



**COMMUNITY PRE - EMPOWERING FOR TOURISM: SUSTAINABLE TOURISM
MANAGEMENT GUIDELINE AMPHOE MAE CHAEM, CHIANG MAI, THAILAND**

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

**By
Vimalin Virojtrairatt**

**An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree
MASTER OF ARTS
Program of Architectural Heritage Management and Tourism
(International Program)
Graduate School
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The Graduate School, Silpakorn University has approved and accredited the independent study title of “ Community Pre - Empowering for Tourism : Sustainable Tourism Management Guideline Amphoe Mae Chaem, Chiang Mai, Thailand ” submitted by Ms.Vimalin Virojtrairatt as a partial fulfillment of the requirements for the degree of Master of Arts in Architectural Heritage Management and Tourism

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Abstract

48056309 MAJOR: ARCHITECTURAL HERITAGE MANAGEMENT AND TOURISM
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The objectives of this research are to study the capacity for sustainable tourism, to identify and create a guidelines model for sustainable tourism development with appropriate components and system base on communities' requirement, and to recommend some sustainable tourism development plans to Mae Chaem communities. The data collections methods were site surveying, in-depth interviewing and focus groups.

It was found that the district had capacity to develop sustainable tourism due to significances of attractions, easy access, security, together with the willingness of communities to gain incomes from tourism business. However, since tourism business is very new for the communities, so preparing basic factors as infrastructure or proper interpretation should be developed and encouraged with community participation. Sustainable tourism development plan should take the community's and tourists' needs into consideration with the emphasis on natural and environment conservation. Characteristics of a sustainable tourism development consisted of public participation, local benefits, resource and environment-based conservation, sustainable tourism management, educative purposes and facilitating tourist satisfaction. Sustainable tourism development pilot plan have been drawn up and recommended, it includes plan for people preparation, site preparation, communication and publication preparation and visitor care preparation.

Program of Architectural Heritage Management and Tourism Graduate School, Silpakorn University Academic Year 2010

Student's signature.....

The Independent Advisor's signature.....

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Chapter 1

Introduction

This independent study is to propose a model for sustainable tourism management in Mae Chaem District, Chiang Mai Province in northern Thailand. The main purpose is to guide an appropriate management plan for sustainable tourism development at the study site's culture and natural resources.

1.1 Statement and significance of the problem

Thailand is rich in tourism with unique cultural and historical identities as well as beautiful natural resources. The tourism industry in Thailand has grown steadily and rapidly, created the largest amount of incomes to the country, GDP of the country has been raised by the industry.

The growth of tourism industry has created positive impacts on economic, however, it has affected local culture and natural environment, mostly negative impacts. For local cultural aspect, it has created identity and value lost of the place, changing of hostile people lifestyles and thoughts, social consolidation and etc. most are the main attractions of the place which make the place worthwhile being visited. For natural aspect, it has created pollution, when consider to the world environment, since the fatal natural happening occurred more and more scattering around the world, for instance, the earthquake in Kobe, Japan in 2002, the Tsunami in the Andaman gulf in 2006 or the first snowing in Australia in 2008. These indicated that our world's natural resources have been being destroyed by human overuse, people keep taking advantages by using our mother-earth's produces without looking after, replacing and conserving them.

Sustainable tourism, eco-tourism and green tourism, these various names but similar concept, visiting places by leaving the smallest footprints, have been widely spread since 1980s. This concept has gained not only in academic circle but also in public interest. Sustainable development or SD is one concept which has been widely accepted by national communities as it is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs (The Brundtland Report, European Commission, 1987). Sustainable development is development that ensured non-declining per capital wealth by replacing or conserving the source of that wealth; that is, stocks of produced human, social and natural capital. (The Handbook on National Accounting, 2003)

Refer to rapid growth and rambling expand of tourism in Thailand, sustainable tourism is proper method that can generate qualitative tourism.

Mae Chaem District, enclosure area located among mountain ranges, has ancient and diverse cultures along with unique natural aspects and stunning surroundings. This district has fertile cultural and natural components which possibly being developed to be qualitative attraction and generate optional investment and gain more income into the local community apart from district major industries which are agriculture and handicraft manufacturing.

Amphoe Mae Chaem or Muang Chaem where is one of 24 districts in Chiang Mai Province in Northern Thailand, is the largest district in Chiang Mai, 90% of the whole area is highland area and only 10% is lowland area which people can dwell (Kulthida Sueblar, 2008, P. 53). The district is subdivided into 10 subdistrict s (tambon), 131 villages (mu-ban). (<http://en.wikipedia.org>).

Mae Chaem district is a historic community which components with ancient and diverse cultures. The district can be developed as tourism resources. They include archeological, historical and religious sites, ethnic cultures and lifestyles, folk wisdom, and handicrafts. It is a very old city which has its own legends which evolves with the Buddha himself, it used to be the center of Buddhist religion in Chiang Mai on the Lanna council. Mae Chaem district has numerous temples in the central of the town. Those temples are aged temples with beautiful architecture and arts as sculpture and painting. They are the most apparently evidence of history of the district.

Mae Chaem people have strong dignity and pride with themselves and their traditions. Many genuine Lanna traditional performances, such as many annual local ceremonies, traditional vocations as farming of rice paddy field switching with red onion, garlic and soy bean, traditional life styles as wearing "Teen Jok" skirt, wearing bun with hair pin, traditional believes and thoughts as covering new born baby with some good old ladies' former garments, requested by the mother in believe that their morality would absorb by the garments and give the new born baby those goodness. These are valuable traditions represent real culture of Lanna which is unique and valueless.

Not only historical and diverse cultures, but Mae Chaem also has and significant fertile natures as stunning surroundings with continuing ranges of mountains and rice padding fields, together with Mae Chaem river which run thorough the town center and unique natural resources as hot spring and eatable subterranean course of cold water.

Mae Chaem district has small town center but it has adequate and well organized necessary facilities, government and non-government organizations locate

along the main street and nearby area as district officer, police station, schools, hospital, sanitarium, local fresh market, shops and groceries and even hair salons.

Therefore, with whole cultural and natural resources which attract and impress tourists and whole facilities of the district possibly support tourism industry in the area more “value-added” with sustainable development management.

1.2 Objective of the study

This independent study is mainly to lay the Mae Chaem district sustainable tourism management plan as the pilot guideline plan

1.2.1. To study the capacity of site study and local community in sustainable tourism industry development based on local community management

1.2.1.1. Survey, study, analyze and set natural and cultural resources of site study which qualified as tourist attractions

1.2.1.2. Study local people requirement for sustainable tourism management plan for their community

1.2.2 To analyze the impacts of tourism industry to the site study in term of local economy, society, culture and environment.

1.2.3 To study, develop and set up management plan as the guideline of sustainable tourism development for site study

1.3 Scope of the Study

1.3.1 The study area is Mae Chaem District in Chiang Mai Province in northern Thailand. However, according to physical geography status of Mae Chaem district which has 10% of flat land, the rest is highland area, therefore the study area of this independent study is divided into 2 types of attraction; (1) Primary Attraction which includes center of the district or the main area in Mae Chaem municipality, mainly settled in Chang Kaeng subdistrict and (ต.ช่างเคิ่ง) and Tha Pha subdistrict (ต.ท่าผา) including nearby area and (2) Secondary Attraction which is Chaem Luang (ต.แม่แจ่มหลวง), Mae Dad (ต.แม่แดด), Mae Na Jorn (ต.แม่นาจร), Mae Suk (ต.แม่ศึก), Pang Hin Fon (อ.ปางหินฝน), Ban Tub (ต.บ้านทับ), Gong Kaek. (ต.กองแขก) and Ban Wat Chan sub district (ต.บ้านวัดจันทร์).

1.3.2 The study aims to design sustainable tourism management plan (as pilot guideline) for Mea Chaem District in Chiang Mai Province, northern Thailand. This pilot guideline aims to maintain 3 topics; (1) natural resources, (2) economic resources and (3) socio-cultural resources, however, the major policy includes sustainable

development and management plans based on local community's practices and needs. The strategy will be generated with cooperation of relevant stakeholders at the different levels.

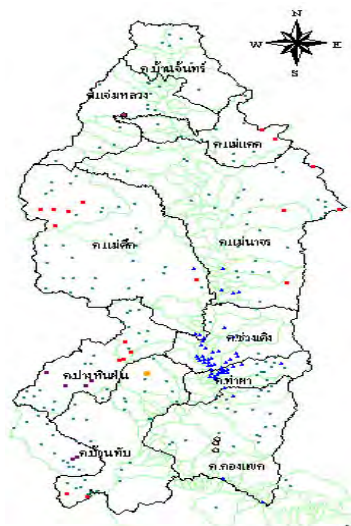


Figure 1: Map of Mae Chame District

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1.4 Limitation of the study

1.4.1 This is a primary study to generate pilot guidelines, the sustainable tourism plan for Mae Chaem District based on local community. The socio-economics, cultures and natural resources of the study area has been changed and developed through time. Therefore, this independent study refers to information (concluded in the period) from July 2008 to July 2009

1.4.2 This is a primary study based on site surveying, information gathering, analysis and synthesis practices to generated proper sustainable tourism management plan to the study area

1.4.3 This is a study of the specific area therefore, the result of the study, sustainable tourism management plan, can be adapted for any area which has similar contexts

1.5 Profit of the study

1.4.1 To generate an example of pilot guide of sustainable tourism management plan which is based on and operated by local community.

