to a great extent form the basis of the national nature-based tourism product (e.g., Laughing Bird Caye National Park and Gladden Spit Silk Cayes Marine Reserve). The culture of protecting these natural assets will continue and is consistent with the push to Responsible Tourism. Belize has yet to capitalize on the fact that its Barrier Reef Reserve System (BRRS) has been declared a World Heritage Site (WHS). A well-designed marketing strategy focusing on Belize's BRRS WHS could have major positive results for the growth of the overnight tourism sector.

GOB's announced that the use of single-use plastic and Styrofoam will be banned by April 2019. The tourism industry will need to define exactly how it will contribute to this ambitious national goal. Hotels and restaurants will need tools and pointed technical assistance to help them assess their use of single-use plastics, set their internal targets and adopt new practices that will help them to achieve the targets.

In Placencia, the major environmental issue is the lack of enforcement of environmental regulations. Dredging along the Peninsula is seen as a major environmental issue

impacting wildlife and livelihoods. On October 17, 2018, the environmental group Fragments of Hope led a group of environmental organizations calling for a temporary moratorium on dredging in Placencia. This organization backed up by the local BTIA Chapter, Oceana, WWF, BELIPO and the Placencia Tour Guide Association, wrote to the Ministry of Natural Resources' Mining Unit documenting findings and concerns related to dredging and its impact on coral reefs.¹²

Additionally, Placencia lacks proper sewage and solid waste management system. The village still heavily relies on septic systems which are woefully inadequate for such a destination. Although not ideal, the discarding of solid waste has improved from the utilization of a dump site to the utilization of a transfer station.

The massive influx of Sargassum is reportedly exacerbating the net loss of beach and also affecting certain marine life. In Placencia, the community has worked together to remove and dispose of the Sargassum on the beaches to preserve and maintain a key aspect of the tourism product. While the Sargassum invasion affects the tourism industry on the whole, there is currently a national response. A National Sargassum Task Force has been commissioned to develop and oversee the implementation of an action plan to address the situation. In October 2018, the task force announced a short-term solution for continuous Sargassum clean-up at the main coastal tourism destinations of San Pedro, Caye Caulker, Hopkins, and Placencia. As reported recently by the Director of Tourism and the Minister of Tourism at a press conference, the government will provide funding of 1.2 million dollars to help respond to this problem. Also, the BTB will forego their collection of about 2.2 million dollars in hotel taxes, which the hoteliers will be able to use to address the Sargassum problem on their properties immediately.¹³ This consultancy supports the efforts of the national response and recommends strong monitoring to ensure that the funds are used for the intended purpose.

Regionally, the National Center for Scientific Research (CNRS) and the University of the West Indies launched a research project on Sargassum in October 2018, to find ways to "value these algae at the origin of public health problems in the Caribbean region".

LEGAL FACTORS

The legal environment is linked closely with the political environment. The political actors are the ones responsible for legislation. For a destination, many laws are in effect. There is the consensus from the stakeholders in Placencia that there are enough laws and regulations. While laws in Belize are generally well written, the challenge lies in their

¹² Channel 5 Belize, October 17, 2018

¹³ 7News Belize, October 31, 2018

effective, consistent and fair enforcement. For example, the business community has complained repeatedly that a level playing field does not exist, e.g., as it relates to charging and paying GST. Also, it is a known fact that most restaurants do not have a POS system or programmable cash registers, which may result in underpayment of tax revenues to the GOB.

Legislation affects travel and tourism. There are many laws that relate to travel and tourism. These include: 1) Immigration laws, 2) Environmental laws, 3) Building and construction laws; 4) Taxation; 5) Licensing requirements to conduct tourism business at the national and local level, and 6) Employment Laws (Box 2).

BOX 2: LAWS RELATED TO TOURISM

Laws related to Tourism:

- Immigration laws. Over the last couple of years, Belize has relaxed its visa requirements for countries such as Colombia. It was recently announced in 2018 that Mexicans from the State of Quintana Roo will no longer need a passport to visit Belize.
- Environmental laws are plentiful and speak to requirements to minimize environmental impact. Tourism developments require environmental impact assessments.
- The Central Building Authority and the Local Building Authority govern building and construction laws. Permits are required for construction that monitors safety, structure size, and building codes. What is lacking in construction is relevant zoning laws.
- Taxation covers all aspects of the tourism businesses. The Belize Tourism Board (BTB) manages the hotel taxes and the Central Government manages the Business Tax, the General Sales Tax, and Personal Income Tax.
- Licensing requirements to conduct tourism business at the national and local level exist. The BTB is responsible for issuing tourism licenses as they relate to hotel, tour guide, and tour operator operations.
- Employment Laws are enforced by the Labour Department. These laws govern minimum wage, working hours, hiring and termination practices, etc. These are especially relevant given the amount of foreigners needing work permits to work in the tourism industry.

New minimum standards regulations for Hotels and Accommodations will be enacted by 2018/19. The new application requirements are quite onerous, particularly as they relate to the need for permits from various GOB departments such as the Department of the Environment and the Fire Department, etc.

Although there are many laws and regulations, stakeholders in Placencia highlight the lack of enforcement, and not need more legislation, as the main issue.

OTHER MAJOR ISSUES IDENTIFIED

- Although the Placencia Village Council is strong and a very close-knit group, their power to administer and collect tax revenue is very limited because of their Village status.
- Although Placencia is one of Belize's top tourism destination, the destination does not have a coherent brand identity.
- Placencia's civil society-driven environmental lobby is very strong and active which can help to ensure more sustainable management of resources.
- There is anecdotal evidence that there are growing tensions between the native residents of Placencia and the expatriate community. These tensions are largely associated with perceptions that tourism is benefitting the expatriate community more so than native residents.
- There is an increasing number of immigrants engaging in tourism activities which can shift the "cultural" aspects of the tourism service.
- The destination ranks as number 1 or 2 regarding national tourism statistics: e.g., number of hotels, number of hotel rooms, average daily room rates, and occupancy rates.¹⁴
- Due to the poor state of the economy and high commercial lending rates (9.6% as at 31 December 2017 est.), there is little local investment in tourism in the district. The risk, therefore, exists for foreign investors to continue dominating tourism investment in the peninsula.
- Low levels of disposable income among residents, high tourism services prices and high poverty rates result in low levels of domestic visitors to the destination, except during events such as festivals and carnival.
- Challenges with improper water and sewage facilities may worsen as tourism demand continues to rise.
- Poor health and security systems and facilities can reach crisis levels if it is not addressed in the short term.
- Increasing real estate values are driving up the cost of living and cost of doing business in Placencia. This becomes a barrier for "locals" to invest in tourism and for service delivery entrepreneurs to live in the village.
- Natural events (such as tropical storms and hurricanes) can damage or severely set back the main tourism products via wind damage, floods, destruction of the road network and

¹⁴ 2017 Tourism Indicators (BTB)

electrical grid. Sargassum now poses a severe threat to the quality of the visitor experience.

3. The Southeast Coast Tourism Market

3.1 Southeast Coast Tourism Trends

The Southeast Coast of Belize includes the Placencia Peninsula and a coastline that is one of the most highly sensitive natural ecosystems within Belize. This area includes established destinations such as Placencia and Hopkins, emerging destinations such as Dangriga, and what the NSTMP refers to as a “new development area” between Riversdale and Hopkins. Popular protected areas such as the Cockscomb Basin Wildlife Sanctuary (a.k.a., Jaguar Reserve), Victoria Peak Natural Monument, and St. Herman’s Blue Hole National Park are located within this destination. The Placencia Peninsula includes Placencia Village, Seine Bight, and Maya Beach.

With 122,718 overnight visitors recorded in 2017, the Southeast Coast of Belize is the third most visited destination in the country. Only Ambergris Caye and Caye Caulker registered higher visitor numbers, with 181,443 and 140,223, respectively.

TABLE 4: STANN CREEK ANNUAL VISITATION STATISTICS¹⁵

2015	2016	2017	% CHANGE '17 VS '16
Dangriga/Stann Creek			
41,393	46,516	59,665	+28.3%
Placencia			
47,144	50,774	63,053	+24.2%
Totals			
88,537	97,290	122,718	+26.1%

Table 4 above shows the overnight arrivals in the Southeast Coast of Belize for the years 2015, 2016 and 2017. Statistics from the Belize Tourism Board (BTB) show arrival information for Placencia and the rest of the Stann Creek District (including Dangriga, Hopkins and Riversdale). Overnight arrivals surpassed 100,000 for the first time in 2017, with a 26.1% increase over 2016. This represents the highest percentage increase in the country, except Belmopan which is probably an outlier. Last year, the tourism hubs of the country, Ambergris Caye and Caye Caulker, experienced only an 11.6% and 11.3% increase, respectively, over the previous year. This is a clear indicator of an explosive attractiveness and growth of the area.

¹⁵ Visits to Destination represent overnight arrivals (Source: Belize Tourism Board)

Placencia Village has a high percentage of Belize’s total tourism activities. The overnight sector is very important for the Belize tourism product given the expenditure from this sector is more and has a greater impact. A key indicator for this sector is the accommodation industry. The Placencia Peninsula has one of the highest hotel and room stock in the country. In 2015, Belize had a total hotel supply of 850 hotels with a room stock of 7,619. In 2017, the supply of hotels increased to 856 with a total room stock of 8,177. In 2015, Placencia had 156 hotels with 842 rooms. In 2017, the hotel and room stock in Placencia slightly decreased to 153, but room stock increased to 993 (Table 5 and Table 6). This represents a 18% increase in the hotel room stock.

TABLE 5: TOTAL NUMBER OF HOTELS IN BELIZE (BTB)

DESTINATION	YEAR/% OF NATIONAL					
	2015		2016		2017	
Belize – national	850		864		856	
Southeast Coast (Placencia Peninsula and Stann Creek/Dangriga/Hopkins)	247	29.1%	249	28.8%	239	28.0%
Placencia	156	18.4%	155	17.9%	153	17.9%
“Rest of Stann Creek”	91	10.7%	94	10.9%	86	10.1%
Hopkins					38	4.4%
Ambergris Caye	172	20.2%	171	19.8%	169	19.7%
Cayo	125	14.7%	138	16.0%	137	16.0%

TABLE 6: TOTAL NUMBER OF ROOMS IN BELIZE (BTB)

DESTINATION	YEAR/% OF NATIONAL					
	2015		2016		2017	
Belize – national	7,619		8,282		8,177	
Southeast Coast (Placencia Peninsula and Stann Creek/Dangriga/Hopkins)	1,491	19.6%	1,677	20.3%	1,638	20.0%
Placencia	842	11.1%	976	11.8%	993	12.1%
“Rest of Stann Creek”	649	8.5%	701	8.5%	645	7.9%
Hopkins					363	4.4%
Ambergris Caye	1,898	24.9%	2,237	27.0%	2,086	25.5%
Cayo	1,174	15.4%	1,247	15.1%	1,275	15.6%

A measurement of hotel performance is occupancy rates. In 2017, Placencia represented the second highest percentage of Belize’s hotel stock; but its room stock was a distant third. Its occupancy rates are lower than the national average. Belize’s average occupancy rate in 2016 was 37% and in 2017 was 39%. This is skewed heavily by higher occupancy rates in Ambergris Caye. Placencia’s hotel occupancy trend has a unique fluctuation. In 2015 occupancy was at 50% and in 2016 it dropped to 42%, and in 2017 it increased slightly to 45% (Table 7). What resulted in the drop in occupancy in 2016? One can deduce that a reason is a result in room stock led by existing hotel expansion that was not equally coupled by increase demand. The hotel stock remained the same for these two years; however, the room stock increased by 119. Other possible explanations are the increasing popularity of other accommodation options offered on platforms such as Airbnb, and there may have been under-reporting of hotel activities to the BTB.

TABLE 7: HOTEL OCCUPANCY RATES (BTB)

Destination	2015	2016	2017
Belize	42.8	37	39
Placencia	57.7	33.2	31.7
Ambergris Caye	50.3	42	45.1
Cayo	19.4	22.1	34

3.1.1 Overnight Sector

The Southeast Coast is one of the top three overnight destinations in the country. In examining the Southeast Coast's market share for the overnight sector, data for Placencia and the "Rest of Stann Creek" (including Dangriga) will be examined.

Placencia's average room rate (ARR) is less than Ambergris Caye's (a destination which Placencia is often compared with). In 2016, Placencia ARR was \$372 and fell to \$355 in 2017. By comparison, Ambergris Caye's ARR was \$422 in 2016 and \$403 in 2017. The "Rest of Stann Creek's" ARR was US\$282 in 2016 and US\$274 in 2017, which is less than ARR for Placencia.

In terms of average daily expenditure, overnight visitors from the USA to Placencia reduced their spending in 2017 compared to 2016, while the reverse happened in other parts of Stann Creek, including Hopkins and Dangriga. US visitors to Placencia spent on average US\$180.19 in 2016 and US\$177.63 in 2017, a 1.4% decrease (Table 7).

The average daily expenditure by overnight US visitors in the Rest of Stann Creek increased in 2017 compared to 2016. US visitors to other parts of Stann Creek spent on average US\$178.38 in 2016 and US\$196.49 in 2017, a 10.2% increase (Table 8).

TABLE 8: AVERAGE DAILY EXPENDITURE (\$US), 2016 AND 2017¹⁶

Destination (2016)	USA	Canada	Europe	Caribbean	Central America	Other	Regional Average
	\$	\$	\$	\$	\$	\$	\$
Hopkins/Dangriga/SC	178.38	122.16	72.05	166.67	25.00	89.58	162.72
Placencia	180.19	150.74	80.33	166.67	137.50	68.30	167.90

Destination (2017)	USA	Canada	Europe	Caribbean	Central America	Other	Regional Average
	\$	\$	\$	\$	\$	\$	\$
Hopkins/Dangriga/SC	196.49	113.46	97.57	-	-	77.16	175.21
Placencia	177.63	154.17	123.74	-	59.72	122.25	168.19

These expenditures are based on a national average length of stay (LOS) of 6.18 nights in 2016 and 5.77 nights in 2017 (Table 9). LOS data was not available for the Dangriga/Stann Creek and Placencia areas.

¹⁶ Source: Statistical Institute of Belize via BTB

TABLE 9: AVERAGE LENGTH OF STAY (NIGHTS) – NATIONAL AVERAGE LENGTH OF STAY (NIGHTS) – NATIONAL

PURPOSE OF VISIT/ SEASON	SUMMER			WINTER			AVERAGE		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
Holiday, leisure	6.23	5.96	5.60	6.82	6.24	5.75	6.53	6.08	5.67
Business	4.85	3.79	3.99	4.38	3.78	3.84	4.66	3.79	3.94
Visit Friends	8.18	8.36	7.79	8.59	8.12	8.09	8.37	8.26	7.91
Religion	7.33	7.32	6.80	7.72	7.41	6.97	7.52	7.35	6.87
DK/NS	7.00	0.00	6.00	6.33	5.50	6.00	6.60	5.50	6.00
Other	5.58	6.11	4.98	6.74	5.61	5.04	6.08	5.92	5.00
Average	6.31	6.09	5.70	6.85	6.30	5.85	6.58	6.18	5.77

The Southeast Coast is clearly experiencing unprecedented tourism growth as is seen by the arrival and spending numbers. This tourism growth has stimulated an increase in employment. In 2016, 3,996 people were employed within the tourism industry, while 4,288 persons were employed in 2017, an 8.1% increase (Table 10).

Nationally, 20,722 people were employed in the tourism industry in 2017¹⁷. This means that the Southeast Coast (Dangriga/Stann Creek and Placencia) accounted for 20.7% of tourism-related jobs in the country in 2017. Only the Belize District (which includes Ambergris Caye and Caye Caulker) surpassed this percentage. This bodes well for the development of additional tourism products that will benefit under-served rural communities in the Stann Creek District.

It is important to note, however, that more men than women are employed in the tourism industry. Table 10 shows that 59.3% more men than women were employed in 2016, and 62.9% more men than women in 2017. This disparity is similar to most of the other destinations in the country. New tourism initiatives should take this disparity into account to ensure that in the future there is more gender balance in tourism hiring practices.

¹⁷ SIB via BTB

TABLE 10: ACTIVE INSURED PERSONS WITHIN THE TOURISM INDUSTRY – STANN CREEK ¹⁸

Tourism Industry	TOTALS		FEMALE		MALE	
	2016	2017p	2016	2017p	2016	2017p
GRAND TOTAL	3,996	4288	1,541	1,631	2,455	2,657
Accommodations for visitors	2,635	2,905	892	1,003	1,743	1,902
Food and beverage serving activities	712	711	485	484	227	227
Transport	117	116	8	8	109	108
Transport Equipment Rental	23	1	6	1	17	0
Travel Agencies	274	25	91	2	183	23
Cultural Activities	188	451	41	102	147	349
Sports and Recreational Activities	47	79	18	31	29	48

3.1.2 Tourism Training

The Stann Creek District (including Placencia) is also lacking in terms of frontline tourism training. The one institution with presence countrywide that offers skilled-based tourism training is the Institute for Technical and Vocational Education Training (ITVET). The ITVET does frontline training in Food Preparation, Hospitality Services, and Front Desk and these trainings are offered in certain areas of the country. An examination of tourism training in the Stann Creek District reveals that there are only 15 students enrolled at the ITVET for frontline training. The other 200 students are enrolled in Junior College academic tourism programs (Table 11).

¹⁸ SIB via BTB.

TABLE 11: INSTITUTIONAL TOURISM TRAINING IN BELIZE 2018

Institution	Graduates	Current Enrollment	Internship
ITVET		155	
Belize City	n/a	17	YES
Corozal	n/a	16	YES
Toledo	n/a	49	YES
Stann Creek	n/a	15	YES
Cayo	n/a	54	YES
Stann Creek Ecumenical JC	155	50	YES
Sacred Heart Junior College	290	112	
San Pedro JC	125	23	YES
St. John's Junior College	105	63	YES
Corozal Junior College	56	35	YES
Independence Junior College			
Business with Tourism		36	YES
Tourism		38	YES
Centro Escolar JC	n/a	n/a	n/a
Galen University	25	n/a	YES
University of Belize			
Associates	144	134	YES
Bachelors	199	60	YES
Total			
Associates	875	491	
Bachelors	224	60	

3.1.3 Cruise Sector

Harvest Caye is a private island owned by Norwegian Cruise Line (NCL), located in southern Belize, near the Placencia Peninsula. The 75-acre island has been developed as a cruise port and serves as a private destination for ten NCL ships. The cruise port, which welcomed its first guests on November 17, 2016, features an expansive pool with a swim-up bar, salt-water lagoon for water sports, beachside cabanas, a large marina with food and bar area, expansive shopping village, an exclusive 7-acre beach, and exciting shore excursions ranging from zip-lining across the island to snorkelling on the Belize barrier reef.

Cruise tourism arrivals more than doubled overnight arrivals in 2017, with 267,075 cruise passengers arriving on 84 port calls to Harvest Caye in that year (Table 12).

TABLE 12: HARVEST CAYE CRUISE ARRIVALS (PASSENGERS) ¹⁹

Month	Arrivals	Port Calls
January	35,193	12
February	26,060	10
March	36,690	13
April	33,530	13
May	10,031	2
June	10,311	2
July	10,341	2
August	5,173	1
September	14,181	3
October	26,557	7
November	28,702	8
December	30,306	11
TOTALS	267,075	84

While not all cruise passengers venture outside of the Harvest Caye Cruise Port, many do visit the Southeast Coast, including the Placencia Peninsula and the mainland, to participate on tours.

Cruise passengers disembark and come on shore to participate in a number of tourism activities. Daily average spend of Harvest Caye cruise passengers is not available. However, based on a 2015 report prepared for the Florida-Caribbean Cruise Association, passenger cruise parties spent an average of US\$163.52. Spread over the cruise parties that visited Belize, this represented an average of US\$15.77 per party. On a per passenger basis, the average total expenditure was US\$77.87.²⁰

While activity data for Harvest Caye cruise passengers are not available, data does exist for Fort Point Tourism Village (FSTV) cruise passengers. This gives an idea of the type of activities that cruise passengers prefer. The Top 10 activities in 2017 of FSTV cruise passengers is shown below, along with the percentage of passengers who sign up for each activity.

¹⁹ Source: BTB

²⁰ Source: Economic Contribution of Cruise Tourism to the Destination Economies: A Survey-Based Analysis of the Impacts of Passenger, Crew and Cruise Line Spending Volume II Destination Reports, BREA. October 2015.

- | | |
|-------------------------------|-----------------------------|
| 1. Mayan temple visit = 26.3% | 6. Wildlife watching = 5.9% |
| 2. Cave tubing = 21.4% | 7. Airboat ride = 3.3% |
| 3. City tour = 19.7% | 8. Jungle ATV = 1.5% |
| 4. Snorkeling = 11.5% | 9. Horseback riding = 1.4% |
| 5. Swimming = 7.8% | 10. Kayaking = 1.2% |

3.2 Placencia Tour Operators

Tour operators play an important role in the packaging, distribution and sales of tourism products. They function as intermediaries between suppliers and consumers. Tour operators are therefore important strategic partners for tourism development. As of 2017, Placencia registered the most tour operators on the Southeast coast. There were forty (40) operators registered with the BTB. In the previous year 2016, there were forty-three (43), but it seems like 2016 was a record year for registered tour operators as most destinations reported higher numbers than 2017. When compared to Ambergris Caye's 57 tour operators, Placencia has a robust supply of tour operators to provide tours and other services to visitors. These operators offer a variety of marine and terrestrial tour products as shown in Table 13. For the marine offerings, popular dive and snorkelling sites offshore Placencia are used most of which have some connection to the Belize Barrier Reef. A popular marine location for tours is the Silk Caye and Laughing Bird Caye reserves. Regarding the terrestrial tours, popular sites used are the Cockscomb Basin Wildlife Sanctuary and Maya King Waterfalls which are all within the proximity to Placencia. However, many terrestrial tours offer extend to other districts, in particular, those that involve archaeological sites and caving.

TABLE 13: TYPES OF TOUR OFFERINGS

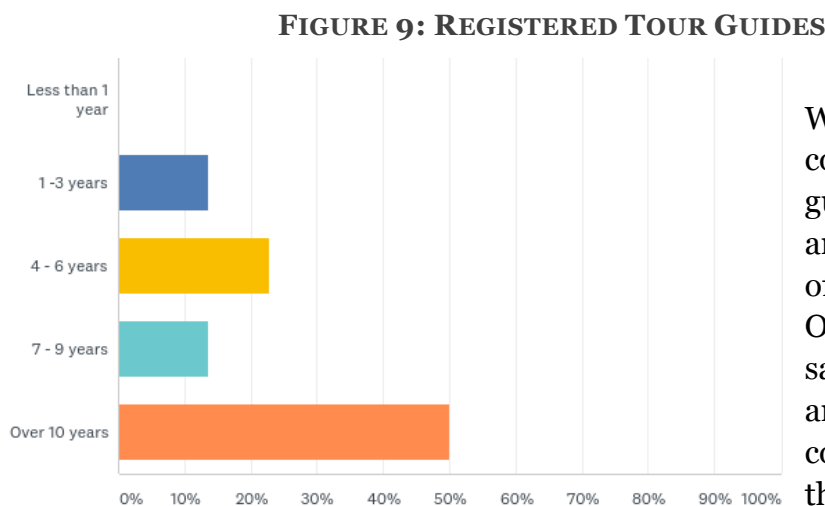
Marine	Terrestrial
Diving	Jungle Tour
Snorkeling	Rappelling
Spearfishing	Zip-lining
Sport fishing	Caving
Fishing	Birding
Sailing	Wildlife
	Chocolate Experience
	River Excursions
	Maya Archaeological Tour
	Culture Immersion
	Gastronomy

Associations are becoming a very important part of the tourism landscape in Belize. In many industries (e.g., accommodation, food and beverage, guiding) within this sector, active associations are visible. However, there are not many tour operator associations in Belize. Although Placencia has the largest number of registered tour operators in Belize, there is no tour operator association in Placencia. The only destinations with tour operator associations are San Pedro and Belize City.

