



MODERN ECONOMIC DEVELOPMENT OF  
**VILLA HAYES**



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# **Modern Economic Development of Villa Hayes**

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**CENTRO CULTURAL  
MELODIA  
CHACO PARAGUAY**

**fundación  
paraguaya**



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# Executive Summary

Tourism is a growing industry throughout the world. Some places, however, have not fully reached their potential. Villa Hayes, a rural Paraguayan city, is working to grow their economy by means of tourism development. Centro Cultural Melodía, the local cultural center, is a main contributor to the development of the city's tourism.

In partnership with the Centro Cultural Melodía, a team from Worcester Polytechnic Institute traveled to Villa Hayes to promote local tourism. The team used a variety of methods to develop the city's tourism industry. One of these methods was to discuss strategies with key figures including government officials, local Villa Hayes experts, and the Director of the Centro Cultural Melodía. Another method was to observe and study the many local attractions. The final method was to survey groups to gauge overall feedback.

Through further analysis of the city, the team discovered certain themes relating to tourism. The team discovered that the tourism market has suffered as a result of poor advertising techniques, underutilization of tourist attractions, and poor community communication. The team worked to develop deliverables that will improve all of these areas.

The four deliverables included two guided tours along with a brochure to advertise the tours, a survey to measure tourist satisfaction, two databases of photos and pertinent information on each site, and a sellable tourist book. These deliverables were designed to attract high school tour groups to the city with the hopes that they will return with their families at a later date.

Each of the deliverables improves the city's tourism. The guided tours, brochure, and survey are currently being advertised and used with Asunción high school students. Multiple tours have been taken. The databases are currently being used to design new marketing materials

for the city. Finally, the sellable book “Bienvenido a Villa Hayes” has been professionally printed and is currently in distribution.

These deliverables act as a starting point to increase tourism in Villa Hayes. The deliverables will help Villa Hayes locals see the value of their own community and culture. As tourists come and see the local pride and beauty of the city, Villa Hayes will become a city that is known throughout Paraguay.

# 1.0 Introduction

The tourism industry impacts a large portion of the global economy. Tourism provides more than 283 million jobs worldwide (World Travel & Tourism Council, 2016, p. 4). Tourist attractions are each unique in value. Around the world, there are endless opportunities to experience beautiful landscapes, rich histories, and distinct cultures. Many of these attractions exist in South America.

Nestled within the heart of South America is a country called Paraguay. Unlike other South American countries, Paraguay is not known for its tourist attractions. However, it has potential to emerge as a desirable travel destination. Paraguay has both abundant nature and modern cities. One of Paraguay's main tourist attractions is the capital, Asunción. Though urban itself, Asunción acts as a base for rural tourism. Within an hour drive of the city, are many rural areas that offer a glimpse into the country's rich history.

About 16 miles northwest of Asunción is a city called Villa Hayes. The city is located along the Paraguay River and offers beautiful waterfront views. It also hosts enriching historical locations. These historical sites have the potential to be major tourist attractions. Recently, Villa Hayes has wished to increase its tourism market. To do this, organizations in Villa Hayes have begun to look for ways to better attract tourists.

To help increase Villa Hayes' tourism, the team worked with a local cultural organization known as Centro Cultural Melodía. The Centro Cultural Melodía helped the team contact organizations to identify and understand different ways to attract tourists.

Access to information is essential to promoting the growth of tourism markets. To make information more accessible, the team determined what media best reach tourists. The team

analyzed these different means and used them to market Villa Hayes. Methods such as discussions with key figures and visits to tourist attractions were used to gather information about Villa Hayes. Pamphlets, multiple media sources, and guided tours were used to promote the city. The increased awareness of what Villa Hayes has to offer has increased the town's number of visitors.



## **2.0 Background**

People enjoy traveling for many reasons. Some of these reasons include adventure, self-reflection, celebration, relaxation, and relationship building (Wilson, p. 32). To cater to these desires, communities constantly work to improve tourism (SENATUR, p. 105). South American countries, including Paraguay, have recently focused on attracting tourists (Santana, p. 16). Paraguay currently has one of the lowest tourism rates on the continent (Santana, p. 27). The Background section of this report will investigate methods of increasing tourism specifically in South America and Paraguay. Before tourism is increased, the potential impacts must be understood.

### **2.1 Impacts**

It is important to consider the overall well-being of the community when tourism is promoted. Tourism development can have both positive and negative impacts on local communities. One of the most prevalent impacts of tourism is economic growth. In 2015, the tourism industry provided more than 283 million jobs (Travel & Tourism, 2016, p. 4). Although this statistic suggests that more tourism is favorable, not all communities experience lasting benefits. One negative impact is that tourists bring their own cultural standards into less developed communities and devalue existing cultural identities. Another negative is that tourism can also lead to higher crime rates (Travel & Tourism, p. 12).

There are multiple methods to determine the overall impact of tourism. One of these methods is to measure changes in residents' life satisfaction based on "material life, community life, emotional life, and health and safety." (Kim, 2013). Another method of evaluating impact is

through meetings between residents and town officials. This communication is important because residents can voice their opinions and officials find issues they never knew existed (Kim, 2013). The team will use these methods to ensure that the well-being of the community is protected.

### **2.1.1 Case Study - Rio de Janeiro**

The Olympic Games attract people from all over the world. This results in a rapid increase in tourism for the host city. The 2016 Olympic Games were hosted by the Brazilian city of Rio de Janeiro. To prepare for the influx of tourists, Rio constructed a ten-foot wall that spanned five miles. Government officials stated that the wall was to act as an acoustic barrier; instead the wall blocked the view of sixteen drug and crime ridden favelas and represented the city's inequality. One of the favelas' community directors, Edson Diniz, spoke about the wall saying, the "[barrier is] the continuation of a project to reduce the visibility of the community. It's more for outside, not for those inside" (Bowater, 2016). Tourism should be promoted to help communities overcome economic obstacles. It should be utilized to make progress through social and cultural development. Unfortunately this was not the case in Rio. Instead, the city used its newfound fame to attract tourists and make money at its citizens' expense. The residents of the favelas lost their voices in their own community. Rio's poor planning highlights the need for local citizens to have a say in the development process. Development strategies that take everyone's voice into consideration are best for increasing tourism (Bowater, 2016).

## **2.2 Development Strategies**

When it comes to tourism development, two schools of thought compete. One strategy promotes independent businesses and encourages them to follow their own interests. Unfortunately, this approach leaves many small businesses vulnerable to competition and does not recognize related pre-existing markets. Additionally, community-wide needs and issues are not considered in this approach. The other strategy is more community based. The community and local services must work together to ensure success. Although this approach is most effective, it is difficult to implement. Businesses and governments often view collaboration as an unnecessary risk. They wish to enjoy the benefits of tourism without the financial commitment. Regardless of the two approaches, several components appear in healthy tourism (Johnsen, 116).

## **2.3 Components**

Healthy tourism has four components: attractions, promotions, infrastructure, and services/hospitality. First, communities need attractions that draw the attention of tourists; they can be either natural or cultural. Second, they must be able to adequately promote and advertise their attractions. Third, with solid infrastructure, communities have more access to tourists. Solid infrastructure refers to quality of the community's transportation, drinking water, and utilities. Fourth, it is necessary to have services and hospitality including lodging, restaurants, and retail businesses as well as good treatment of visiting tourists (Johnsen, p. 5-12). Recently, South America has begun to develop their tourism by improving these four criterion (Lumsdon, p. 65).

## **2.4 South America**

In the past, South American tourism was limited by political uncertainty and economic issues. It was not until the 1990's that the tourism industry began to grow. This growth was the result of the democratization of many major countries. During the 1990's, South America experienced a regional travel and tourism GDP growth of 6.1% per year. In 1997, tourism accounted for 53.06% of the total services provided in South America. The top tourism markets in South America are located in Brazil and Argentina (Santana, 2001, p. 4-6). Successful tourism markets include a mix of historical and natural attractions. For example, Brazil has beautiful beaches and forests, as well as historical ruins and statues. In Argentina, tourists enjoy the historical culture of Buenos Aires and the picturesque landscape of Iguazu Falls. The continent's diversity attracts tourists from all over the world. Paraguay, another country in South America, has maintained a healthy balance of attractions over the years. Paraguay has recently started to put more time and money into tourism development (Peak, p. 47).

## **2.5 Paraguay**

Paraguay has an underdeveloped tourism industry. Its cultural isolation, lack of ocean access, long-standing dictatorships, animosity with neighboring countries, and relatively small population make it hard to attract visitors. For example, a large proportion of the Paraguayan population speaks Guaraní, an indigenous language unknown outside of the country. Without maritime ports, cruise ships never debark. Dictatorships, especially violent ones, deter tourists.

