

# **TOURISM AS AN ASSET FOR SUSTAINABLE DEVELOPMENT**

Unveiling the potential of local assets for Spatial Development in Moche, Trujillo, Peru

Silvana Corro



Front cover: Huaca del Sol.

- Source: Picture taken from <http://www.impossibleobjectsmarfa.com/fragments-2/ancient-arts-of-the-inde>

Back cover: Tourist attractions in Trujillo

- Source: Pictures taken by author.

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July 3rd, 2017



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*To all of us who want to make this a better place to live in...*





## ACKNOWLEDGEMENTS

The elaboration of this thesis project has been a very fruitful journey that gave me knowledge in many aspects of my life, more than what I expected.

It would have not been possible to make it without the enormous support, advice and company of many people who were part of my life in these ten months.

To my mentors, Wil and Arie who were always willing to help me when I was stuck on a topic and didn't know which direction to take, and who always had unexpected but very opportune comments. Thank you for been mentors in more than just the academic field, but real mentors in the field of life, and for having taught me to balance work and leisure time as a must! I really appreciate your sense of tranquility, while pushing me forward.

To Ana Maria Fernandez, for your advice, regarding this thesis, and for giving me the comments I needed to hear from a "peruvian perspective". But more than that, for your advices in my academic and personal life in general. I found on you a highly valuable friend whom I can talk to and that I hope we can continue working together, later as colleagues.

To my roommates, Ilaria, Anping, Sai, and Xin, who were there, always there, to share our everyday stories and to listen how was my thesis going, even without understanding too much

about what was this project about. Infinite thanks for having shared all this time with me, it was a real family.

To all my BK and TU Delft friends, for having made these two years special in every sense of the word. Shared moments of intense work, long lunches, study trips, association's meetings and, of course, bouwpub time. Thank you Latituders, for being that fuel that kept me alive and deeply proud of being Peruvian; and for sharing that deep desire of wanting to make our countries better, as this thesis is trying to do. I could have not been more lucky than meeting all of you at very special moments of my life.

To my peruvian friends, for been always there, available to talk, to listen and share our moments of life at both sides of the world, and giving me the advice I always needed to listen. Thank you for being very close, although being far away.

And, as always, to my family. For giving me that unconditional support through all this time, that pushed me to keep going. To my dutch family for being there in the easy and complicated times and for helping me not feel homesick, but really like at home; in my new home. And to my parents, because I know you will always be there, with your unconditional love. This is possible thanks to you, above all.



**Figure 0.** Fisherman with his sons in Huanchaco dock. Source: photography taken by author.



## MOTIVATION

Being Peruvian, and specifically Limean, I have witnessed the highly centralized structure of development that takes place in my country. Big inequalities in provision of services and opportunities for personal development do exist among the capital city and the rest of Peru. This structure has had an effect on the way the country has been urbanized, reflected, for instance, in the fact that almost one third of the total population is concentrated in Lima and that the second populous city hosts no more than one tenth of the previous one (INEI, 2009).

Attempts towards decentralization have been done; however, they fail mostly due to the weak political - administrative structure of governance.

The tendency of increasing urbanization is happening worldwide, and Peru is not different in this regard. For the last 50 years huge migrant flows from rural to urban

areas shaped what nowadays are the most populous urban areas in the country, over exceeding the capacity of governments to manage urbanization.

Trujillo, is the second populous metropolitan area of Peru. And although its growth has followed similar patterns of urbanization to Lima, like massive urban sprawl, it is still at a stage where things can change of directions and prevent chaotic consequences.

Considering Trujillo as a secondary city within the country, how could it steer urban development within a sustainable development approach? How to elaborate a development approach that recognizes and utilizes local resources? These are some of the questions that guide this thesis in order to find out alternative solutions that, based on practical and theoretical research, could serve as source of inspiration for real practice.

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**Figure 1.0.** Chan chan archeological site. Source: photography taken by author.

# **1. INTRODUCTION**

This project has been done within the Complex Cities research group of the MSc track Urbanism, from Delft University of Technology. This research group aims to integrate spatial planning and strategy making, by understanding how do they contribute to the diminishing of poverty, environmental threats and weak governance in developing regions around the world.

The motivation for choosing Trujillo as site for this thesis project starts, as mentioned before, with its condition of being the second biggest metropolitan area in Peru, with almost 1 million inhabitants; and the chaotic patterns that its urban growth is following. But more than, it is determined by the fact that Trujillo is, by now, the main urban center, provider of services, in the northern region of the country.

From that, Trujillo is presented as secondary city, not only due to its size, which fits in the definition of the population that a secondary city should have, that is between 10 to 50 per cent of a country's largest city (Roberts, 2014, p. 38), but mainly due to its role and functions within the national context. As Song (2013) states "secondary cities are less defined by population sizes, surface areas or other statistical measures than their structural positions within urban networks, and regional, national and global economic systems" (in Roberts, 2014, p. 38).

In this regard, two economic activities give the city national importance: industry and agriculture, which are responsible for the 50% of the regional GDP (MPT, 2012, p. 35). As an urban center, Trujillo provides with education, health care, recreation and social services; but it also provides with supportive services to the industrial

and agricultural activities. For instance, the airport and port contribute to its industrial function, especially the last one, which distributes big volumes of the regional production.

However, even though these two activities are the main reason for economic growth, the tourism activity is a growing one, which can support and boost its character of secondary city.

According to the typology of functions, defined by Song (2013), a secondary city can that when having tourist center as principal function: "the city makes use of its comparative advantages -location, natural resources, historic legacy, culture, etc..., to promote activities linked directly to domestic and/or international tourism.

Regardless whether Trujillo can be defined as a secondary city or not, this concept is brought to raise awareness of the relevance of intervening in a city like this. This is not to diminish the importance of other less populated and less economically functional cities have, but to increase the attention that is been given to those that play key roles in the national, regional and local contexts.

Cities like Trujillo cannot continue growing, urbanistically and economically, without a plan that aims for sustainable development. This, because the preservation and strategic usage of resources is essential for an armonic development of people's life.

Trujillo posses those advantages to become a tourist center, but it has weaknesses as well, and sometimes these are more noticeable. The challenge is how to

use the existing qualities, or assets, in order to work for the improvement of those weaknesses, like poor environmental development and weak social structures, that frequently derive in the absence of economic input, which otherwise would be the fuel for improving things.

This project goes along two scales: metropolitan area and district. The first one gives context regarding urban development and tourism in the area, and helps to situate from national and, since Trujillo is starting to be “in the eyes of the world”, even international perspectives. The second one, is the site of study, that will be analyzed deeper in order to reach a proposal that can tackle more concrete issues and reach a deeper sense of locality.

The district location of this project is Moche, and it has been chosen because it comprises both issues of urban growth and tourism growth, although both still incipient. However, for the purposes of this thesis project, it is interesting to analyze and propose in an area where things are at an early stage, and can still be shaped.

It also fits in the Complex Cities research group, in that poverty conditions are related to the lack of economic and physical development of the urban areas, on the one side, and that weak governance is one of the main reasons for this lack of development, on the other side.

Besides those negative issues happening in Moche, the tourism sector is one that gives hope again; thanks to some tourist attractions, Moche is present in the tourist map of the region. However, what happens nowadays is that tourist assets are not recognized as a potential for achieving spatial development, and instead of improving

the conditions under which they exist, they are left without measurements for their protection or promotion.

Therefore, this project brings together the topics of tourism and urban development in order to explore the linkages between them, to identify when does tourism depend on the urban conditions of a place to be successful, and when does urban patterns damage the tourist environment and put it into risk of disappearing.

The aim is to find points in common for both to exist, diminishing the negative effects of their coexistence, and collaborating for the achievement of sustainable development of the area. In this sense, theoretical, analysis and design approaches are in line to the one of sustainable development.

The issue of weak governance structure is brought by revisiting the lack of a collaborative approach between societal, governmental and business sectors. By boosting the strong social will to work for improvement, the will of government to turn into a more flexible and inclusive system of governance, and the raise of consciousness and local responsibility from the business sector, to work within a collaborative approach for the improvement of the local living environment.

All this is explored through the integration of these two sectors of governance: tourism and urban development, with the main aim of reaching a proposal that can show the possibilities for improvement, not only of Moche, and Trujillo at its bigger scale, but to serve as an example for cities and districts facing similar conditions within the country.





**Figure 2.0.** View towards sub-urban areas in El Porvenir district, Trujillo. Source: photography taken by author.



## **2. PROBLEM FIELD**

## 2.1. PERU, A TOURIST COUNTRY

Tourism in Peru has remained worldwide known for many years for iconic *Machu Picchu* and closeby spots in the southern area.

The touristic route in the south of the country, mainly consists on visiting the departments of *Cusco*, *Arequipa* and *Puno*, which host varieties of tourism like culture, adventure and nature. Main tourist spots here are Machu Picchu, *El Cañón del Colca* (The Colca Canyon) and *Lago Titicaca* (Titicaca Lake), and this tourism is mainly international-oriented.

The touristic route in the north is recent. It started after the discovery of *Las Tumbas Reales del Señor de Sipán* (The Royal Tombs of the Lord of Sipán) in Lambayeque in 1987. After other archeological findings happened, this region of the country became more popular, though in small proportions if compared to the southern region; and basically as internal tourism.

However, in the last ten years, tourism in the north of Peru has grown considerably. According to data from the Ministry of Foreign Trade and Tourism (*Ministerio de Comercio Exterior y Turismo*), the tourism sector in Trujillo has grown in the last 10 years, going from receiving 167 694 passengers through the airport *FAP Carlos Martínez* in 1997, to receive 489 258 in 2015 (see Appendix 03).

Spots like *Chan Chan* (the biggest citadel in the world made of mud, World Heritage Site), the Royal Tombs of the Lord of Sipán and *Huanchaco* beach have become internationally attractive. These new findings brought a new possibility to the north; not only in terms of archeological tourism, but also for nature and sports tourism.

### 2.1.1. TOURISM IN THE NORTH OF PERU.

Northern tourism differs very much from southern one. In the south, most of the tourist spots are located in the *Sierra (highlands)* region, which mainly belong to the category of cultural tourism. Due to their location, activities like trekking through the *Andes* or rafting in valleys are possible to be done. Furthermore, the amount of nature reserves allow tourists to enjoy the most wild and hidden landscapes with its flora and fauna, including birdwatching.

In the north, main tourist spots are located in the Coast region, including archeology and beach tourism, favorable because of the tropical weather. Following these trends, sports tourism has started to pop-up, revealing hidden locations ideal to practice surfing and sandboarding.

In order to visualize the attractions possible to find there, the following series of maps show them, classified per types of tourism: archeological, beach, nature and cultural spots.

For the archeological ones, the main spots have been identified in the departments of *Lambayeque* and *La Libertad* (see figure 2.4.), consisting in the following attractions: *Complejo Arqueológico de Sicán* (Archeological Complex of Sicán), *Pirámides de Túcume* (Pyramids of Tucume), *Complejo Arqueológico de Sipán* (Archeological Complex of Sipán), *Huaca de Cao*, *Huaca El Brujo*, *Huaca El Dragón*, *Chan Chan* and *Huacas del Sol y la Luna*, (Huacas are temples made for ceremonial ritual, made by ancient peruvian civilizations, and that will serve as tombs for the dynasty or people with important positions).

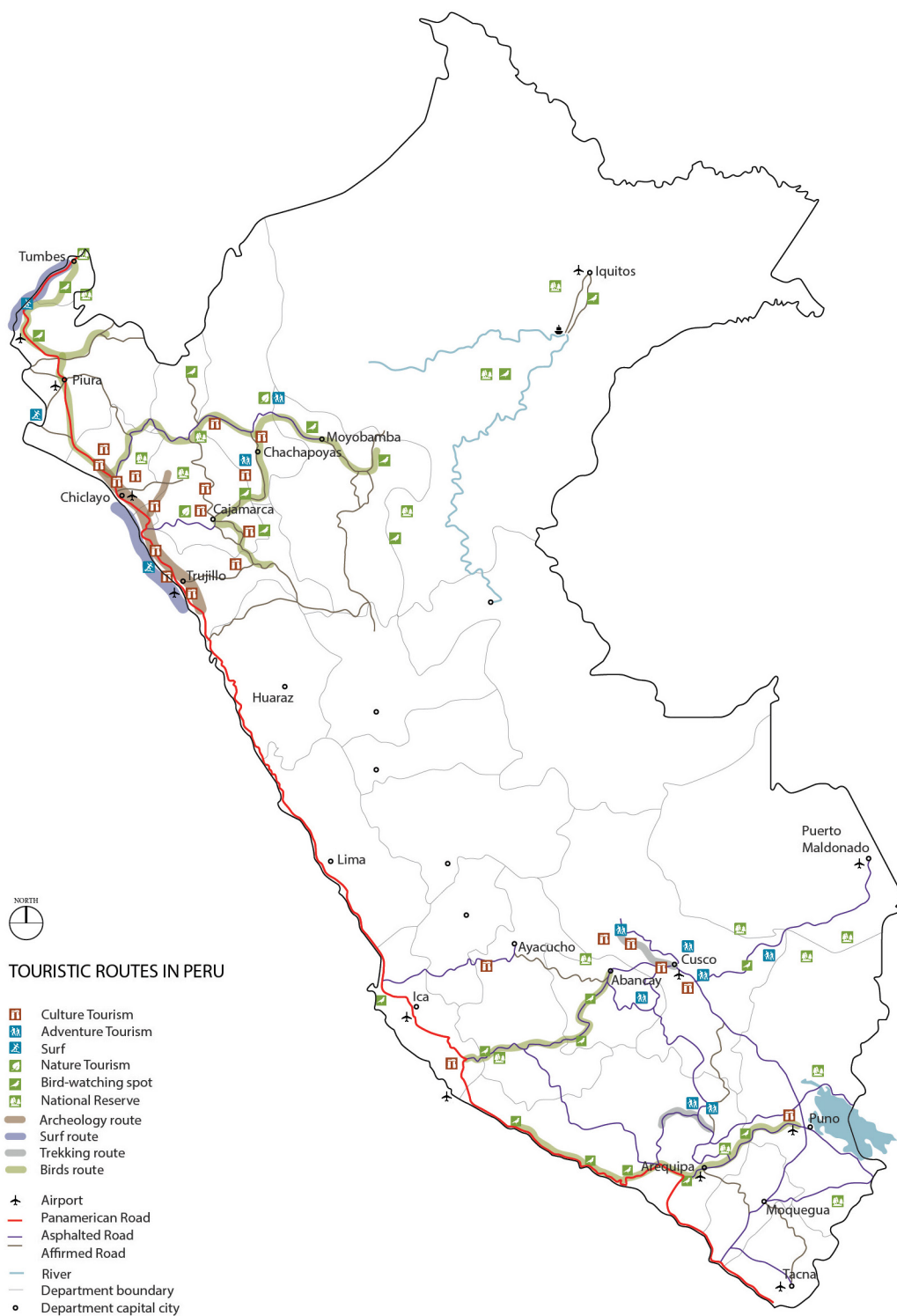
The beach tourism spots are concentrated in two main areas: one in the upper north and the other in the bottom one (see figure 2.5.). The qualities of these beaches vary according to their geographical location. The ones located at the very north have a more quiet sea and tropical weather; while the ones located in the southern north (mainly in the department of *La Libertad*) posses big waves, being ideal for sports like surfing.

The nature tourism spots are mainly located in the upper north (see figure 2.6.). *Los Manglares de Tumbes* (The Mangroves of Tumbes), *La Reserva Nacional de Tumbes* (The National Reserve of Tumbes) and the National Park *Cerros de Amotape* are all located in department of *Tumbes*. *Illescas Reserved Zone* and *Santuario Histórico del Bosque de Pómac* (Historic Sanctuary Bosque de Pomac), in the department of *Piura*. And *Reserva Nacional de Calipuy* (National Reserve of Calipuy), located in *La Libertad*, the bottom north.

Regarding cultural expressions, there are particularities in every department that make them worth to visit (see figure 2.7.). In *Piura*, *Chulucanas* and *Catacaos* are well known for its pottery and handicrafts respectively. *Monsefú*, in *Lambayeque*, is well known for its straw handicrafts and *Tondero* dance as well. *Huanchaco* and *Trujillo* district are well known for the *Caballitos de Totorá*, *Caballo de Paso peruano* (Peruvian Paso Horse) and *Marinera norteña* dance respectively.

Within the northern route, there is one called *La Ruta Moche* (The Moche Route). This is an initiative promoted by the peruvian Ministry of Tourism and Foreign Trade to promote the visit of archeological remnants of the ancient *Moche* civilization.

The location of this attractions involve the municipalities of the departments of *Lambayeque* and *La Libertad*, therefore the province of *Trujillo*.



**Figure 2.1.** Map of tourist routes in Peru. Source: Made by author based on references; Plan de Acción Ruta Moche La Libertad (2008), Promperú, <http://www.loshorconesdetucume.com/rutasturisticas/norte.html>, <http://www.kuviajes.com/2012/09/17/per-diez-lugares-imprescindibles-en-la-ruta-moche/>.

## NORTH ROUTE



a. National Reserve Pacaya-Samiria, LORETO.



b. Historic Sanctuary of Pómac, LAMBAYEQUE.



c. Máncora Beach, PIURA.



d. Nature Preserve of Tumbes, TUMBES.

**Figure 2.2.** Tourist destinations within the northern route in Peru.

a. National Reserve Pacaya Samiria, LORETO. Source: <http://paseosamazonicos.com/es/guia-del-viajero/reserva-nacional-pacaya-samiria.html>

b. Historic Sanctuary of Pómac, LAMBAYEQUE. Source: <http://www.andina.com.pe/agencia/noticia-refuerzan-vigilancia-el-santuario-historico-bosque-pomac-558602.aspx>

c. Máncora Beach, PIURA. Source: <https://www.lonelyplanet.com/peru/north-coast/mancora>

d. Nature Preserve of Tumbes, TUMBES. Source: [http://www.viaja-peru.com/guia-viajes/tumbes\\_naturaleza.htm](http://www.viaja-peru.com/guia-viajes/tumbes_naturaleza.htm), author: J. Mazzotti.

e. Royal Tombs of Sipán, LAMBAYEQUE. Source: <http://www.iperu.org/tumbas-reales-de-sipan>

f. Huanchaco Beach, TRUJILLO, LA LIBERTAD. Source: <http://www.mysticlandsp Peru.com/huanchaco/>

g. Huaca del Sol y la Luna, LA LIBERTAD. Source: [http://www.go2peru.com/peru\\_guide/trujillo/archaeological\\_places.htm](http://www.go2peru.com/peru_guide/trujillo/archaeological_places.htm)

h. Chicama Beach, LA LIBERTAD. Source: <http://explore.i-jolly.com/mancora-peru/>

i. Chan Chan, TRUJILLO, LA LIBERTAD. Source: [http://cruises.advaia.com/details/excursion/?tour\\_id=1687&cid=71](http://cruises.advaia.com/details/excursion/?tour_id=1687&cid=71)

j. Ventanillas de Otuzco, CAJAMARCA. Source: <http://titalindo.com/es/tour-taitalindo-cajamarca-a-lo-grande/>



e. Royal Tombs of Sipán, LAMBAYEQUE.



f. Huanchaco Beach, TRUJILLO, LA LIBERTAD.



g. Huaca del Sol y la Luna, LA LIBERTAD.



h. Chicama Beach, LA LIBERTAD.



i. Chan Chan citadel, TRUJILLO, LA LIBERTAD.



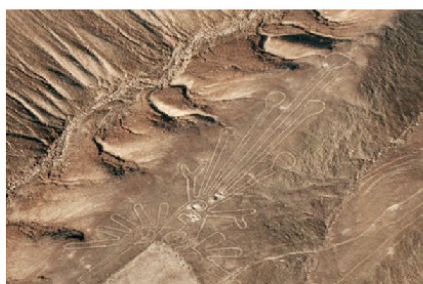
j. Ventanillas de Otuzco, CAJAMARCA.



## SOUTH ROUTE



a. National Reserve of Paracas, ICA.



b. Líneas de Nazca, ICA.



c. National Reserve Pampa Galera, AYACUCHO.



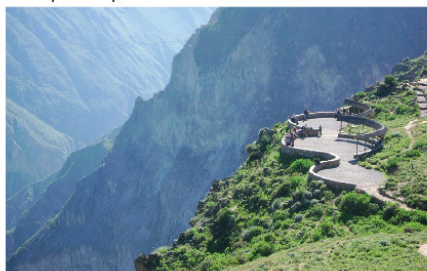
d. National Reserve of Titicaca, PUNO.



e. Snowy Salkantay, CUSCO.



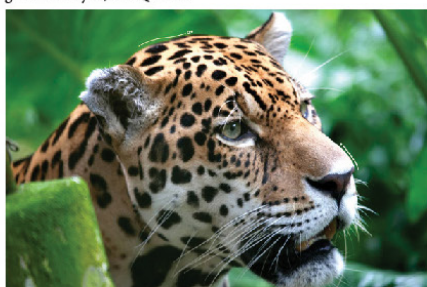
f. Machu Picchu, CUSCO.



g. Colca Canyon, AREQUIPA.



h. Colca Canyon, AREQUIPA.



i. National Park of Manu, MADRE DE DIOS.



j. National Reserve of Tambopata, MADRE DE DIOS.

**Figure 2.3.** Tourist destinations within the southern route in Peru.

a. National Reserve Paracas, ICA. Source: <http://www.travellingmonkeys.org/blog/paracas/>

b. Líneas de Nazca, ICA. Source: <http://www.hotelalegria.net/es/vuelos-lineas-nazca/vuelo-lineas-nazca-palpa>

c. National Reserve Pampa Galeras, AYACUCHO. Source: <http://enperu.about.com/od/areas-naturales-protegidas/ss/Reserva-nacional-Pampas-Galeras.htm>

d. Nature Reserve of Titicaca, PUNO. Source: <http://www.peruatravel.com/galeria-de-fotos/galeria.php?departamento=Puno>

e. Snowy Salcantay, CUSCO. Source: <http://ijt.waterwalkpress.com/salkantay-trek-to-machu-picchu-5d4n/>

f. Machu Picchu, CUSCO. Source: <http://landlopers.com/2015/07/15/visiting-machu-picchu>

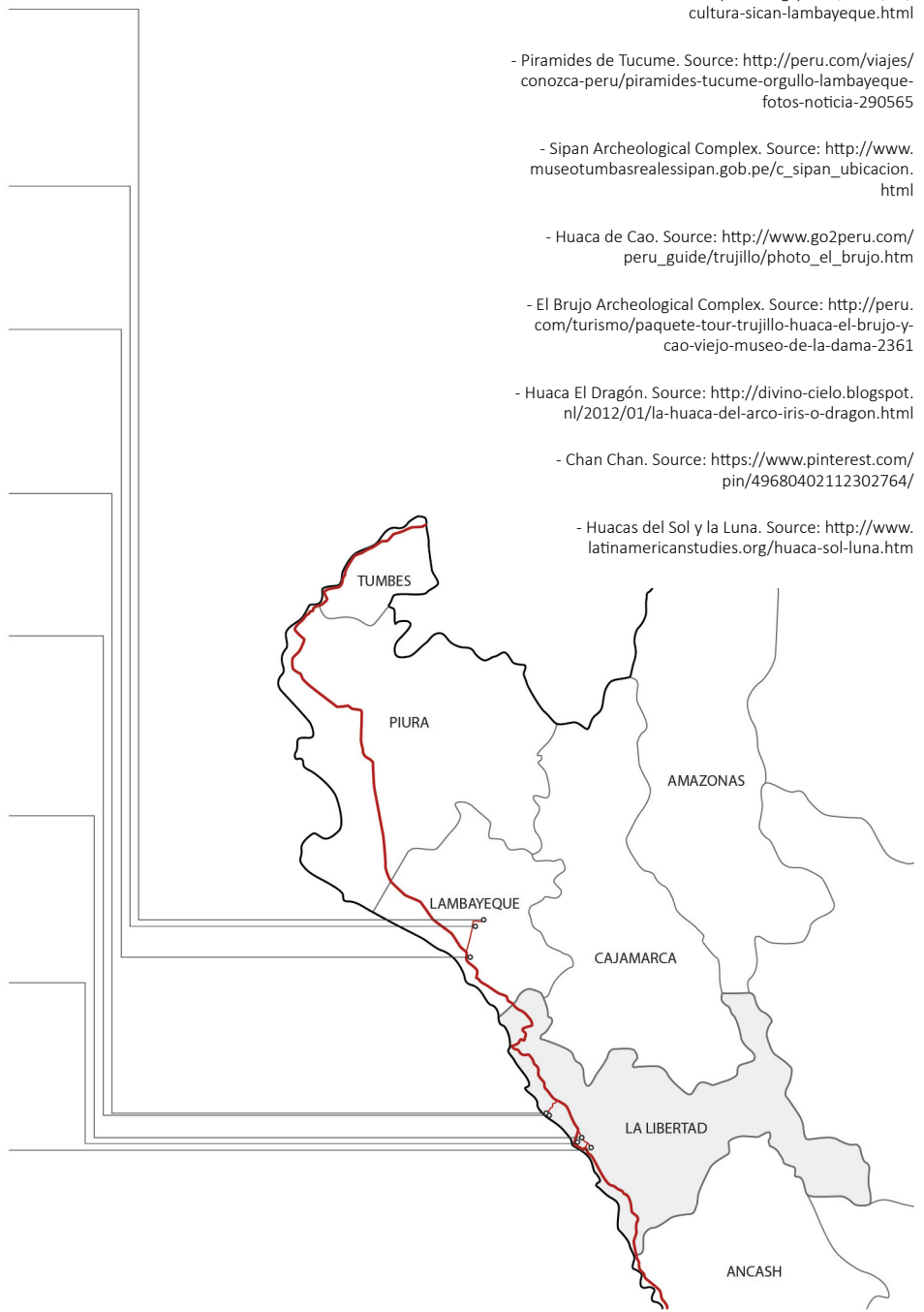
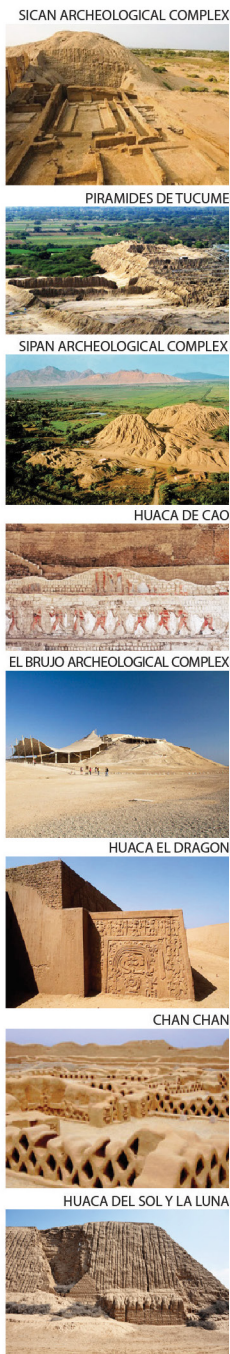
g. Colca Canyon, AREQUIPA. Source: <http://amarutours.com/destinos/arequipa/full-day-canon-de-colca/>

h. Colca Canyon, AREQUIPA. Source: <http://www.macawadventure.com/es/viaje-a-peru/colca-trek-3-dias>

i. National Park of Manu, MADRE DE DIOS. Source: <http://perutravelexperience.com/madre-de-dios/>

j. National Reserve of Tambopata, MADRE DE DIOS. Source: <http://carlosexpeditions.com/tag/tambopata/>

THE NORTH ROUTE - ARCHEOLOGICAL SITES



**Figure 2.4.** Archeological Sites in the North Tourist Route. Images taken from the internet.

- Sican Archeological Complex. Source: [http:// todosobrelahistoriadelperu.blogspot.nl/2013/03/cultura-sican-lambayeque.html](http://todosobrelahistoriadelperu.blogspot.nl/2013/03/cultura-sican-lambayeque.html)
- Piramides de Tucume. Source: <http://peru.com/viajes/conozca-peru/piramides-tucume-orgullo-lambayeque-fotos-noticia-290565>
- Sipan Archeological Complex. Source: [http://www.museotumbasrealessipan.gob.pe/c\\_sipan\\_ubicacion.html](http://www.museotumbasrealessipan.gob.pe/c_sipan_ubicacion.html)
- Huaca de Cao. Source: [http://www.go2peru.com/peru\\_guide/trujillo/photo\\_el\\_brujo.htm](http://www.go2peru.com/peru_guide/trujillo/photo_el_brujo.htm)
- El Brujo Archeological Complex. Source: <http://peru.com/turismo/paquete-tour-trujillo-huaca-el-brujo-y-cao-viejo-museo-de-la-dama-2361>
- Huaca El Dragón. Source: <http://divino-cielo.blogspot.nl/2012/01/la-huaca-del-arco-iris-o-dragon.html>
- Chan Chan. Source: <https://www.pinterest.com/pin/49680402112302764/>
- Huacas del Sol y la Luna. Source: <http://www.latinamericanstudies.org/huaca-sol-luna.htm>

THE NORTH ROUTE - BEACHES

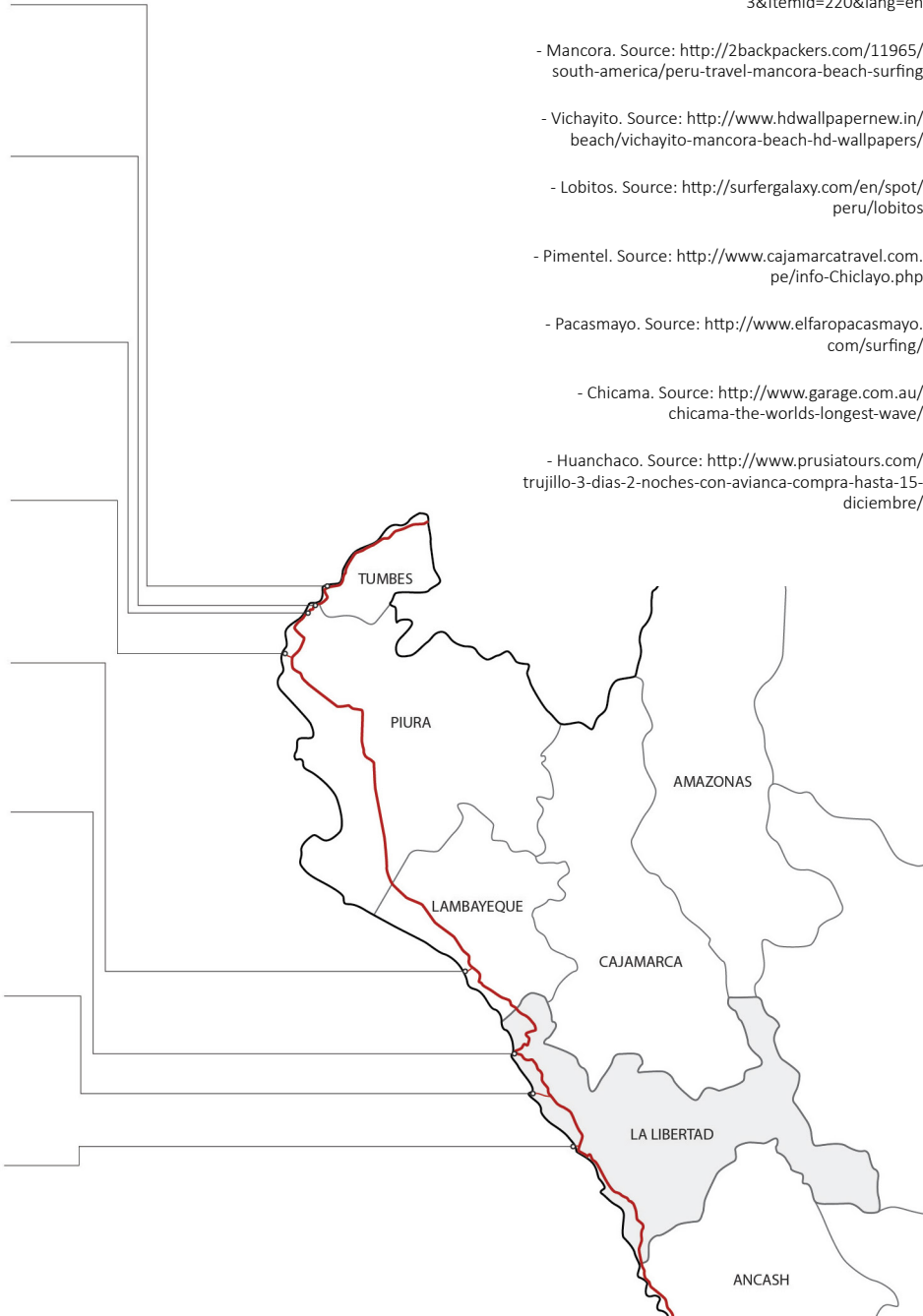


Figure 2.5. Beaches in the North Tourist Route. Images taken from the internet.

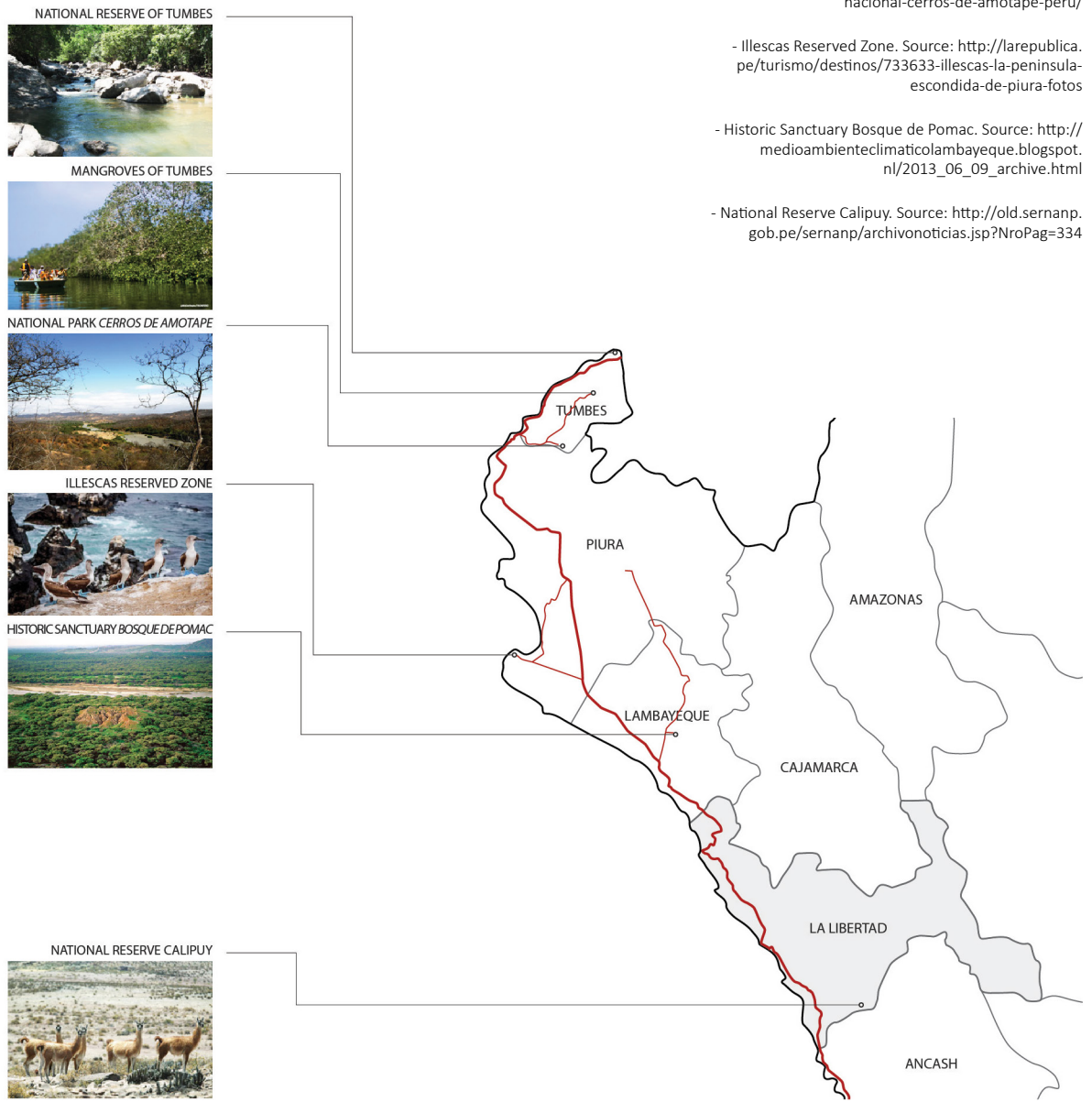
- Punta Sal. Source: [http://www.cuzcoonline.com/portal/?option=com\\_k2&view=item&layout=item&id=93&Itemid=220&lang=en](http://www.cuzcoonline.com/portal/?option=com_k2&view=item&layout=item&id=93&Itemid=220&lang=en)
- Mancora. Source: <http://2backpackers.com/11965/south-america/peru-travel-mancora-beach-surfing>
- Vichayito. Source: <http://www.hdwallpapernew.in/beach/vichayito-mancora-beach-hd-wallpapers/>
- Lobitos. Source: <http://surfergalaxy.com/en/spot/peru/lobitos>
- Pimentel. Source: <http://www.cajamarcatravel.com.pe/info-Chiclayo.php>
- Pacasmayo. Source: <http://www.elfaropacasmayo.com/surfing/>
- Chicama. Source: <http://www.garage.com.au/chicama-the-worlds-longest-wave/>
- Huanchaco. Source: <http://www.prusiatours.com/trujillo-3-dias-2-noches-con-avianca-compra-hasta-15-diciembre/>



THE NORTH ROUTE - NATURE SPOTS

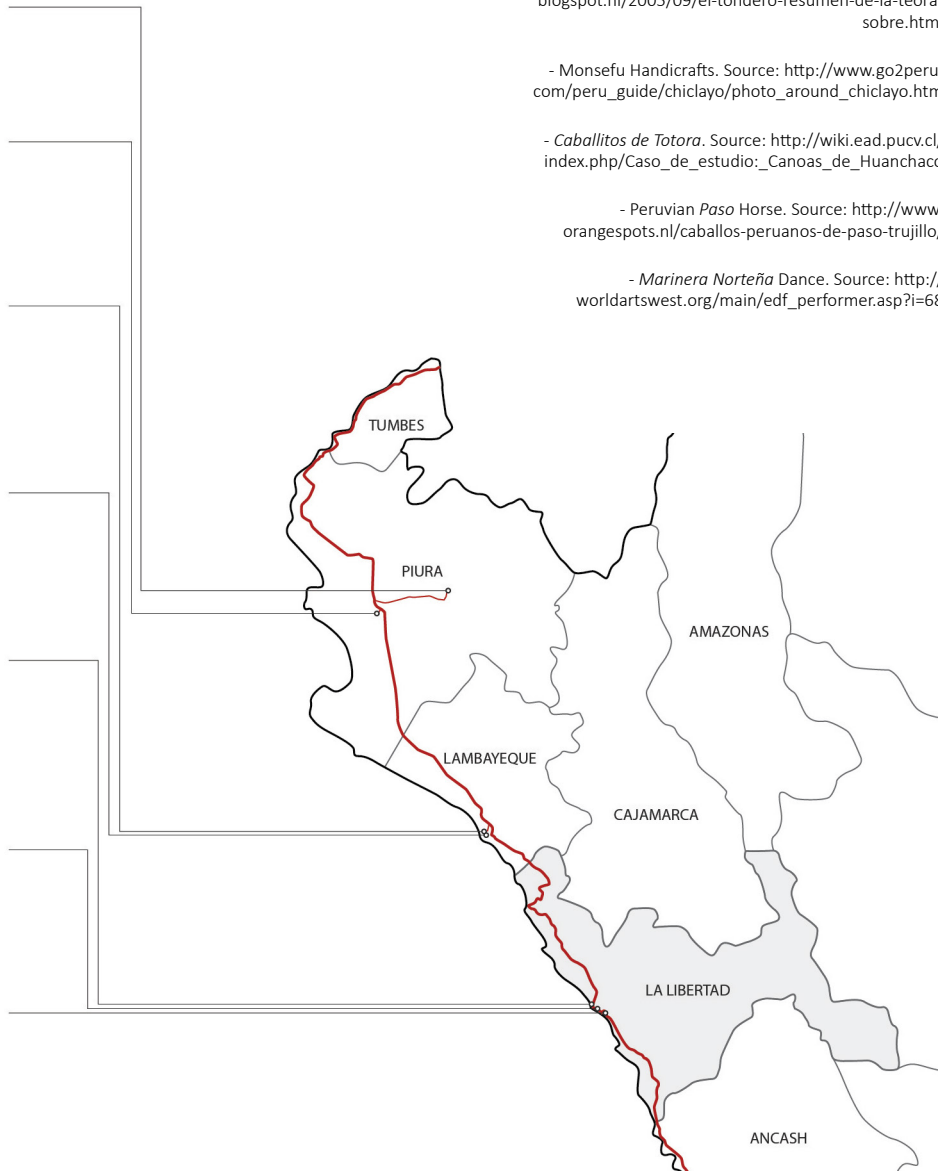
**Figure 2.6.** Nature spots in the North Tourist Route. Images taken from the internet.

- National Reserve of Tumbes. Source: [http://anprntumb2006.blogspot.nl/2010\\_05\\_01\\_archive.html](http://anprntumb2006.blogspot.nl/2010_05_01_archive.html)
- Mangroves of Tumbes. Source: [http://www.viaja-peru.com/guia-viajes/tumbes\\_naturaleza.htm](http://www.viaja-peru.com/guia-viajes/tumbes_naturaleza.htm)
- National Park Cerros de Amotape. Source: <https://pablomorenor.wordpress.com/2015/02/06/parque-nacional-cerros-de-amotape-peru/>
- Illescas Reserved Zone. Source: <http://larepublica.pe/turismo/destinos/733633-illescas-la-peninsula-escondida-de-piura-fotos>
- Historic Sanctuary Bosque de Pomac. Source: [http://medioambienteclimaticolambayeque.blogspot.nl/2013\\_06\\_09\\_archive.html](http://medioambienteclimaticolambayeque.blogspot.nl/2013_06_09_archive.html)
- National Reserve Calipuy. Source: <http://old.sernanp.gob.pe/sernanp/archivonoticias.jsp?NroPag=334>





THE NORTH ROUTE - CULTURAL EXPRESSIONS



**Figure 2.7.** Cultural expressions in the North Tourist Route. Images taken from the internet.

- Chulucanas Pottery. Source: <http://larepublica.pe/turismo/cultural/739520-piura-la-ancestral-ceramica-de-chulucanas>
- Catacaos Handicrafts. Source: [http://www.go2peru.travel/peru\\_guide/piura/photo\\_artcrafts\\_catacaos.htm](http://www.go2peru.travel/peru_guide/piura/photo_artcrafts_catacaos.htm) (author: J. Mazzotti)
- Tondero Dance. Source: <http://expresionmonsefuana.blogspot.nl/2005/09/el-tondero-resumen-de-la-teora-sobre.html>
- Monsefu Handicrafts. Source: [http://www.go2peru.com/peru\\_guide/chiclayo/photo\\_around\\_chiclayo.htm](http://www.go2peru.com/peru_guide/chiclayo/photo_around_chiclayo.htm)
- Caballitos de Totora. Source: [http://wiki.ead.pucv.cl/index.php/Caso\\_de\\_estudio:\\_Canoas\\_de\\_Huanchaco](http://wiki.ead.pucv.cl/index.php/Caso_de_estudio:_Canoas_de_Huanchaco)
- Peruvian Paso Horse. Source: <http://www.orangespots.nl/caballos-peruanos-de-paso-trujillo/>
- Marinera Norteña Dance. Source: [http://worldartswest.org/main/edf\\_performer.asp?i=68](http://worldartswest.org/main/edf_performer.asp?i=68)

## 2.2. PROBLEM DEFINITION

### 2.2.1. URBAN GROWTH OF TRUJILLO.

The territorial organization of Peru has the following structure, from big to small: Nation, Department, Province, District and Populated Center (*Congreso Constituyente Democrático del Perú*, 2015). In this administrative scheme, Trujillo province is part of La Libertad department and occupies, therefore, a third level in the hierarchical political administration.

Trujillo is the third most populous province, with 957 010 inhabitants (INEI, 2009), after Lima and Arequipa, respectively. It is located at the north coast of Peru, 550 km away from Lima, and its current extension goes around 1100 has. Although the province is formed by 11 districts, the metropolitan area is only formed by 9 of them: Trujillo, *La Esperanza*, *El Porvenir*, *Víctor Larco Herrera*, *Florencia de Mora* and the urban areas of the districts *Huanchaco*, *Moche*, *Salaverry* and *Laredo*. The districts of *Simbal* and *Poroto* are considered the rural area of the province.

The metropolitan area of Trujillo is the second most populous one in Peru, after Lima, hosting around 949 498 inhabitants (INEI, 2009); and it has become a main urban area, not only within the province, but within the whole northern Peruvian region.

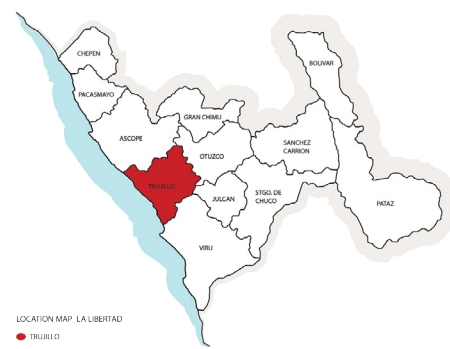
With a highly concentrated pattern, it has become a node of development, where concentration of economic and cultural activities taking place, have influence over *Chimbote* (in *Ancash* department, at the south) until Tumbes (in Tumbes department, at the very north) along the Peruvian coast; and over the departments of *Amazonas*, *Cajamarca* and *San Martín* towards the east.

The metropolis currently holds around 99% of the total population of the province (see Appendix 01), meaning this a highly unbalanced distribution of the population at provincial level; being the districts of Trujillo, *La Esperanza* and *El Porvenir*, the ones who hold the biggest portion of population in the metropolis; but the districts of *El Porvenir* and *Huanchaco*, the ones who have the highest rates of population growth in the last 20 years (see Appendix 02).

These tendencies have being mainly caused due to the high rates of migration happening all over Peru, from highlands towards the coast, for the last 40 years. For Trujillo, the peak of growth was in the period between 1962-1971, reaching 6.8%



**Figure 2.8.** Location of the department of La Libertad in Peru. Source: Made by author.



**Figure 2.9.** Location of Trujillo province in La Libertad. Source: Made by author.



**Figure 2.10.** Map of Trujillo province and its districts. Source: Made by author.



Figure 2.11. The city of Trujillo. Source: <http://www.viveperu.org/about2.php?dpa=48>

(MPT & PLANDET, 2012). From then on it has become more moderated, but the growth still continues.

The internal migration phenomena, from the countryside towards urban cores, has to do, mainly, with the range of opportunities for development that people can find in urban centers, and Trujillo metropolis is one of them.

The attractiveness of Trujillo will be explained through the components of sustainable development (social, economic and environmental), so an initial framework around this approach can be started to build.

## SOCIAL.

As an urban center, Trujillo provides not only the province but even the region with services such as education, health, recreation and social. In this regard, in the last years, big investments have been made by private enterprises in order to provide an improved quality of these services. This contributed, somehow, to diminish the abysmal differences among the capital city, Lima, and this region of the country. Today, most of the basic urban equipment, regarding education, administration and health are located in the districts of Trujillo and Huanchaco.

The high concentration of services that Trujillo currently holds, is an attraction for most of the people living in rural areas, which end up migrating to the city in search of better possibilities on education and, therefore, on job opportunities and improvement of lifestyle.

#### ECONOMIC.

Trujillo is the main economic urban center in the north of Peru. It plays the role of provider of supportive services to industrial and agricultural activities, as well as to the mining activity. This role is reinforced by the location of the port infrastructure, both the port and the airport, which are a channel for the export of the mineral products from the highlands of the department. La Libertad is the third one contributing to the national GDP, being Trujillo a key piece on this.

It also hosts 98% of business units of the region, mainly specialized on shoe manufacturing and metalworking industry (MPT & PLANDET, 2012, pg 32.). The arising of this sector is primarily acknowledged to the contribution of the districts of El Porvenir, La Esperanza and Florencia de Mora, which flourished in the late years of the city expansion and now constitute an important working force in the development of the metropolis. It is important to highlight that 97.3% of the industry in Trujillo is formed by small entrepreneurs (MPT & PLANDEMETRU, 1999, pg. 26).

The tourism sector is one of the most important in the province. The amount of businesses generated next to it are an economic opportunity for small and big enterprises. For instance, hotels, hostels, restaurants, transport facilities, guided tours, selling of souvenirs, handicrafts making, among others. This scenario pushes migrants in their decision to move to the city in search of an economic improvement.

However, it is the case that the formal labour market does not have enough offer to cover the population demands, and that the population is not qualified enough for meeting requirements of well-paid standard jobs.

Nevertheless, creativity of Trujillo people is high when it is about creating new types of jobs; and being part of the most rooted traditions has also become a way of making business. For instance, there is a wide range of Marinera dance schools that teach and train dancers that can later participate in the

*Concurso Nacional de Marinera* (National Competition of Marinera dance), which is, by the way, one of the reasons for Trujillo to be a tourist destination; and the reason for small enterprises that made the making of traditional costumes its main business. In this sense, the business industry generated around the Marinera tradition has become a big contributor to Trujillo's economy.

#### SPATIAL.

Initially founded in the coast region, Trujillo has, spatially, grown so much in the last 40 years, that the urban sprawl is not only placed in the flat area, but also starting to reach the beginnings of the mountain slopes. The very low density pattern of urbanization, as in other urban areas of Peru, is predominant and continues going on.

The huge migration flows over exceeded the very few attempts of housing regulation and it has come to define a characteristic type of urban landscape, flat and extended. Social and economic conditions are often of very low levels in these under developed urban areas, which makes it even more difficult for residents to improve their living conditions.

However, the big disparities that still exist between the city and the countryside are the reason why many more continue migrating. Although the living conditions, consequence of the self-managed urbanization, are not optimum, people still consider there are many more opportunities to find in the metropolis than outside of it. For people, the worst urban living conditions are never as bad as the worst rural living conditions; this is something that is socially embedded.

Here it is pertinent to raise awareness of the risk that non-urban areas in the proximities of the metropolis face. These areas, usually possessing other values such as agricultural, archeological or recreational are at a constant risk of being informally urbanized.

In other words, the social and economic attractiveness for living in Trujillo, if not properly led, could turn into its ruin at the long term, causing the destruction of the current local assets that keep the city attractive for tourists, namely its beaches and archeological spots, which are exposed to natural damage but more harmly to human one.



## 2.2.2. TOURISM GROWTH IN TRUJILLO.

Trujillo has a strategic position in the northern touristic route, as it is the entrance gate to it from Lima by land, by port and through the airport FAP Carlos Martínez de Pinillos.

Main attractions in La Libertad are part of La Ruta Moche; however, they are not restricted to archeological only. Attractions in La Libertad consist of archeological sites, beaches and cultural expressions as well, and Trujillo holds a big portion of them.

Due to its multiplicity of qualities and events that take place there, many nicknames have been assigned to Trujillo. It is considered *La Capital de la cultura peruana* (The Capital city of Peruvian Culture), *La Ciudad de la Eterna Primavera* (The City of Everlasting Spring), *La Capital de la Marinera* (The Capital city of the Marinera dance), *La Cuna de la libertad* (The Cradle of Freedom), among others.

The reason for the denominative of The Capital of Peruvian Culture relies on the fact that it was house of many different civilizations along history, leaving, therefore, a wide range of cultural manifestations.

**Figure 2.12.** The tourist attractions in Trujillo. Images taken from internet, classification made by author.

- Arroz con pato. Source: <https://eldescansorecreo.wordpress.com/arroz-con-pato/>
- Caballitos de totora. Source: [http://wiki.ead.pucv.cl/index.php/Caso\\_de\\_estudio:\\_Canoas\\_de\\_Huanchaco](http://wiki.ead.pucv.cl/index.php/Caso_de_estudio:_Canoas_de_Huanchaco)
- Marinera norteña. Source: <https://deluxefotografiavideo2011.wordpress.com/2013/12/31/marinera-con-caballo-de-paso/> ; Author: Judith Avellaneda
- Moche handicrafts. Source: <http://aldianoticias.blogspot.nl/2009/04/feria-artesanal-en-moche.html>
- Marinera National Competition. Source: photograph taken by author.
- Huanchaco Beach. Source: <http://huanchacotours.com/myportfolio/huanchaco-balneario/>
- Conache Dunes. Source: <http://turismo.pe/tours/sandboarding-laguna-de-conache-show-caballos-paso>
- Conache Lake. Source: <http://www.angelhandstours.com/es/sandboard-dunas-de-conache-laguna-de-conache>
- Chan Chan. Source: <http://www.lepoint.com.pe/trujillo-para-estudiantes/trujillo-4-dias-3-noches/>
- Casonas coloniales. Source: <https://www.expedia.nl/Trujillo-Plaza-De-Armas-Trujillo.d6115254.Bezienwaardigheid?frfr=>



Around 4700 B.C , these lands were already occupied during the early pre-ceramic period. Between 300 to 600 A.D. the Moche civilization populated this area. Time later it was house of the *Chimú* civilization, which dominated a vast extent of territory along the coast, its extension was about 1000 km by 50km size and had its center in the pre-columbian city of Chan Chan. Around 1534, Trujillo became a spanish colony, after the conquerors arrived, this happened before Lima was conquered as well. In 1820, it was the first city to become independent from Spain, hence its denomination of “Cradle of Freedom”. It was designated the capital city of the Republic of Peru, until Lima got definitive independence some years later and took the position.

Trujillo is also rich in variety of landscapes and very pleasant weather along the year, therefore its denomination of the City of Everlasting Spring. Its location between the Pacific Ocean and just before the initial slopes of the Andes gives it richness in nature landscapes: the seafront, swamps, desert and the greenish valleys towards the mountains are some that allow the possibility of meeting different interests.

### THE TOURIST ATTRACTIONS

The same approach used to describe the urban qualities of Trujillo, in terms of the components of sustainability, will be used to describe the tourism sector. In order to have a more clear overview of the tourist attractions in Trujillo, these have been classified under two categories: Socio-cultural, and Environmental (natural and built).

The SOCIO-CULTURAL category includes a wide range of cultural expressions such as gastronomy, folklore (dances and costumes) and festivals.

Regarding gastronomy, Trujillo is very well known for: *ceviche*, *causa en lapa*, *shambar*, *sopa teóloga*, seafood and the most typical dessert *king-kong*.

Regarding folklore, Trujillo preserves very old traditions that date from ancient times. A pre-columbian tradition is the manufacturing of *Caballitos de totora*, which are a sort of reed watercraft used by fishermen 3000 years ago. Typical dances are also part of the tradition, being the most representative *Marinera norteña*.

Together with the National Competition of Marinera dance that takes place annually, there are other festivals like *Concurso*

*Nacional del Caballo de Paso Peruano* (National Competition of the Peruvian paso horse), *Festival Internacional de la Primavera* (Spring International Festival), *Carnaval de Huanchaco* (Huanchaco’s carnival), among others.

The BUILT ENVIRONMENT attractions include archeology and architecture.

Among the archeological ones are the Chan Chan (declared World Heritage Site by UNESCO), *Huacas del Sol y la Luna*, *Complejo Arqueológico Caballo Muerto* (Caballo Muerto Archeological Complex) and others. Regarding the architectural ones are the *Plaza de Armas de Trujillo* (Main Square of Trujillo), the Cathedral of Trujillo, *La Casa de la Emancipación* (The Emancipation House), *El Palacio Itúrrégui* (Iturregui Palace) and other manifestations of colonial architecture.

The NATURAL ENVIRONMENT attractions include Huanchaco beach, *el lago de Conache* (Conache Lake), *las dunas de Santo Domingo* (Santo Domingo dunes), *Las Delicias* beach and *Oreja* hill; all these enabling the practice of different sports such as surfing and sanboard, or simply the enjoyment of nature. For instance, Huanchaco beach is widely known among the surfers community for holding some of the best waves in the world; it has been qualified as a World Surfing Reserve by the organization Save the Waves Coalition, which is a reason enough to make it natural environmentally attractive.

The ECONOMIC aspect in Trujillo is not an attraction on itself, but it does happen when experiencing the social and environmental attractions. For example, by eating typical food in a restaurant, by having a tour in a *caballito de totora*, or just by buying handicrafts in an open-air market, the socio-cultural attractions are experienced through an economic exchange.

### THE TOURISM TYPES

As it was previously mentioned, tourism in the north of Peru, so in Trujillo, has grown considerably in the last decades. After archeological findings happened, new types of tourism started to emerge increasing the offer of attractions for multiple target groups, both national and international.

Here it can be experienced Beach Tourism, Culture Tourism (including archeological and architectural), Gastronomic Tourism, Sports Tourism and Nature Tourism. Being possible that in one same place, two types of tourism are developed, allowing activities that meet the interest of different groups.