3.3 Placencia Tour Guides

An online survey of licensed tour guides who are residents from the Placencia area was conducted to ascertain basic information on their status and characteristics. This survey was done using convenience sampling where tour guide contact information was obtained from the BTB's database of which only those registered guides with email addresses were sent the online survey. Of the 144 licensed Placencia area tour guides, responses were received from 22. Although the response rate appears to be low at 15%, it is not unusual for online surveys. The survey results help provide a general snapshot of the profile of the guides of the area. Below are the results of the survey.

When asked how long they have been a registered tour guide, the majority of the respondents (50%) claim to be guiding for over ten years. The table below shows the frequency of experience of the guides:



When asked if they conducted most of their guiding in the Placencia area, seventy-seven (77%) of respondents said yes. Of the respondents that said no, and an equal amount (25%), claims to conduct their guiding in the Belize District, San Pedro Area, Cayo and

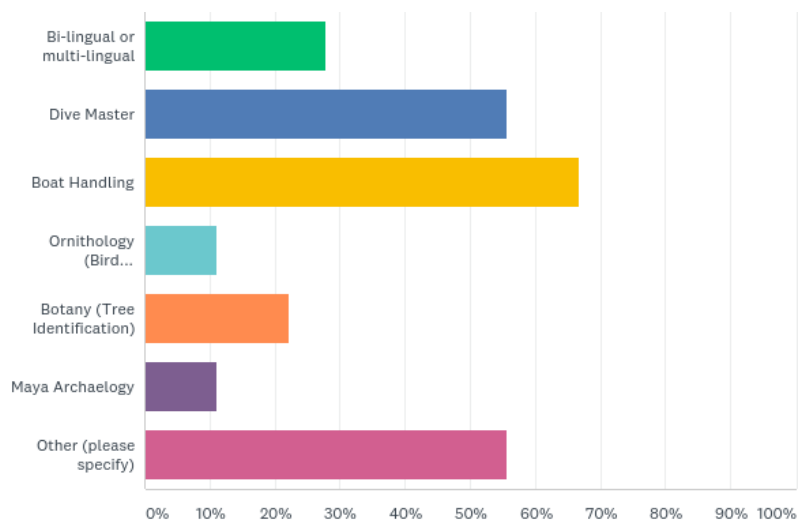
Toledo districts equally.

In classifying their principal guiding expertise, seventy-eight percent (78%) of respondents indicated that they are Marine guides; a natural selection for a coastal community such as Placencia.

The remaining respondents claim their expertise to be Nature Guides and Adventure Guides. No guide classified themselves as neither Cultural/Heritage/Archaeological guides nor Birding guides, which suggests there may further need to train guides in these areas if these will become new niche products.

Figure 10 shows the tourism skill set that respondents claim.

FIGURE 10: TOUR GUIDE SKILL SET



Over half (56%) indicated having skills in Boat Handling and being Dive Masters (56%). Some claimed to have skills in Botany (22%) and being Bi-lingual/multilingual (28%). As it relates to language, all of the respondents indicated their ability to conduct guiding in English while thirty-three percent

(33%) said they could also conduct guiding in Spanish. Other languages (6%) that respondents had a good working knowledge of and can guide in is Italian.

Respondents were asked to rank the customer types that represent their highest number of customers. The top ranked customer type was overnight visitors at sixty-seven percent (67%) followed by cruise ship visitors for the remaining thirty-three percent (33%). Unlike some other destinations, this gives an indicator of the increasing importance of the Harvest Caye Cruise port in the area. Finally, respondents indicated that most (83%) of the guiding that is done is through free-lance operations while the remaining guiding work, seventeen percent (17%) is through a tour operator. This indicator is in contrast to the other Southeast Coast destinations where most guides use tour operators. It is important to note that tour guides are prohibited from providing packaged tours directly to visitors; the service must be provided through a licensed tour operator. With this said, tourism stakeholders informed that in freelancing, tour guides might be working for multiple tour operators who do not consider them staff. However, anecdotal information also indicates that many tour guides are independently conducting tours.

As mentioned above, associations have become important and serves as important tourism lobby organisations. In this landscape, tour guide associations are more prevalent. There is at least one of these associations in every district. Tour guide associations serves an important function as it is a requirement for a tour guide license that an individual applying for such a license secure a recommendation from a tour guide association in good standing.

In Placencia, the tour guide association, of which there is only one, is called the Placencia Tour Guide Association (PTGA). This association was formed in 1996 and has over 200 members. The PTGA is very active and has a strong lobby voice. Recently in 2018, the association joined Friends of Hope in calling for a moratorium ban on dredging on the Placencia Peninsula. Additionally, the association coordinates many training opportunities for its members that includes enhance tour guide skills training and training up to the Dive Master level. There's a strong sense of community involvement that includes close partnership with schools in Placencia and the members have been actively involved in community programmes such as Sargassum clean up campaigns.

3.4 Main Competitors, Needs of Target Markets

Belize has many destinations, and a visitor can choose from diverse experiences. The main tourism destinations in the country are Ambergris Caye, Placencia, Caye Caulker, and the Cayo District. Emerging destinations are Toledo, Corozal, and Orange Walk – each positioning a unique brand of tourism. The main tourism assets in the coastal areas (such as Ambergris Caye and Placencia) are marine, and the main assets for the terrestrial destinations (Orange Walk and Cayo) are the subtropical forests, archaeological sites, and caves.

These individual destinations may find themselves competing for visitor attention and dollars under the country's national brand. However, as opposed to defining the relationship as pure competition, it is best to look at it as a system of cooperation in which destinations can offer differentiated and complementary experience thereby distributing visitors and expenditures.

Using the Competitive Profile Matrix (CPM)²¹ to assess where Placencia is in comparison to its major competitors as defined by the consultative process, Placencia was compared

²¹ Adapted from the Competitive Profile Matrix, Strategic Management-Concepts and Cases, David, Fred; David, Forest, 16th edition, 2017. The Competitive Profile Matrix (CPM) identifies a destination's major competitors and its particular strengths and weaknesses in relation to the destination's strategic position. Critical success factors in a CPM include both internal and external issues; therefore, the ratings refer to strengths and weaknesses, where 4 = major strength, 3 = minor strength, 2 = minor weakness, and 1 = major weakness. In a CPM, the ratings and total weighted scores for competing destinations can be

to Ambergris Caye (San Pedro) and Hopkins. Hopkins was selected because of its proximity and similarity in product offerings, and Ambergris Caye was selected because it is a developed coastal tourism destination with a large tourism supply like Placencia. Ambergris Caye and Placencia are the two most visited coastal destinations, and Hopkins is vying for that same market. Based on managerial judgement, the consultants decided on 12 critical success factors that are important to the destinations' operations for tourism destination management (Table 13). These factors were selected based on the stakeholder findings in the assessment phase of the report. These factors emerged in stakeholder interviews, PESTEL analysis, and SCOT analysis. Each of these factors was then weighted to indicate their level of importance to the management of the destination. The weights applied to all destinations. Each factor is then given a rating to indicate whether that particular factor (for the particular destination) is:

1. Major weakness
2. Minor weakness
3. Minor strength
4. Major strength

compared to the target destination. This comparative analysis provides important internal strategic information. The aim with the scores is to assimilate and evaluate information in a meaningful way that aids in decision making.

Among the three Belizean destinations assessed (Table 14), San Pedro is the destination that has the highest competitive position with a score of 3.17; it is the first and most developed tourism destination in the country. Because of its proximity to the Barrier Reef and Hol Chan Marine Reserve, San Pedro scored high for its natural and cultural tourism assets. Hopkins also scored particularly well in the areas of its Natural and Cultural Tourism assets. Hopkins is located near the marine assets and is a vibrant Garifuna village, where multiple cultural activities occur on a daily or weekly basis. Although Placencia does not have a recognized branding strategy with a consistent branding identity, the destination has brand strength. This means that the name is recognized and this is evident from the amount of visitation and the state of its tourism development.

Placencia is almost as well-known as San Pedro when one thinks a “Belize” vacation. A few of Placencia’s strengths in the CPM analysis include marketing strategies, system to monitor visitors’ satisfaction and access to tourism assets. Although there are no coordinated efforts occurring on these topics within the destination, there is some performance occurring that represent basic strengths. It is important to note that there is considerable room for improvements in these areas. Many big private sector players are operating in Placencia, and they are doing their own tourism management. Take for example the major resorts. These resorts have well thought out marketing strategies and

Table 14: CPM CRITICAL SUCCESS FACTORS

Critical Success Factor	Description: The destination has...
Natural and cultural tourism assets	Natural and cultural tourism activities and attractions that are readily accessible or available.
System for monitoring tourism activities	Systems to monitor impacts and activities from visitor uses.
Marketing strategies	Strategies to market the tourism product to maintain and expand market share.
Zoning laws and regulations	Zoning systems to prevent over-crowding, noise pollution, etc.
Safety and security systems	Systems to ensure the safety and security of visitors.
Health care access	Access to hospital and clinic facilities, and emergency medical care.
System to monitor visitor satisfaction	Systems for monitoring and enhancing guest satisfaction.
Access to tourism assets	A diverse set of tourism assets that are readily accessible.
Quality of ancillary services	Services such as electricity, communication, etc., to complement tourism activities.
Has tourism management group	A destination management structure, whether formal or informal, to ensure proper tourism development.
Brand strength	A visible and recognizable brand that sets it apart from other destinations.
Sustainability considered in its actions	Tourism operations that are managed in an environmentally responsible manner and practice corporate social responsibility.

monitor guest satisfaction. They also have their own safety and security protocols. These practices reflect positively on the destination. San Pedro boasts a similar environment, but Hopkins does not. Placencia's major weaknesses were systems of monitoring development, zoning regulation, and health care access. San Pedro scored higher on these fronts given the role and some level of autonomy of the Town Council and for having a Polyclinic and easier access to health care in Belize City and southern Mexico. Placencia has a Village Council with little autonomy and cannot control development. Also, the village has no proper health care facilities, and zoning is a major concern. It is these factors that would have to be considered and improved if Placencia would improve on its competitive position when compared to the market leader, San Pedro. In the CPM, Placencia's position is second to San Pedro but still ahead of Hopkins primarily because Hopkins is still dealing with early-stage development issues, such as marketing, safety and security, and health care access.

TABLE 15: COMPETITIVE PROFILE MATRIX (PLACENCIA)

Critical Success Factors	Weight	Placencia		San Pedro		Hopkins	
		Rating	Score	Rating	Score	Rating	Score
Natural and Cultural Tourism	0.15	3	0.45	4	0.60	4	0.60
System for Monitoring	0.15	1	0.15	2	0.30	1	0.15
Marketing Strategies	0.08	3	0.24	4	0.32	2	0.16
Zoning Laws and Regulations	0.05	1	0.05	1	0.05	1	0.05
Safety and Security Systems	0.10	3	0.30	3	0.30	1	0.10
Health Care Access	0.10	1	0.10	3	0.30	1	0.10
System to Monitor Visitor	0.05	3	0.15	4	0.20	2	0.10
Access to Tourism Assets	0.08	3	0.24	4	0.32	4	0.32
Quality of Ancillary Services	0.08	3	0.24	3	0.24	3	0.24
Has Tourism Management	0.05	3	0.15	3	0.15	2	0.10
Brand Strength	0.06	4	0.24	4	0.24	3	0.18
Sustainability considered in its	0.05	2	0.10	3	0.15	3	0.15
Totals	1.00		2.41		3.17		2.25

3.5 Profile of Southeast Tourism Product

Of Belize's six districts, Stann Creek is the second smallest with a total area of 840 square miles. The district currently has a total population of some 41,032 individuals of which approximately 10,217 live in the main urban town of Dangriga, considered to be the "culture capital" because of the concentration of the Garifuna people and the lively culture that is still represented today. The SIB reports the other 30,816 residents live in rural areas. The main economic activities in the Stann Creek district focus on agriculture,

primarily citrus and banana cultivation. But as is a trend countrywide, tourism is playing a significant role in emerging economic activities.

In general terms, the National Sustainable Tourism Master Plan (NSTMP) tries to obtain a better balance developing all the tourism destinations in Belize according to the potential of the different product offerings. The Southeast Coast is identified as one of “seven thriving, unique tourism destinations that together converge in a cohesive offering to make Belize a distinctive and highly competitive destination”²².

Unlike Ambergris Caye, the Southeast Coast coastline is not heavily populated by docks and piers. Water quality of the sea is generally good, but sensitive to wave action and sedimentation. Most of this land is low in elevation, and development of any intensity will require mitigation of environmental conditions and potential destruction of mangrove areas.

Stann Creek District has two main tourism hubs--Hopkins Village and Placencia Village, and an emerging destination, Dangriga. Hopkins is relatively young but experiencing steady growth in the development of the tourism product and Placencia is more mature and growing at a rapid pace. On the other hand, Dangriga is lagging in tourism development.

Key takeaways about Placencia as a tourism destination are outlined below:

Challenges:

- Placencia’s development is not presently guided by any zoning plan or master plan. Environmental concerns are raised when looking at the strong development Placencia is and could be suffering.
- Lack of adequate quality tourism facilities located in Placencia Village.
- Beach erosion as a result of coastal structures and developments is always a major issue to consider in Placencia.
- Even though the road has been upgraded recently, there is an under capacity of bridges on the road accessing the Peninsula from Belmopan. Frequent heavy rains during the rainy season produce flooding that hinders the use of bridges by circulating vehicles.
- Insufficient basic infrastructures to cover current and potential demand, and not enough capacity for energy and water supply services.

²² Source: NSTMP

The Placencia Peninsula, in particular, contains some of the most highly sensitive natural ecosystems within Belize. At the same time, there is at present an increasing pressure from the real estate sector to develop the area at a fast pace.

3.6 Placencia Tourism Assets

Appendix 3 presents an inventory of the major Tourism Assets located in Placencia. A description is provided of each asset identified. Each asset is also marked as either an actual or potential tourist attraction and organized based on four main categories. The categories are: 1) Natural Resources; 2) Cultural and Heritage Resources; 3) Purpose Built Resources, and 4) Events. Resources classified as natural are those that are created by nature while the other resources are created by humans. These man-made resources are categorized as follows:

- Cultural and Heritage – have cultural value or historical significance;
- Purpose Built – developed to attract tourists to the destination; and
- Events – bring tourists to the destination and include meetings, incentives, conventions and exhibitions.

Finally, an assessment²³ of the asset's tourism readiness is provided based on the following delineation:

Optimal – everything is in place for optimal visitor experience. This indicates that the asset has met all minimum criteria and at least 80 points of asset-specific criteria.

Moderate – the asset has some tourism infrastructure in place but will require a minimum investment. This indicates that the asset has met all minimum criteria and between 61 points to 79 points of asset-specific criteria.

Limited – the asset will require significant investment. This indicates that the asset has met all minimum criteria and between 41 points to 60 points of asset-specific criteria.

Inadequate – the asset is not recommended to be developed for tourism purposes. This indicates that the asset has met all minimum criteria but not more than 40 points of asset-specific criteria or has not met the minimum criteria altogether.

²³ Assessment was done based on professional judgement, existing knowledge about the asset, and stakeholder discussion.

Table 16 shows the results of the Placencia tourism assets assessment. Overall, there are twenty-eight (28) identified tourism assets²⁴ in the destination. Of these, twenty-four (24) are actual assets while four (4) are potential assets. The table also shows the breakdown of assets by category and their tourism readiness.

TABLE 16: PLACENCIA TOURISM ASSETS ASSESSMENT

Asset Category	# Of Assets	Optimal Readiness	Moderate Readiness	Limited Readiness	Inadequate Readiness	Actual	Potential
Natural	18	9	5	3	1	15	3
Cultural & Heritage	9	4	4	1	0	8	1
Purpose Built	0	0	0	0	0	0	0
Events	1	1	0	0	0	1	0
TOTAL	28	14	9	4	1	24	4

3.7 Priority Issues for Tourism Product Development

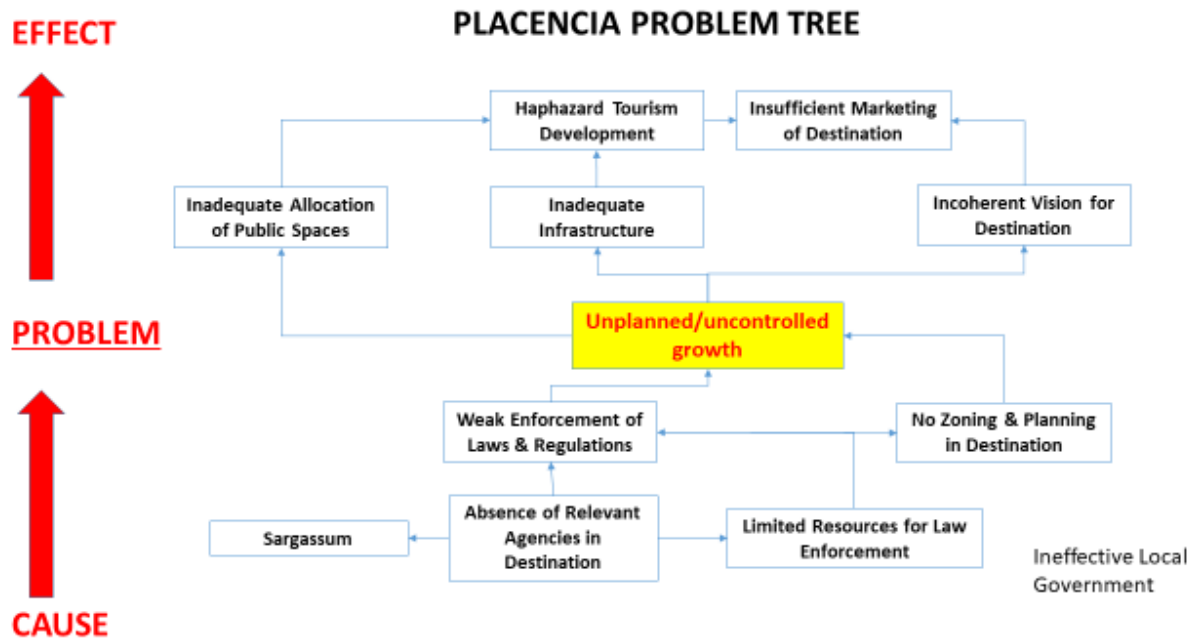
Figure 11 shows the results of the problem tree analysis that emerged from stakeholder consultations. The most critical problem that Placencia is experiencing is that there is unplanned and uncontrolled growth and this is impacting tourism growth and the livelihood of residents. This problem exists because of several issues 1) weak enforcement of laws and regulations; 2) no zoning and planning for the destination; 3) ineffectiveness of the local government, and 4) absence of relevant agencies in the destination.

The existence of the destination problem has contributed to further issues. First, there is inadequate infrastructure to support tourism growth and the increasing number of persons utilizing these infrastructures. The second issue as a consequence of the main problem is that there is no shared vision for the destination, meaning that there is no common understanding of the brand identify and unified vision for product development. Related and stemming from this second issue, is the issue of insufficient marketing of the destination.

Finally, there is inadequate urban planning to support growth. This has resulted in the lack of allocation of public spaces to support the increase in the growth of tourism, such as parking spaces, parks, walking paths, etc. These issues all interrelated and eventually results in the haphazard tourism development of the destination. Although Placencia is one of Belize's top destinations, there is a need to manage the destination's growth moving forward properly.

²⁴ Only assets with some level of tourism potential have been initially identified.

FIGURE 11: PLACENCIA PROBLEM TREE



Upon consideration of these issues, stakeholders through consensus were able to frame and agree on a vision statement and goals for the Placencia Tourism Destination. The vision and goals are presented in Sections 4.1 and 4.2 below.

3.8 Bottlenecks Hindering Competitiveness

Table 16 presents some bottlenecks or obstacles hindering the increase in competitiveness of Placencia. These bottlenecks are divided into the main aspects of product development, distribution and marketing and those that could relate to regulation.

TABLE 17: BOTTLENECKS HINDERING PLACENCIA’S COMPETITIVENESS

BOTTLENECK/OBSTACLE
<i>Product distribution and marketing</i>
Marketing and Promotion. Although the local BTIA Chapter has been using the “Barefoot Perfect” logo and tagline, Placencia lacks a unified brand and a marketing strategy. Most of the resorts do their own marketing and often convey very different brand identities and communications. There are no marketing targets for the destination, and this is necessary going forward.
Tourism Product. Placencia has a wide diversity of tourism assets and attractions. While many of these have been developed into tourism products, more could be developed, packaged and marketed to tourists. This growing destination is experiencing some early signs of too much tourism or “overtourism” around the very popular activities occurring in sensitive areas and wildlife. An example of this is Whale Shark viewing.
<i>Infrastructure</i>
Pier and Promenade. The Pier and Promenade is a recent infrastructural development that has huge potential for the villagers and its visitors. The PVC manages it, and currently, the use is mainly for some boat docking, cruise ship transfers, and leisure activities by locals. There can be more income generating activities and a more structured management system for the site.
Waterfront. Placencia’s seafront has been significantly affected by the influx of Sargassum, which reduces its appeal as a welcoming coastal/beach destination – one of the most popular beach destinations in Belize. The GOB recently approved an assistance package to aid coastal properties to manage the Sargassum issue. Proper boat docking and pedestrian access infrastructure and facilities are needed. Proper public lavatory and restroom facilities are also needed.

Interpretation at Protected Areas: Marine and terrestrial protected areas, such as the Laughing Bird Caye National Park and the Cockscomb Basin Wildlife Sanctuary, need better interpretation and signage, as well as improved visitor facilities, such as mooring and marker buoys, trails, and environmentally-friendly public toilets.
Roads and Parking: The access road from the Southern Highway to Placencia is much improved. However, there is extremely limited public parking in Placencia, and traffic congestion issues are becoming the norm. This needs to be resolved.
Services. While it is one of the major tourist destinations in the country, Placencia does not have suitable medical facilities for urgent care and medical attention. The nearest hospital is in Dangriga. The village also does not have a public sewage treatment system in place.
<i>Product development and quality assurance</i>
Cultural Experiences. Hotel owners have remarked that their guests request information about other tours and excursions, particularly in the area of culture. Such tour options and alternatives can be expanded.
Community-based Tourism. Residents of Placencia do not know how to promote community types of tourism like homestays, cultural tourism, and agro-tourism. This is an area that could be explored.
Human Resources Capacity. As tourism continues to grow on the Peninsula, so too will be demand for a well-trained workforce. There is a gap currently between the needs of the market and the supply of this trained workforce, and this gap will only continue to widen. Many employers simply train internally to meet their needs; however, there is a need for targeted training programmes to develop human resource capacity, not only in Placencia but nationwide.
Quality assurance. The quality of the lodging offer and service quality in some establishments are in need of standards improvement for all segments. The quality of some of the restaurants and hotels/accommodations within the destination needs to be improved for international visitors.

