

Applying the CBTP Process Model The CBTP Process Model (Figure 1) makes the following three assumptions: ● That local capacity building and organisational development can be most effectively guided using the knowledge and insights of stakeholders. ● That most stakeholders can look beyond their immediate circumstance. ● That with community values identified, most stakeholders will move together toward acknowledged desires that respect local area and community well-being. As noted earlier, these assumptions relate to community development and strategic planning principles. The facilitated community assessment case study has shown that the first and second of the above assumptions are realistic, and that the third may be a reasonable expectation. Only time and examples of CBTP initiatives elsewhere will provide more insights about the value of this Process Model and validity of its assumptions. A CBTP approach doesn't ignore or preclude more market-conscious tourism planning and development, but first establishes a common framework for shaping a locally appropriate tourism industry. In the CBTP Process Model, the three major feedback loops (for community assessment, with community development, and for refining the tourism products and services) allow for tourism development to be guided and massaged by community, area, and market conscious inputs. Subsequent assessments could be done after every tourism season, once a year, or at two- or three-year intervals—the frequency would depend on the intensity of tourism pressures, other shifts in the local planning context, and stakeholder satisfaction. The specific community approach taken will vary by population size, cultural context, local need, tourism intensity, seasonality, and previous tourism planning efforts. Nevertheless, the CBTP concepts and framework can remain the same. Along the planning path, it is the recipe of individuals—their talents, skills, experience, limitations, commitment, time, patience, and perseverance—which ultimately determines the success of any community-based process. Stakeholder alienation, turnover, attrition, and burnout can leave a well founded process stalled or unable to progress along an accountable decision path. Personality dynamics and seemingly unrelated personal demands and agendas can block, accelerate, or accentuate positive planning outcomes. With every tourism season and cycle of growth or decline, the roles, influence, and relationships of tourism stakeholders change (Reisinger, 1994; Smith, 1977). Accordingly, community-based tourism planning can be pursued as a flexible and responsive process instead of as the quest for a rigid plan.