1.4.2 To achieve more information about study area.

1.4.3 To understand local culture and nature of the study area.

1.6 Consequence of the study

1.5.1 Local people understand the concept of sustainable development for sustainable tourism management plan.

1.5.2 Local people realize the potential of the community and the values of the area as the important part of tourism industry.

1.5.3 Local people realize the ongoing situation of tourism industry and over all problems happened from the lack of proper tourism management plan.

1.5.4 Local community can analyze and synthesize useful information and generate proper plan for sustainable management based on community for the community.

1.5.5 All related stakeholders have common understanding in the sustainable tourism management plan for the area.

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Chapter 2

Literature Review

The independent study mentioned literature in the fields of tourism, participation, educative interpretation, business administration and evaluation as follows.

- 2.1 Sustainable Tourism
- 2.2 Eco Tourism
- 2.3 Cultural Tourism
- 2.4 Public Participation
- 2.5 Related Research Studies

2.1 Sustainable Tourism

“Sustainable tourism” is generally used in the tourism industry, environmental field, and community development. This term may be partly influenced by the general concept of sustainable development, of which the characteristics might be described as that the utilization of natural resources is minimized. This term has been defined variously, but under similar meanings. (Prakobsiri Pakdeepinit, 2008)

According to the conceptual definition established by the World Tourism Organization, sustainable tourism must:

- Make optional use of environmental resources that constitute a key element in tourism development:
- Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance:
- Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, and contributing to poverty alleviation: and
- Maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourist, raising their awareness about sustainability issues and promoting sustainable tourism practices.

From the United Nations Commission for Sustainable Development (UNCSD) or Rio Earth Summit in 1993 which was continuing referred the World Conference on Sustainable Tourism on Lanzarote in 1995, created 2 documents related to sustainable tourism: (1) Charter of Sustainable Tourism which indicated 18 principles how to control tourism sustainably and (2) The Sustainable Tourism Plan for Action which broadly described special strategies and proposals for actions aimed at sustainable development for tourism.

Lars Aronsson (2000) additionally pointed out that tourism and environment have been integrally designated under an Agenda 21 for the travel and tourism industry within the Earth Council and the World Tourism Organization as the World Travel and Tourism Council.

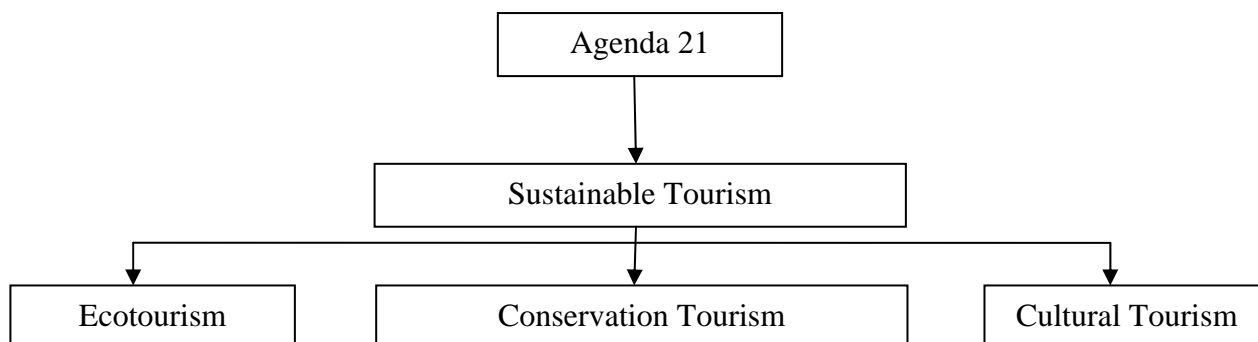


Figure 2: Hierarchy of Agenda 21

Agenda 21 for the travel and tourism industry includes the following points:

- Waste – minimize, re-use and recycle
- Energy – save and use effectively, reduce emissions
- Fresh water resources – safeguard quality, avoid waste
- Drainage water – purify and reduce effluent
- Environmentally dangerous substances – replace such products
- Transport – avoid harmful pollution and other impacts on the environment
- Use of land – plan, look after, prevent the uglification of the landscape
- Involve employees, customers and local receivers
- Design products and techniques so they are more efficient, less polluting, locally appropriate and globally available
- Cooperation – with the local communities, tourist, small enterprises sectoral bodies, the local councils, the government

Johnson (2002), cited from Tisdell and Wen (2001), indicated the Guidelines to achieve a Sustainable Development of Tourism which include two examples mainly related to the physical environment (2 and 4) and four proposals directed more to the social and cultural aspects:

- integrate activity, long-term planning and partnership development (1)
- maintain and develop diversity (2)
- support local economy (3)
- use resources sustainable (4)
- involve local communities, stakeholders and public (5)
- research share learning and experience (6)

The Plan of Action for Sustainable Tourism Development in Asia and the Pacific Phase II (2006-2012) and Regional Action Program announced that it will contribute to the achievement of the Millennium Development Goals, especially these relating to poverty deduction, gender equality and empowerment of women, environmental conservation, global partnerships for development and the special needs for least development countries, land locked developing countries and small island developing states.

The plan set general requirements in 5 themes area:

- Enchanting the role of tourism in socio-economic development and poverty reduction (a)
- Facilitation of travel and development transport and other tourism-related infrastructure (b)
- Socio-cultural and environmental management of tourism (c)
- Crisis and risk management in tourism (d)
- Human resource development in the tourism section (e)

The above-mentioned concepts will be incorporated into this investigation to analyze cultural aspects of Mae Chaem District and the community to identify proper tourism resources for promotion. When the host community realizes the value of their cultures, they will take pride in them. Finally, a model of cultural tourism suitable for their lifestyles can be established and promoted.

2.2 Eco Tourism

Encyclopedia of Tourism (Blamey, R.K., 2000) noted that it covers the use of natural, social and cultural resources sustainably reduces over-consumption and waste reduction, maintains biodiversity and promote natural, social and cultural diversity. Tourism should be integrated in planning process both with the national and local strategic planning framework. Additionally, it should support local economic activities without damaging the environment involve the local community and stakeholders by improving the quality of tourism experience. Marketing and research should be conducted carefully within such an overriding principle.

From the beginning of the 1990's the importance of protecting the environment has been emphasized and green tourism came to draw attention with the concept to developing and using the countryside as tourist as attractions recognizing the importance of the nature and cultural value.

Refer to The Ecotourism and Adventure Travel Association or TEATA of Thailand pointed that "Ecotourism" is defined with an awareness and responsibility towards natural resources. With unique characteristic of their locality, cultural resources are linked with ecological system and tourism that allow for mutual exchange of knowledge under the joint management with the local people in order to create awareness and to work towards a sustainable environment.

The term Ecotourism has been defined variably. For Martha Honey (1999)'s definition of Ecotourism: there are main 7 principles which have been widely accepted.

- Involves travel to natural destinations
- Minimizes impacts
- Builds environmental awareness
- Provides direct financial benefits for conservation
- Provides financial benefits and empowerment for local people
- Respects local culture
- Supports human right and democratic movements

The Quebec Declaration on Ecotourism clearly defines the concept of ecotourism and has become a reference point in all ecotourism studies, publications and conferences. In many ways, ecotourism is a microcosm of all the issues of sustainable tourism but focusing on more concentrated way on specific ecosystems and traditional cultures. (Eugenio Yunis, 2006)

The above-mentioned concepts will be incorporated into this investigation to generate natural resources management of Mae Chaem District.

2.3 Cultural Tourism

National Assembly of State Arts or NASAA cited that Cultural Tourism has been defined as the movement of presents to cultural attractions away from their national place of residence with the intention to gather new information and experience to satisfy their cultural needs.

Culture is defined as any man-made thing, so it is divided into 2 categories: Intangible and tangible. People visit places for new cultural experiences in terms of aesthetics, intelligence, emotion and spirituality. (Reismger, 1994) Tourism brings about an exchange of knowledge, opinions and communication, which is crucial for mutual understandings of people of diverse cultural backgrounds that would ultimately lead to world peace at the present time and in the future. (McIntosh and Goeldne, 1984; Pigam, 1993)

A recent focus of cultural tourism is tourists have not been provided a correct understandings and the local have not benefited much and cultural preservation has been overlooked. Tourist has been on archeological visits without presents existing living culture.

New cultural tourism way should focus on the remaining as much as the livings. Major income and other benefits should be shared with the communities by investing with purchasing food, handicrafts or trading other services and let them participate and perceive the value of their cultures, which would ultimately lead to a real attempt to preserve their cultures.

The above-mentioned concepts will be incorporated into this investigation to generate management plan of Mae Chaem District.

2.4 Public Participation

House of Common Library Research of the Parliament of UK with the Community methodology on tourism statistics (1998) defined and accepted internationally that word of “Tourism” comprises the activities of persons travelling to and staying places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. Tourism is the benefits to human health of rest and relaxation is well documented and travel is considered by many to be an essential activity as getting away from it all is one of the best ways to relieve stress, broaden cultural horizons and enjoy the fruits our labor.