3.9 Strengths and Opportunities

Boxes 1 and 2 below summarize the strengths and opportunities related to tourism development in the Placencia area. The analysis helps to clearly and strategically identify what internal strengths and external opportunities can be capitalized in the context of the challenges and bottlenecks outlined in the previous section of the report.

Box 3: TOURISM DEVELOPMENT (INTERNAL STRENGTHS)

The following major “internal strengths characterize the Placencia Peninsula”:

Assets & Amenities:

- One of the destinations with the largest hotel and room stock in the country;
- A good supply of high-quality hotels with luxury amenities;
- A destination that is easily accessible;
- One of the best beach areas in the country;

- The destination has easy access to marine tours, as well as to inland tours (waterfall/jungle);
- A variety of restaurants with some of Belize's best restaurants. A Placencia restaurant was recognized as the 2017 BTB Restaurant of the Year;
- Although there is a large foreign presence in tourism asset ownership, there is still a respectable number of local business ownership.

Safety and Quality Assurance:

- Peninsula has a low crime rate compared to other areas of Belize. Residents feel safe and secure at home and outdoor events. Local residents attest to only small petty crimes of "opportunity";
- Many tourism establishments embrace the awareness and practice of sustainable tourism practices;
- The skill-level of tourism personnel is fairly high. Although there is no formal system of training, many tourism establishments train their employees to deliver a quality tourism product. Due to migration, many persons in tourism are bilingual (English/Spanish), and many speak Garifuna because of the nearby Garifuna village of Seine Bight.

Box 4: TOURISM DEVELOPMENT (EXTERNAL OPPORTUNITIES)

Placencia can capitalize on the following major **opportunities**:

Product Development:

- Placencia has a developed tourism product. Since most tours are marine focused, there are opportunities to expand cultural tourism offerings that share key aspects of living culture such as gastronomy.
- Placencia can also develop the nautical tourism product to attract high end, nautical tourists.

Market Linkages:

- There is an opportunity to further develop the Placencia brand identify and to socialize it more broadly so that the private sector can use it more consistently;
- Find ways of capturing more of the regional markets especially opportunities associated with the opening up to the Mexican market with the new AeroMexico flights as well as the Latin America market with COPA flights;
- Upgrading of the Placencia airport and develop a new international airport for private aviation in order to capture more of the luxury market.

SECTION 2: THE TDDP



4. Vision for Placencia Tourism Industry

The vision statement for the Placencia Destination expresses the aspirations for maintaining that community feel while providing high-quality tourism services. These aspirations were derived through a multi-step process. The first steps involved understanding the current situation. The results of the Placencia destination diagnosis, PESTEL analysis, and SCOT analysis provide a comprehensive snapshot of the current state of tourism in Placencia. Next, stakeholders elaborated a problem tree to identify priority issues that must be eliminated in order for the destination to translate its potential for tourism development into reality.

4.1 Vision Statement

Offering a unique and authentic quaint village experience with a varied marine and jungle tourism product, Placencia aims to provide a high quality and safe visit that delivers excellent levels of guest satisfaction to benefit both community and investors while conserving its natural and cultural heritage.

4.2 Purpose Statements (Goals)

To realize the destination vision, the Placencia Destination stakeholders must first endorse the vision of the NSTMP: that is to manage the development of tourism in a sustainable manner. This will be done by focusing on four strategic thrusts/goals that are:

Thrust 1: Strengthened Local Governance

The NSTMP recognizes the advancements in tourism on the Placencia Peninsula. The plan also cites concerns about the rapid growth of tourism in the destination and recommends that there be some level of containment and control of this increasing development. In the planning sessions for this consultancy, all stakeholders agreed with this assessment and voice concerns about this rapid growth. A common theme identified as a major issue was the lack of zoning and enforcement of current laws and regulations. This issue is greater compounded given the absence of authority of the local government in governing some of their affairs. It is for this reason that a major strategic thrust is for the development of a mechanism for the Village Council to be strengthened to govern some of their affairs. This is not a new initiative. There is a current bye-law that can be revised and implemented (See Annex 1: Placencia Village Council Draft Byelaws, 2010).

Thrust 2: Tourism Product and Services Development

As cited in Thrust 1 above, Placencia has recently experienced rapid growth as a result of tourism over recent years; however, there was limited planning in place to support this growth. Buildings have been constructed with all sizes and shapes, and the landscape has no thematic building codes to support a brand. For this reason, Placencia will aim to put sensible and relevant planning and zoning policies and regulations in place.

The increase in tourism activities has also resulted in an increase in population; this is seen by increases in visitors and service providers. The infrastructure development did not keep pace with the demand, so currently there is inadequate public facilities, medical facilities, transportation facilities, etc. For this reason, Placencia will aim to engage in the process of infrastructure development to support tourism and the community.

Thrust 3: Law Enforcement by All Relevant Agencies

Placencia is still a safe destination for visitors. The only crimes against tourists have been petty crimes of “opportunity”. It is important for the destination to maintain this level of safety as any perception of crime increase can be detrimental. The safety and security of the visitor are important to the tourism stakeholders and residents. The destination will, therefore, focus on improving all elements of safety and well-being both for the visitor and community members.

Enforcement is not limited to policing, but to all enforcement agencies operating in the Peninsula. Much of this will be realized through the proper enforcement of current regulations that are relevant to the tourism industry. Placencia will aim to strengthen all law enforcement systems in the community.

Thrust 4: Human Resource Capacity Development

It was noted earlier that the Placencia tourism product is in a growth stage and has a sufficient supply of tourism components (i.e. accommodations, restaurants, tours, etc.). This growth in Placencia’s tourism has been unplanned and haphazard. As such, one of the key components of hospitality, it’s human resources, was not adequately developed to meet this increased demand. Placencia will address this gap by ensuring a system is in place to properly train its human resources at all levels to deliver a quality tourism experience as set out in the vision.

Thrust 5: Marketing of Destination

Branding and marketing have become very important in the travel and tourism industry. The sector is highly competitive both locally and internationally, and marketing strategies can be utilized to highlight the competitive advantage of a destination. Placencia will differentiate its product in this increasingly competitive marketplace to begin to grow its market share by capitalizing on existing markets and exploring new markets. Placencia will develop its brand based on its tourism product offerings including its beach and marine activities to get itself positioned in the minds of potential visitors. This will be done by stressing on the various luxury tourism offerings and the village quaintness of Placencia that make it a unique experience to exceed visitor expectations.

5. Objectives and Strategic Actions

Tourism holds a special position in the contribution it can make to sustainable development and the challenges it presents. Firstly, there is the dynamism and growth of the sector and the major contribution that it can make to the local economies. Secondly, tourism as an activity involves a special relationship between consumers (visitors), the industry, the environment and local communities. Sustainability is the responsibility of all those involved in tourism. Most of the impacts of tourism are the result of actions taken by private sector enterprises and by tourists themselves. Nonetheless, there is a clear need for the government to take a leading role if truly significant progress is to be achieved in making tourism more sustainable.

Sustainable tourism is not a discrete or special form of tourism. Rather, all forms of tourism should strive to be more sustainable²⁵. Making tourism more sustainable is not just about controlling and managing the negative impacts of the industry. It is also about ensuring economic and social benefits to local communities and to raise awareness and support for conservation of the environment. All plans and actions must aim to strengthen the benefits and reduce the costs of tourism.

Tourism enterprises, while seeking long-term profitability, should be concerned about their corporate image, the relationship with their staff, and their impact on the global environment and that immediately around them. Local communities are seeking increased prosperity but without exploitation or damage to their quality of life. Environmentalists are concerned about the harmful impacts of tourism but also see it as a valuable source of income for conservation. Tourists are seeking high-quality experience in safe and attractive environments; they are becoming more aware of the impacts of their travelling.

Sustainability relates to areas of public concern — air, water, natural and cultural heritage and the quality of life. Sustainable development is therefore about creating a better life for all people in ways that will be as viable in the future as they are at present. This means tourism growth is generating prosperity at different levels of society and addressing the cost-effectiveness of all economic activity. Crucially, it is about the viability of enterprises and activities and their ability to be maintained in the long term. It also means respecting human rights and equal opportunities for all in society. It requires an equitable distribution of benefits, with a focus on alleviating poverty. There is an emphasis on local communities, maintaining and strengthening their life support systems, recognizing and respecting different cultures and avoiding any form of exploitation. Lastly, it also means conserving

²⁵ UNEP & WTO, 2005. Making Tourism More Sustainable: A Guide for Policy Makers

and managing resources, especially those that are not renewable or are critical in terms of life support. Concerted action is required to minimize pollution of air, land and water, and to conserve biological diversity and natural heritage.

For the tourism industry, accepting this responsibility for sustainability is not only about good corporate citizenship, but it is also in the industry's own of self-interest. Any harm that is inflicted to the natural, cultural or social environment of destinations can lead to their eventual destruction or loss of value as a tourism product.

The strategies and actions proposed in this plan are therefore guided by these concepts and principles. They are intended to: 1) Make optimal use of environmental resources that constitute a key element in tourism development, while maintaining essential ecological processes and helping to conserve natural resources and biodiversity; 2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance; and 3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities.

This plan also addresses economic viability by carefully assessing the destination market and seeking to deliver on visitor satisfaction, product development and capacity building support. The need for local participation and prosperity is addressed by seeking to maximize returns to the community, support locally owned businesses, development of the local labour pool, targeting higher spending overnight market by developing daily destinations, improve price and distribution of local products, and direct marketing of the destination to capture as much of the travel expenditure as possible. There are also actions that aim to improve market participation for informal players.

Lastly, employment quality and employment regulations including equal opportunity, conditions of work, and health and safety are addressed by the emphasis on ensuring the enforcement of industry regulations. To ensure ecological integrity, the plan promotes tourism development that is appropriate to local environmental conditions. Key to the aim of maintaining physical integrity has policies and instruments in place at a local level that influence the location and nature of new development. There is a direct relationship between the product offerings of the destination, and national parks and other protected areas. Therefore, adequate environmental laws and regulations will need to be continuously enforced to help protect the environment. Fortunately, for Belize, these regulations are already in place. However, enforcement will need improvement in the target destination.

The strategic objectives and corresponding actions presented below are expected to contribute to achieving the four main goals/thrusts outlined in the previous section. These key strategies and activities make up the core elements of the Placencia Tourism Destination Development Plan. The strategic objectives and corresponding activities are presented under their aligned thrusts.

Thrust 1: Strengthened Local Governance

Strategic Objective 1: Strengthen local monitoring and management of tourism development within the destination

Placencia is Belize's third most popular tourism destination. It has been experiencing rapid growth in recent years. Currently, Placencia's designation as a village limits its authority to manage tourism. As is common in any top tourism destination, Placencia is facing many challenges that need intra-governmental and multi-sectoral attention and collaboration to resolve. Stakeholders recognize this gap and have voiced the need for local level destination management. Having a local level coordinating structure and enhanced capacity to manage the destination will help to ensure that the growth of tourism is appropriate and well managed and balances the interests of investors, private businesses, local residents and the environment.

a) Establish a coordinating mechanism between the Placencia Village Council (PVC) and regulatory agencies

There are several government regulatory agencies involved in managing the tourism product in the Placencia Peninsula. These agencies include the Central Building Authority, the Department of Environment, the Department of Health, Fisheries Department, among others. It is evident that many of these stakeholders are not sensitized to local dynamics and that the PVC is not very much involved in the decision-making process of these bodies when decisions are made affecting Placencia. This initiative seeks to implement a structure for intragovernmental coordination that will ensure meaningful consultation, and engagement with key agencies so that the PVC is included in decision-making.

b) Lobby for the enactment of the Placencia's By-Laws

The PVC and community members have drafted a set of by-laws (Annex 1) to address some level of delegation of authority to the local government in order to improve management of their community. These by-laws have gone through several levels of consultation, and the most recent draft was prepared in 2010 and covers Village Council authority, building codes, coastal protection, etc. The PVC and stakeholders will thus seek to revise these laws once more and get them enacted through the established legislative process.

c) Establish local destination management and marketing mechanism

In addition to strengthening intragovernmental coordination, consideration should be given to establishing a structure for local destination management and marketing. There are many organizations involved in tourism in Placencia, and their interactions are complex and dynamic. Although these organizations may have many linkages and interdependencies, typically none of them is able to control the destination. To continue competing effectively, stakeholders in Placencia will have to work together. Establishing local destination management mechanism will ensure the coordinated management of all the elements of Destination Placencia—attractions, amenities, access, marketing, etc.—by facilitating ongoing cooperation and collaboration among public sector, the private sector and civil society.

Actions should be taken to assess the feasibility of and model for establishing local destination management and marketing mechanism. There are different models of local destination management organization existing in the region and beyond. Discussions should involve the MoT, BTB and BTIA. This could serve as a model for other mature destinations in the country that are also experiencing considerable issues associated with the growth of tourism.

d) Develop a local Sargassum Task Force for Placencia

Sargassum has become a major environmental issue for coastal communities including Placencia. It is a more pressing issue in tourism destinations given that it has a negative impact on the visitor experience. As pointed out earlier, there is a national sargassum task force that is assessing and developing recommendations to mitigate the effects on a national scale. However, to ensure that Placencia is at the forefront and is adequately represented, it is recommended that Placencia forms a local task force to assess the situation on the Peninsula. This task force can be chaired by the local chapter of the Belize Tourism Industry Association and should have representation from key stakeholders (to include marine experts) in the area. The purpose of the task force will be to advise the national task force and coordinate efforts on the ground to mitigate the sargassum problem. Furthermore, the task force can help to ensure adequate coordination among hoteliers to ensure the best use of resources.

Thrust 2: Tourism Product and Services Development

Strategic Objective 2: Enhance critical infrastructure that supports tourism

The Placencia Peninsula has been experiencing rapid tourism growth in recent years. This growth has increased the demand for infrastructural resources and other services which are now determined to be inadequate to meet the needs of the residents and visitors. Infrastructure does not only help to improve access to public services and improve the

physical conditions of a destination but also affects the experiences of visitors. Furthermore, infrastructure development helps to facilitate economic activities which in turn can have a positive impact on the growth of the destination overall. Improvements in infrastructure will require the participation of several essential government agencies. Given this scenario, it is imperative for the Peninsula to seek funding and resources for several infrastructural investments and upgrades.

a) Develop an urban development plan for Placencia

As previously identified, there is no urban development plan that includes a system of zoning for the Placencia Peninsula. Hence, there is no guidance to ensure that new development does not interfere with existing uses and/or preserves the “character” of the community. As a result, you often find building structures with multiple uses that may be incompatible being constructed at any location in the destination.

Since Placencia is a thriving community which has a healthy population of residents that have needs as well as a tourism destination, there is a need for an urban plan that includes a system of zoning that will help to balance the needs of the community, developers and visitors in a proactive manner. The development of a community zoning plan can help to ensure that the destination’s brand is not affected by future development activities and ensure that growth is managed in a way that does not negatively impact the local residents. The zoning plan will determine the physical location of certain activities including businesses, accommodations, bars and clubs, residences and other public use areas. In undertaking this planning, the following three factors should be considered:

1. Develop a baseline map that captures information about the environmental characteristics of the land, e.g. important mangrove stands, sensitive lagoons;
2. Take an inventory map of building types and use;
3. Define zones for development including tourism (bars/hotels/residence/parks/green spaces); and
4. Develop building guidelines to include architectural design guidelines that address potential impacts from climate change

The broader urban planning process will identify issues and proposed solutions for other critical areas associated to growth including but not limited to congestion occurring in the village, transportation, healthcare and social services, water supply, solid waste management, sewer system and impact of land use. The initiatives identified below flag all the issues as important ones to address.

The urban planning process should review the legislation affecting development in the destination critically, and assess the types of violations occurring in order to determine

recommendations for making legislation more robust. In this review, the aim will be to assess the violations and recommend stricter penalties if that is deemed necessary. In particular, the following activities should be done:

1. Implement stricter penalties for violations;
2. Increase enforcement officers;
3. Commence an awareness campaign for legislators so that they understand the local dynamics of the destination; and
4. Review real estate laws and ensure community input.

b) Construct public bathroom facilities

There are currently no public resting areas or restroom facilities in Placencia. Having public restrooms and resting areas provide added conveniences to all visitors to Placencia. As more and more visitors come to Placencia, having these basic amenities will make the visitor experience more comfortable. The BTB is very cognizant of this need as it was identified in the Sustainable Tourism Programme 1 programme when the Pier was built, and as such, the BTB is assisting with the construction of these facilities. These public restrooms will be sited to serve as many visitors as possible and so will be located in strategic areas.

c) Construct appropriate medical facilities for Peninsula residents and visitors

As the local population of Placencia continues to increase and the number of visitors continues to grow, Placencia will need to have a well-equipped health center to provide quality care to both residents and visitors alike. The nearest public health center is in Mango Creek across the lagoon where the Independence Polyclinic is located. The growing size of Placencia warrants the establishment of a hospital on or near the Peninsula where expanded health services are available. This means having medical personnel on hand 24 hours a day as well as having adequate equipment to provide critical medical services. Such a facility would also serve the wider Peninsula population.

d) Construct a bus station for the Peninsula

There is a growing number of workers who live outside of the Peninsula but come into work on a daily basis. While bus services are available, there is no bus terminal in the area, and buses use the main streets or parking lots to pick up and drop off passengers. A centralized bus terminal would address issues of safety and traffic management.

e) Construct an appropriate water and sewer system for the Peninsula

The current water supply system needs to be assessed to determine its capacity to meet current and future growth. At the moment, water is pumped from Mango Creek to the Peninsula. The growth of the local population, as well as the number of visitors to Placencia,

means that the water supply system may be reaching its capacity to deliver a reliable supply of water for homes and businesses. Also, there is an urgent need for the development of a new sewerage collection and treatment system in the Placencia Peninsula. According to a waste water feasibility report submitted to the government of Belize by Halcrow (2012), the Placencia Peninsula is one of the most environmentally sensitive regions of Belize. The Placencia Lagoon serves as a habitat for several diverse aquatic organisms and plays an important role in the overall health of the Belize Barrier Reef, which is located a few kilometres to the east of the Peninsula. The protection of these natural resources is critical to the sustainability of the tourism sector.

Currently, there is no centralized wastewater system on the Placencia Peninsula. The predominant wastewater disposal method is the use of septic tanks and in some instances, direct discharge into the soil, beach or lagoon. The Halcrow report points out that a large percentage of the systems are inadequate and represent a potential threat to the environment and public health. A nutrient fate and transport study were started in 2017 in order to have the most appropriate design for a wastewater disposal system. The destination will need to lobby for this upgrade investment to be carried as soon as possible.

f) Construct a marina to expand nautical tourism

Current nautical tourism activities such as marine wildlife tourism can be expanded to recreational boating, small-scale cruises, and water sports around Placencia. This, however, would mean constructing a marina from which many of these activities can be based.

A marina in Placencia would allow for the leasing of berths for sailing vessels and live-aboard vessels, leasing of sailing vessels for holiday and recreational use (charter, cruising and similar), reception, safe-guarding and maintenance of sailing vessels, provision of stock (water, fuel, supplies, spare parts, maintenance, equipment and similar), and providing information to nautical enthusiasts (weather forecasts, nautical guides etc.). The area around the marina is also to be developed in such a way as to bring and host visitors to the area.

g) Provide adequate and standardized signage around the village

Well-designed welcoming, directional (way-finding), and location signs will be installed in the Placencia Peninsula to facilitate the movement and experience of visitors during their stay in the area.

h) Construct a new Community Center for Placencia Village

Placencia is in dire need of a modern community center. The current community center has served the community well over many years but has several limitations in terms of its

occupancy capacity and amenities that would make it more useful. It is designated as a hurricane shelter but is, in fact, not adequate or constructed for that purpose. A modern facility would allow the PVC to host larger events and, in that way, establish an independent source of revenue.

i) Improve and expand Placencia Airport

Local aerodromes across the country have seen improvement and expansion. Improvements have been made at the Belize Municipal Airport, the San Pedro Municipal Airport, and Caye Caulker Municipal Airport by the agency responsible for aerodromes, the Belize Airport Authority. The two major national air carriers, Tropic Air and Maya Island Air, have both commented that the most trafficked and profitable routes are to San Pedro and Placencia. Placencia's passenger load will continue to increase, and thus it is important that the airport in Placencia be upgraded to adequately and safely meet the demand.

Thrust 3: Law Enforcement by All Relevant Agencies

Strategic Objective 3: Strengthen law enforcement capabilities in Placencia

An overriding observation of stakeholders in the Placencia Peninsula is the lack of enforcement of existing laws. Many issues are impacting the operations of tourism in the area such as solid waste, health and safety, building, traffic, etc. Laws and regulations exist for these areas, but the main issue is lack of enforcement. The issue of inadequate enforcement issue spans many government agencies. One major issue is the poor level of policing and the lack of enforcement by the Police Department. There are several initiatives proposed to improve the effectiveness of enforcement by the Police Department and other government agencies:

a) Install police security cameras in strategic areas

Public surveillance camera systems can be a cost-effective way to deter, document, and reduce crimes. Surveillance cameras in public places can both prevent crimes from happening, and material footage can be used to solve criminal cases quickly. Similar to the installation of lighting, the installation of cameras will be done after strategic locations have been investigated and identified such as the main exit to the community. Police officers within the Police station will monitor the cameras. It is important to recognize that the installation of security cameras does require funding for maintenance of the cameras and also for staff that will monitor information provided by the cameras.

b) Establish a mechanism for monitoring and enhancing enforcement of regulations

As observed above, the enforcement problems are not only those of the Police Department. Other public agencies also have considerable challenges in enforcing current laws. A few agencies in particular, such as the Department of Environment and Central Building Authority, etc., are important in controlling the growth and infrastructure. Enforcement requires some level of presence. Given the lack of presence by these national agencies at a local level, there is need to ensure that there is some presence locally that can flag issues that may be occurring to these national agencies and help bridge resources needed to ensure that national level agencies can take a critical look at these issues. Enforcement is a national problem in Belize, and the issues are largely associated with limited staffing and budgeting of many government agencies.

The creation of a local destination management mechanism can be used to help address this problem. This new group/entity can monitor development locally and help flag issues proactively to authorities and follow-up diligently to ensure that agencies are in fact addressing emerging issues. Key agencies to focus on include:

1. Department of Environment
2. Central Building Authority
3. Department of Health

c) Establish a security fund in partnership with the private sector

The Police Department in Placencia receives material support from local businesses and individuals to carry out their duties. This support needs to be better organized and formalized as many businesses would like to contribute and continue to help the police obtain much-needed resources but will do so if there is a transparent and accountable system in place for the management of resources.