Unfriendly neighboring countries do not promote Paraguay's image. Paraguay recognizes the need to expand its markets and grow its global relationships (Lambert, 2013, p. 3).

Despite the nation's best efforts, Paraguay's tourism market remains weak in comparison with those of surrounding countries. Oftentimes, Paraguayan tourism data is misrepresented. "Many of the arrivals recorded as international visits are transitory stops at the Brazilian or Argentine borders en route to the Iguassu Falls" (Lumsdon, 1999, p. 431). To retain these tourists, Paraguay has made strides to market its own tourist destinations.

Paraguay is full of beautiful museums, historical buildings, and wildlife. The most popular locations are Asunción, Iguazu Falls, and the Jesuit Ruins. Asunción is the largest city and the capital of Paraguay. Also known as "Mother of Cities", it is one of the oldest in South America. As the capital, Asunción is a tourist hub. Its population of 2.3 million creates a big city in full swing (Paraguay, 2017). From museums to traditional Paraguayan restaurants, tourists select from a wide variety of activities. On the other hand, for those who seek natural beauty, there is Iguazu Falls. The name "Iguazu" is Guaraní and it means "big and water". No surprise. Iguazu Falls is one of the largest waterfall systems in the world. The Jesuit Ruins claim no such grandeur. Though fallen, however their presence recalls a former time. These ruins were once religious settlements created by Jesuit missionaries who emigrated from Spain during the 17th century. The settlements served for over 150 years yet still remain. The Jesuit Ruins are situated in the southern portion of Paraguay. There are two main Jesuit sites; Jesús de Tavarangue and La Santísima Trinidad de Paraná. In 1993, the Jesuit Ruins were declared a UNESCO World Heritage site. These ruins act as a reminder of Paraguay's deep history.

## **2.5.2 Rural Tourism**

Rural tourism emphasizes the coexistence between tourists and the environment. Rural tourism is “a causal relationship between the rural environment and tourism” (Sharpley, 2004, p. 120). Bernard Lane, author of ‘What is rural tourism?’ defined rural tourism as “tourism that is located in rural areas, is rural in scale, character and function, reflecting the differing and ‘complex pattern of rural environment, economy, history, and location’”.

Unlike conventional tourist markets, rural tourism exists independently of other markets. There are many threats to rural tourism. Local communities fear a loss of natural beauty due to human-induced environmental degradation. Despite these fears, Paraguay has made strides to grow its rural tourism markets. Villa Hayes, one of Paraguay’s many rural cities, has made great strides in this effort.

## **2.6 Villa Hayes**

Paraguay’s established tourist sites are more commonly visited. Sites such as the Casa de la Independencia, National Pantheon of Heroes and Manzana de la Rivera receive a consistent flow of tourists each year. For travelers wishing to have an authentic Paraguayan experience, true culture is in more rural and less known regions. Regions such as Villa Hayes offer tourists an authentic Paraguayan experience.

Villa Hayes is named after the 19th president of the United States, Rutherford B. Hayes. President Hayes was an influential figure at the end of the Paraguayan Triple Alliance War. During Paraguay’s vulnerable state after suffering catastrophic losses in population, Argentina

attempted to gain control over the Chaco region. The United States was asked to arbitrate the territorial dispute. President Hayes made the decision to support Paraguay's claims to the land. This decision resulted in Paraguay's overall survival as a nation (Otis, 2014). Paraguayans are proud to consider the Chaco a part of their country. Villa Hayes is located on the western bank of the Paraguay River along the edge of the Chaco. It is recognized as the “entrada principal al Gran Chaco” (“main entrance of the Gran Chaco”, Ferreira, 2014). Villa Hayes provides tourists the opportunity to “experience the countryside” (Sharpley, 2004, p. 120). Unfortunately, many tourists are not aware of Villa Hayes.

### 2.6.1 Lack of Information

When searching for places to visit, tourists turn to Google as a resource for information. A lack of tourist information on Google implies that there is little to do. When searching for information, the prompt “Things to do in...” is commonly used. Figure 1 shows the usual outcomes for a search of this nature related to Asunción, Paraguay.

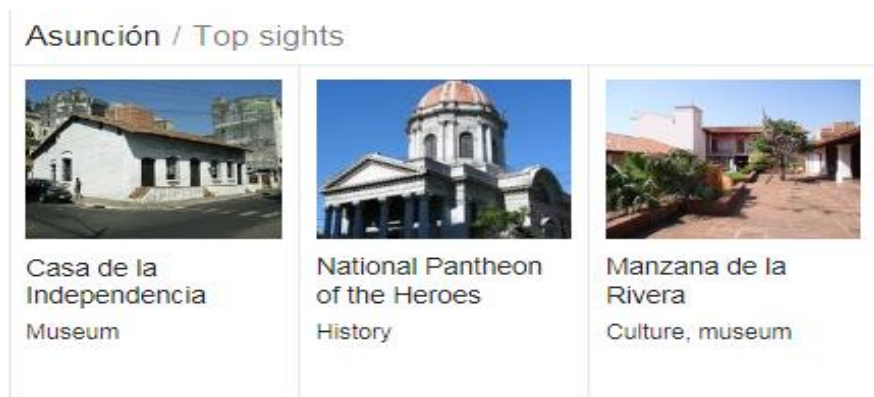


Figure 1. Example search: “Things to do in Asunción”

For popular locations, the prompt yields a list of activities for tourists to do. However in many rural areas, such as Villa Hayes, this type of search yields few results. This lack of easily accessible information makes travel planning difficult for tourists.

## **2.6.2 SENATUR**

SENATUR, the national tourism organization of Paraguay, sets guidelines for increasing tourism. According to SENATUR's 2012 national tourism report Paraguay's tourism is based around "[t]urismo de Naturaleza, observación de flora y fauna, ecoturismo, fluvial, pesca, playa, histórico-cultural, turismo rural, turismo rural comunitario" ("nature tourism, observation of flora and fauna, ecotourism, river, fish, beach, historic and cultural, rural tourism, community-based rural tourism", SENATUR, 2012). When looking at the Department of President Hayes, SENATUR acknowledges the rich culture and history of the region. The organization's in-depth look at increasing tourism in Villa Hayes focuses on the Paraguay River and the city's handmade crafts. Since the river is one of the main attractions, cleaning the river is of utmost importance to SENATUR. Pollution has continued to threaten the environment in Paraguay. Therefore, SENATUR has looked at alternatives that would not threaten the environment in what the organization calls "sustainable tourism". SENATUR believes that the historical value of the region provides a sustainable tourism market. SENATUR recommends that Villa Hayes look to attract tourists from Asuncion. Overall, SENATUR believes that Villa Hayes demonstrates great tourist potential and has much room for growth (SENATUR, 158).



### **2.6.3 Case Study - Prior WPI Team Findings**

In the spring of 2016, a team of students from Worcester Polytechnic Institute started to develop the potential of Villa Hayes. They created deliverables to “help members of the Villa Hayes tourist industry realize that they have an interesting location, culture, and history, and all the reasons in the world to make them well known” (Tourism in Villa Hayes and Benjamín Aceval, 2016). The five deliverables were: (1) Villa Hayes self-guided tour book, (2) Town logo, (3) Hotel feedback survey, (4) Training packet for tours of the nearby farming high school called Escuela Agrícola, and (5) Advertisement brochure. Among the deliverables created by the 2016 team, there were three that directly related to Villa Hayes. These were the self-guided tour book, the town logo, and the advertisement brochure. The brochure has been particularly influential in helping the local cultural center to promote the city.

According to the 2016 team, “A robust tourism industry in Villa Hayes will take more than these deliverables” (Tourism in Villa Hayes and Benjamín Aceval, 2016). The group therefore wrote an in-depth list of five recommendations. Their recommendations were: (1) Boat tour of the Peñón, a castle in the Paraguay River off the coast of Villa Hayes, (2) Host an event or festival related to a traditional holiday, (3) Frequent social media updates, (4) Work with SENATUR, the Paraguayan travel organization, and (5) Advertisements in the form of physical pamphlets, newspaper advertisements, and online media. The boat tour recommendation was particularly successful in helping residents of Villa Hayes realize their tourism potential. After the 2016 project, boat owners were inspired to offer Villa Hayes coastal tours on the Paraguay River to both locals and tourists regularly.

Villa Hayes is a quaint city full of culture, history, and nature. Many tourist attractions in Villa Hayes portray these qualities. Despite the city’s numerous attractions, Villa Hayes has a

limited amount of tourist information and has a lack of organized opportunities. It was the goal of the 2016 team to make Villa Hayes' attractions more accessible and well known to potential tourists. The 2016 initiative serves as a baseline and a catalyst for the 2017 project to expand the tourism industry in Villa Hayes.