A public participation perspective for tourism is crucial to an investigation of current tourism problems, because tourism activities are created by outsiders and tourists are brought into a community. Therefore, community members who know their problems and needs should be encouraged to participate in managing their tourism resources because tourism activities send direct positive and negative impacts to the community (Boonlert Jitangwathana, 2005, PP. 157-160). There are four major types of tourism impacts on the area:

- (1) Economic impacts. These can be both negative and positive. The positive impacts include changes to the community economic structure, job creation, increased incomes, production stimulus, and better foreign surplus. The negative impacts may include discontinuous earnings due to seasonal tourism, labor quality unsuitable for production system, costs and services, and fights of interests in the community, leading to other cost-related problems, e.g., labor, land, finance or foreign raw material use
- (2) Community impacts. Positive social impacts include a better standard of living, unity, migration prevention, better education, and better understanding between tourists and community members. Negative social impacts may include changes of lifestyles and local values, tourist exploitation, emigration from other communities, crimes, and create conflicts between tourists and communities
- (3) Cultural and social impacts. Positive cultural impacts include utilization of local cultures to attract tourists, tourists understanding local cultures, love and pride in one’s own culture, and cooperation in cultural revitalization and preservation. Negative cultural impacts may include cultural conflicts between tourists and communities, changes in value and cultural patterns, devaluation of cultures and art objects, destruction of local art objects, and commercialization of local cultures
- (4) Environmental impacts. Positive environmental impacts include awareness on the value of local environment, maintaining, improving

and revitalizing local environment, and finding ways to preserve local environment. Negative environmental impacts may include destruction of local natural resources and landscape, pollution, and land depression.

Public participation basically provides the public an opportunity to know and express their opinions on decision making. The principle is based on the acceptance of opinions and coordination from all parties with obligations under the framework of authority and responsibility (Office of the National Social and Economic Development Board, 1996). There are 3 important conditions for public-initiated participation: freedom, ability and willingness to participate. Successful public participation depends on several factors, for example, time, expense, mutual interact, communication and impacts for their positions or status (Niran Jongwuthiset, 1984, P. 186-187)

Due to adverse tourism impacts on the communities, public participation has been focus on several studies and its definitions and aspects have been variously defined Cohen and Uphoff (1977) proposed a public participation process that contributed to the success of activity implementation as follows:

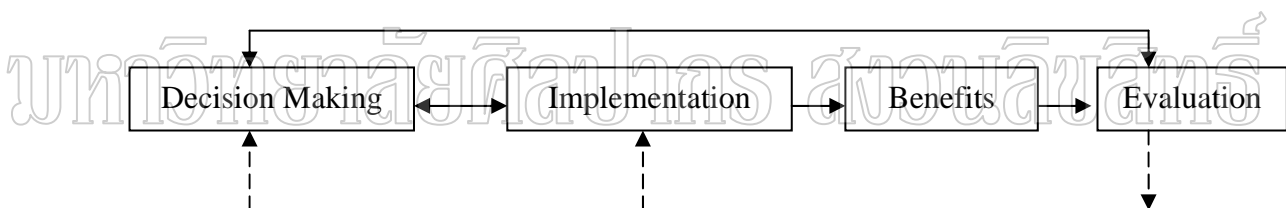


Figure 3: Public Participation Process Chart, (Cohen and Uphoff, 1977)

- (1) Participation in decision-making. It is a very important step for community members to understand their problems so that planning or activities can be created to benefit them. The present problem is that the public does not actually understand tourism and cannot see all of the impacts brought about by tourism. The problem can be solved by guiding the public to learn of the problems involved in the process and encouraging the people to develop a problem-solving guideline. This step creates a sense of ownership: and their implementation creates a learning process, which may require some assistance from specialists in planning and implementation. Participation in planning or policy formation is crucial, in that they are able to use their limited resources for maximum public benefits. The process includes studying the target group, coordinating with concerned agencies, organizing public forums to analyze problems and finding solutions, and setting up a board to monitor the operations

- (2) Participation in implementation. Communities may be supported according to their capability levels in the form of joint administration, administrative resources, or other assistance to support their planned activities
- (3) Participation in benefits. Benefits motivate community members to participate. The benefits may be material, social and/or personal
- (4) Participation in evaluation. Community members participate in controlling, monitoring and evaluating project implementation. This step is pivotal but has rarely been implemented (Cohen and Uphoff, 1980). This participation type considers past performance to learn of or the benefits rising from mutual implementation, so that previous or current activities can be achieved. The participation raises community awareness on how suitable the activities are or have been, whether they should continue or have yielded any benefits, and how many impacts they will have on tourism development

There is no magic list of critical factors for public participation (Kelly, 2001), the best way is to analyze internal and external factors of the community so that a clear picture of the community can be obtained. Community participation in developing or implementing activities should be based on types and level of activities that communities, state organizations and private organizations together with individual should participate as stakeholders. However, community needs must be the main concern and members must participate in every steps of the process (Prakobsiri Pakdeepinit, 2007)

2.5 Sustainable Tourism Development

Butler (1993, P.29) describes sustainable tourism as ‘tourism which is in a form which can maintain its viability in an area for an indefinite period of time’. He also expands his definition to describe tourism in a sustainable development context as ‘...tourism which is developed and maintained in as area in such a manner and at such a sale that it remains viable over an indefinite period and does not degrade or alter the environment (human and physical) in which it exists to such a degree that it prohibits the successful development and well-being of other activities and processes’

Sustainable tourism is an alternative form of tourism. It tends to be predominately small scale, claiming to benefit the local population, conserve the environment and treat the host culture with sensitivity. Weaver (1998. P. 31) explains ‘at the risk of oversimplification, a major distinction between “old” and “new” forms of tourism is the shift in focus from the well-being of the tourist industry to the well-being of the host community’.

Sustainable tourism is a complex system, not a static goal which can be achieved in a calculable number but a process of journey which involved moving toward a mire desirable future with changes appearing through time. For tourism to succeed today it must be sustainable economically, socially and environmentally. To

be sustainable it must be carefully planned and managed, taking account of many different factors.

2.6 Related research studies

The researcher reviewed a number of research site-studies conducted in both Thailand and overseas in similar contexts with three dimensions: (1) The carrying capacity of tourism resources, and (2) Stakeholders participation.

2.6.1 The carrying capacity of tourism resources

This focuses on finding out and understanding readiness and capacity of natural and socio-cultural tourism resources, so that guidelines to solve problems or impacts of conventional tourism can be established. Carrying capacity and limits to growth, (G. Miller and L. Twining-Ward, 2005, P.30-31), was originally used to describe how a population grows from a small number to its final maximum number. Mathieson and Wall (1982) explained in a tourism sense as ‘Carrying capacity is the maximum number of people who can use a site without an unacceptable decline in the quality of the experience gained by visitors’ (Mathieson and Wall, 1982, P.21)

According to “Guidelines on Integrated Planning for Sustainable Tourism Development”, Asian Center for Tourism Planning and Poverty Reduction, (2006), since there are a large number of related factors to be analyzed and considered, estimation of tourist carrying capacity is complicated, including 3 extensive main topics, economic capacity, socio-cultural capacity and environmental capacity. The result of site’s carrying capacity has 2 different ways to be proceeded, (1) to develop management strategy for limiting the number of tourists and (2) to develop management strategy to increase carrying capacity of the site

Tourism destination has limitation of any change which is acceptable to a community and tourism management plan should reflect this in the goals and objectives of the plan, to do so, understanding and appreciation of tourism impacts are necessary.

2.6.2 Stakeholders participation

In tourism industry, there are various stakeholders, this study defines relevant stakeholders in to 2 main types: (1) private sector and (2) public sector

2.6.2.1 Private Sector for this study includes commercial industries and consumers

(1) Commercial industries can somehow choose to be apart from society and that business can opt in or opt out of ethics (G. Miller and L. Twining-Ward, 2005, P.57). With better suggestion, De George (1978, P.49) declares that ‘the wage who wink at immorality in business, arguing that ethics and business are two separate spheres and never the twain shall meet, are short-sighted and look only as far as the

last line of their financial statement. Society is larger than that: business is part of society: and ethics has much a place in business as in any other part of social life.'

Therefore, business operates within the community not only just for business's sake but also for people of the society. Sustainable tourism management plan that based on local community is supposed to use tourism industry as a tool to develop the financial statue of the place. Tourism industry of community is supposed to be operated and participated by local community itself. The way to provoke local community to participate the tourism industry is to put the industry as a community business.

(2) Consumers at the present time have opportunities to choose products they consume but if the tourism consumers have been represented and promoted sustainability for greater choice about information and disclosure about the impact of the products from the retailers as Smith (1990, P.35)said '...consumers are not sovereign, but one can refer to a degree of sovereignty, enhanced by choice, information and possibly retailer assessment: but restricted by limitations on competitions, actions by the state, and individual wealth'.

2.6.2.2 Public Sector including government, NGOs and residents

(1)The role of government organizations is to enable its citizens to enhance the quality of their lives and sustainability of their economic and social systems. For sustainable tourism for the area, whole relevant government organizations in every level suppose to understand sustainable development's concept thoroughly.

Initiation about what a dialogue of sustainability means between local government and the community is required since the typical citizen will participate only those cases where they feel that a particular tourism project would personally and directly affect their livelihood, health or quality of life (Marien and Pizam, 1997, P.167). Therefore the announcement or communication needs to explain the reason and the result of any project.