A community security fund will be established and managed by an independent third party such as the BTIA or like an organization that has credibility and stakeholder representation. Proceeds of the fund will be used specifically to support the police in patrol, surveillance, and crime prevention activities. Along with funding initiatives, neighbourhood watch programmes will also be implemented. Neighborhood crime watch programs allow community members in neighborhoods to work closely with law enforcement officials to deter criminal activity, thus improving the safety of communities and the people who live in them. This type of program involves relying on the participation of those who live in a particular neighborhood to monitor the area on a 'round-the-clock basis. Should any questionable activity be observed, the person or persons who observed it contacts local law enforcement officials, who then intervene. Neighborhood watch programs can lead to better

partnerships between neighbors, and law enforcement officers, a reduction in crime and a safer and secure community. The PVC and the police department will work with local community leaders to establish these groups around the Peninsula where there are clear interests from residents.

d) Provide additional equipment and vehicles to police

Placencia police currently have limited equipment and vehicles to conduct patrols within and around the community. Their response time is also affected by lack of transportation. The police will, therefore, be provided with additional equipment needed to effectively patrol the community as well as detect, respond to, and investigate crimes that occur within their jurisdiction.

e) Develop a traffic management system

Stakeholders are particularly concerned about the increase in traffic in Placencia. This is becoming a safety issue for pedestrians, cyclists, and motorists using the area. Additionally, there is a lack of parking space in the village. It is proposed that to alleviate and curb these problems, that a traffic management system be developed for Placencia. Such a system will manage the flow of private and commercial traffic, manage to park, manage emergency vehicles, among others.

Thrust 4: Human Resource Capacity Development

Strategic Objective 4: Develop trained Human Resources to provide excellent hospitality and tourism services in Placencia

Having a well-trained workforce is critical to the development of a high-quality product for the Placencia destination. Training of front-line personnel—those individuals that spend the most time with visitors such as front-desk personnel, waiting for staff in restaurants and tour guides—is vital to delivering a memorable experience. While there are some persons who are already working in the tourism sector, according to business operators, many do not always come with the requisite skills and understanding of the tourism sector. Many end up providing on-the-job training for those persons they hire.

a) Conduct a training needs assessment for the destination

The SIB reported in 2017 that over 4,000 persons are directly employed in the tourism industry in the Stann Creek District. This includes employment in areas such as accommodations, food and beverage, among others. It is not certain, however, how many of these persons are employed in Placencia and whether actual skill levels are meeting the needs of employers. Before embarking on a targeted training programme, it will be necessary to conduct a training needs assessment that will assess current skills levels and

industry needs. The training program should focus on addressing the skills gaps identified from the training needs assessment.

b) Adopt and implement the national tourism training programme with local partners and nearby educational institutions

Once workforce skills gaps have been identified from the training needs assessment, targeted training will need to be implemented. There are many existing tourism training programmes that may be able to fill some of the skills gaps identified. The BTB's Quality Assurance Department has embarked on many skills specific training including tour guide training. As well, stakeholders such as the BTIA also has a menu of training programmes. These training programmes can be targeted and implemented in the Placencia Peninsula via a public/private sector partnership instead of a formal educational institution. For more academic training, there are nearby Junior Colleges (Independence Junior College and Stann Creek Ecumenical Junior College) that offer Associate Degree level tourism programmes. These programmes can be assessed to measure relevance and to implement improvements to serve the market demand.

As a long-term training goal, the Placencia stakeholders will ensure that they are a key partner in the development of the national tourism training institute as set forth in the NSTMP.

c) Support peer-to-peer tourism exchanges

There is tremendous potential to foster learning and innovation across a mature tourism destination in the country such as San Pedro, Caye Caulker San Ignacio, Placencia, and Belize City. There are tourism professionals that have specialized training and even international certification in each these destinations. A peer-to-peer exchange program can help to facilitate tourism employee exchanges between Placencia and other mature tourism destinations. This program will enable Placencia tourism practitioners to understudy and train with their industry partners in other parts of the country. This tourism exchange will also be expanded to include exchange arrangements with regional partners such as the Caribbean Tourism Organisation.

d) Develop a secondment strategy to ensure the transfer of specialized skills

Currently, there is limited local expertise existing in areas such as culinary arts, massage therapists, mixologists, hotel managers, etc. Specialized skills can be filled through a well-designed secondment program in which professionals working in the region could be assigned temporarily in Belize to fill the vacant position with the deliberate intention to train local Belizeans.

Thrust 5: Marketing of Destination

Strategic Objective 5: Position and promote Placencia within the tourism sector

Stakeholders stated that presently, there is no established and uniform brand for the Placencia tourism product. There are multiple marketing messages being promoted by different players. As such, each industry actor emphasizes different aspects of the destination experience. A common identifiable brand that embodies the unique features of Placencia will need to be developed. Establishing this can be a common marketing tool for all providers and stakeholders and what Placencia's core product is can be better communicated.

a) Develop and implement a marketing strategy

Placencia is one of the top tourism destinations in the country. Despite this, the destination has a low guest occupancy when one compares the room stock. To increase occupancy and market share, destination tourism leaders and leading organizations will need to come together and develop a cohesive strategic marketing plan. This will entail defining realistic goals for growth. It will also include establishing a coordinating mechanism for stakeholders, including but not limited to government agencies, hoteliers, tour operators, transportation providers, restaurateurs, tour guides and trade associations as well as the NGO community, to share responsibility for its implementation actively.

The marketing plan will set goals for growth in overnight and domestic visitation and align with national plans. The marketing plan will include practical strategies for communicating the identified Placencia brand with potential visitors domestically and internationally. The plan will further outline the channels to be used for communication including engaging with travel trade, i.e. tour operators, wholesalers, travel agents, and online retailers—to market the destination effectively.

The plan will also articulate how destination marketing efforts will be sustained over time—both from a financial and human resources standpoint. The coordination mechanism will need to ensure that destination level marketing and promotion persists over time and that proactive coordination is occurring between the destination and the BTB, BTIA and BHA.

6. Tourism Investment Project Ideas

6.1 Identification of Priority Investments

Table 17 contains investment project ideas (with broad cost projections) for enhancing and improving the tourism product that the Placencia Peninsula will provide.

TABLE 18: PLACENCIA PRIORITY INVESTMENT PROPOSALS

Placencia priority investment proposals				
Project Ideas	Description	Target Date	Responsible Party	Projected Cost (BZ\$) (Indicative) ²⁶
Urban Development Planning • Thrust 2 • Primary Strategic Obj. 2a • Secondary Strategic Obj. 1c, 1e, 1f,3b	1. Conduct an assessment of the location of the current building to identify how various building is located: hotels, residences, etc.	September 2019	BTB/MTC A/ PVC	\$80,000 ²⁷
	2. Identify and plot future use zone	December 2019	BTB/MTC A/ PVC	
	3. Develop and enact zoning legislation	March 2020	BTB/MTC A/ PVC	
Revise and enact Placencia Bye-Laws • Thrust 1	A set of Bye-laws exists that will provide the Placencia Village Council with some autonomy and income generation. This was drafted in 2010 and now needs revision and enactment. This	September 2019	PVC	\$3,500

²⁶ These are very broad cost projections and should not be considered accurate.

²⁷ This is the total estimated cost associated with developing an urban plan for Placencia that can be used as a model for other destinations

Placencia priority investment proposals				
Project Ideas	Description	Target Date	Responsible Party	Projected Cost (BZ\$) (Indicative) ²⁶
<ul style="list-style-type: none"> Primary Strategic Obj. 1b Secondary Strategic Obj. 1a, 1d, 3b, 3e 	legislation will also assist with some level of enforcement			
<p>Assess enforcement gaps and identify resource requirements for all agencies</p> <ul style="list-style-type: none"> Thrust 3 Primary Strategic Obj. 1b Secondary Strategic Obj. 3a, 3c, 3d 	Given that Placencia's main issue is one of enforcement by the enforcement agencies, it is necessary to assess the gaps that exist by these agencies. After the resource gaps are identified, a plan of action can be implemented to provide these resources to strengthen law enforcement capabilities	July 2019	MTCA/BTB/ PVC	\$14,000
<p>Public Bathroom Facilities</p> <ul style="list-style-type: none"> Thrust 2 Primary Strategic Obj. 2b Secondary Strategic Obj. 2a 	Placencia lacks public bathroom facilities. This is even now a more critical need given that cruise passengers are now alighting in the village. With the construction of the new pier, bathroom facilities were to be constructed but were not done. It is now essential to have such facilities.	April 2019	BTB	\$150,000

Placencia priority investment proposals				
Project Ideas	Description	Target Date	Responsible Party	Projected Cost (BZ\$) (Indicative) ²⁶
Community Center <ul style="list-style-type: none"> • Thrust 2 • Primary Strategic Obj. 2h • Secondary Strategic Obj. 2a 	It has been acknowledged that the Community Center in Placencia needs to be demolished and replaced. It is supposed to be used for emergencies but cannot be used. A new center will also function as a place for events that can attract tourists.	December 2021	PVC/SIF	\$60,000
Medical Facilities <ul style="list-style-type: none"> • Thrust 2 • Primary Strategic Obj. 2c • Secondary Strategic Obj. 2a 	The diagnostics of this plan identified that the Placencia area lacks proper medical facilities. This is a necessary requirement for a destination that has a considerable percentage of Belize's hotel stock and attracts a lot of visitors. It is thus urgent for a site to be identified for acquisition and for construction of such a facility that will serve those communities.	January 2022	MOH/Multi-lateral funding agencies	\$1,500,000
Training Needs Assessment <ul style="list-style-type: none"> • Thrust 4 • Primary Strategic Obj. 4a • Secondary Strategic Obj. 4b, 4c 	To address the issue of skilled employees in tourism, it is necessary to identify the gaps to develop appropriate training programmes. Given the many employers and employees in Placencia, it is thus required to conduct a training needs assessment to identify skill level gaps. This assessment will then inform future training programmes.	April 2020	BTB	\$14,000

Placencia priority investment proposals				
Project Ideas	Description	Target Date	Responsible Party	Projected Cost (BZ\$) (Indicative) ²⁶
Placencia Bus Terminal <ul style="list-style-type: none"> • Thrust 2 • Primary Strategic Obj. 2d • Secondary Strategic Obj. 2a 	It was identified in the diagnostics that there are many commuters to Placencia on a daily basis that serves the tourism industry. There is no central bus station, and this causes traffic congestion in the village and a sense of discomfort for commuters. A central bus station is thus needed.	October 2022	MOWT	\$100,000
Destination Management and Marketing Mechanism <ul style="list-style-type: none"> • Thrust 1 • Primary Strategic Obj. 1c • Secondary Strategic Obj. 3b 	This mechanism would create a structure, operating model, and monitoring processes for a system that would manage and market Placencia. This structure can also be used at other destinations	December 2019	BTB	\$30,000
Branding and Marketing Strategy <ul style="list-style-type: none"> • Thrust 5 • Primary Strategic Obj. 5a 	Placencia lacks a branding and marketing strategy. There are multiple brand images and tag lines identifying the product. Additionally, stakeholders have no sense of marketing strategies for the destination. A branding and marketing strategy should thus be developed.	November 2019	BTB	\$10,500

Placencia priority investment proposals				
Project Ideas	Description	Target Date	Responsible Party	Projected Cost (BZ\$) (Indicative) ²⁶
<ul style="list-style-type: none"> Secondary Strategic Obj. 1c 				
Upgrade of Placencia Airport <ul style="list-style-type: none"> Thrust 2 Primary Strategic Obj. 21 Secondary Strategic Obj. 2a 	As a leading tourism destination, Placencia's aerodrome is the third busiest. Two of the others, Belize City and San Pedro have seen upgrades. Placencia airport is being recommended to be next.	December 2020	BAA	\$3,000,000
Signage and Lighting/Cameras <ul style="list-style-type: none"> Thrust 2 Primary Strategic Obj. 2g Secondary Strategic Obj. 2a, 3a, 3b, 3d, 3e 	Well-designed welcoming, directional (way-finding), and location signs within Placencia and some in villages such as Seine Beight to facilitate visitors during their stay: 4 entering/leaving the village, 5 around the village, 10 directional signs and 5 signs for points of interest TBD like "Placencia Pier", "Beach", etc. Additionally, improved lighting along the Placencia Sidewalk and security cameras (fed to Police Station) in strategic locations	January 2020	BTB	\$15,000(signs) \$30,000 (lights/cameras)

As the private sector tourism umbrella organization, the BTIA can provide leadership via its chapter in Placencia by cultivating a unity of vision and by helping the various market actors secure some needed types of training to operate better and to get access to financing sources that will underpin capital investments.

6.2 Project funding mechanisms

The Placencia destination should consider the following guidelines regarding tourism funding:

- Placencia needs an entity that is in charge of not only coordinating stakeholders, and ensuring the implementation of the tourism plan but also to develop a holistic strategy for resource mobilization. The proposed local destination management and marketing entity can serve as a “tourism champion” understand challenge and opportunities. This entity should be involved in key events and set up meetings to secure intra-governmental support for the improvement of the tourism product within the destination, as well as for the strengthening of tourism industry structures and processes;
- Develop a resource mobilization strategy that will define creative mechanisms to secure the required financial resources for the destination, involving both the public and private sector. For example, 1% to 5% of tourism-related revenue (e.g., hotel tax, tour operator licence, and tour guide licence) collected in Placencia could go towards a Tourism Trust Fund for that destination;
- Build on efforts already underway in the destination in order to optimize on the available resources; and
- Ensure that there is strong investment coordination, linking leveraged funds to projects on the ground.

Financial Institutions

Financial institutions are a significant source of infrastructure development funding, through commercial loans extended to infrastructure project developers. The major private sector financial institutions in Belize include four commercial banks and six major credit unions. Table 18 shows the list of private sector financial institutions.

TABLE 19: FINANCIAL INSTITUTIONS

Commercial Banks	Credit Unions
Atlantic Bank Ltd.	Blue Creek Credit Union Lt.
Belize Bank Ltd.	Holy Redeemer Credit Union Ltd.
Heritage Bank	La Inmaculada Credit Union Ltd.
Scotiabank	St. Francis Xavier Credit Union Ltd.
	St. John's Credit Union Ltd.
	Toledo Teachers Credit Union Ltd.

In addition to commercial banks and credit unions, there are also various development finance institutions, such as the Development Finance Corporation and the National Bank of Belize, where funding can be sourced for tourism development projects. Other sources of tourism funding and technical assistance are available through government loans and grants from regional and international development agencies such as the Inter-American Development Bank, the Caribbean Development Bank, the Central American Bank for Economic Development, among others.

Funding Ideas

There is a need to establish, at a national level, dedicated funding windows to support native entrepreneurs in tourism. This is critical to address the growing tensions in mature destinations throughout Belize between native residents and the expatriate community. There is a pervasive perception among residents that Belizeans are not benefitting as much as foreign investors. Stakeholders throughout the Southeast Coast want to see greater ownership of Belizeans in the industry.

One potential solution is to work with the BTB and MTCA to identify funding from multilateral or domestic that could be offered on terms that are more suitable to small entrepreneurs and administered through local financial institutions. For example, in Jamaica, the Ministry of Tourism designed a small loans facility that makes available a few million Jamaican dollars of funding a year to tourism entrepreneurs at a 5 percent annual percentage rate. The funding comes from their Tourism Enhancement Fund (TEF), the quasi-governmental agency that collects the cruise passenger head tax, and is administered through the Jamaican National Small Loans division.

Another potential solution could be to develop a national or destination-specific initiative, funded by multilateral development bank sources, that focuses on supporting product development business concepts and community-based enterprises. There are many examples of this type of initiative. One example from Jamaica is the Ministry of Tourism and Jamaica Social Investment Fund's project, funded by the World Bank and the Government of Jamaica, that provided the US \$15 million over six years to develop community-based enterprises and products throughout the country. A regional initiative for the Southeast Coast of Belize that has been experiencing the highest level of growth in tourism should be considered. There are many similar concerns and needs existing in Hopkins and Placencia for instance. So there may be efficiencies to be garnered by working regionally on the collective need to promote local ownership in tourism.

Destinations can consider developing Travelers' Philanthropy Funds to help raise funding to cover costs associated with capacity-building and other community-level needs arising from the rapid growth of tourism. These funds are quite common and are focused on helping local fund priorities that make the place a good place to live and visit. Travelers' philanthropy funds are quite common. They are established to fund collectively defined priorities. A third party usually helps set up the online platform for collecting contributions from travelers. A local non-governmental organization is often the steward of the fund. Private sector operators, hotels and tour operators, are invited to promote the Fund, and there are creative incentives provided to motivate the private sector to participate in the program. One very successful destination level example of a travelers' philanthropy fund is the Travel Oregon Forever Fund established by Travel Oregon and is a state-level program that is managed by Travel Oregon, the state destination marketing organization.

There is also a great need to consider ways to help mature tourism destinations, such as Hopkins and Placencia, in Belize to establish resource mobilization capacity. There are numerous opportunities to access funding from bilateral sources such as the United Kingdom's Department for International Development and the Japan International Cooperation Agency, as well as international and regional organizations, such as the International Institute for Cooperation on Agriculture or the Organization of American States, to find destination-level projects that are consistent with these organizations funding priorities.

6.3 Product clusters, tour itineraries & experiences

TABLE 20: PLACENCIA PRIORITY PRODUCT CLUSTERS

Product Cluster	Description	Itinerary
Placencia Culinary Experience <ul style="list-style-type: none"> • Thrust 5 • Strategic Obj 5a 	A tour of various Placencia eateries that features stops at participating restaurants and homes, or at one of the Village Restaurant Cooperatives, to sample food and drinks from the different ethnic groups, such as the Garifuna, Creole, Maya and Central America.	Tour focal options include: <ol style="list-style-type: none"> 1. Gastronomy, with one or more of the following secondary options: 2. Culture 3. History 4. Urban Birding 5. Lagoon trips 6. Sport fishing
Sports fishing (Pesca tours) <ul style="list-style-type: none"> • Thrust 5 • Strategic Obj 5a 	A tourism offering that involves taking visitors on guided tours on the Placencia Lagoon to experience a day in the life of traditional fisher folks from Seine Bight, Placencia or Riversdale.	An all-day activity, with tours leaving early in the morning and returning in the early afternoon. The tour ends with the afternoon spent with the fisherman's family for either lunch or dinner.
Tours to protected areas and other natural attractions <ul style="list-style-type: none"> • Thrust 5 • Strategic Obj 5a 	Tours to nearby national park and reserves.	Excursion options include: <ol style="list-style-type: none"> 1. Birdwatching or wildlife viewing tours 2. Sports fishing tours 3. Swimming at waterfalls 4. Camping
Festival Series and Events <ul style="list-style-type: none"> • Thrust 5 • Strategic Obj 5a 	Cultural and traditional festivals include Lobster Fest, Side Walk Festival, Fishing Tournaments, and cultural events.	Based on the dates of the specific events, which take place mostly within Placencia and Seine Bight.

7. Management Arrangements

This section describes the responsibilities of the various relevant entities to ensure that the TDDP implementation is carried out on a timely and efficient basis. The main parties responsible to either implement or champion the implementation of the TDDP include the following: 1) The Belize Tourism Board, 2) the Ministry of Tourism, 3) the Placencia Village Council, 4) the National Institute of Culture and History, and 5) the TDDP Monitoring and Coordination Committee.

The Belize Tourism Board:

- Co-focal point responsible for overseeing the implementation of the TDDP.
- Given the marketing and product development role of the BTB, the BTB (as a non-voting member) will:
 - Provide a Local Focal Point assigned to the MCC who shall be engaged through a formal schedule with MCC Members, Subcommittees and Community Partners with the objective of championing the implementation of the TDDP.
 - Sensitization of the main targets of the National Sustainable Tourism Master Plan about the Placencia destination.
 - Technical data and information including but not limited to market demand, tourism indicators, the economic contribution of tourism.
 - Training and capacity building support to enhance local skills in tourism marketing and promotion and priority areas agreed and identified in consultation with the Committee.
 - Technical support within the planning process: investment planning, project identification and prioritization.
 - Assistance in the identification of funding sources for priority tourism projects, actions and investments included within the TDDP.

The Ministry of Tourism:

- Co-focal point responsible for overseeing the implementation of the TDDP.
- Given the overarching role of the Ministry of Tourism to create an enabling environment for sustainable tourism development, the Ministry (as a non-voting member) will:
- Provide a Local Focal Point assigned to the MCC who shall be engaged through a formal schedule with MCC Members, Subcommittees and Community Partners with the objective of championing the implementation of the TDDP.
- Sensitization of the locally sustainable tourism framework of the National Sustainable Tourism Master Plan.
- Technical support in the formation and establishment of the Committees.

- Technical data and information including but no market demand, local demographics, the economic contribution of tourism, physical planning, biodiversity and climate change.
- Training and capacity building support to enhance local skills in sustainable tourism planning and management and priority areas agreed and identified in consultation with the Committee.
- Technical support within the planning process: developing strategic documentation, investment planning; project identification and prioritization.
- Liaison support with other national Government agencies where necessary, in matters of concern to the MCC.
- Assistance in the identification of funding sources for priority tourism projects, actions and investments included within the TDDP.

The Placencia Village Council:

- The Chairman shall be assigned to sit on the TDDP MCC.
- The village council shall integrate relevant components of the TDDP into its annual work plans and budgets.
- As such, the village council shall provide support in the identification of funding sources for priority tourism projects, actions and investments included within the TDDP and focused on the village.
- Liaison support with local Government agencies where necessary, in matters of concern to the MCC and related to TDDP implementation.

The National Institute of Culture and History:

- Given the management role of NICH about the archaeological sites and monuments, NICH will:
- Provide training and capacity building support to enhance local skills in culture and history, as well as priority areas agreed and identified in consultation with the MCC.
- Technical support within the planning process: investment planning, project identification and prioritization.
- Assistance in the identification of funding sources for priority culture-related tourism projects, actions and investments included within the TDDP.

The TDDP Monitoring and Coordination Committee:

- See responsibilities described in Section 5 – Coordination and Monitoring.
- The MCC shall provide a meaningful platform for local stakeholders to integrate and participate in the planning, development and management of tourism, in the tourism destination of Placencia in line with the implementation of the NSTMP.

8. Coordination and Monitoring

The following coordination and monitoring process is hereby proposed as the mechanism for tracking the progress of the TDDP's implementation and ensuring compliance with assigned responsibilities within the Plan. The process includes the following steps:

- Establish a TDDP Monitoring and Coordination Committee (MCC). This Committee will be comprised of individuals who represent the various tourism development interests of the destination and will be selected from among the individuals who participated in the planning process (that is, representatives from among the private, public and civil sector). Representatives of the BTB and the Ministry of Tourism will also sit on the committee.
- The primary purpose of the committee would be to champion the implementation of the TDDP by providing leadership for and champion the sustainable development and management of the destination in accordance with the TDDP.
- Specifically, the MCC will be charged with the following: 1) Monitor the progress of the TDDP based on the identified indicators, 2) Provide recommendations to the BTB and Ministry of Tourism for improving the implementation of the TDDP, 3) Report on progress of the TDDP to the BTB and Ministry of Tourism, and 4) Meet every two months.
- The MCC will be commissioned for the duration of the TDDP – in other words, during the 5-year TDDP implementation timeframe.
- The MCC will establish a set number of participants in order to make the process manageable. Committee membership should be no more than 9 to 11 regular participants representing the various sectors of the destination (e.g., hotels, restaurants, tour operators, site managers, town council, government agencies, etc.).
- The MCC should have the following structure: 1) a Chairperson, 2) Vice Chairperson, 3) a Secretary (BTB or MTCA – ex-officio), two Councillors (representing Private Sector), two Councillors (representing Local Public Sector), two Councillors (Representing Civil Sector), and two at-large members.
- The MCC will ensure that committee representation includes individuals from the BTB and Ministry of Tourism as ex-officio members.