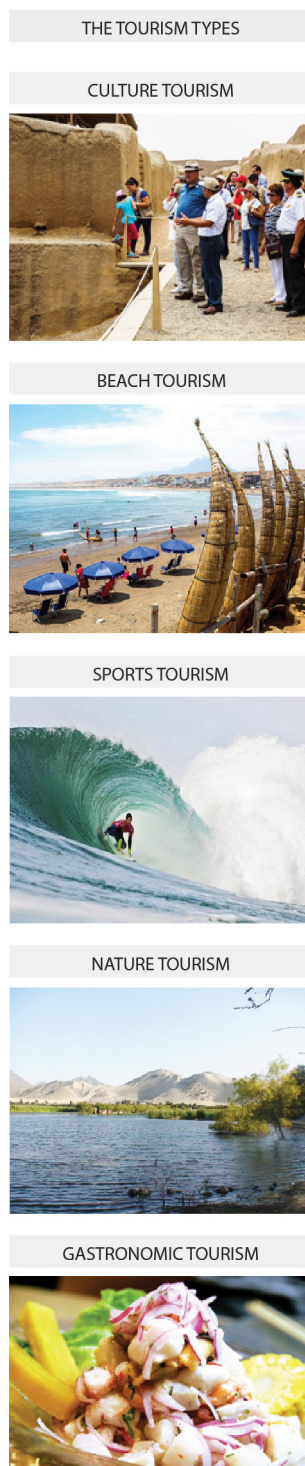
For instance, Huanchaco beach is appropriate for people interested in beach tourism and sports tourism. In this case, the beauty of the beach and its wild waves are attractions that meet every group's interest respectively. The restaurants offering typical food are common interest for people laying under the sun and for the ones surfing. And the attractive *caballitos de totora* are there to be enjoyed by both target groups as well.

In this case, if attractions are classified, the culinary industry and the manufacturing of *Caballitos de totora* are part of the socio-cultural attractions, while the beach itself is an environmental attraction. In Huanchaco, the main economic activity happens thanks to the natural attraction (the beach) and to the socio-cultural (*caballitos de totora*). People selling souvenirs and food are supported by the presence of them.

The case of Huanchaco beach can also be analysed from a bigger scale perspective, when noticing that it is part of *La Ruta Moche*, or the Moche Route. This route consists on joining the path of the archeological remnants of the ancient Moche civilization. It can be experienced by visiting *Huacas* or other remnants of pre-inca cities, such as Chan Chan. But it also adds closeby attractions to the archeological ones, enabling, therefore, the possibility of merging different interests and groups in the same space.

In this sense, it is important to identify the main tourist spots in the province and distinguish their nature of attraction, in order to look for complementarities that can help to have a wider offer for visitors.

It is also important to pose the question of whether this multiplicity of attractiveness and the excessive trust on the tourism sector does not represent a risk for the development of the province. The many campaigns advertising Trujillo as ideal destination needs to be done very carefully in order to prevent negative consequences of mass tourism, that could damage the tourist resources that now are an opportunity for development. In this sense, a deep conscious of sustainable tourism needs to guide any plan for the province.



**Figure 2.13.** The tourism types in Trujillo. Images taken from the internet, classification made by author.

- Culture tourism. Source: <http://blogviajeslm.org/que-vistar-en-trujillo-en-tu-proximo-viaje/>

- Beach tourism. Source: <http://huanchacotours.com/myportfolio/huanchaco-balneario/>

- Sports tourism. Source: <http://www.peruthisweek.com/news-peru-to-host-world-longboard-surf-championship-100720>

- Nature tourism. Source: <http://www.skyscrapercity.com/showthread.php?t=405912&page=25>

- Gastronomic tourism. Source: <http://blogviajeslm.org/que-vistar-en-trujillo-en-tu-proximo-viaje/>

## 2.3. PROBLEM STATEMENT

Trujillo has experienced a rapid urban growth, which has turned it into the second largest metropolis in Peru. Urban expansion happened at very fast speed without following a plan, and the results of that are shown through the unsustainable patterns of urbanization: horizontal expansion, low density, uneven distribution of services, and poor quality of the urban environment.

Next to that, Trujillo possesses a wide array of socio-cultural and environmental attractions (both, natural and built) that attract national and international visitors. Also, different types of tourism have emerged, turning the city and the region, into an attractive destination for different target groups.

However; the profit generated from the tourism sector does not necessarily go to improve the urban qualities of the city, needed to bear the urban expansion and to improve the standards of living conditions.

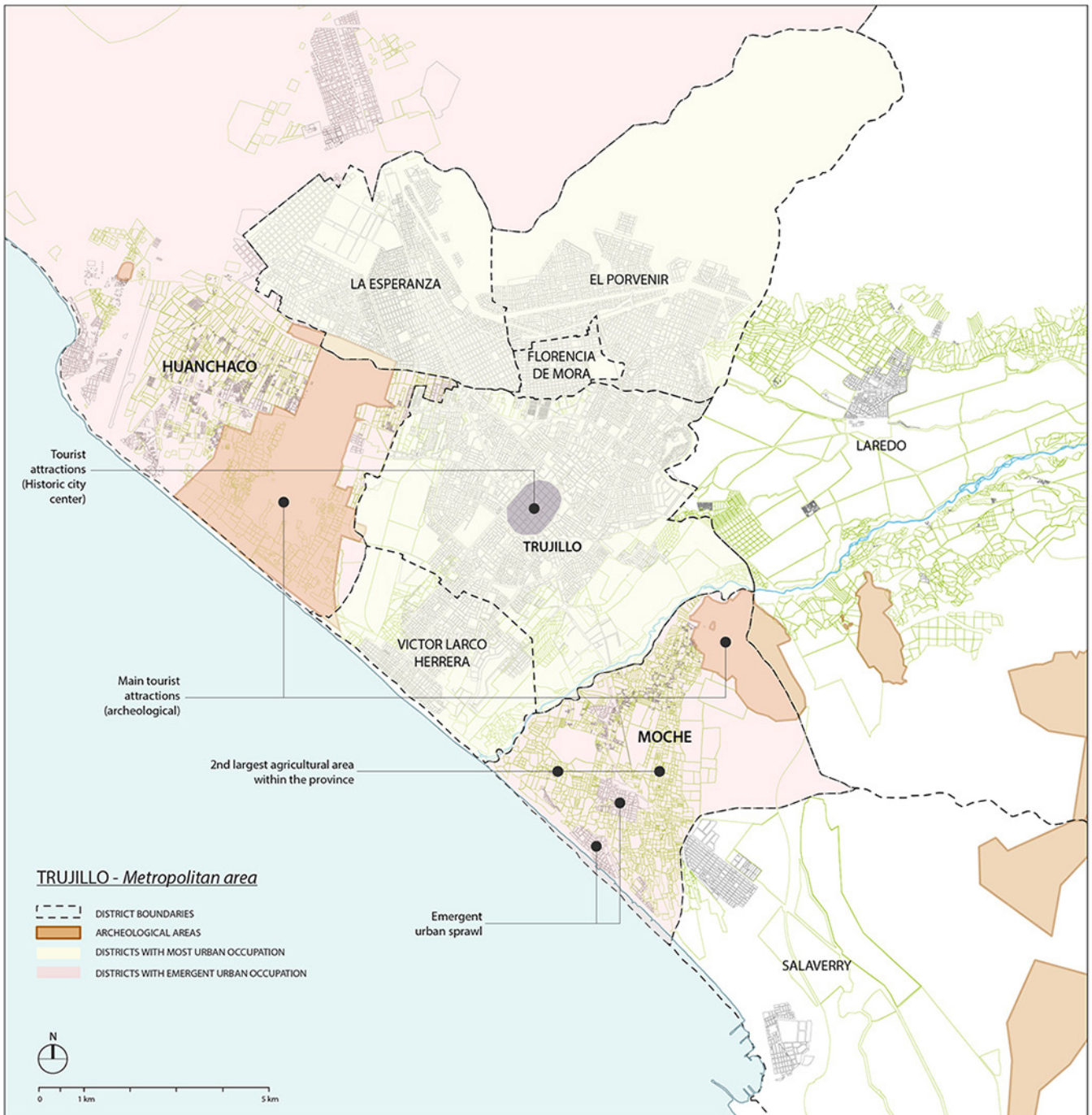
An example of this situation are the districts of Huanchaco and Moche, which host the two main archeological attractions in the province, Chan Chan and *Huacas del Sol y la Luna*, respectively

located (see figure 2.14.), but which urban conditions are very poor.

Besides its tourist relevance, Moche plays a role in Trujillo's local economy, regarding to agricultural production. However, its land is at constant risk of urban sprawl. For this reason, Moche will be taken as case for research, analysis, and further proposal on how to improve its spatial conditions, within this thesis. A problem, on one hand, and a potential on the other, raise awareness about the possibilities for proposals that could be found when managing properly the assets the city, or the district, possesses.

Hence, it is urgent to think in ways of how can tourism be a tool that helps the district to reach levels of sustainable development, without denying social, economic and environmental components; while keeping the tourism sector as one that nurtures this purpose. For this, related theories on sustainable development, tourism development and collaborative planning will be researched, with the objective to find linkages between them, and to be able to recognize the key issues that need to be taken into account.





**Figure 2.14.** Urban and tourist condition of districts in Trujillo metropolitan area. Source: Made by author.



**Figure 3.0.** Colonial-style balcony in a Colonial mansion in Trujillo center. Source: photography taken by author.

# 3.

## RESEARCH OBJECTIVES

### 3.1. RESEARCH QUESTION

Deriving from the Problem Statement, the question that will guide this research is:

How can the tourist assets of Moche help to improve its spatial conditions, to achieve sustainable development?

This question aims to tackle particular issues happening in Moche, but taking into account its context, Trujillo. Although the problem definition has been introduced at scale of Trujillo metropolitan area, the case of Moche district arises for being a good example that comprises the two current trends that concern this thesis research: urban growth and tourism growth.

It is also pertinent to conduct this research at district scale, instead of metropolitan one, so the findings can provide tools for a more locally oriented solution. The case of Moche will be more elaborated in Chapter 7.

### 3.2. SUB-RESEARCH QUESTIONS

In order to lead a deeper research on the relevant issues concerning the main research question, sub-research questions are formulated in two groups:

**MOCHE WITHIN TRUJILLO.**

**SQ-1:** What are the relations between tourism attractions and the urban fabric of Trujillo?

**SQ-2:** Which is the role of Moche in the context of Trujillo?

**SQ-3:** What are the current policy visions for Moche in the context of Trujillo?

**URBAN & TOURISM GROWTH IN MOCHE.**

**SQ-4:** Are there enough socio-cultural and environmental tourist attractions in Moche to enable local development? How to boost them?

**SQ-5:** What are the spatial conditions of Moche and how could them be improved to help local inhabitants get more benefit from tourism?

**SQ-6:** How to help to shape urban expansion in a way that it does not put into risk the tourist and local assets of Moche, namely the archeological and agricultural ones?

**SQ-7:** What are the spatial principles that contribute to achieving tourism development, and therefore urban development?

### 3.3. SOCIETAL & SCIENTIFIC RELEVANCE

The development of this thesis is driven by societal and scientific commitments.

The first one corresponds to the fact that, as a Peruvian, I can perceive how the general efforts towards national development from the government are very much centralized and mainly focused on the capital city, Lima. In consequence, many other

cities in the country remain underdeveloped, although some are already growing towards metropolitan patterns.

I think that is pertinent to start to look and analyze the situation of Peruvian cities, with deeper emphasis on the local qualities that they possess, and to question the planning approaches under which they have been developed so far. It is the case that many of them are highly touristic, either nationally or internationally, and this should be taken into account when looking for possibilities on their development. Trujillo is one of those cities where the potential from the tourism sector is reduced to economic profit that is not reinvested into urban development, and the district of Moche is a more specific case of that.

The second one has to do with my strong belief that the academia is a good stage to start discussions on relevant issues that affect our societies, like urban growth. Practitioners are usually too immersed in solving problems, that they lack of time and tools to conduct theoretical researches. Furthermore, it is important that, in the plan-making process, clear analysis on the territory of subject should be developed, same as with the level of importance given to the theoretical framework guiding it.

I firmly believe that research gives a solid foundation to any proposal, and for that, academia and practitioners must work closely together if we say our goal is to improve our cities.

I believe it is necessary, and urgent, to come up with strategies, that precede the fast paces at which urbanization happens nowadays. These strategies need to be formulated to boost the components of sustainable development, where people, their means for livelihood, and the conditions of their living

environment are taken into account; in other words, the social, economic and environmental aspects of an environment.

### 3.4. AIM

The aim of this thesis is to provoke discussion and contribute to expand the reflection about the potential that tourist cities in Peru have, in an attempt to boost their urban development.

By taking Trujillo as thesis site, both topics of tourism and urban development are tackled, this last one not only because of the poor urban conditions of the city, but also because Trujillo is the second biggest metropolitan area in Peru up to date (see Appendix 01).

In that sense, the relevance for exploring how can the emerging sector of tourism help to improve urban conditions in an area that urgently requires it becomes even more necessary. The need for that is driven by the aim to raise awareness of the potential of this sector,

Therefore, by raising awareness of the potential that, in this case Trujillo and, more specifically, Moche, have, in terms of socio-cultural, economic and environmental aspects, this model of analysis and design could also be replicable in other tourist cities within Peru.

This effort is valuable in the way it allows to explore the possibilities for a new planning approach where tourism can be an economic asset to finance urban development, and where citizen involvement is a key factor to conduct this planning approach.





**Figure 4.0.** View towards the countryside and the mountains at the back, from Panamerican road. Source: photography taken by author.

# 4. METHODOLOGY

## 4.1. RESEARCH METHODOLOGY

The starting point of this thesis is my personal motivation on a topic and a location: tourism and Trujillo (see figure 4.1.). However, this topic rather than being a problem is more a potential in the city.

In order to understand the situation of Trujillo, a first research is done regarding the trends on the city, and a brief understanding of its current conditions (physical and political-administrative). Next to this, literature research is done to understand the relevance of the topic of interest in the world context and get a first critic understanding of its implications for sustainable development.

With an overview on that, the problem statement is written. Hence, the main research question that will guide this research is stated, which will be supported by many sub-research questions. These questions help to get a wider insight on the relevant themes needed to start establishing connections between theory and the immediate location.

On a next stage, the theoretical framework is made on the basis of literature research on sustainable urban development, tourism development and an overview of multiple planning approaches.

The analysis of Moche is made following the structure elaborated on the theoretical framework, so that analysis goes in line with theory, and therefore can lead to a coherent proposal. Analysis is made regarding spatial and governance conditions, and it is made following a scheme of: characterisation, analysis and description of the problem, which will be explained in sub-chapter 4.3.

After depicting the spatial and governance situation of Moche, begins the elaboration of the strategy for its sustainable development. The proposal for the strategy will be, again, in line with the theoretical framework; aiming to develop a spatial plan that takes into account the environmental, social and economic components needed to achieve sustainable development in an strategic way in time and space, and at the same time, suggest ways of involvement for the diverse actors.

Conclusions are derived from the strategy and further recommendations are elaborated in order to maximize the benefits and resilience of the plan for the future.

## 4.2. TOOLS AND TECHNIQUES

A varied set of tools and techniques are used with the aim to collect information and find answers to the research and sub-research questions. These tools include literature research, observation & mapping, and interviews.

### LITERATURE RESEARCH

It is needed in two stages of the research: at the beginning, during the problem understanding, and later on, at the making of theoretical framework and analysis. The literature is collected in forms of journals, books, online sources, open data from municipalities or other governmental institutions concerning the topic and the location of interest.

### OBSERVATION & MAPPING

Doing fieldwork is essential, as it provides with the own impression on the site, and with first hand data collection. Observing the physical qualities of the place, social networks established inside and outside the tourism sector, and understanding how economic networks are established for the subsistence of local enterprises are a key part of the problem understanding.

These observations are done from the tourist and non-tourist points of view; hence, some areas of the city are visited within guided tours, and others guided by the personal desire of discovering the city. After observations are done, they need to be translated into concrete data, to help to define the current situation. Some of it can be materialized in photographs, drawings or maps.

Mapping helps to overlap issues that separately might not reveal too much. By mapping, abstract issues can come into a more concrete nature, enabling to visualize the problems or opportunities that a city posses.

### INTERVIEWS

This tool mostly takes part during the Context research and in some parts of the Analysis. Making interviews is a more direct and confrontational way to get not only opinions, but a more extensive clarification of them. It is also important to look at the specific questions that need to be asked, so that the answers cannot avoid the topic of interest.



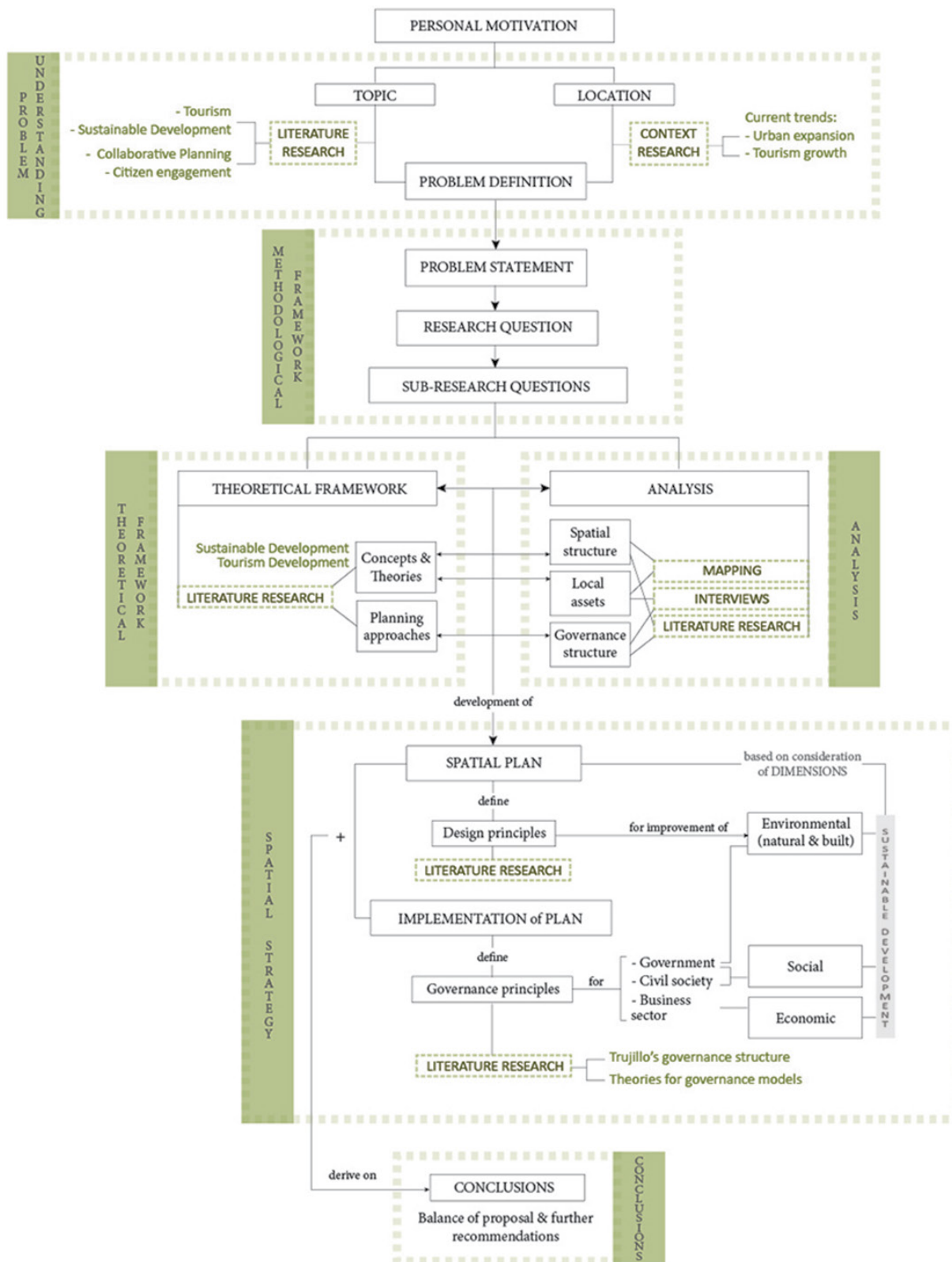


Figure 4.1. Methodology chart for the development of thesis project. Source: made by author.

Here it can be found a more explicit relation of the tools to be applied for finding answers to the guiding sub-questions:

**SQ-1:** What are the relations between tourism attractions and the urban fabric of Trujillo?

METHOD:

- Literature research on previous and current plans that have guided the city growth so far.
- Mapping the city: identification and location of tourist attractions (TOURIST ASSETS), socio-economic situation of different areas, spatial qualities of the city, connectivity and modes of transportation, etc...

**SQ-2:** Which is the role of Moche in the context of Trujillo?

METHOD:

- Literature research on tourism as a tool for development.
- Mapping the main qualities of Moche at district scale, characterisation of the district through its local assets.

**SQ-3:** What are the current policy visions for Moche in the context of Trujillo?

METHOD:

- Literature research on existing plans for the district, at district or higher levels, and the roles of municipalities at district and provincial level.

**SQ-4:** Are there enough socio-cultural and environmental tourist attractions in Moche to enable local development? How to boost them?

METHOD:

- Mapping the existing socio-cultural and environmental tourist attractions in Moche. Identification of the spatial conditions influencing their attractiveness.

**SQ-5:** What are the spatial conditions of Moche and how could them be improved to help local inhabitants get more benefit from tourism?

METHOD:

- Observation of the spatial conditions of Moche, and its influence over Moche's competitiveness in the context of Trujillo.

**SQ-6:** How to help to shape urban expansion in a way that it does not put into risk the tourist and local assets of Moche, namely the archeological and agricultural ones?

METHOD:

- Literature research on existing plans and policies regarding preservation of natural and archeological areas in Moche.
- Research on types of policies regarding preservation of tourist and local assets.

**SQ-7:** What are the spatial principles that contribute to achieving tourism development, and therefore urban development?

METHOD:

- Literature research on urban design principles for improvement of the tourist experience.

## 4.3. METHODOLOGY FOR ANALYSIS AND DESIGN

The analysis part has been splitted in two: characterisation and analysis, which findings will serve as basis for the proposal part (see figure 4.2.).

The analysis goes along two chapters: 6. Analysis of Trujillo, and 7. Analysis of Moche. In the case of the first one, the analysis is done in more general terms, considering the basic and essential issues to understand the context in which the district of Moche is located. For the second one, the analysis is carried in a deeper way, distinguishing characterisation, and analysis based on what exists and on the issues suggested in the theoretical framework.

Characterisation aims to depict the image of the district regarding the issues of urban sprawl and tourism growth, on the one side; and regarding the current governance system in charge of managing these issues, on the other.

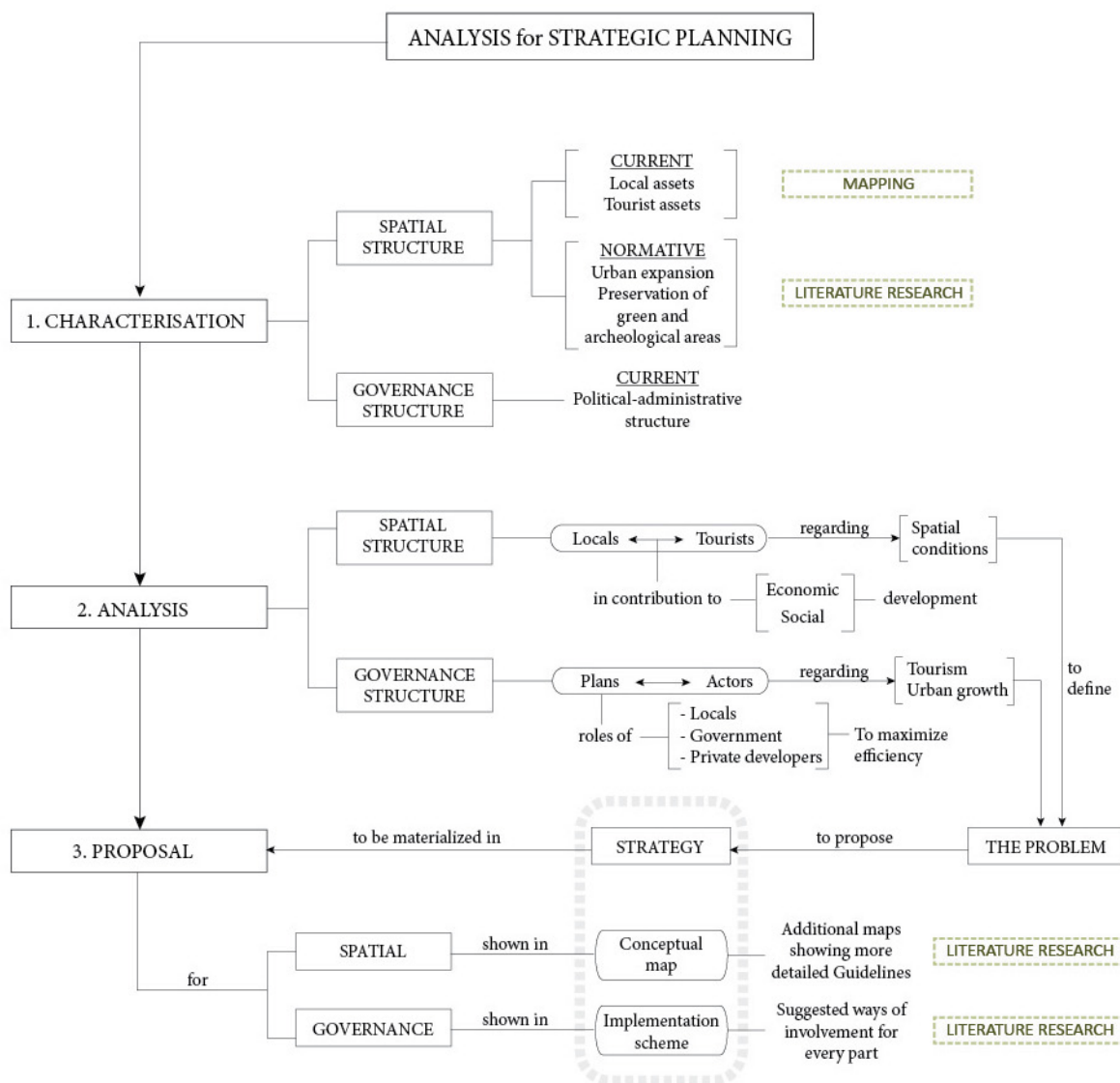


Figure 4.2. Methodology for analysis. Source: made by author.

Analysis is the step where the previous information is put together in order to come up with conclusions that help to define the problem. Layers of information are strategically juxtaposed depending on the issues that are being pursued. For instance, for the spatial aspect, tourism conditions are analyzed together with urban conditions; and for the governance aspect, plans regarding tourism and urban development are analyzed

in relation to the actors involved in their implementation.

The proposal is developed in chapter 8. A strategic spatial plan for Moche, based on the ideas defined in the previous chapters. The proposal is regarding spatial and governance aspects. The strategies are first explained separately, and then showed together in a map, as one proposal. After defining the strategic

projects, there are suggested schemes for their implementation. This part aims to reach a strategy that includes a governance model for an spatial objective, that follows the principles defined in the theoretical part.

#### 4.4. TIME WORK SCHEDULE

The work schedule is made taking into account the specific presentation dates, but assuring that the different phases are developed at the appropriate moments (see figure 4.3.). It is relevant to say that the different phases are overlapped, some more than others, in order to carry a transversal thinking along the process. In that sense, the different phases can be revisited as much as needed.

These are the main goals defined for each presentation date; although, it does not mean denying the development of other phases in a parallel process.

P1: PROBLEM UNDERSTANDING & DEFINITION OF QUESTIONS

P2: THEORETICAL FRAMEWORK

P3: ANALYSIS

P4: STRATEGIC SPATIAL PLAN

P5: EVALUATION AND CONCLUSIONS

#### 4.5. INTENDED END PRODUCT

As an end product, it will be delivered a strategic spatial plan for Moche, conceived on the basis of sustainable development principles.

The spatial plan will be drawn at the scale of Moche district, putting emphasis on land-use and connectivity concerns within the district, but also in relation to the context of the province, Trujillo.

In order to make this plan, the current situation of the land is mapped and analyzed, in terms of uses and the patterns of

urbanization are depicted in order to have a better overview of how the district is growing and towards which model it is doing so. This is done to identify if the trend is going towards a goal of sustainable development.

As sustainable development of Moche is the core issue above all, but too broad as well, the spatial plan will focus on the environmental aspect. In this sense, the plan is done in favour of the nature and built environments, giving special attention into that the expansion of the district does not affect the natural and archeological resources it currently possess, which are the basis for tourism attractiveness and for local economic subsistence.

The tourist and non-tourist environmental assets of the city will be considered. The first ones, because tourism is an strategic element that can activate any possibility of development in this area; and the second ones, namely agricultural, since they can keep the district resilient to seasonal changes.

Furthermore, a guideline for implementation of the plan will be developed considering the different political - administrative levels of Moche, meaning this identifying which issues should be resolved by the district municipality and which ones by the provincial municipality.

In this guideline for implementation, local people and private enterprises will also be included, so the governance structure is more socially inclusive, and not exclusive to the government. This has a high value, as it will be shown that local residents play an important role in the economic system of Trujillo. In this sense, social and economic aspects will be considered for the design of the strategy.

The tourist social assets will be boosted and allocated in more strategic places in space; and the non-tourist social ones, boosted to keep the district functioning and to support the previous ones. Besides the written means, possibilities for them will be shown in schematic maps, to visualize how they could work.

For instance, recommendations will go on how to make those locations attractive enough for businesses, in terms of spatial conditions, namely connectivity or provision of facilities. In other words, by improving conditions under which environmental and social assets exist, economic development could be brought to impulse the social one, which is, above all, the end goal.

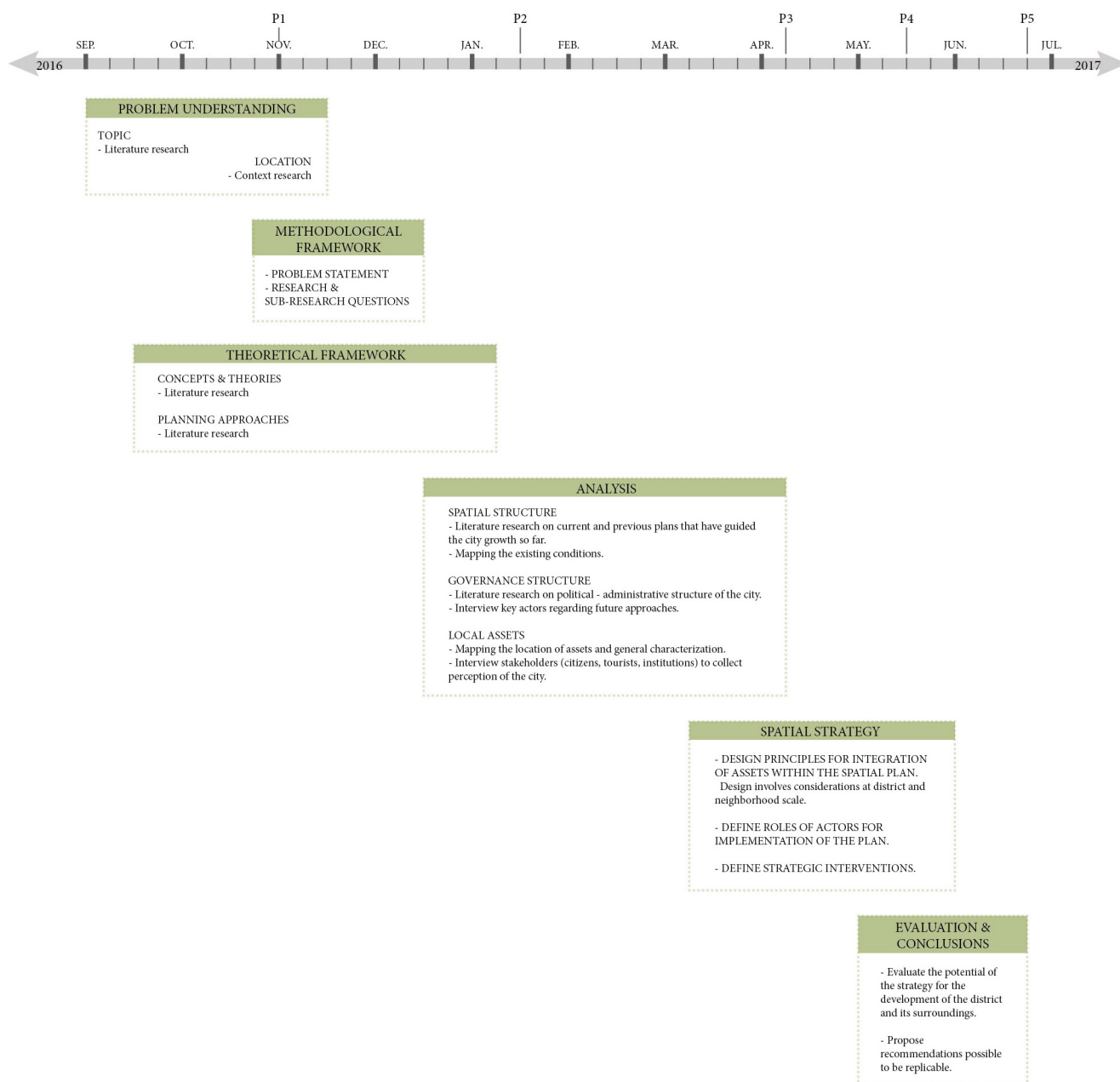


Figure 4.3. Time work schedule per stages of thesis. Source: made by author.





**Figure 5.0.** Polychrome engraving on wall of *Huacas del Sol y la Luna*. Source: photography taken by author.

# 5.

## THEORETICAL FRAMEWORK



## 5.1. CITY WITH TOURIST ASSETS.

### 5.1.1. WHAT IS AN ASSET?

In the field of economy, assets can be defined as “[...] possessions of value, both real and financial. Real assets include land, buildings, or machinery owned. Financial assets include cash and securities, and credit extended to customers.” (Black, 2013). From this definition, the term assets refers only to things, either tangible or intangible.

The definition given by O’Sullivan & Sheffrin (2003, p. 272) states asset as a “value of ownership, so that can be converted into cash (although cash itself is also considered an asset)”. This one is more open in the sense that it considers as an asset anything, physical, economic or even social, that can produce such economic value.

The International Accounting Standards Board, defines asset as “a resource controlled by the enterprise as a result of past events and from which future economic benefits are expected to flow to the enterprise.” According to this, people is not an asset, because they cannot be totally controlled by an entity, unless that one is themselves.

At this point, it becomes relevant to consider the role of the asset’s owner. Any of the previous mentioned assets can be owned by a person, a corporation or a country (O’Sullivan & Sheffrin, 2003, p. 272). In this regard, when the asset is a personal quality and the owner is the person itself -and his or her will to use it- the social aspect becomes an asset as well.

In the same way that anyone can be the owner of certain assets, the purposes of its usage can be thought to benefit at any scale, either at individual, community or city scale.

From here on, the word asset will be used to refer to any of the local values (physical, social or economic) that a city posses, and that has the potential of producing an economic benefit. These assets play an essential role, directly or indirectly, to keep the economy of the city moving, and can be owned by individuals, businesses or governments.

### 5.1.2. LOCAL ASSETS THAT ATTRACT TOURISTS TO VISIT A CITY.

What tourists look for in a place to visit is the possibility to meet the social, economic and spatial aspects that make such place attractive. Not all destinations have these three kinds of attractions, or if they do, not in the same proportion, and that is what make each one different from the other.

The different proportions in which these attractions exist is what make the different tourism types exist. For instance, a destination with bigger proportions of social attractions would typically correspond to community tourism. For social attractions it can be understood the costumes and traditions that take place in a community; these can be shown through food, dances, festivities, local practices or even through souvenirs.

When economic attractions exist in bigger proportion, it is the case of the so-called urban tourism. Urban tourism, as Edwards (2008, p.1033) states, “goes beyond leisure, and includes visiting urban areas for other purposes like business, conferences, shopping and visiting friends or relatives”. This kind of tourism is more evident to happen in big urban cores, such as Shanghai, and have the characteristic of being “just one of many economic activities within a city” (Edwards, 2008, p. 1033). However, in some destinations, the economic aspect is not an attraction per se, but a means to experience social or environmental ones.

Spatial attractions can be distinguished in two types: natural or built; therefore, tourism can be nature oriented or culture oriented. For the first one, the case usually is that the attractions are nature environments like beaches, lakes, swamps, mountains, jungle, deserts and so on, and as these are not close to urban cores, a big quote of adventure tourism might be attached. For the second type, built attractions can be classified under archeological or architectonic ones, giving place to archeological tourism and architecture tourism respectively.

What tourists want to have is a full experience of the place they visit (see figure 5.1.). The social, economic and spatial attractions that a place has, become assets in the sense that they attract tourists and make them contribute to the local economy. For Hong (2014), the assets that take part in urban tourism make the experience economy, where every single detail of the experience can be designed in order to bring an economic profit.

The success of these assets remain on how good they perform, in terms of quality, kindness, efficiency, attractiveness, accessibility, that will all make the image of the city that tourists will remember. Usually, it is thought that the purpose

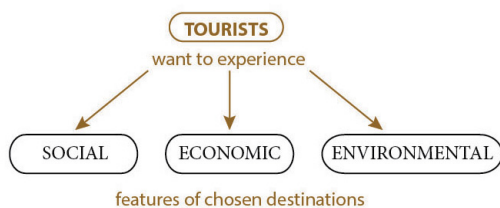


Figure 5.1. Local assets attract tourists. Source: made by author.

is to attract tourists, but actually it is to attract them enough to feel like coming back.

### 5.1.3. LOCAL FEATURES THAT ATTRACT PEOPLE TO LIVE IN A CITY.

What people look for in a place to live in is the possibility to achieve social and economic development in an environment with optimum spatial conditions (see figure 5.2.), which in other words means sustainable development.

According to UN-Habitat (2016), 54% of the world’s population resides in urban areas, which means around 4 billion people (p. 6). If we look at the population in 2007: “for the first time in history, more than half its human population, 3.3 billion people, will be living in urban areas” (UNFPA, 2007). This rate has experienced a fast growth and it seems to continue in the same direction.

Population growth in urban areas has happened either because of internal migration or birth rates growth, and whichever the case, it is a fact that urban environments should be attractive enough for people, as they spend their everyday lives in them. It is very common to state that current development should happen under sustainable conditions, but urbanization patterns go at a very fast pace and not necessarily under principles of sustainability.

Consciously or not, the general reasons why people prefer urban over rural areas are related to the possibilities of meeting social and economic development there. However, “a key issue confronting cities, especially those in developing countries, is to ensure that urbanization generates sufficient economic growth to provide decent, productive and remunerative jobs for the rapidly growing labor force” (UN-Habitat, 2016, p. 34)

For many years, development has been considered a synonym of economic growth. However, as Seers mentions, recognition of the frequent failure of economic growth policies to solve social and political problems resulted in the aims of development becoming more broadly defined (1969). Therefore,

“in the space of some thirty years the concept of development has evolved from a process or condition defined according to strict economic criteria to a continual, global process of human development guided by the principle of self-reliance; whilst economic growth remains a cornerstone, it also embraces social, political and cultural components.” (Sharpley, 2010).

But still, in these definitions of development, the environmental component has not gained a relevant position. Since Brundtland Report (1987), basically referring to preservation of natural resources that need to be guaranteed for the future generation’s usage; environmental issues have largely had a clear position in discussions about sustainable development.

However, environment, from an urban life perspective, does not only refer to the nature environment, but also to the built one. In a highly globalized world, where most of the people live in urban areas, this fact cannot be overlooked. Cities are the places where we humans occupy most of our lives, for working, studying, shopping, commuting, visiting friends or family, and many other activities. And, in that sense, we are shaped by experiencing not only economic opportunities or social positions, but through the experience of living in a particular neighborhood and through the usage of certain services and infrastructure that might vary in quality and efficiency. We are shaped by the environments we experience, we are shaped by the level of environmental development that surrounds us, and that makes a strong influence on our possibilities to achieve the social and economic dimensions of development.

“Cities, therefore, need to be inclusive, safe, resilient and sustainable” (UN-Habitat, 2016, p. 6) to be attractive and hopeful for achieving development.

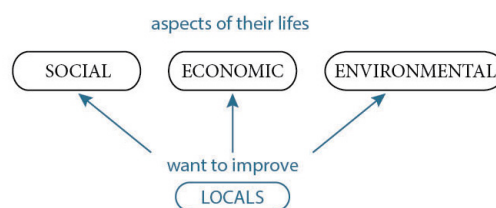


Figure 5.2. Local features attract locals. Source: made by author.

### 5.1.4. TOURISTS AND RESIDENTS PURSUE THE SAME.

The aspects that attract tourists to any place are the same that residents experience everyday and work to improve. The local assets, that naturally -or that pretend to be natural- exist in a place, are the attractions that tourists seek to experience. The difference is that locals experience them unconsciously, or as a common part of their everyday lives; while tourists consciously choose to experience them because they find them fascinating.

However, not all local assets are tourist assets as well, tourist assets are just a part of the local ones (see figure 5.3.), and they cooperate to achieve local development. In this sense, it is important to make a distinction between them and realize the different possible achievements when choosing priorities for development.

If the attempt is to benefit tourists to meet their needs, and obtain an economic profit from them, then it is clear that the end goal is tourism development. But if the attempt is to improve local's quality of life, meaning social, economic and spatial development; then the end goal is local development. Tourism is one of the many economic sectors that take place in a city, and as so, it is important to display the tools to keep it strong, but not as it was the end goal to achieve.

It is more convenient to think in local development as a goal, and tourism development as a part of it, where tourist assets are a tool to achieve it; and not the other way around. As Saarinen warns, tourism is not used as a means for development “but rather as an end in itself, without any active integration towards

regional or local development goals” (2003, p. 107). When this happens, it means that short-term staying is prioritized over long-term one, and this is a way of development that should be questioned.

## 5.2. TOURISM AS A TOOL TO ACHIEVE SUSTAINABLE DEVELOPMENT.

### 5.2.1. WHAT IS SUSTAINABLE DEVELOPMENT?

As it has already been mentioned, population in urban areas is growing and with that, the urgency of aiming for development in them. It is also of general consensus that development should be carried in a sustainable way.

There have been many definitions for sustainable development, but the one that settled the ground for subsequent definitions is the one given by The United Nations World Commission on Environment and Development, or widely known as Brundtland Report: “Humanity has the ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs” (1987, p. 16).

One definition that complements and elaborates more on the sustainability aspect is the one given by Creaco & Querini, who define sustainable development as a summary of two central and basis ideas:

“- That development has an economic, a social and an environmental dimension, so that development will only be possible if a sound balance is made between the different components that contribute to the general function of natural environments [...];

- That the current generation has a moral obligation towards future generations to leave sufficient social, environmental and economic resources for them to enjoy levels of well being at least as high as our own” (2003, p. 3).

In this framework, it is accepted that the three dimensions of sustainability (economic, social and environmental) should

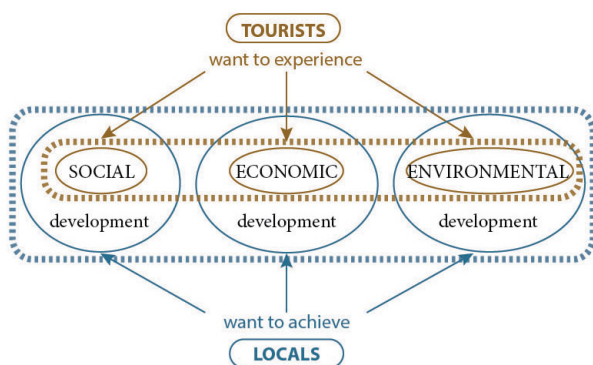


Figure 5.3. Tourists and locals pursue the same. Source: made by author.

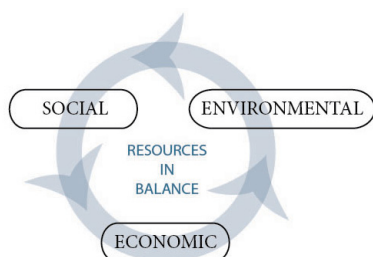


Figure 5.4. The sustainable development cycle. Source: made by author.

be taken into account. Also, it is stated that resources in these three dimensions should be guaranteed for future generations to continue their subsistence (figure 5.4.).

Putting this definition in the context of tourism, it can be said that tourism developed in a sustainable way, means that social, economic and environmental aspects should be preserved to allow future generations to experience them, and why not, to become their source of income.

### 5.2.2. TOURISM AS A KEY DRIVER.

Tourism, as economic sector, is one of the many activities that take place in a city; and in recent years it has become an important one in search to lessen poverty and increase prosperity.

As it was stated in The Spirit of Bali Statement (2010), “[...] countries are increasingly developing tourism as part of their national development strategies as an effective driver of economic growth and development, creating jobs and wellbeing for communities”.

Indeed, the economic factor is relevant in this sector, since it needs the economic investment from both sides, the consumer and the supplier. Although recent economic crisis and natural disasters worldwide, one might thought that there is a decrease in leisure expenses; however, this economic sector has proven to remain stable and even to grow, and these, among other reasons, thanks to the increase of medium social class worldwide, lessen of transportation costs and new technologies applied to tourism.

As the UNWTO states, “the amount of international tourists worldwide has increased from 25 million in 1950 to 1.200 million in 2015” (2016, p. 10); and “international tourist

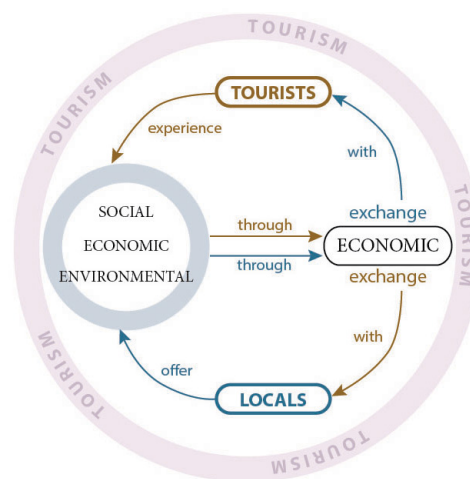


Figure 5.5. Tourism as a key driver. Source: made by author.

arrivals reached a record 1.14 billion in 2014, 51 million more than in 2013, according to the United Nations World Tourism Organization (UNWTO).” (Crotti & Mishrahi, 2015, p. v.).

Tourism growth is happening in the same way urban population is doing, and these trends seems to continue growing together for the future.

This events show that tourism can be one tool that helps urban areas to develop within a sustainable development approach (see figure 5.5.), and that trust can be given to tourism sector since it has remained quite stable for the last years.

## 5.3. IDENTIFYING ROLES IN THE SUSTAINABLE DEVELOPMENT CYCLE.

### 5.3.1. THE ECONOMIC LINKAGE.

The development got from tourism so far has primarily been economic. Either at individual or governmental scales, it has mainly been the case that economic profit got from the sector was invested in other aspects different than the tourism assets.

For instance, small businesses, run by individuals, usually tend to invest their earnings in the improvement of their well-being or in the business itself, to continue profiting.

For big businesses, run by corporations, the case is more or less the same. Earnings serve to pay the costs of running such a business, meaning this, labor costs and logistics costs, among others; and to re-invest in the improvement of the business, without paying to much attention to the surrounding environment where they are located.

For governmental entities it is the case that investments mainly go to the issues that have priority in their agendas, namely improving health, education and social services; which is good, as the end goal is to assure social welfare to inhabitants, but what means that tourism is left to a second plane. When tourism sector is seen as an independent one, which investments go only to continue developing the sector itself, and not seen as an intermediary to enable development in other sectors, the priorities given to it are limited.

In this sense, it is relevant to understand that the initial profit possible to get from tourism is, indeed, an economic one, but that it should not remain in that only dimension of development, but be reinvested in the others, to maintain and boost them (see figure 5.6.). In other words, the initial fuel that makes the sustainability cycle working is the economic exchange between tourists and locals, but it is also a goal to assure that that exchange continues existing.

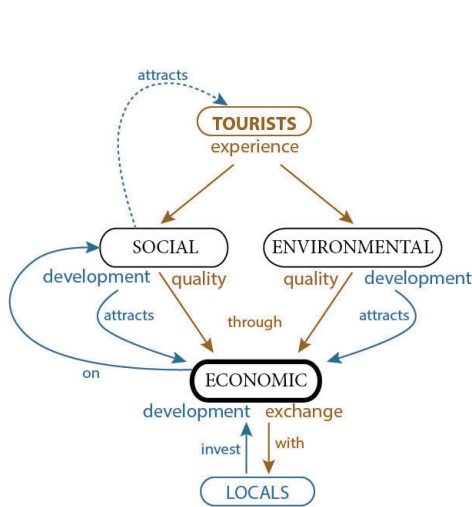


Figure 5.6. The economic linkage. Source: made by author.

### 5.3.2. ENVIRONMENTAL DEVELOPMENT AS A MEANS.

As it has been mentioned, to achieve sustainable development it is necessary to consider the economic, social and environmental (spatial) dimensions among the goals. The cycle of sustainability can only keep functioning if the three dimensions are present. If one of them is not benefitted, the others cannot continue existing neither.

In this thesis, the environmental dimension of sustainability is going to be emphasized in terms of physical qualities of the built and nature environment. Meaning this not a discard of ecological considerations when dealing with areas that clearly deserve a “green” approach of sustainability.

Physical development is essential to keep improving both economic and social dimensions (see figure 5.7.). For the economic dimension, it works in a synergistic way with the spatial environment. This is manifested, for instance, in well developed environments that, when showing a clean, safe and organized atmosphere, they attract businesses to settle down, and these businesses encourage locals to keep the place within those conditions. For the social dimension, a good physical environment, contributes to improve social welfare, at individual and collective scales. For instance, self esteem

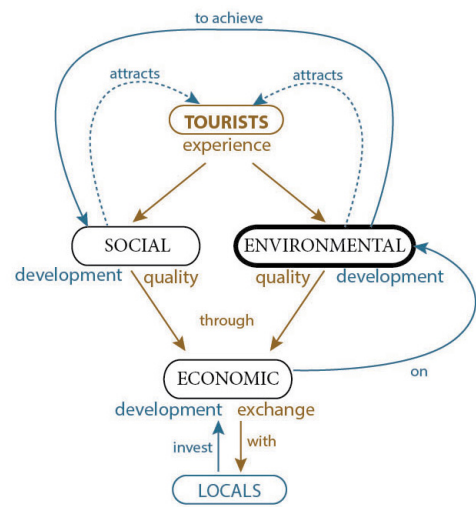


Figure 5.7. Environmental development as a means. Source: made by author.



is more probable to increase when someone lives in a clean neighborhood, where it is safe to walk in the streets, where amenities can be found at a close distance and where livability of streets gives one the chance to meet friends.

An environment attractive for residents it is so for tourists, and in this sense it becomes an asset. Furthermore, we all people look for the same general conditions in a place to inhabit, and as Chettiparamb & Thomas state, “Places then are more than ‘destinations’, arguably a dominant term in tourism studies reifies the touristic gaze by reducing the complex realities of lived experiences in a location to one that is essentially tourist centred.” (2012, p. 215).

Therefore, it can be stated that when aiming to achieve physical development, there is already an aim to achieve economic and social development; and that while reaching these two, the other one should be kept nurtured to do not stop the cycle.

### 5.3.3. SOCIAL DEVELOPMENT AS THE END GOAL.

It has been stated that economic aspect is the initial means to achieve local development, and that spatial aspect is an essential means to it and, at the same time, a goal within the cycle to keep the balance of the three dimensions. But what about the social dimension?

Here it is important to bring back the essential reasons of pursuing sustainable development. All the recent concerns

about population growth, climate change, economic crisis, resources extinction, and so on, do not have any other main concern than human’s subsistence. The centre of all attempts of improvement are at the end the improvement of human’s wellbeing, so when aiming for sustainable development we are aiming for no other development than the one of people.

People’s development rests under the dimension of social development; therefore, this is the main goal within the cycle. However, although being the primary goal, it cannot be directly tackled, avoiding the other dimensions, because it will deny any sustainability approach. Instead, since people is, at the same time, the means to achieve that goal, they can be understood as an asset. The social asset is a force that works to reach economic development, and that can also participate on the environmental one, through collaboration on the implementation of certain projects (see figure 5.8.); this idea will be elaborated in chapter 8. A strategic spatial plan for Moche).

Taking into account that social assets are the means and the goal, it is important to keep in mind that they should be treated in a different way than the two others (economic and environmental), and that when designing strategies for its ‘usage’, it should be always considered how those strategies affected them, either in positive or negative ways.

## 5.4. PLANNING FOR SUSTAINABLE DEVELOPMENT.

### 5.4.1. ROOTS OF SPATIAL PLANNING.

Planning as a way of thinking has exist since humans needed to survive; planning as a field, has its roots more recently. In previous civilizations, it had a role of controlling the way cities functioned and of assuring the way governance worked.

Through the time, different approaches of planning have been applied; somehow, as responses to particular circumstances of life. Spatial planning, according to Healey (2006), can find its roots in three approaches of planning: economic planning, physical development planning and policy analysis and planning (p.10).

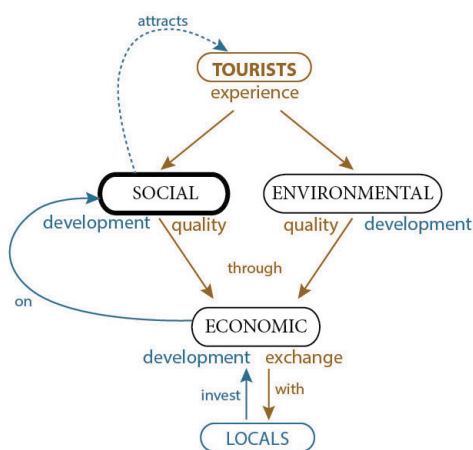


Figure 5.8. Social development as the end goal. Source: made by author.

Economic planning arose as a critique to the ways in which production processes in the industrial capitalism were done; namely, the exploitation of workers and the maximization of profit for the capitalist entrepreneurs. An attempt to battle these model came with communist model and other forms of self-governance. “Faced by these dynamic and contradictory forces, arguments began to build up in favour of *planning* the trajectory of the future, rather than being perpetually vulnerable to the volatility of markets, or to the power of the big capitalist companies” (Healey, 2006, p. 9). However, these models led to market failures and the consecutive search for new approaches of planning oriented into a managed economy; which did not delay to fail again.

Economic planning has had its comes and goes, and it has been in the recent decades that it has opened a ground for discussion on the relations between economy and physical context of towns and cities and the ways both influence on each other.

Physical development has been among the main concerns when planning for cities. In a European and American approach of history, after experiences of war and economic depression, physical planning was the main issue planners had to face. Around the 1920's, most of the planning enterprises, required by governments, were led by architects or engineers. As Hall (2002) states, “Indeed, other leading figures in the 1920's and 1930's, such as Raymond Unwin and Patrick Abercrombie, were architects first and planners second” (In Davoudi & Pendlebury, 2010, p. 618).

However, planning efforts were more focused on the material and functional aspects of the city, condensed in utopian dreams; all of them translated into urban master plans with land use zoning as main tool. Little effort was given to reorganization of space, land property rights and provision of urban services, in other words, to give good quality of life back to citizens.

As a consequence, as Healey states, “by the 1980's, therefore, the physical development planning tradition was moving away from its utopian and aesthetic roots towards a form of policy analysis focused on the practical management of the dynamics of social, economic and environmental change in urban regions.” (2006, p. 22).

Policy analysis arose in the United States as a concern for making public administration more efficient and less corrupt. Within a context where property development and investments were influenced by businessmen and politicians, policy

analysis had the rational techniques to assure the efficiency of decisions. This approach was based on identifying objectives and developing appropriate means to achieve them, giving the flexibility to take decisions according to circumstances; a different scheme than setting legal rules to follow. This model was called the rational planning process.

Although, in the late 1960's, a concern regarding the planner's role arose. Planners had been seen as mere specialists helping clients to achieve their goals through careful analysis of conditions and, therefore, cautious strategies; but they were thought to be value-free regarding to ends to achieve. As a response, policy analysis became more aware of the multiple actors affected by the implementation of those policies, leading this to the design of procedures for citizen participation within those processes.

In summary, through history, these three approaches had, in one way or another, experienced points of convergence that showed the linkages within fields of planning. It was understood that space is not only formed by the physical one, but also by the economic and social issues that take place in that physical space. Spatial planning, therefore, covers the multiple dimensions of space.

#### 5.4.2. A PLANNING APPROACH TO ACHIEVE SUSTAINABLE DEVELOPMENT.

Sustainability has become one of the main goals and challenges of our time; and the planning field needs to evolve according to that.

Planning trends and urban design movements like the “New Urbanism”, “Smart Growth”, “Livable Communities” or “Environmental Justice” have started to raise awareness regarding social and ecological issues of sustainability, which settles a foundation for a more complete sustainable planning approach.

However, current times demand more creative solutions that are able to integrate and to deal with the multiple factors that form our complex reality. Nowadays, we face a variety of sustainability problems, such as environmental damage, misguided urbanization, transportation chaos, economic disparities and mass production and consumption patterns, housing availability, poverty and lack of employment. And,



furthermore, as Wheeler states, “[...] we have a crisis of spirit in which our values, empathy, and methods of understanding both individually and collectively are not what is needed to create a more sustainable world” (2013, p. 3).