Nevertheless, it is a danger of providing too much information to citizens, the right information in order to make more awareness to issues facing them and the citizens can fairly judge their government's performances.

(2) The role of NGOs begins when there is evidence of government absence or failure in an important policy area, combined with an increasing in the level of foreign direct investment (Suresh ,1999). NGOs can coordinate monitoring efforts and pass on appropriate monitoring skills to local people. It can be very empowering for communities to learn to collect and record information on a regular basis so that they build up a database which they can draw upon if they wish to lobby government about concerns they have about tourism development (Scheyvens, 2002, P.225). It is reasonable that NGOs should prove to the host community why they should be trusted.

With many different players from private and public sectors, getting organized is one of the first obstacles to overcome. Being organized helps the community in a better position to respond to changes in demand, improve information flows, enhance

quality control invest in the local product and develop human resources (Kerry Godfrey and Jackie Clarke, 2000). Good result turns out from effective organizing system.

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Chapter 3

Study Methodology

Mae Chaem District had been closed-district until a few years ago when globalization which began in late nineteenth century. New information has easily been dispersed through many channels such as newspaper, magazine, satellite-broadcasting of radio and television, and the internet. The district has gradually been noticed by the outsiders with its unique cultural and natural resources. With better known reputation of the district, tourism industry had gradually become new way of business that can obtain new optional income for this district. Local people mostly heartily welcome tourists or temporary visitors but most local people lack of understandings and acknowledgement of the term “tourism” and have not been prepared for it. Tourism industry can be either advantageous or derogatory to the community based on administrative method.

3.1 Study Methodology Technique

This study aims to propose a model for sustainable tourism management in Mae Chaem District. Tourism industry is combined with (1) people, local people as a group of host and tourists and/or visitors, (2) places and (3) activities.

Resources of Mae Chaem have strong potential which can be raised with tourism industry. Sustainable development is an appropriate system for keeping these resources, the “core” of the district, as long as possible. It is apparently important not only to assure local community to aware of and appreciate those properties, but also to acknowledge the community to perceive how to conserve and supplement their community-properties enduringly. For this reason, this study mainly focuses on designing sustainable tourism management plan.

The study also aimed at studying the capacity for sustainable tourism development of the community, attitudes of tourists toward tourism activities in the area, and models for sustainable tourism management plan that involved the community, tourists, and other stakeholders.

Study method for the study study focuses on Qualitative Study Methodology (Sopana Leungwilawan, December 1990-January 1991) and Action Study with 3 major processes:

- 3.1.1 Study of documentary evidences and data processing from site survey.
- 3.1.2 Observation with non-participant observation technique.
- 3.1.2 Interview with groups of key informant.

3.2 Study Purposes

3.2.1 All related stakeholders of Mae Chaem district understand and appreciate the potential of the district to tourism industry.

3.2.2 All members of stakeholders realize the values of the district and the importance of sustainable development for tourism industry.

3.2.4 All members of stakeholders achieve the impacts of tourism industry.

3.2.4 All members of stakeholders achieve proper and harmonious understandings mentioned in the study.

3.2.5 All members of stakeholders have some chances to participate with the study project in different levels.

3.3 Qualitative Study Topic Guidelines

3.3.1 Activities of community

3.3.2 Actions of living routines

3.3.3 Meaning of each activity

3.3.4 Relation of activities

3.3.5 Participation of community to activities

These topics above will follow Farrell and Twining-Ward's framework (2004) whose approach comprises: comprehensive approach, stakeholder-driven and adaptive approach.

3.4 Procedures of the study

This study aims to generate the pilot guideline of Mae Chaem Sustainable Tourism Management Plan. Hence, the result of the study is the guideline plan which defines proper procedures, implementation topic, evaluation topic and suggestion for relating stakeholders in the study area.

Suggested main procedures for the study has adapted from CSE Model or Center of the study and Evaluation (Numchai Tanupol, 1997, P. 119 -120) which are as following:

- (1) Community needs
- (2) Program planning
- (3) Implementation evaluation
- (4) Progress evaluation
- (5) Outcome evaluation

This study focus on how to make community participate with the issue therefore, the proper technique is a "Participation Action Study" which focuses on on-going procedures more than final result of the study. Proceeding action, such as community meeting and other activities, is the effective way to empower the community to generate proper sustainable management plan for tourism industry of the local area.

There are some essential initial topics to study and prepare to generate proper actions:

- (1) Data sources
- (2) Population, the sample group and key informants

- (3) Study instruments
- (4) Data collection
- (5) Data verification
- (6) Data analysis and result interpretation

3.5 Action study consequence

Action Study is a procedure to acknowledge local people by local people themselves. Local people gather essential information by observing, surveying, talking, meeting and finally discussing. The out-coming result should suit for community's possible practices and needs.

This is supposed to achieve 3 consequences (Dr. Pravech Vasee):

3.5.1 Community people achieve proper and useful acknowledgement of the subject directly.

3.5.2 Community people have potential to generate proper procedure by themselves for themselves.

3.5.3 Community achieve useful and proper systems and organizations.

Local community would generate action study supported by Study Counselors or RC, which are government organizations and/or NGOs, with practicing guidelines, funds, advertisement, etc.

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Chapter 4

Mae Chaem Resource Base

This chapter focuses on relating information of destination area which is Mae Chaem District in Chiang Mai. Destination tourism resource base is the essence of that location's tourism appeal. The tasks of assessing, understanding and evaluating potential of tourism destination are important steps need to be done for the development process.

However, a proper development strategy in any setting requires up-to-date and accurate information on tourism supply, and without this, no amount of promotion will ever make up for lack of basic tourism resources.

4.1 Story of Mae Chaem

Beginning of Mea Chaem District has not been officially recorded as documentary evidence. The latest information has been concluded from three ways of primary data compilation.

- A. Verbal informative collecting
- B. Documentary collecting

4.1.1. The legend of the Mae Chaem establishment in Buddhist Era

As the legend has been told, in Buddhist Era, while the Buddha himself was wandering passing through a basin of a river, where there is a basin of Mae Chaem River nearby Pra Tat Chang Kaeng temple at the present moment, he met two great relatives lions fought for conquering the land. Therefore, the Buddha kindly divided the land by making the line on the ground with his walking cane and informed the elder lion to rule the north and the younger lion to rule the south.

When time passed by that line turned to be a little creek called “Jung Kaung Creek” which means “water way”.

After that day, in the next morning, when the Lord Buddha was doing “Bintabart¹”, one old Lava lady gave him half of the whole fish and let him know that she kept the rest of the fish for her grandson. The Buddha murmured about meagerness of this city. Meagerness is pronounced “chame” (แฉ่ม) in Lava pronounce.

When the time passed by, since the intonation of “chaem” in Lue² pronunciation was slightly distorted to be higher pronounce as Tai-Yuan³ pronounce (as แจ่ม), then the meaning of the word has been changed from meagerness to cheerfulness which is the same meaning with typical Thai pronounce (as แจ่ม).

4.1.2. Mea Chaem in Kingdom of Lanna Period

From many historical physical evidences such as some mural paintings, some bronze images of Buddha, terracotta utensils or even textile patterns, etc., indicate that Mae Chaem district was dwelled more than 500 years ago. It was the late of the 18th of the Buddhist councils or in Lawachangkarat *or* Lavachankaraja *or* Lao Chong dynasty⁴ of the Kingdom of Lanna Era, Prince Singhanawa led group of Tai from Yunnan⁵ province (มณฑลยูนนาน), southern China to Lanna area and took over the power from Lue, but while after, the power of Tai decreased, Tai people were separated around, Mea Chaem district is one of the area.

Former groups of people who dwelled in Mae Chaem district area can be divided into 3 groups.(Foythong Samawatha, 2006).

- Original dweller
- Inquirer of workplace
- Immigrant

After Lao Chong dynasty, King Mangrai the Great⁶ established the new dynasty as Mangrai dynasty in Chiang Mai.

The golden age of Lanna was in the 15th century during the reign of Tilokkarat or Tilokaraja⁷. In 1477 the 8th of the Buddhist councils was held near Chiang Mai, working on improving the Buddhist scriptures. The previously independent city state Nan, capital of a Tai Lue people, was added to the kingdom in 1449. Wars with Ayutthaya Kingdom, another Thai kingdom, also broke out.

Initial decline of the kingdom began in the early 16th century, and worsened after the death of King Kaeo⁸ in 1526. A war of succession ensued among the royal factions, kings were assassinated: or others had to abdicate. This political instability invited an invasion from the neighboring Burmese kingdom, and in 1558 Lanna had to surrender and thus became a vassal of Burma. When the dynasty of Mangrai became extinct in 1578, the Burmese sent their own princes to serve as rulers of Lanna.

4.1.3. Mea Chaem in Kingdom of Rattanakosin Period⁹

After Poraminthara Mahachakri Boromanat, Phra Buddha Yodfa Chulaloke the Great or King Rama I¹⁰ found Chakri dynasty¹¹ he designated Kawila¹², the Ex-Prince of Lampang, as a ruler of Chiang Mai city. As he was assigned, Kawila found the House of Chaochetton.