- The MCC Chairperson and the BTB/Ministry of Tourism focal point make a note of unfinished objectives (shortfalls), needs for readjustments of outcomes and target dates (forecasts), meetings to be called, etc., on a bi-monthly basis.
- The MCC Chairperson and the BTB/Ministry of Tourism focal point document progress of TDDP implementation in a brief memorandum on a quarterly basis to all TDDP MCC members.
- The TDDP is to be generally monitored through quarterly internal review sessions, annual review sessions, and a mid-term evaluation.
- Based on the results of the annual review, a revised action plan will be developed for the upcoming year.
- The progress of TDDP implementation is to be evaluated at annual MCC meetings. Such evaluation may need to be facilitated by an external consultant. The evaluation results will be shared via public media to keep the wider community informed.

9. Strategies and Monitoring Indicators for Success

The following table shows the strategic priorities and objectively verifiable indicators for the Placencia TDDP.

Strategies	Monitoring Indicators
Strategy 1 Strengthen local monitoring and management of tourism development with the destination	<ul style="list-style-type: none">• Number of meetings between PVC and regulatory agencies managing the tourism product in the Placencia Peninsula• Placencia Bye-Laws in place• Feasibility of destination management and marketing organisation
Strategy 2 Enhance critical infrastructure that supports tourism	<ul style="list-style-type: none">• Increase in number and use of community infrastructure• % of tourism assets demarcated• Urban plan in place
Strategy 3 Strengthen law enforcement capabilities in Placencia	<ul style="list-style-type: none">• % decrease in the petty crimes
Strategy 4 Develop Human Resources to provide excellent hospitality and tourism services in Placencia	<ul style="list-style-type: none">• Number of women/men/youths who receive tourism training• Number of specialized training conducted
Strategy 5 Position and promote Placencia within the tourism sector	<ul style="list-style-type: none">• % increase in occupancy and market share• Number of promotional items that mention the destination• Social media reach

10. Implementation Schedule

The following table shows the timetable for accomplishing the strategic priorities of the Placencia TDDP. It includes the strategies, key activities, timeframe, and responsible party. A budget for these activities should be developed on an annual basis by the responsible parties when more detailed tasks are developed.

STRATEGIC OBJECTIVES	KEY ACTIVITIES	TIMEFRAME																RESPONSIBLE PARTY				
		2019 - 2024																				
		Y1				Y2				Y3				Y4					Y5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Strengthen local and management of tourism development within the destination	a. Establish a coordinating mechanism between the Placencia Village Council (PVC) and regulatory agencies	X	X	X																		PVC
	b. Lobby for the enactment of the Placencia’s Bye-Laws			X	X	X	X	X	X	X	X	X	X	X	X	X	X					PVC
	c. Establish local destination management and marketing mechanism	X	X	X	X																	BTIA/BTBX
	d. Develop a local Sargassum Task Force for Placencia	X	X																			PVC/BTIA
2. Enhance infrastructure supports tourism critical that	a. Develop an urban development plan for Placencia			X	X	X	X	X	X	X	X	X	X									PVC
	b. Construct public bathroom facilities	X	X																			BTB

	c. Construct appropriate medical facilities for Peninsula residents and visitors							X	X	X	X	X	X	X						MOH
	d. Construct a bus station for the Peninsula										X	X	X	X	X	X	X			MOWT
	e. Construct an appropriate water and sewer system for the Peninsula									X	X	X	X	X	X	X	X	X	X	PVC/BWSL
	f. Construct a marina to expand nautical tourism											X	X	X	X	X	X			PVC
	g. Provide adequate and standardized signage around the village			X	X	X														BTB
	h. Construct a new Community Center for Placencia Village							X	X	X	X	X	X	X	X	X				PVC
	i. Improve and expand Placencia Airport			X	X	X	X	X	X											BAA
3. Strengthen law enforcement capabilities in Placencia	a. Install police security cameras in strategic areas			X	X	X														BTB
	b. Establish a mechanism for monitoring and enhancing enforcement of regulations		X	X	X															BTIA/PVC

[illegible]

SECTION 3: APPENDICES



Appendix 1 – The TDDP Planning Process

Methodology

The consultancy assignment was executed via three main technical phases:

1. Preparatory phase;
2. Data collection phase; and
3. Analysis and Reporting phase.

Preparatory Phase

The Preparatory Phase covered the necessary advance pre-fieldwork activities including negotiation and finalization of TOR scope and methodology with the Belize Tourism Board (BTB), planning and scheduling data collection activities, and data collection instrument development.

Data Collection Phase

The Data Collection Phase included the collection of secondary data from relevant industry documents while primary data was collected through key stakeholder interviews, focus group discussions (FGDs), and planning sessions with important tourism destination and industry stakeholders. Further details of the data collection activities are provided below.

Literature Review and Tourism Diagnosis

The Consultants collected and reviewed relevant documentation regarding the tourism industry in the Placencia destination with the objective of understanding critical aspects of the industry including the tourism market (demand, supply and competitors), institutional and regulatory framework, investment needs and potential, and tourism value chain linkages.

The tourism diagnosis for the destinations was mainly based on a compilation and desk-top review of available information, such as the National Sustainable Tourism Master Plan, protected areas management plans, and BTB and SIB tourism statistics (arrivals, hotel occupancy, length of stay, etc.), among others.

Initial Meeting

An initial meeting was conducted with key Placencia tourism stakeholders. The primary purpose of the initial meeting was to inform the destinations' tourism stakeholders about the consulting assignment and the need for their participation and involvement in developing the destination's plan. During the initial meeting, the

following activities occurred: 1) stakeholders were introduced to the consulting team, 2) the assignment's work plan was presented, 3) presentation of and discussion on a preliminary destination diagnosis, 4) identification of some of the destination's significant assets, and 5) categorization of tourism stakeholders into sub-sectors and associated groups. Table 20 shows the sub-sector categorization of tourism stakeholders.

TABLE 21: STAKEHOLDER SUB-SECTORS

Sector	Group
Culture	Artisans, Dancers, Music, Assns.
Hoteliers /Food & Beverage	Registered hotels, Bars, Restaurants,
Tour Guides/Operators	Registered guides & operators
Public Entities/ Site Managers/ Transportation/ Media	Safety & Security, Public Health, Town/Village Council, BTB, MOT, NICH, Trainers, Forestry, Archaeology, NGOs, Radio Stations, BTIA, Fisheries, PA Managers

See Appendices 4 for the list of participants at the initial meeting.

Focus Groups and Key Interviews

In order to become familiar with the political, economic, socio-cultural, technological, ecological and legal factors that affect the tourism industry, the consultant engaged in discussions through focus group sessions with destination stakeholders. The focus group discussions (FGDs) format was used to conduct an external environmental scan (or PESTEL Analysis) that yielded valuable information about the external environment within which strategic destination planning took place. Four focus group sessions were conducted over a two-day period with representation from the various sub-sectors outlined in Table 16 above. See Appendix 4 for the list of focus group participants.

In addition to destination specific information collected during the FGDs, the consultant also collected and documented relevant contextual information as part of finalizing the external environmental scan.

This was the first step of the planning process, and it set the foundation for the other steps in the planning process.

Planning Sessions

The selection of participants for the planning sessions was based on sub-sector representations. During the FGDs, participants were asked to nominate two representatives from their respective sub-sector to participate in the planning sessions. In the case of sub-sector 4 (Public Entities/ Site Managers/ Transportation/ Media) however, one representative participated for each area as this subcategory is comprised of multiple sub-sectors.

- **First Planning Session (1 day)**

Step 1: The first planning session (one day) commenced with a validation of the results of the PESTEL analysis conducted during the FGDs.

Step 2: A SCOT analysis (Strengths, Challenges, Opportunities and Threats), was then conducted to finalize the environmental scan.

Step 3: A problem analysis was conducted to identify what the main problems are and to establish the cause and effect relationships between these problems. The key purpose of this analysis was to ensure that ‘root causes’ are identified and subsequently addressed in the TDDP, not just the symptoms of the problem(s).

- **Second Planning Session (1 day)**

Step 4: Using the results of the environmental scan (PESTEL & SCOT) and problem tree, a visioning exercise was conducted in order to brainstorm ideas regarding the future direction of tourism in the Destination.

Step 5: Strategic objectives and associated activities were then identified and discussed.

Analysis & Reporting Phase

The Analysis and Reporting Phase involved gathering all data results and sorting the data into categories related to the TOR requirements. This information was then analysed and used to support to develop the first draft of the TDDP for Placencia. A half-day session was then conducted with stakeholders at the destination to validate the main elements of the draft plans before it was amended and submitted to the BTB for final approval.

Appendix 2 – Asset Readiness Rating Criteria

The asset readiness rating criteria is a tool designed to measure the tourism readiness of an asset. An initial step in conducting the assessment is to determine whether an asset meets the minimum criteria shown in Box 3.

Box 5: MINIMUM CRITERIA FOR TOURISM ASSETS

Minimum Criteria for Tourism Assets

1. Must be in compliance with all of Belize's national and local laws and regulations
2. Must have public access to asset
3. Must have consistent hours of operations
4. Must have contact information (phone, email, etc.)

If the minimum criteria are not satisfied, the asset is automatically considered inadequate for tourism. On the contrary, if the minimum criteria are satisfied, then the asset should be further assessed using the scoring sheet matrix below. Each tourism asset is assessed based on a 10-point horizontal scale. Points

from 1 to 10 are awarded for each Area of consideration based on a set of Standards identified as being relevant for the respective Areas. Using the scoring sheet, the awarded points are multiplied by the weighted points to arrive at the total score for the respective Area. The sum of each Area points yields a total score for the asset. This total score is the asset's rating out of 100 points.

Box 6: MINIMUM CRITERIA FOR TOURISM ASSETS

Asset Rating Range

Optimal	-	From 80 to 100 points
Moderate	-	From 61 to 79 points
Limited	-	From 41 to 60 points
Inadequate	-	From 0 to 40 points

Box 4 shows the asset rating range. The results of the asset rating determine whether it is considered optimal, moderate, limited, or inadequate for tourism.

SCORING SHEET

Nam e of Asset	Visitor & Communit y Benefits	Governance/ Managemen t Structure	Safety & Securit y	Accessibilit y	TOTA L
	() X3.0 =	() X 3.0 =	() X 2.0 =	() X 2.0 =	
	() X3.0 =	() X 2.0 =	() X 2.0 =	() X 2.0 =	
	() X3.0 =	() X 2.0 =	() X 2.0 =	() X 2.0 =	
	() X3.0 =	() X 2.0 =	() X 2.0 =	() X 2.0 =	
	() X3.0 =	() X 2.0 =	() X 2.0 =	() X 2.0 =	
	() X3.0 =	() X 2.0 =	() X 2.0 =	() X 2.0 =	

CRITERIA DESCRIPTION

Area	Standards	Weight (points)
Visitor & Community Benefits	<ol style="list-style-type: none"> 1. System to monitor and publicly report visitor satisfaction in place. (3 points) 2. Must demonstrate local community benefits. (3 points) 3. Measures in place to preserve, protect, and enhance natural and cultural assets. (2 points) 4. Must engage in eco-friendly tourism practices. (1 point) 5. Of the total employee base, at least 80% must be resident or Belize national. (1 point) 	3.0
Governance/ Management Structure	<ol style="list-style-type: none"> 1. Operations must be linked to the goals of the National Sustainable Tourism Master Plan. (3 points) 2. Must be linked to Belize's tourism product. (2 points) 3. Must have some management system in place. (2 points) 4. Must have a business plan. (1 point) 5. Must have an online presence (either web-based or social media based). (1 point) 6. Must have restroom facilities for multiple genders. (1 point) 	3.0
Safety & Security	<ol style="list-style-type: none"> 1. Crisis and emergency response plan that is appropriate to the asset. (3 points) 2. Must demonstrate a commitment to guest safety and satisfaction. (3 points) 3. Must have appropriate signage. (2 points) 4. Must have appropriate lighting at access points. (2 points) 	2.0

Area	Standards	Weight (points)
Accessibility	<ol style="list-style-type: none"> 1. Have graded road and or water access. (5 points) 2. Have parking and or docking facilities. (5 points) 	2.0

Appendix 3 – Placencia Peninsula Tourism Assets

I = Inadequate Readiness; L = Limited Readiness; M = Moderate Readiness; O = Optimal Readiness

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
Natural Tourism Resources			
1. Maya Mountains	<ul style="list-style-type: none"> The range of hills mostly in southern Belize, extending about 70 miles (115 km) north-eastward from across the Guatemalan border into central Belize. The range falls abruptly to the coastal plain to the east and north but more gradually to the west, becoming the Vaca Plateau, which extends into eastern Guatemala. Both the range and the plateau are extensively dissected and of uniform elevation throughout, the highest points being reached at Doyle's Delight (3,688 feet [1,124 metres]) and Victoria Peak (3,680 feet [1,122 metres]) in the transverse Cockscomb Range, which extends seaward perpendicularly from the main divide. 	• Actual	• M
2. Victoria Peak	<ul style="list-style-type: none"> Situated in the Cockscomb Basin Wildlife Sanctuary and is the second highest mountain in Belize. Was pronounced a natural monument in 1998. Dry Season/Permits needed by the Forestry Department. Contains nature trails and hiking paths. 	• Actual	• M
3. Beach	<ul style="list-style-type: none"> The beach and nearshore benthic substrate (sea bottom sediments) are composed of terrigenous sands (from rivers and shore erosion) and silts with no coarse sand component. 	• Actual	• O

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
	<ul style="list-style-type: none"> The benthic ecosystem includes sand and mud bottom epifaunal (surface) and infaunal (organisms that live in tubes or burrows beneath the surface of the sea-floor) communities, sea grass banks and degraded coral patch reefs. 		
4. King Lewey's Island	<ul style="list-style-type: none"> Lies 12 miles from Placencia. Approximately 1 acre. Privately owned and used for food and accommodations, fly-fishing, kayaking, snorkeling, paddle boarding, swimming, drinking, water sports and restaurant. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
5. Tarpon Caye	<ul style="list-style-type: none"> Lies 6 miles west of the Belize Barrier Reef, in the middle of the Victoria Channel. Privately owned and used for food and accommodation and fly-fishing. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
6. Gladden Caye	<ul style="list-style-type: none"> Located 20 miles northeast of Placencia. Private Island Experience 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
7. Lark Caye	<ul style="list-style-type: none"> Lies 5 miles east of Placencia. Approximately 3.40 acres. No management. Used for half day trips to do snorkeling and fishing. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> M
8. Placencia Lagoon	<ul style="list-style-type: none"> The Placencia Lagoon is a semi landlocked lagoon with brackish water ranging up to 12 ppt salinity during certain times of the year. The Peninsula itself is classified as being within Santa Maria Creek sub catchment of the Santa Maria/Pine Ridge Creek watershed. This is the northernmost of four main watersheds that supply freshwater to the Placencia Lagoon. Manatee watching, fishing and birding 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> L

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
9. South Stann Creek	<ul style="list-style-type: none"> • South Stann Creek is a watercourse in south-eastern Belize. The administrative division, Stann Creek District, is named after the river. • South Stann Creek rises in the foothills of the eastern slopes of the Maya Mountains within the Cockscomb Basin Wildlife Sanctuary. It drains the Cockscomb West Basin. 	• Potential	• L
10. Cabbage Haul Creek	<ul style="list-style-type: none"> • Cabbage Haul Creek is a stream and is located in Stann Creek, Belize. The estimate terrain elevation above sea level is 7 metres. • Used by local hunters. 	• Potential	• L
11. Big Creek South	<ul style="list-style-type: none"> • Deep-water port in Independence Village south of Placencia. • It is the nation's second most important port, after Belize City and the main port for Belize's oil, banana, citrus, and shrimp industries. 	• Potential	• I
12. Maya King	<ul style="list-style-type: none"> • Privately owned waterfall that allows for zip lining and horseback riding in South Stann Creek. 	• Actual	• O
13. Cockscomb Basin Wildlife Sanctuary	<ul style="list-style-type: none"> • Nature reserve established 1986 to protect the forests, fauna and watersheds of an approximately 400 square kilometers (150 sq mi) area of the eastern slopes of the Maya Mountains. • First protected area for protection of the jaguar (<i>Panthera onca</i>). • Co-managed by Belize Audubon Society. • Comprised by two adjacent geographic basins. The West Basin is drained by the Swasey Branch, which is one of the main tributaries to the Monkey River. The East Basin consists of the upper watershed of South Stann Creek. • The reserve is generally lozenge-shaped, spanning an east–west dimension of approximately 36 km (22 mi) and a north–south dimension of approximately 14 km (9 mi). Elevation extremes are 50 m (160 ft) above sea level in the lower reaches of South Stann Creek to 1,160 m (3,810 ft) atop Victoria Peak. 	• Actual	• M

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
	<ul style="list-style-type: none"> The West Basin is bounded by the ridge of the Maya Mountains on the west, Cockscomb Mountains on the north, a prominent transverse ridge of the Maya Mountains at the south (of about elevation 1,000 m (3,300 ft)) and a low-lying north–south ridge at the east, which separates the West from East Basin. The Swasey Branch exits through the south transverse range via a deep 300 m (980 ft) gorge. The East Basin is also bounded on the north by the namesake Cockscomb ridge, to the west by the low-lying north–south ridge separating the two basins, to the east by Cabbage Haul Ridge and to the south by Stann Creek Ridge. South Stann Creek flows out of the East Basin on the south. Trails, River Tubing, Camping, Birding. 		
14. Mayflower Bocawina National Park	<ul style="list-style-type: none"> National Park established in 2001, this national park boasts a vast quantity of flora and fauna. Co-managed by Mayflower Bocawina Environmental Development Group. Lies about 44 miles northwest of Placencia. 11-sq-mile park of jungle, mountains, waterfalls, walking trails, swimming holes and small Maya sites 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
15. Gladden Spit and Silk Cayes Marine Reserve	<ul style="list-style-type: none"> Marine protected area established in 2003 in the central part of Belize's Barrier Reef. Co-managed by Southern Environmental Association. It covers approximately 25,980 acres (10,510 ha) lying 36 kilometres (22 mi) off the coast of Placencia. Gladden Spit is a promontory forming the southernmost tip of the sunken atoll. The spit has a short sloping shelf that drops off steeply at about 40–2000 metres in depth within 10 kilometres (6.2 mi) of the reef. Three small cayes: North Silk, Middle Silk and South Silk, lie south of Gladden entrance just inside Queen Caye. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
	<ul style="list-style-type: none"> The reserve contains some of the healthiest parts of the reef system due to its elevation and good water quality. Gladden Spit itself hosts over 25 species of reef fish. Used for diving, snorkelling, and viewing the whale shark. 		
16. Laughing Bird Caye National Park	<ul style="list-style-type: none"> Island and national park established in 1991 off the coast of Placencia. Co-managed by Southern Environmental Association. Over an area of 1.8 acres (0.73 ha). Named after the laughing gull which breeds there. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
17. Glover's Reef Marine Reserve	<ul style="list-style-type: none"> Marine reserve established in 1993 located off the southern coast of Belize, approximately 45 kilometers from the mainland. It forms part of the outermost boundary of the Belize Barrier Reef. Managed by the Fisheries Department. The oval-shaped atoll is 32 km (20 mi) long and 12 km (7.5 mi) wide. The interior lagoon is dotted with around 850 reef patches and pinnacles rising to the surface. Major Cayes include Amounme Point Cay, Northeast Cay, Long Cay, Middle Cay and Southwest Cay. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> M
18. Home to numerous animal species	<ul style="list-style-type: none"> Jabiru Stork Peccary White-tailed Deer Numerous bird species 500+ Howler monkey & Spider monkey Tapir Cat Species (Jaguar, Puma, Jaguarundi, Ocelot & Margay) Morelet's Crocodile Gibnut & Agouti 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
	<ul style="list-style-type: none"> Numerous fish species (Tarpon, Bonefish, Permit, Snook, Tarpon...etc.) 		
Cultural and Heritage Resources			
1. Placencia Village	<ul style="list-style-type: none"> Located at the end of the 16-mile (28-km) Placencia peninsula, it is former fishing village with a population of 1,512 permanent residents. The main thoroughfare, a 4,071-foot-long by 4-foot-wide footpath is listed in the Guinness Book of World Records as the narrowest main street in the world. Village offers some tourist amusement such as bars and entertainment like kayaking, snorkeling, diving, saltwater fly fishing, whale shark watching during the full moons between April and July of each year, light tackle saltwater fishing, as well as numerous restaurants and local art gallery. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
2. Seine Bight Village	<ul style="list-style-type: none"> Seine Bight is a village on the Placencia Peninsula located in the Stann Creek District of Belize. It is located 2 and a half miles south of Maya Beach Village and North of the village of Placencia. The peninsula itself is narrow, a quarter mile at its widest point north of Seine Bight. It is one of the five Garinagu communities in the Stann Creek District. Seine Bight Villagers continue to practice traditional drumming, singing and dancing. Traditional dress is worn for the dances including unique masks and head dresses. Some performers may wear bells or shell beads that rattle when they dance. 	<ul style="list-style-type: none"> Actual 	M
3. Maya Centre	<ul style="list-style-type: none"> Maya Centre, at the junction of the Southern Hwy and the access road to Cockscomb Basin Wildlife Sanctuary, was established in the 1980s to relocate Mopan Maya villagers when the sanctuary was proclaimed. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> M

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
	<ul style="list-style-type: none"> The Maya Centre provides medicinal trails. 		
4. Garifuna People	<ul style="list-style-type: none"> The Garifuna people are Indigenous of mixed-race descendants of West African, Central African, Island Carib, European and Arawak people. Since 1797, the Garinagu people have inhabited Central America, along the coast of Honduras, Belize, Guatemala and Nicaragua. Arrived in these areas after being exiled from St. Vincent, an island in the Lesser Antilles. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> M
5. Maya People	<ul style="list-style-type: none"> Are an Indigenous people of Mesoamerica. They inhabit southern Mexico, Guatemala, Belize, El Salvador and Honduras. The Maya population of Belize is concentrated in the Corozal, Cayo, Toledo and Orange Walk districts. Maya populations who reside in Belize are divided into three groups inclusive of the Yucatec, Kekchi and Mopan. There is an estimated population of 8, 980 Maya people living in Belize. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> M
6. Garifuna Cuisine	<ul style="list-style-type: none"> Garifuna meals mainly incorporate ground vegetables, plantains, seafood and coconut milk. Most commonly known Garifuna dish is ereba (cassava bread) which is made from grated cassava root. Cassava bread is eaten with fish, machuca (pounded green and ripe plantains), hudutu (fish soup), or bundiga. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
7. Creole Cuisine	<ul style="list-style-type: none"> The Creole is one of the main ethnic groups in Belize. Among the main staples of a Creole dinner is rice and beans with some type of meat and a salad or coleslaw. There is sometimes the incorporation of seafood. Other types of Creole Cuisine are inclusive of Creole bread; fry jacks, and boil up. 	<ul style="list-style-type: none"> Actual 	<ul style="list-style-type: none"> O
8. Maya Cuisine	<ul style="list-style-type: none"> Meals incorporate ancestral traditional foods. 	<ul style="list-style-type: none"> Potential 	<ul style="list-style-type: none"> L

Placencia Assets	Description of Assets	Tourism Purpose	Tourism Readiness
	<ul style="list-style-type: none"> • Corn, chocolate and guacamole heavily influence meals. • Corn is a staple dish that is used to create tortillas and tamalas. • Other types of Maya cuisine include caldo and pibil. • 		
9. Painters	<ul style="list-style-type: none"> • Several side walk gift shops that contain local art. 	• Actual	• O
Events			
1. Annual Festivals	<ul style="list-style-type: none"> • Lobster Fest • Side Walk Festival • Fishing Tournament 	• Actual	• O