Our lives are not just mainly economic, or mainly physical, or mainly social; our lives are all of them together and more. And, in order to plan for such complex realities we need to change into a planning approach that involves all the assets that are needed for sustainability.

As it has been previously exposed, parallel to the three approaches that gave birth to spatial planning, a common concern emerged, ran by issues of identity and bases of knowledge. This new approach has recognized that people is diverse, with diverse interests. It has also recognized that all forms of knowledge are socially constructed, therefore, equally valid and, “that knowledge of science and the techniques of experts are not as different from ‘practical reasoning’ as the instrumental rationalists had claimed” (Healey, 2006, p. 29). It has also recognized that, as interests are diverse, variety of actors should take part of the planning process.

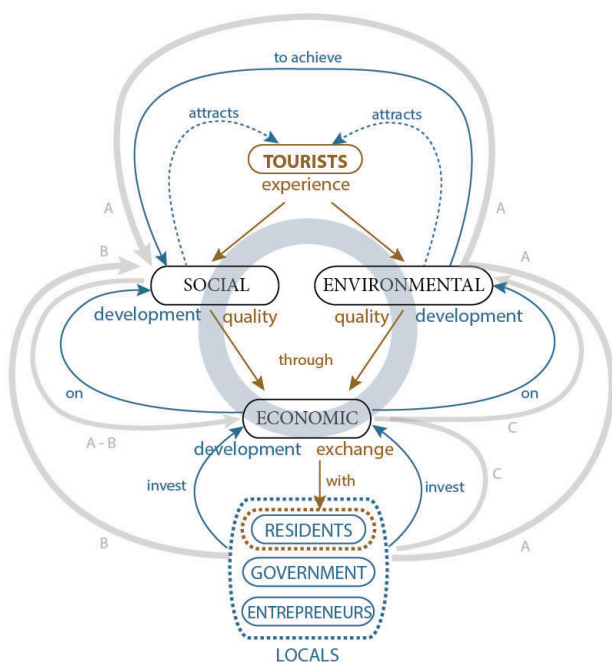


Figure 5.9. Planning approach to achieve sustainable development. Source: made by author.

A common leading force to those approaches has been the claim for individual’s rights, and, specially, the right to have a say on one’s future; this has emerged as a new driving force in the planning field. This approach of planning has been called communicative, or collaborative, planning.

In this planning approach, the planner acquires a role of mediator and facilitator. Its function to listen people’s opinion, get them agree and assure that no one’s interest prevail over other’s. It is important to keep at relevant stake the collaborative sense, meaning this enabling the possibility for everyone to take part not only in the decision process, but also along the implementation and evaluation stages. It is also important to emphasize that by enabling the participation of multiple actors, multiplicity of concerns and solutions at many scales are included.

Sustainability deals with economic, social and environmental issues at multiple scales; in our current urban realities it is not possible that just a few ones could solve such complex problems, but instead the joint effort of governments, businesses, and residents could do better.

The scheme shown in figure 5.9. depicts a planning approach that seeks to involve multiple actors in the process of development of the three dimensions of sustainability. This scheme will be the basis through which suggest the implementation of projects proposed as part of the strategic spatial plan for Moche, to be developed in chapter 8.

### 5.4.3. PLANNING SUSTAINABLE TOURISM DEVELOPMENT OR TOURISM FOR SUSTAINABLE DEVELOPMENT?

As it has been previously acknowledged, tourism involves interaction with the economic, social and environmental dimensions of any place. In that sense, its planning requires consideration on those aspects; in other words, planning within a framework of sustainability.

Nevertheless, planning tourism for sustainable development is not the same as planning sustainable tourism development. To make a clear distinction between these two terms, first it will be needed to clarify a frequent misconception of what sustainable tourism is.

Sustainable tourism refers to tourism practice within a framework of sustainability, namely economic, social and environmental (see figure 5.10.). This is translated into practices where tourists show a respectful behavior with local inhabitants, without contravening their costumes; a respectful behavior to the host environment, without damaging it; and consciously contributing to the local economy, making sure that locals benefit from the sector. However, as Sharpley states, “sustainable tourism strategies in practice tend to focus almost exclusively on localised, relatively small-scale development projects rarely transcending local or regional boundaries” (2010, p. 9). This practice is distant from a sustainability approach, which involves awareness through the different scales, and where not only tourists are responsible, but also the governance system that allows, or even boosts, it.

Then, if sustainable tourism refers to the practice sustainably-conscious done; tourism for sustainable development embraces a wider objective: to contribute to sustainable development, using tourism as a tool for it, or in other words, as an asset (see figure 5.11.).

Understanding that tourism can be an asset to achieve sustainable development involves understanding that its already existing social, economic and environmental sub-assets can have a role for this purpose. Accepting tourism as

an asset implies accepting that the goal is something else but not tourism. The goal is to achieve sustainable development, not tourism development. The consequences of the second can lead to a completely different and counterproductive result, as Rogerson states, “In the absence of integrated planning, the danger exists that local people and communities become the objects rather than the subjects of development” (2015, p. 281).

The evident economic profits obtained from tourism in recent years, led it to become an end in itself, aiming destinations to attract more and more tourists and with them economic benefits to increase local or regional economies. But it has already been discussed that development is more than just economic development, and here the attempt will be to rediscover the possibilities of tourism to contribute to a holistic local development, specially the environmental one.

For this, the governance structures attached to tourist cities are key in the planning framework. Rogerson mentions that “usually, across the international experience, tourism development in peripheral regions is shown as a result of a combination of top-down government strategies, such as infrastructure development or the establishment of ‘protected areas’, and of bottom-up enterprise development.” (2015, p. 281). From this, collaborative planning seems to promise good possibilities for the sustainable development goal.



Figure 5.10. Planning sustainable tourism development. Source: made by author.

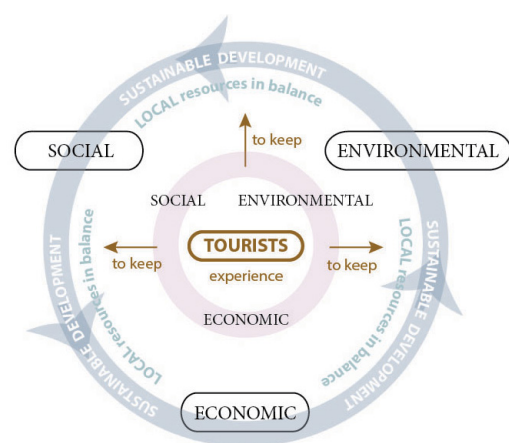


Figure 5.11. Planning tourism for sustainable development. Source: made by author.



**Figure 5.12.** Archeological excavations in the area of *Huacas del Sol y la Luna*.  
Source: photography taken by author.



**Figure 6.0.** *Caballitos de totora* in Huanchaco beach. Source: photography taken by author.

## 6. ANALYSIS \_ TRUJILLO



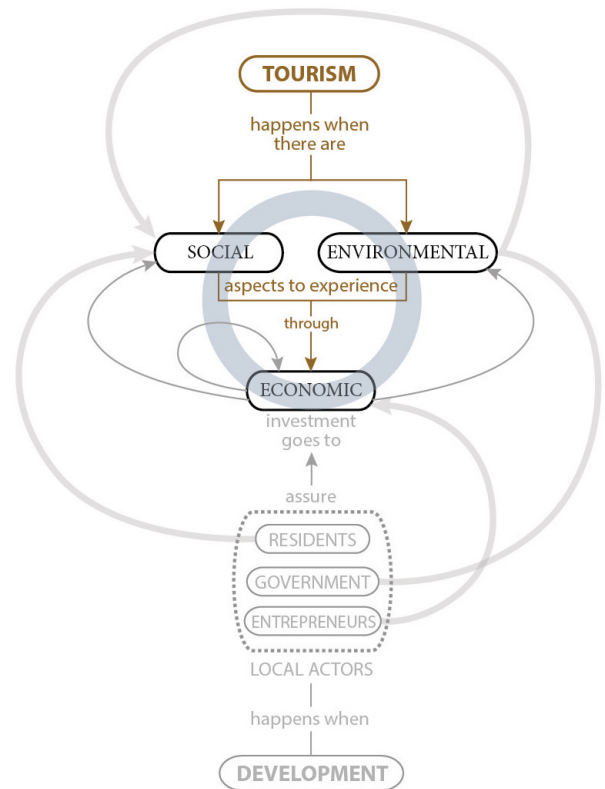
## 6.1. SPATIAL ANALYSIS

The Spatial Analysis is made on the basis of the scheme for a Planning approach to achieve sustainable development, previously explained in chapter 5. Theoretical Framework.

This scheme can be read from two directions: top-down and bottom-top. From top-down it shows tourism as main issue, including the three components of sustainability in the way they take part of the tourist experience. From bottom-top it shows how development could happen when local actors are involved, and how they could relate to every aspect of the sustainability cycle.

For this spatial analysis of Trujillo, only the first half of the scheme is going to be considered. The main purpose of analysis at Trujillo scale is to show whether Trujillo posses the social and environmental assets needed for tourism to happen. And also to identify how is the city provided with local facilities and where do they take place through the economic exchange.

The bottom to top reading will be used later, for the Governance analysis of Moche district in chapter 7.6.



**Figure 6.1.** Scheme for spatial analysis of Trujillo.  
Source: Made by author.

### 6.1.1. THE PHYSICAL EVOLUTION OF THE CITY.

Trujillo, as an urban center, dates from 1534, since the Spanish founded the colony in these coastal lands. The initial settlement of the city was in the proximities of the Moche river, being this the main supplier of water for the city (MPT & PLANDET, 2012, p. 12).

In the Republican period (from 1821 onwards), Trujillo began its development with certain limitations due to the conflicts for the independence of the country. Being the venue of the central government, it was house of many institutions.

Next to that, around 1850, the agro-industry reached its peak with the production of sugar cane in the valleys of Moche and *Chicama*. This is the moment when the first developments outside of the city walls happened and when population reaches 15 000 inhabitants (MPT & PLANDET, 2012, p.14).

Around 1916, the population grew, therefore the urban expansion surpassed the limits of the walls and the first urbanizations outside of it were built.

In the first decades of the 20th century, started the works to allow urban expansion, such as the expansion of the sewage and water supply systems. It was also carried out the construction of the open spaces needed to hold a bigger population. Works for the modernisation of the city were carried out, such as the embellishment of the main square and the atrium of the cathedral. The *Larco* avenue and the paving of the Panamerican highway were also carried out, meaning this one an important connection with Lima and other main cities in the coast of Peru.

In 1972, the population was reaching the 300 000 inhabitants, number that was considerably increased after 1980, when a strong urbanization process started all over the country, due to internal migration from rural areas. Here it is when the peripheries of the city are invaded and new districts such as *Florencia de Mora*, *El Porvenir* and *La Esperanza*, emerged. Between 1980 and 2002, Trujillo reached 700 000 inhabitants aprox. (MPT & PLANDET, 2012, p. 16); and now, by 2017, it has reached 949 498 inhabitants (INEI, 2009).

However, this exponential urban growth has caused the loss of 149 200 hectares of crops. And the districts of *El Porvenir*, *La Esperanza* and *Huanchaco* are growing more towards the mountains and over arid ground (MPT & PLANDET, 2012, p.16).

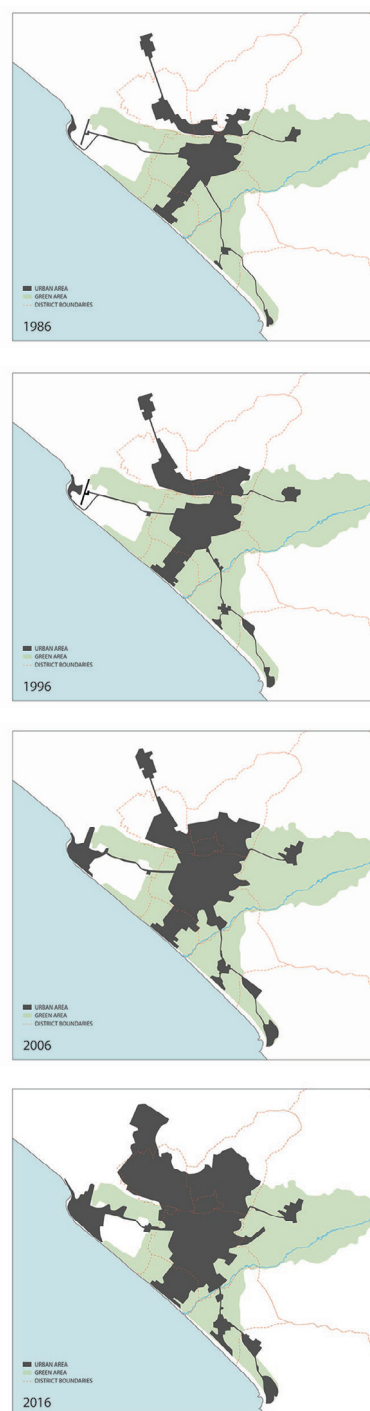


Figure 6.2. Trujillo, physical evolution. Source: Drawn by author, based on Google Earth satellite images..

### 6.1.2. GENERAL LAND OCCUPATION.

#### URBAN AREAS

From the nine districts that form the metropolitan area of Trujillo, five of them hold most of the urban areas: Trujillo, Victor Larco, Florencia de Mora, El Porvenir and La Esperanza (see figure 6.4).

For the last three decades, urban expansion in Trujillo has happened more intensively towards the north-east, in peripheral districts like La Esperanza and El Porvenir, holding these two 18.7% and 17.3% of the total population of the province respectively (see Chapter 11, appendix 02a).

Even though that, in the last years, the districts of Huanchaco, Salaverry and Moche, have gone through high annual growth rates: 6.0, 3.8, and 2.2.%, respectively (see Chapter 11, appendix 02b). And this is manifested through the fact that new urban areas are emerging in strategic locations for the real state business.

According to the Plan for Metropolitan Urban Development of Trujillo (*Plan de Desarrollo Urbano Metropolitano de Trujillo 2012-2022*), Huanchaco, Moche, Salaverry, and Laredo have been defined as aggregated areas (MPT, 2012, p. 15), given that they hold small urban areas in comparison to the other districts.

However, special attention should be given to the south-east of the province, where different patterns of urbanisation are taking place, such as private enclosed urbanisations, in low density typologies, and therefore, depredated at faster paces the fertile land still available in areas like Moche.

#### NON-URBAN AREAS

Non-urban areas in Trujillo are referred to land that is not suitable to be urbanized, either because they are located in a

high risk area or destined for agricultural purposes. Trujillo has a very varied landscape, ranging from river, countryside, dunes, and sea, something that turns it attractive for people to live in, and that should also be preserved for future generations.

#### ARCHEOLOGICAL AREAS

When talking about land occupation in Trujillo, is important to consider archeological areas. Trujillo metropolitan area is located over what were once the ancient *Moche* and *Chimú* Civilizations, reason for which many archeological sites are located within the metropolitan boundaries, as it can be seen in figure 6.4.

Although there are many, the two most important ones are Chan Chan archeological area, located in Huanchaco, and the archeological area of *Huacas del Sol y la Luna*, in Moche.

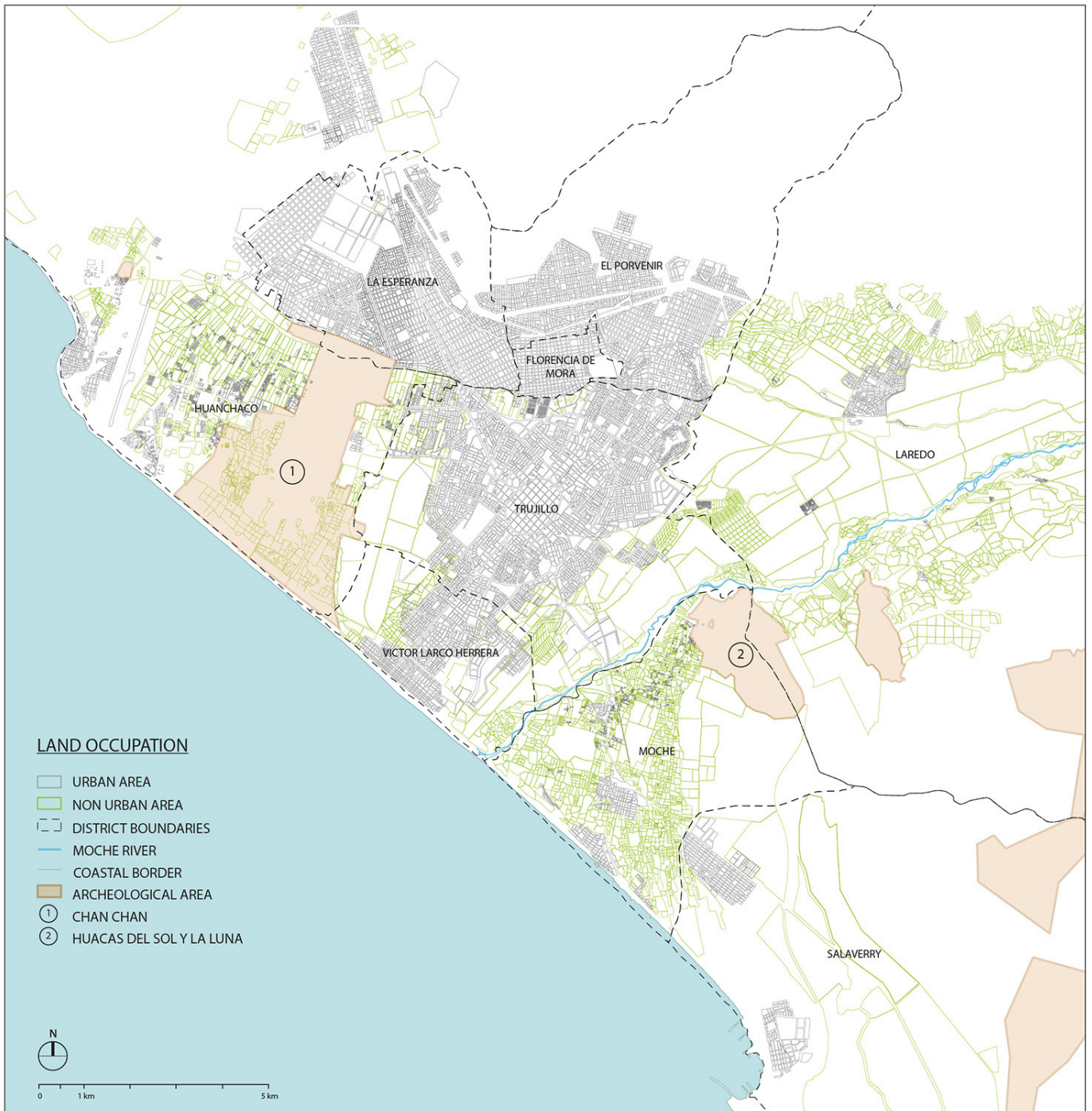
All archeological areas exist with the purpose of protecting the national heritage from being destroyed. In the case of Trujillo, these areas occupy big extensions of land, and are in between of the urban sprawl. For this reason, special attention should be given to assure that they keep protected from being urbanized.



*Huacas del Sol y la Luna*

*Chan Chan*

**Figure 6.3.** Archeological areas in Trujillo. Source: Pictures taken by author.



**Figure 6.4.** Map of general land occupation in Trujillo. Source: Drawn by author, based on reference (MPT, 2012).



### 6.1.3. ROADS INFRASTRUCTURE.

The physical structure of roads is organized around an inner ring that surrounds the historical city center, called *España* avenue. A second ring surrounds the first expansion from the inner core, this is the *America* avenue (see figure 6.6).

From that structure of rings follow a radial structure that gave birth to the initial expansion of the city. To the west, there is *Mansiche* avenue, that connects Trujillo center with Huanchaco. To the north-west, *Nicolás de Piérola* avenue, that takes to La Esperanza district. To the north-east, *Peru* avenue, that connects with Florencia de Mora and El Porvenir districts. To the south-east, the Panamerican road is the only way to connect the center of Trujillo with Moche and Salaverry districts.

In the following map (see figure 6.6), main avenues and streets are highlighted due to their importance for connectivity within the metropolis and outside of it, with surrounding provinces.

For instance, the Panamerican road is a national road and it is the main way to connect Trujillo province with the southern ones, like Lima; and to connect it with the northern neighbor ones as well.

Also, some of the vecinal roads highlighted in the map, like *Victor Larco* Avenue, or *César Vallejo* Avenue, are important because they are centers of commercial activity.

When talking about tourism, accesibility is an important quality of any environment. For Trujillo, there are two ways to get into the city, by airplane or by bus.

The airport, FAP Carlos Martinez de Pinillos, is located in Huanchaco district, and it is connected to the tourist area in the center, by Mansiche avenue. This avenue crosses Chan Chan, which introduces the tourist into his first experience through a very open landscape. Regarding the interprovincial bus stations, they are located on the inner and on the outer rings, thus very close to the center, where most of the hotels and other tourist facilities are located.

Therefore, arriving to Trujillo means arriving to the central district as first place. All the tours start from it, and when tourists go to visit the attractions in the surrounding districts, the physical radial structure of roads make it necessary to come back to the center, or at least pass through it again.



National:  
Panamerican Road



Vecinal-highway:  
Mansiche avenue



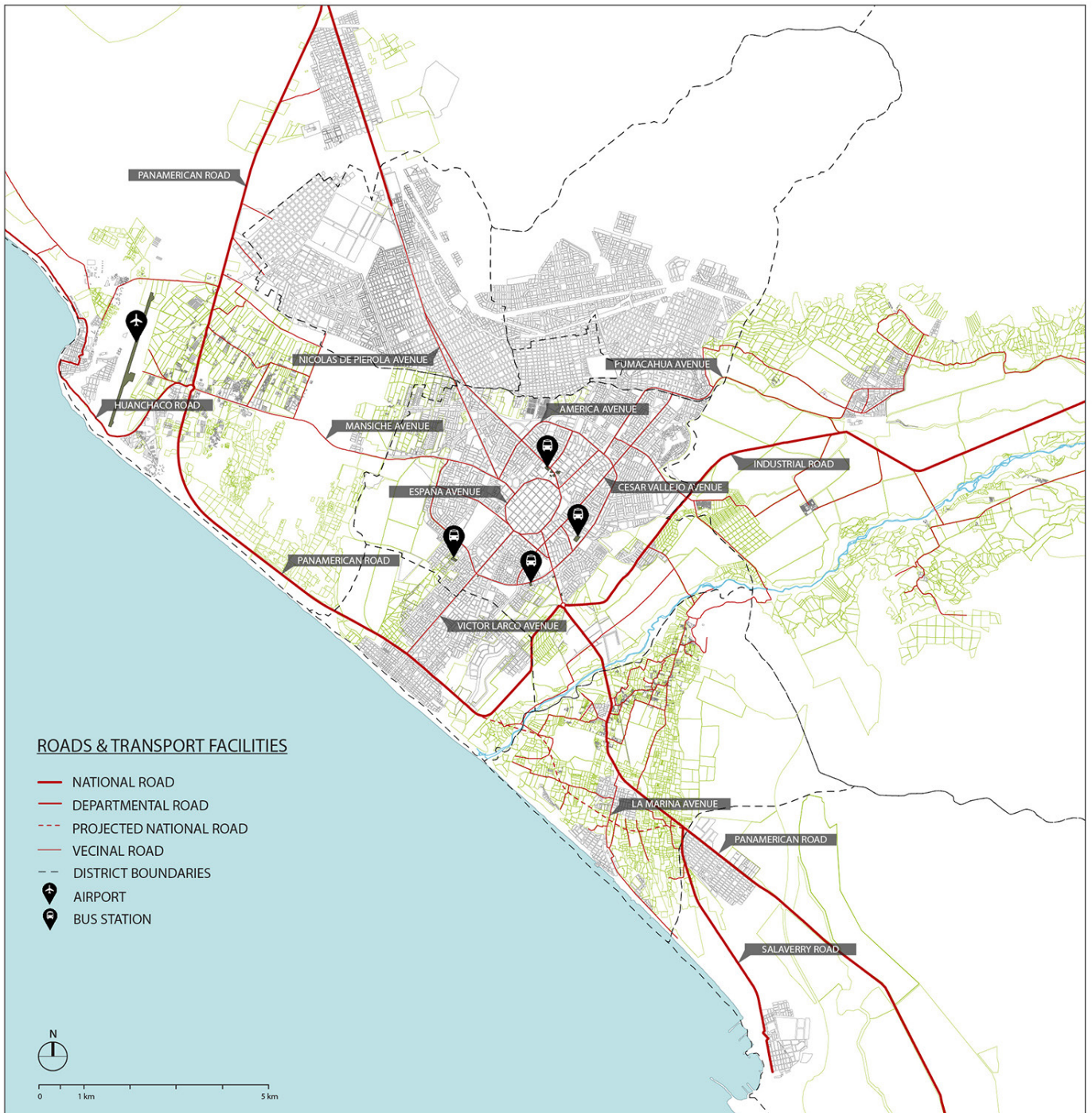
Vecinal-commercial:  
Manuel V. Enriquez avenue



Vecinal-residential:  
Las Camelias street

**Figure 6.5.** Types of roads. Source: Pictures taken by author.





**Figure 6.6.** Map of Trujillo, roads infrastructure and transport facilities. Source: Drawn by author based on references.

#### 6.1.4. ECONOMIC STRUCTURES PER DISTRICT.

Every province within Trujillo metropolitan area play a role either in the provincial or regional economy. In the following map (see figure 6.7.), the most representative roles per district have been depicted; meaning this, not that they are the only ones, but the ones for what they are most well-known. Going from top-right to bottom-left:

Huanchaco is a vast district, that concentrates most of its population in the urban area, close to the beach with the same name. Huanchaco beach is very popular as a tourist attraction, but also for locals. One of the main attractions of this beach is the *Caballito de Totora*, which is a reed boat, typical from Trujillo, and that was used by the Moche civilisation for fishing purposes. These boats are made of *Totora*, which grow in the swamps of Huanchaco (MPT & PLANDET, 2016, p.51), at the north of the urban area.

There are two big industrial areas in Trujillo, one is located in La Esperanza district and it's called the industrial area Trujillo north. Industries related to production of soda, beer and cement are located in this areas, been some of the most famous ones *Backus* and *Cementos Pacasmayo* (MPT & PLANDET, 2012, p.52).

El Porvenir is one of the most populated districts in Trujillo, and it employs a big portion of its population in the manufacturing of leather shoes. 53% of the Small and Medium Enterprises (*Pequeña y Mediana Empresa - PYMEs*, for its acronym in spanish) are located in this district (MPT & PLANDET, 2016, p.71).

Florencia de Mora, is the most dense district with 20,107.54 inhab/ km<sup>2</sup> (see appendix 04). Many of its inhabitants are employed in the manufacture sector, been metal carpentry and parts manufacturing the most common ones.

In Trujillo, the commerce sector is what gives most of the employment to its inhabitants, actually 70% of it is given by the commercial functions and tourist services (MPT & PLANDET, 2012, p.53), namely hotels, restaurants, tour agencies, and so on.

Victor Larco Herrera is the second smallest district in Trujillo, where the higher socio-economic class live. Monetary poverty goes up to 8,2%, and non-monetary poverty, up to 12,4% (see Chapter 11, appendix 05), being these rates the lower ones in the province. The presence of the fishing terminal can be described as one of the cases of economic activity in this mostly residential district.

Laredo is an agricultural and agroindustrial district. It is very well-known for being the first producer of sugar cane within the province, which derives in sugar production; and also known for being the first producer of asparagus within the province, and second within the region (MPT & PLANDET, 2016, p.70).

Moche, is also very known for its agricultural role in Trujillo's economy. It is the first producer of *alfalfa* and vegetables within the province, and the second producer of asparagus (MPT & PLANDET, 2016, p.70), which is one of the most required products for international exports.

Salaverry is the port district, where 65% of the regional production is disembarked and redistributed (MPT & PLANDET, 2012, p. 38). It also hosts big industrial areas, famous for production of fish flour.



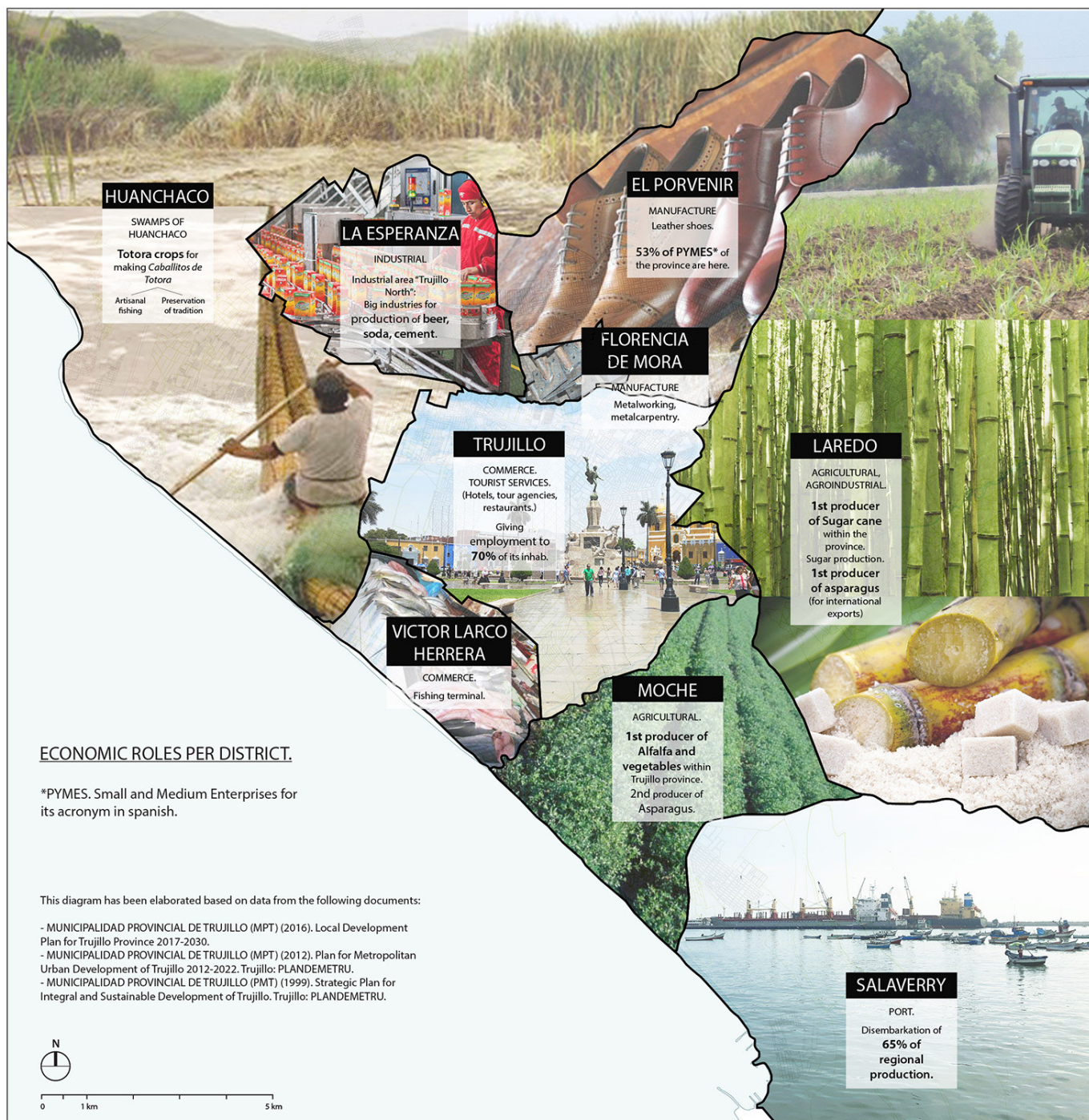


Figure 6.7. Trujillo, economic roles per district. Source: made by author, based on references: MPT, 1999; MPT, 2012; MPT, 2016.



### 6.1.5. TOURIST ENVIRONMENTAL ATTRACTIONS

Tourist environmental attractions refer to places that are attractive due to their physical qualities, either natural or human-made. They include those places suitable for the different types of tourism existing in Trujillo, namely architectural, archeological, beach, and sports tourism.

The main places for historic architecture are the Main Square, where the Cathedral and many *Colonial* houses (houses dating from colony times) are located; *Pizarro* passageway, area of beautiful *colonial*-architecture houses; and particular mansions like the *Urquiaga* House, and the *Casa de la Identidad Regional* (House of the Identity of La Libertad region).

The must-see archeological places are *Chan Chan*, *Huacas del Sol y la Luna*, *Huaca El Dragón*, and *Huaca La Esmeralda*.

There are also several museums, such as The Toy museum, The Zoology museum, The Modern Art museum, The Archeological museum José Casinelli, and the site-museums of the archeological areas *Chan Chan* and *Huacas del Sol y la Luna*.

Regarding nature attractions, Huanchaco beach is the most well known for multiple types of tourism, namely beach, sports and gastronomic. It is also very known for being the place where *Caballitos de Totora* are displayed, which will be explained deeper in sub-chapter 6.1.6. Tourist Social Attractions.

These spots are also related with commercial areas that provide tourists with services such as accommodation (hotels, hostels) and food (restaurants, cafes) which are many and are mainly spread all over the city center, specially inside of the ring of España avenue, in Trujillo district.

A very vibrant commercial area is Pizarro passageway, where besides colonial houses, there are shops that sell typical pottery and handicrafts. This is another option for those who could not buy a souvenir in the stores inside of the museums of the archeological areas.



Figure 6.8. Tourist destinations in Trujillo. Source: Pictures taken by author.

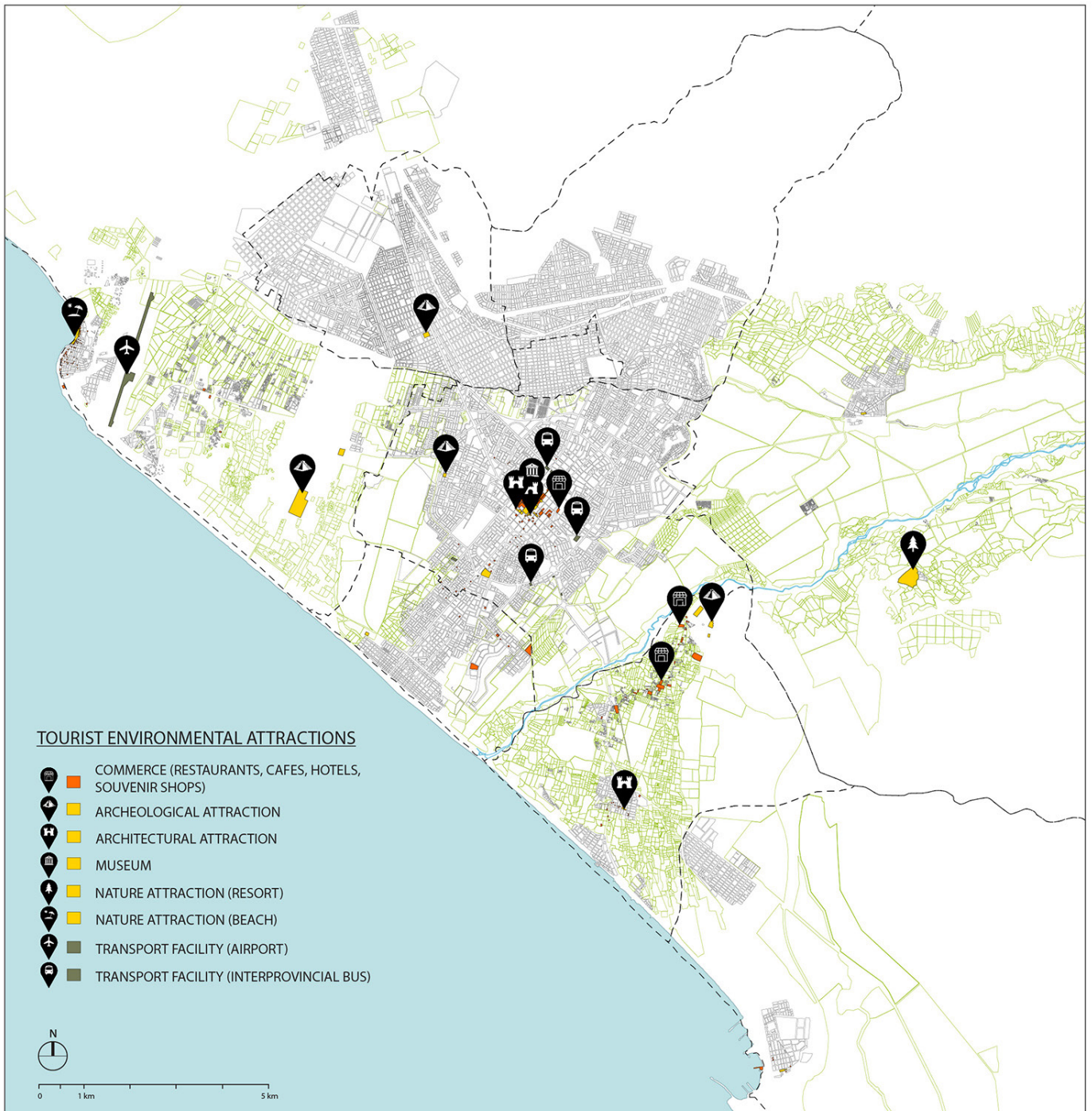


Figure 6.9. Map of tourist destinations in Trujillo. Source: Drawn by author, based on references.



### 6.1.6. TOURIST SOCIAL ATTRACTIONS

Tourist social attractions refer to social qualities of Trujillo that are part of the local culture, but also an attraction for tourists.

Social attractions have been classified in gastronomy, pottery and handicrafts, and typical dances. Some of them can happen anywhere in the city, like gastronomy, while others are only found in certain locations, like *caballitos de totora* exhibition.

Regarding gastronomy, Trujillo is well known for being one of the cities with richest cuisine offer in Peru. Very typical dishes are *Ceviche*, *Arroz con pato*, *Seco de cabrito*, *Shambar*, *Pepian de Pava*, among others. Typical desserts are *alfajores* and *King Kong*, that are found at all sizes, and which people usually buy for giving as gifts when going back home.

Regarding pottery and handicrafts, they can always be found at tourist spots, at the entrances of archeological sites, in the beach, or just around in the city center. Typical motives for handicrafts are always related with *Moche* and *Chimu* civilizations, and the engraved pictures found in *Chan Chan* or in *Huacas del Sol y la Luna* walls are the ones reproduced as souvenirs. It is also common that entrepreneurs build up fairs to sell their products in squares around the center. These fairs are usually not only for handicrafts or clothing sales, but also for food sales, what makes it a good place to go not only for tourists, but also for locals during the weekends.

Regarding dances, the most typical one is *Marinera norteña* and it is part of the Peruvian Cultural Heritage, being not only nationally famous, but also internationally. *Marinera* is a dance that tells about the courtship of men and women, displaying coquetry and elegance. With *Marinera* there is a strong sense of local identity, probably one of the strongest in the country. Local *trujillanos* start to learn it since kids and the ones that really like it, keep practising it in dancing academies

There is even a yearly national competition, known as the *Marinera National Competition*, and it takes place every year at the end of January in *Gran Chimú* coliseum. This is a huge event in the city, not only because of the dance performances, but also because it enables other tourist activities to happen, like gastronomic fairs, increasing the amount of tourists and, therefore, opportunities to get profit from it.



**Figure 6.10.** Tourist social attractions in Trujillo. Source: Pictures taken by author. Except *Typical Food sales*, source: <https://nl.pinterest.com/festta05/viajando-por-el-per%C3%BA/>

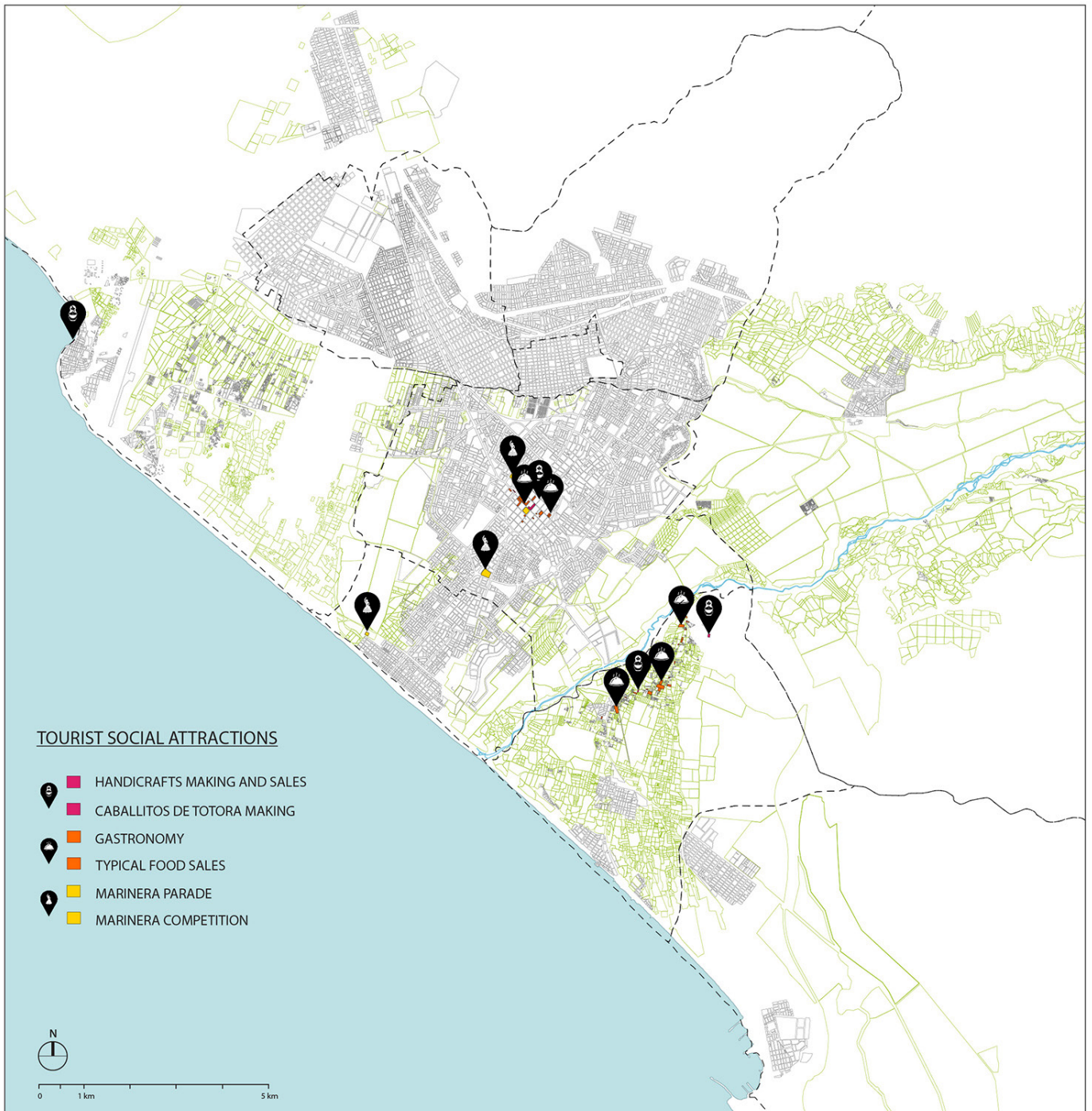


Figure 6.11. Map of tourist social attractions in Trujillo. Source: Drawn by author, based on references.



### 6.1.7. LOCAL SERVICES.

Local services refer to the places Trujillo's inhabitants usually go, either as part of their daily routine, as a complement of their activities, or as a way of relaxation.

These services have been classified in education, health care, commercial areas, sports facilities, and leisure activities. The most representative ones have been identified and allocated in the following map (see figure 6.10.).

Main education centres in Trujillo are, for higher education: private University Antenor Orrego (*Universidad Privada Antenor Orrego -UPAO*, for its acronym in Spanish), National University of Trujillo (*Universidad Nacional de Trujillo -UNT*), private University Cesar Vallejo (*Universidad César Vallejo -UCV*). For elementary education: Jose Carlos Mariátegui public school (*Colegio Nacional José Carlos Mariátegui*), *San Juan* public high school, *Claretiano* high school, *La Inmaculada* high school, among others.

Regarding public health services, Trujillo hosts the Hospital of La Libertad region, and *Belén* Hospital. For private health care centers, some of them are Angloamerican Clinic, *San Pablo* Clinic, and *SANNA*.

The public sports facilities are located together in one big complex formed by the *Gran Chimú* coliseum and the *Mansiche* stadium, together with other playground areas.

There are many commercial areas, usually located in individual stores one next to the other along the main avenues or streets. The main ones are: España avenue, *Huayna Cápac* street, Pizarro passageway, and Victor Larco Herrera avenue. There are also commercial centres, like *APIAT*, where many shoe stores, owned by local entrepreneurs are joint to show the best of the shoe industry of Trujillo; or *Real Plaza*, one of the biggest chains of shopping malls in Peru.

Places for leisure activities are the very well-known *Huanchaco* beach, in Huanchaco district, or the more locally known *Las Delicias* beach, in Moche district. Inland, there is also a resort called *Conache*, with a lake and dunes with the same name, these last ones appropriate for practising sandboarding.

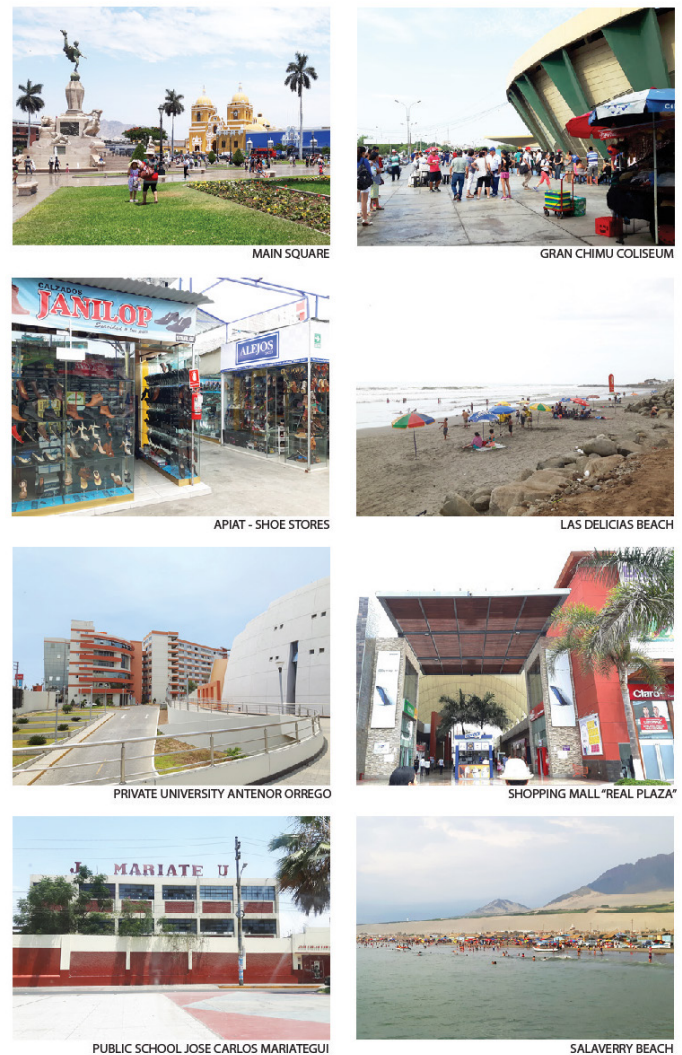


Figure 6.12. Local destinations in Trujillo. Source: Pictures taken by author.

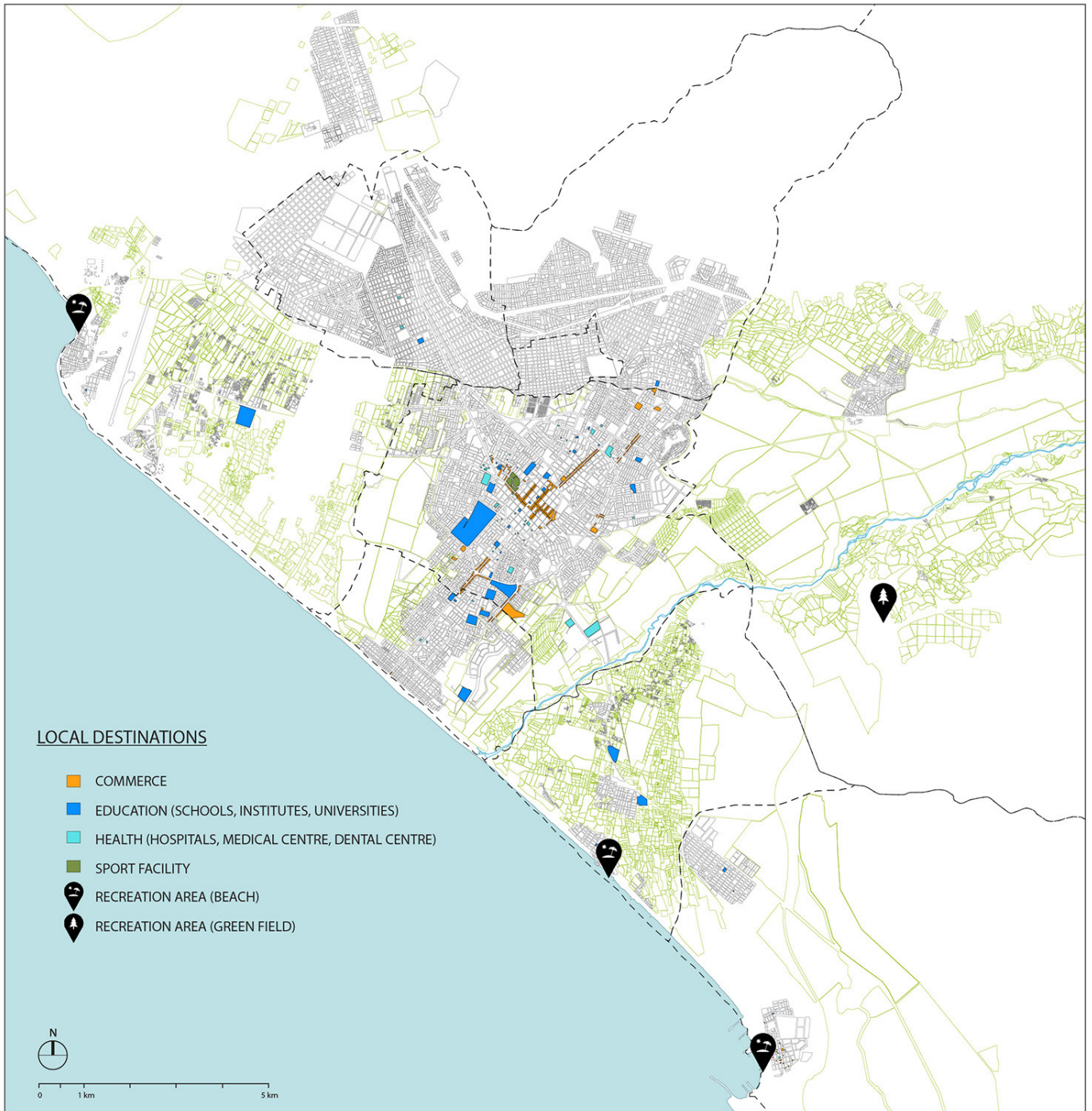


Figure 6.13. Map of local destinations in Trujillo. Source: Made by author.



**Figure 7.0.** *Las Delicias* beach in Moche. Source: photography taken by author.



# 7. ANALYSIS \_ MOCHE









This aerial view shows Moche district, where green areas are mostly agricultural, and the “white inks”, mostly urban. In the upper corner of the district there is the archeological area, where Huacas del Sol y La Luna are located, and next to it there is an imaginary vertical line that divides this arid part of the district from the fertile one. The urban center of Moche is located right next to the Panamerican road (at the center of the map), and at the south, other populated centers like *Las Delicias*, right next to the beach, or *Torres de San Borja*, at the west of Moche center.

**Figure 7.1.** Moche aerial view. Source: Image taken from Google maps.

## 7.1. WHY MOCHE?

Among the districts that form the metropolitan area of Trujillo, Moche is probably one of the less noticeable when talking about urban development. These area has being mainly known, for so long, for its agricultural function.

Even though that, its population and urban areas have grown in the recent years. The reasons for its growth are, among other reasons, related to the cheap price of agricultural land, that is acquired by private investors and then turned into urbanized areas.

However, some of these urbanizations are happening in areas not allowed for urban function, but rather reserved for agricultural one, and in the proximities of the archeological area of *Huacas del Sol y la Luna*. At the same time, informal urbanizations happen in areas with high risk for urbanisation, either in the coastal or riverside areas (see figure 7.3).

On the other hand, the archeological spot Huacas del Sol y la Luna are part of *La Ruta Moche*, which opens the possibility for this district to benefit from tourism.

<p><b>S: Strong sense of cultural identity.</b> Manifested in the up-to-date practice of traditions, such as pottery making and typical cuisine (<i>Sopa Teóloga</i>), and typical dances (<i>Marinera mochera</i>).</p> <p><b>Ec: Presence of natural resources that are the base of economic subsistence.</b> Moche is one of the main agricultural suppliers at provincial level.</p> <p><b>En: Varied environmental resources.</b> Moche hosts tourist and local environmental assets, such as the archeological area of <i>Huacas del Sol y la Luna</i>, the countryside, <i>Las Delicias</i> beach, and Moche river.</p>	<p><b>S: Most representatives are from the old generation.</b> Young generations do not feel motivated enough, and many of them migrate to big cities in search of opportunities for personal development.</p> <p><b>Ec: Local entrepreneurs poorly benefit.</b> Bif enterprises take most of the economic profit from local activities.</p> <p><b>En: Neglected natural and urban areas.</b> Riverbanks of Moche river look abandoned and dirty; urban areas do not have proper maintenance.</p>
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p><b>S: Unique cultural traditions within the province.</b> Local culture is differentiated from the others, reinforcing, therefore, local identity and marketing.</p> <p><b>Ec: International exports and tourism growth.</b> Trujillo has become a leader in asparagus exports, and Moche is part of that achievement. Tourism in Trujillo has grown, partly thanks to <i>Huacas del Sol y la Luna</i>, located in Moche.</p> <p><b>En: Unique local environmental resources within the metropolitan area.</b> Moche hosts the only river in metropolis, posses one of the few beaches to have a bathe, and the only greenfield in coastal area.</p>	<p><b>S: Most qualified people migrate to big cities.</b> Opportunities for social development are mostly found in big cities, such as Trujillo.</p> <p><b>Ec: Big attractiveness of Trujillo center.</b> Small entrepreneurs find a more active market in Trujillo. Big enterprises look for dynamic urban areas to settled down their bussinesses.</p> <p><b>En: Attractiveness of urban environment in the most urbanized districts.</b> Best quality of services and infrastructure is located in districts such as Trujilo and Victor Larco Herrera.</p>

Figure 7.2. SWOT analysis for Moche district. Source: Made by author.



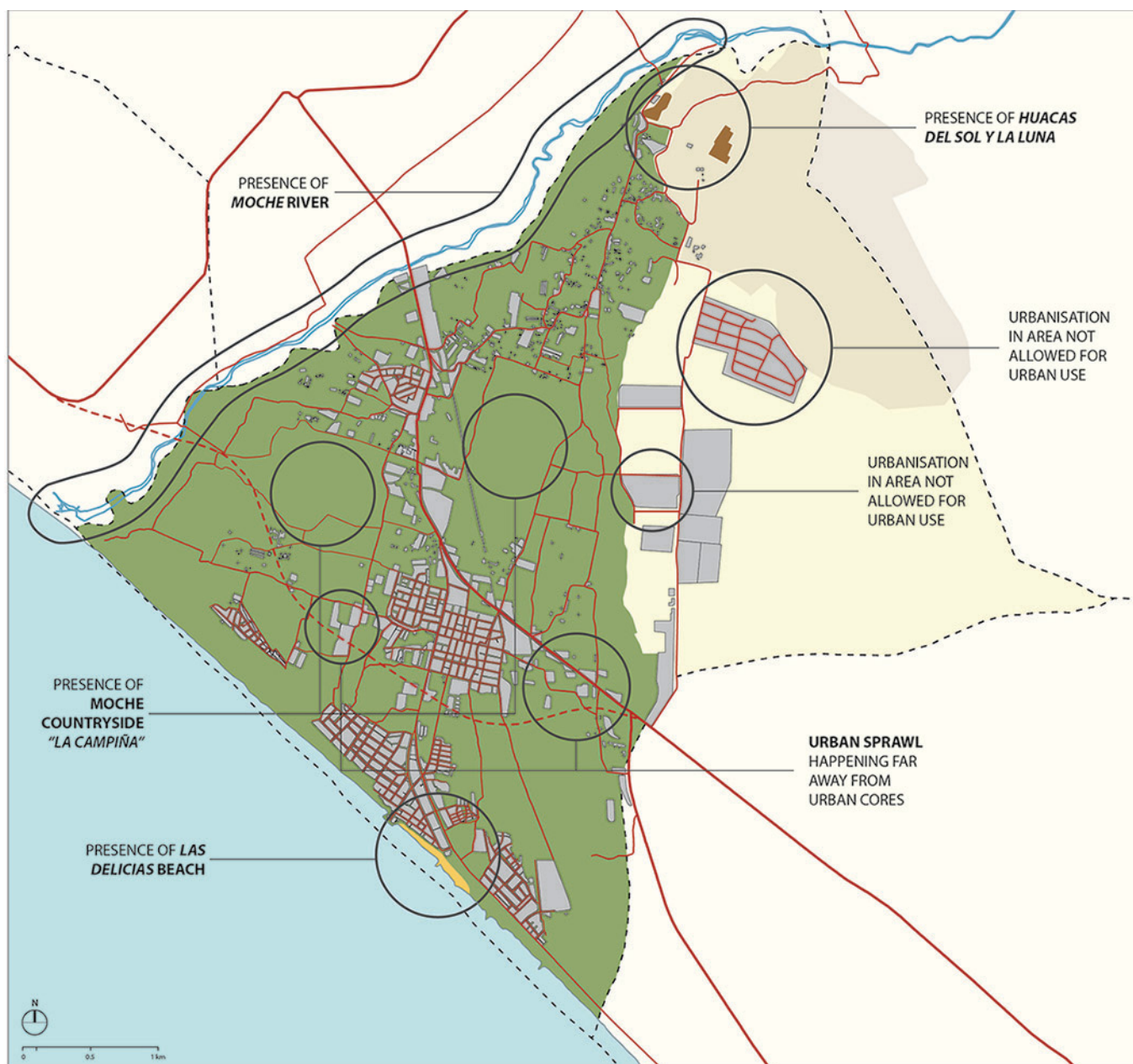


Figure 7.3. Synthesis map of Moche SWOT analysis. Source: Made by author.