In Phrabat Somdet Phra Poramin Maha Chulalongkorn, Phra Chulachomklao Chaoyuhua or King Rama V¹³ reign, this reign was characterized by the modernization of Siam, immense government and social reforms. The king instigated the hierarchical system of provinces in 1897, composing of Province, City, Amphoe (district), Tambon (subdistrict), and Mhu Ban (village) in the descending order. Each province was overseen by an intendant. This had a major impact, ending the power of all local dynasties. The central authority now spread all over the country through the administration of intendants. The Lanna kingdoms owing tributaries to Bangkok were made into two provinces and neglecting the existence of the former Lanna kings system.

During this long period, people from Mae Chaem continued contacting with Chiang Mai since it was just a major city until it was converted to be one province of Thailand. No wonder that many circumstances that affected to Chiang Mai were affected to Mae Chaem as well.

The district was founded in 1908, consisting of 4 subdistricts: Mae Thap, Tha Pha, Chang Khoeng and Mae Suek split off from Chom Thong. In 1917 it was renamed to Chang Khoeng, as the district office was located in that tambon. In 1938 it was reduced to a minor district (King Amphoe) and was a subordinate of Chom Thong district, in 1939 it was renamed to Mae Chaem and at last, in 1956 it was upgraded to a full district as Mae Chaem district.

4.2 Mae Chaem: Destination Resources

Mae Chaem District or Muangchaem is one of 24 districts in Chiang Mai Province in Northern Thailand with 3,361.151 square kilometers. The district is subdivided into 10 subdistricts (tambon), which are further subdivided into 131 villages. (http://en.wikipedia.org/wiki/Mae_Chaem)

It is surrounded by rolling mountain ranges and enveloped in natural setting that is fresh and picturesque with beautiful rice paddy fields and city-through Mae Chaem River.

This district has small but adequate and well-organized town-center. All necessary public services organization both government and non-government located at both side of main road of the town-center. Many constructions, private houses, barns and public buildings had been built from wood beautifully in traditional way.

4.2.1. Location and Surroundings of Mae Chaem

Mae Chaem locates in the west of Chiang Mat Mae Chaem River which is one important component of Northern Ping¹³River's basin. Neighboring districts are

(from the east clockwise) Samoeng, Mae Wang, Chom Thong and Hot of Chiang Mai Province, and Mae Sariang, Mae La Noi, Khun Yuam, Mueang Mae Hong Son and Pai of Mae Hong Son Province

(http://en.wikipedia.org/wiki/Amphoe_Mae_Chaem.,2009)

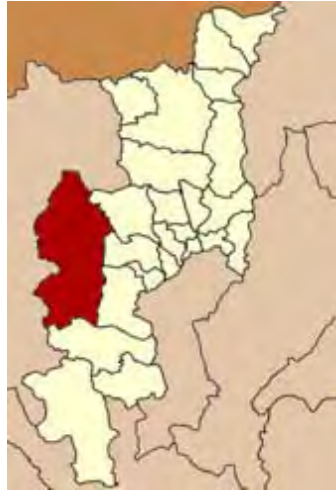


Figure 4: Mae Chaem District and surroundings in Chiang Mai Province



Figure 5: Mae Chaem District and surroundings

(www.maechaem.org/news/maechaem_new2a.doc)

4.2.2. Topography of Mea Chaem

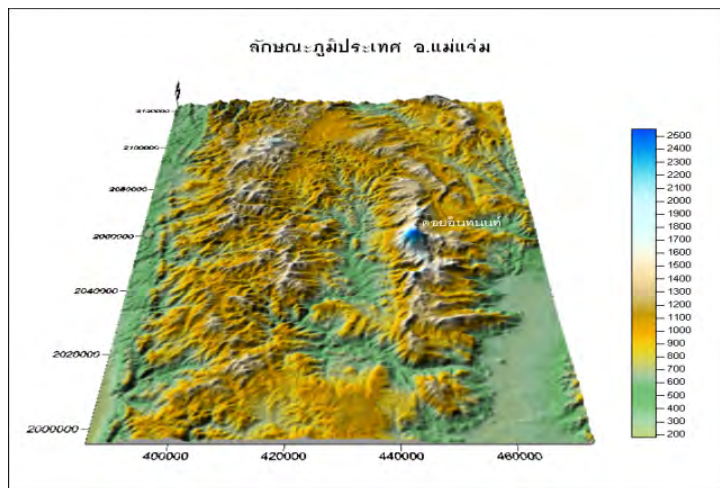


Figure 6: Topography of Mae Chaem District

(www.maechaem.org/news/maechaem_new2a.doc)

Almost areas in Mae Chaem district are located in preserved area of the Authority of Thailand National Forestry (เขตป่าสงวนแห่งชาติ). Mae Chaem is surrounded by 2 National park areas which are Doi Inthanon National Par and Ob Luanh Natinal Park. The province has Mae Chaem River as major water supply, it originates from assembly of Chaem Creek, Little Mae Chaem Creek, Thong Creek with other streams and waterways.

Topography of Mae Chaem district consists of 70% of high mountainous forestry area, 20% of foothill flatland area and 10% of low land area. It has rare convenient transporting ways especially in remote areas.

4.2.3. Natural Resources of Mae Chaem

4.2.3.1 Soil resources

Since most of the district area belongs to National Forestry Department then most area has good soil-condition, anyhow, sthe rest area has been civilian agricultural area but it still in good condition as well. Mae Chaem people have done agriculture in circular which help postpone soil deterioration.

4.2.3.2 Ore resources

Mae Chaem has some kinds of mine which are Lignite¹⁴, Fluorite¹⁵, Tin¹⁶ and Manganese¹⁷.

4.2.3.3 Forestry resources

According to the law, most of Mae Chaem district area is under supervision of National Forestry Department (which is approximately 2,477,634 Rai¹⁸), so forestry resources of Mae Chaem mainly in proper status.

4.2.4 Climate of Mae Chaem

Climate condition over area around the basin of Mae Chaem River is normally in monsoonal area combining with 3 seasons:

- Summer: March to May
 - Rainy Season: June to November
 - Winter: December to February
- (www.maechaem.org/news/maechaem_new2a.doc)

4.3 Population

4.3.1 Mae Chaem Community

Refer to initial site study survey, Mae Chaem has strong local community, with different aging groups and ethnic groups, local people mostly reside in their hometown area comparing to other communities in northern Thailand whose working people often leave their hometown to make a living in other major cities. The major cause is fertile natural resource of Mae Chaem area, as the district has Mae Chaem River is the main natural resources supporting whole community, even in the draught season with low water level, the river still flows. This indicates to the plentiful status of the forests over the mountain ranges surrounded area as well. Mae Chaem people appreciate their natural resources.

Also, Mae Chaem people also appreciate their culture. According to the sufficient natural resource, people in this community can live well in their hometown. With strong attachment to it, they maintained their ways of living, traditions and ceremonies, not for others but for themselves.

Mea Chaem district has 64,268 people with 32,813 men and 31,455 women (www.maechaem.org/news/maechaem_new2a.doc.,2008). Detailing as the table:

No.	Subdistrict (In English)	Men	Women	Total	Village	Home
1.	Chang Khoeng	5,622	5,353	10,975	19	2,944
2.	Tha Pha	2,503	2,436	4,939	14	1,245
3.	Ban Thap	3,111	3,043	6,154	13	1,090
4.	Mae Suek	5,391	5,121	10,512	17	1,521
5.	Mae Na Chon	4,777	4,460	9,237	19	1,744
6.	Ban Chan	1,758	1,676	9,237	9	615
7.	Pang Hin Fon	3,354	3,260	6,614	14	1,069
8.	Kong Khaek	2,942	2,819	5,761	12	1,383
9.	Mae Daet	1,618	1,622	3,240	7	492
10.	Chaem Luang	1,737	1,665	3,402	7	544
Total		32,831	31,455	64,268	131	12,647

Table 1: Population and Villages of Mea Chaem District (Latest Information: 2006)

However, according to most recent information, after Bann Chan, Chaem Luang and Mae Dad was merged into another district which is named Bann Chan district in 2009, Mae Chaem was reduced into 7 subdistricts and 108 villages which are:

- | | | | |
|-----------------|-------------|-----------------|-------------|
| 1. Chang Khoeng | 19 villages | 5. Mae Na Chon | 19 villages |
| 2. Tha Pha | 14 villages | 6. Pang Hin Fon | 14 villages |
| 3. Ban Thap | 13 villages | 7. Kong Khaek | 12 villages |
| 4. Mae Suek | 17 villages | | |

(from www.wikipedia.com, 2009)

4.3.2. Type of Population in Mae Chaem

Mae Chame has 2 major types of population: Northern Thai People or Muang People and Hill Tribe People.

4.3.2.1 Northern Thai people or Muang People (คนเมือง)

Traditionally they are classified by their *linguistic origins*. The dominant ethnic groups today are the Tai speakers, the *Tai Yuan (Khon*

Muang), the *Tai Yai (Shan)*, *Tai Lue*, *Tai Khun* and *Tai Yong*. The Tai tribes originally came from the South West of China

The *Lanna language*, commonly referred to as *Kam Muang* (คำเมือง) and sometimes called *Thai Yuan*, is still spoken by millions in northern Thailand (and thousands more in Laos) as the local dialect. Dating back to the pillars of the Lanna kingdom circa 13th century, throughout the centuries, the Lanna tongue has assimilated vocabulary from Thai, Burmese, Lao, and even Chinese languages to develop a truly unique, soft, and pleasant sound, clearly distinguishable from the region's other dialects.