Appendix 4 – Meeting Participants

Appendix 6.1 Initial Meeting

Placencia Initial Stakeholder Meeting – May 28th, 2018

NAME	ORGANIZATION	POSITION	CONTACTS
Evan & Barbara Hall	A Belizean Nirvana	Owner	636 4833
Anne-Marie Mcniel	Naia Resort & Spa	Manager	
Chris Lewis	Placencia Hostel	Owner	627 0104
Warren Garbutt	Sunny Side Tours	Owner	610 1040
Conrad Villanueva	Placencia Wildside Adventure	Owner	672 3483
Claude A Vernon	Tour Guide	Self Employed	669 0387
Tiana Felix	Lydia's Guesthouse	Staff	
Ilsa Villanueva	Miramar Apartments	Manager	
Eworth Garbutt	Garbutt Marine Tour Guide	Owner	610 1018
David Gonzales	Mayan World Destination	Director	670 1534
Lisa Carne	Fragments of Hope	Executive Director	623 6122
Megs Yearwood	Barefoot Services	General Manager	523 3066
Harry Neal	Free Lance		635 9262
Lloyda Westby	Placencia Village Ferry	Dispatcher Harvest Caye	615 8479
Kenroy Eiley	Placencia Wildside Tours	Tour guide/Captain	623 3602
Devin Lozano		Tour guide	602 9825
Victor Ramirez	King Leweys Island Resort	Manager	633 1397
King Lewey	King Leweys Island Resort	Owner	670 5471
Nick Pollard	Tour guide	Manager	631 7790
Celbert Garbutt	PTGA	Chair	669 8745
Tricia Hernandez	Placencia Eagle Ray Tours	Co-Owner	661 9516

Placencia Focus Group – August 2nd, 2018 – Hoteliers – Restaurants/ Tour Operators - Guides

NAME	ORGANIZATION	POSITION	CONTACTS
Wendy Lemus	Restaurant	Owner	623 6414
Barbara & Evan Hall	Hotelier	Owner	
Perfecto Choc	Hotelier	Manager	628 7922
Larry Vanegas	Larubeya	Consultant	610 6301
Tricia Hernandez	Placencia Eagle Ray Tours	Owner	661 9516
Megs Yearwood	Barefoot Services	Owner	629 9602
Magda Morales	The Shak	Owner	622 1686
Gareth Longworth	Placencia Tour Guide	Member	

Placencia Focus Group – August 2nd, 2018 – Public/Culture Sector

NAME	ORGANIZATION	POSITION	CONTACTS
Anton Leslie	Art	Artist	630 7433
Laura Godfrey	I believe in Art	Artist/ Store Owner	660 7189
Ilsa Villanueva	Village Council	Chairperson	615 4049
Tiziana Del Col	TuttiFrutti	Owner/Manager	620 9916
Silvana Garcia	Unique handmade jewelry	Owner	belizesweethome@gmail.com
Rand Taylor	Belize Audubon Society	Board Member	randtaylor@yahoo.com
Kent Francis	Unique handmade jewelry	Owner	67jahsun67@gmail.com

Placencia Planning Session – August 23rd, 2018

NAME	ORGANIZATION	POSITION	CONTACTS
Rand Taylor	Belize Audubon Society	Director	rndtaylor@yahoo.com
Salvador Zabaneh	Tipsy Tuna	Owner	610 2687
Barbara Hall	Hotelier	Owner	636 4833
Megs Yearwood	Barefoot Services	Owner	610 2687
Herald Wallen	Placencia Village Council	Vice Chairman	625 8537

Mary Martinez	Police Department	Corporal	665 9570
Bertram Burgess	Police Department	Tourism Police	602 4311
Yure Roberts	Belize Board Tourism	Destination Planning Manager	625 8554
Sean Tang	Belize Board Tourism	Business Development Manager	yure.roberts@belizetourismboard.org
Fernanda Tosta	Belize Board Tourism	DP Coordinator	601 2392

Placencia Planning Session – August 24th, 2018

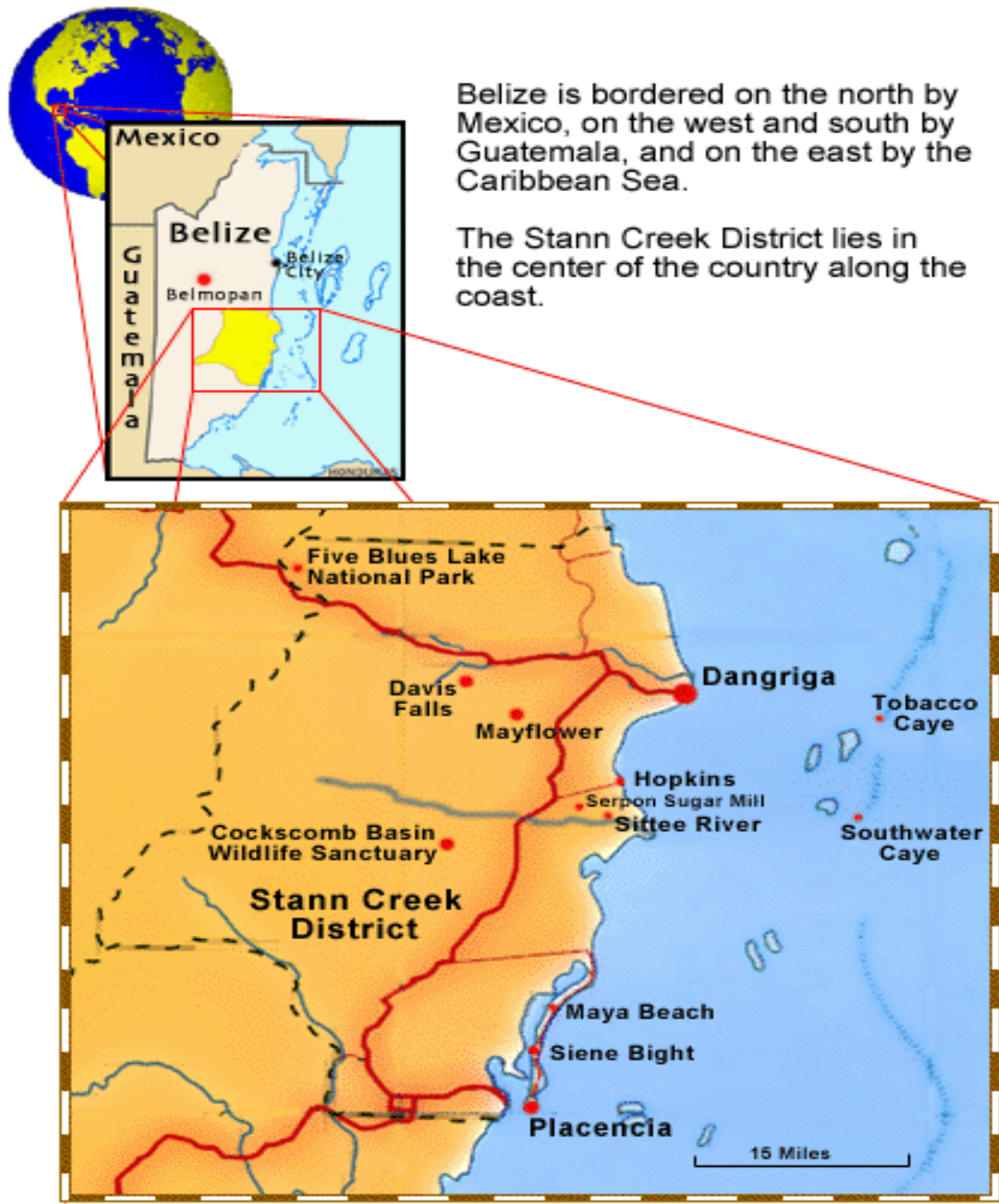
NAME	ORGANIZATION	POSITION	CONTACTS
Rand Taylor	Belize Audubon Society		rndtaylor@yahoo.com
Salvador Zabaneh	Tipsy Tuna	Owner	610 2687
Barbara Hall	Hotelier	Owner	636 4833
Perfecto Choc	Hotelier	Owner	628 7922
Herald Wallen	Placencia Village Council	Vice Chairman	625 8537
Yure Roberts	Belize Tourism Board	Destination Planning Manager	625 8554
Sean Tang	Belize Tourism Board	Business Development Manager	Director
Fernanda Tosta	Belize Tourism Board	DP Coordinator	601 2392

Placencia Validation Session – November 13th, 2018

NAME	ORGANIZATION	POSITION	CONTACTS
Barbara Hall	BHA	Director	636 4833
Evan Hall	A Belizean Nirvana	Owner	636 4833
Glen Eiley	Belize Tourism Board		523 3435
Nick Pollard	PTGC	Secretary	631 7790
Warren Garbutt	Placencia Village Council	Councillor	610 1040
Ilsa Villanueva	Placencia Village Council	Chairperson	615 4049
Megs Yearwood	Barefoot Services	General Manager	629 9602
Eworth Garbutt	PTGC	Councillor	610 1018

Grayson Sierra	Mother Nature Tours	Manager	605 7031
Justin Linares	Go Sea Tours	Owner/Manager	goseabelize@gmail.com
Florencio Shal	Ox Kawil Ahaw	Owner	oxkawilahaw@gmail.com
Joshlin Mermn	Placencia Beach House Rental	Manager	632 0545
Natasha Gibson	PTA	Tour Guide	622 3137
Walter Garbutt	PTA	Tour Guide	610 1736
Lisa Carne	Fragments of Belize		623 6122
Dr. Anelize Hagan	Suites at 3 Kouanas Tours	Owner	633 6599
Jolie Pollard	Placencia Breeze	Editor in Chief	602 9683
Sean Tang	Belize Tourism Board	Business Development Manager	601 2392

Appendix 5 – Map of Southeast Coast Destination



Appendix 6 – Quarterly Status Report Form

TDDP QUARTERLY STATUS REPORT PERIOD/YEAR

DESTINATION INFORMATION			
Tourism Destination			
TDDP Period	Month Year	End Date	Month Year
Monitoring Group			
Chairperson			
Contact email			
Reporting Period	From DATE/MONTH/YEAR to DATE/MONTH/YEAR		

1. REPORTING SUMMARY

Overall Status:

	Green (Controlled)	Yellow (Caution)	Red (Critical)	Reason for Deviation
Budget	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Schedule	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Scope	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	

Green (Controlled) – Destination Plan is on schedule.

Yellow (Caution) – Destination Plan has deviated slightly from the plan.

Red (Critical) – Destination Plan has fallen significantly behind schedule

Comments:

2. KEY MILESTONES

	Milestone	Plan Completion Date	Status ²⁸	Actual Completion Date
1.				
2.				
3.				
4.				
5.				

3. ACTIVITIES AND PROGRESS

Planned Activities	Progress Made During Period
Strategic Objective 1.1: <i>(State the Strategic Objective)</i>	
Strategic Activity 1 <i>(State the strategic Activity)</i>	<ul style="list-style-type: none"> Describe in bullet points key actions accomplished within the period related to the strategic activity.
Strategic Activity 2 <i>(Expand as needed)</i>	<ul style="list-style-type: none">
Strategic Objective 2.1: <i>(State the Strategic Objective)</i>	

²⁸ 1) Not Yet Started 2) Delayed 3) On-going 4) Completed

Strategic Activity 1	•
Strategic Activity 2	

4. LESSONS LEARNED

Lessons from executing the TDDP

Destination Plan Areas	What happened while you were working on this phase?	Why did it happen that way?	What would you have done differently? The same?	Therefore... what has been learned (lesson learned)
Strategic Thrust 1	•	•	•	•
Strategic Thrust 2	•	•	•	•
Strategic Thrust 3	•	•	•	•

5. RISKS, ISSUES, AND CHALLENGES

Risk type	Risk Description	P ²⁹ : 1 – 5 (1=low 5=high)	S ³⁰ : 1 – 5 (1=low 5=high)	Risk Score (P+S)	Detail of action to be taken (mitigation / reduction / transfer / acceptance)
Political	•	•	•	•	•
Economic	•	•	•	•	•
Social	•	•	•	•	•
Technological	•	•	•	•	•
Environmental	•	•	•	•	•
Legal	•	•	•	•	•

²⁹ Likelihood Of Risk Occurring

³⁰ Severity of Risk

6. NEXT STEPS

(List the key actions planned for the next reporting period)

Appendix 7 – Selected References

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11. ANNEX

Annex 1: Placencia Village Council Draft Byelaws, 2010

PLACENCIA VILLAGE COUNCIL

BYELAWS FOR THE PROPER ADMINISTRATION AND MAINTENANCE OF PLACENCIA VILLAGE AND FOR OTHER MATTERS RELATED THEREWITH.

Placencia Village Council in exercise of the powers conferred on it under Section 23 of the Village Councils Act, Chapter 88 of the Laws of Belize, Revised Edition 2003, and of all other enabling powers, makes the following Byelaws—

PART I—PRELIMINARY

- | | |
|--------------|--|
| Short Title | 1. These Byelaws may be cited as the <i>Placencia Village Council Bye-laws, 2010</i> . |
| Commencement | 2. These Byelaws shall come into operation on the day of 2010. |

PART II—INTERPRETATION

3. In these Byelaws unless the context otherwise requires—

“burn permit” means the permit issued by the Council to allow controlled burning;

“business” means trade, job, business, vocation, occupation or profession;

“business license” means the license for the operation of a business within the Village, as set forth more fully in Part V of these Byelaws;

“Byelaws” means the Byelaws of Placencia Village Council, as from time to time amended, revised and modified, made by the Council for the proper administration and maintenance of the Village pursuant to Section 23 of the Village Councils Act, Chapter 88 of the Laws of Belize, Revised Edition 2003, as from time to time amended;

“Caribbean Coast or Caribbean Coastline” means the coast of the Caribbean Sea;

“Coasts or Coastlines” means the coasts of both the Caribbean Sea and the Placencia Lagoon;

“Council” means the duly elected Placencia Village Council;

“imported goods” means any item that is produced, manufactured or assembled outside Belize;

“Lagoon Coast or Lagoon Coastline” means the coast of the Placencia Lagoon;

“livestock” means animals used for the production of food, including but not limited to, chickens, hogs, cows, horses and turkeys;

“main road” means the primary road servicing the entire Placencia Peninsula;

“main sidewalk” means the concrete sidewalk running more or less parallel to the Caribbean Coastline within the Village;

“Marine Project” includes—
(a) construction, reconstruction, installation, reinstallation, erection, placement, replacement, enlargement, modification, demolition or destruction of all or any portion of any or all public or private marine or marine-related installations on all or any portion of the Coasts, including, without limitation, piers, docks, marinas, boardwalks, boat houses, sea walls, bridges, canals, causeways, moorings, tunnels, and all or any portion of any of them;
(b) dredging of any area of the Coasts;
(c) mining or reclamation of any land contiguous to the Coasts; or
(d) cutting of mangroves.

“No Discharge Zone” means all areas of any body of water within the jurisdiction of the Council or within the boundaries of the Village;

“notice” means notice given in the manner required by Section 84 of these Byelaws;

“person” means any individual, legal entity (including but not limited to, partnerships, organisations and corporations) or governmental unit;

“public nuisance” means any interference with the common right of the general public or an indefinite number of persons, or an unreasonable interference with the health, safety, peace and comfort of the community, including without limitation to, excess noise, unsafe structures, unsanitary conditions, improper waste disposal, setting of fires, smoke odors, vibration and obstruction of public easements and roadways;

“special event” means any activity which occurs upon public or private property that—

(a) affects the standard and ordinary use of public streets, rights-of-way, walkways or main sidewalk;

(b) requires extra Village services, including, but not limited to, litter and garbage collection, police or fire protection;

(c) requires a special permit from any agency, bureau, ministry or department of the Government of Belize, including but not limited to, a special permit from a liquor control board; or

(d) involves gathering of more than 40 persons, but excluding regularly scheduled religious or school activities.

“structural permit” means a permit issued by the Council for proposed work or change in use of all or any portion of a structure;

“structure” means any combination of materials forming a construction for occupancy, use or ornamentation whether installed on, above, through, under or below the surface of a parcel of land or a body of water, including but not limited to, all or any portion of a Marine Project, a walkway, a parking lot, a fence, a sign of dimensions greater than 4 feet (4’) x five feet (5’) or a residential or commercial building;

“Village” means the Placencia Village as defined and declared under the Laws of Belize and those portions of any body of water therein, adjacent thereto, or providing water service for the Village;

“village proper” means that portion of the Village south of a line running from the Lagoon to the Sea and parallel to the southern boundary of that portion of the main road located north of the Placencia airstrip as it exists on the effective date of these Byelaws;

“walkway” means any paved structure intended primarily for pedestrian rather than vehicular use; and

“work” means all activities involved for construction, reconstruction, demolition, destruction, installation, reinstallation, erection, placement, replacement, enlargement or modification of a structure or land, or any portion thereof, including but not limited to, mining, land reclamation, clearing, and cutting of mangroves, but excluding regular and ordinary repairs and maintenance.

PART III—ENVIRONMENTAL PROTECTION

Prohibition of, pollution of air, water, water resources, marine life and the marine environment	<p>4 (1) No person shall emit, import, discharge, deposit, dispose of, or dump any garbage, refuse, night soil, substance or wastes of any kind or nature, including but not limited to, fuel, fiberglass, asbestos, vehicle lubricants, paint, vehicles, appliances, pesticides, insecticides, waste oil, used batteries or solvents, that may or will pollute the air, the atmosphere, the water or water resources, the sea and the lagoon or damage or destroy any marine life or any marine environment of the Village.</p> <p>(2) The prohibitions in section 4 (1) of this byelaw shall include the discharge or overflow of any septic tank onto the ground, gutter, open drain or any body of water.</p>
Septic tanks	
Fiberglass work	<p>(3) Nothing in section may prevent fiberglass work on boats and vehicles in the Village but only in areas specifically designated for such work by the Council.</p> <p>(4) Any person who contravenes any part of this section shall be liable to a fine not exceeding \$500 or the cost of remediation, whichever is greater.</p>
Penalty for pollution	
Prohibition on, and penalty for, exploiting resources	<p>5 (1) No person shall cause the exploitation of all or any portion of the land, water resources, seas or other natural resources in the Village or any body of water adjacent thereto.</p> <p>(2) Any person who contravenes this section shall be liable to a fine not exceeding \$500 or the cost of remediation, whichever is greater.</p>
Prohibition on, and penalty for, burning	<p>6 (1) No person shall burn any substance in the Village, including but not limited to the burning of wood for bonfires on the beach, until a permit is obtained from the Council.</p> <p>Provided that a controlled use of barbecue grills on land owned or leased by the person using the grill may be done.</p> <p>(2) Nothing in this byelaw shall apply to any controlled burning in public parks in which a barbecue pit or grill is provided for the use of the public.</p> <p>(3) Where the Council issues a permit to any person all burning shall be conducted in strict compliance with any or all the requirements and special precautions against fire outbreak or similar incidents.</p> <p>(4) Any person who burns any object without a permit shall be liable to a fine not of not less than \$100 per incident, plus the cost of any loss, cost or expense that may be incurred by the Village in connection with or related to such burning, and such fine may be increased from time to time at the reasonable discretion of the Council.</p>
Application for controlled burning permit	<p>7 (1) An application for a permit to conduct a controlled burning shall be submitted to the Council in the form prescribed by the Council.</p> <p>(2) The Council, whilst granting a permit, shall consider—</p> <p>(a) manner and method of burning;</p> <p>(b) nature of the substance that may be burned;</p>

- (c) site at which burning may take place; and
- (d) any special precautions to be taken respecting the burning of any substance.

(3) Any permit granted by the Council shall include conditions under which permitted burning may occur and the person granted a permit shall strictly comply with all such conditions.

Garbage collection and disposal

8 (1) The Council shall have exclusive right and obligation to collect and dispose of any garbage or refuse in the Village.

Garbage collection fees

(2) The Council may from time to time set such fees for collection and disposal of garbage as the Council deems necessary. Such fees shall be collected by the Placencia Water Board, or any other entity from time to time designated by the Council.

Special conditions for garbage collection

(3) The Council may where it deems reasonable impose conditions for the collection of garbage, including but not limited to, the days on which garbage is collected, manner of bagging garbage, limits on size of garbage collected on a regular basis, special large-item garbage collection dates, and the nature and type of garbage that will be collected.

Penalty for failure to pay garbage collection fees

(4) (1) During any period in which the Placencia Water Board has been designated by the Council as the entity responsible to collect fees for collection of garbage, the Placencia Water Board may suspend water service to any premises whose owner has not timely paid garbage collection fees.

(2) The Council may also impose such monetary penalties it deems reasonable in the event of the non-payment of a garbage collection fee by any person. Such monetary penalties and the amount of any unpaid garbage collection fees shall become a lien on the property from which the garbage has been collected without the timely payment of garbage collection fees in accordance with Part IX of these Byelaws.

Limitation on authority of Council with respect to environment

9 (1) In no event shall the Council authorize or permit the emission, discharge, dumping or other release of any garbage, refuse, substance or waste in, on or around the Village that may—

- (a) pollute water, air or other natural resources in the Village or adjacent bodies of water; or
- (b) cause ill-health or injure the well-being of the public.

Inquiries as to public health matters

10 The Council may cause to be made such inquiries as it deems reasonable on any matter concerning the public health of the Village.

Power to inspect as to public health matters

11 (1) The Council may appoint a health officer who may at all reasonable hours and on prior notice to the occupants, enter in or upon any premises for the purposes of inspections related to the public health of the Village, including but not limited to, inspection of water supply, sewerage, disposal of sewage, and any works thereon or therein constructed or used for the said purposes.

Provided that the Council or any appointed health inspector shall consider the inspection to be necessary as to protect the Village's public health, safety or welfare.

Right to enter premises

(2) Nothing under this section shall prevent any health officer to enter any premises without prior notice if he reasonably deems the entry is necessitated by an emergency of public health or well-being of the Village.

Maintenance of land

12 (1) Any person who owns, occupies or uses any land or structure or any portion of any such land or structure shall maintain the land or structure in a condition reasonably necessary for public health and welfare of the Village.

Village rights and remedies in event of failure to maintain land or Structure

(2) Where a person who owns, occupies or uses land or structure, or any portion of such land or structure, fails to maintain all or any portion of such land or structure as required under section 12 (1) of this byelaw, the Council may, after notice has been given to such person do all things reasonable to clean and maintain such land or structure, or portion of either, and the Council shall be immediately reimbursed for all maintenance costs. All the costs shall be a lien on the property to which such costs relate until paid in full and such lien may be foreclosed upon as provided more fully in Part IX of these Byelaws.

Prohibition of littering, and fine therefore

13 (1) No person shall litter any object in the Village or any body of water adjacent thereto.

(2) Any person who contravenes this section shall be liable to a fine not exceeding \$100 per instance of littering.

PART IV—ANIMAL CONTROL

Control of animals

14 No person who owns or keeps any animal shall allow the animal to move around without control.

Provided that in the case of a dog it shall be leashed when off the property of the person who owns or keeps it.

Licensing of dogs, and fee for licensing

15 (1) All dogs older than six (6) months shall be licensed.