### 3.0 Methodology

The methodology section outlines specific techniques and methods used to promote tourism in Villa Hayes. The team implemented these strategies in collaboration with project advisors and Sr. Felix Farina, Director of the Centro Cultural Melodía. Figure 2 shows the schedule of methods used by the 2017 project team.

D Term 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Mar. 12	13	14	-Discussion with Felix Farina 15	16	-Observational Study of Villa Hayes 17	18
19	-Observational Study of Villa Hayes 20	21	22	-Discussion with Felix Farina, Sra. Juana Leon, Sr. Rodney Ramirez 23	-Observational Study of Villa Hayes 24	25
26	-Observational Study of Tobas Qom 27	28	-Discussion with Felix Farina 29	30	31	Apr. 1
2	-Discussion with Key Figure 3	-Observational Study of El Penon 4	5	6	-Discussion with Felix Farina 7	8
9	10	11	-Observational Study of Villa Hayes 12	-Discussion with Key Figure 13	14	15
16	-Observational Study of Villa Hayes -Discussion with Felix Farina 17	18	19	20	-Discussion with Key Figure 21	22
23	24	-Survey students -Observational Study of El Penon 25	26	27	28	29
30	May. 1	2				

Figure 2: D 2017 Schedule

### 3.1 Discussions with Key Figures

One of the methods used to gather information on Villa Hayes was discussions with key figures. These meetings also included members of the Centro Cultural Melodía. Sr. Felix Farina was the main resource in gathering information and connecting the group with local citizens. He was particularly useful in facilitating conversations with government representatives. Felix

provided the team with opportunities to discuss strategies with government officials including Sra. Juana Leon, Secretary of the Department of Industry, Commerce and Tourism, and Sr. Rodney Ramirez, the Director of Education Culture and Tourism of the city of Villa Hayes. These government representatives had a strong background on national goals and were useful in ensuring that the team's project deliverables aligned. A few of the discussions also included individuals from the Escuela Agrícola de San Francisco and the Fundación Paraguaya. Representatives from these organizations were instrumental in supporting the efforts in Villa Hayes. There were five important meetings that were useful in driving results. Summaries of these meetings can be found in Appendix A.

### **3.2 Observational Studies and Field Research**

To ensure that deliverables would appeal to Paraguayan natives, the city's tourism market was discussed with a local expert. Sr. Felix Farina offered a list of ten possible sites to be used in a tour. All sites were evaluated and documented through photos and written descriptions. Each of the locations were evaluated based on three criteria: accessibility, cultural significance, and visual appeal. Accessibility was determined through the ease of planning visits and getting to each site. Cultural significance was evaluated through descriptions and stories provided by local community members. Visual appeal was evaluated based on the architectural and natural beauty. Sites were then documented through photography. Sections 4.1.1 - 4.1.9 provide a description of the locations along with an overview of the tourist experience.

### **3.3 Surveys**

To allow the Centro Cultural Melodía to measure the satisfaction of the tour, a survey was created. The survey asked questions such as “Did you enjoy the tour?”, “What was your favorite location on the tour?”, and “What was your least favorite location on the tour?” The survey included a mix of free response and rating questions. The survey included questions about satisfaction levels as well as suggestions. Prior to delivering the survey to the cultural center, it was evaluated by local students for understandability. The survey was then given to the cultural center to be evaluated. The director of the cultural center said that the survey’s questions evaluated user satisfaction in a “positive and comfortable manner”. Once the survey was approved by the director it was administered to a pilot group of students. The full survey is shown in Appendix C.

## **4.0 Deliverables and Results**

To increase tourism in Villa Hayes the team worked on multiple deliverables. This section describes the deliverables and discusses their results. During the course of the project four deliverables were developed. The deliverables include guided tours of locations in Villa Hayes, informational databases, evaluation criteria, and a sellable book on the tourist attractions of Villa Hayes.

### **4.1 Guided Tours**

The team developed two guided tours and a brochure to market them. The brochure is seen in Appendix B. These tours are designed to bring in high school groups from around the country to learn about Villa Hayes' history and culture. It worked. Two tour groups have already bought and participated in the single day tour. In partnership with the Centro Cultural Melodía, tourists are now able to take a one or two day tour throughout Villa Hayes and the Chaco.

Locations of the tours are suffused with beauty and culture. The one day tour begins at the Centro Cultural Melodía where visitors meet their guide. This guide will lead the tour through the city, sharing pertinent information and anecdotes about each location. From the cultural center, tourists take a short walk to Parroquia Virgen de la Victoria to learn about Paraguayan history. Next, they walk to the riverfront. The riverfront, in particular, is a focal point of Villa Hayes. The riverfront contains beautiful views of the Paraguay River. From the river you can easily walk to the Gobernación Del XV Departamento de Presidente Hayes, la Escalinata, and El Museo Municipal Don Salvador Garozzo. All these locations are stops included in the guided walking tour.

Centro Cultural Melodía's guided tour impacts the development of the local community. As tourists enter into a community, they spend money and the economy is developed. Tourists utilize local hotels, restaurants, and shops. The guided tour is currently marketed to Asuncion high school students. Ideally, students will inform friends and family of the tour and will advocate for return visits.

After discussing observations with Sr. Felix Farina, the team chose to include the following seven sites in the tour: Centro Cultural Melodía, Parroquia Virgen de la Victoria, El Peñón , La Escalinata de Madame Lynch, Hotel Cerrito, the Toba Qom Community, El Museo Municipal Don Salvador Garozzo, and the Estatua del Dr. Benjamín Aceval. Sections 4.1.1 - 4.1.9 evaluate each site and explain how the site adds value to the tour.

#### **4.1.1 Centro Cultural Melodía**

Centro Cultural Melodía, the cultural center of Villa Hayes, is the main tourist hub of the city. The cultural center offers classes for young students. These classes are a safe place for students to learn while their parents are working. The location of the center is convenient and accessible. The cultural center is on one of Villa Hayes' main roads, 300 yards from the riverfront. In addition to its accessibility, the cultural center has historical significance. The Centro Cultural Melodía was once used as a command post for Argentina during their occupation of Paraguay in the Triple Alliance War. Due to its historical and cultural significance, the Centro Cultural Melodía would make a worthy addition as the home base to the guided tour.

#### **4.1.2 Parroquia Virgen de la Victoria**

Parroquia Virgen de la Victoria is the cultural heart of the Villa Hayes community. The church is accessible. It is one block from the cultural center. According to Sr. Felix Farina, the church is one of the most well-maintained buildings in the town. It has a grassy lawn in the front and is surrounded by palm trees. The church exudes a solemn religious feeling. This is due to the intricate glasswork and woodwork found inside. The church served as the backdrop for many of Paraguay's important moments and has sentimental value to the locals. The church was built in 1863 at the beginning of the Triple Alliance War. It was later renovated in 1960. The church is often used as a landmark for giving directions in the city because of its size and recognition. The church was seen as a worthy addition to the tour due to its location, historical significance, and beautiful views.

#### **4.1.3 El Peñón**

El Peñón is a castle-like structure built into a rock in the middle of the Paraguay River. The structure is a 40-minute boat ride off the coast of Villa Hayes. Due to its centralized location in the middle of the river, El Peñón is fought over by surrounding cities. El Peñón has cultural and historical significance. It was originally a rest stop for merchants traveling down the Paraguay River. Over the years, El Peñón has changed from a rest stop to a tourist attraction. The boat tour to El Peñón is an exciting opportunity for tourist to learn about its cultural significance while enthralled by its beauty. Though El Peñón is not as easily accessible, the team determined that it should still be included in the tour.



#### **4.1.4 La Escalinata de Madame Lynch**

La Escalinata de Madame Lynch, or “The Staircase of Madame Lynch”, is a set of steps leading from the shore of Villa Hayes into the Paraguay River. According to the Director of the cultural center, the steps are a “common place for locals to relax and drink terere”. The stairs are located on the bank of the Paraguay River, less than five minutes from the cultural center. They appeal to a wide variety of tourists due to their natural beauty and historical appeal. The staircase was built in 1862. It was commissioned by Madame Lynch, the wife of Francisco Solano Lopez a local dignitary, so that she could debark her boat without getting her skirts wet. The staircase was declared an official cultural site in 2003. The team determined that the staircase should be included in the tour due to its views of the Paraguay River, historical value, and close proximity to other Villa Hayes attractions.

#### **4.1.5 Hotel Cerrito**

Hotel Cerrito, in Benjamín Aceval, is about a 15 minute drive from Villa Hayes. Hotel Cerrito is located on a farm run by students at the connected Escuela Agrícola San Francisco. While visiting, guests utilize amenities such as the tranquil poolside, tours of the farm, and the hotel’s restaurant. The team enjoyed these amenities first-hand. On the tour of the farm, student guides provide information about the operations and businesses on the farm. The services at the hotel restaurant are acceptable by local standards and food is fresh from the farm. Hotel Cerrito is included in the two-day tour because of its close proximity to Villa Hayes and the unique experiences it has to offer its guests.