4.3.2.2 Hill Tribe People



Figure 7: Hmong Ladies

(http://en.wikipedia.org/wiki/Hmong_people)

- Hmong

Originally, the Hmong people were immigrants from Tibet, Siberia and Mongolia, before migrating to China the Hmong people were defeated and moved to the south of China, separating into small groups. Most of these groups lived on the hills in Sibsongpanna, while another set of immigrants lived on the northeast of the Lao republic around Haihin Dianbianfu. Hmong immigrants moved to Thailand around 1857.

It is a well known fact that agriculture is one of the most important things in the lives of the Hmong people. Hmong people spend most of their time at work, with only holidays such as the New Year, and in the event of funerals, wedding ceremonies, and the ceremonies observed by each family.

They rotate the crops that they plant throughout the year, for example rice, corns and vegetables. Now, Hmong people do not just focus on agriculture but also spend part of their time on fruit gardens and on occupations like sewing clothes, and making silver ornaments.

- The Karen



Figure 8: Karen People.

(<http://www.karenhilltribes.org.uk>)

มหาวิทยาลัยราชภัฏวชิรสุพรรณบุรี

They call themselves *Pwakin-nyaw* and who are known as *Kariang* to ethnic Thais. They are one of the largest hill-tribes in Southeast Asia with a total population of about three million spread throughout Burma, Laos and Thailand. There are an estimated 320,000 Karen in Thailand alone, which makes up half of the total hill-tribe's population in Thai territory

Traditionally the Karens live at lower elevations than the other hill-tribes and they still practice slash and burn, unlike many hill-tribes. They live in permanent villages and have been aggressive in developing environmentally sustainable terraced rice fields. These factors have allowed the Karen to become much more integrated members of Thai society. The Karens living at lower elevations almost universally have Thai citizenship which has allowed them to buy land and to have access to free secondary education, luxuries other hill-tribes do not yet have. Many of the Karen population in Thailand and Burma is Christian and has been for multiple generations. Christian Karens are very strong in their beliefs

Among whole hill-tribes in Thailand, the Karens have a distinct advantage. The size of the Karen population and their unification in their religion allow them to adapt while still retaining their cultural identity

- The Lahu



Figure 9: Lahu lpeople, a village of Chaing Mai, Thailand.

(http://en.wikipedia.org/wiki/Lahu_people)

Like most Hilltribes, the Lahu have their origin in southwestern China. In about 1830 there were already some Lahu villages located in the Kengtung State of Burma. By 1870 the Lahu had moved across the northern Burmese border in fear of their lives under the government of Burma. They moved into the northern highlands and valleys of Siam. By the 20th century Lahu villages were discovered as far south as Fang, just 70km north of Chiangmai. There are four tribes within the Lahu: Black, Red, Yellow and She-Leh. Lahu family is an extended family unit. The Lahu have always referred to themselves as the "people of Blessing". That is, they have always thought that the blessings of health, sufficient food to eat and security for their families were the greatest gifts that their Creator could bestow. They have used the term, Boon (or merit) to denote the form in which this Blessing is given. Lahu often refer to themselves as Bon Yu or the "children of the Blessing."

4.3.2. Occupations of Mae Chaem People

Most of the people in Mae Chaem district do agriculture as major occupation. In one year round, Mae Chaem agricultural circle is as below:

- In rainy season (from the middle of May to the middle of October): Paddy rice-filed farming
- In dry season (from the middle of October to the middle of April): vegetable (e.g. corn, red onion and garlic) farming

Apart from that, some of Mae Chaem people grow some kinds of fruits which can be fruitful whole year along with these annually two types of agriculture.

Occupation	Percentage	Average Income (Thai Bath) / Year/ Family
Cropping	26.18 %	9,073
Farming	5.33 %	10,068
Gardening	6.90 %	4,900
Cattle	13.51 %	-

Table 2: Mae Chaem: Occupation

(www.geocities.com/muangchaem, latest updated, 2006)

4.3.3 Religion and Belief of Mae Chaem People

Most of northern people or “Muang People” in Mae Chaem are Buddhist and the rest are in other religions: Christianity and Muslimism. For hill tribe people, in the past, when educational system unreached to remote area, they strongly believed in spirits and ghosts. Nowadays, since they have been educated by missionary school system, so many of them are Christian who believe in spirits and ghosts.

4.4 Mae Chaem: Tourism Resources

Mae Chaem has individual speech for the district as: “Hot Mineral Pond Visiting, Mae Chaem River Rafting, Camping Around Water Falls, Gorgeous Weaving Cloth For All”

(Translated by Vimalin V.,2009)

In Thai

คำขวัญอำเภอแม่แจ่ม “เที่ยวบ่อน้ำแร่ ล่องแพน้ำแจ่ม พักแรมน้ำตก ผ้าตีนจกยอดน้ำมื่อ”

Tourism resources come in all shapes and sizes, and most of the area can be considered part of the overall tourism resources as destinations. They include the natural and man-made environment, handicrafts, festivals and events, activities, hospitality, transportations, etc.

4.4.1 Natural Resources

Natural resources are an invaluable tourism's assets and are fundamental to the development of tourism for virtually all destinations. They tend to be foundation from of which other resources are developed, thus they play both a principle role and supporting role in tourism development.

4.4.1.1 Water Resource

- Mae Chaem River



Figure 10: Water Ways in Mae Chaem District

- Waterfalls
 - (1) Mae Pan Waterfalls
 - (2) Trai Laeun Waterfalls
 - (3) Huay Nam Dung Waterfall
- Hot Spring as Thep Pa Nhom Hot Spring Ponds
- Natural Fountain
 - (1) Naam Ork Huu
 - (2) Small Fountain at Bhuddha-Oen Temple

4.4.1.2 Landscape

Unique mountain ranges, covered with rice fields and corn farms make them look green in rainy season and gold in cultivating season along with scattering hill tribe valleys and temples surrounded whole areas of the district.

4.4.2 Artificial Resources

For cultural resources, these cover a wide variety of features including aspects of both past and present lifestyles, attitudes and social settings. They included element of history in situ, such as old buildings and houses and elements of historical interpretation based on fact and artifact, such as museum and heritage sites. They also include the man-made or urban handicrafts. Cultural resources reflect certain aspects of current society and how people from different areas and ethics origin live, work and play.

4.4.2.1 Architecture

- Religious Architecture

Mae Chaem has many temples which reflect architectural appearances, for example, style, material and technique have shown that they are ancient temples. This supports the tale and legend that Mae Chaem used to be important main-area for Buddhist. These old temples were designed and constructed in Lanna Style from different periods of the past.

Lanna architectural style was found in the northern region of Thailand while Chiang Mai has been its center. This architectural style had its own distinctive characteristics.

For religious structures, Lanna's temple style emphasizes on the enormous size of the shrines and relatively small sermon or temple's hall. Stupas were later built from mid 14th century onwards in Lanka style. The *Ubosot* and *Viharn* are the most ornate and important buildings in a temple compound. On the outside they are decorated with stucco motifs which are covered with lacquer, glass mosaic and gilt.

In more details, An *Ubosot*, or consecrated ceremonial hall, is generally small for its religious functions involve only monks. The *ubosot* stands in consecrated ground marked by eight boundary stones. *Ubosot* are often locked and women are generally not allowed to enter. The *viharn* is a larger assembly hall for people and monks to participate in ceremonies. It is usually located to the east of the *chedi* with the front entrance facing east, the auspicious direction of the sunrise. Lanna temples originally were built round the *chedi*

(stupas), which contain valuable relics of pious kings and monks. Like solid rocks in a sea of change, the old *chedis* often mark the sites of former temples.

Other buildings include *kuti*, the monks' living quarters, general purpose halls known as *sala*, and a bell tower which announces ritual times to monks.

Temples used to provide the only education and to this day compounds often contain schools. Temples of Mae Chaem have been important to Mae Chaem people from the long-past until the present time. Many customs and traditions have related to temple strongly. From ancient times the temple grounds have served as a public place for festivals and fairs. The entrances to compounds of important temples in the past would sometimes have heavily decorated entrance gates.

There are several ancient temples in Mae Chaem which are some of noteworthy places.

(1) Wat Chang Khoeng

Wat Chang Khoeng used to be called as Wat Luang Jung Khoeng or Wat Luang. It is the first temple in Mae Chaem District's area, evidenced with an ancient wooden inscription which is placed inside the viharn nearby a relic of the Buddha. Moreover, this temple has a divine pound, but any woman is prohibited to be in the pound's area.



Figure 11: Wat Chang Khoeng, Mae Chaem District, 2008. (Vimalin V., Aug, 2008)

(2) Wat Pa Daet

Wat Pa Daet used to be called as Wat Mai Muang Jam, it was built in 1885. Wat Pa Daet is well-known because of the ancient wall painting painted by Tai Yai painter in viharn. Moreover, Wat Pa Daet has ancient *Hor Trai*, a hall for keeping the scripture, ageing over a hundred years old and built in original Lanna Style.



Figure 12: Wat Pa Daet, 2006. (www.oknation.net)

(3) Wat Yang Luang
 Wat Yang Luang was built by Karen or Yang people in the 24 of Buddhist Era. It has ancient stupa or *Kuu* locating behind the main Buddha status in a temple. The architectural style of Wat Yang Luang's main viharn combined Burmese Style with Lanna Style of Chiang Saen dynasty.