(2) Such licensing shall require the dog to be inoculated against rabies.

(3) For the purpose of this byelaw any person who owns or keeps a dog shall pay a licensing fee as follows—

(a) \$10 annually for a neutered or spayed dog; and

(b) \$50 annually for a dog that has not been neutered or spayed.

(4) All dog licenses shall be issued under the Government of Belize when a rabies shot is administered by a licensed Belize veterinarian.

(5) Licenses issued by the Council shall be attached to a collar and shall be worn by the dogs at all times.

(4) For the purposes of this byelaw the person who owns or keeps any dog shall register the license of the dog in the manner prescribed by the Council.

(5) All licenses issued shall be renewed annually on or before the date the previous license was issued.

(6) Any person who fails to timely renew the license shall be liable to a fine that is in addition to the cost of the license, a further amount equivalent to ten percent (10%) per annum of the annual fee until the license fee is paid.

(7) All licensing fees shall be paid to the Council and receipt evidencing payment thereof obtained and shall be presented on demand by the Council's officers or any authority.

Power to seize animals and impose fines in certain circumstances

16 In any part of the Village, it shall be an offence for any person to leave an animal in any or all of the following cases—

(a) In the case of a dog, that is without—

(i) collar and license; or

(ii) leash in the case of a dog off the property of the person who owns or keeps the dog.

(b) In the case of other animal when it—

(i) appears to be stray or without an owner or keeper;

(ii) suffers from any disease, injury, neglect or abuse; or

(iii) causes destruction or harm to any public or private property.

(2) In the case of offences listed in this section the animal may be seized by any police officer or other person authorized by the Council, and in the case of an unleashed dog off the property of the person who owns or keeps it, or a dog without a collar or license, a fine shall be imposed as follows—

(i) \$25 for each instance when such a dog is not on a leash and off the property of the person who owns or keeps it; and

(ii) \$50 for each time a dog is found without a collar and license.

(3) For the purposes of this byelaw nothing shall prevents the Council to review the amount of fines from time to time.

Treatment and care of unlicensed, stray, ownerless, injured, diseased, neglected or abused animal

17 (1) Upon seizure of any animal that is unlicensed, stray, injured, neglected, abused, or not own, or with disease, the Council may make arrangements for the animal's care or euthanasia as may be reasonably required in the discretion of the Council. Where the owner or keeper of an injured animal is known and can be located within a reasonable time under the circumstances, the Council shall consult with such owner or keeper prior to taking any action with respect to the animal.

(2) Any person who owns or keeps an animal shall reimburse the Council for any cost of care or anesthesia incurred on his animal.

Seizure of neglected or abused animals	<p>(3) In the case of any neglected or abused animal, the Council may permanently remove the animal from the care of its owner or keeper, and take such measures as the Council deems necessary on such animal, including but not limited to euthanasia or transfer of ownership to a person other than the owner or keeper of the animal responsible for the animal's neglect or abuse. In the case of such transfer of ownership, the Council shall divest ownership of the animal from the person who neglects or abuses the animal and shall vest ownership of the animal in the person to whom such animal is transferred.</p>
Prohibition on, and penalty for, unlawfully killing, etc. any animal	<p>18 (1) No person shall unlawfully or willfully kill, wound, neglect, abuse, maim, cause or allow the killing, wounding, neglect, abuse or maiming of any animal.</p> <p>(2) No person who owns or keeps any animal shall cause, allow or train such animal to kill, wound or maim another animal or person.</p> <p>(3) Any person who contravenes this section shall be liable to a fine not exceeding \$500 for each instance, and may in addition, be subjected to criminal prosecution by the Council.</p> <p>(4) Nothing in this section shall prevent any person from instituting any action against a person who willfully and unlawfully allows his animal to commit injury or causes harm or destruction against his body or property.</p> <p>(5) Any animal that wound, kills or maims another animal or person shall be subjected to the imposition of a magistrate's order to confine or destroy such animal pursuant to any applicable Laws of Belize.</p>
Disposal of animal's litter	<p>19 (1) Any person who owns or keeps an animal shall properly dispose of the animal's dung, including but not limited to, the picking up and disposal of dung deposited on public or private property.</p> <p>(2) Any person who contravenes this section shall be liable to a fine not exceeding \$50 for each contravention.</p>
Prohibition of livestock	<p>20 (1) No livestock shall be kept by any person at any location in the Village.</p> <p>(2) Any livestock kept in the Village in violation of this section shall be subject to seizure and disposition by the Council, and the person who owns or keeps such livestock shall pay all the costs, losses, damages and expenses the Council incurred in connection with such seizure or disposition.</p> <p>(3) Nothing shall prevent the Council from disposing or selling such livestock where necessary. If the Council sells the livestock, proceeds of the sale of such animal shall be deducted from the amount owing to the Council by the owner or keeper pursuant to this section.</p>

PART V—COASTAL MANAGEMENT

Authority of Council to issue	<p>21 (1) The Council shall have the authority to issue structural permits for Marine Projects pursuant to the procedures and regulations as provided in Part X of these Byelaws.</p>
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permits and charge fee	(2) The Council may from time to time impose and establish such fees as it deems necessary in connection with its review and consideration of applications for structural permits for Marine Projects.
Prohibition of, and penalty for, Marine projects, pursued without permit;	<p><u>22 (1) No person shall commence, pursues or completes a marine project without a structural permit duly issued by the Council.</u></p> <p>a (2) Any person who contravenes this Part shall be liable to a fine not exceeding \$500 for each day.</p> <p>(3) Notwithstanding the provision of 20 (2), any person who cuts all or any portion of any mangrove without a valid structural permit shall be liable on conviction to a fine of \$500 per tree cut in addition not compliance with any or all the structural permit's conditions.</p>
Application for permit and approval of marine project	<p><u>23 (1) Any application for a structural permit shall be submitted to and in such manner prescribed by the Council prior to the commencement of any work related to a Marine Project</u></p> <p><u>(2) Such application shall conform to the requirements of Part X of these Byelaws and the Council shall have the authority to approve or disapprove such application in addition to the right to review the application's fees as may be set from time to time by the Council.</u></p> <p>(3) Where the Council approves any application for a structural permit, work may start after payment in full of the fees as set forth in Part X, but in no event shall any work commence if the Council disapproves, fails to act on the application or requests additional information. Work may also be commenced immediately if the Council conditionally approves the application, subject to all the Council's modifications, conditions and requirements incorporated into the work.</p> <p>(4) Where the Council issues a structural permit for a Marine Project involving mining or reclamation, any person involved shall take proper measures to eliminate the risk of erosion to, or subsidence or flooding of, adjacent properties.</p>
Pump-out stations, on-board heads, penalty for failure to comply	<p>24 (1) Operations related to Marine that have three (3) or more boats at anchorage off one or both of the Coasts shall provide and use pump-out facilities for all vessels, and shall dispose of wastes in accordance with the best practices obtainable from time to time in the industry.</p> <p>(2) All operations in section 24 (1) shall make such pump-out facilities available to all vessels requiring pump out services but may charge a reasonable fee for the provision of such service.</p> <p>(3) Any person involves in an operation who contravenes this section shall be liable to a fine not less than \$200 per each day for such pump out facilities where they are not available for use by the operation or other vessels requiring such services. Any person involves in an operation who fails to provide such services within sixty (60) days after commencing operations in the Village, the Council may order such operation to cease doing business until such service is provided.</p>

(4) This section shall apply to all operations existing as of the effective date of these Byelaws.

On-board
heads, penalty
for failure to
comply

25 (1) Vessels 26 feet or longer or weighing three (3) or more tons, whichever is less, with an enclosed cabin with berthing and floating structures with enclosed living space shall install a holding tank and close the through-hull valve from the toilet. On all marine sanitation devices, the valve directing the sewage overboard shall be closed and secured with a tie, lock or strap to prevent discharge into the water while in the No Discharge Zone.

(2) No vessel (including but not limited to, charter boats, live boats, fishing boats, private vessels, commercial vessels, houseboats and floating structures) shall dump sewage, whether treated or not, into waters off the Coasts within the No Discharge Zone.

(3) Any person who contravenes this section shall be liable to a fine not exceeding \$100 per day that such vessel fails to have the required equipment and a \$200 fine per instance of dumping sewage, and nothing shall prevents the Council to increase such fines from time to time.

(4) All vessels subject to this section may be boarded for inspection where a two (2) hour prior oral notice is given to the captain of the vessel.

No Wake Zone,
penalty for
violation

26 (1) No vessel shall exceed a slow, no-wake speed in the canals of the Placencia Lagoon or within any No Wake Zone Line demarcated by a buoy line in the Caribbean Sea.

(2) Any person who owns or operates any vessel in contravention of the No Wake Zone shall be liable to a fine not exceeding \$100 per each contravention, or such other fine as may be set out by the Council from time to time.

Establishment
and fee for use
of moorings

27 (1) Any person who owns or operates any vessel anchored within 3 miles from the Coasts shall pay the prescribed fee to the Council for the use of mooring and disposal of garbage other than pump waste.

(2) The Council shall have the right to from time to time establish an anchorage area or mooring buoys to collect fees for the use of mooring facilities.

(3) Where it deems necessary the Council may from time to time establish designated mooring areas and require certain kinds of boats, or specified marine operators, to use such designated mooring areas.

(4) Any vessel's captain who fails to timely pay the required mooring fee or to moor at the specified buoy or anchorage area shall be liable to a fine not exceeding \$100, or such other fine as may be set out from time to time by the Council.

Prohibition on
cleaning of
marine
products at
main dock

28 (1) No marine product, including but not limited to, fin fish, lobster or conch, shall be cleaned at the main Village docks, as such docks may be located or relocated from time to time.

(2) Any person who contravenes this section shall be liable to a fine not exceeding \$100.

(3) For the purpose of this byelaw the Council, may in its discretion double the fine if a person leaves or allows marine product wastes to be found in the vicinity of the main docks, including but not limited to, the beaches immediately adjacent to the main docks.

Proper navigation		29. Any person who owns or operates any vessel off the Coasts shall have and maintain all navigational aids on their vessel as may be required from time to time by the Laws of Belize.
Prohibition on docks	on	30. No docks shall be constructed within the Village proper except by a variance granted by the Council pursuant to section 97 of these Byelaws.
Mangrove buffer Lagoon	on	31. For the purpose of these Byelaws a sixty foot (60') buffer of mangroves shall be maintained at all times on all Coasts of the Placencia Lagoon.

PART VI—RESPONSIBILITY OF THE COUNCIL

Responsibility of the Council		<p>32. (1) The Council shall be responsible for the following—</p> <ul style="list-style-type: none"> (a) manage and supervise the affairs of the Village; (b) enter and inspect premises, projects and such places as may be necessary for the purposes of carrying out its functions under these Byelaws; (c) enter into such contracts or agreements with agencies of government or other organisations local or international as may be necessary or expedient for the discharge of its functions or the general welfare and development of the Village; (d) liaise with the Government, other authorities or organisations in matters affecting the Village; and (e) do such other responsibilities as are necessary and expedient for the efficient performance of the functions of the Council. <p>(2) Without prejudice to the responsibilities of the Council under this byelaw the Council shall ensure that all its actions are in line with the Laws of Belize.</p>
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PART VII-BUSINESS LICENSES

Business license		<p>33 (1) Any person who intends to conduct or operate any business in the Village shall obtain a business license from the Council.</p> <p>(2) Every business license issued shall be renewed at the end of twelve calendar months following the day whereon it was granted.</p>
Powers of the Council on license		34 (1) The Council shall have the powers to—

- (a) hear and determine all applications for the issuance, renewal or transfer of business licenses;
- (b) grant business licenses; or
- (c) withdraw issued business licenses.

(2) Without prejudice to the provisions of this byelaw the Council shall ensure that all its actions or decisions are in the best interest of the welfare, public health, safety or security of the Village.

Applications for license	<p>35 (1) Every person who seeks to obtain a business license shall submit to the Council an application in the prescribed form setting out the following—</p> <ul style="list-style-type: none"> (a) nature of the business to be operated; (b) proposed location of the business; (c) name, address, phone number, fax number and email address (if any) in addition to the particulars of all partners or operators of the business; and (d) such other details as may be relevant to the granting of the application by the Council.
Change of place of business	<p>36. Where a business license is issued to a person and he desires to change the location either at or before the commencement of the business such person shall inform the Council in writing seeking for permission first had and obtained before changing the location.</p>
Procedure where business is carried on in more than one premises	<p>37. Where any person conducts or operates business in more than one location, a separate business license shall be obtained in respect of each location.</p> <p>Provided, however, that the Council may reduce fees for additional business locations where exactly the same business is carried on in each location.</p>
Criteria for licenses	<p>38. The Council shall in deciding upon an application for a business license take into account—</p> <ul style="list-style-type: none"> (a) proper health, safety and sanitation facilities of the proposed business; (b) necessity and availability of parking space for vehicles at the location of the business; (c) impact of the business on Village's infrastructures such as roads, sewage or utilities; (d) impact of the business on Village's services such as the police and fire protection; and (e) such other impact of the business on the general environment of the Village.
No person to carry on business without a license and penalty for failure to obtain a license	<p>39 (1) No person shall carry on any business without a business license granted by the Council.</p> <p>(2) Nothing in this byelaw may prejudice the right of any person who conducts or operates an existing unlicensed business before the effective date of these Byelaws to continue but shall apply immediately to the Council for grant of a business license.</p>

(3) All business licenses issued shall be conspicuously displayed in the place of the business for which the license has been granted.

(2) Any person who conducts or operates a business in the Village without license shall be liable to a fine not exceeding \$500 per month or portion thereof that such business is carried on without the required business license.

Fees payable to Council

40 (1) All fees in respect of business license issued shall be paid in accordance with the manner the Council may direct from time to time.

(2) Receipts obtained for each payment of business license shall also be conspicuously displayed in the place of the business for which the license has been granted.

(3) For the purpose of this byelaw the Council shall have the power to annually assess each business and review fees payable for each business.

Fees when due and penalty for non-payment of fee

41(1) Where the Council assesses any business being carried on within the Village, such fee shall be paid within thirty (30) days after the date the business is notified of such assessment.

(2) Notwithstanding the provision of section 41 (1), the Council may, in its discretion, provide for—

- (i) quarterly payments of business license fees;
- (ii) pro-rate business license fees for new businesses opening after the first quarter of a calendar year; or
- (iii) pro-rate existing businesses applying for a business license within thirty (30) days after the effective date of these Byelaws

(2) Where a person who operates any business fails to pay the assessed business license fee or portion thereof and the Council enacts a quarterly payment schedule within the said thirty (30) days, a further amount equivalent to ten percent (10%) per annum of said fee shall be added to the amount of the fee required to obtain a business license until such fee is paid.

Transfer of licenses

42 (1) No person who obtains a business license granted by the Council shall transfer, assign or mortgage his rights in the granted license except with the prior written approval of the Council first had and obtained and upon payment of any business license transfer fee as may from time to time set out by the Council.

(2) For purposes of these Byelaws, the transfer of a license shall include a change in ownership in the business for which the license was granted, including but not limited to, sale of stock, partnership interest, or all or any assets of the business, including but not limited to, the transfer of any interest in real property used by the business seeking a license.

Peddler license

43 (1) Any person who in the Village sells or exposes for sale, peddles or hawks imported goods shall pay the prescribed fees at the Council to obtain—

- (a) special peddler license authorising the holder personally to sell jewelry or according to the nature of imported goods to be sold;
- (b) general peddler license authorising the holder, personally, to sell imported goods other than jewelry.

(2) All licenses under this byelaw shall be applied individually and the holder shall have the exclusive right to act thereunder.

(3) Such license shall, in the case of an applicant who is a resident of the Village, be in force for one year from the day whereon the license is granted and in all other cases shall be in force for such period not exceeding seven days as the Council shall state therein.

(4) Every person who obtains a license to peddle or hawk imported goods under this byelaw shall at all times on demand show such license to any justice of the peace, police officer, or other officers assigned by the Council.

(5) Any person who contravenes this section shall be liable to a fine not exceeding \$100 for each instance of contravention.

Businesses for which license to be obtained 44 (1) Every person who conducts or operates any of the following businesses shall apply ar obtain a license, that is, the business of—

- (a) managing a circus or merry-go-round, swing or other mechanically or driving contrivance at a pleasure fair;
- (b) holding public events;
- (c) itinerant vendor of herbal or native remedies;
- (d) conducting, recording or selling of motion picture;
- (e) traveling salesperson;
- (f) selling liquor or other intoxicants;
- (g) conducting or managing a hotel, resort, guesthouse or campground; and
- (h) any other business not specifically provided for in this byelaw.

Conditions of approval of license 45. The Council may impose such conditions as it deems reasonable for the health, safety ar welfare of the Village in the grant of a business license, including but not limited to, the restricti on hours of operation, required parking facilities and compliance with health, exit strategy, fir fighting or other safety measure

Forfeiture of license 46. Nothing shall prevents the Council from withdrawing from any person who conducts o operates a business and fails to comply with any or all of the Council's terms, conditions o restrictions imposed in the grant of such business license and such person fails to remedy suc non-compliance within thirty (30) days after written notice from the Council for non-complian has been served on hir

PART VIII—STRUCTURAL REQUIREMENTS

Restrictions on height of structures	<p>47 (1) No structure in the Village shall exceed forty feet (40') in height. (Graduated height restrictions should go here.)</p> <p>(2) In the calculation of the height of a structure for the purpose of section 47 (1) components such as railings and cornices shall be included.</p>
Structural setback requirements	<p>48 (1) Except as set forth in subsection 48(4) concerning structures with thatched roofs, no structure other than a fence shall be located less than—</p> <ul style="list-style-type: none">(a) four feet (4') from each boundary line of the property on which it is located;(b) ten feet (10') from any roadway, including but not limited to, the main road; and(c) six feet (6') from any walkway, including but not limited to, the main sidewalk. <p>(2) For the purpose of calculating the height measurements the distance from a—</p> <ul style="list-style-type: none">(a) road shall be measured from the edge of the road right-of-way closest to the furthest protruding portion of a structure; and(b) walkway shall be measured from the edge of the walkway closest to the structure to the furthest protruding portion of a structure. <p>(3) Not more than sixty percent (60%) of any property may be covered by structures located on the property.</p> <p>(4) Notwithstanding the provisions of subsections 48 (1), (2) and (3), no structure with a thatched roof shall be located less than fourteen feet (14') from the boundary line of the property on which it is located.</p>
Restrictions on fences	<p><u>49 (1) No person shall erect fences constructed out of barbed wire, zinc or any other metal with the sole exception of chain link fencing</u></p> <p>(2) Fences or hedges having a height greater than four feet (4') shall not be located on any property east of the main sidewalk.</p> <p>(3) No fence shall be constructed without issuance by the Council a structural permit in accordance with Part X of these Byelaws.</p> <p>(4) For the purposes of this byelaw, a free-standing wall shall be deemed a fence.</p> <p>(5) No fence shall be higher than six feet (6') unless the Council determines that a higher fence is necessary to protect surrounding properties or it seems there is any potential danger lurking against the person or his property.</p> <p>(6) Nothing may prevent the Council from issuing to any person authorization in writing, for the construction of any portion of any fence higher than six feet (6') and such construction shall not begin until such written authorization has been issued by the Council.</p>

(6) The first four feet (4') of any fence may be constructed of solid stone, wood, brick, masonry or other materials. That portion of any fence higher than four feet (4') shall be constructed of a material such as chain link that does not obstruct the view to or from any property.

(7) Permitted hedges shall be maintained at four feet (4') or less in height unless such hedge faces onto roadway, in which case such hedge may exceed such four foot (4') height limitation unless the Council determines in its reasonable discretion that such hedge is a safety hazard.

(8) No fence shall be constructed or altered to add razor wire, barbed wire, broken glass or other similar material.

(9) This section shall apply to all fences intended to be constructed effective the date of these Byelaws.

Septic tanks

50 (1) A plan of every septic tank shall be submitted to the Council for its approval in accordance with Part X of these Byelaws before such septic tank is constructed.

(2) All newly constructed septic tanks shall be inspected and approved by a person authorised by the Council.

(3) All septic tanks shall be constructed in such a way as not to cause the overflow of effluent pipe to discharge or overflow into any gutter or open drain, but to discharge or overflow in a properly constructed soak-pit which shall be approved by the Council or any person authorised by them.

(4) This section shall apply to all septic tanks intended to be constructed as of the effective date of these Byelaws.

Plumbing and
bathrooms

51. All structures being used for human occupancy, whether for the purposes of residential, commercial or industrial, shall include, that is—

- (a) indoor plumbing and water service;
- (b) not less than one (1) bathroom, including a working toilet, per each five (5) or fewer persons in the case of a residence, and not less than one (1) bathroom, including a working toilet, for every ten (10) persons working in a place of business;
- (c) a working septic system constructed in accordance with these Byelaws; and
- (d) any other requirements established from time to time by the Council in accordance with or under the principles of good workmanship and quality construction.

Non-
conforming
uses

52 (1) Unless the Council determines that the public health or welfare is threatened, and except as otherwise provided in these Byelaws, structures already existing on the effective date of these Byelaws are not required to comply with the requirements of this Part VI of the Byelaws until the occurrence of—

- (a) a structural modification or change intended by its owner or any person that occupies or uses the structure or the property on which the structure is located, as the case may be; or
- (b) significant damage or destruction of or in the structure by natural, unforeseen or other similar reasons.

(2) For the purpose of this byelaw regular and ordinary repairs and maintenance of existing structures and fences shall not be deemed structural modifications or changes of or in the property.

Requirement of permit

53 (1) No work on any structure, including but not limited to, works related to a Marine Project, shall commence until a structural permit has been issued by the Council in accordance with Part X of these Byelaws.

(2) Where any person is issued with a structural permit by the Council, such person may start work immediately. Work may also begin immediately if the Council conditionally issues a structural permit, but all conditions required by the Council shall be complied with in the work.

(3) Nothing shall prevents the Council from requesting additional information prior to making a decision on the issuance of a structural permit, and in this case no work shall begin until the Council receives the requested information and issues a structural permit thereafter.

(3) All work under the authority of a structural permit shall be performed in a good, safe manner as known in the industry and in accordance with the application for approval of the work or any conditions, requirements and restrictions imposed by the Council in issuing a structural permit or any applicable law in Belize.

(4) In the case of construction of a structure for which a structural permit has been issued by the Council, no work shall proceed past the stage of setting the foundation until such foundation has been inspected by the Council or its designated representative to access the level of compliance with the structural permit issued. Such inspection and approval shall be evidenced by a notation made on the structural permit that is signed and dated by the Council's representative or member who shall approve such foundation as being in compliance with these Byelaws and any or all conditions of the structural permit.

PART IX—RIGHTS OF WAY

Prohibition on bicycle riding

54 (1) No bicycles or vehicles of any kind shall be ridden, driven or operated in any manner (excluding pushing) on or over any walkway in the Village, including but not limited to, the main sidewalk.

Provided, however, that this byelaw shall not be deemed to prohibit the operation of a bicycle or any licensed vehicle on any road intended primarily for vehicular use.

(2) Notwithstanding the provisions of this byelaw nothing shall prevents or prohibits any person from the use of wheelbarrows or carts for the transportation of goods on any walkway, including but not limited to, the main sidewalk.

(3) Any person who rides, drives or operates a bicycle or other vehicle in contravention of this section shall be liable to a fine not exceeding \$100 per instance of contravention, or such other fine as may be set out from time to time by the Council.