#### **4.1.6 Toba Qom Community**

Hidden among the tall grasses of Cerrito is an indigenous community known as Toba Qom. The settlement was developed in 1971, and 50 years later it is thriving with rich culture and history. Prior to moving to Cerrito, this Toba Qom community lived in the deep Chaco. The Toba Qom, as an indigenous community, have a very distinct culture. The community offers tourists the opportunity observe and learn the art of basket weaving as well as purchase handmade jewelry and commodities. From their indigenous language to their crafting styles, the Toba Qom people offer a differing perspective on living. The Toba Qom community is conveniently located just a few minutes from Hotel Cerrito. In the two-day tour, families can visit the Toba Qom community after their stay at Hotel Cerrito. The community is a worthy addition to the tour because of its close proximity to Hotel Cerrito and its cultural and historical significance.

#### **4.1.7 Estatua de Dr. Benjamín Aceval**

The Benjamín Aceval statue is located in the middle of the park in between the Paraguay River and the government building. It is flanked by two canons facing the riverfront. It is visually pleasing and offers tourists a photo opportunity. The statue depicts Benjamín Aceval, a key figure in Paraguay's history. During the Triple Alliance War, Benjamín Aceval was crucial in Paraguay's claim to the Chaco. He was in charge of documenting the births and deaths of locals. This documentation proved that people had been living in the Chaco for years before the war. This documented lineage gave Paraguay's claim to the land validity. The statue is a positive addition to the tour due to its location, photogenic qualities, and historical significance.

### **4.1.8 Cement Factory (Yguazú Cementos)**

The Yguazú Cement Factory is located a few miles south of Villa Hayes. As one of the largest businesses in the city, Yguazú is economically and culturally significant. The factory offers students a chance to see the inside of an engineering facility and receive technical lessons while also learning about the culture and history of Villa Hayes. Upon investigation the team discovered that tours are not permitted in the factory due to safety regulations. The site was deemed inaccessible due to the lack of guided tours. For this reason, it was eliminated from the tour.

### **4.1.9 Fish Market**

This site was eliminated from the guided tour due to feedback from Sr. Felix Farina. The fish market is located in a town just outside of Villa Hayes. Felix expressed concern for taking tourists outside of Villa Hayes. By taking tourists outside of the town, Villa Hayes's economy would not benefit from the excursion. The site was eliminated and it was decided that the tour group would eat lunch at a local restaurant instead.

## **4.2 Survey**

To evaluate the tour a pilot group of ten high school students made the trip to Villa Hayes. After trying out the tour the students gave feedback through a survey provided by the Centro Cultural Melodía. Overall, the group returned positive results. All ten students said they “completely agree” with the statement “the tour was fun”. Responses also indicated that students “would recommend Villa Hayes to their friends and families.” Through the survey the students provided written open response feedback on the tour. Five out of the ten students wrote that they

had never been on a boat before. Nine out of the ten students wrote that El Peñón was their favorite part of the tour. Statements from the students included: “The visit to the Peñón was my favorite part because I wanted to see it and we went by boat.”

Through the survey students provided recommendations to improve the tour. The majority of the recommendations were about the organization of the boat tour. The boat that the students took to visit El Peñón was late to arrive and ran out of gas during the tour. The students recommended that the boat tour be more organized and well put together. Due to the loss of time spent waiting for the boat the students were not able to visit the last stop of the tour, Parroquia Virgen de Victoria. One student wrote that he/she loved everything that he/she saw on the tour, but was upset that he/she was not able to see and learn about the church. Other recommendations include providing music on the boat, using bicycles if the tour gets elongated in the future, and providing a pricing package for the boat tour.

Overall, the survey provided valuable feedback. It highlighted areas that need improvement and gave suggestions on how to better the tour. Figure 3 below shows the distribution of student responses to survey questions.
















	<table border="1"> <tr> <td>No estoy de acuerdo</td> <td></td> <td>Neutral</td> <td></td> <td>Estoy de acuerdo completamente</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>					No estoy de acuerdo		Neutral		Estoy de acuerdo completamente					
	No estoy de acuerdo		Neutral		Estoy de acuerdo completamente										
															
Each part of the tour provided valuable and interesting information.	0	0	0	1	9										
The tour was interesting	0	0	0	1	9										
The tour was fun.	0	0	0	0	10										
The tour was engaging.	0	0	0	2	8										
After this tour, I want to recommend to my friends and colleagues to visit Villa Hayes.	0	0	0	0	10										
After this tour, I want to return to Villa Hayes another time.	0	0	0	1	9										

Figure 3: Survey Response Distribution

### 4.3 Databases

Two databases were created to help Centro Cultural Melodía further develop tourism. The first database consists of photos of local attractions throughout Villa Hayes. These photos can be used in future advertisements, booklets, and web pages. The Centro Cultural Melodía can use these photos without copyright issues. The second database includes historical and geographical information of Villa Hayes’ tourist attractions. This information can be used to create maps and books on Villa Hayes and the Chaco. Having this information in one location

allows the Centro Cultural Melodía to keep better inventory of tourist attractions. These databases will aid future efforts to increase tourism by the Centro Cultural Melodía.

#### **4.4 Sellable Book**

For some tourists, traveling to Villa Hayes is difficult or impossible. To offer these tourists the ability to learn about the city and the Chaco, the group created “Bienvenido a Villa Hayes”. “Bienvenido a Villa Hayes” is a book that can be sold to both tourists and Villa Hayes locals. The book contains a brief synopsis of each tour site along with vivid photos of each location. For the adventurous tourist, the back of the book contains maps of the area. Using these detailed maps, tourists are able to experience a self-guided tour. After reading the book, travelers may wish to experience more of Villa Hayes and will take an official tour with Centro Cultural Melodía. “Bienvenidos a Villa Hayes” can be found in Appendix D.

## 5.0 Recommendations

**Recommendation One:** Explain the benefits of increased tourism to the citizens of Villa Hayes. City officials and local citizens are not on the same page when it comes to tourism. Community involvement in the city's tourism efforts will make the city more welcoming to tourists. If the community understands why the city wants tourism, and agrees, they will help more in the effort. With more people helping to increase tourism the city will see results sooner. Overall, explaining why the Centro Cultural Melodía wants more tourism will allow the community to better understand and support the effort.

**Recommendation Two:** Modernize Villa Hayes' marketing strategy. As of right now, face-to-face communication is the only method used. This method is labor intensive and inefficient. The extent of face-to-face marketing is severely limited by the person making the contact. Use of the Internet can expand the reach of Villa Hayes to tourists in the capital and distant regions of the country. Distributing brochures and other physical advertisements to nearby cities will reach more tourists than face-to-face contact alone. By modernizing their marketing strategies, Villa Hayes will reach more potential tourists with less work.

**Recommendation Three:** Create an excursion based around the local fishing economy. Fishing can be seen on the bus ride into Villa Hayes and along the banks of the Paraguay River. This industry is an underutilized resource when it comes to attracting tourists. The excursion could include a trip on a boat to see the fishing grounds with a local fisherman. Tourists could visit the fish market where the fish are sold. The trip could end with a fish lunch from a local vendor. By capitalizing on a preexisting market, Villa Hayes will promote tourism and strengthen the fishing economy.

## **6.0 Conclusion**

Though teeming with potential, Villa Hayes' tourism market is currently inadequate. A lack of advertising and information flow have limited Villa Hayes' tourism market. The absence of a robust tourism market puts the economy of Villa Hayes at a disadvantage. A well-established tourism market has the potential to improve a city's economy. To attract more tourists to the city, the team produced four deliverables. Discussions with key figures, field research, and observational studies were used to create these deliverables. These deliverables provide the structure that a comprehensive tourism market can be built upon. They act as the catalysts for the Modern Economic Development of Villa Hayes.



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# Appendix A

Wednesday March 17, 2017

On March 17, the team held its first meeting with the Director of the Melodía Cultural Center, Felix Farina. It was during this meeting that the direction of the project was established. It was decided that the team would create a field trip for local high schools to use to visit Villa Hayes. An informational brochure would be created to advertise the new field trips to local high schools.