Figure 13: Wat Yang Luang, 2006. (www.oknation.net)

(4) Wat Jaeng

Wat Jaeng has been remarked with natural power of big group of orange jasmine trees. Wat Jaeng is the only temple in Thailand which has hexagon-stupa. Moreover, the temple has regarded the holy Saen Thong Buddha Image which is the most sacred image in Mae Chaem.



Figure 14: Wat Jaeng, 2008. (Vimalin V., Aug., 2008)

(5) Wat Buddha Oen

Wat Buddha Oen is located 2 kilometers away from Mae Chaem Municipal Area. The most important heritage place in the temple is an ancient wooden viharn in the old pond. This viharn was one heritage place of Thailand by the Department of Fine Arts already.



Figure 15: Wat Buddha Oen entrance gate, 2008. (Vimalin V., Aug., 2008)



Figure 16: Wat Buddha Oen, 2008. (Vimalin V., Aug., 2008)

(6) Wat Kong Kan

Wat Kong Kan is located approximately 2 kilometers away from Wat Buddha Oen. This temple is important for Mae Chaem community because there is a place where a municipal treasure image of Buddha has been situated. In Songkarn Festival, Mae Chaem people normally have a chance do a ceremony by pouring water on this Buddha image for one's own prosperity.

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Figure 17: Wat Kong Kan, 2006. (www.minichiangmai.com.)

(7) Wat Kong Kaek

Wat Kong Kaek is located 7 kilometers away from Mae Chaem municipal area. Kong Kaek community is an old community in Mae Chaem. This community was formed by several migrants from other areas such as Lampang, Nan and Chiang Rai. The viharn of Wat Kang Kaek was designed

by skilled workers from Lampang, it also has unique mural paintings drawn with Mae Chaem individual technique.

Apart from these old temples, other temples of Mae Chaem are also valued. The district has many temples so it was believed that it is a center of Buddhist in the past.



Figure 18: Wat Praow Nhum , 2008.(www.blogger.com/csuebpong.blogspot)



Figure 19: Wat Guu , 2009. (Vimalin V., Apr., 2009)



Figure 20: Wat Buppharam entrance, 2008. (Vimalin V., February, 2008)

Mae Chaem community has bounded with Buddhist, customs, traditions and many events have been set in temple's area. Temples in Mae Chaem are not only the

place for praying and worship but they also places that gather people of various generations, to meet others, to interact with others, and to generate and empower the strength of community.

- Housing Architecture

The Lanna house, or Ruen Ka-lae is similar to the traditional Thai house as it was originally constructed completely from teak wood, and built elevated from the ground to protect from flooding during the wet season and to utilize for other purposes in dry season for example, weaving area, hen farming area and resting area.

What makes the Ruen Ka-lae distinguishable from other Thai traditional house is the two V shaped, hand carved ‘ka lae’ at the sloped of front and back roofs, of which the house takes its name. There are different beliefs in the purpose of the ‘ka lae’. Some believed that the Ka Lae represented a pair of birds perched on the roof to scare away crows which are believed to bring bad luck, while others insist it is buffalo horns. Still others claim that the original purpose was simply part of the structural integrity design of the house.

Interesting detail of the ruen ka-lae is the practical and simple, yet genius construction methods used. While glazed clay tiles are used for the roofing, absolutely no nails, natural stone-concrete, or glass were to be used. Instead, traditional wooden jointing methods were used to construct a sturdy and comfortable dwelling.



Figure 21: Lanna House in Mae Chaem, Paothong Thong Jaeu (Lanna Style: Art and Design of Northern Thailand, copied 2009)



Figure 22: Lanna House in Mae Chaem, 2008. (Vimalin V., 2008)

- Agriculture-related Architecture

According to one major industry of Mae Chaem which is agriculture, there are some structures which are constructed for keeping the cultivated products such as barns and plantation silos for onion, red onion, garlic and dry corn.

Barns mostly built from wood, standing on teak columns and elevated from ground floor to protect rice from being stolen by people and animals. Silos are mostly built on ground as a barn-house which has many shelves for hanging farming products.



Figure 23: Plantation Silo for keeping farming products such as red onion or garlic is used in dry season, 2008. (Viamlin V., August, 2008)



Figure 24: Former rice storehouse made from teak wood which is belonged to one of Mae Chaem's family. (Viamlin V., August, 2008)

In addition, Mae Chaem has many thatched cottages settled in rice fields built roughly with bamboos. These cottages are small constructions which created unique views of Mae Chaem District.

4.4.2.2 Art

Mural Painting

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Figure 25: Painting in Wat Pa Daet

Mae Chaem district's most famous mural paintings are at Wat Pa Daet. There are all 8 pieces, drawn by Thai Yai painter. These paintings tell stories about the Lord Buddha, his biography and his teaching.

4.4.2.3 Handicraft

- Teen Chok Cloth



Figure 26: Teen-Chok Cloths of Mae Chaem District, Tha Pha Subdistrict, 2009.

(Vimalin V.,Feb., 2009)

Teen Chok Cloth is a pattern of cloth which has an ankle-length wrapped-around with a “chok” embroidery, mostly made from silk of silk-worm. Mae Chaem District is one community whose Teen Chok weaving industry has remained as one major industry for the district. Teen Chok cloth from Mae Chaem was registered as local-product-copyright because it has been made with up-side-down weaving technique that is unique and different from other places.

From the past to the present, Teen Chok cloth is important for Mae Chaem people. There is a story that each Mae Chaem’s woman at least has one piece of Mae Chaem Teen Chok skirt and she proudly wore it in a mass or temple fair or annual festivals. Teen Chok is not only a garment for Mae Chaem people, but history, local culture and a way of life are also pass through any piece of Teen Chok cloth. Above-all, it is the way to conserve local community’s culture for long.



Figure 27: Producing of Teen-Chok Cloths of Mae Chaem District, Tha Pha Subdistrict, 2009.

(Vimalin V.,Feb., 2009)

- Hairpin

The ancient format hairpin called that Pin-Mae Chaem is in Lanna style is dedicated handicraft, mostly made of silver. In addition, Mae Chaem women often set up their hair in low-swept-back hair and decorate with flowers like Jasmine, Orange Jasmine or Orchid.

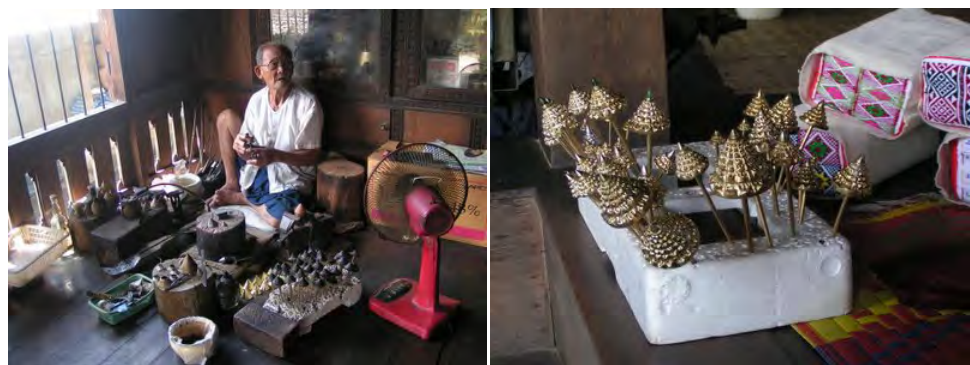


Figure 28: Mae Chaem Hairpin

(www.chalaom.com)

4.4.2.4 Lanna Alphabet

The Lanna language commonly referred to as Kam Muang and sometimes called Thai Yuan is still spoken by millions in northern Thailand as the local dialect. Dating back to the pillars of the Lanna kingdom circa 13th century, throughout the centuries, the Lanna tongue has assimilated vocabulary from Thai, Burmese, Lao, and even Chinese languages to develop a truly unique, soft, and pleasant sound, clearly distinguishable from the region's other dialects. (<http://lanna.com/language.htm>). Lanna's consonants are divided into three classes which help to determine the tone of a syllable (indicated by the numbers below).

The chart below is given first the Lanna letter, then the "Payanchana Sagot" if it exists (shown with the letter as a place holder), then the Thai equivalent, then the English equivalent (followed by IPA in square brackets). The numbers indicate the class of the consonant (used in determining the tone of the syllable). 1 – high, 2 – mid, 3 – low. (<http://www.omniglot.com/writing/lanna.htm>)



Figure 29: Sample Text of Lanna. (<http://www.omniglot.com/writing/lanna.htm>)

4.4.3 Annual Traditions and Festivals

Most traditions and festivals broadly have their origins to serve residential purposes. Annual festivals Mae Chaem District are alike the other areas in Chiang Mai Province.

4.4.3.1 Mae Chaem Traditions

According to Lanna calendar, the first month of the year starts 4 months earlier than national calendar or in October, probably follow the end of the Buddhist Lent day because it is a Sabbath or the great Buddhist Day that monks stops being isolating only at the temple and starts doing preach outside the temple for ordinary laymen.