(4) No impounded bicycle or vehicle shall be released to any person who contravenes this section until payment in full of such fine is made to the Council.

Restricted use
of motorized
vehicles east of
main sidewalk

55 (1) No motorized vehicle (including but not limited to, electric powered vehicles) shall be operated or parked east of the main sidewalk unless specifically authorised by the Council in writing, or as follows—

(a) three wheelers engaged in the delivery of goods or services to residences or businesses located east of the main sidewalk shall access that portion of the Village proper located east of the main sidewalk solely over ramps constructed along the main sidewalk for such purpose; or

(b) owners of structures located east of the main sidewalk in the Village proper may apply to the Council for a permit to construct a ramp across the main sidewalk solely for the purpose of driving a motorized vehicle across the main sidewalk by the owner or occupier of the business or residence, but in no event shall any business or residence located east of the main sidewalk be allowed to use such ramp for the parking of more than two (2) vehicles at such owners' business or residence.

Penalty for
failure to
comply

(2) Any person who contravenes this section shall be liable to a fine of not less than \$100 per contravention, or as such fine as may be determined by the Council from time to time, and any person who continuously park more than two (2) vehicles on such person's property located east of the main sidewalk shall be liable to a fine of not less than \$1,000 per vehicle for each instance of contravention of this byelaw.

(3) In addition to the fine imposed under section 55 (2) any person who contravenes this byelaw shall be liable for, that is—

Liability for cost
of repair

- (a) cost of repair or replacement of any portion of the main sidewalk directly or remotely damaged by such contravention; or
- (b) responsible for any owner of any structure located east of the main sidewalk in respect of maintenance and the repair of that portion of the main sidewalk used by such owner, or anyone claiming under such owner.

(4) Where the Council cause any reasonably required repairs or replacements of the main sidewalk to be made on behalf of the person who ordinarily shall have shouldered the responsibility under this byelaw or claiming under the ownership, as the case may be, and such person, owner or person claiming under such ownership, shall immediately reimburse the Council for the all amounts expended thereof. All costs of maintenance and repairs under this byelaw shall also be a lien on the property described in section 68.

Traffic
regulations

56 (1) The vehicle speed limit shall be fifteen (15) miles per hour on any portion of any road located south of the Village water tower and 25 miles per hour on any portion of any road located north of the Village water tower.

	(2) Parking on the main road within the Village proper shall be on the east side of the main road from the 1 st through the 15 th day of each calendar month, and on the west side of the main road from the 16 th day through the last day of each calendar month.
Power of Council to enact additional traffic regulations	(3) The Council may from time to time make such additional traffic regulations as it deemed necessary provided that such regulations are clearly posted on the portion of any road or walkway to which such regulations is intended to apply.
Penalty for failure to comply	(4) Penalties for violation of speed limit regulations shall be as determined by the applicable Laws of Belize. (5) Any person who contravenes the parking regulations of this section shall be liable to a fine of not less than \$25 per contravention or such fine as may be determined by the Council from time to time.
Imposition of fines against vehicle owner or operator	57. Any fines set by the Council for violation of vehicle regulations enacted by the Council may be assessed against the owner or operator of the vehicle involved in the contravention, as may be determined by the Council in its reasonable discretion.
No obstruction of beach access	58. No person shall erect barriers or obstruct access to the Caribbean Coastline; provided, however, that a person may designate a permitted path to the Caribbean Coastline across his property.
No obstruction of first 66 feet from high tide line	59. No person shall erect barriers or permanent structures as to substantially interfere with the use of the Caribbean Coastline by the public for the first sixty-six feet (66') from the high tide line of the Caribbean Coast.
No prevention of casual use of first 66 feet from high tide line	60. No person shall prevent or prohibit the use of the first sixty-six feet (66') from the high tide line of the Coasts for temporary and casual use, including but not limited to, sunbathing, swimming and picnicking, but such casual use shall not be deemed to include camping or barbecuing except with the permission of the owner of the property adjoining such sixty-six feet (66').
PART X – MISCELLANEOUS	
Destruction of signs, etc	61 (1) No person shall destroy, deface or break any sign, notice, bill or placard in the Village. (2) This byelaw shall not apply on any person or body that has been authorised by the Council to destroy, deface or break any sign, notice, bill or placard in the Village.
Restriction on camping	62. No person shall camp within the Village except at a campground lawfully issued with a business license by the Council pursuant to Part V of these Byelaws. Camping shall include camping in a trailer or other similar powered vehicle.

Restriction on fireworks	<p><u>63 (1) No person shall possess, control, sell or discharge any firework of any kind whatsoever in the Village, including but not limited to, firecrackers, without the prior written permission of the Council.</u></p> <p>(2) Any person who contravenes this section shall be liable to a fine of not less than \$25 per firework in the person's possession or control, and where a person is found selling fireworks without the permission of the Council shall be fined \$500 for each unpermitted sale of fireworks.</p>
Restriction on slingshots and pellet guns	<p>64 (1) No person shall possess, control, sell or discharge any slingshot or pellet gun in the Village.</p> <p>(2) Any person who contravenes this section shall be liable to a fine of not less than \$50 per contravention in addition to any other penalties imposed by these Byelaws or any applicable Laws of Belize.</p>
Power to order abatement of nuisance	65. The Council may in writing impose such fines or make such orders including but not limited to demolition orders as it deems reasonable to control, suppress, abate or prevent public nuisance or the recurrence of a public nuisance.
Restriction on noise	66. No person shall operate or use any noise producing device, including but not limited to, radios, sound systems, power tools, televisions, stereos or any manually or electronically managed device in such a manner as to constitute a public nuisance.
Council may delegate authority	67. Nothing shall prevents the Council delegating any or all of its powers, authority, duties or obligations pursuant to these Byelaws to any person or body charged with the carrying out of such powers, authority and duties as determined by the Council on its behalf. The Council shall be bound by the authorized acts of any person or body acting in such capacity or circumstances.
Council to have all additional rights and remedies available at law or equity	68. In addition to the penalties and other remedies specifically set forth in these Byelaws, the Council shall have all rights and remedies available at law and in equity against any person who violates these Byelaws or any portion thereof and to enforce these Byelaws against any person whomsoever, including but not limited to, the imposition of a lien against the property of any person who fails to pay any fine or penalty imposed by these Byelaws, and any such lien as may be foreclosed in the same manner as a perfected mortgage or security interest.
Council's obligation to enforce Byelaws	69. The Council and its designated representatives shall enforce these Byelaws in a reasonable manner and shall not act arbitrarily in connection therewith.
Rights of residents for actions	70. Nothing prevents any rights of residents to bring up any legal actions where the Council fails or refuses to diligently enforce these Byelaws to compel compliance thereof.
Legal responsibility	71. No child of any age shall be allowed or caused to contravene any provisions of these Byelaws. Any parent or guardian of a child who causes or allows his child to contravene

for violation of
Bylaws by
children

these Byelaws shall be liable to the satisfaction of all fines or penalties connected with or related to such contravene.

Appeals to
Council
regarding
actions and
decision of
Council's
designated
representative

72 (1) Where any person disagrees with the action or decision of any designated representative of the Council, such person may ask the Council to review such action or decision in a written request to the Council setting forth in detail his identity in addition to—

- (a) action or decisions taken or made;
- (b) identity of the person or body that took or made the action or decision;
- (c) date on which such action or decision was taken or made;
- (d) name of the person affected by such action or decision;
- (e) reason the person requesting the Council to review the decision or action believes such action or decision was taken or made in error;
- (g) sufficient details surrounding the action or decision to allow the Council to understand the issues involved in the action or decision; and
- (h) such other information as may be requested by the Council.

(2) Upon receipt of such written request, the Council shall have thirty (30) working days in which to notify the affected parties that the Council may or may not review the action or decision that form the basis of the request for review. If the Council decides to review such action or decision, the Council may make any or all inquiries of all persons as the Council deems reasonable in its review, and shall notify the person making the request of the Council's decision in writing within twenty (20) working days after the Council notifies person that the Council would review the action or decision for which review has been requested.

(3) Nothing in this section shall be deemed to require the Council to review, reverse or affirm any action or decision taken or made by any designated representative of the Council.

Special events

73 (1) No person shall hold, host or caused to be held or hosted any special event without appropriate permission from the Council.

(2) For the purpose of this bylaw any person who desires or intends to hold, host or caused to be held or hosted any special event shall apply in the prescribed form for permission from the Council not less than ten (10) days prior to the scheduled special event and such application shall include—

- (a) name of the person desiring to hold or host the special event;
- (b) purpose of the special event;
- (c) activities that are envisioned to occur at the special event;
- (d) date and time of the special Event, including the time the special event is focused to begin and end;
- (e) approximate number of persons expected to attend the special event;
- (f) name of person or body responsible for crowd control and litter clean-up;

- (g) type of alcoholic beverages intended to be served at the special event; and
- (h) such other information as may be requested by the Council.

(2) Every person who for the purposes of this byelaw requires in writing that the Council be responsible for either crowd control or litter clean-up, the cost of such responsibility shall be immediately reimbursed to the Council by the person who intends to hold or host the special event as the Council may in its discretion direct.

(3) Nothing shall prevent the Council using its discretion to require reasonable monetary deposits to ensure that such reimbursement is made.

(3) The Council may from time to time set out fees for the review of applications for, and the issuance of permission to hold or host any special event.

(4) Any permission to hold or host a special event granted by the Council shall be in writing and may include such conditions, requirements and restrictions as the Council deems reasonable to protect the health, safety and welfare of the Village.

(5) Without prejudice to the provision of section 73 (4) any person who intends to hold or host a special event shall comply with other applicable Laws of Belize if any.

(6) All written approvals or permissions from the Council for a special event may be available for review by any person designated by the Council at the location of the special event.

(7) Any person who without permission holds or hosts a special event contravenes this byelaw and shall be liable to a fine not exceeding \$1,000 in addition to other fines that may be imposed by the Council against him for not compliance with all conditions, requirements and restrictions applicable to that special event.

Prohibition
against
loitering

74 (1) A person who—

- (a) at a time, or in a manner not usual for law-abiding individuals under circumstances that warrant alarm for the safety of persons or property in the vicinity of the Village takes flight upon appearance of a police officer or refuses to identify himself with any identification;
- (b) stands, sits, or lies in or upon any public or quasi-public sidewalk, street, curb, crosswalk, walkway area, dock or that portion of private property utilized for public use, so as to hinder or obstruct unreasonably the free passage of pedestrians or vehicles thereon;
- (c) blocks, obstructs, prevents free access to the entrance of any building open to the public; or
- (d) remains in essentially one location, including but not limited to, spending time idly, dilatory, lingering, staying, sauntering, or standing around same place, commits the offence of loitering.

(2) For the purpose of this byelaw, public place shall include any area generally visible to the public view, including streets, sidewalks, bridges, alleys, docks, plazas, parks, driveways, parking lots, automobiles (whether moving or not), and buildings open to the general public, including those which serve food or drink or provide entertainment, and the doorways and entrances to building or dwellings and the grounds enclosing them.

(2) Any person who fails or refuses to obey immediately a communicated order by a law enforcement officer to leave a place he loiters in contravenes this section and shall be liable to a fine not exceeding \$25 for a first instance and \$50 for non-compliance with the first order.

Notice of surveys 75 (1) No person shall make or cause to be made a survey of any or all portion of a property in the Village without notifying the Council.

(2) Nothing in this byelaw shall prejudice the rights of any owner or occupier of all adjacent property to be informed in writing of the scheduled date, time of such survey, any postponements or rescheduling of such survey.

Anti-graffiti byelaw 76 (1) No person shall deface any structure, including but not limited to, any roadway, walkway, sign, building, fence and wall, with graffiti in any manner whatsoever.

(2) For the purpose of these Byelaws, graffiti shall mean any unauthorised decoration on any structure including but not limited to, writing, painting, marking, inscription, drawing or spray painting of any word, figure, information, symbol, icon, character, image or sign on any object.

(2) Any person who contravenes this section shall be liable to a fine not exceeding \$500 for each contravention.

(3) In addition to the provision of section 72 (2) a person on whose property such graffiti is located shall cause such graffiti to be removed or painted over within 48 hours.

Prohibition on public nudity 77 (1) No person shall appear or aids or abets anyone to appear nude in any public place.

(2) Any person who contravenes this section 77 shall be liable to a fine not exceeding \$500 and in the case of a person who aids or abets in the contravention of this byelaw shall also be liable to a fine of \$1000.

Severability 78. If any Part, section, sentence, clause or phrase of these Byelaws are held unconstitutional or invalid or contradicting any Law of Belize, the remaining provisions thereof shall, nevertheless, remain in full force and effect.

No waiver or modification	79. Failure to specifically or strictly enforce any provision, requirement, term, condition, section, subsection, part or subpart of these Byelaws at any time or from time to time shall not be deemed a waiver of all or any portion of these Byelaws, and shall not be deemed in any manner to affect, modify, change or amend these Byelaws.
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PART XI – FINES, ORDERS AND IMPOUNDMENTS

Council's rights to change amount of fines	80. The Council shall have the rights from time to time, to set, review or change the amount of fines that may be imposed under these Byelaws.
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Fines to be paid to Council	81 (1) All fines shall be paid in a manner prescribed by the Council within fifteen (15) days after the date such fine is imposed, and the Council shall issue a written receipt upon the payment of any fine.
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Increase in fine for non-payment	(2) In addition to any other requirements, terms or provisions of these Byelaws, the amount of any fine incurred by any person pursuant to the Byelaws shall be increased by \$5 for each day that such fine remains unpaid after the date upon which payment of such fine is due.
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Compliance with Council Orders	82. Pursuant to these Byelaws compliance with any order issued by the Council by any person shall be promptly commenced and diligently pursued to completion.
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Contest of fines, orders and impoundments	83 (1) Impoundments, fines and orders imposed pursuant to these Byelaws may be contested by the party assessed with the fine, against whom an order is issued, or the legal owner of the property whose property is impounded, as applicable.
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(2) Any such contest shall be made by the initiation of a legal proceeding within fifteen (15) days after the date that notice of the fine, order or impoundment is given to a party to be charged.

When consent deemed given	(3) Where a legal proceeding to contest a fine, order or impoundment is not filed within the fifteen (15) day period, the impoundment, fine, assessment or order shall be deemed to have been consented to by all affected parties and shall remain binding against all the parties.
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Notice of fine, impoundment or order	84 (1) The Council shall deliver notice of any fine, order or impoundment to each party to be charged in writing.
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(2) Such notice shall be deemed received by such party upon personal delivery to him or pasting or fixing at a conspicuous place at such person's last known address, or within twenty (20) days after depositing such notice in the mails of Belize using registered mail.

(3) Notwithstanding anything to the contrary in this byelaw, notice to the owner or occupier of real property subject to any order, fine or impoundment under these Byelaws may also be given by pasting or fixing such notice in a conspicuous place at the affected property. Such posted notice shall be deemed received by the affected person on the fifteenth (15th) day after the date of such pasting or fixing.

Failure to pay fine or comply with Byelaws

85 (1) Any person who by a commission or omission contravenes or fails to comply with the provisions of any of these Byelaws, including but not limited to, payment of an uncontested fine or compliance with an uncontested order or impoundment, shall be liable on summary conviction to a fine of not less than \$1,000 dollars in addition to the originally imposed fine, if any, or to imprisonment for a term as may be imposed by a court of law, or to both such fine and imprisonment as the court may deemed fit.

(2) In addition, any unpaid fines related to any land or premises shall constitute a lien on such land or premises. Upon recordation of such lien in the land records, such lien shall encumber the land or premises to which such lien relates, and may be foreclosed upon by the Council in the same manner as a mortgage encumbering such land or premises.

Community service work as alternative to payment of fine

86 (1) At the Council's discretion, community service work may be substituted for the payment of a fine at a ratio of two (2) hours of community service work for each one dollar (\$1) of a fine. The nature of the community service work shall be at the sole discretion of the Council and shall be determined according to the circumstances and public interest of the Village at the time.

(2) For the purposes of this byelaw community service work shall include but not limited to, cleaning up litter in the Village, painting public offices, assisting public schools or working at veterinary clinics.

PART XII – STRUCTURAL WORK AND CHANGE OF USE PERMITS

Applications required for work and change of use; application fees

87 (1) Except as may be otherwise specifically allowed by these Byelaws, a structural permit shall be obtained before any work commences with respect to all or any portion of a structure, and before any change in the use of any structure, including but not limited to, structures intended to be changed from residential to commercial or commercial to residential.

(2) Any person who seeks to obtain a structural permit shall submit to the Council an application with a fee in such amount as the Council may set from time to time.

Content of applications

88. Such application shall include—

- (a) information showing that the proposed work related to the structure complies with all portions of these Byelaws and any applicable laws or regulations imposed under the Government of Belize including but not limited to, information about materials, methods of performing the work for which the structural permit is requested, and impact on the marine, air and other environment of the Village;
- (b) proposed time of commencing and completing the work for which the application is submitted;
- (c) architectural drawings sufficient to adequately inform the Council of the location, dimensions, details and extent of the proposed work;
- (d) architectural drawing or survey showing easements, rights of way, boundaries and such other information about the property on which work will be performed, as may be necessary for the Council to evaluate the work and its compliance with these Byelaws;

- (e) proof that the person requesting a structural permit either owns or has a valid written lease or other legal entitlement to complete the work on the property on which the proposed work will be performed;
- (f) attachment of the receipts evidencing payment for the structural permit; and
- (g) such other information as may be required by the Council in its assessment of the proposed work.

Council review
and publication
of applications

89 (1) The Council may upon the receipt of an application within thirty (30) days approve, disapprove or conditionally approve such application, or request additional information or notify the applicant that it needs additional time to review the application.

(2) Where the Council refuses or fails to take any action within the days stated in section 89 (1), such application may be deemed approved.

(a) All structural permits issued after an application is approved by the Council shall be in writing and signed jointly by the Chairman and Secretary of the Council or the Vice-Chairman in the absence of the Chairman and Secretary or two members acting on behalf of the Council.

(b) Nothing in section 89 (2) (a) shall prejudice the provisions of any law or regulation that may be imposed by any other authority in Belize.

(c) For the purpose of this byelaw the Council shall not be required to refund an application fee paid by any person.

Fees for
structural
permit

90 (1) The Council may impose fees for the issuance or renewal of structural permits in such amounts as may be set from time to time by the Council in its reasonable discretion. Such fees for the issuance of structural permits may, but need not be, based on the cost or nature of the work for which a structural permit is required.

(2) No structural permit shall be issued until the payment in full of any fee imposed by the Council.

Appointment of
inspectors

91. The Council may appoint one or more inspectors to review and advise the Council on applications, inspect on-going work, and approve or disapprove each completed work in writing before it issues any structural permit.

Inspection of
work by
inspectors

92 (1) All inspectors appointed by the Council shall be given reasonable access to the work for which a permit has been granted for the purpose of inspecting the work to ensure that it complies with any and all conditions of approval of a structural permit imposed by the Council.

(2) For the purpose of this byelaw the Council shall also have the rights to request for other documents from any person in this circumstance whether or not he comply with other laws or regulations imposed by any authority in Belize.

Stop orders	93. Any inspector acting on behalf of the Council may order the stop of any work being performed in contravention of these Byelaws. All work shall immediately stop when such an order is issued, and work shall not continue again until the issued order is withdrawn in writing.
Copy of permit to be at place of work	94. Any person who has been issued with a structural permit by the Council shall keep a copy at the place where the work is being performed and shall be presented on demand by any authority.
Conditional issuance of permit	95 (1) Structural permits granted by the Council may prescribe such terms, conditions and requirements for all or any portion of work, including but not limited to, expiration of the structural permit if any all or portion of the work for which the structural permit is granted is not commenced or completed within the time period required by the Council, and in accordance with any and all conditions imposed by the Council in the issuance of the structural permit.
Performance of work under structural permit	(2) All work shall be performed in strict compliance with all such terms, conditions and requirements. The Council may revoke any structural permit where work is not performed in strict compliance with such terms, conditions and requirements.
Expiration of structural permit	(3) Where a structural permit is issued with an expiration date for the commencement or completion of work within a specified time period, and such work is not commenced or completed within such time requirements, such structural permit shall automatically expire without further action by the Council, and no work may commence or proceed under such expired structural permit until renewal of such structural permit and payment of any additional fees for renewal as may be imposed from time to time by the Council.
Non-renewal of permit after expiration	(4) If a structural permit expires and application for a renewal of the expired structural permit is not made within ninety (90) days after such expiration, no work may be commenced, pursued or performed until a new structural permit has been issued by the Council in accordance with these Byelaws.
Permits non-transferable	96 (1) A structural permit shall not be transferred to any other person.
	(2) For the purposes of this byelaw a transfer shall include but not limited to, a change of ownership from one person to the other, the transfer of ownership or the right to use or occupy property on which a structure is or will be located, or the death, dissolution or liquidation of any person.
Council may grant variances	97. The Council may grant variances from the requirements of Parts III, IV and VI of these Byelaws if the geometric shape, dimension or topography of a specific property or Coastline does not allow strict compliance with the regulations of Parts III, IV and VI of these Byelaws.

PART XIII – PUBLICATION

Publication of applications for, and licenses	99. The Council shall caused to be published in publication with general circulation on the Placencia Peninsula and such other means of public communication, the following–
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or permits
issued, for
businesses and
work

(a) For business license it shall include the names of all persons who apply for, that is to—

- (i) obtain business license, or a renewal thereof;
- (ii) transfer a business license or names of persons granted or denied or renewal thereof; or
- (iii) pass statement to such effect if no applications for business licenses or renewals of business licenses have been received, or no applications granted or denied within the month immediately preceding the deadline for publication of the publication described in this section 99.

(b) For structural permits it shall include, that is—

- (i) names of all persons (and such person's business name, if applicable), who shall apply for a structural permit, or renewal thereof;
- (ii) brief description of the work and the location of the work for which a structural permit or renewal of a structural permit has been applied;
- (iii) names of all persons and businesses to whom a structural permit has been granted or renewed, along with a brief description of the work and the location of the work for which the structural permit has been granted or renewed;
- (iv) names of all persons and businesses to whom a structural permit or renewal thereof has been denied, along with a brief description of the work and the location of the work for which the structural permit has been denied; or
- (v) statement to such effect if no applications for structural permits or renewals have been received, or no applications granted or denied within the month immediately preceding the deadline for publication of the publication described in this section 99.

(c) For land distribution it shall include the names of all persons who shall have—

- (i) applied for the purchase or distribution of any land or property from the Village in connection with the allocation of any property controlled or owned by the Village; and
- (ii) been granted the right to purchase, or shall have received a distribution of any land or property in the Village, along with the purchase price of such land or property, if any, or a statement that no purchase price was paid or required to be paid.

Publication of
fines,
application and
permit fees

100. By November 15 of every year, the Council may make and publish a schedule of all fines, fees and other charges in amounts set by the Council for the following calendar year. Such schedule shall be published in any publication with general circulation on the Placencia Peninsula or such other means of public communication. Such schedule shall also be prominently posted at the office of the Council, and such other locations as the Council may decide.

GIVEN under the Common Seal of the PLACENCIA VILLAGE COUNCIL this
..... day of, 2010 in the presence of:

Brian Yearwood,
Chairman
Placencia Village Council

Lloydia Caballero,
Secretary
Placencia Village Council