Even if Moche does not hold a big population compared to other districts in Trujillo, it is relevant to have a look at what is happening there, in order to prevent that its natural and archeological resources are destroyed.

In order to show this set of reasons in a more organized way, they have been arranged in a SWOT analysis chart (see figure 7.2.), through the components for sustainable development: social (S), economic (Ec) and environmental (En).



## 7.2. SPATIAL CHARACTERISATION.

This sub-chapter aims to depict the current physical state of Moche regarding general land occupation in terms of urban and non-urban areas, roads infrastructure and connectivity, and land uses over the district. It also aims to show the context under which its urban expansion happens, meaning this an overview through the normative aspects that regulate its land occupation.

### 7.2.1. GENERAL LAND OCCUPATION.

Moche is one of the few districts that has the three general types of land use in Trujillo: urban, agricultural, and archeological.

Urban occupation in the district happens in Moche village, and the populated centers *Las Delicias*, and *Curva de Sun*.

Moche village is located next to the Panamerican road and it's formed by Moche urban core and the urbanized areas *El Paraíso*, *San Isidro*, *Virgen de la Puerta*, *Santa Clara*, and *Cruce del Gallo*. The populated center *Las Delicias* is located at the south-west, next to the beach with the same name, and it's formed by *Las Delicias north*, *Las Delicias south*, *Torres de San Borja*, and *Taquila*. The populated center *Curva de Sun* has a more spread pattern of occupation and it's located at the north, at the western side of the Panamerican road.

However, urban sprawl is also happening in surrounding areas, and in between the countryside, beeing, therefore, not strictly urban or non-urban. For this reason, in the following map (see figure 7.4) they have been called populated areas, no matter if they are located in the urban cores, next to them, or in the middle of the countryside.

Non-urban occupation in Moche is mostly destined for agricultural use. As described in previous chapters, Moche holds vast extensions of agricultural land, where typical products like sparragus, *alfalfa*, and a big variety of vegetables are cropped. Agricultural land use happens in the western side of the district, close to the Moche river; while the eastern side, close to the archeological area, is a more arid land.

The archeological area in Moche occupies a big portion of land at the north-east of the district. This is the area where *Huacas del Sol y la Luna* are located, and where archeological work is still carried on to continue looking for more findings.



A. Archeological area: *Huacas del Sol y la Luna*.



B. Non-urban area: Moche river.



C. Urban area: Moche urban core.



D. Area in process of urbanisation.

**Figure 7.4.** General land occupation.  
Source: Pictures taken by author.



**Figure 7.5.** Map of General land occupation in Moche. Source: Drawn by author, based on *Diagnóstico Territorial del Distrito de Moche* (MPT & FPA, 2006) and Google maps aerial view.

### 7.2.2. URBAN SECTORS.

According to the Plan for Metropolitan Urban Development of Trujillo, the province has been divided in sectors, according to similarities in their urbanisation processes, relation with the territory, population density, and political administrative issues (MPT & PLANDET, 2012, p. 127).

At the same time, these sectors have been divided in sub-sectors, taking into account the population trends for the next ten years and the urbanisation patterns under which they have been developed.

As it can be seen in the map (figure 7.6.), Moche belongs mostly to the sector E, which refers to the areas where agricultural and industrial activities are predominant (MPT & PLANDET, 2012, p. 130), and sub-sectors corresponding to Moche district are E-1, E-2, and E-5.

Sub-sector E-1 refers to the urban area that is already consolidated and where there is a strong industrial activity. Sub-sector E-2 is formed by the urban area next to Las Delicias beach, and the nearby new urbanisations in process of occupation. Sub-sector E-5 refers to the non-urbanisable areas (MPT & PLANDET, 2012, p. 131). Most of the area of the district belongs to sub-sector E-5; however, many recent urban occupations are happening in land that belongs to this sub-sector.

There is a portion of land, at the north of the district, that belongs to sector F, which is Monumental Archeological Heritage (MPT & PLANDET, 2012, p.131). The limits of the sub-sector F-2 are the same of the sector, and it refers to the archeological area of *Huacas del Sol y la Luna*, which is an intangible one, because of its historical value (MPT & PLANDET, 2012, p. 120), and reserved only for archeological purposes.

### 7.2.3. GENERAL CLASSIFICATION OF LAND USE.

This general classification of land use is a proposal made by the Provincial Municipality of Trujillo, as part of the Plan for Metropolitan Urban Development of Trujillo, 2012-2022. Its purpose is to have a definition of the territory in terms of urban or rural characterisation. This framework is needed in order to later establish the urban zoning for the urban areas within

every district, and to determine which areas are suitable for future urban expansion (MPT & PLANDET, 2012, p. 115).

Three categories have been defined in this classification: Urban Area, Urbanizable Area, and Non-Urbanizable Area.

Urban areas are those that are currently occupied by urban settlements, no matter its legal condition. They differ from each other by its risk condition. Urban areas are subdivided in Apt Urban Areas, Urban Areas with restrictions, and Urban Areas at high risk (MPT & PLANDET, 2012, p.115). The first ones refer to the areas apt for any urban use. The second ones are areas with some risk to be affected by natural disasters, but at certain level that can be mitigated with prevention or mitigation plans (PMT, 2012, p.116). The third ones, are those exposed at high risk, not only natural, but also due to industrial activity. These are meant to be gradually desoccupied (MPT & PLANDET, 2012, p.117).

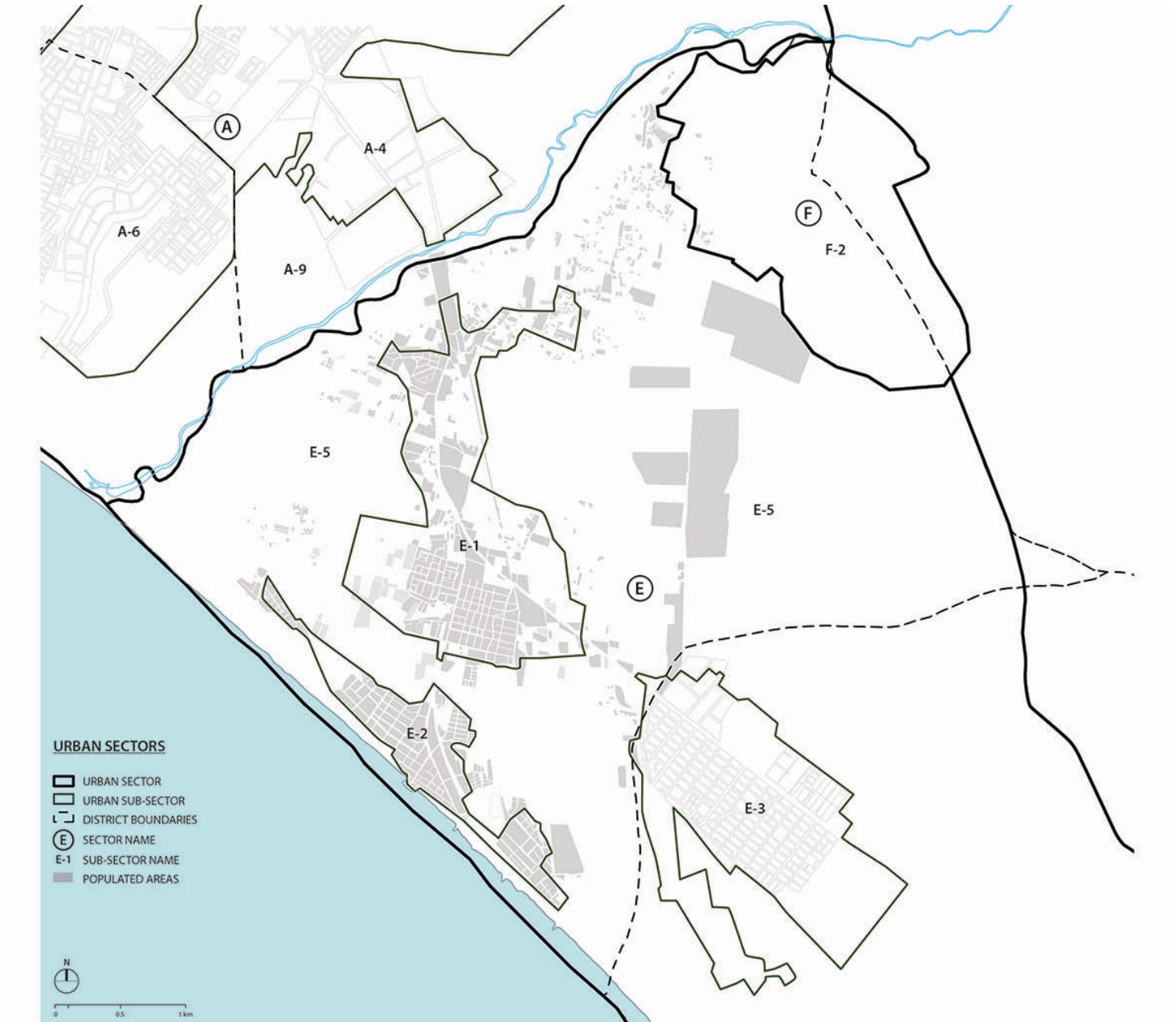
Urbanizable areas are those that are considered apt to be urbanized in the future. They are subdivided in Area for Urban Expansion, and Area for Urban Reserve; being the first one suitable to be occupied first, within the next 10 years, and the second one in a time frame further than the planning horizon (MPT & PLANDET, 2012, p. 117). For the case of Moche, only the first type has been suggested in the plan.

Non-urbanizable areas are the ones that are not apt to be urbanized, because they are under a protection regime, due to either its agrolological or archeological value, or because they posses valuable natural resources and variety of flora and fauna (MPT & PLANDET, 2012, p. 118). They are subdivided in Area at high risk, Rural production and natural reserve Area, and Area of Archeological protection.

The first ones are the areas close to the sea, in slopes and hills with tough slopes. These areas should be preserved as open spaces, and they are allowed different uses than the residential one, like recreational or for evacuation in case of emergencies (MPT & PLANDET, 2012, p. 119). The second ones are areas with high agricultural production, and that should be preserved to keep the ecological equilibrium (MPT & PLANDET, 2012, p. 119). The third ones are areas declared as intangible for its historical value and have been declared as National Heritage by the National Institute of Culture (MPT & PLANDET, 2012, p. 120).

For the case of Moche, the urban and urbanizable areas are very few, reason enough to think on how to plan the urban expansion of the district.





**Figure 7.6.** Map of urban sectors within Moche. Source: Redrawn by author, based on *Plan de Desarrollo Urbano Metropolitano de Trujillo 2012-2022*, MPT, 2012.





**Figure 7.7.** Map of General Classification of Land Use in Moche. Source: Redrawn by author, based on *Plan de Desarrollo Urbano Metropolitano de Trujillo 2012-2022*, MPT, 2012.

### 7.3. SPATIAL ANALYSIS

To carry out a spatial analysis that is in line with the main aspects proposed in the Theoretical Framework, it has been developed a scheme (see figure 7.8.) that integrates social, environmental and economic aspects of the sustainable development cycle in a way that each one can be analyzed in the location, according to their relevance and focusing on the role they play. It is important to clarify that when saying environmental, it refers to both urban and rural conditions of occupation, as well as natural existing qualities of a location.

Reading the scheme from top to bottom: tourists want to experience social and environmental aspects of a location, and they do so through economic exchange, which is the basis to keep nurturing these two aspects. Reading from bottom to top: locals want to experience development in their environments. This can happen by improving first, the physical environment, so that it attracts social development and more economic investments, which also go in favor of social development.

Based on that, the analysis of Moche will focus on identifying the social and environmental attractions that the district has, to recognize which assets are there, and how powerful they could be as tourist attractors. After that, the economic aspect will come into the analysis by identifying where do the economic exchanges, due to tourism, happen (see figure 7.9.). These issues will be shown in maps, to be understood in terms of space.

After identifying the assets, it will be given a look at the local living context. For this, mapping local services in the district, as well as roads infrastructure and current land uses will be the main issues to be mapped, in order to understand how well supplied with services, or not, is the people.

When having a general panorama of tourists and locals' facilities and conditions to move or live in the district, the conditions for both will be compared. The aim is to find Moche's weaknesses or what does it lack of to be touristic enough and to make the cycle start based on the economic exchange. However, emphasis will go on the environmental aspect, since it is suggested to be the one that can attract social and economic development as well.

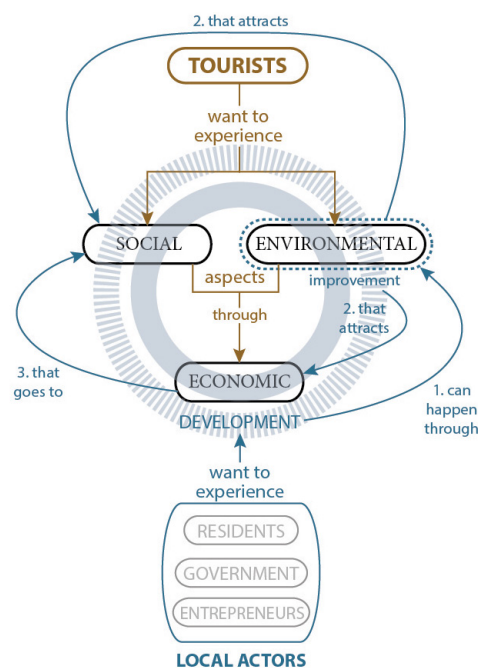


Figure 7.8. Scheme for spatial analysis of Moche. Source: Made by author.

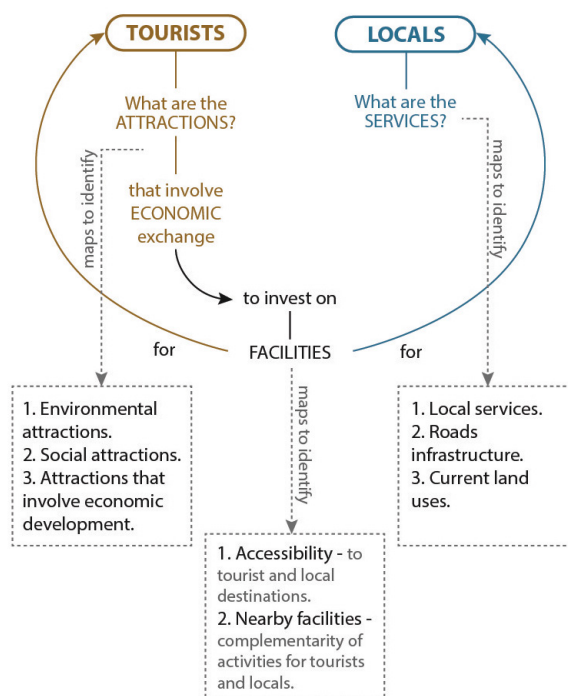


Figure 7.9. Expanded scheme for spatial analysis of Moche. Source: Made by author.

### 7.3.1. TOURIST ENVIRONMENTAL ATTRACTIONS.

Tourist environmental attractions in Moche refer to the places that tourists visit because of their natural or built attractiveness, either as part of a guided tour or on their own.

These attractions have been classified by the nature of their activity (see figure 7.11.), having therefore: archeology, historical architecture, and nature experience, being these the most common ones in Moche.

For archeological spots, *Huaca del Sol y la Luna*, and their respective site museum, are the places that tourists have as a must in their list. As part of the annual ranking made by the tourism site Trivago, Trujillo won as second best destination for 2017 in South America (El Comercio, 2016), thanks partly to the presence of the archeological site *Huacas del Sol y la Luna*, and Chan Chan.

Historical architecture is not a strong type of tourism in Moche; however, the countryside-style houses, very related to former agricultural traditions, make it interesting for visitors to experience; *Garrido* mansion is one example of this architectural style. The main square and *Santa Lucia de Moche* Church are also interesting spots to visit within the urban core of the district.

The experience of nature in Moche is mostly related with visiting the countryside area. In part, this is nurtured by the tour offers given by tour agencies around Trujillo district center. However, these agencies do not usually offer a truly experience of the countryside, but just a rough look from inside of a van. This kind of tourism usually happens together with gastronomic tourism, offered as complementary activities of enjoyment, both view and food.

Most of the environmental tourist attractions are located in the north east of the district, in the proximities of the archeological and agricultural areas; leaving the urban core less visited by non-residents. However, the urban area of Moche, could have potential to become attractive, due to the presence of particular architecture, that could be supported by the allocation of tourist facilities.



A. *Huacas del Sol y la Luna*.



B. *Huacas de Moche Museum*.



C. *Moche Main square*.



D. *Garrido Mansion*.



E. *Moche countryside*.

**Figure 7.10.** Tourist environmental attractions in Moche. Sources: A, C, E were taken by author; B & D, taken from: [https://www.munimoche.gob.pe/portal\\_turistico/index.php](https://www.munimoche.gob.pe/portal_turistico/index.php)





Figure 7.11. Map of tourist environmental attractions in Moche. Source: Made by author, based on references: *Municipalidad Distrital de Moche*



### 7.3.2. TOURIST SOCIAL ATTRACTIONS.

Tourist social attractions in Moche refer to those qualities that are part of the local culture, so that are intrinsically rooted in people, and are part of their everyday life but a tourist attraction as well.

These attractions have been classified in: gastronomy, pottery and handicrafts, and typical dances. Some of them can happen anywhere in the city, like gastronomy; while pottery, handicrafts and typical dances, can only be found in certain locations.

Regarding gastronomy, this is a type of tourism that is highly popular in Peru. For the last five consecutively years, Peru has been declared as World's Leading Culinary Destination, prize given by the World Travel Awards (WTA, 2017). Within Peru, Trujillo is very well known to be one of the cities with best food in the country; this is general perception by peruvians. In this scenario Moche could take a lot of advantage to get some of the attention and even help to increase that popularity.

Moche does have to offer a wide range of typical food, like *Breñaña*, *Causa en Lapa*, *Ceviche de Caballa*, among others, and typical drinks like *Chicha de Jora*, which can be found in restaurants, either in urban or countryside areas. As mentioned in the previous section, restaurants tend to be allocated together with other attractions; in this case the archeological site and the countryside. This has given birth to very typical countryside restaurants, which makes totally sense when considering that Moche posses vast extensions of agricultural land. This type of restaurants also allow to have a meal while enjoying the view of nature, so a combination of two attractions at the same time, which is very popular among tourists who prefer to enjoy open natural spaces rather than urban areas.

Regarding production of pottery and handicrafts, they are very related to the archeological and historical heritage. For instance, the site museum in *Huacas del Sol y la Luna* shows a vast collection of pottery and other artifacts made by Moche civilization. This artifacts are not used anymore, but handicraft makers continue producing them for souvenirs sales.

Their intensity of colours give them a very strong visual power that make these pottery attractive even for decoration of modern houses. However, they can only be found in very few locations, like the handicrafts' fair at the entrance of the archeological site, or in a couple of ateliers in the middle of the countryside, which are very hard to find at first visit.

Regarding dances, it has been mentioned in previous chapters that *Marinera* is the iconic dance of the province; however, there are different types of *Marinera* dance, and one is the Moche style, called *Marinera mochera*. This style of marinera dance is very particular in that it comprises and depicts the main characteristics of people from the countryside. This is shown through the costumes, accesories carried by men and women, and the style of courtship and rhythm very proper from the countryside, as Ronald Fernández, three-time national champion of marinera competition, explains (Fernández, R., 2015). Also, the fact that *marinera mochera* is danced without shoes has being a precedent to make women dance traditional *marinera norteña* (characteristic of the north of Peru) without shoes as well (Mochero Vasquez, 2009).

Among other typical dances of Moche, are: *Los diablos de Moche*, *Las Collas*, *Las Gitanas*, and *Negras de Calazán*.



A. Handicrafts.



C. Chicha de jora.



B. Breñaña.



D. Marinera mochera.

**Figure 7.12.** Tourist social attractions in Moche. Sources: A, taken by author; B & C, taken from: [https://www.munimoche.gob.pe/portal\\_turistico/index.php](https://www.munimoche.gob.pe/portal_turistico/index.php); D, taken from <http://peru.com/2012/05/02/viajes/noticia-de-viajes/impulsaran-construccion-museo-palacio-marinera-moche-noticia-61827>.



Figure 7.13. Map of tourist social attractions in Moche. Source: Made by author, based on references: *Municipalidad Distrital de Moche*



### 7.3.3. ATTRACTIONS THAT INVOLVE ECONOMIC EXCHANGE.

The purpose of this section is to identify those tourist attractions that need an economic exchange to be experienced; meaning this, for instance, paying an entrance ticket to get into a museum, or paying for trying typical food, or paying to acquire a typical handicraft.

The importance of identifying these attractions lies on the fact that either environmental or social ones need an economic investment to keep them alive.

For instance, environmental attractions like museums need continuous maintenance of the physical infrastructure and payment of employees salaries; archeological attractions need maintenance as well, but also income to pay archeologists and assure their work continue with the aim to bring more findings.

With the case of restaurants, it is interesting that they bring together many groups of people, generating chains of bussinesses. For instance, good cooks are needed, but not necessarily with profesional studies; sometimes housewives undertake on the enterprise of setting up their own restaurant, which later becomes the family bussiness. Restaurants generally have arrangements with food suppliers which mostly come from the surrounding areas within the district. Moreover, the quality of food, if very important, is not the only thing that a good restaurant should offer, the physical aspect deserves an attention as well; and this is probably one of the things that most of the restaurants in Moche lack off, especially those family-runned.

About souvenirs sales, this bussiness is very limited in that there are not many options for tourists: the only place to find handicrafts and pottery sales in Moche now is in a fair at the entrance of the *Huacas del Sol y la Luna*. The lack of offer might be related to the fact that there are not many promoted tourist destinations in Moche, besides the *Huacas*, so it makes it meaningless to set them up somewhere else. This warns about which direction to take to incentivate the handicraft making activity, that puts in value iconic characteristics of Moche culture and that reinforces local identity of a district that holds the same name of the ancient civilization, Moche.



A. El Mochica restaurant.



B. Souvenirs store.



C. Huacas de Moche museum.



D. Huaca de la Luna.

**Figure 7.14.** Tourist attractions that involve economic exchange. Source: A, taken from: <http://trujilloinformado.com/2017/05/continua-la-disputa-por-el-mochica-restaurant-turistico/>; B, taken by author; C, taken from: <http://corresponsaleslaindustriaentrevistas.blogspot.nl/2010/07/museo-de-huaca-de-la-luna.html>; D, taken from: <http://sentimientovallejano80821.blogspot.nl/2015/08/ubicacion-las-huacas-del-sol-y-de-la.html>

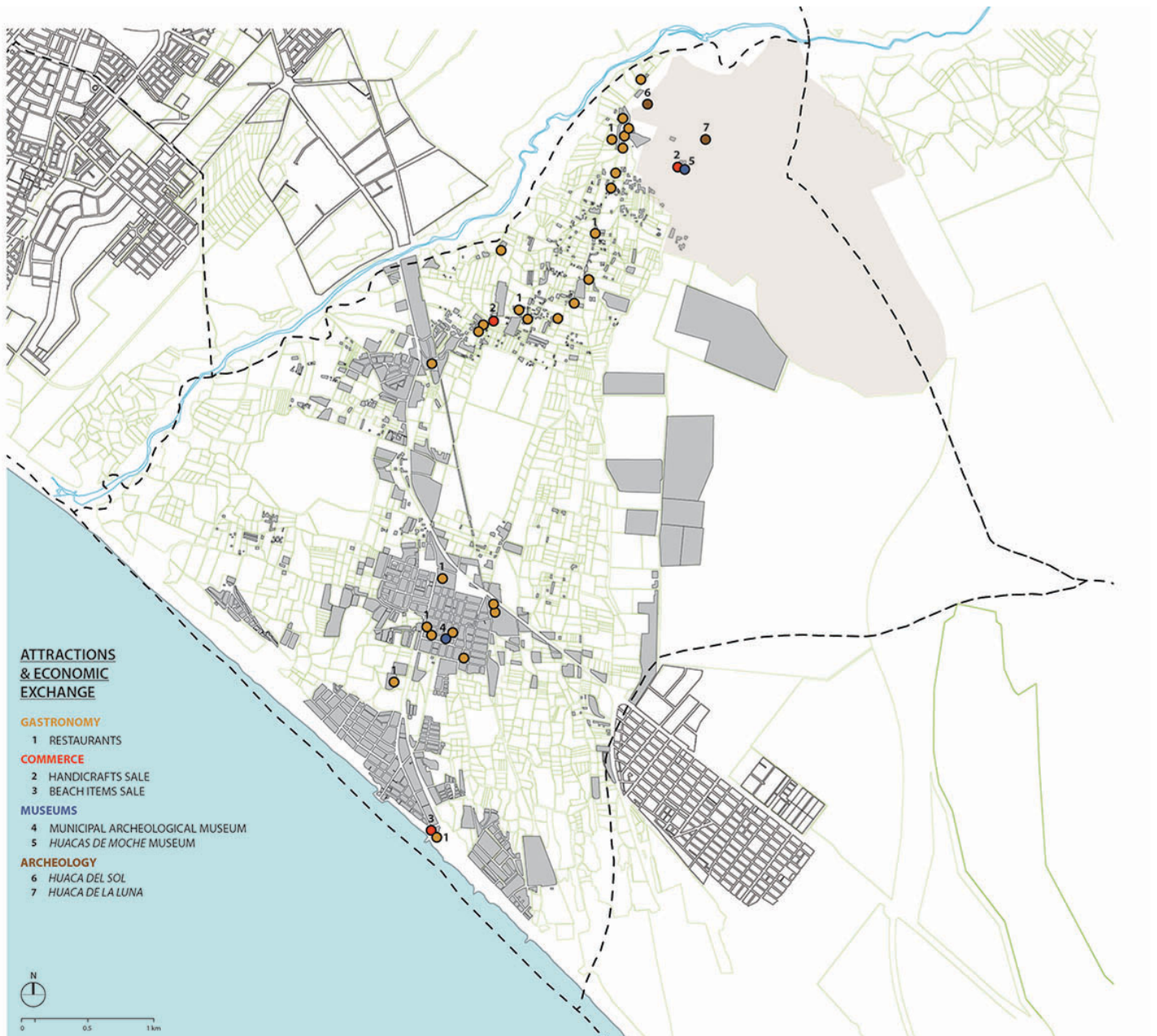


Figure 7.15. Map of tourist attractions that involve economic exchange. Source: Made by author, based on references: *Municipalidad Distrital de Moche*



### 7.3.4. LOCAL SERVICES.

Local services within Moche refer to the places that provide any kind of basic service to local people, such as education, health care, commerce, and leisure. The most representative ones have been identified and located in a map (see figure 7.17).

Regarding education, the most well-known institutions are the Catholic University of Trujillo (*Universidad Católica de Trujillo -UCT*), *Ramiro Nique Espiritu* school, and *San Judas Tadeo* school.

For health services, the Polyclinic Center of Moche and *Santa Lucia de Moche* Maternal Health Center (*Centro de Salud Materno Santa Lucia de Moche*) are the main ones.

Regarding commerce, there are many small shops spread all over the residential areas, and two markets, which are the district market of Moche, located in the center of the district, and *Las Delicias* market, located in the urban area with the same name.

For leisure, locals usually go to *Las Delicias* beach, where some food businesses are placed along the seafront, and other retail stores closeby. There is also a private countryside club runned by the Medical School of Peru (*Colegio Médico del Perú*), accessible only for club members.

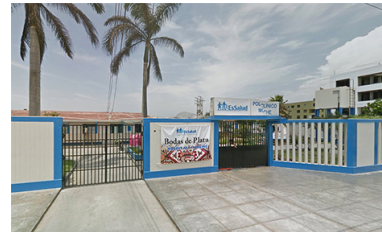
From the following map, it can be seen that local destinations are located mostly in the southern area of Moche, in the urban and nearby populated areas; while the northern side (at the north of the panamerican highway) is mostly destined for countryside-related uses.



A. Catholic University of Trujillo.



B. District market.



C. Moche Polyclinic Center



D. Las Delicias beach.

**Figure 7.16.** Local destinations in Moche. Sources: A taken from <http://www.deperu.com/educacion/universidades/universidad-catolica-de-trujillo-uct-1153>; B & D, taken by author; C taken from Google Street View.

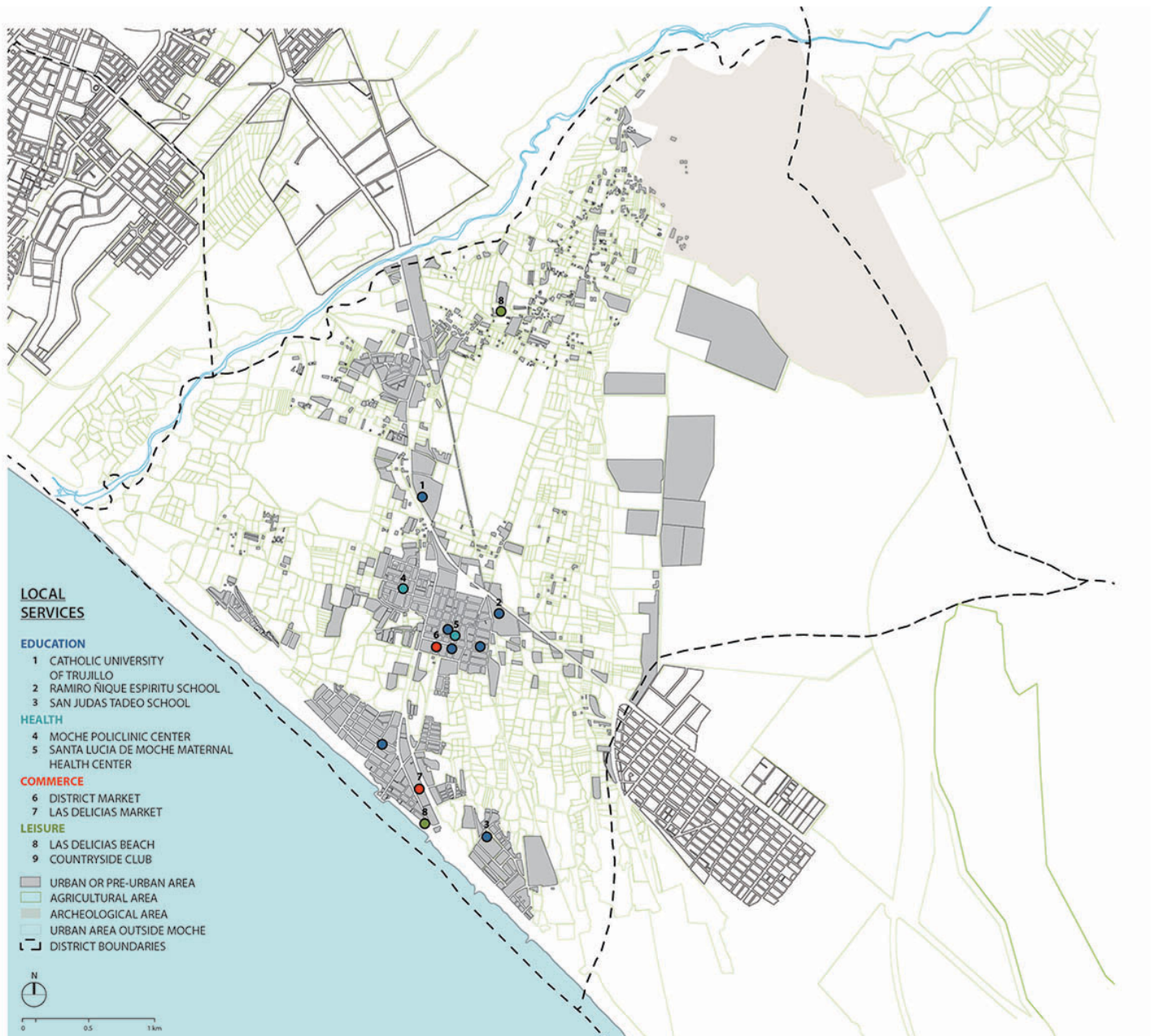


Figure 7.17. Map of local services in Moche. Source: Made by author., based on references.

### 7.3.5. ROADS INFRASTRUCTURE.

Roads infrastructure in Moche follow a hierarchical structure of national, vecinal and local roads, which are shown in figure 7.19.

For national roads, there is the Panamerican road, the one that connects the whole country from south to north, and therefore carries all kinds of transport, such as private transport, freight transport, or tourist transport. Due to its connectivity, this road has become an important axis of urbanisation, along which informal settlements are happening. Furthermore, as it is noticeable from the map, the Panamerican road establishes a sort of abstract division within Moche, defining the north of it with a more organic pattern of roads, while at its south, the pattern tends to be more rigid, corresponding to a more urban environment.

For vecinal roads, the two main ones are *La Marina* avenue, connecting Moche urban core with Las Delicias at the south; and *La Campiña de Moche* road, connecting the populated areas within the countryside, at the north of the district. Vecinal roads follow an organic pattern, and although connections seem to happen in multiple directions, the north to south-east one is the most clear one, formed by the Panamerican road. However, connection in north-east to south-west direction is not that clear, even though this is where tourist attractions are mostly located.

Local roads in Moche are designed to allow vehicle and pedestrian flows, which mostly consist of two lanes for vehicles in every direction, and two narrow sidewalks at every side of the street.

### 7.3.6. CURRENT LAND USES.

In general terms, land occupation in Moche is urban, non-urban, and archeological. However, within each of them, there is a specific use of land. For instance, not all the non-urban areas are used with the same purpose, some can be agroindustrial or agricultural, and within them, each portion of land is destined for different types of crops.

Within urban areas there are distinctions as well. This sub-chapter of current land uses refers to the different types of land use happening in the urban areas of Moche. The different types of land use identified are: residential, commercial, for

education and health services, industrial, recreational, mixed, pre-urban, and for other uses.

On the map of Current Land Uses in Moche (see figure 7.6.) it is visible that most of urban activity happens in the southern side of the district. On the contrary, there is little variety of activities happening at the north-east of the district. Most of them are related to countryside life, like houses of farmers; and others, due to its proximity to the archeological tourist attraction, are related to tourism business, such as countryside restaurants, or handicrafts ateliers.

Also, some of the urbanized areas appear with no current use, mainly because they are in transition to become urban, being the most significant, the area at the east of the district, quite close to the archeological site, which has become the target of urban developers.



A. National road: Panamerican road.



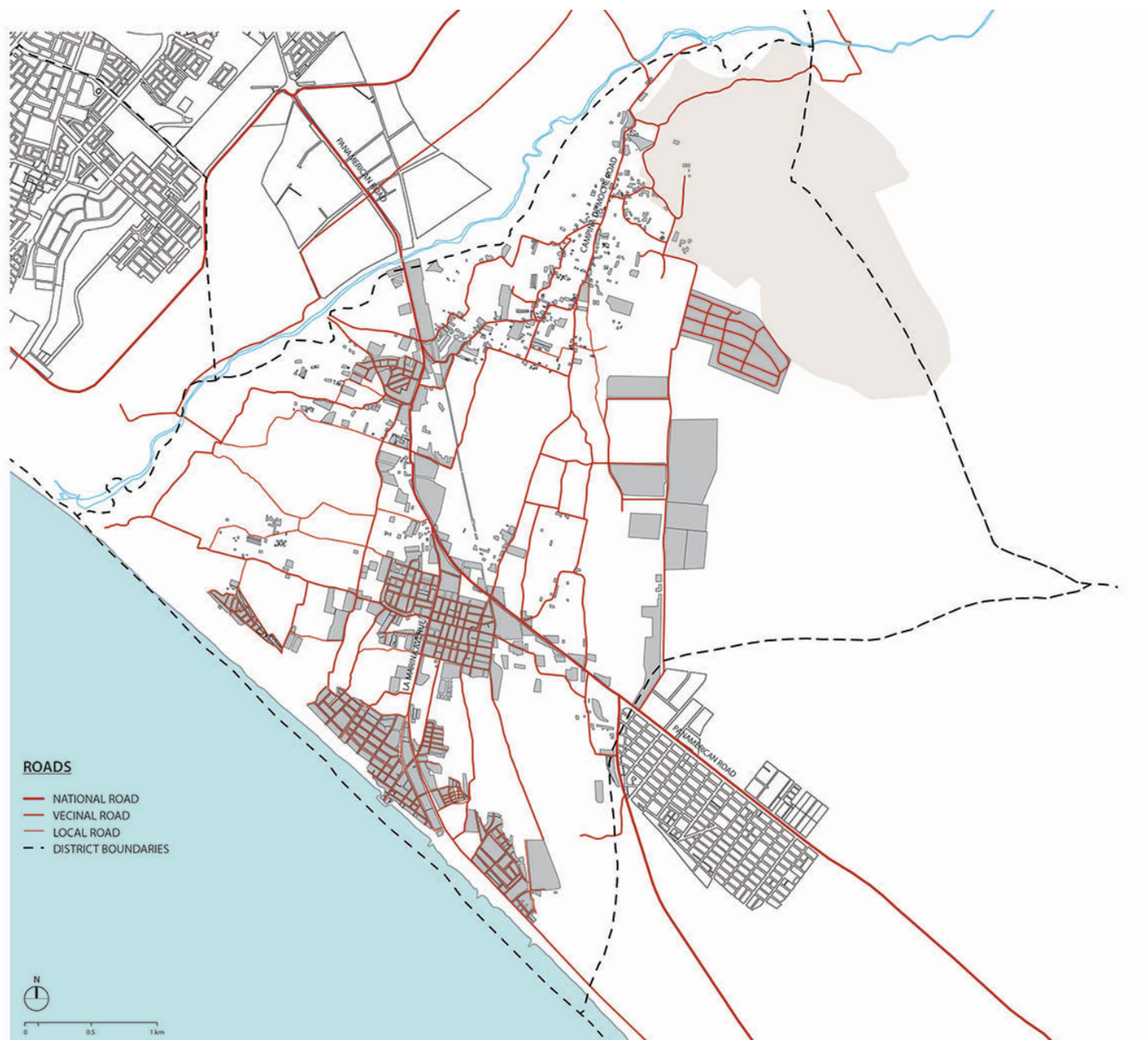
B. Vecinal road: *La Campiña de Moche*.



C. Local road.

**Figure 7.18.** Types of roads in Moche.  
Source: Pictures taken by author.





**Figure 7.19.** Map of roads infrastructure in Moche. Source: Drawn by author, based on *Diagnóstico Territorial del distrito de Moche* (MPT & FPA, 2006) and Google maps aerial view.





**Figure 7.20.** Map of current land uses in Moche. Source: Drawn by author, based on *Diagnóstico Territorial del distrito de Moche* (MPT & FPA, 2006).

### 7.3.7. ACCESSIBILITY.

According to the Cambridge English Dictionary, accessibility refers to the quality or characteristic of something that makes it possible to be approached, enter or use it (2017). In the following maps (figures 7.21 and 7.22.), the main routes that give access to local services and tourist attractions, have been mapped.

When looking at the map of accessibility to local services, one can notice that the route leading to these places go through the main roads crossing Moche: Panamerican road and *La Marina* avenue, which connect Moche with surrounding districts like Trujillo and Salaverry.

Local services are located in the urban areas, and the roads connecting them have more straight patterns, proper from urban environments. In terms of transportation modes, there are many options. For instance, there is public transport going through Panamerican road and La Marina avenue, and even through small roads, inside of the district center. Going by private transport is also possible, and taxis are rarely found.

When looking at accessibility to tourist attractions, the route leading to these places in the northern side of the district does not follow one unique path, but many, because they are more spread over the countryside. Even though the main route that covers most of the places is *Campiña de Moche* road, there are other roads needed to continue the way to the final destinations.

For the attractions located in Moche urban core, La Marina avenue is the main way to get there; from it many other streets can be followed and are easy to reach since most of them are a few blocks surrounding the main square.

When comparing roads in the northern side of the district, with those in the southern one, it is noticed that in the first one, roads are very curved, which might make it difficult to get oriented there; while in the second, streets follow more straight patterns, proper of an urban environment.

In terms of transportation modes, these are more restricted for the north, and mainly consist of private transport, either by car or by tour guide buses. Going with the last one will assure that one reaches its destination without complications, while going by the first one might take a bit longer to reach the desired place. Finding public transport might also be possible but in very prolonged timeslots; and buses are very small, so not

comfortable enough to through these un-paved roads. For the south, possibilities to get there are either by private or public transport, which pass more often.

### 7.3.8. NEARBY FACILITIES.

Destinations are more prone to be visited when there are many reasons to do so. When there is only one, the visit will happen only if it is truly necessary.

When it is the case of services that are needed by local people, they go to use them anyways, but the time of stay can be enlarged when there are other services or activities to be done in the closeby area. For tourist destinations it happens in the same way. Tourist will tend to stay more in an area, when there is a wider offer of attractions besides the one that took them to that place initially.

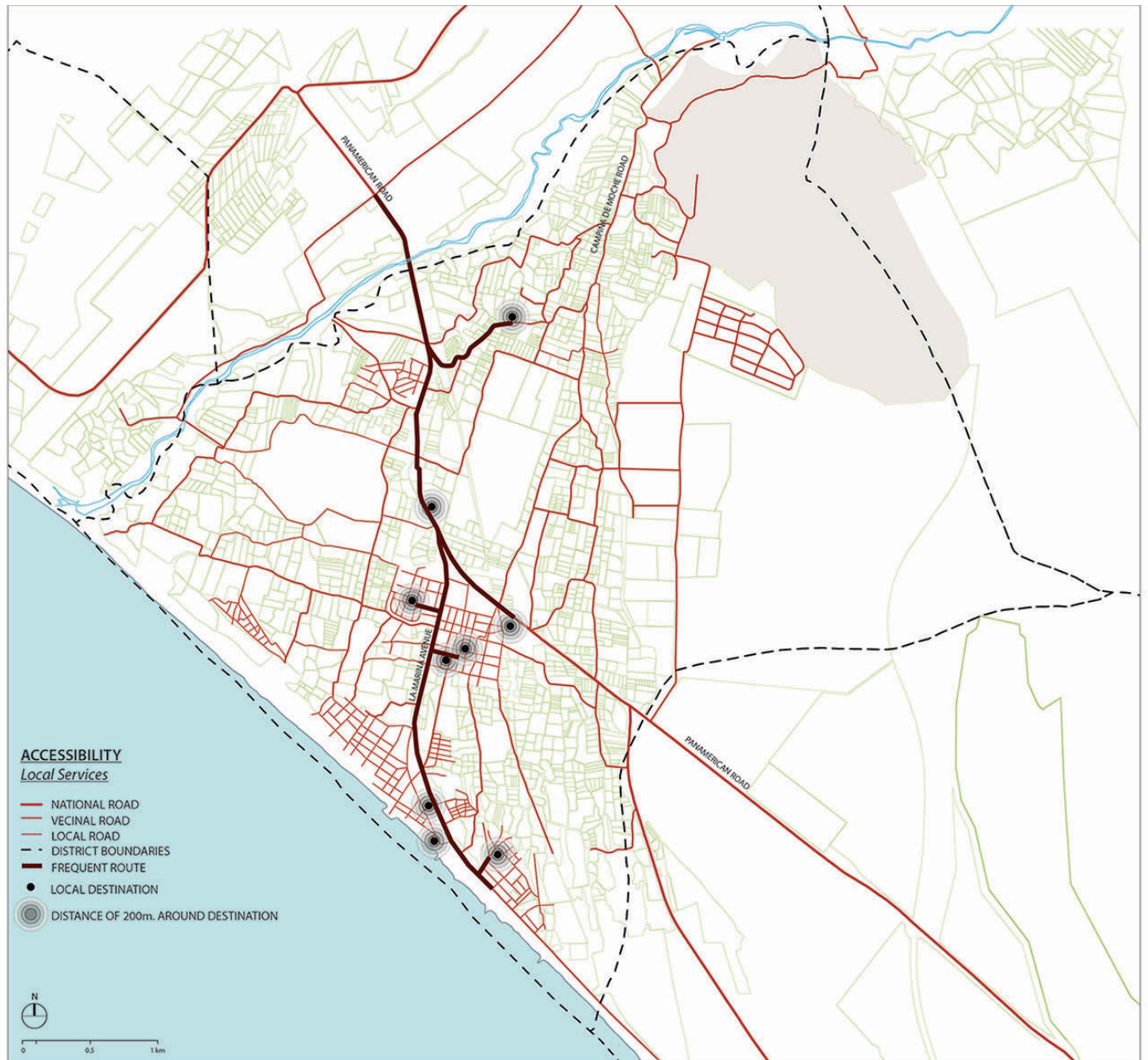
In the following maps (figures 7.23 and 7.24.), local services and tourist attractions have been overlapped to the layer of current land uses in the district, in order to visualize how mixed are the activities nearby, resulting in local and tourist destinations.

For the case of local services, they are mostly located in Moche urban core area and surroundings. It holds land uses like residence, commerce, education, health care, among others. This enables the emergence of different chains of services, like provision of food, bookstores, clothes stores, etc., what make people stay longer, therefore becoming into dynamic areas.

For tourist attractions, most of them are spread in the countryside area, and others in the urban core. What happens in the northern side is that land use is mainly monofunctional, being countryside restaurants the most common use, besides the agricultural one. Furthermore, the main way how tourists visit the archeological area is by guided tours. These tours are usually fast and do not give much time for tourists to spend around, due to the schedule they need to follow.

Since Trujillo has become one of the favorite destinations in South America, and partly thanks to *Huacas del Sol y la Luna* (El Comercio, 2016), the area has the potential to become a big tourist spot that could get more benefit from tourism, but for that, facilities such as accommodation, and accessibility need to be improved.

*Local Services*



**Figure 7.21.** Map of accessibility to local services. Source: Made by author based on reference.



Tourist Attractions

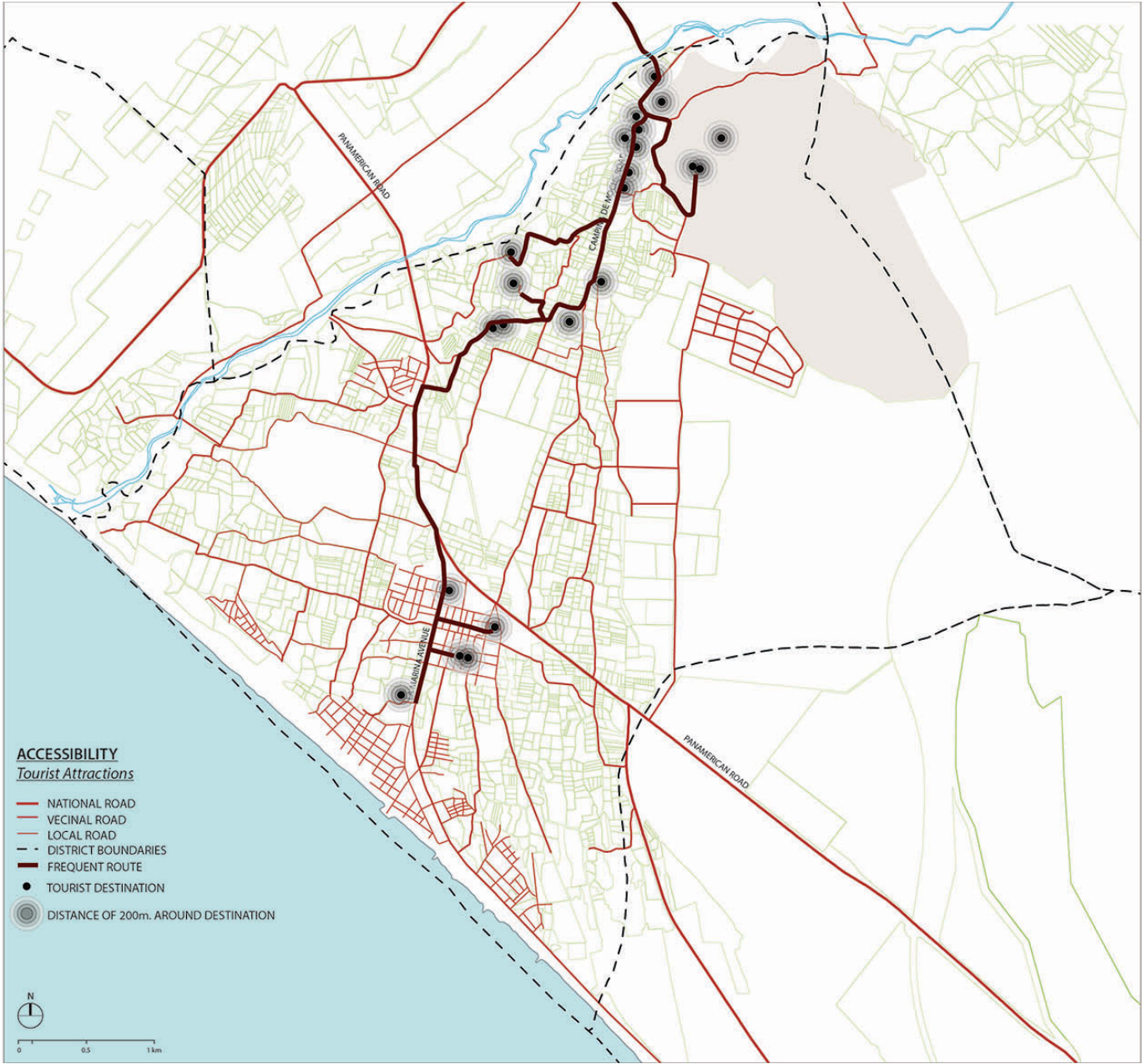


Figure 7.22. Map of accessibility to tourist attractions. Source: Made by author based on reference.



### Local Destinations

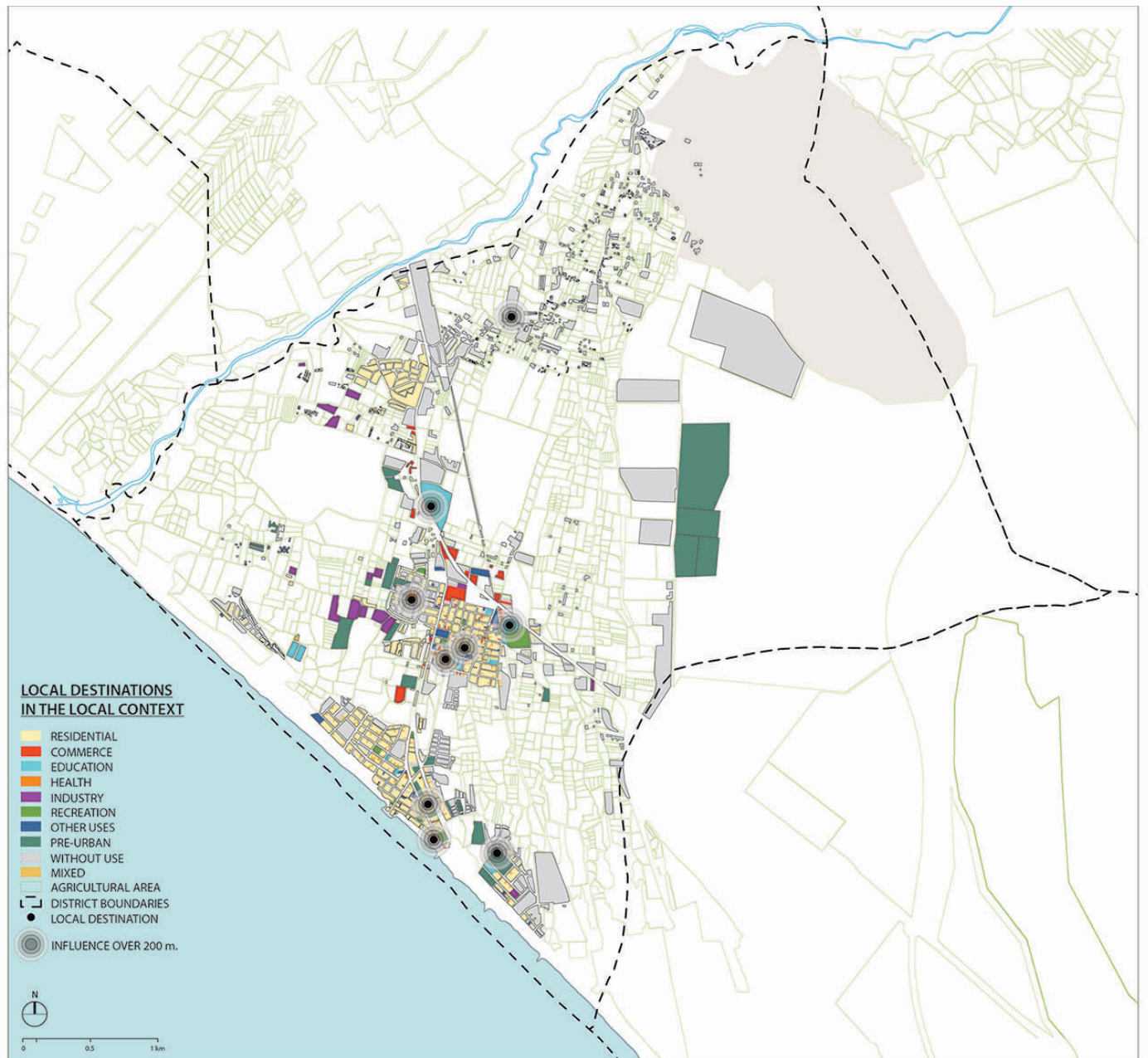


Figure 7.23. Map of nearby facilities to local services. Source: Made by author, based on reference.

*Tourist Destinations*

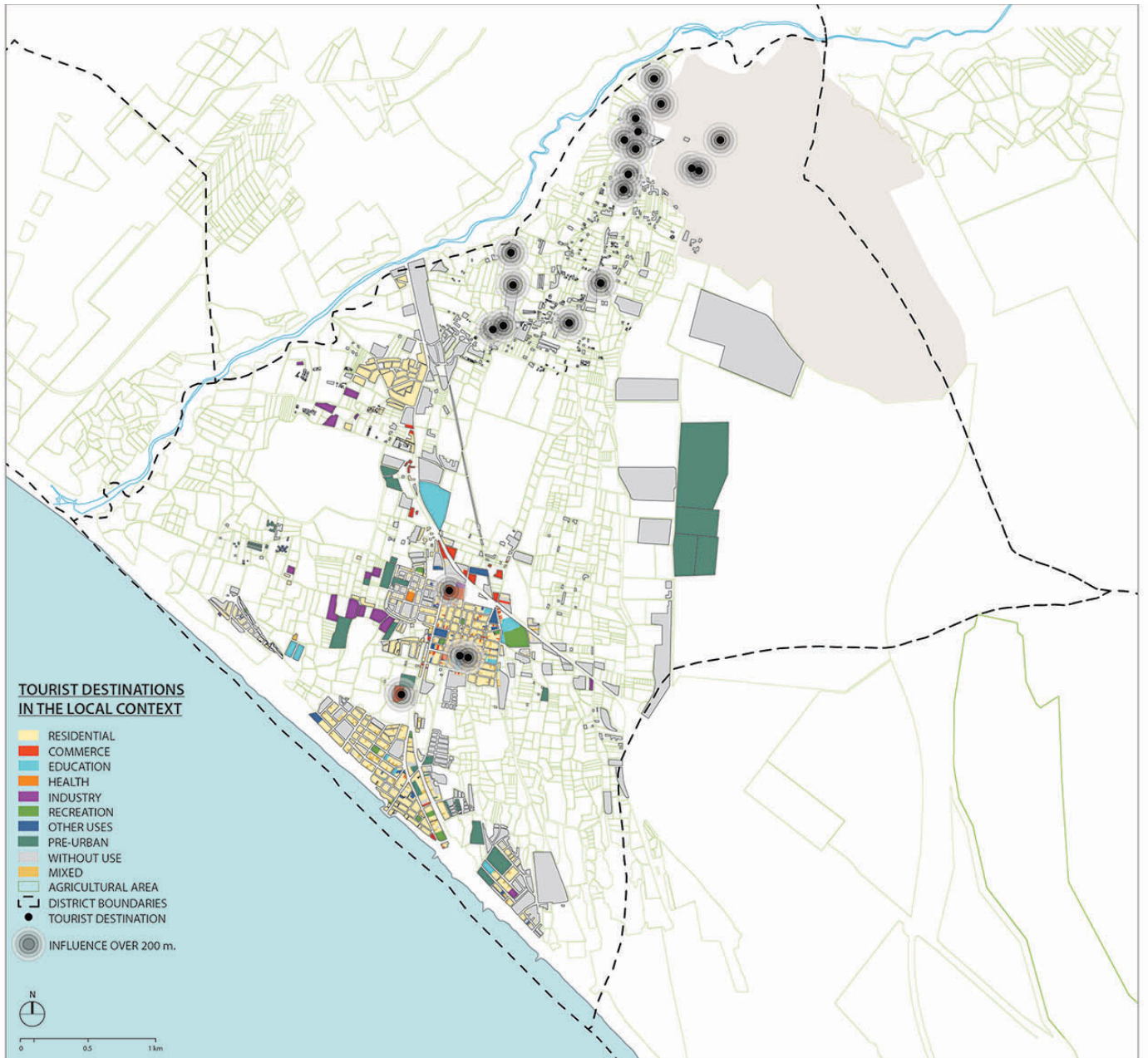


Figure 7.24. Map of nearby facilities to tourist attractins. Source: Made by author based on reference.