Thursday March 23, 2017

The team conducted a focus group on March 23, 2017 at Hotel Cerrito with many key figures. Attendees included: the four team members, WPI Advisors Robert Traver and Dorothy Wolf, Melodía Cultural Center Director Felix Farina, a Villa Hayes Municipalidad representative Rodney Ramirez, a Presidente Hayes Gobernación representative Juana Leon, and a Fundación Paraguaya representative Jose Luis. The focus group discussed both long term tourism benefits as well as short term action items for the team. Jose Luis suggested that the team reference SENATUR's 2012 tourism plan to ensure that their plan was aligned with the country's wishes. The plan illustrates the national vision of tourism for Paraguay. The team designed the Villa Hayes tourism plan to align directly with national goals. It was also suggested that the team research the United Nations' adoption of 2017 as the International Year of Sustainable Tourism for Development. This reading was useful in providing global backing regarding the ethics of the project. This particular meeting was critical in that the team gained personal contacts within the community. The team received invitations to visit the Cement Factory, the QOM Community, and to go on a boat tour to El Peñón. In the focus group, two deliverables were agreed upon: (1)

A one-day guided weekday tour for high school groups, and (2) a two-day guided weekend tour for families.

Wednesday March 29, 2017

The team had a meeting with Felix Farina of the Centro Cultural Melodía. This meeting focused on going over the brochure and understanding any needed edits. The team and members of the Centro went through the brochure together and agreed on the needed edits. Some of the agreed upon edits included: adding a detailed map of the city, including the contact numbers of local attractions, and including both the one day and two day guide in one brochure. The meeting's action items included sending the updated brochure to Felix by Sunday April 2nd and continuing to try to visit the cement factory and El Peñón.

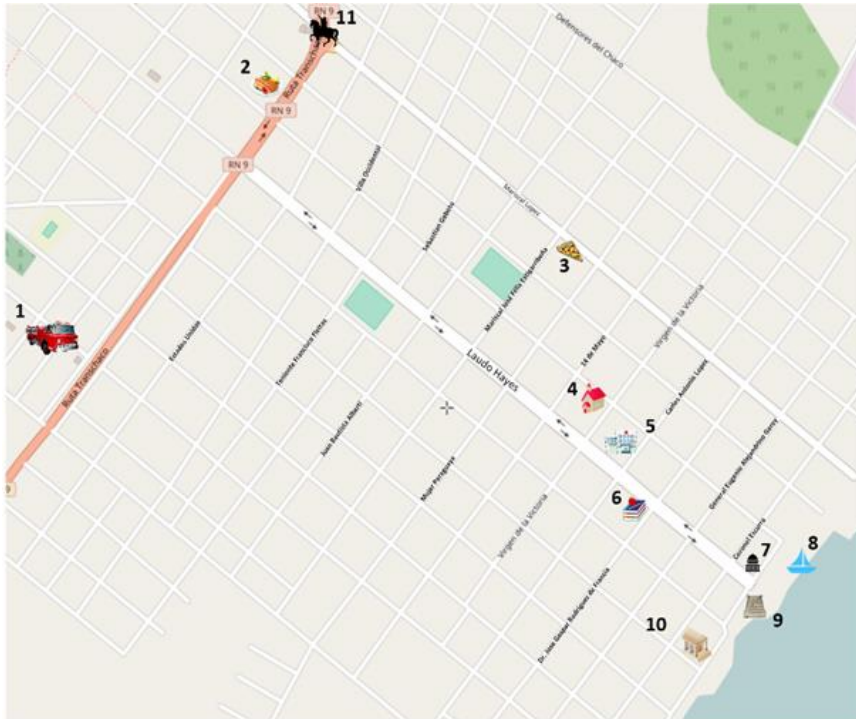
Friday April 7, 2017

The team had another meeting with Felix Farina of the Centro Cultural Melodía. This meeting was held at the Hotel Cerrito. During the meeting the brochure was reviewed and more edits were agreed upon. It was announced that the cement factory cannot be included in the tour due to safety risks. The team asked Felix if the Museum of Don Salvador was open to the general public yet. His response was that it was not open yet and that the team would probably not be able to visit during their time in Paraguay. The team presented Felix with possible tour evaluation criteria. Felix said he would review the material and send the team any needed edits via email. The next meeting was set for 8:30 am Wednesday the 12th. The action items for this meeting were to update the brochure by Tuesday the 11th and for Felix to get in contact with an architect for a high quality map of Villa Hayes.

Monday April 17, 2017

The team held an impromptu meeting with Felix Farina in Villa Hayes. The meeting consisted of discussing updates to the brochure and map. Felix told the group that the map they created would work with some minor changes. These changes included adding more street names and landmarks to the map. Most of these changes were purely esthetical and fixing minor spelling errors. Felix said that once these edits were made the brochure could be considered finished. The team discussed the possibility of bringing in a group of test student's to test the tour. Felix said that he would support this idea if the group could come on Tuesday April 25th.

# Appendix B



## VISITE VILLA HAYES

"LA PUERTA DEL CHACO PARAGUAYO"

CENTRO CULTURAL  
**MELODIA**  
CHACO PARAGUAY

- 1. Bomberos de Villa Hayes
- 2. Comedor La Colina
- 3. Via Appia Pizzas
- 4. Parroquia Virgen de la Victoria
- 5. Hospital Regional de Villa Hayes
- 6. Centro Cultural Melodía
- 7. Gobernación de Presidente Hayes
- 8. Embarcadero

- 9. Escalinata de Madame Lynch
- 10. Museo Municipal Don Salvador Garozzo
- 11. Rotando de Villa Hayes

### Teléfonos de la Urgencia:

Policia - 0226 262 739/ 911  
 Bomberos - 0226 262 775/ 132  
 Hospital - 0226 262 255





### Excursión guiada - un día

Centro Cultural Melodía  
 Parroquia Virgen de la Victoria  
 Museo Municipal Don Salvador Garozzo  
 Escalinata Madame Lynch  
 Estatua del Dr. Benjamin Aceval  
 Gobernación XV Dpto. Presidente Hayes  
 Barco Recreo - Bahía de Villa Hayes y visita al  
 Peñón\*

\*(aprox. 1,5 hs)

Precio: consultar 595-226-26-3026



### Excursión guiada - dos días

Centro Cultural Melodía  
 Parroquia Virgen de la Victoria  
 Museo Municipal Don Salvador Garozzo  
 Recorrido en Lanchón - Bahía de Villa Hayes y visita  
 al Peñón\*  
 Escalinata Madame Lynch  
 Estatua del Dr. Benjamin Aceval  
 Pernoctar: Hotel Cerrito  
 Artesanía indígena e Historia Qom  
 Recorrido de la Escuela Agrícola San Francisco  
 Barco Recreo - Humedales del Bajo Chaco \*\*

\*\* (aprox. 3 hs)



### Excursiones organizado por:

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 Villa Hayes, Paraguay  
 +595-226-26-3026  
 info@ccmelodia.org  
 http://www.ccmelodia.org

#### Hotel Cerrito

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 info@hotelcerrito.com.py  
 http://www.hotelcerrito.com/

#### Barco Recreo

Sr. Juan Salcedo  
 +595-982-34-4535  
 Sábados y Domingos

# Appendix C

Fecha: \_\_\_\_\_ Edad: \_\_\_\_\_

## Encuesta de satisfacción

Por favor toma un minuto para contestar estas preguntas brevas. Sus respuestas ayudarán nosotros mejorarse el recorrido para grupos futuros. Gracias por su ayuda.

¿Disfrutó el recorrido? ¿Y por qué? Sí \_\_\_\_\_ No \_\_\_\_\_

---



---

¿Cuál fue la parte de la visita que usted más disfrutó? ¿Y por qué?

---



---

¿Cuál fue la parte de la visita que usted menos disfrutó? ¿Y por qué?

---



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¿Había algunos partes del recorrido que hubiera preferido no asistir? ¿Y por qué?

---



---

Por favor circule el símbolo que corresponde con su nivel de acuerdo sobre la declaración:

No estoy de acuerdo		Neutral		Estoy de acuerdo completamente
				
Cada parte del recorrido proporcionó información valiosa e interesante.				
El recorrido fue interesante.				
El recorrido fue divertido.				
El recorrido fue atrayente.				
Después de este recorrido yo quiero recomendar a mis amigos y colegas a visitar Villa Hayes.				
Después de este recorrido yo quiero regresar a Villa Hayes una otra vez.				

¿Tiene algunos otros comentarios o sugerencias en respecto a este recorrido?