### 7.3.9. A SUSTAINABLE-DEVELOPMENT-BASED BALANCE.

After having done the analysis of the tourist and spatial conditions of the district, the main issues concerning urban and tourism development are put together in the form of SWOT analysis charts.

The four categories, Strengths, Weaknesses, Opportunities and Threats, are filled from a sustainable development perspective; not by thinking that the three dimensions must be always present, but by identifying to which dimension the suggested statements belong to, reason why in some categories, the same component might appear twice.

These SWOT analysis charts have been done not only after the spatial analysis of the present thesis project, but also after considering statements written in the current plans with influence on the development of the district, which will be shown in sub-chapter 7.6. Governance Analysis.

For a more systematic organization of the information and analysis, SWOTs have been done according to issues of Urban development (see figure 7.37.) and Tourism (see figure 7.38.) separately.

Regarding urban development, strengths are representative from the three dimensions: social, economic and environmental. "Small urban population" becomes a strength when understood as the possibility that is given to shape the way areas should be urbanized, the low pace of population growth allows to plan this in advance.

For weaknesses it is the case that all the statements belong to the environmental dimension, what rises a call for paying attention into the environmental, both natural and built, aspects. Main environmental concerns are related to transport system, the provision of facilities and services, and the quality of existing natural areas.

Opportunities are within the economic and environmental dimensions; this reflects that Moche has physical qualities that can be its source of development. "Its strategic location", considering a bigger context, opens a possibility for its economic development.

Threats correspond to the three dimensions and are interrelated; meaning that social, economic and environmental aspects should be kept in mind when formulating any proposal for a long-lasting term. "Population growth" is an issue that is happening and that is reinforced by "cheap agricultural land price" which might result in "unregulated urban expansion", when not controlled.

Regarding tourism, strengths that prevail belong to the environmental dimension, like "hosting important tourist attractions at regional and provincial levels"; this is an essential starting point, that otherwise would not enable Moche to consider the topic of tourism as a possibility for its development.

Most of the weaknesses correspond, again, to the environmental dimension, related to the physical qualities that influence over tourists' experience, like low quality of transport infrastructure and insufficient tourist services. The economic dimension in this case is related to the little benefit that locals get from tourism.

Opportunities also belong mainly to environmental dimension, like the presence of the Moche river and other tourist attractions that can open possibilities for economic development.

Existing threats correspond to the three dimensions of sustainability. Regarding social dimension, the loss of local identity is a major issue, since it is one of the assets for the existence of tourism in Moche. Regarding the economic one, the proliferation of informal trade is a threat since it prevents that income generated from tourism can be properly managed and distributed. And the lack of a sustainable approach for tourism growth increases the partialized investment of earnings coming from this sector.



SWOT \_ Urban development.

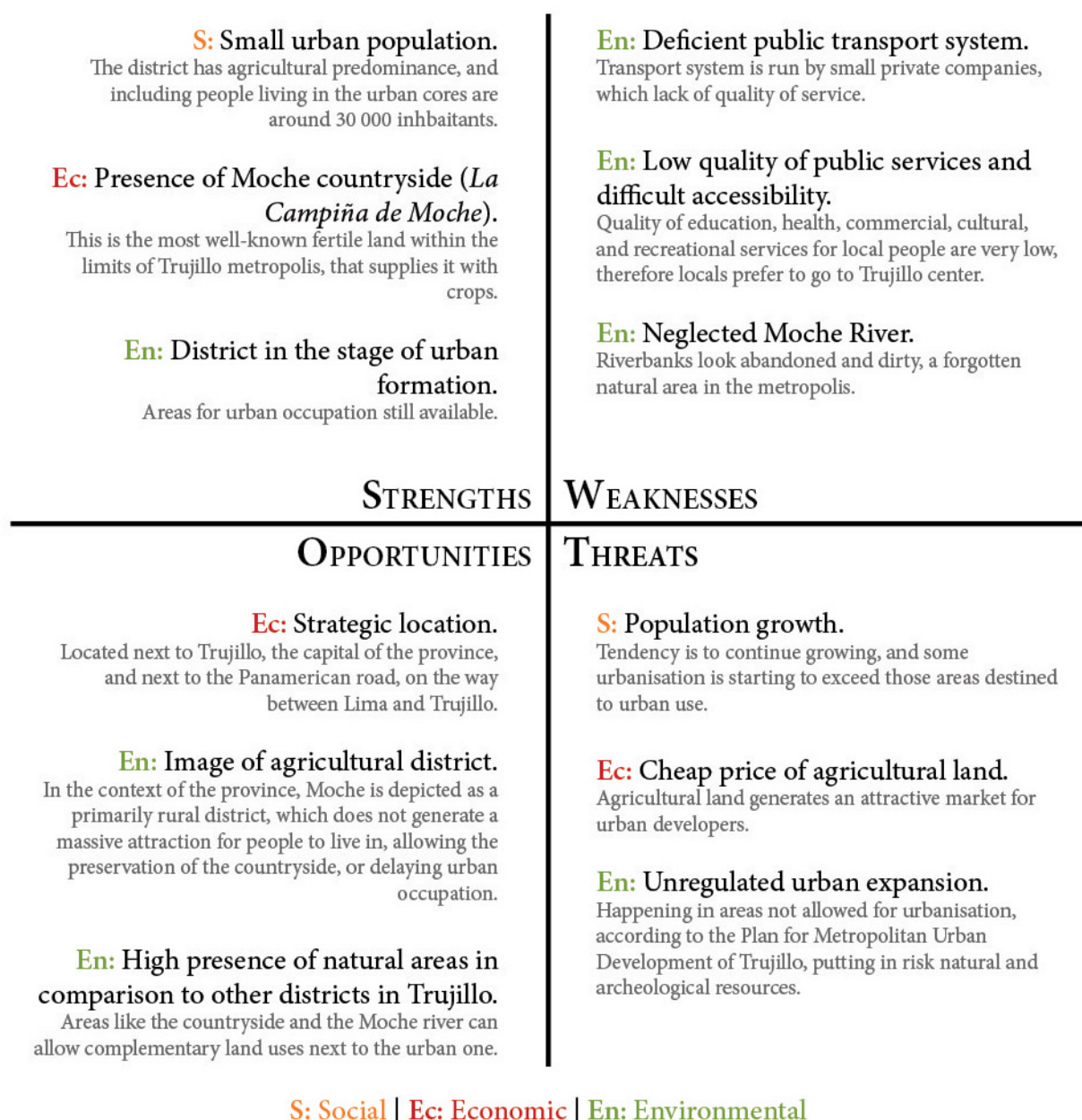


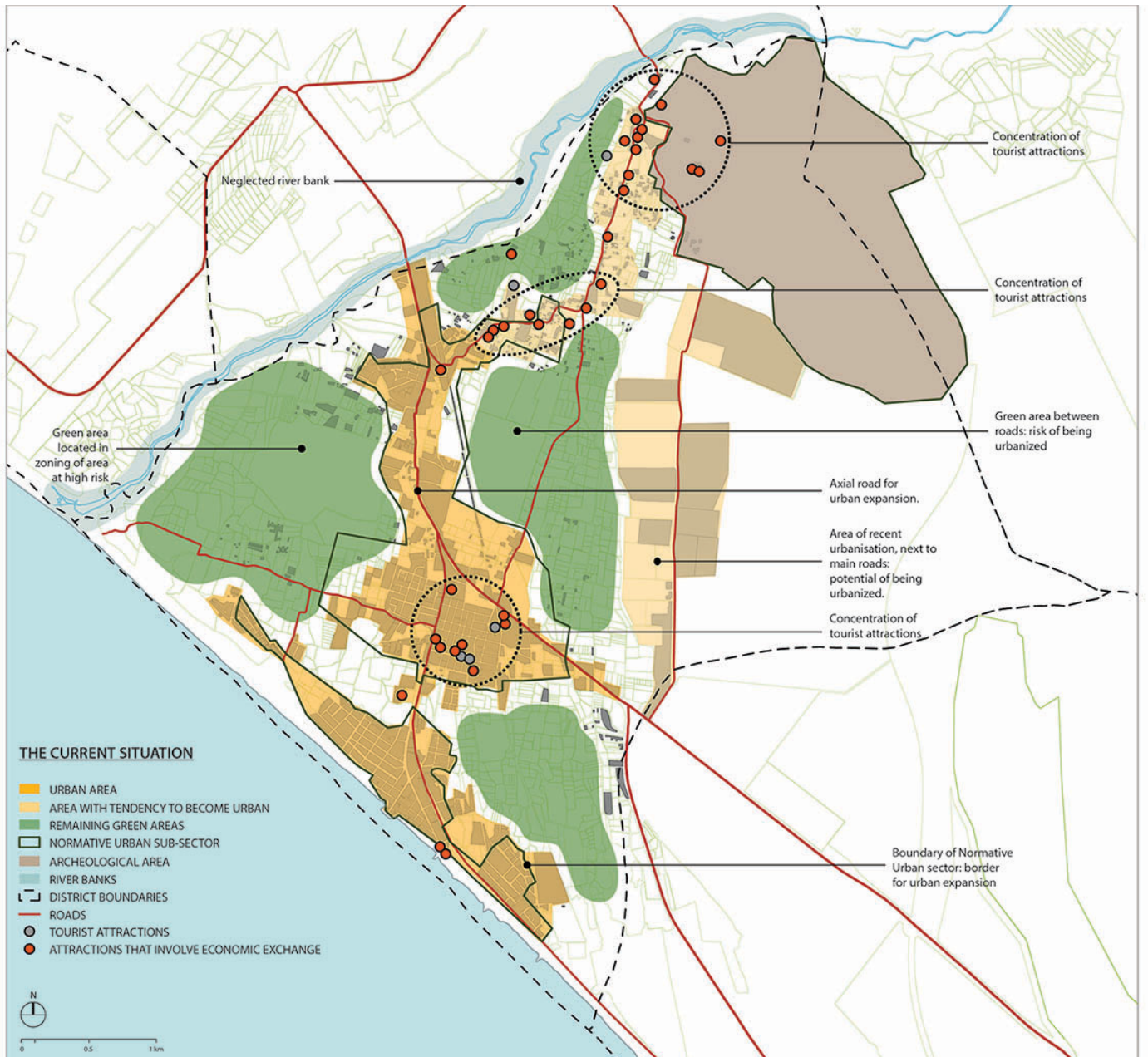
Figure 7.25. SWOT analysis for urban development in Moche. Source: Made by author, based on research on plans at national, regional and provincial levels.



SWOT \_ Tourism.



Figure 7.26. SWOT analysis for tourism development in Moche. Source: Made by author, based on research on plans at national, regional and provincial levels.



**Figure 7.27.** Conceptual map of the problem of tourism and spatial development. Source: Made by author based on previous analysis.

### 7.4. THE [SPATIAL] PROBLEM.

The problem of tourism in Moche is very related to the one of spatial development. The scheme for spatial analysis of Moche, shown at the beginning of this chapter, shows how the cycle for sustainable development should work in an ideal situation (see figure 7.8.), and it has been a guide to conduct this analysis through the different aspects of the sustainability cycle: social, environmental, and economic.

After having analyzed those layers related to tourism, like tourist environmental and social attractions, and location of economic exchange manifestations, an overview of how are the tourist assets placed over the territory shows up.

As it can be seen in the conceptual map depicting the situation of Moche on figure 7.26., location of tourist attractions is divided, some are in the countryside area, and some in the urban one, with exception of the *Huacas* that are on the archeological area. However, when separated, these areas are not strong enough to attract and retain tourists for longer.

Furthermore, when looking at the current connectivity between these places, modes of transport do not make it easy. Although distances are not that big, strenght of attractions, plus facilities to be found nearby make it less attractive to follow a complete tourist route between archeological site and urban core.

As described, environmental aspect is not developed enough to keep attracting tourists, therefore economic and social one; which makes the cycle of sustainable development fail.

On the other hand, urban sprawl continues to be very horizontal, putting into risk the preservation of the countryside, which is highly valuable as it nurtures tourism, not only as an attraction itself, but also as supplier of goods for local enterprises like typical food restaurants.

In summary, the spatial problem of Moche is about lack of tourist facilities next to the main attractions; improvement of connectivity, namely roads infrastructure and quality of transport service; regulation of urban expansion; and preservation of archeological and natural areas (tourist assets).

By identifying the spatial aspects that make tourism work and the ones that prevent it to happen in Moche, a proposal to guide urban development will be elaborated.

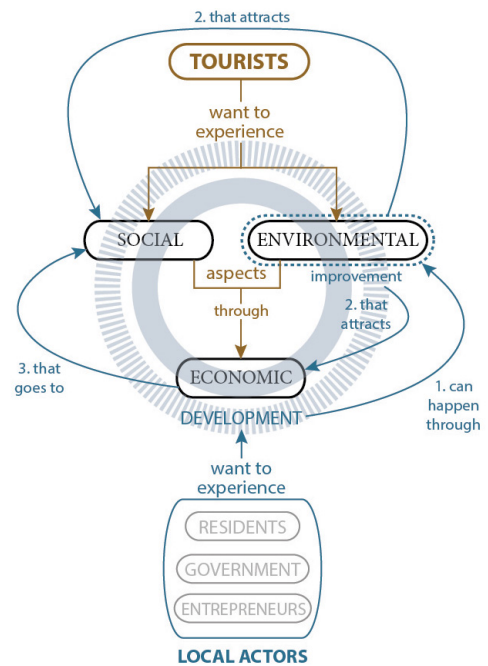


Figure 7.8. Scheme for Spatial Analysis of Moche. Source: Made by author.

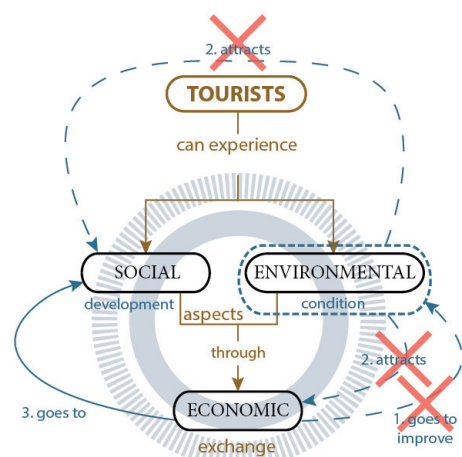


Figure 7.28. Conceptual scheme of the current situation of tourism and spatial development in Moche. Source: Made by author.

## 7.5. GOVERNANCE CHARACTERISATION.

This sub-chapter aims to depict the current political-administrative structure of Moche district. It will be given a brief overview of the different governmental offices in charge of Urban development and Tourism development. It will also be given an overview on the current plans regarding urban and tourism development, from the national context until the very local one. Finally, it will be made an identification of actors present in the district, with the purpose to lead to further relations between them and the different aspects of sustainable development where they can play a role.

### 7.5.1. POLITICAL - ADMINISTRATIVE CHARACTERISATION.

The political structure in Peru goes, from big to small scale: National Government, Regional Government, Municipality of province, Municipality of district, and Municipality of populated center (Congreso de la República del Perú, 1993, p.45). For the case of Moche, it is a district that belongs to Trujillo province, which belongs to La Libertad region. The district is, at the same time, formed by the municipalities of three populated centers: Las Delicias, *Miramar* and Curva de Sun. An additional instance comes with the territorial boards Las Delicias, *América*, *Cruce del Gallo*, and Moche (see figure 7.28).

Within the Municipality of Moche, the administrative organisation has the Municipal Council (*Consejo Municipal*) on top of the chart, followed by the Town Hall (*Alcaldía*), the Municipal Management (*Gerencia Municipal*), and the diverse Sub-managerial offices (*Subgerencias*). Within these last ones are included the offices in charge of Urban and Rural development and the one for Economic development and tourist promotion (see figure 7.29).

### 7.5.2. PLANS FOR DEVELOPMENT THROUGH SCALES.

Development of the different territorial areas in Peru (nation, region, province and district) is regulated by the general plans developed by every municipality, and in accordance with the guidelines formulated by its immediate superior instance.

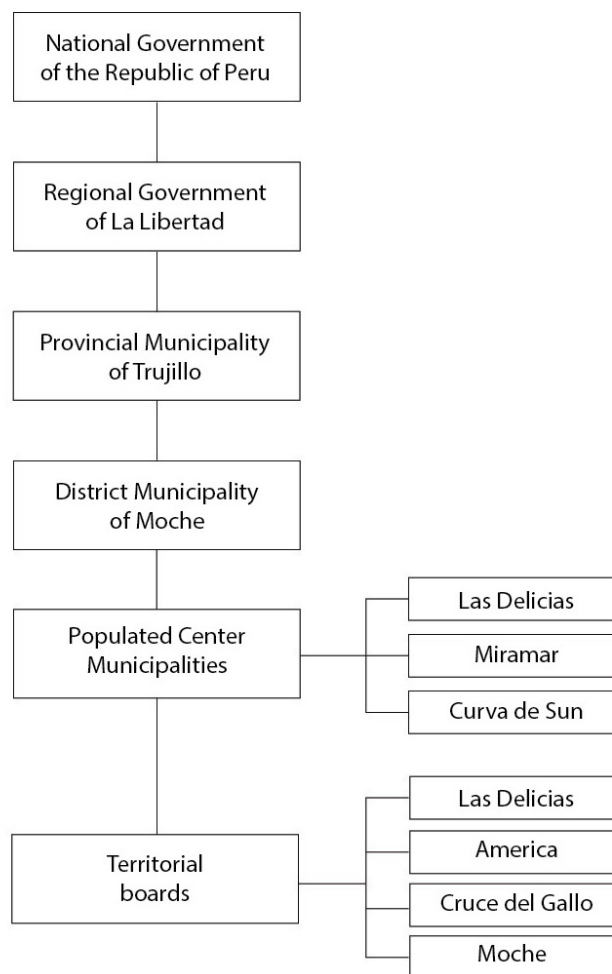


Figure 7.29. Governmental structure of Moche. Source: Redrawn by author, based on reference MPT & FPA, 2006.



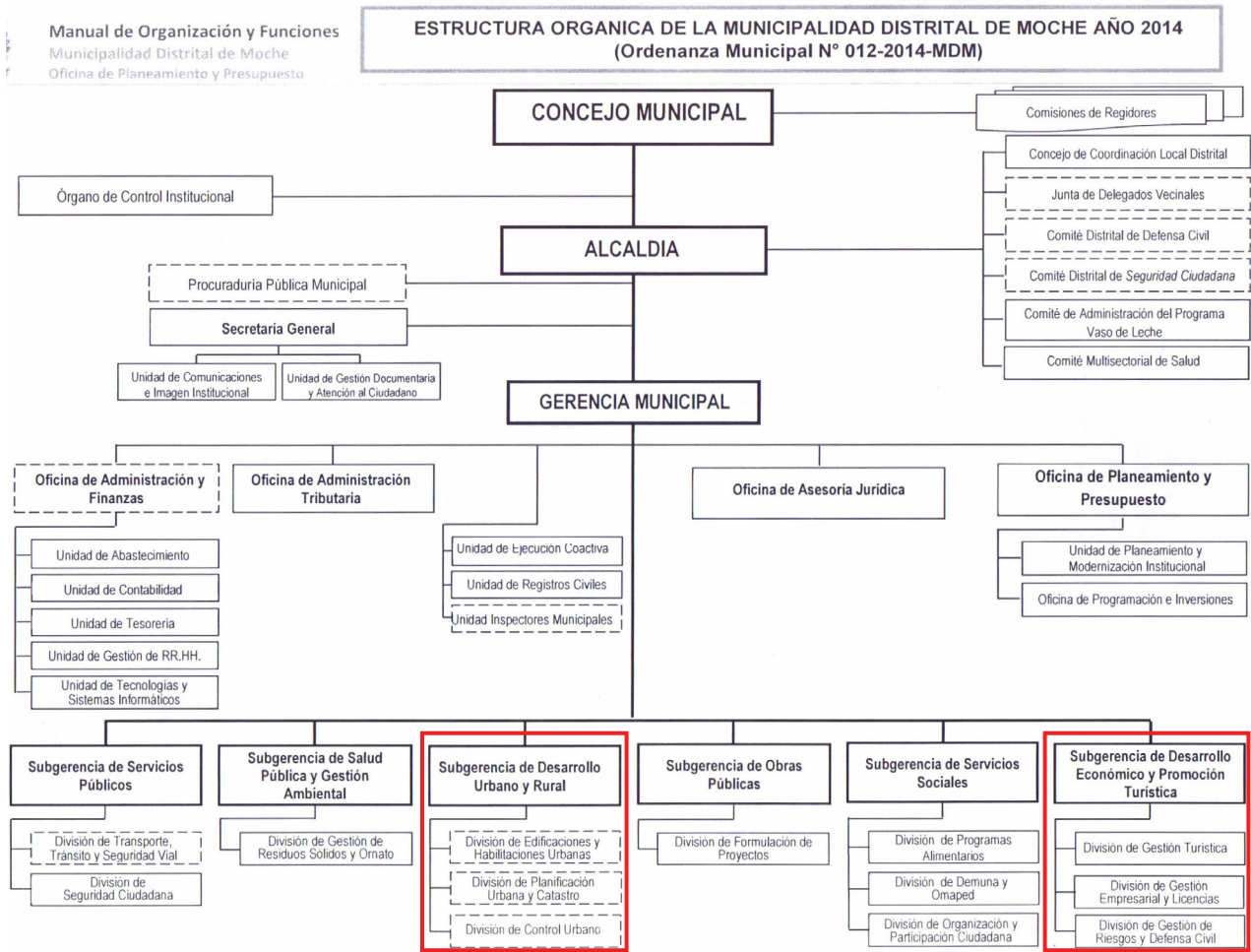


Figure 7.30. Organisational structure within the Municipality of Moche district. Source: Retrieved from: [https://www.munimoche.gob.pe/portal\\_institucional/municipalidad.php](https://www.munimoche.gob.pe/portal_institucional/municipalidad.php) on 7th May, 2017.

For instance, the plan governing at national level is the Updated National Strategic Development Plan Peru towards 2021 (*Plan Estratégico de Desarrollo Nacional Actualizado “Perú hacia el 2021”*), which establishes general guidelines for regional and local governments to follow in order to reach the national objectives. In this sense, the Regional Concerted Development Plan of La Libertad Region 2010-2021 (*Plan de Desarrollo Regional Concertado - PDRC*), developed at regional

level, is in line to the national plan. The same scheme applies for the plan at provincial level, Local Concerted Development Plan of Trujillo province 2017-2030 (*Plan de Desarrollo Local Concertado de la provincia de Trujillo 2017-2030 - PDLC*), which should be in tune with the regional one. And the district one, the Local Concerted Development Plan of Moche 2021 (*Plan de Desarrollo Local Concertado de Moche - PDLC*) in tune with the provincial one.

Furthermore, these plans state guidelines for the development of the territorial areas they govern, and general guidelines regarding the diverse sectors. In this sense, the elaboration of sectorial plans at different levels is needed to have a better knowledge of issues at stake, and to manage them in more appropriate ways.

For instance, the recent national plan regarding territorial development is the National Plan for Urban Development (*Plan Nacional de Desarrollo Urbano "Perú: Teritorio para todos" 2006-2015*), and the one for tourism development is the Strategic National Plan for Tourism (*Plan Estratégico Nacional de Turismo 2016-2025*). Both of them should be in line with the Strategic Plan for National Development.

However, not all administrative levels of La Libertad region count with a sectorial plan. At regional level, the Regional Strategic Tourism Plan La Libertad 2011-2021 (*Plan Estratégico Regional de Turismo La Libertad - PERTUR*) establishes guidelines for the development of tourism, but there is no plan that could do the same for urban development.

At provincial level, spatial and tourism development do have plans. Regarding spatial development, there are two: the Plan of Territorial Conditioning of Trujillo Province 2013-2021 (*Plan de Acondicionamiento Territorial de la Provincia de Trujillo - PAT*), and the Metropolitan Urban Development Plan of Trujillo 2012-2021 (*Plan de Desarrollo Urbano Metropolitano 2012-2021 - PDUM*), which are in charge of the organisation of the territory, at provincial level, in the case of the first one, and in charge of urban development, in the case of the second one. Regarding tourism development, the current plan is the Provincial Strategic Tourism Plan 2014-2021 (*Plan Estratégico Provincial de Turismo 2014-2021 - PEPTUR*).

At district level the situation is different. There is the general plan, *PDLC*, but there are not sectorial plans. For urban development, there are some guidelines established in the Metropolitan Urban Development Plan of Trujillo that regulate what happens in the district; however the level of precision is not enough to suggest actions to be tackled at a more local scale. The suggestions for the development of specific plans in certain areas of the district are there, but they remain as suggestions.

For tourism development, some guidelines are also mentioned at provincial level, but the level of precision for certain issues is not enough; therefore, there is a need for the elaboration

of a district tourism development plan, that could identify and boost all the potentialities of the district, as well as work on the weaknesses.

Next to that, it needs to be taken into account that, although plans are developed in a sectorial way through the different levels, they need to be in coordination between each other.

The existing hierarchical organisation of sectors and levels is shown in figure 7.31. As it can be seen the relation is vertical and horizontal at the same time, for what is important to develop coherent visions and projects that do not interfere between each other.

### 7.5.3. ACTORS INVOLVED IN LOCAL DEVELOPMENT.

Local actors involved in the process of development of the district are from three sectors: governmental, societal and bussiness.

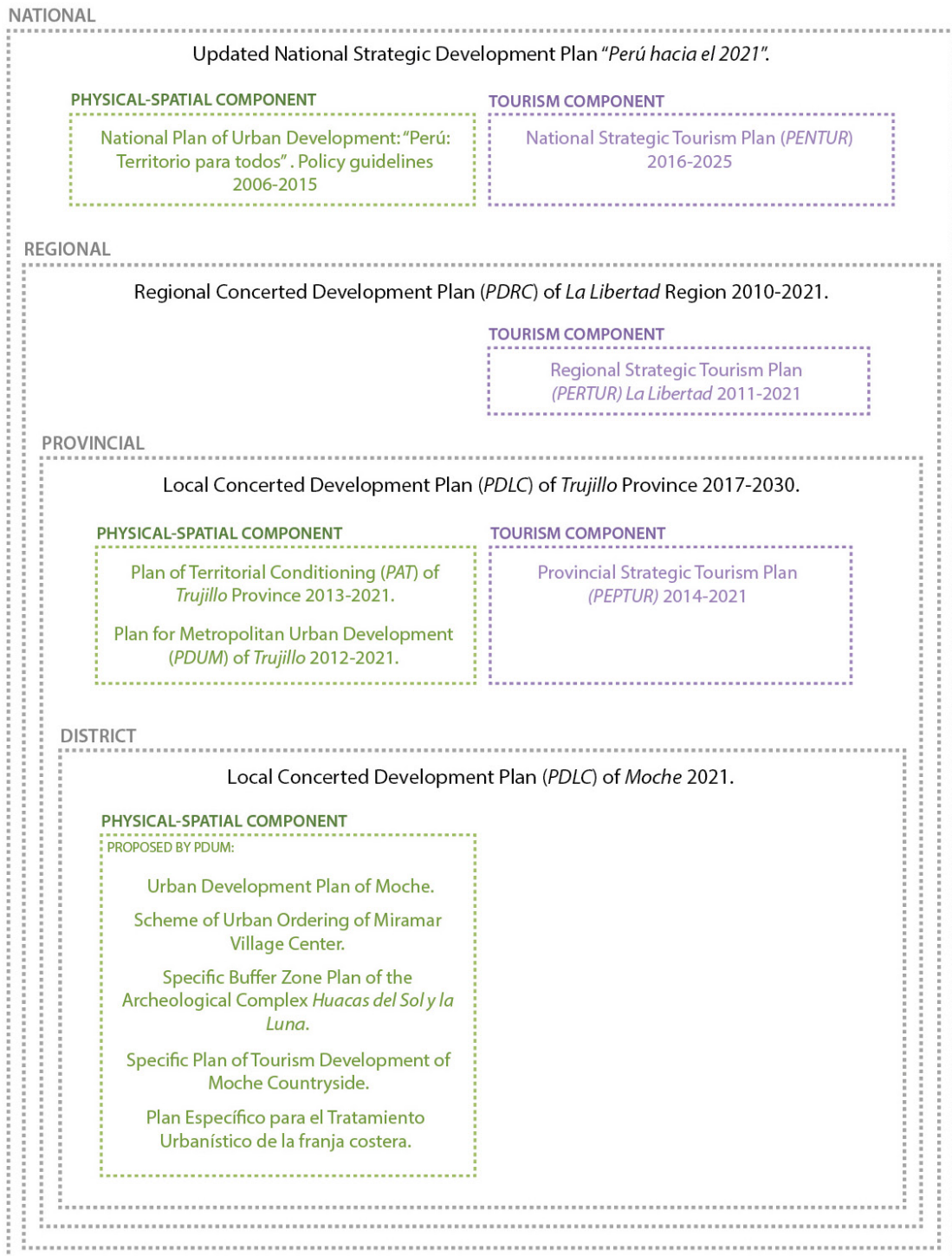
In figure 7.32., many of the actors have been listed, with the aim to recognize how many of them exist within each category, and to start recognizing linkages between them and in relation to the social, economic and environmental dimensions of sustainable development, where they can contribute.

Some of these actors do not only work at the scale of Moche district, but many do so at higher administrative levels, like provincial, regional or even national.

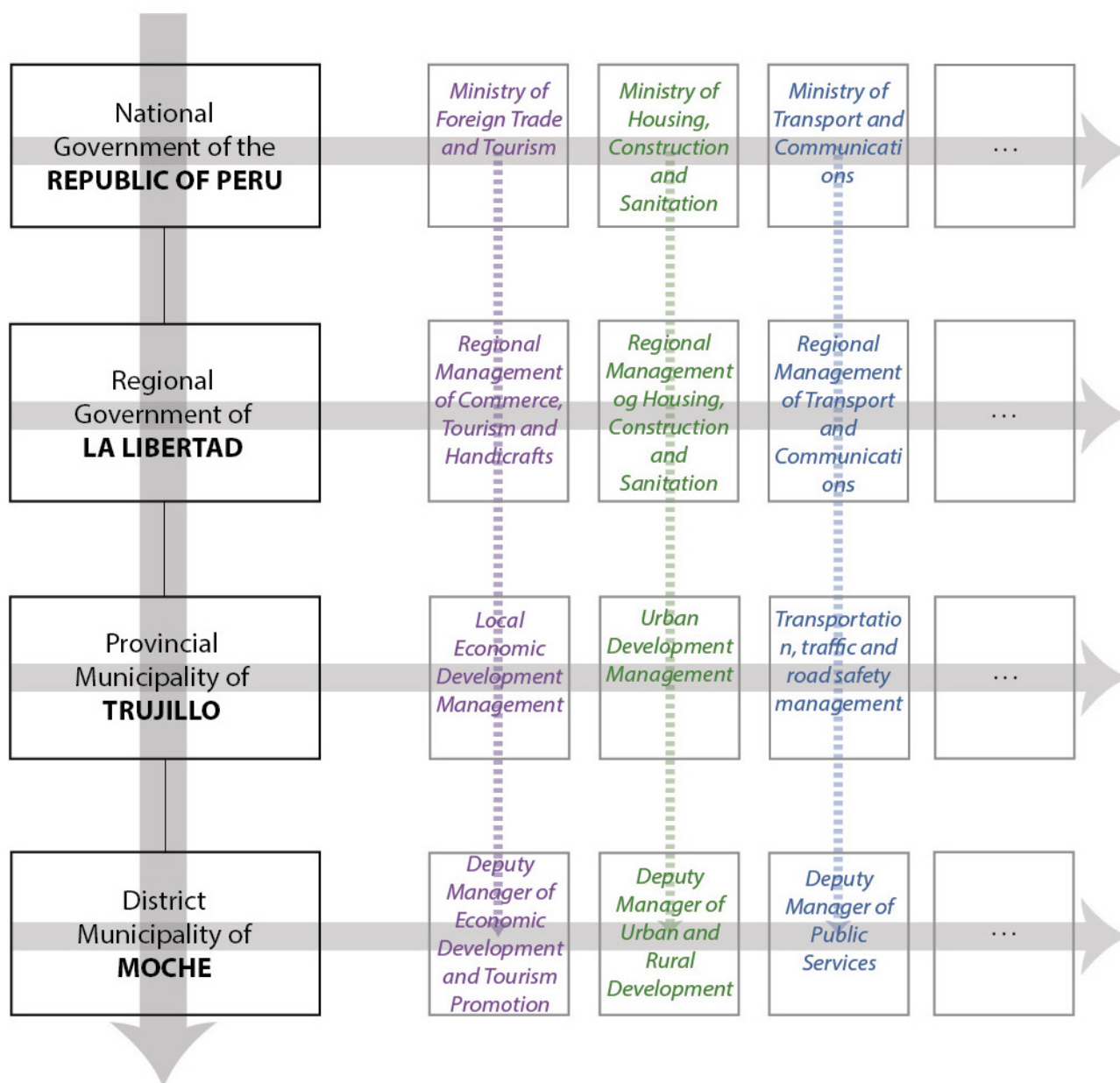
For instance the Government of La Libertad region is in charge of the political government of the region, but policies regarding tourism development are only done at this level, so whatever Moche district decides, needs to be in line with this higher level.

Meanwhile, other actors only have a scope of influence in Moche; for instance *Santa Lucia de Moche* association of artists and craftsmen, which has to do with concerns regarding artists and craftsmen of Moche. However, this does not deny the fact that some actions need coordination with other actors outside of the boundaries of the district when it is wanted to have a broader impact.

This list of actors will be a basis for the design of the implementation schemes for the strategic projects.



**Figure 7.31.** Hierarchical structure of plans governing Moche, from national to district scale. Source: Made by author based on references: CEPLAN, GRLL, CERPLAN, MPT, PLANDET, MDM.



**Figure 7.32.** Conceptual scheme of hierarchical organisational structure at different levels. Source: Made by author based on references: Presidencia del Consejo de Ministros, <http://www.pcm.gob.pe/entidades-pcm/>; Gobierno Regional La Libertad, <http://www.regionlalibertad.gob.pe/transparencia/documentos-de-gestion/organigrama/4805-organigrama-vigente/file>; Municipalidad Provincial de Trujillo, <http://www.munitrujillo.gob.pe/portal/gerenciamunicipales>



EXISTING ACTORS			
IN MOCHE			
IN TRUJILLO			
GOVERNMENTAL	SOCIETAL	BUSINESS	OTHERS
Regional Government of La Libertad	<i>Santa Lucia de Moche Artists and craftsmen Association</i>	<i>Huacas del Sol y la Luna Archeological Project</i>	National University of Trujillo
Provincial Municipality of Trujillo	<i>Socio-cultural and sports Associations</i>	Backus y Johnston Enterprises	Tourism police - <i>La Libertad</i>
District Municipality of Moche	<i>Farmers, ranchers and bird breeders association of Moche</i>	Private University Cesar Vallejo	Peruvian association of hotels, restaurants and similar businesses ( <i>AHORA</i> )
Populated Center Municipality of <i>Las Delicias</i>	Higher studies students association ( <i>AEES</i> )	<i>Countervalue fond Peru - Germany</i>	Travel agencies and tourism association ( <i>ADAVID</i> )
Populated Center Municipality of <i>Curva de Sun</i>	<i>Music bands</i>	University technology transfer center	Official tourist guides association ( <i>AGOTUR</i> )
Populated Center Municipality of <i>Miramar</i>	Libertad club	<i>Catholic University of Trujillo Benedicto XVI</i>	NGOs
Ministry of Foreign Trade and Tourism ( <i>MINCETUR</i> )	<i>Alianza Moche Culture and Sports Club</i>	<i>Real Plaza Trujillo</i> , shopping mall.	
National Institute of Culture ( <i>INC</i> )		<i>El Mochica - Tourist restaurant</i>	
PromPeru		Travel agencies	
iPeru - Tourist information and assistance		Restaurants	
Chamber of Commerce of La Libertad		Accommodation services	
Regional Management of Commerce, Tourism and Handicrafts			
Regional tourism advisory committee ( <i>CCRT</i> )			

Figure 7.33. Local actors in Moche. Source: Redrawn by author, based on reference PMT & DMM, 2006.

## 7.6. GOVERNANCE ANALYSIS.

For the governance analysis, it has been developed a scheme that integrates the three aspects of sustainable development, plus the actors that ideally should be involved in the development process (see figure 7.33).

The scheme is to be read from bottom to top; it depicts that development in a location happens when local actors work to assure that investments go to the three dimensions of development: social, economic and environmental. Furthermore, every actor has more relevance to take part in the development of every dimension; this due to the roles they have and due to the rules (laws) that allow them to do so. In this sense, residents are more prone to work for their own improvement and the one of their close ones; the government is the one with the tools to work for the environmental development of territorial areas; and entrepreneurs are the ones who will lead economic development in its environment.

Based on that, the governance analysis of Moche will focus on identifying how are the three dimensions of development included through the current general and sectorial plans at different levels. After identifying whether or not they are recognized as part of the plans, the missing aspects for each one will be arised in order to focus attention in those issues that need to be included or the ones that need to be reinforced.

SWOT analysis charts will be made based on research on the plans for urban development and tourism development. The most relevant issues will be arranged in these charts, to later develop confrontational matrix schemes, and to enable the prioritisation of issues to focus on, and that will later allow the formulation of policies or programs.

When having a general panorama of the situation regarding tourism and urban development in Moche, and with the recognition of specific types of options (to invest, to defend, to control, etc...) for policies and design, it will be possible to develop a strategic plan, in time and space, that takes into account those points in common between tourism as a generator of income for improving spatial development, with local actors working in collaboration.

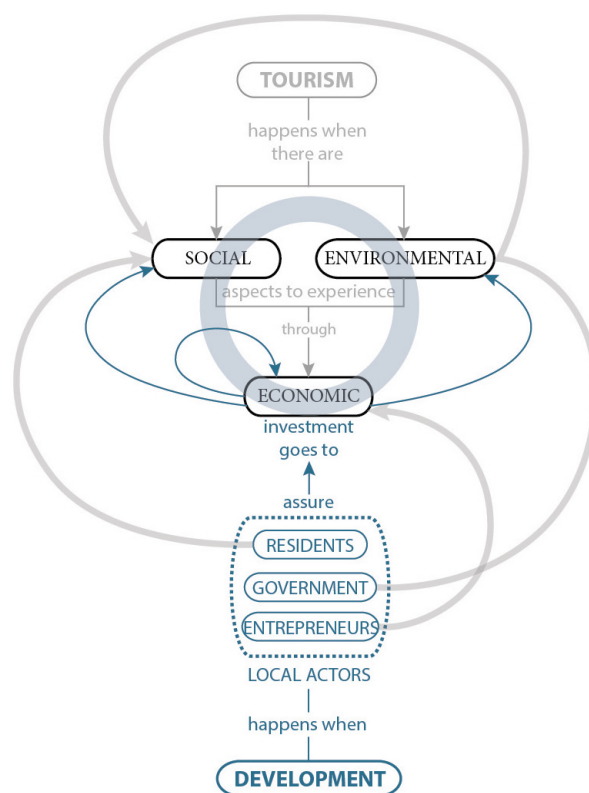


Figure 7.34. Scheme for spatial analysis of Moche. Source: Made by author.

### 7.6.1. ANALYSIS OF PLANS FROM A SUSTAINABLE DEVELOPMENT APPROACH.

The previously mentioned existing plans for development at national, regional, provincial and district levels (see figure 7.30) are analyzed in this chapter, by identifying whether the dimensions of sustainable development are present on them or not.

For each plan, main policies, strategies, or objectives have been compiled. The selection of them has been done, according to the purposes of this research, considering the nature of the sector that they belong to. In other words, if the plan is regarding urban development, the selected strategies are the ones in very close relation to the issue of urban development: the other complementary issues have been left aside.

The information shown in these charts is not an identic transcription of what is written in the original documents, but a compilation and re-writing made by the author with the purpose to show the information in a concise way.

#### NATIONAL LEVEL.

At national level, three plans are analyzed: the Updated National Strategic Development Plan, Peru towards 2021 (*Plan Estratégico de Desarrollo Nacional Actualizado, Perú hacia el 2021*); the National Plan of Urban Development Peru: territory for everybody, Policy guidelines 2006-2015 (*Plan Nacional de Desarrollo Urbano, Perú: territorio para todos, Lineamientos de política de desarrollo urbano 2006-2015*); and the National Strategic Tourism Plan 2016-2025 (*Plan Estratégico Nacional de Turismo - PENTUR 2016-2025*).

The first one is analyzed, through the identification of the physical-spatial and tourism components present on it. As seen in figure 7.34. the national plan includes issues related to physical component but not to the tourism one. Regarding the spatial component, only general objectives are suggested, like “the development of a network of sustainable cities”; there is also delineated how should the urban system be formed.

The second one, regarding urban development, tackles issues like ordering of the territory, both physically and economically, this is aimed to be achieved by integrating urban centers to the national urban system through roads infrastructure improvement. Also, the promotion of territorial urban development by formulating Urban Development Plans for metropolitan areas and intermediate cities.

The third one, regarding tourism, delineates the roles of the different levels of administration: regional and local (which includes provinces and districts). Besides that, it also defines policies regarding environmental and social aspects to be taken into account.

#### REGIONAL LEVEL.

At regional level, two plans are analyzed (see figure 7.35.): the Regional Concerted Development Plan of La Libertad region 2010-2021 (*Plan de Desarrollo Regional Concertado de la Región La Libertad 2010-2021*) and the Regional Strategic Tourism Plan, La Libertad 2011-2021 (*Plan Estratégico Regional de Turismo - PERTUR, La Libertad 2011-2021*).

The first plan tackles various sectorial issues at regional scale; in this case, both the physical-spatial and the tourism components are mentioned in the plan. For the first component, the emphasis is given into the urban-rural integration of areas. For the second component, tourism, the emphasis is given into the preservation and boost of natural resources.

The second plan, the Regional Strategic Tourism Plan gives emphasis to the social aspect, by stating in its objectives the promotion of local participation in the tourism development processes.

#### LOCAL LEVEL.

At local level, three plans are analyzed (see figure 7.36.): the Local Concerted Development Plan of Trujillo Province 2017-2030 (*Plan de Desarrollo Local Concertado de la Provincia de Trujillo 2017-2030*); the Plan of Territorial Conditioning of Trujillo Province 2017-2030 (*Plan de Acondicionamiento Territorial de la Provincia de Trujillo 2017-2030*); and the Plan for Metropolitan Urban Development of Trujillo 2012-2021 (*Plan de Desarrollo Urbano Metropolitano de Trujillo 2012-2021*).

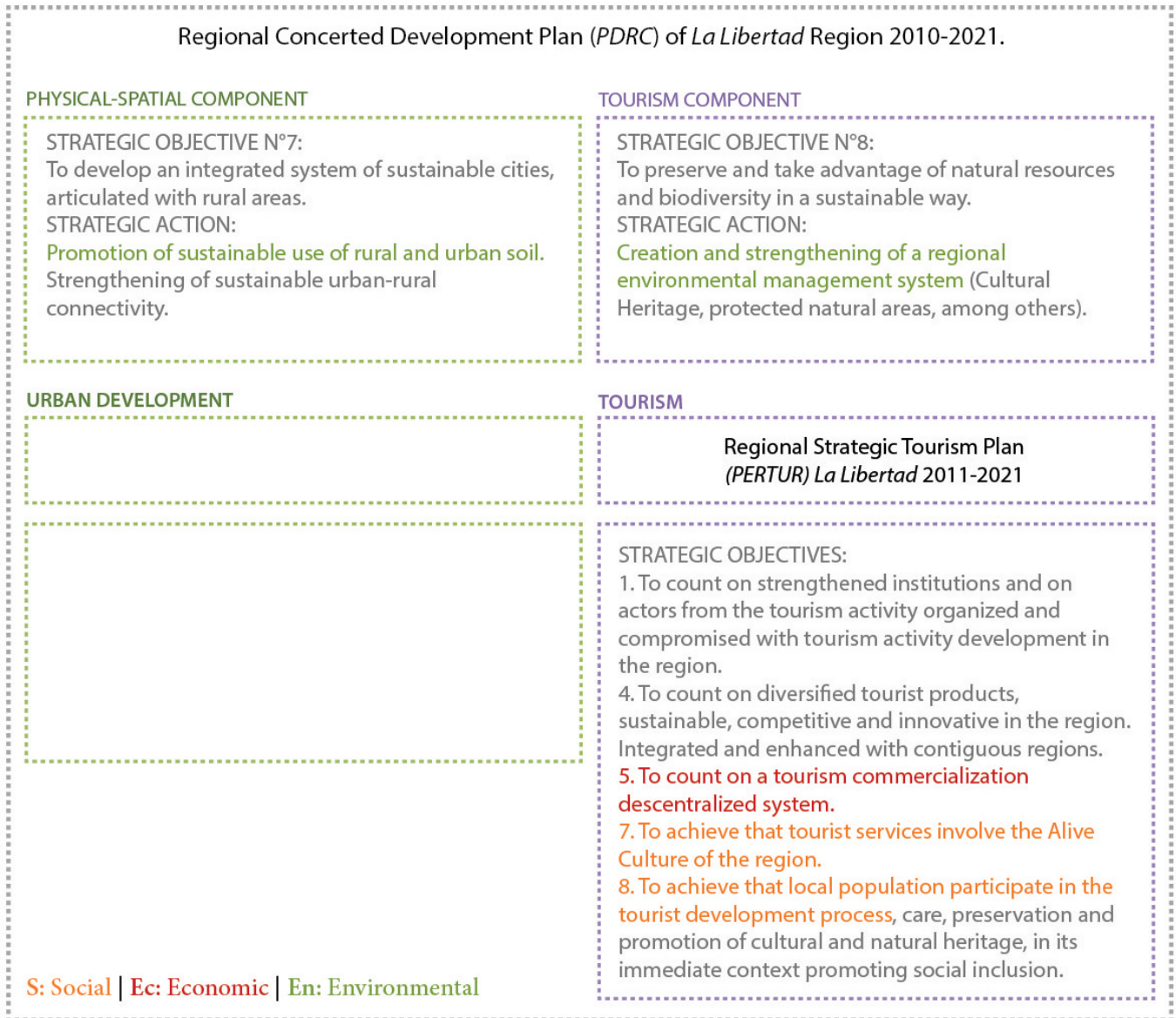
The first one is the one which delineates guidelines in general terms for the various sectors. However, this plan does not give any guideline for the physical-spatial component. For the tourism component it is mentioned the promotion of cultural identity in the province; as well as the creation of cultural routes. Although the physical component is not very mentioned in the first one, the other two tackle this aspect.

In the Plan of Territorial Conditioning of Trujillo Province, emphasis is given to the articulation of population centers to the coastal area, and more even to the tourism aspect as the

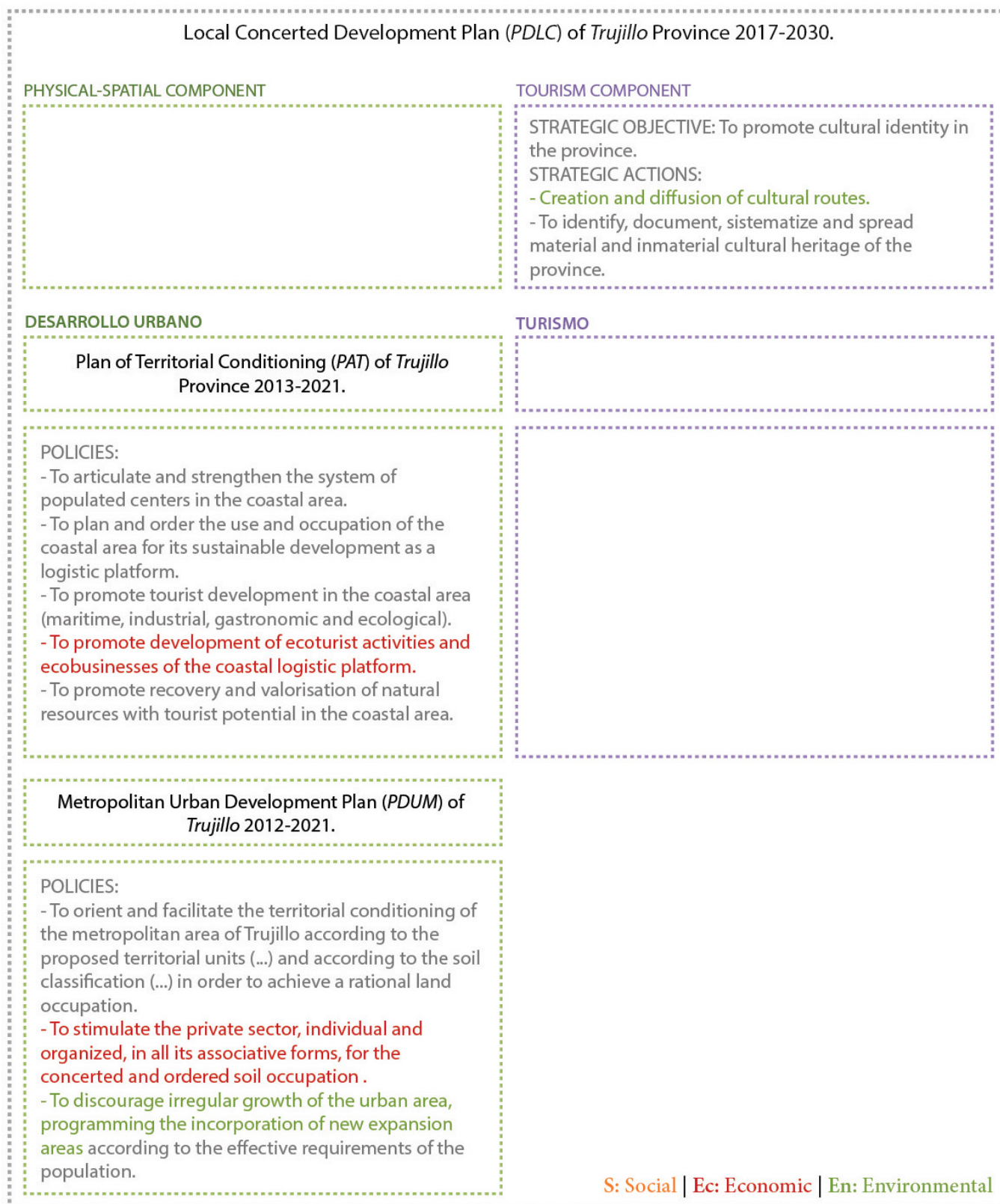


**Figure 7.35.** Existing guidelines at national level [english version]. Source: Made by author, based on references CEPLAN, 2015; MINCETUR, 2016; MVCS, 2006.





**Figure 7.36.** Existing guidelines at regional level [english version]. Source: Made by author, based on references GRLL-CERPLAN, 2017; GRLL-CCRT, 2011.



**Figure 7.37.** Existing guidelines at provincial level [english version]. Source: Made by author, based on references MPT-PLANDET, 2016; MPT, 2012; MPT-PLANDET, 2012.

basis for this articulation. Tourism here is seen as the promoter of economic development, and also the reason for recovery and valorisation of existing natural resources.

The Plan for Metropolitan Urban Development refers more to the land occupation, that should be in line with the previous plan. Additionally, it refers to the regulation of the expansion of urban areas, according to the soil classification. The economic aspect is brought by proposing a policy to stimulate the private sector to keep a rationality when occupying soil.

### 7.6.2. IDENTIFICATION OF POLICIES.

By utilizing the SWOTs analysis made in the previous sub-chapter, the following Confrontation Matrices (see figures 7.35 and 7.36.) are elaborated. A confrontation Matrix consists on “confronting” Strengths and Weaknesses versus Opportunities and Threats. This is done by matching one issue that belongs to one of the first two categories, or internal factors, to one of the two last, external factors. Not all issues need to be matched, but only those considered essential.

The purpose of doing so is to identify the main issues happening in Moche that need special attention, and the orientation that respective policies should have, namely to boost a certain quality, to invest in improvement of infrastructure, to protect resources under risk, to regulate urban growth, and so on. These Confrontation Matrices have been elaborated following the structure of SWOTs according to issues of Urban Development (figure 7.35.) and Tourism (figure 7.36.).

All strengths and weaknesses have been assigned with one capital letter, and opportunities and threats, with one number. When matching them, the resulting statement is shown in the chart as an abbreviated combination of one letter and one number, for example B2, C1, etc.

Moreover, all issues have been identified within one of the three dimensions of sustainability, social [S], economic [Ec], or environmental [En]. In this sense, when matching issues, it can be noticed whether they relate to the same dimension or need to be in coordination with another one.

This is important in that the kind of aspect that it has been dealt with will determine the kind of policy that can be applied. It also involves whether there will be a need for more integration of actors for the achievement of the proposed policies.

For instance, when looking at weaknesses and opportunities, the “neglected Moche river” (weakness) plus the “high presence of natural areas in comparison to others districts in Trujillo” (opportunity) is a double environmental issue (C3), which results in a policy purely oriented to the environmental aspect: boost and protect its (Moche’s) environmental qualities (figure 7.37.).

This will also mean, that actors involved in the implementation of this policy belong to the urban development sector in all its types: governmental, societal and bussiness. This aspect is an initial stage for the further proposal.

However, when matching strenghts and threats (figure 7.37.) “district in stage of urban formation” (strenght) plus “population growth” (threat), the issue is a mix of environmental and societal dimensions (C1). Therefore the following policy, “to shape urban occupation”, will need a cooperation between actors involved with these two issues.

The combinations appearing in the chart are the more relevant ones for the issues of urban and tourism development; hence, not all possible combinations are considered, but just those that later will serve as basis to identify policies. Therefore, after identifying the most relevant statements, policies can be proposed, distinguishing their character according to the issues to deal with (figure 7.39.).

Going back to the previous examples, C3 derives on “investments on regeneration of natural areas”, while C1 arises urgency to “shape urban occupation”. As seen, types of policies can be very varied, resulting in different types of action, which will serve as the basis for the establishment of design strategies.

By keeping the sustainable development approach through the elaboration of the SWOTs and Confrontation Matrices, the proposal stage will find more clear linkages for the strategies to be applied and for the design of implementation schemes.

Confrontation Matrix \_ Urban development.

CONFRONTATIONAL MATRIX _ URBAN DEVELOPMENT	OPPORTUNITIES	THREATS
<p><b>STRENGTHS</b></p> <p>A. [S] Small urban population.</p> <p>B. [En] Presence of Moche countryside (<i>La Campiña de Moche</i>).</p> <p>C. [En] District in stage of urban formation.</p>	<p>1. [Ec] Strategic location.</p> <p>2. [En] Image of agricultural district.</p> <p>3. [En] High presence of natural areas in comparison to other districts in Trujillo.</p> <p><b>B2, C1, C3.</b></p>	<p>1. [S] Population growth.</p> <p>2. [Ec] Cheap price of agricultural land.</p> <p>3. [En] Unregulated urban expansion.</p> <p><b>B2, C1.</b></p>
<p><b>WEAKNESSES</b></p> <p>A. [En] Deficient public transport system.</p> <p>B. [En] Low quality of public services and difficult accessibility.</p> <p>C. [En] Neglected Moche River.</p>	<p><b>A1, C3.</b></p>	<p><b>A1, B3.</b></p>

S: Social | Ec: Economic | En: Environmental

Figure 7.38. Confrontation matrix for urban development in Moche. Source: Made by author.



Confrontation Matrix \_ Tourism.

CONFRONTATIONAL MATRIX _ TOURISM	OPPORTUNITIES	THREATS
<p><b>STRENGTHS</b></p> <p>A. [S] Strong sense of cultural identity.</p> <p>B. [En] Hosts tourist attractions with regional impact.</p> <p>C. [En] Hosts tourist attractions with provincial or district impact.</p>	<p>1. [Ec] Tourism Growth.</p> <p>2. [En] Presence of the Moche River.</p> <p>3. [En] Nearby attractions can enable development of tourist circuits.</p> <p><b>B1, C3.</b></p>	<p>1. [S] Loss of local identity.</p> <p>2. [Ec] Proliferation of informal trade in <i>Las Delicias</i> beach area.</p> <p>3. [En] Tourism Growth with no sustainable approach.</p> <p><b>A1, B2, B3.</b></p>
<p><b>WEAKNESSES</b></p> <p>A. [Ec] Locals economically barely benefitted from tourism.</p> <p>B. [En] Poor transport infrastructure and connectivity to tourist resources.</p> <p>C. [En] Deficient and insufficient tourist services.</p>	<p><b>A1, B3, C1.</b></p>	<p><b>A2.</b></p>

S: Social | Ec: Economic | En: Environmental

Figure 7.39. Confrontation matrix for tourism development in Moche. Source: Made by author.