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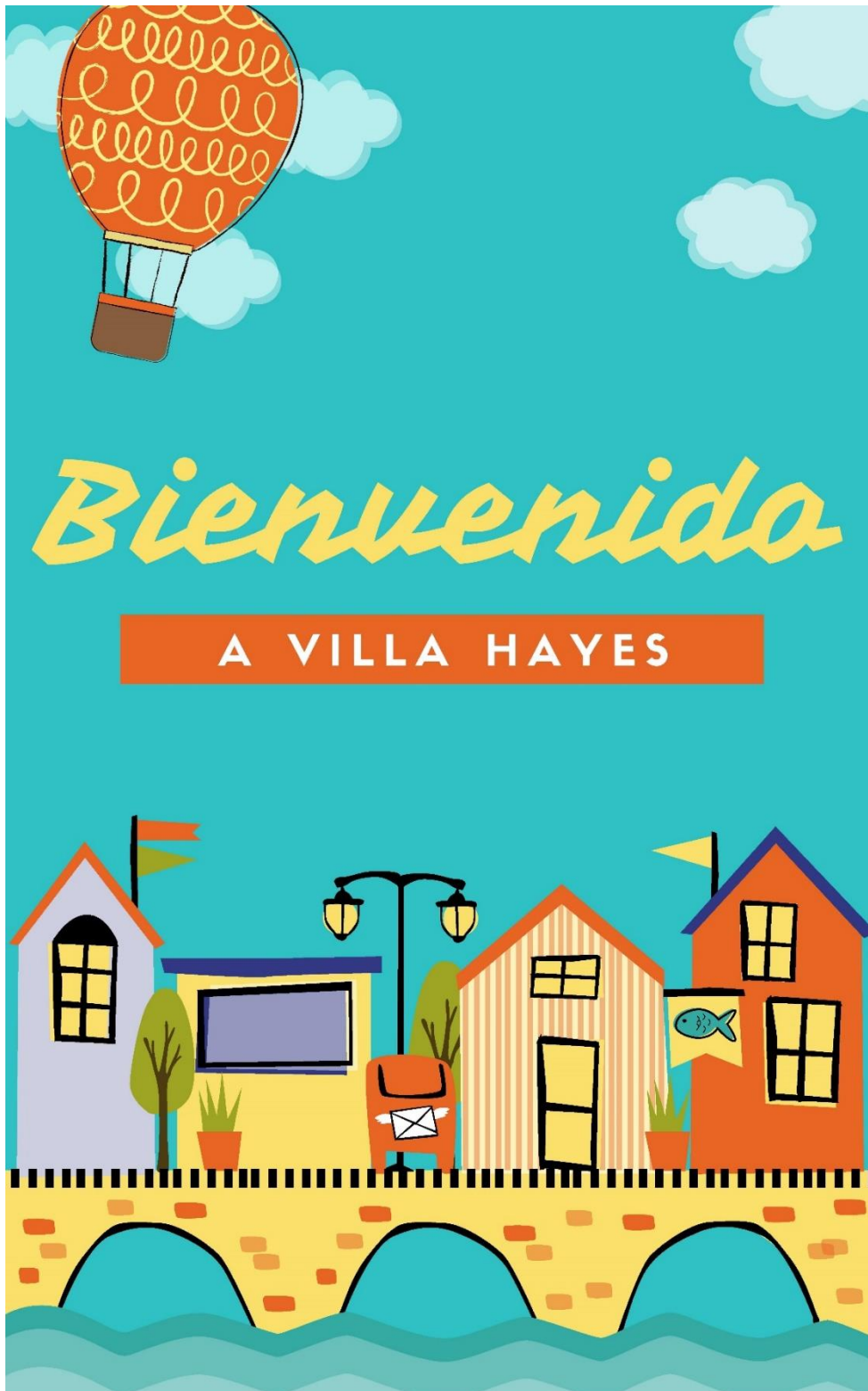
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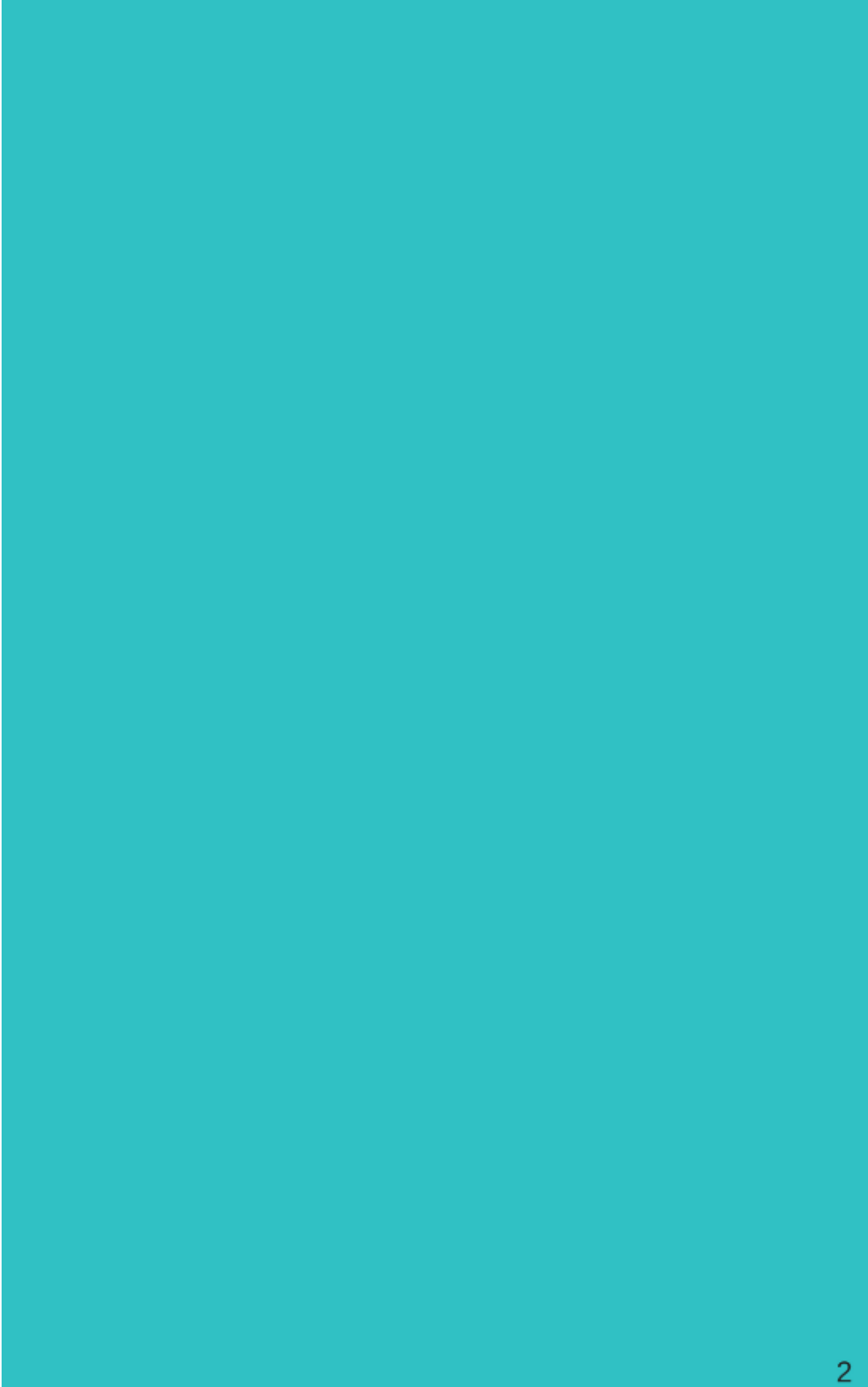


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## Appendix D





# **En colaboración con Centro Cultural Melodía:**

Centro Cultural Melodía  
Laudo Hayes 495 Esq. Colón  
Villa Hayes, Paraguay  
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# Contenido



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# La historia de Villa Hayes

Fundada en 1786, Villa Hayes es conocida como la entrada al Chaco y está ubicada sobre el Río Paraguay a 25 km de Asunción. Su nombre proviene del presidente Rutherford B. Hayes de los Estados Unidos. Rutherford B. Hayes constituyó una fuerza significativa durante la Guerra de la Triple Alianza, quien adjudicó el Chaco Boreal a Paraguay, pese a la derrota del país en la guerra.

Villa Hayes cuenta con muchos patrimonios históricos, incluyendo su iglesia, el Río Paraguay y el edificio municipal. Un breve recorrido por la ciudad revela varios sitios de gran valor educacional.



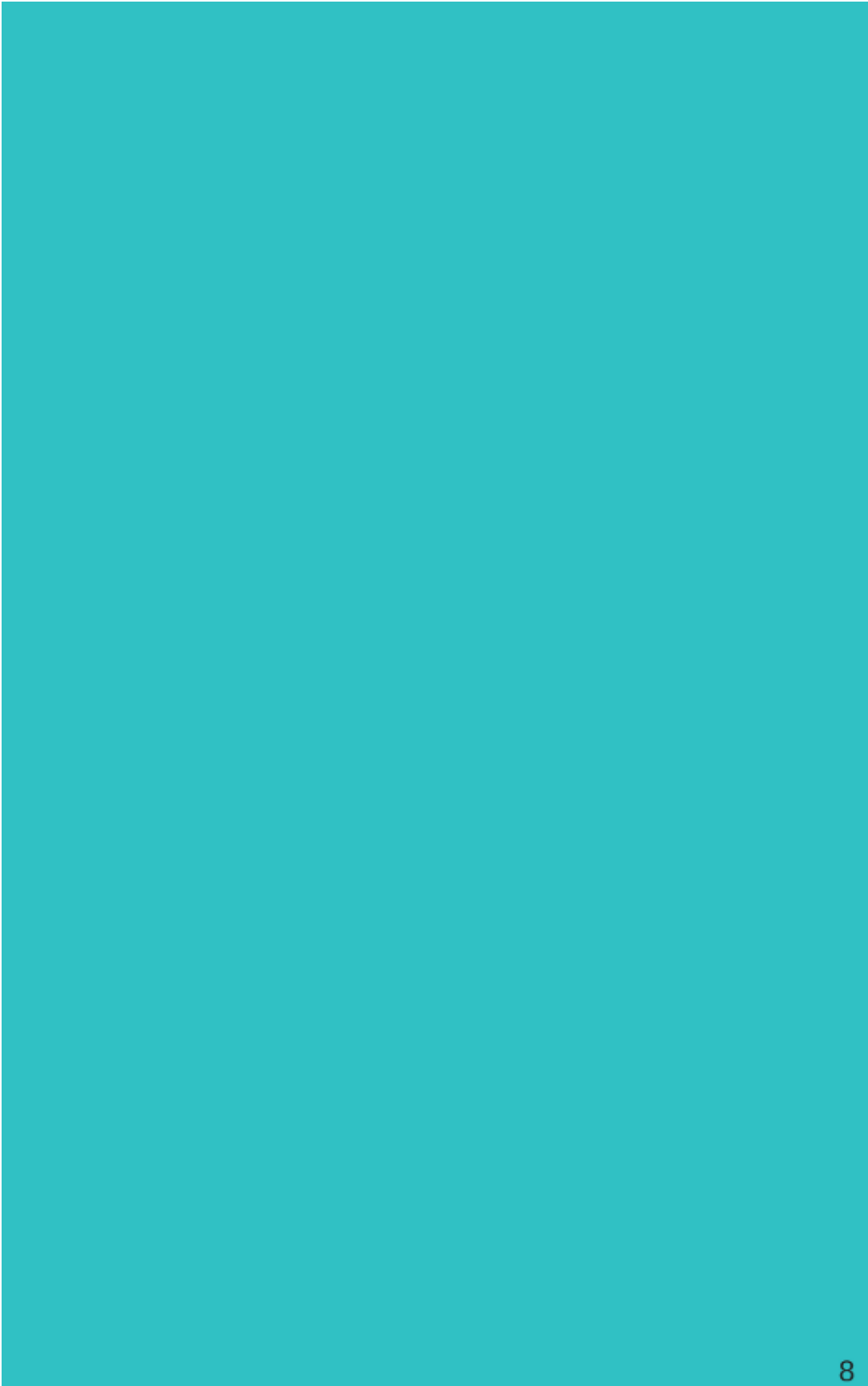
# Tipos de Excursiones

## Excursión de Un Día

Centro Cultural Melodía  
Parroquia Virgen de la Victoria  
Museo Municipal  
Paseo en lanchón al Peñón  
Escalinata Madame Lynch  
Estatua del Dr. Benjamín Aceval

## Excursión de Dos Días

Centro Cultural Melodía  
Parroquia Virgen de la Victoria  
Museo Municipal  
Paseo en lanchón al Peñón  
Escalinata Madame Lynch  
Estatua del Dr. Benjamín Aceval  
Hotel Cerrito  
Comunidad QOM





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# ATRACCIONES

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# Centro Cultural Melodía

Ubicado sobre la Avenida Laudo Hayes, es considerado por los pobladores patrimonio histórico de la ciudad. Este edificio data de la ocupación argentina de la Villa Occidental (hoy en día Villa Hayes). Fue construido por algunos prisioneros paraguayos, en su mayoría ancianos según relata el escritor nacional ya fallecido don Salvador Garozzo Simon en su libro “El timón de nuestra real historia”.

Una de sus características notables es su construcción con grandes bloques de piedra, traídos por los prisioneros engrillados de una cantera que distaba más de 2.500 metros de la zona. La edificación funcionaba entonces como gobernación de la villa, fue la residencia del primer gobernador de nuestra ciudad “Julio Fabián Vedia”.



# Parroquia Virgen de la Victoria

La Ordenanza Municipal N° 016/1996 declara a la Parroquia Virgen de la Victoria de la ciudad de Villa Hayes como patrimonio histórico, arquitectónico y cultural. Esta primera capilla de nuestra ciudad fue erigida en 1863, en el solar ocupado actualmente por el Colegio Raúl Peña. Fue inaugurada el 24 de julio del año siguiente con la presencia de Madame Lynch y del Mariscal López. Un tiempo después la capilla fue consumida por un voraz incendio.

Los colonos de la Villa Occidental iniciaron la construcción de otra capilla, esta vez en el lugar donde hoy se encuentra la Parroquia Virgen de la Victoria. Alrededor de 1930 llegaron los Oblatos de María: el Reverendo Enrique Frans y el Padre José Blerish, para encargarse de la zona sur del Chaco. El sueño del Padre Enrique Frans era ampliar la capilla. La construcción de la nueva iglesia comenzó en 1947 y culminó recién en 1960. Los arquitectos que idearon la obra eran alemanes, pero fue construida por obreros que pertenecían a la ciudad. Hoy en día la Parroquia Virgen de la Victoria se yergue imponente sobre la Avda. Laudo Hayes y Virgen de la Victoria, en el centro mismo de la ciudad.





# Río Paraguay

## Escalinata Madame Lynch

Construida completamente de mármol en 1862-1863, la construcción de esta escalinata fue un pedido especial y exclusivo de Madame Lynch a Francisco Solano López. Fue utilizada como muelle para el ascenso y descenso de las visitas de Madame Lynch. La escalinata fue declarada patrimonio histórico cultural en 2003 y restaurada ese mismo año bajo la administración del Gobernador don Isidro Rousillón Pascottini.



# Río Paraguay

## Estatua del Dr. Benjamin Aceval

Benjamín Aceval fue uno de los reconstructores del Paraguay tras la Guerra de la Triple Alianza. Estuvo ausente del país durante la contienda, pero aprovechó el tiempo para formarse de manera excelente para defender los derechos de la República. Aceval fue un personaje de gran importancia en la historia paraguaya. Magistrado, diputado, senador y ministro en varias ocasiones, también representó al país en el arbitraje cuyo laudo reconoció el derecho del Paraguay sobre el Chaco, disputado con Argentina. También promovió la creación, y durante varios años fue director, del Colegio Nacional y participó en la redacción del Código de Procedimientos Judiciales de 1876.





# Paseo en Lanchón

## Bahía de Villa Hayes y visita al Peñón

La Ordenanza Municipal N° 005/1999 declara a la pequeña isla rocosa sobre la cual se erige el Peñón como patrimonio histórico de la ciudad de Villa Hayes. Este fenómeno orográfico de antaño sobresale de las aguas del Río Paraguay, el principal río del país. Anteriormente era llamado Tapúa por los locales de la zona y utilizado para celebraciones sociales. Posteriormente el padre Amancio González y Escobar le asignó el nombre de Peñón. Hacia 1930 se construyó un faro sobre el islote de piedra rocosa para la navegación fluvial, construcción que permanece hasta la fecha. En 1999 fue declarado patrimonio del Municipio de Villa Hayes y puede ser visitado por los habitantes de la ciudad, turistas o excursionistas, quienes son trasladados hasta la isla en lanchas o canoas disponibles a orillas de nuestro río.



\*Para más información sobre el Paseo en lanchón ver la pagina 15\*

## Más información sobre el Paseo en Lanchón

### Barco Recreo

Sr. Juan Salcedo  
+595-0982-344535  
Sábados y Domingos\*



\*Otros días pueden estar disponibles sobre pedido.





# Museo Municipal

La Ordenanza Municipal N° 02/2011 del 17 de febrero de 2011 establece "denominar al Museo Histórico Municipal con el nombre de Salvador Garozzo Simon Bouvier, quien en vida fuera ciudadano ilustre de nuestra ciudad y su ferviente propulsor". El Museo Histórico Municipal fue fundado el 10 de noviembre de 1997 por el periodista, escritor, poeta, historiador y recopilador don Salvador Garozzo Simon Bouvier. El Museo Municipal Salvador Garozzo Simon Bouvier conserva los manuscritos originales de todos sus libros, poemas y ensayos.