Identification of policies\_Urban

STRENGTHS + OPPORTUNITIES =

[En] Presence of Moche countryside (La Campiña de Moche).	+	[En] Image of agricultural district.	=	BOOST its image.
[En] District in stage of urban formation.	+	[Ec] Strategic location.	=	INVEST on strategic areas for urban consolidation.
[En] District in stage of urban formation.	+	[En] High presence of natural areas in comparison to other districts in Trujillo.	=	BOOST and PROTECT its environmental qualities.

STRENGTHS + THREATS =

[En] Presence of Moche countryside (La Campiña de Moche).	+	[Ec] Cheap price of agricultural land.	=	DEFEND natural areas from urban speculation.
[En] District in stage of urban formation.	+	[S] Population growth.	=	SHAPE urban occupation.

WEAKNESSES + OPPORTUNITIES =

[En] Deficient public transport system.	+	[Ec] Strategic location.	=	INVEST on connectivity of strategic areas.
[En] Neglected Moche River.	+	[En] High presence of natural areas in comparison to other districts in Trujillo.	=	INVEST on regeneration of natural areas.

WEAKNESSES + THREATS =

[En] Deficient public transport system.	+	[S] Population growth.	=	INVEST on an efficient transport system.
[En] Low quality of public services and difficult accessibility.	+	[En] Unregulated urban expansion.	=	INVEST on infrastructure improvement of local services.

Figure 7.40. Policies identification based on confrontation matrix for urban development. Source: Made by author.

Identification of policies\_Tourism

STRENGTHS + OPPORTUNITIES =

[En] Hosts tourist attractions with regional impact.	+	[Ec] Tourism Growth.	=	REGULATE consumption of tourist resources.
[En] Hosts tourist attractions with provincial or district impact.	+	[En] Nearby attractions can enable development of tourist circuits.	=	INVEST on consolidation of attractions through attractive routes.

STRENGTHS + THREATS =

[S] Strong sense of cultural identity.	+	[S] Loss of local identity.	=	PROMOTE strengthening of local identity.
[En] Hosts tourist attractions with regional impact.	+	[Ec] Proliferation of informal trade in <i>Las Delicias</i> beach area.	=	ENCOURAGE sustainable profit making.
[En] Hosts tourist attractions with regional impact.	+	[En] Tourism Growth with no sustainable approach.	=	PROMOTE sustainable practice of tourism.

WEAKNESSES + OPPORTUNITIES =

[Ec] Locals economically barely benefitted from tourism.	+	[Ec] Tourism Growth.	=	IMPULSE local businesses to increase local economic profit.
[En] Poor transport infrastructure and connectivity to tourist resources.	+	[En] Nearby attractions can enable development of tourist circuits.	=	INVEST on improvement of transport infrastructure.
[En] Deficient and insufficient tourist services.	+	[Ec] Tourism Growth.	=	INVEST on tourist services to attend quality and quantity of demands.

WEAKNESSES + THREATS =

[Ec] Locals economically barely benefitted from tourism.	+	[Ec] Proliferation of informal trade in <i>Las Delicias</i> beach area.	=	REGULATE emergence of informal businesses in areas with commercial potential.
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Figure 7.41. Policies identification based on confrontation matrix for tourism development.  
Source: Made by author.

## 7.7. THE [GOVERNANCE] PROBLEM.

The governance problem in Moche has to do with its planning approach. The range of plans per administrative level cover from national until provincial levels, but there are no plans at district level regarding urban and tourism development in Moche.

In this respect, urban development in Moche follows the guidelines stated in the Plan for Metropolitan Urban Development of Trujillo (*Plan de Desarrollo Urbano Metropolitano de Trujillo 2012-2021*), and tourism development follow the Strategic Plan for Tourism in La Libertad region (*Plan Estratégico Regional de Turismo La Libertad 2011-2021*). However, these plans define guidelines that do not tackle issues at district level, but in more general terms, having an overview of the wanted results at provincial and regional levels, respectively.

Every territorial area needs guidelines that steer their development, otherwise it is impossible to administer a territory without having a clear direction. For this reason, it is important to do not leave gaps in the planning structure.

It is also important that those plans are made following a collaborative approach if the aim is to achieve sustainable development. By assuring the three spheres of actors, residents, government, and bussiness sector, participate, it is more probable that the three dimensions of the sustainable development cycle are going to be upgraded.

In the case of Moche, the three spheres of actors do not participate in a coordinated way; on the contrary, they work for their own interest, putting all efforts to achieve individual goals, without being part of a joint vision (see figure 7.37.). In this regard, it happens that sometimes efforts are duplicated and one actor works for the development of two dimensions; or that sometimes one dimension is skept and no one works for it, which is the case of environmental development.

In any ways, this structure is unefficient because it leaves issues not being tackled, making it harder to achieve development. Furthermore, it generates lose of interest from the civil society to collaborate in further projects for local development. The lack of trust on government is a very common issue in peruvian cities, and, in extent, in districts. Cases of corruption and works with the main purpose of obtaining electoral votes are known in a quiet big portion of the political sphere. Therefore, regaining civil society’s trust is a big task that needs to begin by changing the way actors collaborate, showing a transparent work in that collaboration, to stimulate local involvement.

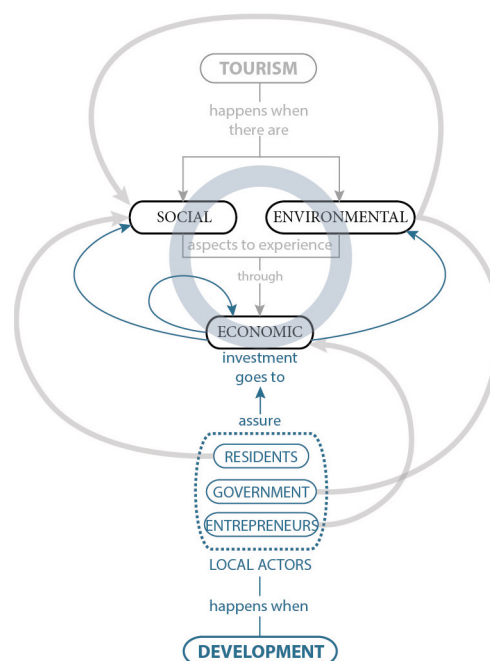


Figure 7.32. Scheme for Spatial Analysis of Moche. Source: Made by author.

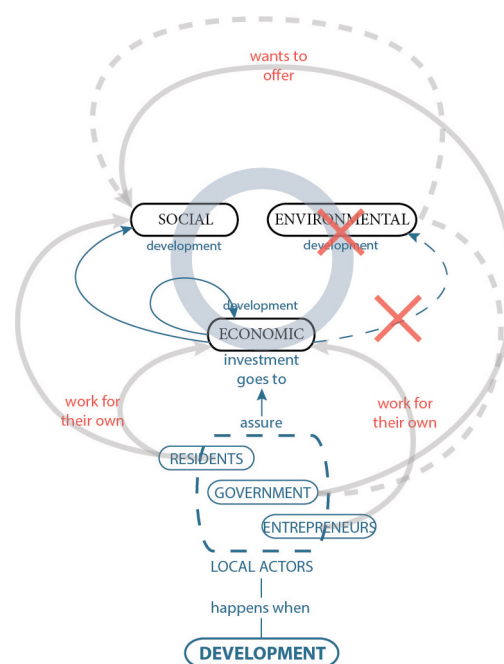


Figure 7.42. Conceptual scheme of the current governance situation of Moche. Source: Made by author.





**Figure 8.0.** View of *Huacas del Sol y la Luna* museum, towards Moche countryside. Source: photography taken by author.

## **8. A STRATEGIC SPATIAL PLAN FOR MOCHE**

The strategic spatial plan for Moche consists in a plan for tourism development with an urban development approach. Therefore, the stages of this plan are aligned with the main objective of boosting environmental qualities of Moche to make it touristically more attractive and competitive, to continue improving environmental qualities for benefit of local residents.

The strategic spatial plan tackles the spatial and governance issues, considering for the elaboration of the strategies, that spatial and governance components work complementarily, where one spatial strategy need to be supported by a governance one to achieve the stated objectives.

## 8.1. VISION

By 2030, Moche district is an important tourist destination within Trujillo province. It is attractive enough to compete with other national destinations within the country to offer a locally-oriented-experience for national and international tourists visiting Trujillo. Its tourist attractiveness, has make it possible for it to reach environmental, social and economic improvements, and continues working towards a more sustainable development model.

## 8.2. GENERAL OBJECTIVES.

01. To increase Moche's tourist attractiveness to make it more competitive and able to catch multiple tourist types visiting surrounding areas.

02. To improve local environmental conditions, so that living areas are attractive enough for residents to live in, being this a stimulus for their social and economic development.

## 8.3. SPECIFIC OBJECTIVES.

01. To reinforce Moche's cultural and environmental identity to make it more unique and, therefore, touristically competitive within the region.

02. To offer a wider range of experiences that cover the different tourist niches possible to be found in Moche, namely archeological, gastronomic, historical, socio-cultural, and beach tourism.

03. To offer an accessible and safe environment for tourists, that is easily connected to other main tourist spots in the province.

04. To guide urban expansion in a way that it does not put into risk the main environmental assets of the district, namely archeological and agricultural ones.

05. To develop areas of concentration of activities and services, that are the generators of economic development.

## 8.4. STRATEGIES.

OBJECTIVE 01. To reinforce Moche's cultural and environmental identity to make it more unique and, therefore, touristically competitive within the region.

A. Development of nodes over the territory, with spatial differentiated qualities that correspond to an identity proper of its specific location, for instance urban-rural, or rural-agricultural.

B. Regain societal will for participation in urban regeneration projects, where urban improvement affects directly their local environment and can turn into a source of economic income.

OBJECTIVE 02. To offer a wider range of experiences that cover the different tourist niches possible to be found in Moche, namely archeological, gastronomic, historical, socio-cultural, and beach tourism.

A. Provide with tourist facilities and services that guarantee tourists have a comfortable environment to enjoy their stay, and that are in line with the type of tourism they expect to experience.

B. Involve local actors (society and business sector) in the enterprise of providing different types of services that correspond with the needs of the different tourist types, and make it a business for living.

OBJECTIVE 03. To offer and accessible and safe environment

for tourists, that is easily connected to other main tourist spots in the province.

A. Improve the roads infrastructure and the transport system in the district, within it and with surrounding districts, by elaborating a transport system plan that is inclusive and environmentally friendly.

B. Involve society in the elaboration of urban design guidelines for main tourist routes, that boost identity qualities; and involve them in construction works and maintenance of those renewed streets.

OBJECTIVE 04. To guide urban expansion in a way that it does not put into risk the main environmental assets of the district, namely archeological and agricultural ones.

A. Control urban occupation by defining the boundaries and spatial qualities of those areas allowed for it. This strategy is boosted by increasing the attractiveness of the urban

environment within the boundaries, to reinforce everyone wants to settled down as close as possible to the urban nodes.

B. Preserve vulnerable areas, such as archeological and agricultural ones, that due to its nature seem to be empty and are at constant risk of being urbanized, not only by normative means, but also by physical ones that boost its open-landscape character.

OBJECTIVE 05. To develop areas of concentration of activities and services, that are the generators of economic development.

A. Create physical conditions for strategic areas to become attractive to be developed or consolidated.

B. Attract urban developers to invest in existing, and to be potentially developed, urban areas, due to its economic potential for attracting visitors and being centers of local businesses.

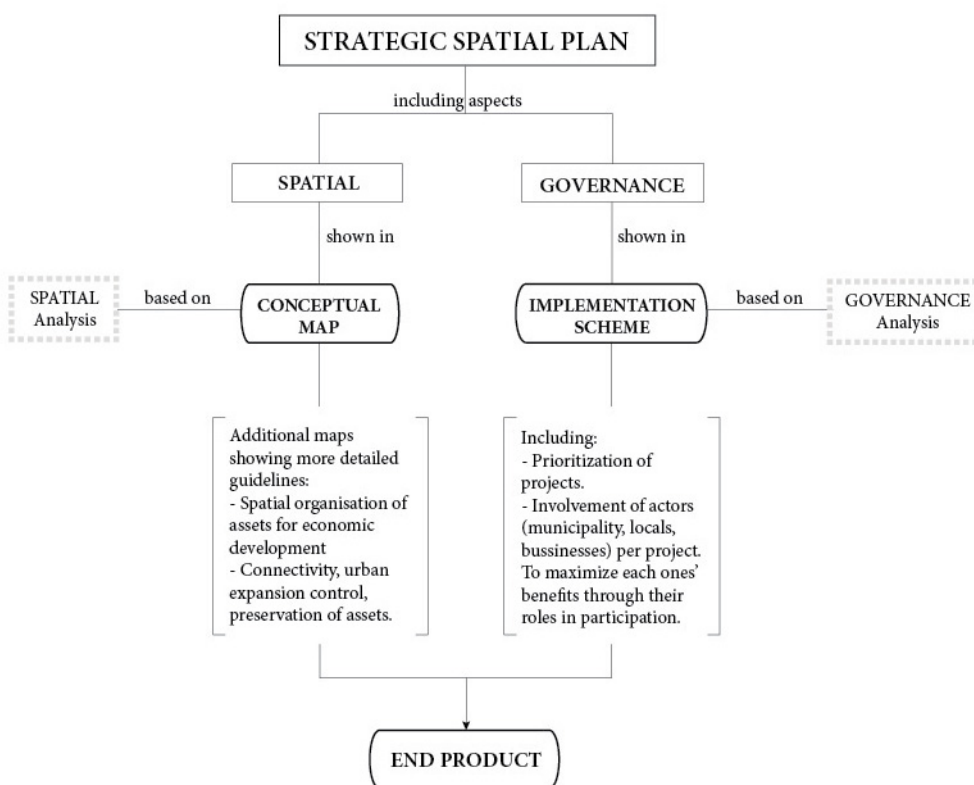


Figure 8.1. Scheme for strategic spatial plan of Moche. Source: made by author.



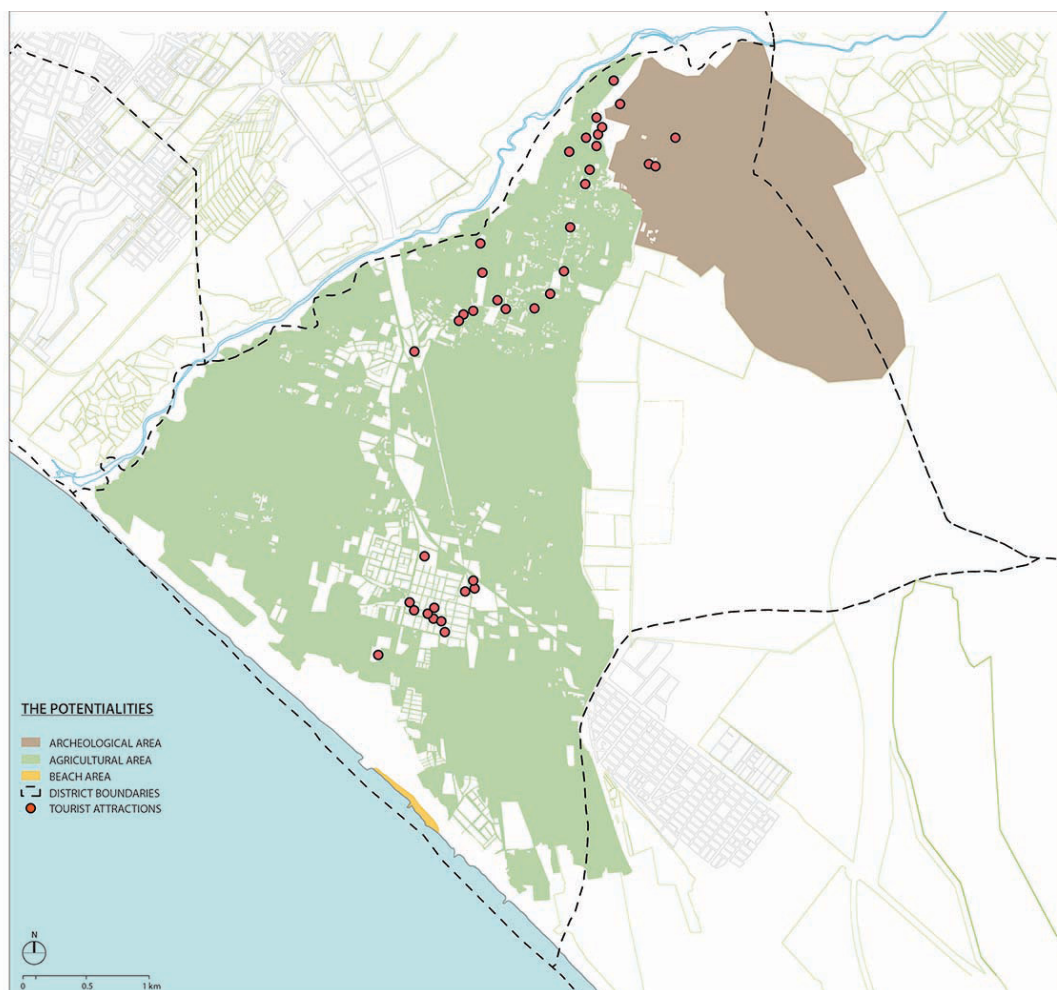
## 8.5. THE SPATIAL PROPOSAL.

The spatial proposal for Moche is elaborated based on the existing potentialities on site, or the tourist assets. They have been identified and spatially allocated (see figure 8.2.) as a starting point, and to make sure that any decision regarding urban growth takes them into account.

Since the end goal is to improve urban conditions, and the means to reach it is through tourism development, it needs to be assured that tourist assets will still be there, but also that their attractiveness and competitiveness is boosted. This is explored through spatial design strategies.

For the elaboration of the spatial plan, those issues depicted as problems in the previous chapter, are the basis to propose the strategies. In that sense, there is a correlative process that goes from analysis, identification of main spatial issues, identification of policies, and strategies to achieve objectives behind policies, from a spatial perspective.

Furthermore, these strategies have been clasified in seven categories, from which five belong to the spatial one, and the two others are social and economic. This classification is meant to visualize the multiple issues in compressed maps.



**Figure 8.2.** Existing potentialities, or tourist assets, in Moche. Source: drawn by author. based on data collection.

IDENTIFICATION OF POLICIES	SPATIAL DESIGN STRATEGIES	CATEGORY OF STRATEGY
BOOST its image.	Identify its intrinsic qualities. Highlight qualities that make it distinguishable.	[EQ] ENVIRONMENTAL QUALITIES
INVEST on strategic areas for urban consolidation.	Identify and define strategic urban nodes.	[N] NODES
BOOST and PROTECT its environmental qualities.	Protect and highlight natural attributes by intervening visible areas.	[EQ] ENVIRONMENTAL QUALITIES
DEFEND natural areas from urban speculation.	Identify areas that could be occupied only when meeting certain conditions.	[UO] URBAN OCCUPATION
SHAPE urban occupation.	Define limits for urban occupation.	[UO] URBAN OCCUPATION
INVEST on connectivity of strategic areas.	Identify key local spots that need to be connected. Identify routes that should be improved.	[T] TRANSPORT
INVEST on regeneration of natural areas.	Recuperation of natural areas with unique value in the region.	[EQ] ENVIRONMENTAL QUALITIES
INVEST on an efficient transport system.	Identify appropriate modes of transport according to mobility patterns of locals.	[T] TRANSPORT
INVEST on infrastructure improvement of local services.	Identify local services that can play as (architectural) icons, to prioritise their infrastructure renewal or improvement.	[S] SERVICES

Figure 8.3. Spatial strategies regarding urban issues in Moche. Source: made by author.

IDENTIFICATION OF POLICIES	SPATIAL DESIGN STRATEGIES	CATEGORY OF STRATEGY
REGULATE consumption of tourist resources.	Define certain spots allowed for tourism activity.	[N] NODES
INVEST on consolidation of attractions through attractive routes.	Design spatial qualities of main routes that can be touristically attractive.	[EQ] ENVIRONMENTAL QUALITIES
PROMOTE strengthening of local identity.	Make locals aware of their socio-cultural potential. Foster appropriation of projects through their involvement in the design process.	[SI] SOCIAL INVOLVEMENT
ENCOURAGE sustainable profit making.	Identify key areas for businesses development and design a sustainable model.	[N] NODES
PROMOTE sustainable practice of tourism.	Suggest implementation of sustainable approach through the whole tourist experience.	[SI] SOCIAL INVOLVEMENT
IMPULSE local businesses to increase local economic profit.	Capacitate locals for development of successful businesses.	[LE] LOCAL ECONOMY STRENGTHENING
INVEST on improvement of transport infrastructure.	Identify main modes of transport for tourists and design an efficient transport system that connects main tourist spots.	[T] TRANSPORT
INVEST on tourist services to attend quality and quantity of demands.	Identify tourist services needed and areas for their allocation.	[S] SERVICES
REGULATE emergence of informal businesses in areas with commercial potential.	Design mechanism to join informal traders into formal ways.	[LE] LOCAL ECONOMY STRENGTHENING

Figure 8.4. Spatial strategies regarding tourism issues in Moche. Source: made by author.

### 8.5.1. SPATIAL STRATEGIES.

The identified categories of spatial strategies are: environmental qualities, urban occupation, nodes of development, services, and transport & connectivity. Social involvement and local economy strengthening are two categories that will not be elaborated in depth, since the main focus of the proposal for this thesis project goes into the physical aspect. However, they are included as part of the tools that can help with the implementation of some strategies, and will be included in sub-chapter 8.6. Governance proposal.

Until now, the analysis has been divided in urban and tourism issues to follow a more organized line of reasoning; from now on, the spatial proposal will integrate issues found for both, by designing strategies that can have an effect in more than one issue. One or more strategies can appear within one category, which will be explained in this sub-chapter.



#### A. ENVIRONMENTAL QUALITIES.

This category has to do with the concern for preservation of those environmental qualities that are either unique in the district, or that can be the means to generate development. These environmental qualities have been summarized in the existing four types of landscapes: archeological area, countryside area, the river area, and the beach (see figure 8.4.).

In order to preserve these areas, four strategies have been proposed: delimitation of areas for preservation, delimitation of green belts (or areas with specific landscape design and function), indication of routes that require spatial design specifications, and the specification of sightlines in areas that need to preserve their visual qualities.

#### *Areas for preservation.*

Four areas for preservation have been defined: the river banks of the Moche river, the coastal area next to *Las Delicias* beach, the countryside area between Moche urban core and Moche river, and the archeological area of *Huacas del Sol y la Luna*. Specifications suggested for each of them are as follow:

#### River bank of the Moche river (A):

- Urban occupation should not be allowed due to the high risk of flooding or landslides.

- There is a need of revitalisation of the riverbanks. The Moche river is the only river in Trujillo, and also the visual image when entering to the city.

- Land uses related to recreational purposes could be allowed, as long as they do not imply permanent stay of personnel.

- Landscape projects that preserve and boost the environmental qualities of the area should be promoted.

#### Coastal area of *Las Delicias* beach (B):

- Urban occupation should not be allowed, due to safety reasons and to preserve the seafront.

- The cleaning of the area is essential, for environmental, health and image reasons.

#### Countryside area (C):

- Urban occupation should not be allowed. The area between Moche urban core and the Moche river is classified, according to the normative, as highly risky, so not able to be urbanized.

- The function for this area is agricultural, and this should be boosted in order to strengthen the productivity and what this represents for the economy of the district.

- The openness of the countryside is a quality that should be preserved, due to its uniqueness in the metropolitan area. This can turn into a source of attraction.

#### Archeological area (D):

- Urban occupation should not be allowed, due to the character of national heritage that this site has.

- Archeological works should be promoted in order to expand the tourist scope.

#### *Green belts.*

The purpose of the green belts is, on the one side, to reinforce the role of the preservation areas and help to control urban expansion, and on the other side, to promote the environmental



qualities of Moche, by visual means, in strategic locations.

General specifications that apply to all green belts are the following:

- Urban occupation should not be allowed.
- Existing populated areas within the boundaries of the belt can remain there as long as they do not grow in floor plan area neither in height.

However, there are specifications that vary according to the location of every green belt, they are as follow:

*Huacas* belt (A):

- Functions of existing buildings should be, when possible, related to tourism activity.
- Residential function in existing buildings can remain, but mixed functions should be promoted by adding economic activities.
- Landscape design should be promoted, in a way that it highlights the archeological area. The view towards the slopes of the *Huacas* should have prominence.

Countryside belt (B):

- Land use can be related to recreational purposes, and built areas can only be possible when the floor plan area does not exceed the 5% of the allotment. The size of allotments should not be smaller than 1000 m<sup>2</sup>.
- Design of the landscape should be in tune with the openness of the countryside and do not block the possibility of view from the roads towards the inland.
- When the belt goes next to a road or bike path it should be designed in a way that gives the image of greenery to the driver.

Moche center belt (C):

- No other function than visual should be allowed for this area. This, mainly, due to the short distance between the urban core of Moche and the next urban area Las Delicias. For this reason, the area in between needs to preserve its character of openness.
- Any project in this area should be regarding the upgrade of the greenery, for visual enjoy of citizens and tourists coming by

foot or by any vehicle from the district center.

Panamerican road belt (D):

- No other function than visual should be allowed for this area. This, due to the high potential of attraction that the view of the beach from the Panamerican road has .
- Maintenance of the greenery should be carried out, to assure that height of vegetation allows sight towards the beach when sitting on a vehicle.

*Routes with spatial design specifications.*

The identified routes are those that cross populated areas. The purpose of design specifications in these routes is to guide the physical qualities of urban development happening along them. In this regard, they have been classified in four types, according to the character of the surrounding urban environment close to them.

Rural route (a).

Is the one that goes along the Moche Countryside road, starting at the very north, next to the archeological area, towards the south, into the countryside. Since this area has mainly rural spatial qualities, the front of the roads should meet the following specifications:

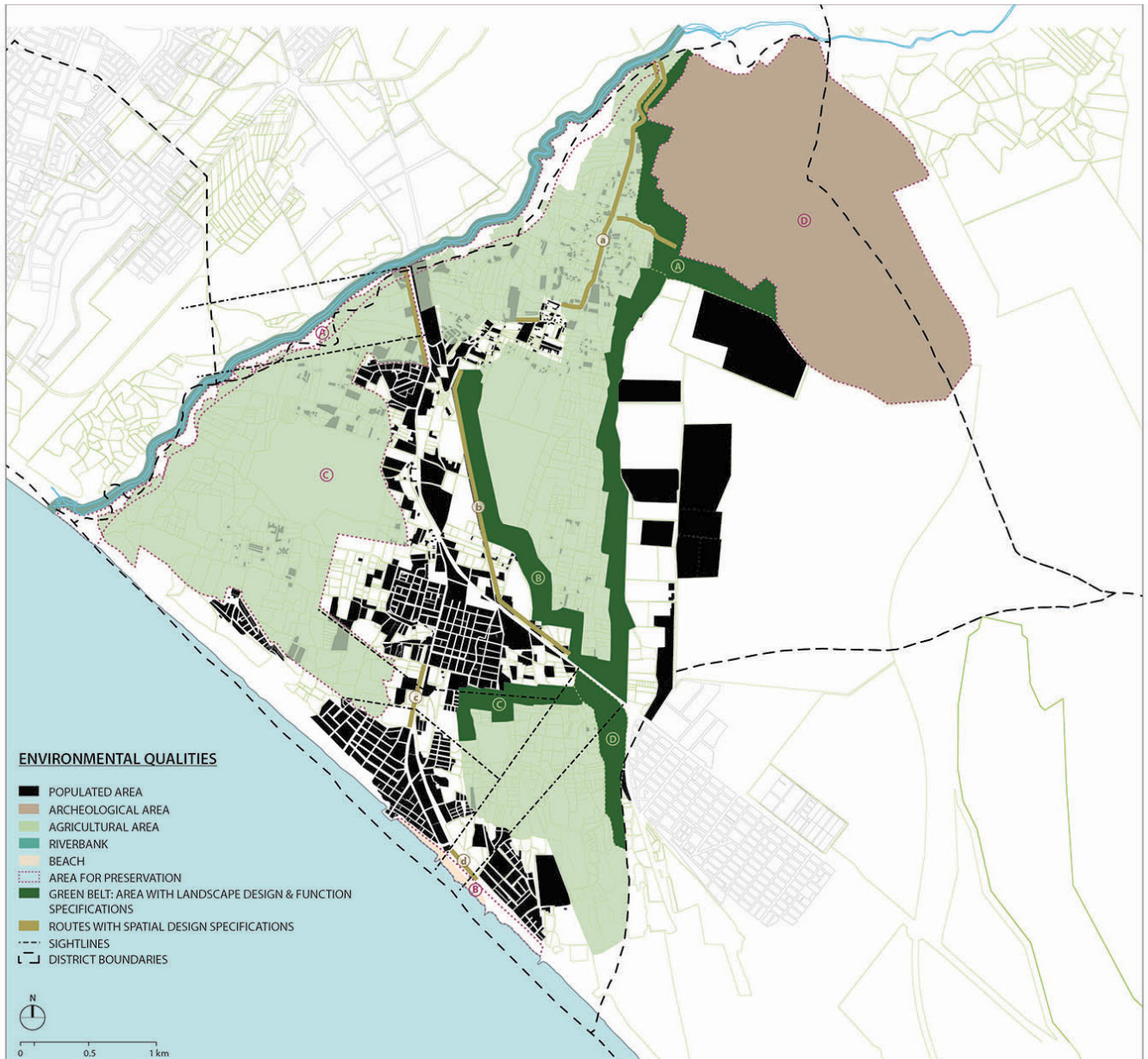
- The road elevation should not be full of buildings. A suggested ratio of openness is of at least 40% in every 100 metres.
- Building's height should not exceed 6 metres, to keep the flatness of the landscape.

Countryside route (b).

This is one that goes along the urban area between the countryside and the urban core of the district. This road has a double condition, on its left side it is expected to be urban occupation, and on its right one is a green belt, which means that:

- The road elevation of the left side can be fully occupied within the blocks.
- Even though the total construction on the allotments' facades is allowed, the height of buildings should not exceed 6m.

*Environmental qualities.*



**Figure 8.5.** Map of proposal for preservation and boost of environmental qualities. Source: drawn by author.

Urban route (c).

There are two: one that goes along *La Marina* avenue, in the length between the urban core and *Las Delicias*, and another that occurs at the north gate of the district, along the Panamerican road. The specifications for these areas are the same of those for the rural routes.

The reason for this is that, in the case of the first one, it is expected that all the route from the Panamerican road until the urban core will be fully built, the same as it is now the urban area *Las Delicias*. Therefore, to strengthen the agricultural character of the district, and the multiplicity of landscapes, this portion of route should preserve its rural character through the openness of its elevations at both sides.

In the case of the second one, the right side of the road is already occupied by urban construction, while the left one is not. Therefore, to allow the visual experience towards the river, some considerations at the border of the road should be taken into account. These are related to the density of the occupation in the elevation of the road, like 60% for every 100 m.

Coastal route (d).

The coastal route, more than a route is a portion of road that seeks to preserve the openness of the area. The specifications for this area are:

- The construction of buildings should not be allowed at any of the sides of the road.
- Public space function could be allowed as long as the design does not involve construction in height that goes higher than 1.20m.
- The transversal sight from this road towards both sides, inland and towards the sea should be possible, without obstacles.

*Sightlines.*

The definition of sightlines as a strategy refer to the areas that should be free of obstacles to make it possible to fully enjoy the view of the landscape.

There are three areas that have been identified as essential for preserving the beauty of their view.

The view of the sea.

This is possible from the Panamerican road, just at the southern entrance of the district. The distance from the road until the beach is quite long; therefore, the area within the two sightlines needs to be free of permanent occupation that could block the view.

This strategy works together with the one of the Panamerican road green belt and with the Coastal route.

The view of the countryside.

This view happens when one is located in the area between the urban core and *Las Delicias*, on *La Marina* avenue. From this point it is possible to experience the openness of the countryside at both sides of the road.

Once more, this strategy is supported by another strategy, the one of the Urban route, which gives suggestions on how do the urban occupation could happen.

The view of the river.

The river is possible to be seen from the Panamerican road, once one is about to cross it. However, there is an area where it is possible to see a bigger portion of it while approaching it; this happens at the northern part of the Panamerican road, and the available view is only at the left side, since the right one is fully blocked by buildings.

Therefore, the recommendation goes into not allowing any other construction within the sight lines. This strategy works together with the Area for preservation of the riverbanks, the Area for preservation of the countryside and the Urban route at the north gate of the district.



B. URBAN OCCUPATION.

This category has to do with the concern of controlling and regulating urban expansion, with the purpose of preserving current resources and to consolidate compact urban areas that can be better provided with proper infrastructure and services.

In order to propose the following strategies, the existing normative boundaries for urban expansion have been



*Urban occupation.*

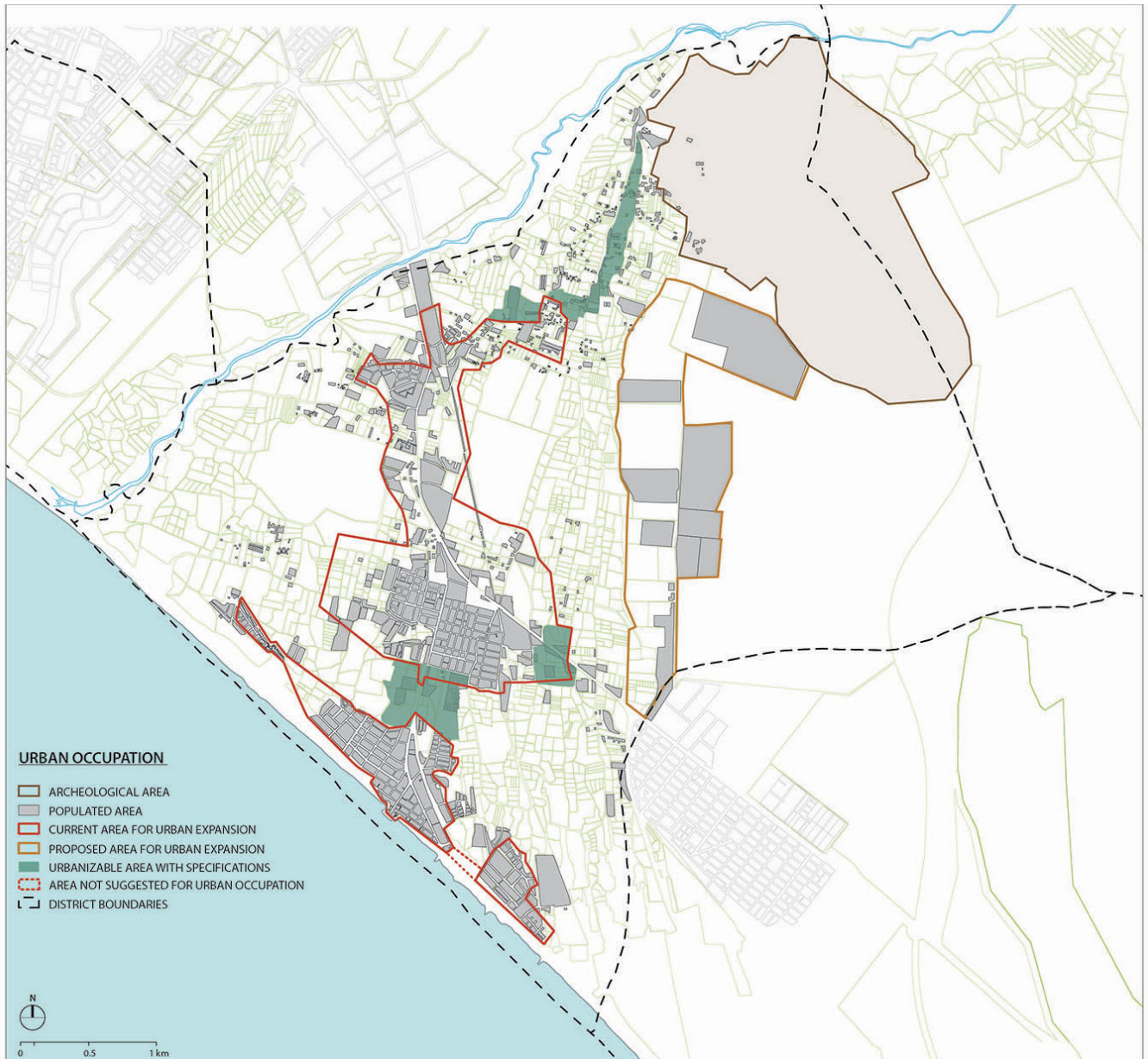


Figure 8.6. Map of proposal for urban occupation control. Source: drawn by author.



considered, as well as the one that protects the archeological area.

Three strategies have been proposed to control urban occupation: delimitation of area for new urban expansion, delimitation of areas with specific conditions for urbanisation, and delimitation of area not suggested for urban occupation (see figure 8.6.).

#### *Area for new urban expansion.*

The proposal adds one area to the existing two reserved for urban occupation, stated in the Plan for metropolitan urban development of Trujillo, made by the municipality. Although there is still room for urban expansion within the current boundaries, the new area has been proposed looking into the future and to regulate current trends of informal occupation.

The new area considers land that, according to the Plan for Metropolitan Urban Development of Trujillo 2012-2022, is not exposed at high risk, and even if defined on an area suggested for agricultural function, has already started to be urbanized. The urbanisation process has started to happen along a road that crosses the countryside, and probabilities of informal urbanisation do exist since that road exists.

For this reason, the boundaries for a new urban expansion area include the borders of these plots, until the road, at the west, the border of the archeological area, at the north, and until the Panamerican road at the south. However, suggestion is that this area is occupied at a secondary stage, giving priority to the urban occupation of Moche urban core first, to consolidate it.

#### *Area with specific conditions for urbanisation.*

The definition of these areas is mainly related to the density of occupation that should be allowed. Three areas, which appear in emerald shade, (figure 8.6.) have been identified to meet the following requirements:

- Floor plan built area should not exceed 30% of the plot.
- Height of construction should be lower than 6 metres.
- Materials used for construction of buildings should be respectful with the environment and consider the predominance of the rural style on their design.

#### *Area not suggested for urban occupation.*

There is one area with this specification and it is located in the beach zone. It has not been urbanised yet, and the reason for this suggestion is that its emptiness allows visual connection from the inland towards the beach. It is important to suggest its conditions for occupation there since its location in between two areas already urbanized, increase its probabilities of being urbanized.

Even though urban occupation should not be allowed, other projects of public space could be allowed when the design does not block the transversal view from inland towards the sea.



### C. NODES OF DEVELOPMENT.

Nodes of development refer to those areas that, due to physical qualities, have the potential of becoming poles that generate and attract development.

Nodes have been identified according to tourism and urban development issues, so their definition correspond to their strategic location (see figure 8.7.) for tourism and urbanisation purposes, respectively.

#### *Tourist nodes.*

For the identification of tourism nodes, the different existing types of tourism have been considered: archeological, gastronomic, historic, socio-cultural, and beach tourism.

These types exist, sometimes one per location, some others, more than one per location. Based on the concentration of attractions and on their magnitude, there have been defined three tourist nodes:

#### The archeological node.

This node is defined, primarily, due to the presence of the archeological site of the *Huacas*. It takes into account that the magnitude of attraction of the *Huacas del sol y la luna* goes beyond the limits of the district, reaching provincial and regional impacts, and that the target tourist group interested in archeological attractions is also interested in handicrafts and souvenirs associated with it.

Based on that, this area seems to have potential for economic

*Nodes of development.*

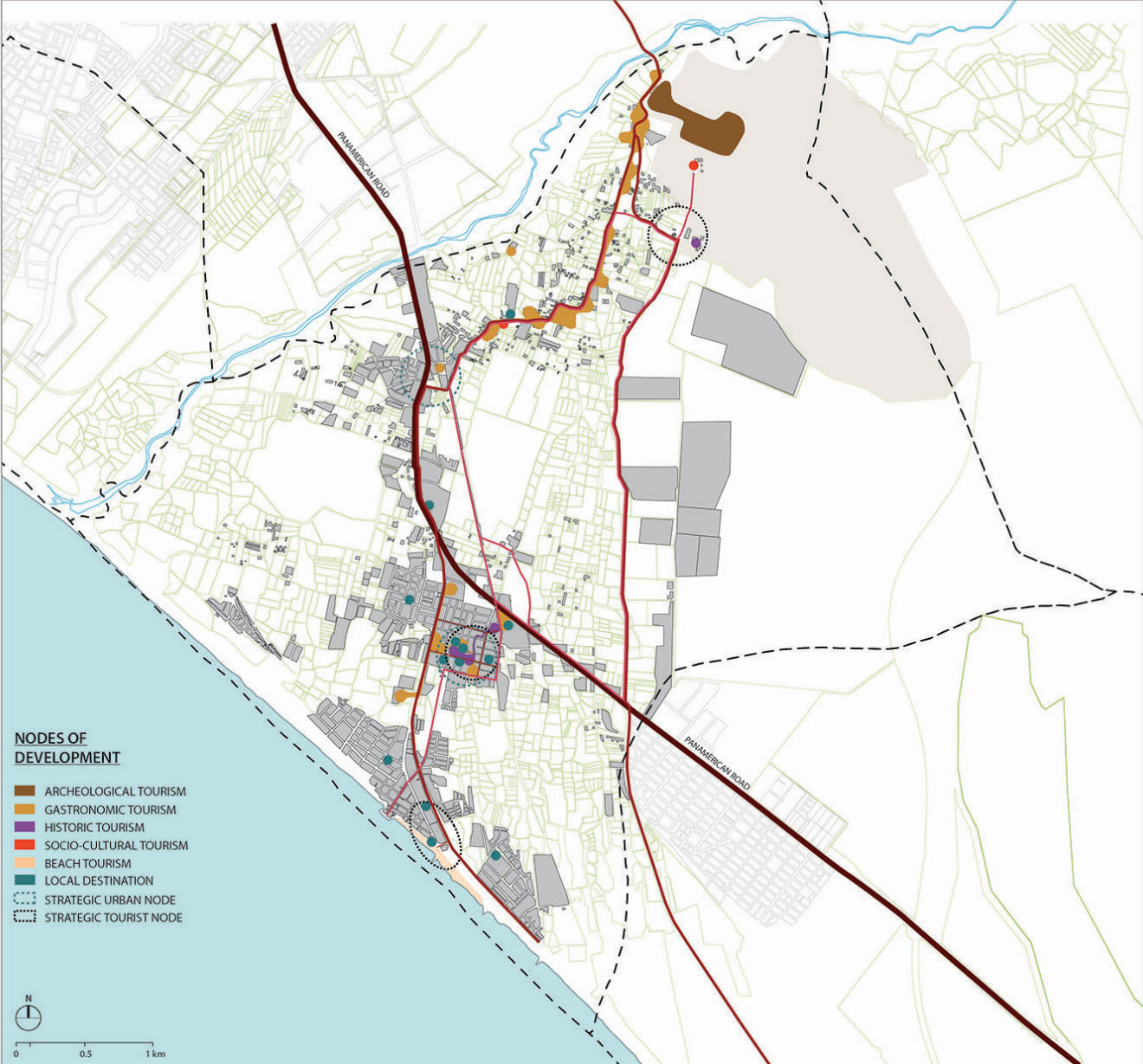


Figure 8.7. Map of proposal for development of urban and tourist nodes. Source: drawn by author.

development not only in favor of entities in charge of the mentioned site, but also in favor of local population that could generate economic income based on local production and show-off of the typical traditions of Moche culture.

Considering that new buildings could happen in this area, the maximum height of construction should not be higher than 6m., and maximum built area is 70% of the size of the allotment. Higher buildings, up to 9m., are allowed when built area is of 60% as maximum.

The district center node.

This node has been defined after taking into account that historic attractions like the main square, the cathedral, and the Municipal Museum of Archeology are located there. The definition of the node does not suppose that existing attractions are enough to generate an economic pole, but it suggests that there is a potential of that generation when adding related functions or activities.

In this case, the maximum height of buildings correspond to a more urban environment. Therefore maximum height is of 15m., and maximum built area, 80% of the plot.

The beach node.

The existing attractions here are still incipient, mainly referring to a natural asset: the beach. *Las Delicias* beach is not touristically popular yet, but locals already prefer it, instead of going to other popular and crowded beaches like *Huanchaco*, at the north of Trujillo.

For this reason, it is believed that by adding services that complement reasons for people to stay here, like restaurants or accommodation, the attractiveness of the area could be increased, and generate economic growth.

In the case of this area, height of buildings depends on their location. The ones location in the first row, in front of the beach, could go up to 6m.; for those located in the second row, maximum height is 9m., and for those in the third row, or in between La Marina avenue and Independencia street, 12m. The reason for this responds to possibilities of having seaview. The maximum built area for all cases could go up to 80%.

*Urban nodes.*

For the identification of urban nodes, the location of local

destinations, as well as the connectivity of the area have been considered. Taking that into account two urban nodes are defined:

The district gate node.

It is located at the north of the district, on the Panamerican road. The main potential of this area is its strategic location when coming from Trujillo center, just some way after crossing the river, and before taking the Moche countryside road that leads into the countryside area.

Even though there are not current local facilities located here, it could be a successful pole of economic activity if there were added services required for a bigger population, expected to come to Moche. This area could serve as a financial node where main enterprises could have their headquarters, being a center of job concentration, which generates synergies in the economic chain.

Additionally, businesses oriented to supply tourists' needs could appear, turning also into a center of tourist services that want to stay a couple of days in Moche.

The district center node.

This is the same area identified as tourist node, but this time defined as node due to the presence of local services here, like the Municipality of Moche, or Santa Lucia de Moche health center, and the district market. The multiplicity of activities happening here allow to think that by improving current infrastructure of existing buildings and streets, this could turn into a strong node of development.



#### D. SERVICES.

This category refers to more specific suggestions regarding tourist services that could happen in certain areas and in relation to the specific types of tourism happening in them, in order to generate economic activity that could boost local development. In this sense, the services and activities suggested here are some that could be implemented by local entrepreneurs, and help them to reach economic and social development.

The recommendation for services happens within the areas suggested as nodes of development, not exclusively there, but also in other areas that seem appropriate to be boosted by



Services.

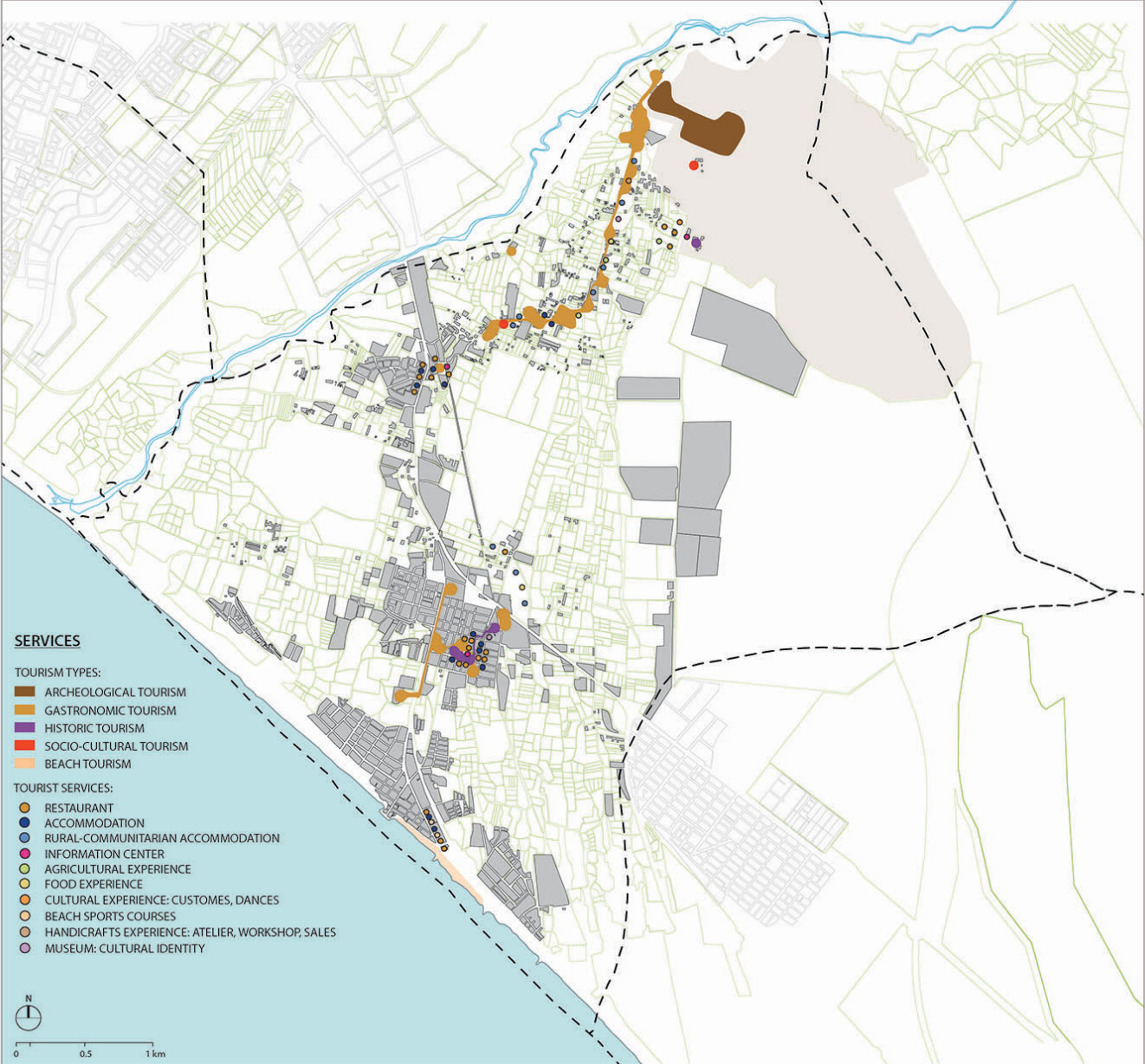


Figure 8.8. Map of proposal for provision of tourist facilities. Source: drawn by author.



the development of certain activities or businesses (see figure 8.8.).

Therefore, services have been classified according to two conditions, by their nature, and by the type of tourism they belong to.

In terms of their nature, there are two types of services proposed: accommodation and restaurants; which in some way are in close relation to the types of tourism. In terms of the type of tourism, services are classified in three: the Moche culture experience, the agriculture experience, and the beach experience.

Accommodation.

This is suggested to happen in relation to three styles: urban, rural, and beach styles.

Urban accommodation like hotels or hostels, located in urban areas. Rural-communitarian accommodation, to provide with local living experience, and promoted to be owned by local inhabitants, as another source of economic income. Beach style accommodation, developed in houses with typical beachstyle architecture.

Restaurants.

Provision of food is suggested to happen in relation to the location of the place where it is offered, therefore: restaurants that offer typical Moche cuisine, restaurants that offer locally grown food (in the countryside), which could also offer the experience of agriculture or gastronomic tours, and seafood restaurants.

The Moche culture experience.

Involves the implementation of services and activities related to the experience of ancient Moche culture, that have prevailed until now. Some suggestions for activities and businesses developed around this theme are: handicrafts and pottery making sales, museum of contemporary Moche culture, workshops of *Marinera* dance, tourist-oriented bars with artists performances.

The agriculture experience.

The activities grouped here are meant to give a sense of how agricultural life-style is, so that visitors can take part of

it and learn by living it. Therefore are proposed, an indoors and outdoors Museum of Moche agriculture, and farmers' workshops for adults and kids. Within this category there are also included: the previous mentioned rural-style accommodation, which would allow tourists to live with a local family and experience the daily routine; and restaurants with locally grown food, which could show visitors the process of food, from harvesting crops, until serving them on a dish.

The beach experience.

This category proposes the development of surfing schools or other water sports. This, with the purpose of not limiting the use of the beach to leisure purposes, which might be temporary, but to promote a more permanent use of it through the year.

This makes sense in a context where northern beaches are popular for water sports, specially surfing, but also because the acquisition of these services is more expensive in very marketed areas. At the same time, this activity could generate synergies and allow increase of economic activity.

The previously mentioned beach-style accommodation and restaurants that offer seafood are also part of this category.



#### E. TRANSPORT & CONNECTIVITY.

This category has as main concern to suggest roads and transport systems that are key to integrate main tourist attractions and local destinations. However, it does not attempt to reach a deep level of specification; for that a Transport System Plan for the district of Moche will be required.

The suggestions are based according to two issues: the conditioning of roads according to the type of transport that they should allow, and the identification of those roads that need a physical improvement (see figure 8.9.).

*Type of transport per road.*

Road for all kinds of transport.

This is a type of road identified as suitable to allow all kinds of transport including: heavy load transport, interprovincial buses, local public buses, tourist tour buses and private

*Transport & connectivity*



Figure 8.9. Map of proposal for connectivity and transport. Source: drawn by author.

vehicles. An example of it could be the Panamerican road, which is a national one. Since all types of transport could be able to transit here, it will need an organisation of flows, in terms of speed and safety.

#### Public & private transport.

These kinds of transport refer to the type of transport allowed to happen in a secondary level of roads, meaning that those important at district level of connectivity. For public transport, it refers to public buses that transit within the district and that take to neighbor districts like Trujillo city center or Salaverry district. For private transport, it refers to cars or other small private vehicles that are not used for heavy load transport.

Considering that, these roads need to be conditioned to allow an organized transit of vehicles, designing an efficient system for the public transport and for the private one, that assures universal accessibility and connectivity.

#### Low traffic and bike friendly.

This category refers to local roads that are smaller in width, normally between 8 and 12 meters. The low traffic suggestion arises due to the speed for motor vehicles a road with this proportion is able to bear. The suggested maximum speed is 30 km/h. When meeting this requirement, the conditions to be bike-friendly are given, but this does not exclude the fact that other considerations should be taken into account, like the design of exclusive bike-paths when necessary.

Furthermore, the design should guarantee that there are comfortable pedestrian areas with a minimum of 2 meters.

#### Pedestrian road.

This type of road suggests that transit of motor vehicles is not allowed, so that pedestrians are given safety and flexibility on their usage of the public space. This strategy also aims to increase the value of an area with potential to be active in its usage and generate areas of economic development. For that reason they should mostly be located in urban areas, and connect strategic destinations, like Diego Ferre and Salaverry streets.

The first one is suggested because it connects destinations like the market, the main square and the church; all of them visited by locals and tourists. This, supported by the fact that when wanting to consolidate a district center node, this streets will

be very transited inducing that more commercial bussinesses pop-up, requiring better provision of public space.

The second one has a strategic location as it could allow the development of a cultural axis, that could host hotels, restaurants and bars. Although with different character than the previous one, this street could turn into a vibrant public space either during day or night hours.

#### *Roads with need of infrastructure improvement.*

Two roads that are suggested to be improved are *Moche* countryside road and *La Marina* avenue, the suggestions when improving their infrastructure are the following:

##### Moche countryside road:

The reason for this one is that it is the way to get into main tourist destinations like archeological and agricultural ones.

- The design of the road should consider the spatial qualities of the landscape and boost the rural character of it, while allowing easiness for universal accessibility.

- Materials should be environmentally friendly, and common urban ones should be avoided; meaning this the avoidance of concrete or asphalt and promotion of brick or soil compaction, or other local techniques, for instance.

- Works of infrastructure improvement should try to include local labor force for its implementation, not only as a way to provide with local jobs, but also as a way to bring local construction techniques into the design.

##### La Marina avenue:

The importance of this road is that it takes from the Panamerican road into the urban core area and towards the beach.

- Its design should consider, on the contrary of the Moche countryside road, urban qualities.

- Materials should be in line with the ones used for buildings along it, as well as allowing easy accessibility to the diverse functions placed along it.