Don Salvador fue un ideólogo, realizador y director desde la fundación del Museo hasta su trágica muerte el 16 de febrero de 2011 en la ciudad de Villa Hayes, capital del XV Departamento de Presidente Hayes, Chaco Paraguayo. Por el lado materno don Garozo fue hijo, nieto y bisnieto de los primeros franceses provenientes de Burdeos, Francia traídos por el Presidente Carlos Antonio López en 1885 a esta zona chaqueña, y de los primeros inmigrantes italianos de Sicilia por el lado de su padre.





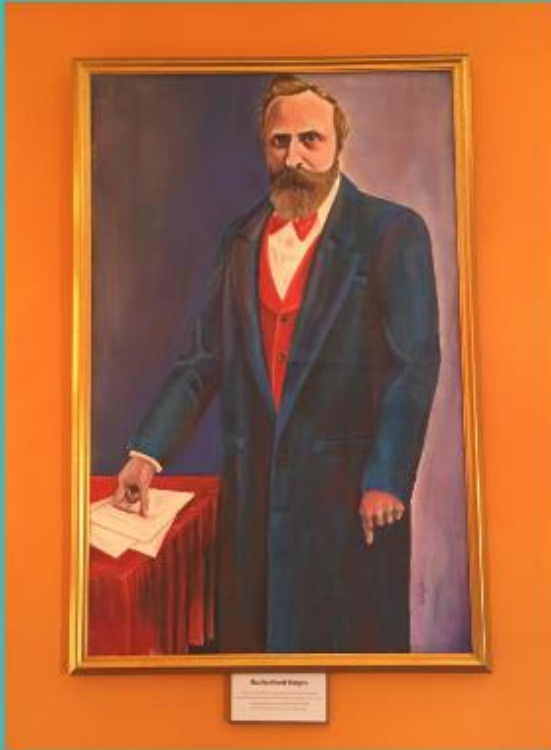
# Gobernación de Presidente Hayes

La Gobernación de Presidente Hayes se encuentra sobre la Avda. Laudo Hayes y la Avda. Dr. Pablo Chiqui Contessi y fue construida durante la ocupación argentina de la Villa Occidental para ser utilizada como cuartel del gobierno invasor hasta 1879.

Posteriormente el local quedó abandonado como propiedad del ejército paraguayo. Es así que en 1920 se instaló ahí la Compañía de Zapadores, bajo la comandancia del Capitán Estigarribia. Desde 1935 funcionó como sede del regimiento de Artillería N° 1 Gral. Bruguez hasta el 12 de abril de 1940, fecha de su definitivo traslado a Paraguarí. En 1952 el Centro de Instrucción Militar para Estudiantes y Formación de Oficiales, Suboficiales y Sargentos de Reserva (Cimefor) se trasladó al cuartel. En 1959 se trasladó desde Villa Hayes al Regimiento de Infantería N° 14 de Tacumbú y al Comando de Cimefor en Mariano Roque Alonso.

En 1995 se buscó vender el antiguo cuartel a un consorcio extranjero, pero para evitarlo Octavio Manuel Gómez, el primer Gobernador chaqueño de Villa Hayes, decidió comprar la construcción y utilizarla como sede de la Gobernación del Departamento, permaneciendo como tal hasta la fecha.





## Rutherford B. Hayes

Rutherford B. Hayes, fue presidente de los Estados Unidos de América entre 1877 y 1881. Adjudicó el laudo arbitral que favoreció a Paraguay en la disputa por el Chaco Boreal el 12 de Noviembre de 1878 y en reconocimiento de tan justo gesto se le dio el nombre de 'Presidente Hayes' al XV Departamento.



# Hotel Cerrito

El Hotel Cerrito ofrece la oportunidad de vivir la experiencia completa de una granja-escuela con más de 20.000 m<sup>2</sup> de huerta orgánica, cultivos extensivos, fertilizantes orgánicos, unidades de producción de cerdos, gallinas ponedoras y más. Todo esto se complementa con quinchos, hamacas y un auditorio al aire libre. El Hotel Cerrito puede hospedar a más de 100 personas en habitaciones dobles y triples, con y sin aire acondicionado. Cuenta con salones de conferencia climatizados con capacidad para 40 y 80 personas, así como TV por cable en el lobby, WiFi, exclusivas oficinas privadas, sistema de seguridad contra incendio, un elegante lobby, servicio de comedor acogedor y familiar. El Hotel Cerrito ofrece una excelente combinación de vida rural y comodidad.



\*Ver más fotos en la página 21

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# Comunidad Qom

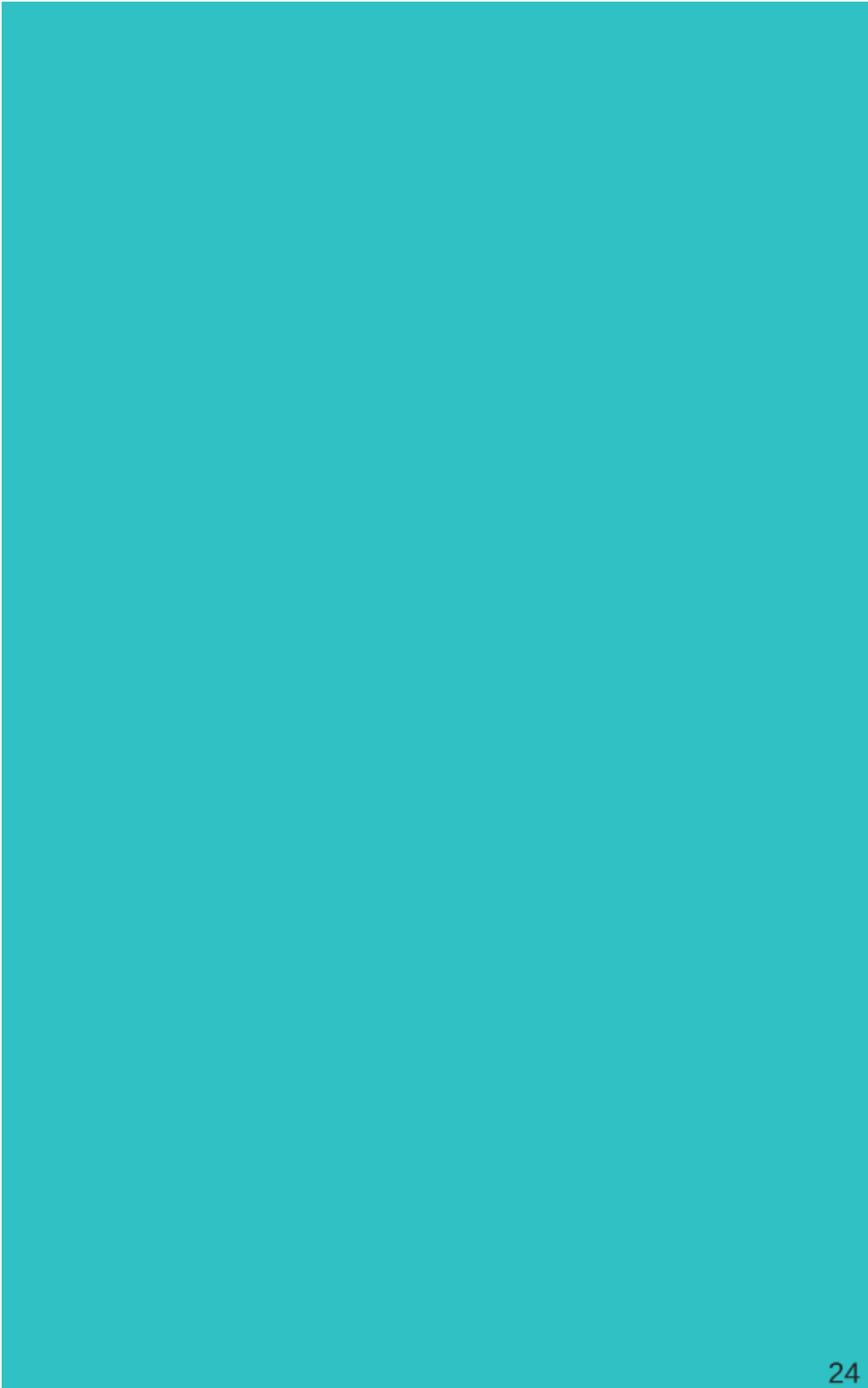
Un pueblo indígena del Gran Chaco que vivía de la cacería y recolección antes de la llegada de los españoles en el siglo XVIII y que sigue luchando para mantener su cultura y su forma tradicional de vivir autóctona. Mucha de la tierra donde actualmente están los Qom de Cerrito fue donada por la orden de los Franciscanos en los años setenta.

Hay una comunidad Qom asentada en las afueras de Villa Hayes, alrededor del Hotel Cerrito. La comunidad es conocida por sus artesanías elaboradas con fibras naturales y semillas.











# Mapas de Villa Hayes