- Local knowledge should be included in the design process,



**THE PROPOSAL.**

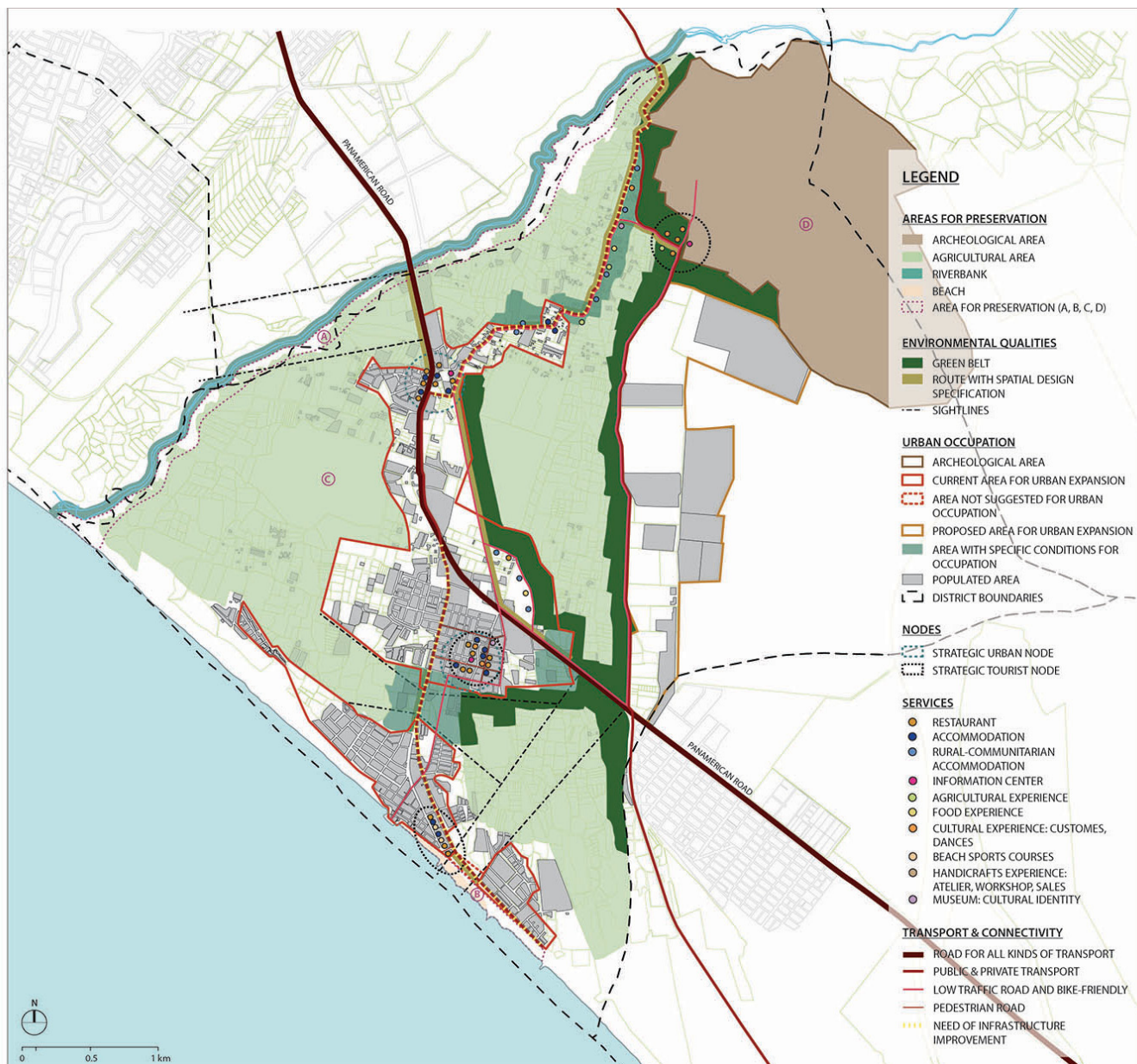


Figure 8.10. Map of proposal for spatial development of Moche. Source: drawn by author.



as a way to include techniques and features proper of the local architecture.

- Local labour force should be included in the implementation process, not only as a means of job provision, but also as a means of social involvement and strengthening of identity.

### 8.5.2. THE PROPOSAL.

The complete image for the proposal, as shown in figure 8.10., comprises all the strategies mentioned before. Some of them work in complementary ways, meaning that when implementing one it reinforces the conditions to achieve the objectives of another.

For example, the purpose of the green belt is to preserve the visual qualities of the landscape, and to reinforce it through the embellishment of the border areas of the countryside, right after the urban borders; while the urban occupation is proposed to be controlled through the delimitation of boundaries. However, urban occupation boundaries can only exist in normative means, but this does not prevent that real urban occupation could happen outside of them; instead, the control of it can be reinforced by physical means, like the landscape design of the green belts, helping to make more "clear" those areas not allowed to be urbanised.

All these strategies together form the spatial plan for Moche, which aims to propose alternatives for dealing with: the vulnerability of unique assets like the countryside, the river, the beach and the archeological area, due to urban expansion; the provision of facilities required by tourists to fully enjoy the area; the improvement of connectivity and accessibility required to make it easier for visitors and locals to get to main destinations, including, therefore, certain areas into the map of main spots to visit; and to identify strategic locations that have the potential of being generators of economic improvement, when developing certain activities.

These issues are proposed to be tackled through the previously mentioned five spatial design strategies; however, in order to provoke that development happens in this way, it is not enough with suggesting what is allowed and what not and wait for processes of urbanisation and businesses development to happen, but it is necessary to stimulate that some recommendations happen before spontaneous trends.

And this could be achieved by defining strategic projects that work according to the specifications and that can attract other initiatives to happen in similar terms, and for the same objectives.

### 8.5.3. THE PROJECTS.

In order to make the proposal viable, there have been identified projects that can be developed individually, either simultaneously or at different moments in time. Either ways, its identification facilitate its management for optimizing results, not only spatial, but also for social cohesion, strength of local identity, and motivation for economic entrepreneurship, that could, at the end, result in the regain of political trust.

These projects are suggestions to impulse investments and bring development into the district; however, it does not deny the fact that there could be other projects as well.

29 projects have been defined (see figure 8.11.), keeping the categories that they belong to, to make it easier to take decisions about which project to implement when certain issue needs to be faced. They are the following:

#### *Environmental qualities.*

Projects defined in this category are those of the strategy of green belts. This is because of the double effect they could play on improving visual environmental qualities and on helping to control urban expansion on vulnerable areas.

01. Huacas Belt.
02. Countryside belt - A.
03. Countryside belt - B.
04. Moche center belt.
05. Panamerican road belt.

#### *Nodes of development.*

4 nodes of development have been defined, based on their tourism potential to generate development. These nodes are areas suggested as ideal for investments, either from the public or private sectors. Certain tools will be required to encourage their development, like taxes reduction or subsidies.



Figure 8.11. Map of location of projects. Source: drawn by author.

06. Archeological node

07. District gate.

08. District center.

09. Beach node.

*Services.*

The following services are listed not as unique projects to happen one per type, but as recommendations when one service that fits into one of these categories wants to be implemented. Although they are free to happen in any location where there is demand for it, in the projects map (figure 8.11.) locations have been suggested, based on conditions the type of tourism they are meant to serve.

10. Rural-style accommodation.

11. Urban-style accommodation.

12. Beach-style accommodation.

13. Local cuisine restaurants.

14. Restaurants with locally-grown food.

15. Seafood restaurants.

16. Handicrafts and pottery making and sale.

17. Museum of contemporary Moche culture.

18. Workshops of Marinera dance.

19. Tourist-oriented bars with artists performances.

20. Museum of Moche agriculture.

21. Farmers' workshops for kids.

22. Surfing schools.

*Roads infrastructure.*

For this category, 6 projects have been defined. Each of them belong to a different strategy within this category, for which they should follow certain requirements, mentioned in sub-chapter 8.5.2.

23. Moche countryside road.

24. La Marina avenue.

These two projects should apply the strategy of infrastructure improvement, following the corresponding conditions mentioned in sub-chapter 8.5.2. for each of them.

25. Countryside bike path.

26. Diego Ferre street.

27. Salaverry street.

These three projects belong to the strategy of conditioning of a road, according to the type of transport stated to go through it. In this sense, the countryside bike path should be designed for the comfort of the cyclist and Diego Ferre and Salaverry streets, for the comfort of the pedestrian.

28. Huacas del Sol y la luna road.

This project belongs to both, the conditioning of roads and infrastructure improvement strategies. The case with this one is that its character of new, so a complete design should be considered.

*Urban occupation.*

29. Las Delicias promenade.

Within this category, strategies correspond mostly to regulatory issues; however, this project has a character of urban design proposal. The aim is to design the space in between the two urban areas in the seafront, to assure that no other urban occupation will be possible there.

From the mentioned projects, five have been selected (highlighted in red circles in figure 8.11.) to be developed deeper in terms of spatial qualities and functions, as a way to visualize how the guidelines suggested in sub-chapter 8.5.1. Spatial Strategies could be applied in the particular contexts. Also, the governance aspect will be shown through schemes for their implementation, in sub-chapter 8.6.4. Implementation schemes.

## 8.6. THE GOVERNANCE PROPOSAL.

The governance proposal is elaborated after defining the strategic projects for Moche's spatial development; its objective is to provide implementation guidelines for the projects, based on a sustainable development approach.

This implementation guideline consists on identifying the priority in which projects need to be implemented, the tools needed to implement them, and the identification of actors required per project.

### 8.6.1. PROJECTS PRIORITISATION.

Together with the importance of defining projects that can impulse the desired development, is the need to establish priorities for their implementation, so that those made first can already start making effect and "preparing the ground" for the coming ones.

Projects have been classified in three groups, according to their priority for realisation within the time horizon of 13 years, until 2030, for when the vision has been elaborated. Having that time horizon, the periods for realisation have been suggested every four years, having, therefore: short term, between 2017 and 2021, medium term, between 2021 and 2025, and long term, along five years, between 2025 and 2030 (see figure 8.11).

The criteria for establishing the priorities considers the existing assets and forces working over the territory. When these assets already exist and the forces or trends have already started, the priority to intervene is immediate. When there are already some assets, but need additional interventions that demand bigger efforts, the priority is at medium-term. And when there are no precedents yet in the area or when the success of these interventions depend on the success of others, then the priority is at long-term.

For instance, projects for delimitation of urban expansion boundaries have a high priority, meaning this short-term. Since urban expansion is a force that is already happening and, if not regulated in the next years, might affect areas needed for tourism development.

Another project of short term priority is the provision of specific facilities in the area next to *Huacas del sol y la luna*, where the tourist assets already exist, but need to be boosted. This, because although interventions are needed, they can

be locally-runned, which means little investment from the government, but capacitations and coordination between it and the local society, to promote entrepreneurship.

### 8.6.2. TOOLS FOR IMPLEMENTATION OF STRATEGIES.

The strategies defined in chapter 8.5. are brought back to elaborate on the tools needed for implementing them. Here it is important to clarify that, although the previously mentioned projects are valuable sources to achieve the objectives of the plan, they are not the only ones. Instead, the strategies derived from the identified policies are the initial step to come up with other possibilities for projects that could also help to reach the same objectives.

Taking that into account, the following charts (figures 8.14. and 8.15.) have been elaborated to understand which are the normative requirements that could settle the ground for the strategies to come into real implementation. At the same time, there have been suggested the required design tools, with more specificity and to get to know what to do in more concrete ways.

### 8.6.3. ACTORS INVOLVED PER PROJECT.

Once the requirements needed to implement the strategies are stated, a next step is to know who are the actors that can make them happen, or, in other words, who will be responsible for their implementation.

For this, there have been considered governmental, societal and business existing actors with an influence over the district, the ones within the district boundaries, but also those at higher administrative levels.

The range of actors involved per strategy should consider a wide spectrum, since collaboration between government, business sector and society is wanted. The reason for this is to assure that the three dimensions of the sustainable development cycle are tackled, through every one's interest. Ideally, the governmental sector would work for improvement of the environmental conditions; the business sector, for the increase of economic development; and the societal one, taking care of social development.



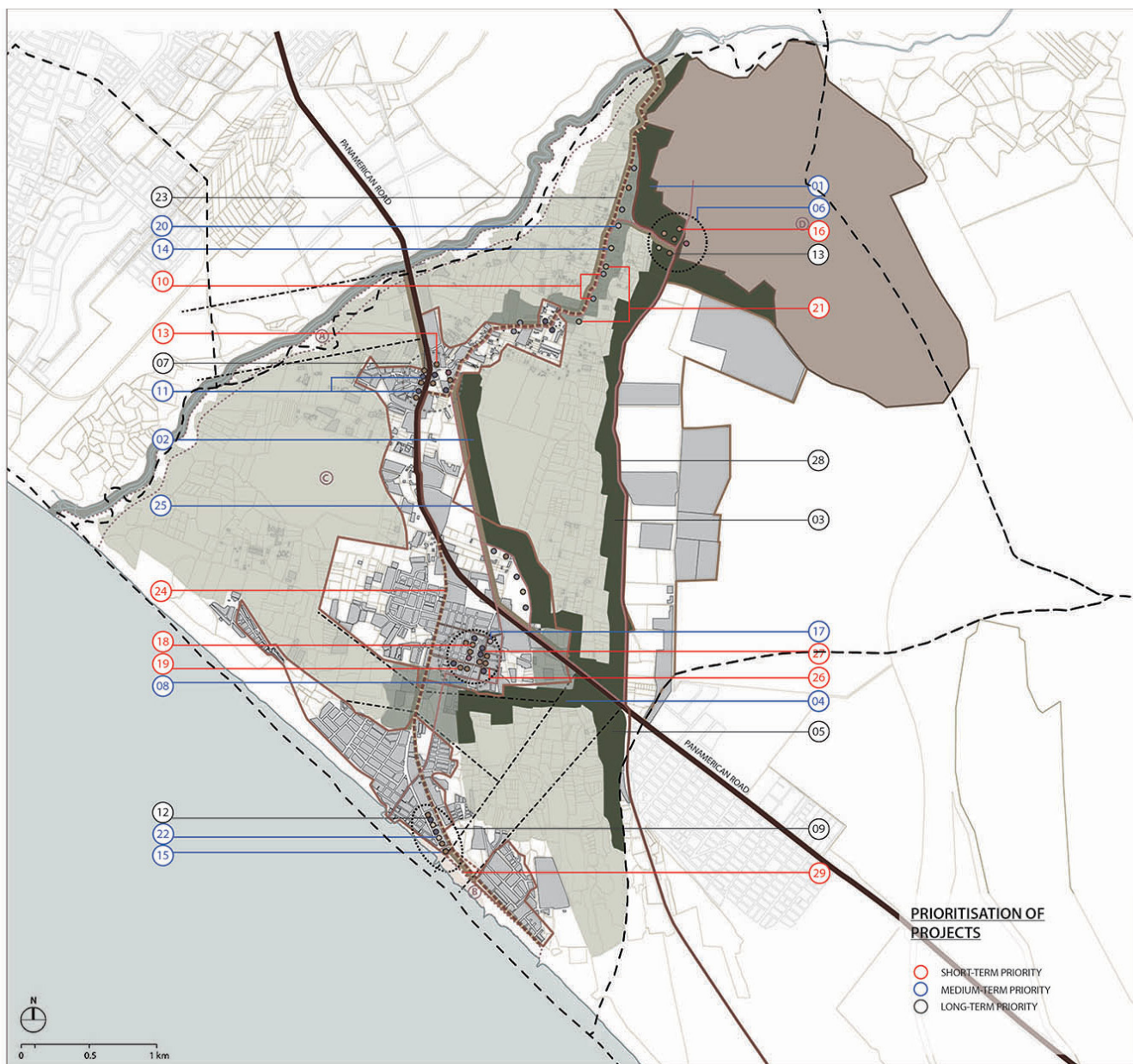


Figure 8.12. Spatial prioritisation of projects. Source: drawn by author.

N°	CATEGORY	PROJECT NAME	SHORT TERM 2017-2021	MEDIUM TERM 2021-2025	LONG TERM 2025-2030	
1	ENVIRONMENTAL QUALITIES	Huacas Belt		X		
2		Countryside belt A		X		
3		Countryside belt B			X	
4		Moche center belt		X		
5		Panamerican road belt			X	
6	NODES OF DEVELOPMENT	Archeological node		X		
7		District gate			X	
8		District center		X		
9		Beach node			X	
10	SERVICES	Accommodation	Rural-style accommodation.	X		
11			Urban-style accommodation.		X	
12			Beach-style accommodation.			X
13		Restaurants	Local cuisine.	X		
14			Restaurant with locally grown food.		X	
15			Sea food restaurants.		X	
16		Moche culture experience	Handicrafts and pottery making and sale.	X		
17			Museum of contemporary Moche culture.		X	
18			Workshops of Marinera dance.	X		
19			Tourist-oriented bars with artist performances.	X		
20		Agriculture experience	Museum of Moche agriculture.		X	
21			Farmers' workshops for kids.	X		
22	Beach tourism	Surfing schools.		X		
23	ROADS INFRASTRUCTURE	Moche countryside road.		X		
24		La Marina avenue.	X			
25		Countryside bikepath.		X		
26		Peatonalisation of <i>Diego Ferre</i> street	X			
27		Peatonalisation of <i>Salaverry</i> street	X			
28		<i>Huacas del Sol y la Luna</i> road.			X	
29	URBAN OCCUPATION	<i>Las Delicias</i> Promenade.	X			

Figure 8.13. Projects implementation chart. Source: made by author.

CATEGORY	STRATEGY	REQUIREMENTS	DESIGN TOOL	ACTORS
Environmental qualities	Highlight qualities that make Moche distinguishable.	Land Use Plan.	Sightlines.	District Municipality of Moche. Deputy Manager of Urban and Rural Development. PromPerú.
		Legislation.	Ordinance.	District Municipality of Moche.
	Protect and highlight natural attributes by intervening visible areas.	Land Use Plan.	Green belt: Area with Landscape design & function specifications.	District Municipality of Moche. Farmers, ranchers and bird breeders Association of Moche.
		Legislation.	Ordinance.	District Municipality of Moche.
	Recuperation of natural areas with unique value in the region.	Land Use Plan:	Delimitation of areas for preservation.	Provincial Municipality of Trujillo. District Municipality of Moche. National Institute of Culture (INC).
		Legislation.		District Municipality of Moche.
Design spatial qualities of main routes that can be touristically attractive.	Land Use Plan.	Routes with spatial design specifications.	District Municipality of Moche. Deputy Manager of Urban and Rural Development.	
	Legislation.		District Municipality of Moche.	
Urban occupation	Identify areas that could be occupied only when meeting certain conditions.	Urban Development Plan.	Classification of General Land Use map - Urbanizable area with specifications.	Provincial Municipality of Trujillo. District Municipality of Moche.
		Legislation.		District Municipality of Moche.
	Define limits for urban occupation.	Urban Development Plan.	Urban expansion map - Urban Growth Boundaries.	Provincial Municipality of Trujillo. District Municipality of Moche.
Nodes	Identify and define strategic urban/rural nodes.	Map of strategic areas for investment.	Urban Development Zones.	Chamber of Commerce of La Libertad. Provincial Municipality of Trujillo. District Municipality of Moche. Deputy Manager of Public Services.
	Define certain spots allowed for tourism activity.	Map of strategic areas for investment.	Tourism Development Zones.	Chamber of Commerce of La Libertad. District Municipality of Moche. Deputy Manager of Economic Development and Tourism Promotion. Peruvian Association of hotels, restaurants and related businesses (AHORA) - La Libertad. Travel and Tourism Agencies Association (ADAVID). Santa Lucia de Moche Artists and Craftsmen Association.
	Identify key areas for businesses development and design a sustainable model.	Map of strategic areas for investment.	Tourism Development Zones.	Provincial Municipality of Trujillo. District Municipality of Moche. Deputy Manager of Economic Development and Tourism Promotion. PromPeru.
		Legislation.		District Municipality of Moche.
	Identify local services that can play as (architectural) icons, to prioritise their infrastructure renewal or improvement.	Zoning map.	Local services specification.	District Municipality of Moche. Deputy Manager of Public Services.

Figure 8.14. Tools and actors required for implementation of strategies-I. Source: made by author.

Services	Identify tourist services needed and areas for their allocation.	Zoning map.	Tourist services compatible to tourist attractions.	District Municipality of Moche. Deputy Manager of Economic Development and Tourism Promotion. Archeological Project <i>Huacas del Sol y la Luna</i> . Tourist information and assistance ( <i>iPerú</i> ).
		Legislation.		District Municipality of Moche.
Transport	Identify key local spots that need to be connected. Identify routes that should be improved.	Transport and mobility plan.	Map for roads infrastructure improvement.	Provincial Municipality of Trujillo. Transportation, traffic and road safety management. District Municipality of Moche.
		Legislation.		Provincial Municipality of Trujillo. District Municipality of Moche.
	Identify appropriate modes of transport according to mobility patterns of locals.	Transport and mobility plan.	Plan of transport system based on locals mobility.	Provincial Municipality of Trujillo. Transportation, traffic and road safety management. District Municipality of Moche. Private transport bus lines.
		Legislation.		Provincial Municipality of Trujillo. District Municipality of Moche.
	Identify main modes of transport for tourists and design an efficient transport system that connects main tourist spots.	Transport and mobility plan.	Plan of transport system based on tourists mobility.	Provincial Municipality of Trujillo. Transportation, traffic and road safety management. District Municipality of Moche. Private tourist guided tour enterprises.
		Legislation.		Provincial Municipality of Trujillo. District Municipality of Moche.
Social involvement	Make locals aware of their socio-cultural potential. Foster appropriation of projects through their involvement in the design process.	Collaborative plan making.	Participatory sessions.	District Municipality of Moche. Regional Management of Foreign Trade, Tourism and craftsmanship. NGOs. Civil society.
	Suggest implementation of sustainable approach through the whole tourist experience.	Capacitation programs.	Capacitations on skills.	Ministry of Foreign Trade and Tourism. Chamber of Commerce of La Libertad. Travel and Tourism Agencies Association (ADAVID). Official Tourism Guides Association (AGOTUR). Civil society.
Local economy strengthening	Capacitate locals for development of successful businesses.	Capacitation programs.	Monitoring of business improvement.	Chamber of Commerce of La Libertad. Peruvian Association of hotels, restaurants and related businesses (AHORA) - La Libertad. Civil society.
	Design mechanism to join informal traders into formal ways.	Taxes reductions; subsidies.	Monitoring of business conditions.	Chamber of Commerce of La Libertad. Civil society.

Figure 8.15. Tools and actors required for implementation of strategies-II. Source: made by author.



**8.6.4. IMPLEMENTATION SCHEMES.**

So far there have been shown the tools and actors required for every strategy to happen; however, they have been mentioned separately, without establishing the interrelations that could happen between them.

The purpose of the implementation schemes is to integrate these components, to visualize how they could work in collaboration not only for individual objectives, but for the main common one, local sustainable development. These schemes are drawn following the approach of collaborative planning for sustainable development purposes, which has already been referred to in previous chapters, and that have guided the whole process, from theoretical framework, analysis, and design.

The structure of these schemes is that the social, environmental and economic components always have to be present. In the same way, actors are distinguished, according to their nature, in three sectors: social, business and governmental. Depending on that, they will be suggested differentiated roles to take care of the three dimensions and to keep the cycle functioning.

Five projects have been selected to elaborate their implementation schemes. Each of them is a representative one from every category of spatial strategy, having therefore: regarding environmental qualities, the countryside belt; regarding nodes of development, the archeological node; regarding services, the rural-style accommodation, or the rural experience since it includes other rural-related activities; regarding transport & connectivity, the peatonalisation of *Diego Ferre* street in the historic centre ; and regarding urban occupation, *Las Delicias* promenade.

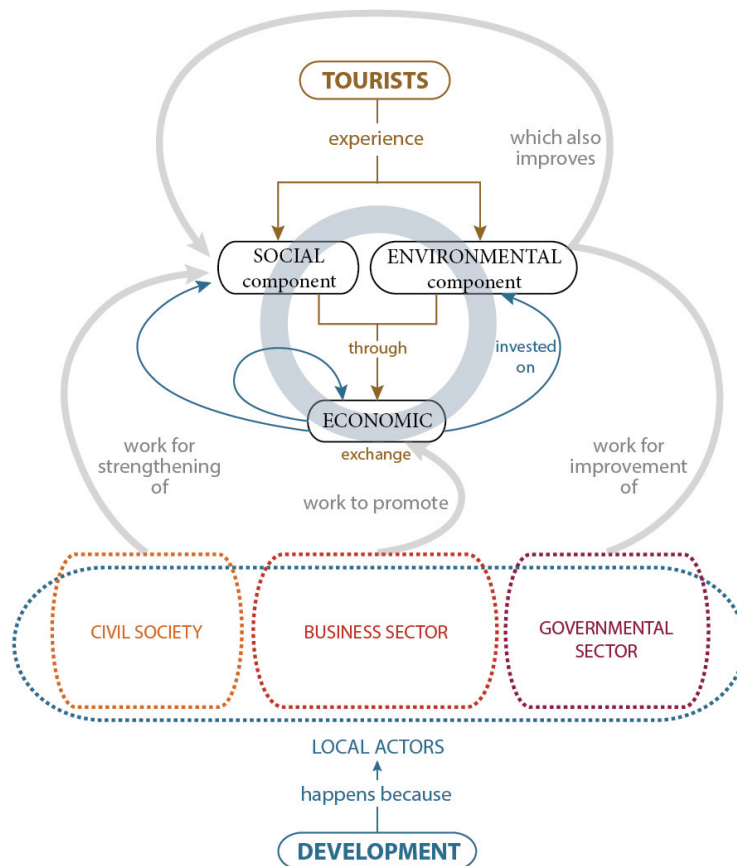


Figure 8.16. Conceptual model for Implementation schemes. Source: drawn by author.

## 8.7. SELECTED PROJECTS.

For every project, it has been made a visualisation that shows how could the area look like when the suggested guidelines are applied to every specific situation. Furthermore, it is described, through the implementation schemes, which are the actors involved per case, and which should be their main concerns to make it possible to develop this projects within a sustainable perspective.

Even though the selection of projects has been done choosing one that represents every category of strategy, when thinking on their implementation for design, more than one strategy is used.



### A. THE COUNTRYSIDE BELT.

This project is proposed as a way to preserve the environmental qualities of the countryside areas. The preservation of these qualities is important because they contribute to keep the local tourist attractiveness of these open areas.

This project deals with two spatial strategies: green belts and routes with spatial design specifications, whose characteristics have been described in chapter 8.5.1. Spatial Strategies.

Regarding *Green belts* guidelines, land use allowed is for visual contemplation. This means that no buildings are constructed, keeping, therefore, the possibility to have a view over the countryside (see figure 8.16.). Design of the green belt respects the open character of the area, and although introducing vegetation and trees, they do not block the view from the road towards the green fields. The design of the green belt is done in a way that it surrounds the driver, biker, or pedestrian, within a rural and green atmosphere. Hence, when there is a need of pavement, materials should be in tune with the rural features.

Regarding *Routes with spatial design specifications*, the west side of the road hosts some houses and small constructions, which are allowed to stay, and new buildings could be added as long as they do not exceed 6m. height on their facades. In this case the elevation height is no higher than 3m., which keeps the flatness of the area.

For the implementation part, the scheme in figure 8.18. depicts the way actors and roles are interrelated to achieve development on the three dimensions of sustainability.

In this case, the countryside belt represents the environmental dimension, and the agrarian life-style, the social one. When

tourists experience these two, there is an economic input that is brought through the consumption of certain services, sometimes complementary, needed for this experience to happen. For instance, some groups of tourists might need tour busses to get into the area, while others might prefer to rent a bike. Some tourists might want to try local cuisine in nearby restaurants within the areas, while others might prefer to move to another destination in the urban or beach area and find something more exclusive to eat, bringing a possibility for other businesses to be developed.

Regarding the actors involved, the Farmers, ranchers and bird breeders association of Moche (*Asociación de agricultores, ganaderos y avícolas de Moche*) is suggested to boost proud and identity of agrarian lifestyle, in order to keep it alive and not be devorated by the attraction of urban lifestyles. Peruvian Association of Hotels, Restaurants and similar businesses (*Asociación peruana de hoteles, restaurantes y afines - AHORA*) and Travel Agencies and Tourism Association (*Asociación de agencias de viajes y turismo - ADAVID*) are suggested to guarantee the preservation of the countryside belt. This responds to the economic interest that both groups, hotels and restaurants, for the first one; and tourism agencies, for the second one, might have. Since the natural environmental qualities of the countryside area are the reason that allow them to exist, it is better for them to make sure those qualities exist and are boosted, so to be respectful with the environment when settling their businesses.

*PromPeru* and the Municipality of Moche district are governmental institutions. *PromPeru* is suggested to promote qualities of the countryside belt through communication media, which is also a way to strengthen local identity regarding their rural lifestyle. The Municipality of Moche district is suggested to regulate the preservation of the area, which can be done through legal means, like the approval of a Land use plan for this area.



### B. LAS DELICIAS PROMENADE.

The purpose of this project is to help to control urban occupation. Its location is on an area within two urban areas that have probabilities to continue expanding; therefore, to prevent it to happen in this area, it is proposed a public space project.

**THE COUNTRYSIDE BELT**



**Figure 8.17.** The “Countryside belt”. Source: made by author, on the basis of Google street view image.

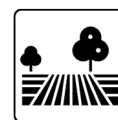


**Figure 8.18.** The “Countryside belt” -before. Source: Google street view image.

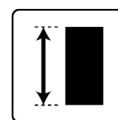
**DESIGN CONSIDERATIONS:**



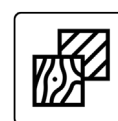
LAND USE



VISUAL OPENNESS



HEIGHT OF BUILDINGS



RECOMMEND.  
FOR MATERIALS



ELEVATION  
DENSITY

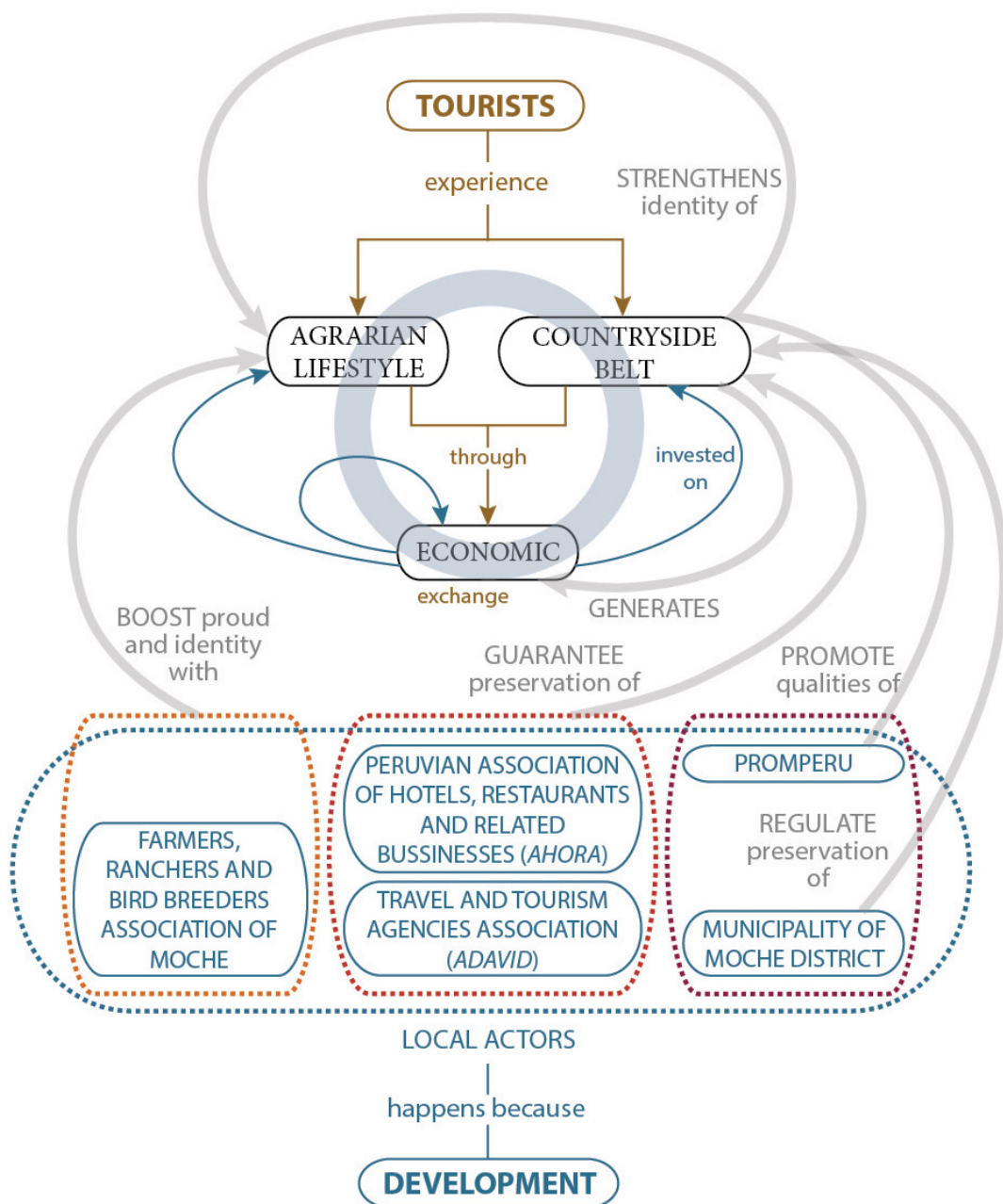
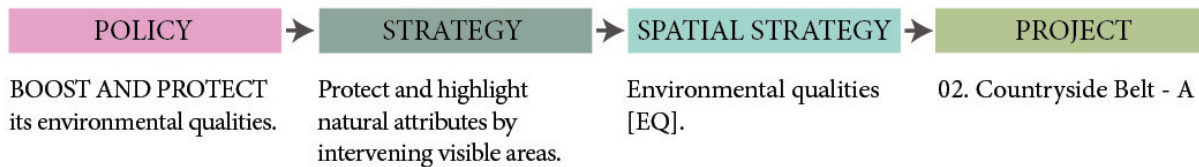


Figure 8.19. Implementation scheme for the countryside belt. Source: made by author.



**LAS DELICIAS PROMENADE**



**Figure 8.20.** Las Delicias promenade. Source: made by author, on the basis of Google street view image.



**Figure 8.21.** Las Delicias promenade- before. Source: Google street view image.

**DESIGN CONSIDERATIONS:**



LAND USE



VISUAL  
OPENESS



RECOMMEND.  
FOR SERVICES



RECOMMEND.  
FOR MATERIALS

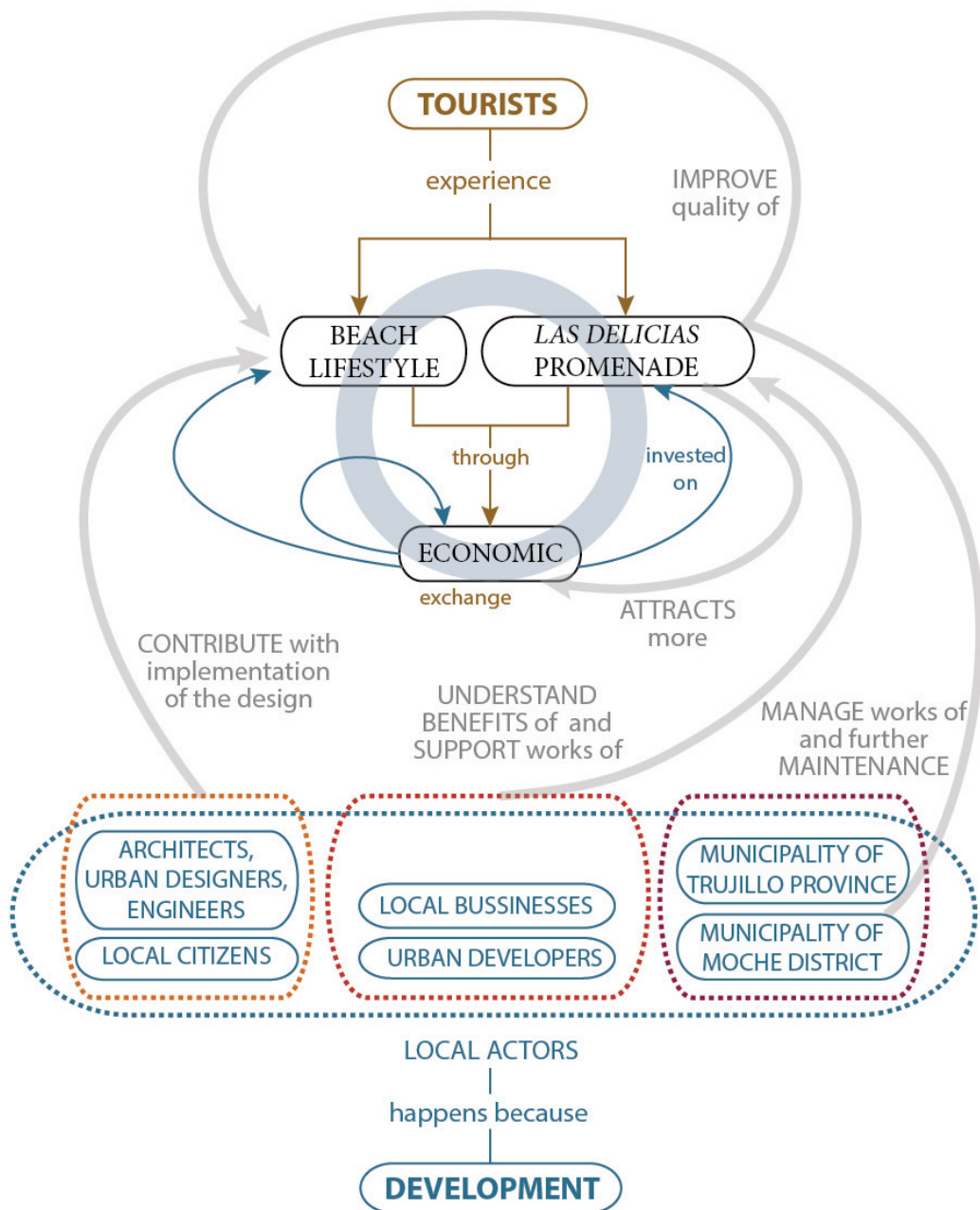
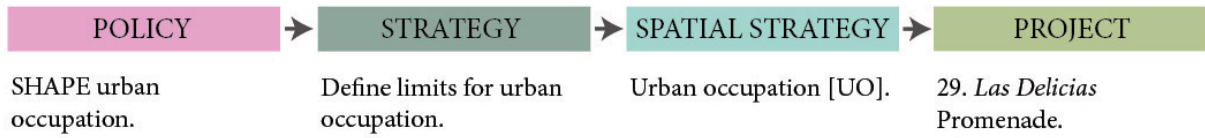


Figure 8.22. Implementation scheme for *Las Delicias* promenade. Source: made by author.

The specifications for design go under the item *Area not suggested for urban occupation*, which suggest that any decision considered for the design of this promenade should prioritise the possibilities of visual connection from inland towards the sea. The project takes this into account, and besides vegetation elements that are tall, but thin enough to allow permeability, there are no elements that could block the view. There are mainly proposed places to sit, to gather and allow temporary economic activities (see figure 8.20.).

In the implementation scheme, the promenade is the environmental component, and the beach lifestyle, the social one. Both of them are possible to be experienced for free, but the economic exchange does not go on the experience on themselves, but in the whole package of activities that involves going to the beach, and the possibilities of businesses that it generates.

Social actors are local citizens, architects, urban designers and engineers. Once more, when developing an urban design project it is suggested that this is done in a collaborative way, where locals give input to designers about typical qualities of the space to be considered, maintained and boosted to increase local identity.

Since the promenade is a public space, its consumption has to be for free. But, providing with such an space, allows street sellers to occupy the space, this, of course, with a proper regulation that controls and assures an organized development. Business actors are local businesses and urban developers, who benefit with the presence of this public space.

For the case of the first ones, it can increase earnings for restaurants, hotels or hostels, and enable other beach-related activities such as surfing schools, which attract not only tourists but also locals, either adults or kids interested on learning this or other water sports. For the second ones, they are encouraged to understand and support this project, from the point of view that the avoidance of urbanisation in this area could result beneficial for them, and that it would be better to acquire land in the surroundings with better conditions of densification. For local citizens, it is clear that they could benefit from the improved environmental qualities of the area.

Governmental actors are the Municipality of Trujillo province and the Municipality of Moche district. The first one is suggested to approve the execution of a proposal and assure that it goes in line with the guidelines proposed for this strategic project. The

second one is suggested to manage the execution and further maintenance of the promenade. And this role is important as it determines not only the improvement of the environmental aspect, but also the improvement of the social one, through the enjoy of quality of the built public space.



### C. THE ARCHEOLOGICAL NODE.

This project is proposed as a way that encourages development on an area with the potential to become a destination and an attraction that generates economic income for the benefit of local inhabitants.

The strategy from which this project takes guidelines is the *tourist nodes*. The archeological node, as it is written on its name, is an area that holds the well-known archeological area of *Huacas del Sol y la Luna*. The proposal for its development is that the surrounding area of the *Huacas* should be implemented with services related to the archeological and cultural character of the main attraction. Hence, the proposal is about functions on surrounding rural properties.

This leads into a strategies regarding *services* like the one called The Moche culture experience, that can be applied to this location as well as to the historic district center. Applied to this node, it suggests activities like handicrafts and pottery sales, and regarding basic services, like accommodation and restaurants, the rural-style is an option for both.

The implementation scheme shown in figure 8.25 defines the archeological node as the environmental attraction and Moche culture as the social one. For tourists to experience them, it is needed an economic exchange.

The archeological node is formed by activities that show aspects of the ancient Moche culture and also the current local lifestyle. For instance, accommodation in hotels that display an architectural style integrated with the surrounding environment; or souvenir shops, ran by local entrepreneurs; or handicrafts workshops.

Social actors involved in this project are Travel and Tourism agencies association, and Artists and Craftsmen association of Moche (*Asociación de artistas y artesanos Santa Lucía de Moche*). For them, it is suggested to consolidate uniqueness of Moche culture. The second one can contribute through the improvement of techniques of production and quality of



**THE ARCHEOLOGICAL NODE**

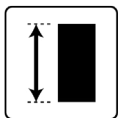


**Figure 8.23.** The “Archeological node”. Source: made by author, on the basis of Google street view image.

**DESIGN CONSIDERATIONS:**



LAND USE



HEIGHT OF BUILDINGS



RECOMMEND. FOR SERVICES



RESTRICTION OF BUILT AREA



**Figure 8.24.** The “Archeological node” - before. Source: Google street view image.



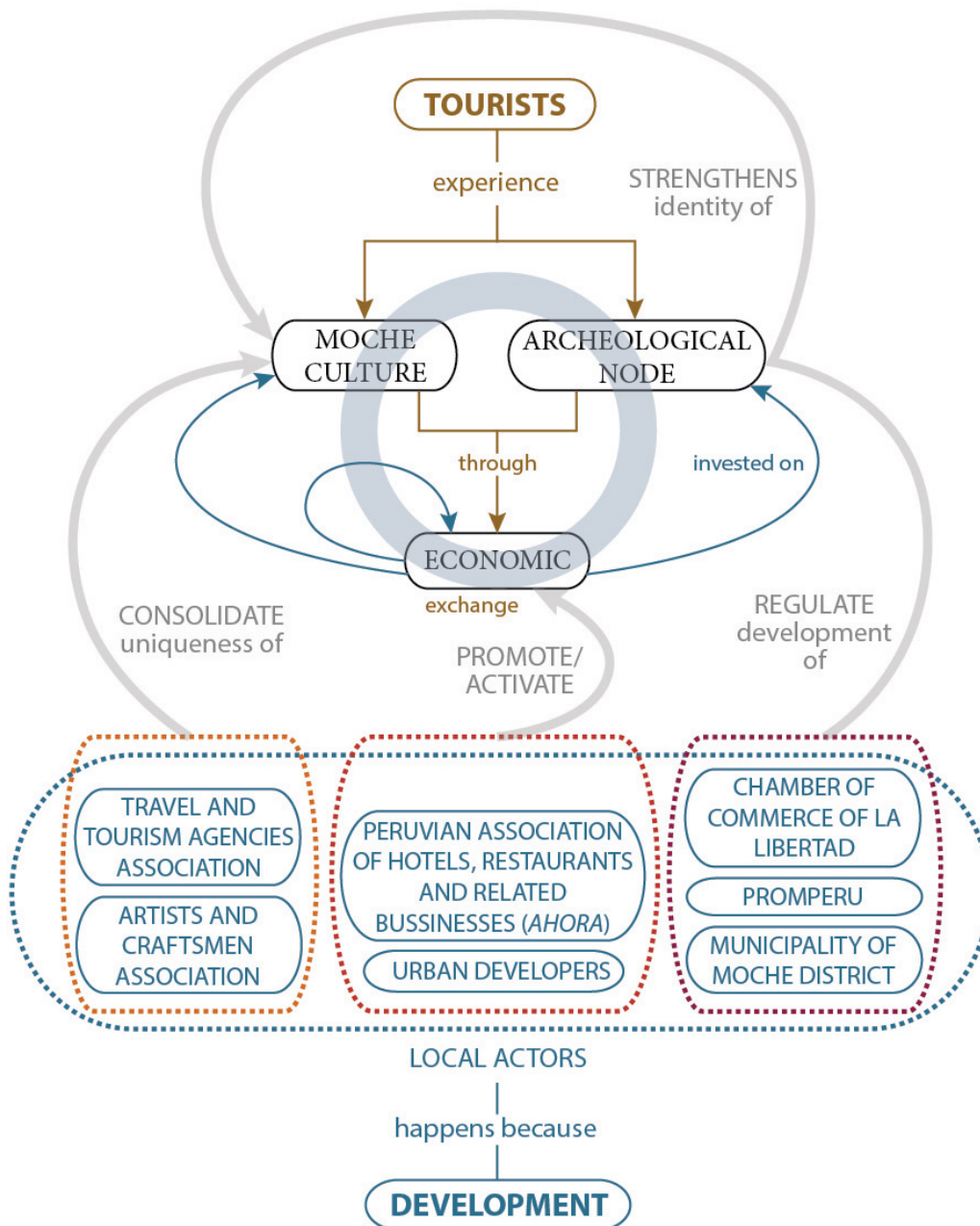
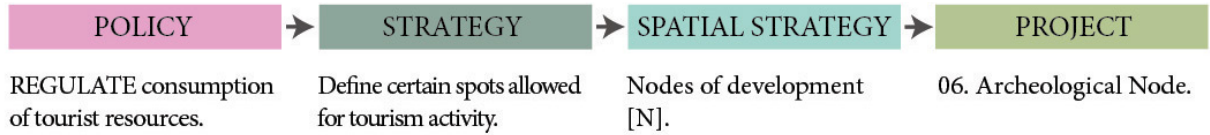


Figure 8.25. Implementation scheme for the archeological node. Source: made by author.

handicrafts; at the same time by sharing the knowledge among their families or future craftsmen, they contribute to strengthen sensitivity towards their own culture.

Business actors are *AHORA* and urban developers in general, and they are suggested to promote and activate economic exchange. One way they can do so is, for hotel and restaurants enterprises, by settling down their businesses in the area destined to become the archeological node. However, the priority for starting a business in this area is given to local entrepreneurs, who, should have the possibility to benefit economically from the development of these strategic nodes, but moreover, to enable development to other locals through a network of providers of aside services. For urban developers, a way to contribute with the purpose is to respect the land functions that have been assigned for this area, in order to do not block the possibilities for its development.

Governmental actors are the Chamber of Commerce of La Libertad (*Cámara de Comercio de La Libertad*), Promperu and the Municipality of Moche district. The three of them are suggested to regulate the development of the archeological node, in terms of assuring that: land functions are the allowed ones, buildings are according to the urban design parameters suggested for the area, density of occupation is the proper one, urban expansion with residential purposes does not occur in this area, the area is part of a promotion campaign, among others.



#### D. THE RURAL EXPERIENCE.

This project is about the activities that are done in a rural context and that can turn into tourist attractions or services and be a source of economic income. As a rural experience it can be offered accommodation, restaurants, and the agricultural activity.

As suggested for the spatial strategies, the experience is, again, about the activities that are offered to tourists besides the essential ones, like accommodation and food provision. For this, there are proposed a museum of Moche agriculture and farmer's workshops.

Experiencing the rural qualities also means contemplating the vast areas dedicated to agricultural activity, reason for taking into account the elevation density of buildings, and the

maximum built area per plot. Additionally, as part of offering the contemplation of the environmental, services could consider the creation spots where tourists could rent bikes for having their own, or guided, fieldtrips.

In this case, in order to identify actors and roles for the implementation schemes, the focus goes on the development rural-style accommodation, which is the environmental dimension, and rural lifestyle, the social one.

The potential of offering accommodation within a rural context is that, since its location has to be in the middle of the countryside to be truly rural, and therefore not fast to get into urban areas, the need for other services will arise. Besides a place to stay, and enjoy the multiple views of the landscape, the provision of food is essential, and the generation of other activities that can make a pleasant or longer stay. Hence, activities for kids, youth, and adults have to be considered, such as farmers workshops, cooking workshops, bike tours, or simply bikes for rent.

Social actors are the Farmers, ranchers and bird breeders association of Moche, and other local farmers, not part of this association. They are suggested to be in charge of guaranteeing the genuine experience of the rural lifestyle, which does not only involve the agricultural activity, but other activities that are normally done along the day, for men, women and kids.

As business actors, *AHORA* and urban developers are, once more, present in the scheme. They are suggested to invest on the development of rural-style accommodation. Even though priority is given to local inhabitants to start as entrepreneurs, sometimes they do not have enough capital to start or simply do not feel capable of doing so. In these cases, cooperations between actors can be done, and in some way or another, encourage big companies to hire locals or to choose them as their official providers of goods.

The reasons for enterprises to contribute in the environmental development is not only because it has a direct economic effect on their businesses, but because it also contributes with local social development. Even if not seen as social responsibility matters, it can be seen for the benefits that the strengthening of local identity can give to a business based, precisely, on that.

Regarding governmental actors, there are two: *iPeru* and the Municipality of Moche district. The first one is suggested to provide information about rural-style accommodation, main

### THE RURAL EXPERIENCE



Figure 8.26. The “rural experience”. Source: made by author, on the basis of Google street view image.



Figure 8.27. The “rural experience”.- before. Source: Google street view image.

#### DESIGN CONSIDERATIONS:



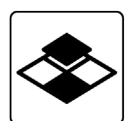
LAND USE



ELEVATION DENSITY



RECOMMEND. FOR SERVICES



RESTRICTION OF BUILT AREA



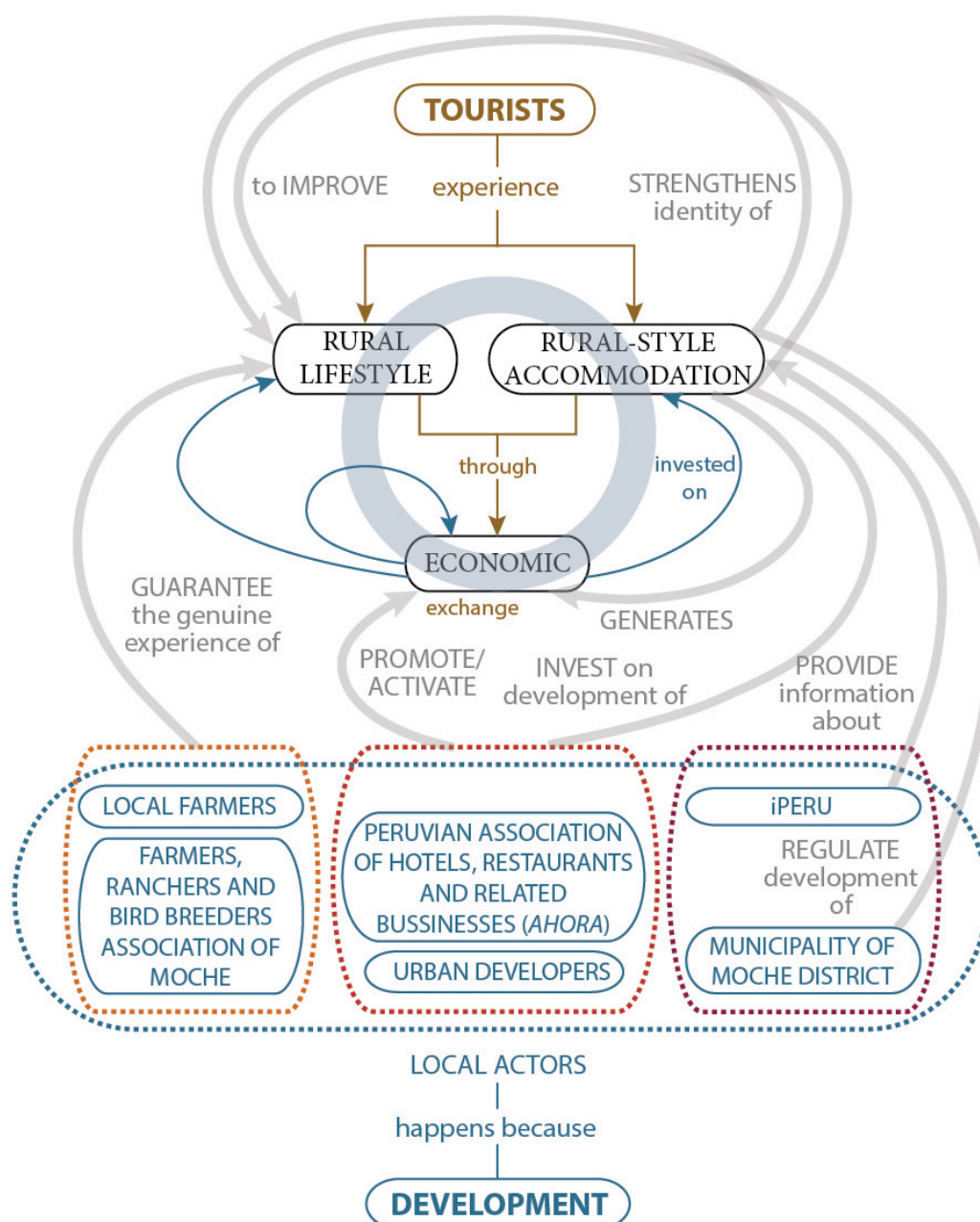
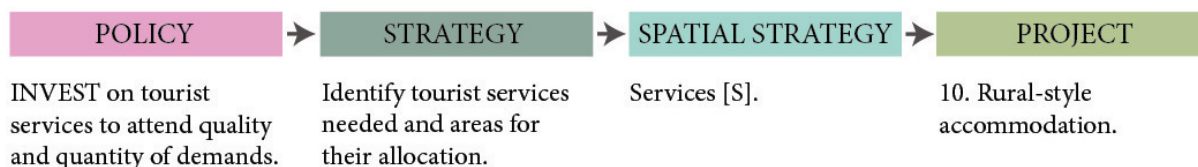


Figure 8.28. Implementation scheme for rural-style accommodation. Source: made by author.



locations and what do they consist of, not only within the limits of the district but also in the city center of Trujillo; to promote other kinds of tourism that do exist in the province and that are less known. The second one is suggested to be in charge of the regulation of the development happening in these areas. Since the experience of the rural environment is the main asset, it needs to be assured that businesses and houses built within the areas follow the guidelines, and the amount of constructions happening there need to be controlled, to preserve the image of the area and keep its identity.



#### E. DIEGO FERRE STREET.

This project is about recuperation of areas where current means of transport do not take the most potential of the area. In this case, *Diego Ferre* street is a street where all kinds of motor vehicles transit, diminishing the possibilities for pedestrians to use the space outside of the places they frequently visit, like the district market, and many restaurants closeby.

This project arises from the strategy of *Type of transport per road*, where Diego Ferre is identified as with potential to carry just pedestrian flows for the benefit of the area. Since the fact of suggesting a street as pedestrian comes from the need that adjacent uses are more compatible with this mode of transport, the proposal is complements with strategies like *services* and *nodes of development*.

The strategy of services relates in the sense that those activities suggested for urban environments could be located anywhere along the street. Within the category of The Moche culture experience, services could be cultural centers for teaching Marinera dance, thematic museums somehow related to Moche culture. Within basic services, the area could be ideal place for some restaurants and urban-style accommodation.

Regarding the urban nodes, this street is strategic since it unifies spots like Municipality of Moche district, Santa Lucia de Moche church, and the main square, being, therefore, a key path for the tourist route happening in the district center.

In the implementation scheme, Diego Ferre street is the environmental component, and Moche urban lifestyle is the social one. In this case, tourists and locals can experience both of them. As it was identified before, the historic center of the district is an area that can turn into a node of development for

both, urban and tourist purposes. Therefore, it turns relevant to provide with quality of public space in an area that concentrates economic activities that are destination for both groups.

Social actors are local citizens and architects, urban designers and engineers. Participation of local inhabitants is very important since they are the ones who know better than anyone the daily patterns of use of the space and the qualities of it that are more appreciated. When designing the recuperation of this area, designers are suggested to work collaboratively with local people, not only during the design process, but also during the implementation and construction. This also means that locals will be more prone to understand that works might cause temporary nuisance, and will be able to contribute with the surveillance of the works carried on. This involvement can also mean a source of employment for local people.

Business actors are private bus lines, local businesses and urban developers. They are suggested to support the works of peatonalisation of Diego Ferre street. To reach this they are told the benefits that peatonalisation of an area with potential to be vibrant and economically active have, and how by the fact of being pedestrian, their economic earnings could be increased. For the case of bus lines, they will have to change their route, according to a transport plan for the district; but the amount of people that will use their service to get into this area will be higher, increasing their earning as well. Urban developers will see an opportunity to invest on the acquisition of allotments or exiting buildings and probably start businesses in this street or in the surrounding area. Hence, either in direct or indirect ways, all of them result benefitted.

Governmental actors are the municipalities of Trujillo province and Moche district. The roles for both go from giving the approval for the design project of the new street, and to control works of peatonalisation. The Municipality of Trujillo province has to verify that this project does not interfere with the transport plan for the province. The Municipality of Moche district should supervise that works are done in time and in a proper way, assuring that it is not being caused more nuisance than expected in the surrounding areas.

In summary, what is pretend to be shown through these implementation schemes is the way the three dimensions are interrelated and have direct and indirect effects on each other. Therefore, one cannot exist or been developed without paying attention to the situation of the other.

**DIEGO FERRE STREET\_HISTORIC CENTER**



**Figure 8.29.** Peatonalisation of Diego Ferré street. Source: made by author, on the basis of Google street view image.

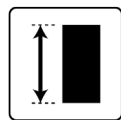
**DESIGN CONSIDERATIONS:**



LAND USE



RECOMMEND.  
FOR MATERIALS



HEIGHT OF  
BUILDINGS



**Figure 8.30.** Diego Ferré street- before. Source: Google street view image.

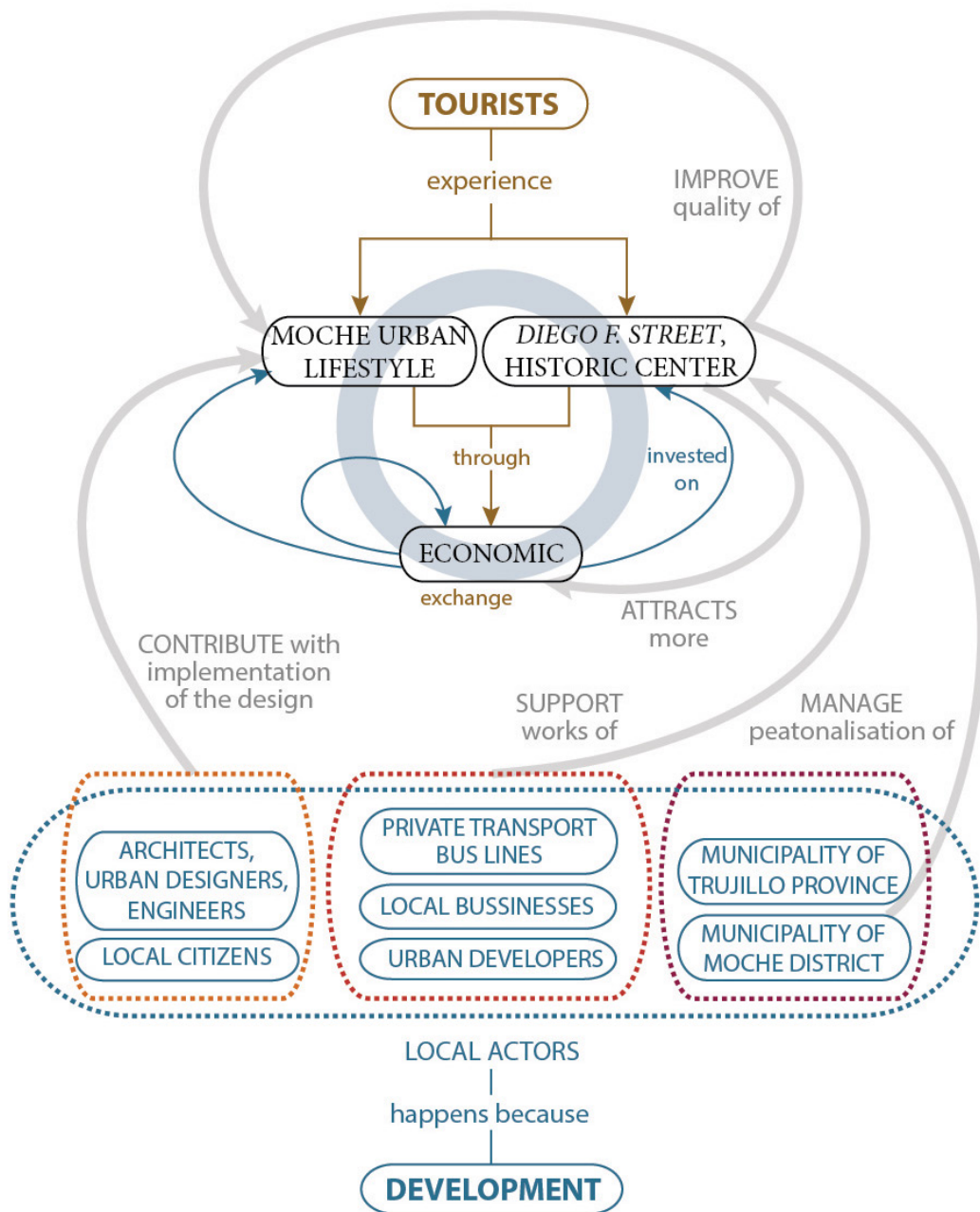
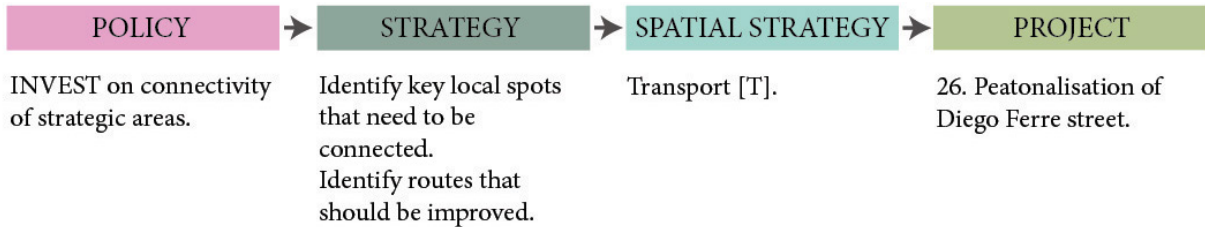


Figure 8.31. Implementation scheme for peatonalisation of *Diego Ferre* street. Source: made by author.

Also, actors involved in the process of development play an important role on all the dimensions, since the effectiveness of the work of one can be decisive for allowing the effectiveness of the work of the other. Hence, it is suggested that when working for one project, all actors should have clear roles

and be conscious of the impact they represent. It is important that they are sensitive with the reality that are facing and that understand that their actions have an impact not only on others but also on themselves, since they are part of a cycle.





**Figure 9.0.** Salaverry port. Source: photography taken by author.

# 9. CONCLUSIONS

Tourism in Moche depends in big part on tourism in Trujillo province, which is nowadays a sum of attractions spread in some of its districts. Although Moche holds one of the attractions that make it possible for Trujillo to have tourism, *Huacas del sol y la luna*, this attraction alone is not enough to assure a successful tourism activity able to provide benefits to the whole district.

However, as it was revised through the spatial characterisation and analysis of Moche, it does have other social and environmental attractions, that, by now, are not very well known outside of its boundaries. This, mainly due to the lack of promotion, and by promotion I do not refer exclusively to the one regarding communication strategies, but mainly to the societal and environmental ones. For societal strategy I refer to the commitment driven by strong local identity, that is what makes local residents the best promoters of the values of their district. For environmental strategy I refer to that that is shown by itself, meaning that when there is a developed environment, it shows as attractive for tourists, when encountering on their way to somewhere else, and raising curiosity to go to visit it.

Hence, social and environmental assets are both needed to make a place touristically attractive, and therefore, attract economic investments. But for this, it is needed that all components of sustainability work together and in an integrated way.

In order to find how and why do these components should be in balance, literature research on the topics of sustainable development and collaborative planning was made, which formed a basis for building the theoretical framework that would later guide this research and consequent proposal.

The definition of the theoretical framework started by considering the sustainable development concept as a structuring element, stating that the development of a territory is cannot be conceived unless it is within sustainable means,

so promoting that social, economic and environmental dimensions are developed together, nurturing one to the other.

Keeping in mind that this is the model that should be achieved, the analysis of Moche is guided following the three dimensional structure. After having identified the social, environmental and economic conditions of Moche, in its context of Trujillo, it was found that Moche does possess social and environmental tourist attractions that have the potential to turn the area into an attractive tourist one. However, as mentioned before, they lack of that environmental promotion, or in other words, that the spatial conditions under which they exist do not help for that purpose.

Aspects of connectivity, transport facilities, provision of tourist facilities and complementary services that enrich the offer for different types of tourism, need to be improved. The problem of tourism in Moche is a spatial development related one. And for that, it should be developed a governance structure that supports the implementation of any established objectives.

Next to the problem of tourism, lies the one of urban development, which is equally important and is growing at a fast pace. By now, Moche is facing an accelerated process of urbanisation, driven mainly by private urban developers who seek for “available” land, usually agricultural, and that see a potential in urbanizing them, due to their good qualities like location or size.

Besides the fact that these new urbanisations are of very low density, lack of good urban and architectural qualities, usually standardized and repeated among all of them, and without seeking to merge into their local contexts, they represent a major risk for the local activities that give, and could give, economic support, like agriculture and tourism.

The issue of urban development in Moche is one that should

be considered more seriously, because it is showing to be one that finds the district as, economically and environmentally, attractive for urban developers, but that governmental actors seem to do not realise the threat that it represents if not well managed.

This also has to do with the fact that the governance scheme in Moche is very vertical, where government goes at the top and governs the different issues affecting the district. In this structure, civil society participation has very little space and representativity is barely noticed.

In Moche there exist some local associations regarding agricultural and sports issues, and one of handicrafts men, but their participation is not very active in the context of tourism. In fact, most of the concerns in the district are related to the current main economic activity which is agriculture. The reputation Moche has as supplier of agricultural goods in the provincial context explains why efforts go to strengthen this aspect. And probably, also one of the reasons why tourism is in the shadow, waiting to be exposed as one big possibility to enable economic development in the district.

Besides that, the fact that society is organised in some specific groups does not assure that their achievements are going to have an impact at a bigger scale; if they do not work collaboratively with government and business sector, together for one vision, development will be regarding everyone's separated interest, but not for an integrated one. Since political trust is very weak in the Peruvian context, citizen participation has to be regained, and the government needs to take initiatives on that.

Furthermore, the hierarchical organisation of the political-administrative system in Peru has many territorial division levels that it turns to be complicated when plans for development are made at every territorial level, namely national, regional, provincial, and district plans. This means that every level has

to follow those guidelines established at upper levels, and that they need to be coordinated in vertical but also in horizontal directions, with other sectorial plans, when having overlapping issues. This enables to pose the question of whether it is efficient to elaborate plans at all administrative levels or if it would be better to focus on certain issues that are only required at certain locations and levels of administration.

In summary, for the governance problem in Moche work will have to go on citizen involvement and on the elaboration of strategic plans for urban and tourism development.

This thesis project has made an attempt of proposal for an strategic plan for spatial development, considering both issues of tourism and urban development, within a sustainable development framework.

The strategic spatial plan tackles those issues that were identified as needed for boosting tourism and for preventing uncontrolled urban development. These issues are: strengthening of environmental qualities, control of urban expansion, improvement of transport and connectivity, provision of tourist facilities and development of strategic nodes.

The spatial strategies proposed for the environmental improvement of the district work towards the main objective of making the area attractive for tourist to go, and to stay; allowing the possibility to go for more than one day to experience the variety of attractions the district have, and to leave more significant income than left when just passing by on its way from Trujillo center.

Governance strategies have social improvement as main objective. This is proposed through the elaboration of schemes for implementation, regarding time and participation of local actors; by doing so it is attempt to reincorporate society in the realisation of strategic projects that can retribute to their



economic development. This aim for societal participation is done not only with the purpose to regain people's trust, but because they are needed as a source of cultural input: society is the only one that can truly show its cultural values through both, social and environmental attractions.

The accomplishment of a spatial plan as end product of this thesis is one step, not necessarily for the elaboration of a plan in Moche, but for the awakening of interest on the topic of tourism as a tool to achieve development. Regaining society, government, and business sector's interest is the needed first step to start working on possibilities for spatial development based on the tourist assets of the district.

Moreover, the relevance it has to raise awareness into the tourism issue in Moche comes from a major context that can truly give it the support needed to flourish and to consolidate, this is the so called *La Ruta Moche*, or The Moche Route.

*La Ruta Moche* is a tourist route that goes along the northern coast of the country, and start in Lambayeque department, passing through La Libertad, and reaching some part of Ancash. Its name is given because this area was house of the Moche culture, thousands of years ago, who built vast extensions of territory using techniques that could last until now. Some of these constructions were found by archeologists many years ago, and some others are yet under archeological excavations.

One advantage that La Libertad department has over this route, and Trujillo province more specifically, is that it holds a

big portion of the archeological attractions that are part of this route. And even though most of the spots along this route are archeological attractions built by the Moche culture, there are some that do not belong to it, like *Chan chan*, which belong to *Chimú* culture, but due to its proximity was adhered to this route.

These archeological sites have given birth to other attractions like beaches, considering that the route goes along the coast, enabling the possibility for beach tourism.

The archeological sites located in Trujillo are Chan Chan and Huacas del Sol y la Luna, and the beaches there are Huanchaco, Las Delicias and Salaverry (these two last not touristically developed at the moment).

In this context, Moche has a very strategic location, close to the provincial airport, and next to the Panamerican road, which is the best means to do its environmental promotion and catch tourists passing by. Furthermore, by having one archeological and one beach destination, it gives the possibility to enlarge its tourist offer at a local scale, rising aside activities next to those main attractions.

This, when thought at district scale, can have a real impact on people's everyday lifes, causing a deep change on their main economic activities and also by allowing them the possibility to create stronger social networks that can enable more solid basis for development, done in coordination and by using all social, economic and environmental assets.



**Figure 8.31.** Moche in the tourist regional context, *La Ruta Moche*. Source: Map made by author.

- Pimentel. Source: <http://www.cajamarcatravel.com.pe/info-Chiclayo.php>
- Pacasmayo. Source: <http://www.elfaropacasmayo.com/surfing/>
- Chicama. Source: <http://www.garage.com.au/chicama-the-worlds-longest-wave/>
- Huanchaco. Source: <http://www.prusiatours.com/trujillo-3-dias-2-noches-con-aviacion-compra-hasta-15-diciembre/>
- Tucume. Source: <http://peru.com/viajes/conozca-peru/piramides-tucume-orgullo-lambayeque-fotos-noticia-290565>
- Sipan. Source: [http://www.museotumbasrealesipan.gob.pe/c\\_sipan\\_ubicacion.html](http://www.museotumbasrealesipan.gob.pe/c_sipan_ubicacion.html)
- San José de Moro. Source: <http://sanjosedemoro.pucp.edu.pe/02english/01galeria.html>
- El Brujo. Source: <http://peru.com/turismo/paquete-tour-trujillo-huaca-el-brujo-y-cao-viejo-museo-de-la-dama-2361>
- Chan Chan. Source: <https://www.pinterest.com/pin/49680402112302764/>
- Huacas del Sol y la Luna. Source: <http://www.latinamericanstudies.org/huaca-sol-luna.htm>



**Figure 10.** *Casa de la Identidad regional de La Libertad* (House of the Regional Identity of La Libertad), located in Trujillo center. Source: photography taken by author.

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**Figure 11.0.** Border between a populated area and the countryside in Santiago de Cao, Ascope province, La Libertad. Source: photography taken by author.

# 11. APPENDICES

## APPENDIX 01.

COMPARATIVE DATA IN PERUVIAN CITIES										
VARIABLE	PERÚ	LIMA (Dep.)	LIMA (province)	LIMA (Metrop.)	LA LIBERTAD (Dep.)	TRUJILLO (province)	TRUJILLO (Metrop.)	AREQUIPA (Dep.)	AREQUIPA (province)	AREQUIPA (Metrop.)
POPULATION (inhab.)	31 488 625	9 989 369	8 894 412	9 752 000	1 856 640	957 010	949 498	1 287 205	969 284	920 047
EXTENSION (km2)	1 285 215.6	34 801.6	2 672.3	2819.3	25 499.9	1 768.7	1 100	63 345.4	9 682.0	2 923.53
DENSITY (inhab./km2)	24/ km2	287/ km2	3328/ km2	3459/ km2	73/ km2	541/ km2	863/ km2	20/ km2	100/ km2	314/ km2
PEA (popultaion economically active), (miles)	16 142.1	5 107.0	3 274 973	—	947.8	314 322	—	661	339 078	—
GDP Total (Gross Domestic Product)	482 369 629	25 747.84	—	—	14 150.36	—	—	23 211.84	—	—
GVA Total (Gross Value Added), (S/.)	438 105 629	214 243 677	—	—	20 214 043	—	—	23 629 319	—	—
GVA Total (Gross Value Added), (%)	100	48.9	—	—	4.6	—	—	5.39	—	—
GVA Tourism (S/.)	15520000	10181989	—	—	493399	—	—	572589	—	—
GVA Tourism (%)	100	65.61	—	—	3.18	—	—	3.69	—	—

**Appendix 01.** Comparative chart of Lima, Trujillo and Arequipa at departmental, provincial and metropolitan levels. Source: Made by author based on references: (1). Instituto Nacional de Estadística e Informática (INEI), (2009). Perú: Estimaciones y Proyecciones de Población por Sexo, según Departamento, Provincia y Distrito, 2000-2015. (2). INEI (2015). Sistema de Información Económica, <http://www.inei.gob.pe/estadisticas/indice-tematico/economia/>.

## APPENDIX 02.

**Cuadro N° 03**  
**Provincia de Trujillo: Población Absoluta y Relativa según Distritos**  
**1981, 1993, 2007**

DISTRITOS	1981		1993		2007	
	Hab.	%	Hab.	%	Hab.	%
Trujillo	209,256	51.2	247,028	41.4	294,899	36.3
El Porvenir	72,481	17.7	80,698	13.5	140,507	17.3
Florencia de Mora <sup>14</sup>			35,806	6.0	40,014	4.9
Huanchaco	7,402	1.8	19,935	3.3	44,806	5.5
La Esperanza	62,948	15.4	105,361	17.6	151,845	18.7
Laredo	15,280	3.7	28,019	4.7	32,825	4.0
Moche	10,626	2.6	22,020	3.7	29,727	3.7
Poroto	2,115	0.5	4,401	0.7	3,601	0.4
Salaverry	5,026	1.2	8,278	1.4	13,892	1.7
Simbal	2,453	0.6	3,600	0.6	4,082	0.5
Víctor Larco Herrera	21,258	5.2	42,169	7.1	55,781	6.9
<b>Provincia Trujillo</b>	<b>408,845</b>	<b>100.0</b>	<b>597,315</b>	<b>100.0</b>	<b>811,979</b>	<b>100.0</b>

Fuente: Censos de Población 1981,1993, 2012. INEI

**Appendix 02a.** Trujillo province: Absolute and Relative Population by districts 1981, 1993, 2007.  
 Source: INEI. Censos Nacionales 2007.

**Cuadro N° 04**  
**Provincia de Trujillo: Tasas de Crecimiento Anual por**  
**Periodos Inter Censales según Distritos**

PROVINCIAS	Periodos	
	1981-1993	1993-2007
Trujillo	1.4	1.3
El Porvenir	0.5	4.0
Florencia de Mora		0.8
Huanchaco	8.6	6.0
La Esperanza	4.4	2.7
Laredo	5.2	1.1
Moche	6.3	2.2
Poroto	6.3	-1.4
Salaverry	4.2	3.8
Simbal	3.2	0.9
Víctor Larco Herrera	5.9	2.0
<b>Provincia de Trujillo</b>	<b>3.2</b>	<b>2.2</b>

Fuente: Censos de Población 1981,1993, 2007, INEI  
 Elaboración Equipo Técnico PLANDET, 2012

**Appendix 02b.** Trujillo province: Annual growth rates for intercensal periods per districts.  
 Source: INEI. Censos Nacionales 2007.



## APPENDIX 03.

## Trujillo: Aeropuerto Internacional Capitán FAP Carlos Martínez de Pinillos

	2007			2008			2009			2010			2011		
	Doméstico	Internacional	Total	Doméstico	Internacional	Total	Doméstico	Internacional	Total	Doméstico	Internacional	Total	Doméstico	Internacional	Total
Enero	12 244	11	12 255	16 610	0	16 610	19 045	16	19 061	23 125	4	23 129	24 188	0	24 188
Febrero	10 910	8	10 918	17 436	24	17 460	17 608	39	17 647	24 024	0	24 024	26 137	10	26 147
Marzo	12 338	0	12 338	18 269	7	18 276	18 445	30	18 475	24 432	0	24 432	26 210	5	26 215
Abril	10 765	0	10 765	15 973	2	15 975	19 806	29	19 835	21 894	12	21 906	25 968	6	25 974
Mayo	12 229	0	12 229	17 665	8	17 673	18 129	11	18 140	23 549	5	23 554	29 585	0	29 585
Junio	11 550	4	11 554	17 891	0	17 891	18 034	0	18 034	24 616	5	24 621	28 900	1	28 901
Julio	15 653	2	15 655	19 211	0	19 211	17 225	0	17 225	25 098	4	25 102	31 656	8	31 664
Agosto	16 772	6	16 778	21 244	4	21 248	19 092	6	19 098	25 579	144	25 723	33 866	49	33 915
Septiembre	14 968	18	14 986	19 244	0	19 244	17 548	0	17 548	23 004	5	23 009	31 121	45	31 166
Octubre	16 123	8	16 131	19 134	0	19 134	18 838	7	18 845	25 153	0	25 153	33 463	8	33 471
Noviembre	17 039	1	17 040	17 780	12	17 792	20 178	10	20 188	25 100	0	25 100	30 597	114	30 711
Diciembre	17 039	6	17 045	17 746	0	17 746	19 097	0	19 097	25 465	6	25 471	30 282	3	30 285
<b>Total</b>	<b>167 630</b>	<b>64</b>	<b>167 694</b>	<b>218 203</b>	<b>57</b>	<b>218 260</b>	<b>223 045</b>	<b>148</b>	<b>223 193</b>	<b>291 039</b>	<b>185</b>	<b>291 224</b>	<b>351 973</b>	<b>249</b>	<b>352 222</b>

Nota: Doméstico: Llegadas y salidas de pasajeros en vuelos domésticos; Internacional: Llegadas y salidas de pasajeros en vuelos internacionales.

Cifra preliminar

FUENTE: CORPAC/Área de Planeamiento y Proyectos/Estadísticas

ELABORACIÓN: MINCETUR/MT/DGIETA

Con información disponible a Agosto del 2016

	2012			2013			2014			2015			2016		
	Doméstico	Internacional	Total	Doméstico	Internacional	Total	Doméstico	Internacional	Total	Doméstico	Internacional	Total	Doméstico	Internacional	Total
	29 214	27	29 241	35 156	0	35 156	35 912	0	35 912	39 918	0	39 918	43 930	0	43 930
	32 379	0	32 379	33 854	0	33 854	37 382	0	37 382	38 054	0	38 054	46 061	0	46 061
	35 261	3	35 264	33 959	0	33 959	37 848	0	37 848	39 394	0	39 394	40 163	0	40 163
	29 853	0	29 853	28 804	0	28 804	33 549	0	33 549	36 682	0	36 682	41 094	0	41 094
	32 964	15	32 979	34 844	0	34 844	37 411	0	37 411	41 677	0	41 677	46 863	0	46 863
	32 244	0	32 244	34 709	0	34 709	38 250	0	38 250	39 183	0	39 183	45 878	0	45 878
	33 864	0	33 864	36 240	0	36 240	39 579	0	39 579	39 329	0	39 329			
	36 248	0	36 248	39 487	0	39 487	46 190	0	46 190	43 620	0	43 620			
	32 844	0	32 844	37 376	0	37 376	43 141	0	43 141	41 819	0	41 819			
	38 302	1	38 303	40 139	0	40 139	44 943	0	44 943	43 884	0	43 884			
	34 729	6	34 735	39 755	0	39 755	42 800	0	42 800	45 252	0	45 252			
	34 537	0	34 537	36 298	0	36 298	47 187	0	47 187	40 446	0	40 446			
<b>Total</b>	<b>402 439</b>	<b>52</b>	<b>402 491</b>	<b>430 621</b>	<b>0</b>	<b>430 621</b>	<b>484 192</b>	<b>0</b>	<b>484 192</b>	<b>489 258</b>	<b>0</b>	<b>489 258</b>	<b>263 989</b>	<b>0</b>	<b>263 989</b>

**Appendix 03.** Number of passengers arriving to and departing from the airport FAP Carlos Martínez de Pinillos. Source: MINCETUR, <http://datosturismo.mincetur.gob.pe/appdatosTurismo/Content4.html>.

## APPENDIX 04.

**CUADRO N° 07  
SUPERFICIE PROVINCIAL Y DISTRITAL**

<i>DISTRITO</i>	<i>Superficie (Km<sup>2</sup>)</i>	<i>POBLACIÓN 2007</i>	<i>POBLACIÓN 2015</i>	<i>Densidad Poblacional 2007 (Hab/Km<sup>2</sup>)</i>	<i>Densidad Población 2015 (Hab/Km<sup>2</sup>)</i>
<b>Trujillo</b>	39.36	<b>294899</b>	<b>318914</b>	7492.35	8102.49
<b>El Porvenir</b>	36.7	<b>140507</b>	<b>186127</b>	3828.53	5071.58
<b>Florencia de Mora</b>	1.99	<b>40014</b>	<b>41914</b>	20107.54	21062.31
<b>Huanchaco</b>	333.9	<b>44806</b>	<b>68104</b>	134.19	203.97
<b>La Esperanza</b>	15.55	<b>151845</b>	<b>182494</b>	9764.95	11735.95
<b>Laredo</b>	335.44	<b>32825</b>	<b>35289</b>	97.86	105.20
<b>Moche</b>	25.25	<b>29727</b>	<b>34503</b>	1177.31	1366.46
<b>Poroto</b>	276.01	<b>3601</b>	<b>3195</b>	13.05	11.58
<b>Salaverry</b>	295.88	<b>13892</b>	<b>18129</b>	46.95	61.27
<b>Simbal</b>	390.55	<b>4082</b>	<b>4317</b>	10.45	11.05
<b>Víctor Larco Herrera</b>	18.02	<b>55781</b>	<b>64024</b>	3095.50	3552.94

**Appendix 04.** Area, population and density per districts within Trujillo. Source: Regional Government of La Libertad - Management Planning, budgeting and territorial conditioning, 2016; INEI, Censo de Población y Vivienda 2007.

## APPENDIX 05.

**CUADRO N° 09**  
**PROVINCIA DE TRUJILLO: Pobreza Monetaria y no Monetaria, según distritos. 2007**

Enfoque de Pobreza	Victor Larco Herrera		Trujillo		Moche		La Esperanza		Laredo		Huanchaco	
	ni	%	ni	%	ni	%	ni	%	ni	%	ni	%
<b>Población censada</b>	55781	-	294899	-	29727	-	151845	-	32825	-	44806	-
<b>Total de hogares en viviendas particulares con ocupantes presentes</b>	13350	-	71172	-	6923	-	35336	-	7951	-	11109	-
<b>POBREZA MONETARIA - LP</b>												
Incidencia de Pobreza Total	4634	8,2	21530	7,2	7148	23,7	39111	25,4	7075	21,3	13403	29,5
Incidencia de Pobreza Extrema	406	0,6	1529	0,4	737	2,1	4128	2,3	914	2,3	1908	3,6
Ingreso promedio per-cápita (nuevos soles)	931,0	-	825,9	-	397,2	-	414,4	-	442,4	-	389,1	-
Gasto promedio per cápita												
Gasto promedio per cápita (nuevos soles)	798,4	-	676,6	-	399,1	-	394,7	-	425,3	-	396,4	-
Gasto per cápita a precios de Lima Metropolitana	989,5	-	838,6	-	507,6	-	489,2	-	547,9	-	493,1	-
<b>POBREZA NO MONETARIA - NBI</b>												
Población por número de NBI												
Con al menos una NBI	6811	12,4	37934	13,0	7344	24,9	31260	20,6	6519	19,9	9821	23,0
Con 2 ó más NBI	720	1,3	3762	1,3	1366	4,6	5187	3,4	1145	3,5	2037	4,8
Población por tipo de NBI												
Viviendas con características físicas inadecuadas	225	0,4	1576	0,5	542	1,8	3332	2,2	241	0,7	1120	2,6
Viviendas con hacinamiento	4228	7,7	26330	9,0	3725	12,6	18371	12,1	2656	8,1	5663	13,2
Viviendas sin desagüe de ningún tipo	1248	2,3	5501	1,9	2728	9,2	5382	3,5	2360	7,2	2229	5,2
Hogares con niños que no asisten a la escuela	890	3,6	4360	3,5	795	5,0	3904	4,9	891	5,4	1446	6,4
Hogares con alta dependencia económica	982	1,8	4618	1,6	1154	3,9	6524	4,3	1720	5,3	1867	4,4
Hogares por número de NBI												
Con al menos una NBI	1389	10,4	7660	10,8	1543	22,3	6341	17,9	1362	17,1	2219	20,0
Con 2 ó más NBI	121	0,9	679	1,0	257	3,7	1084	3,1	202	2,5	445	4,0
Hogares por tipo de NBI												
Viviendas con características físicas inadecuadas	56	0,4	407	0,6	152	2,2	937	2,7	69	0,9	352	3,2
Viviendas con hacinamiento	815	6,1	5049	7,1	706	10,2	3340	9,5	485	6,1	1061	9,6
Viviendas sin desagüe de ningún tipo	337	2,5	1466	2,1	660	9,5	1587	4,5	597	7,5	748	6,7
Hogares con niños que no asisten a la escuela	148	3,1	776	3,3	131	4,4	670	4,4	149	4,7	263	5,8
Hogares con alta dependencia económica	159	1,2	755	1,1	190	2,7	1094	3,1	300	3,8	329	3,0

Fuente : Sistema de Consulta de Indicadores de Pobreza. XI Censo de Población y VI de Vivienda. Instituto Nacional de Estadística e Informática.  
Elaboración: PLANDET.

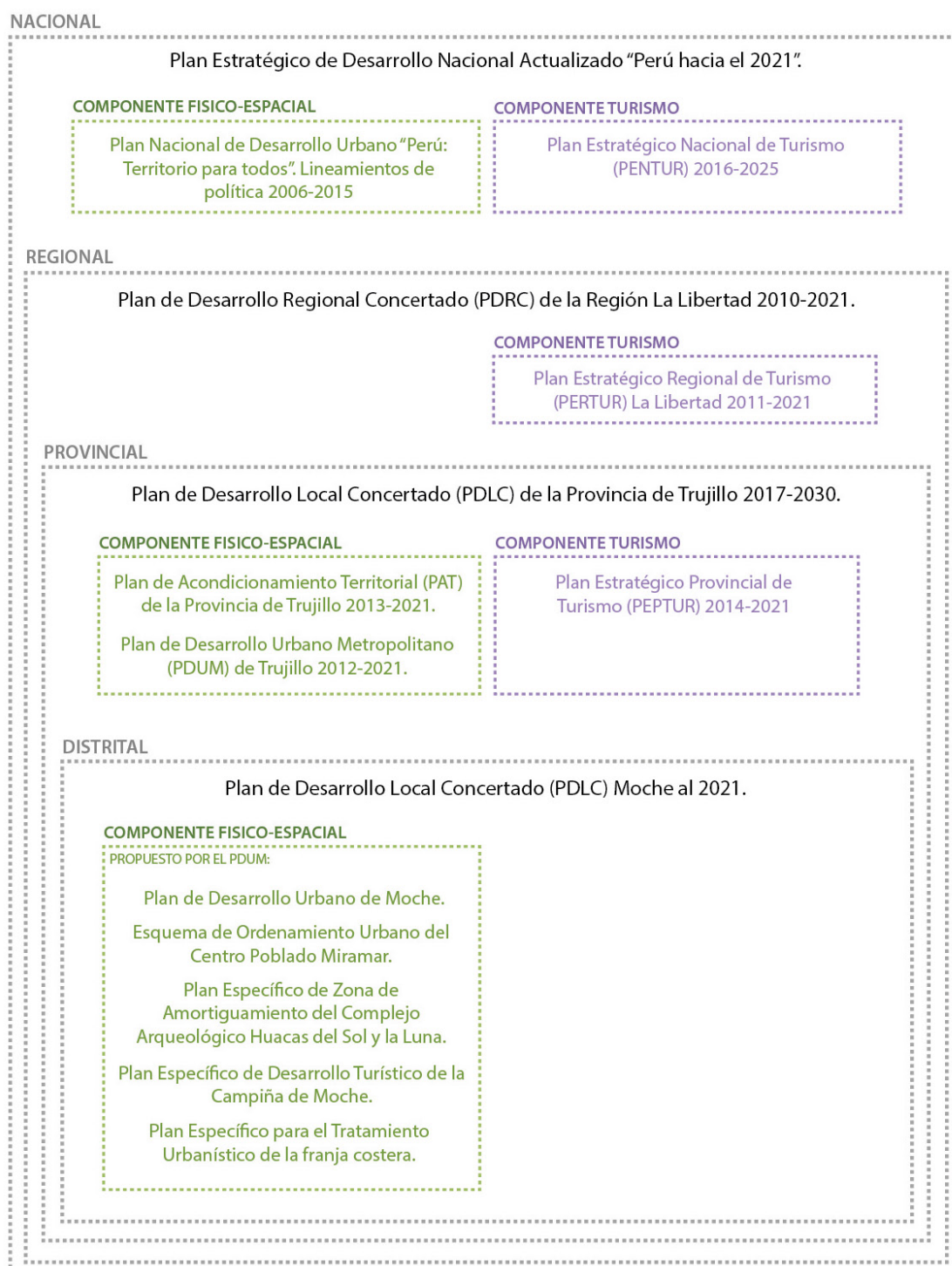
**CUADRO N° 10**  
**PROVINCIA DE TRUJILLO: Pobreza Monetaria y no Monetaria, según distritos. 2007**

Enfoque de Pobreza	Salaverry		El Porvenir		Florencia de Mora		Simbal		Poroto		Provincia de Trujillo	
	ni	%	ni	%	ni	%	ni	%	ni	%	ni	%
<b>Población censada</b>	13892	-	140507	-	40014	-	4082	-	3601	-	811979	-
<b>Total de hogares en viviendas particulares con ocupantes presentes</b>	3364	-	33180	-	8291	-	998	-	906	-	192580	-
<b>POBREZA MONETARIA - LP</b>												
Incidencia de Pobreza Total	5352	38,0	48206	33,9	15372	37,9	1323	32,0	1768	48,5	164922	20,1
Incidencia de Pobreza Extrema	836	5,1	7027	4,2	1730	3,6	197	4,1	388	9,1	19800	2,1
Ingreso promedio per-cápita (nuevos soles)	381,8	-	349,0	-	334,3	-	255,7	-	216,5	-	580,3	-
Gasto promedio per cápita												
Gasto promedio per cápita (nuevos soles)	329,0	-	350,9	-	308,5	-	275,4	-	217,1	-	511,4	-
Gasto per cápita a precios de Lima Metropolitana	408,0	-	434,9	-	382,3	-	428,3	-	337,5	-	636,0	-
<b>POBREZA NO MONETARIA - NBI</b>												
Población por número de NBI												
Con al menos una NBI	3708	26,8	37167	26,5	9692	24,2	1434	35,4	1230	34,2	152920	19,0
Con 2 ó más NBI	1000	7,2	7488	5,3	998	2,5	292	7,2	298	8,3	24293	3,0
Población por tipo de NBI												
Viviendas con características físicas inadecuadas	1467	10,6	5530	3,9	168	0,4	80	2,0	74	2,1	14355	1,8
Viviendas con hacinamiento	1207	8,7	20841	14,8	6194	15,5	234	5,8	297	8,2	89746	11,1
Viviendas sin desagüe de ningún tipo	1206	8,7	8007	5,7	1190	3,0	764	18,9	739	20,5	31354	3,9
Hogares con niños que no asisten a la escuela	409	5,4	4444	5,6	1175	5,6	223	9,2	214	10,9	18751	4,7
Hogares con alta dependencia económica	642	4,6	7253	5,2	2030	5,1	487	12,0	256	7,1	27533	3,4
Hogares por número de NBI												
Con al menos una NBI	867	25,8	8061	24,3	1685	20,3	329	33,0	287	31,7	31743	16,5
Con 2 ó más NBI	238	7,1	1742	5,3	149	1,8	54	5,4	58	6,4	5029	2,6
Hogares por tipo de NBI												
Viviendas con características físicas inadecuadas	400	11,9	1738	5,2	32	0,4	23	2,3	21	2,3	4187	2,2
Viviendas con hacinamiento	227	6,7	3833	11,6	1023	12,3	42	4,2	56	6,2	16637	8,6
Viviendas sin desagüe de ningún tipo	339	10,1	2470	7,4	286	3,4	203	20,3	193	21,3	8886	4,6
Hogares con niños que no asisten a la escuela	70	4,7	792	5,2	185	5,1	42	9,3	40	10,3	3266	4,3
Hogares con alta dependencia económica	109	3,2	1250	3,8	318	3,8	84	8,4	45	5,0	4633	2,4

Fuente : Sistema de Consulta de Indicadores de Pobreza. XI Censo de Población y VI de Vivienda. Instituto Nacional de Estadística e Informática.  
Elaboración: PLANDET.

**Appendix 05.** Monetary and non-monetary poverty for the province of Trujillo. Source: Made by PLANDET, based on INEI, Poverty Indicator Consultation System. XI Censo de Población y VI de Vivienda.

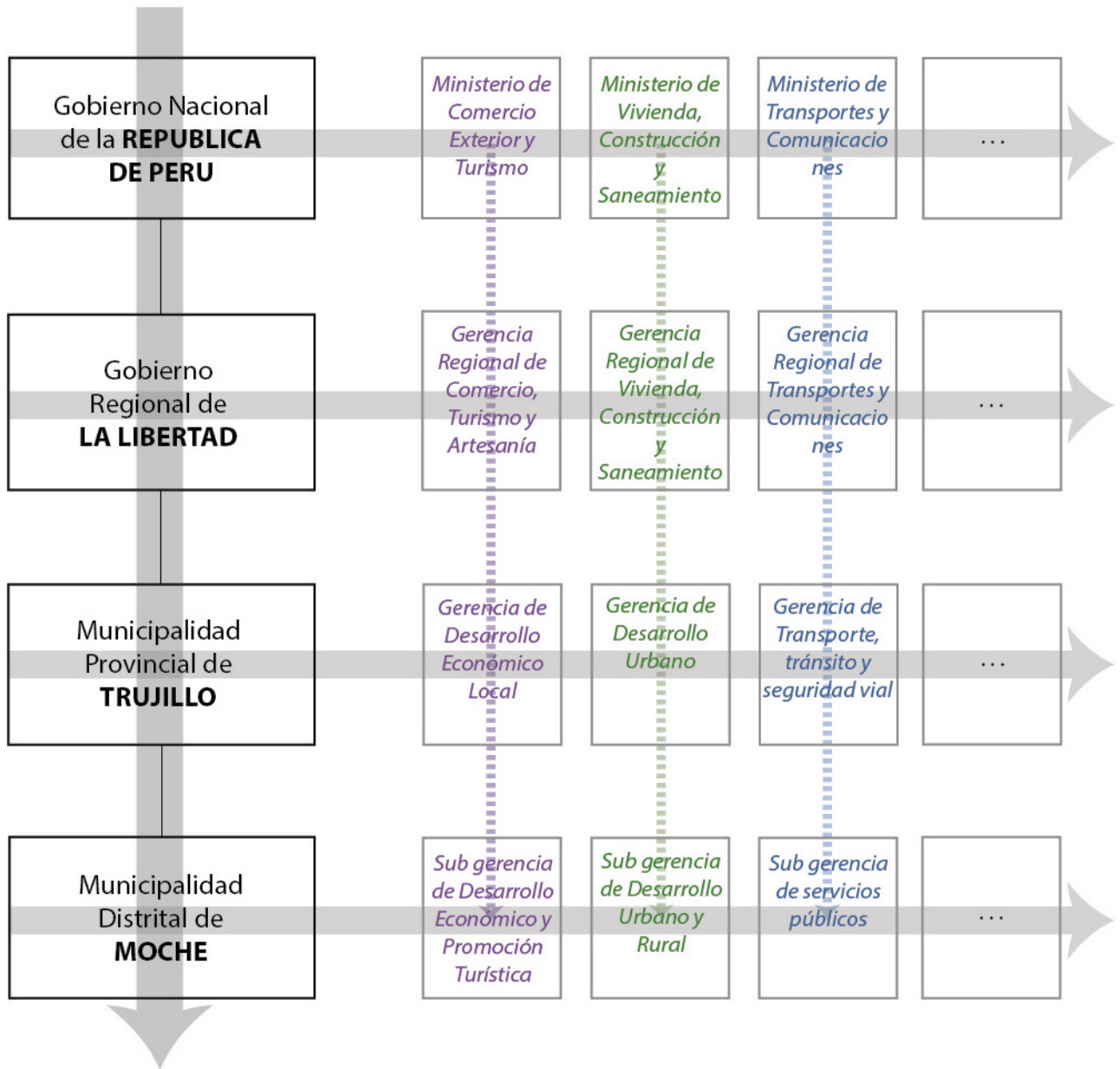
APPENDIX 06.



**Appendix 06.** Hierarchical structure of plans governing Moche, from national to district scale. Source: Made by author based on references: CEPLAN, GRLL, CERPLAN, MPT, PLANDET, MDM.



APPENDIX 07.



**Appendix 07.** Conceptual scheme of hierarchical organisational structure at different administrative levels. Source: Made by author based on references: Presidencia del Consejo de Ministros, <http://www.pcm.gob.pe/entidades-pcm/>; Gobierno Regional La Libertad, <http://www.regionlalibertad.gob.pe/transparencia/documentos-de-gestion/organigrama/4805-organigrama-vigente/file>; Municipalidad Provincial de Trujillo, <http://www.munitrujillo.gob.pe/porta/gerenciamunicipales>

## APPENDIX 08.

## Plan Estratégico de Desarrollo Nacional Actualizado "Perú hacia el 2021".

## COMPONENTE FISICO-ESPACIAL

Planteamiento territorial nacional al 2021:  
Propuesta se basa en el Desarrollo de una Red de Ciudades Sostenibles y la integración de la población rural a los núcleos urbanos.

El sistema urbano estaría conformado por:

- Metrópolis Nacional
- Metrópolis Regionales
- Centros Principales macroregionales
- Centros de servicios regionales
- Centros de servicios subregionales

## COMPONENTE TURISMO

## DESARROLLO URBANO

Plan Nacional de Desarrollo Urbano "Perú: Territorio para todos". Lineamientos de política 2006-2015

ESTRATEGIA N°1: DE AGREGACION Y ORDENAMIENTO DEL TERRITORIO.

- Objetivo: Incorporar al sistema urbano nacional a cada centro urbano como un sistema productivo local, integrado y articulado a través de redes, de acuerdo a su escala, potencialidades, roles y funciones.

- Meta: Articular los 539 Centros Urbanos al Sistema Urbano Nacional Productivo a través de (...) infraestructura vial, transportes y comunicaciones en todos los departamentos y mayores a 2000 hab.

ESTRATEGIA N°2: DE DIFERENCIACION DE POSICIONAMIENTO Y ATRIBUTOS.

- Objetivo: Promover el desarrollo urbano territorial a través de sus ventajas comparativas para incrementar los índices de atractividad, competitividad y productividad urbano-regional, de acuerdo a sus escalas, potencialidades, roles y funciones.

- Metas: Formulación e implementación de 4 planes de Desarrollo Metropolitano (Trujillo, Macro Norte). Formulación e implementación de 80 planes de Desarrollo Urbano de las Ciudades Intermedias (20 000 - 500 000 inhabitants).

## TURISMO

Plan Estratégico Nacional de Turismo (PENTUR) 2016-2025

LOS GOBIERNOS REGIONALES Y EL TURISMO.

- Identificar posibilidades de inversión y zonas de interés turístico en la región, así como promover la participación de los inversionistas interesados en proyectos turísticos.  
- Desarrollar circuitos turísticos que puedan convertirse en ejes del desarrollo regional y local.

LOS GOBIERNOS LOCALES Y SU ROL EN EL TURISMO.

- Organizar (...) instancias de coordinación para promover el desarrollo económico local; aprovechando las ventajas comparativas de los corredores productivos, ecoturísticos y de biodiversidad.

POLITICA DE INCLUSION SOCIAL DEL SECTOR TURISMO.

- Programas que buscan el involucramiento y participación directa de las comunidades locales. En La Libertad: "Al turista, lo nuestro".

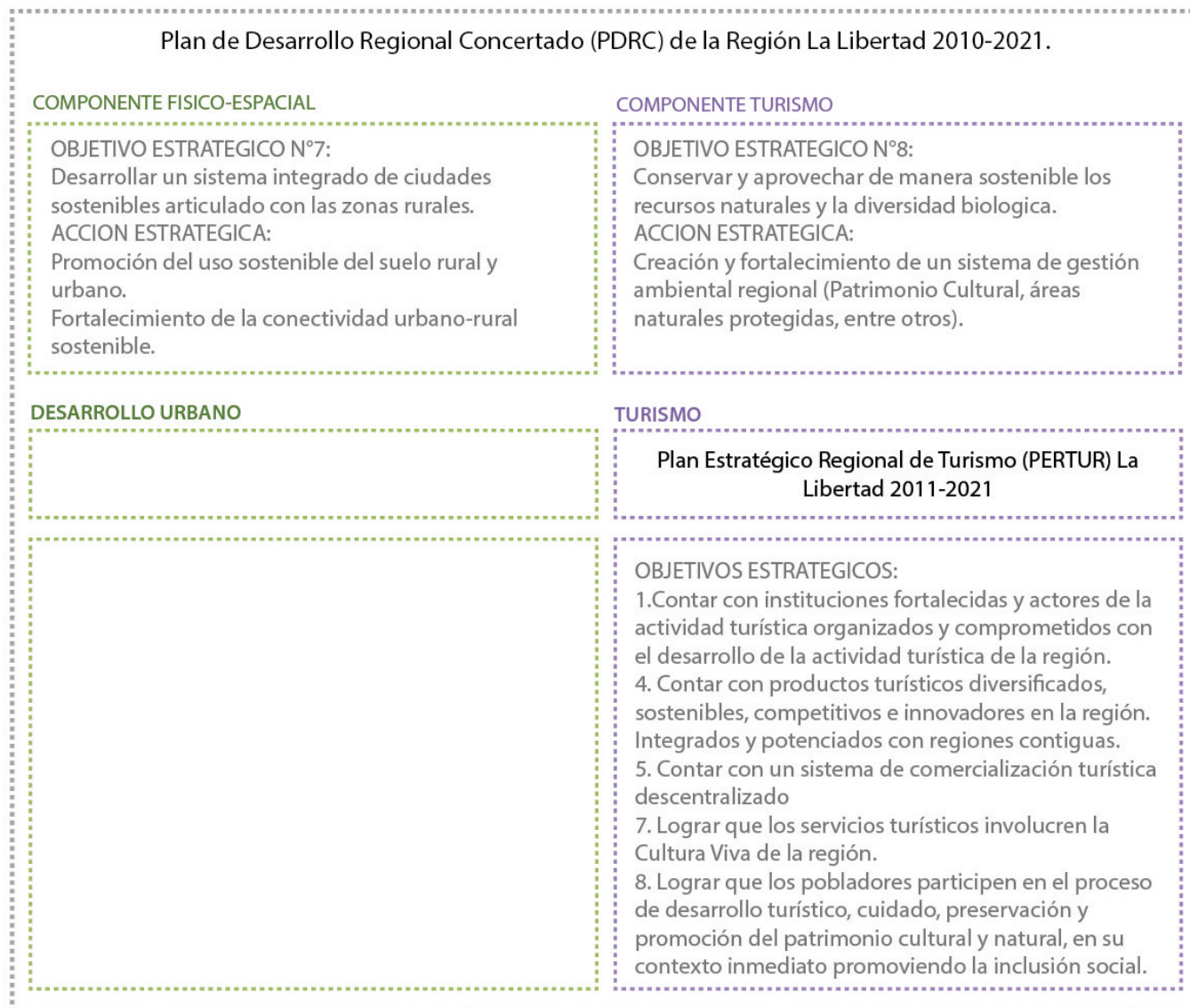
PILARES ESTRATEGICOS.

N°2: DIVERSIFICACION Y CONSOLIDACION DE LA OFERTA.

- Consolidar y desarrollar una oferta turística sostenible.

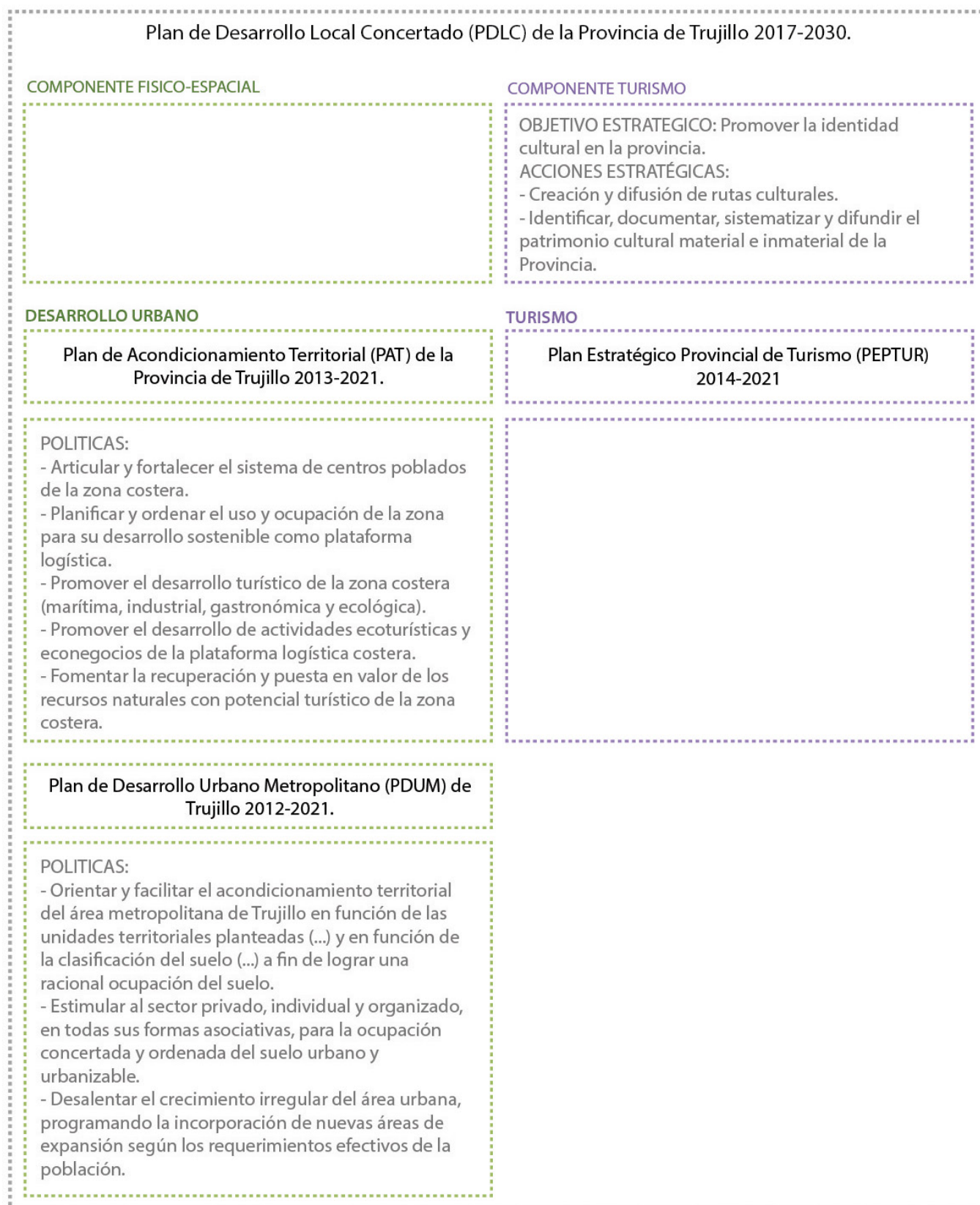
N°3: FACILITACION TURISTICA.

- Promoción de la conectividad y las inversiones en turismo.



**Appendix 08-b.** Existing guidelines at regional level [spanish version]. Source: Made by author, based on references GRLL-CERPLAN, 2017; GRLL-CCRT, 2011





**Figure 7.36** Existing guidelines at provincial level [spanish version]. Source: Made by author, based on references MPT-PLANDET, 2016; MPT, 2012; MPT-PLANDET, 2012.



## APPENDIX 09.

**FINAL REFLECTION.****The relationship between research and design.**

Research has been an essential tool along the process. Since the beginning, literature research was done to obtain an initial grasp and to have a better overview about the topics tourism and sustainable development, in general, and in the location of Trujillo, in particular.

After the problem statement was formulated, the research and sub-research questions were shaped in order to have a set of guides that could help to start with the research. Even though the research questions were formulated at first, they were re-shaped as many times as needed, when the research was being broad or vague.

The moment and tools to find answers to these questions corresponded to the different stages of the thesis project. For instance, research on concepts and theories was done through literature research, which helped to build the theoretical framework, that would have later turned into the basis for conducting analysis and design. Spending the necessary amount of time to build up the theoretical framework was a key issue, since this was going to be the basis for the rest of the project.

The analysis part was done following the scheme built on the theoretical chapter, which served as guide to suggest main issues to be researched and do not lose the focus of it. This chapter intertwined research, analysis and design, and not necessarily in that order. To start the analysis of the site it was needed research on the issues at stake, and while doing the analysis, some ideas for possible solutions to the founded problems started to emerge. The Analysis chapter, has also been a reason to look at the research questions again and re-shape them.

For the design part, research regarding how to encounter certain issues was also needed. For instance, it was necessary to look

at tools for controlling urban growth, and the requirements needed for their implementation, that have already been done in other contexts.

As described, the development of this project has been a cyclical process, where, although following a straight line from the initial Problem Understanding phase, until the Design phase, the content of the different chapters has been re-framed in order to follow a coherent discourse and do not lose the focus, having basis on what was proposed for the Theoretical Framework. A helpful tool was to do trial presentations, not only to look at the way the story telling was being done, so for presentation purposes, but for design ones, in that it helped to evaluate if what was being carried on was going on the way towards the expected final product.

**The relationship between the theme of the graduation lab and the subject/ case study chosen by the student within this framework.**

The Graduation Lab of which this project belongs to is Complex Cities. Some of the topics that this graduation lab tackles are spatial planning and strategy making, and how do they contribute to the diminishing of poverty, environmental threats and weak governance in developing regions around the world. In that sense, the chosen case (Moche, Trujillo) meets the characteristics above described, in that poverty conditions are related to the lack of economic and physical development of the urban areas, on the one side, and that weak governance is one of the main reasons for this lack of development, on the other side.

It is also the case that Moche possesses environmental attractions, which are at risk of being devastated by urban sprawl if this is not well managed. For that, design plays an important role in showing possible ways to mitigate those effects, and the planning system is as important as the design, in that it can show how a design project could help to tie the social and economic components needed for sustainable development as well.

In this perspective, the case of Moche brings together the conditions to explore the possibilities of spatial planning and strategy making based on the existing local potentialities. The proposal goes more into showing that things can be achieved with the current assets, and that is more about of fostering different relations and creating networks, rather than introducing dramatic changes in the whole governance system. In other words, that through small, but strategic, interventions, changes can be brought.

#### **The relationship between the project and the wider social context.**

This thesis project emerges in the middle of two trends happening right now in the Peruvian context: tourism growth and urban growth. The first one due to the big amount of tourist attractions spread all over the country, and a strong campaign boosted by the government, specifically the Ministry of Tourism and Foreign Trade; and the second one due to the increase of population aiming to live in cities, in search for a better future, what causes internal migration, and results in fast processes of urban sprawl, that surpasses government efforts.

These two trends are a reality not only in the city of the project, Trujillo, but in the whole country. Trujillo, at 2017, is the third most populous province in the country, and the second most populous metropolitan area, with 949 498 inhabitants, after Lima, the capital city that holds 9 752 000 inhabitants (INEI, 2009). Following Trujillo, there are other cities like Arequipa and Cusco that hold similar conditions, with these two tendencies going up. And although there is a big distance in numbers, the patterns under which these cities have been developed so far are very similar, and differ very much from being sustainable.

The governance system in Peruvian cities follow a very top-down approach, and there is no much of collaborative planning involved. Actually, most of the plans that are made consider social involvement just as a matter of following

the laws. This, often results in presentation or, eventually, consultation meetings at a very last stage of the elaboration of the plan. Within this scheme, it is very few what the society can contribute to the plan making, and their degree of involvement is even less, sometimes barely knowing that a plan has been approved.

The implications of such a planning approach are big, and are mainly noticed when it comes to implementing projects that were not defined together with the local population, but just showed to them, instead. This approach has been used for a long time, causing delays on projects implementation, disagreement between society and local governments, and the consequent loss of political trust of civil society.

A few changes have tried to be inserted, but governments resist to give society the opportunity to be in charge of their development. Local empowerment is often seen as a threat, rather than as a way for locals to contribute to their own development.

Governments need to give space to different governance approaches, that utilizes local knowledge and assets, which maximize the usage of resources and increase the benefits for local communities. In other words, a sustainable approach of efficiency of social and environmental resource expenses and maximization of social, environmental and economic outcomes.

That is why looking for possibilities of how the tourist assets of Trujillo could contribute to improve urban conditions, and therefore, sustainable development, is relevant in the Peruvian context. It is aim of this project to not only show the possibilities for Trujillo, through the case of Moche district, to reach that goal, but also to serve as example for other cities that are currently going under similar processes.

In that sense, this thesis project is a stimulus to think on economic sectors that depend on the spatial development of a territory, and that can be the way to achieve local development while improving living conditions for local inhabitants.