Month	Northern Order	Mae Chaem Customs
April	7	Songkran Festival
May	8	Ceremony of Pouring Water on Buddha images
June	9	Giving a Feast to Ancestral Ghost
July	10	The Buddhist Lent Day
August	11	First Day of Rice Planting Ceremony
September	12	A Label Day
October	1	The end of the Buddhist Lent Day The Great Offering Day Or Jul La Kra Tin
December	3	The First Harvest Day
January	4	Tan Lua Ceremony Tan Kaw Mai Ceremony
February	5	Poy Look-Keaw or Poy Noi The Great Novice Day
March	6	Poy Luang The Great Monkhood Day

Table 3: Mae Chaem festivals in annual northern chronological order

4.4.3.2 Mae Chaem Festival

- Teen Chok Festival

The most important festival of Mae Chaem district is Teen Chok Festival which is generated one day after Flower Festival in Chiang Mai. Normally, this festival is set in February at an administrative office of Mae Chaem in front of the main building.

This festival takes 3 days with 2 sections of schedule, day and night. Each day starts from 8 in the morning and ends late at night with many activities such as contests, games, performances, moreover, there are many shops and stores participate in by displaying and trading their products.



Figure 30: Leaflet of the 16 st Teen Chok Festival of 2009.

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Loy Krathong Festival

Loy Krathong Festival in Mae Chaem called Yee Peng as other places in Chiang Mai but the difference is in Mae Chaem there's no floating candle but people in Mae Chaem will go to nearby temple to pray and lighten the candles in the evening. As at Pa Deat temple, the ceremony is men will pray in the main church and the women were left outside by religion believe. For this ceremony a lot of candles and ropes will be lightened.

4.4.4 Activity Resource

The activity resources mean to the whole include the purpose-built tourist or visitor attractions as recreational opportunities, recreational services and recreational facilities.

4.4.5 Service Resources

The service resources include all those services in the destination which effectively make tourism possible. Those imply to information center, transportation, accommodation, catering and other services in the area. Not all of these services are available in all locations. Each destination needs to be examined for its own resources and decided how those resources can be used effectively in tourism management as development plan.

Mae Chaem district has these following service facilities.

4.4.5.1 Accommodation

- Hotel and Resort
- Bed and Breakfast
- Homestay

4.4.5.2 Transportation

As information from the Administration of Mae Chaem, there are 5 main-highways which link Mae Chaem to other districts.

- Mae Chaem – Hod Highway
- Mae Chaem – Doi Inthanon Highway
- Highway No. 4063 Pang Hin Fon – Baan Tub
- Highway No. 4065 Chang Khoeng – Pang Hin Fon
- Highway No. 4066 Wat Chan

Moreover, Mae Chaem has 77 roads link among subdistricts and villages, most of them are lateritic roads.

There are 20 public buses (yellow mini buses) departing from highway Mae Chaem- Hod and Mae Chaem – Jom Thong once a day.

Mae Chaem has one legally registered gas station located in municipal area.



Figure 31: Mae Chaem main gas station. (Vimalin V., February, 2009.)

4.4.5.3 Communication

Mae Chaem has one main post office which open from Monday to Friday, 8 AM-4PM. The district has 128 phone lines. There is one internet shop recently opened in the late of 2008.

4.4.5.4 Catering

Mae Chaem has one main market located opposite to Mae Chaem Administration Office, nearby the Mae Chaem River. This market has clear zonings which provided many kinds of products. Foods include fresh fruits, fresh vegetables, fresh meats and cooked food are in one zone. Dry food and other dry products are in another zone and daily equipments and accessories are in another zone.



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Figure 32: Mae Chaem Market. (Vimalin V., February, 2008)

4.4.5.5 Electricity

Most areas of Mae Chaem district belong to Forestry Department therefore most of them are forest and mountain areas. There are 43 villages or 5,241 houses of Mae Chaem where electrical supply is directly reached.

4.4.5.6 Water

Mae Chaem has one municipal water supply office and 8 water supply offices.

Apart from that, Mae Chaem has 121 wells, 517 ponds and 180 water stored tanks.

4.4.5.7 Healthcare

Mae Chaem has these following health services.

- Center Hospital which provides 30 beds : 1 building
- Public Health Office
- Health Center
- Malaria Office
- Drugstore



Figure 33: Entrance to Mae Chaem Hospital. (Vimalin V., February, 2009)

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4.4.5.8 Security

Mae Chem has one Mae Chaem police station and one Mae Chaem volunteer company office. This district also has drug defense committee office of Mae Chaem

4.4.5.9 Banking

Mae Chaem has 2 main banks locate at municipal area, Thai Farmer Bank or K-Bank and the Agricultural Bank. Both have full services from 8.00 to 15.30 on Monday to Friday. K-bank also has electronic machines provided in front of bank building.

4.5 Mae Chaem: Significance of the destination

Cultural Significance is a concept which helps estimating the value of places. The term of cultural significance is synonymous with heritage significance and cultural heritage value. Cultural significance means aesthetic, historic, scientific, social or spiritual for past, present or future generations. Cultural significance is embodied in the place itself, its fabric, setting, use, associations, meanings, records, related places and related objects. (The Burra Charter, 1999, P.2)

Although there are varieties of adjective used in definitions of cultural significance, the adjectives aesthetic, historic, scientific and social values given alphabetically in the Burra Charter can encompass all other values. (The Burra Charter, 1999, P.12) The establishment of cultural significance and the preparation of a statement of cultural significance are essential prerequisite to the development of a conservation policy. (The Burra Charter, 1999, P.14)

4.5.1 Mae Chaem: Aesthetic Value

Aesthetic value includes aspects of sensory perception for which criteria can and should be stated. Such criteria may include consideration of the form, scale, color, texture and material of the fabric: the smells and sounds associated with the place and its use. (The Burra Charter, 1999, P.12)

(1) Naturally Aesthetic Value

Mae Chaem is one of fertile cities because the area of the city covers the begin-fountain of Mae Chaem River which flows continuously through Mae Chaem whole year, even in dry-season. The river is an aorta of the city. Due to richness water condition of Mae Chaem together with the fact that most of Mae Chaem's areas are owned by the Forestry Department which allows some residents to rent some lands but they are restricted to use land for living and cultivating only. Also Mae Chaem has a lot of green-area consists of agricultural farm which color in many tones of colors, varied greens and gold. Mae Chaem has beautiful landscape because the city area, including the municipal area, has hilly landscape moreover Mae Chaem is surrounded by long and large mountain ranges. These cause Mae Chaem unique scenery.



Figure 34: Scenery of Mae Chaem are and Mae Chaem river seen from the mountain.

(Vimalin V., August, 2008)

Moreover, Mae Chaem has many unique natural attractions.

- The Mae Chaem River

The Mae Chaem River is the main river of the district. The river supply Mae Chaem community as water and food. In addition, in flooding season, It is not only one of main transportation ways but also one interesting way generating activity for tourism such as rafting along the Mae Chaem river.



Figure 35: Relationship between Mae Chaem River and community. (Vimalin V., April, 2009)

- Natural Waterfalls

- Natural Fountains

Mae Chaem has 2 original source of water. The first one is located in Wat Buddha Oen and the other is located in Chan Keong subdistrict, on Mae Chaem – Mae Na Jorn highway, approximately 8 kilometers away from municipal area, it is called Nam-Ork-Huu. Both sources originate fresh water for whole year.

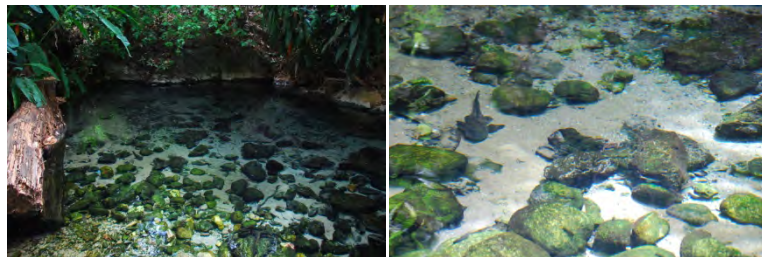


Figure 36: Naam Ork Huu, Mae Chaem. (Vimalin V., April, 2009)



Figure 37: Naam Ork Huu area and relationship with people, Mae Chaem. (Vimalin V., April, 2009)

- Natural Hot Spring



Figure 38: Thep Pa Nhom Hot Springs. (Vimalin V., August, 2008)

Picture 60,61,62,63: Gradation of the strongest hot spring with 90 degree hot water. (Vimalin V., August, 2008)

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(2) Culturally Aesthetic Value

Atmosphere of Mae Chaem is unique with just right composition of tangible and intangible cultural and natural aspects. For this study, it is appeared that because of strong community of Mae Chaem, so people are proud, respect and appreciate their community, then Mae Chaem's cultures have been carried out and practiced. As time passes by, cultural aspects of Mae Chaem have been passed on from generation to generation through many accesses, both tangible and intangible ways.



Figure 39: Rod Nam Dun Hua at Songkarn's Day, Wat Jaeng, Mae Chaem district.

(Vimalin V., April, 2009)



Figure 40: A Label Day at Mae Chaem, September 2007. (thaimisc.pukpik.com)



Figure 41: The End of Buddhist Lent Day ceremony at Mae Chaem, October, 2007. (thaimisc.pukpik.com)



Figure 42: Jul La Ka Tin, Wat Yang Laung at Mae Chaem, November 2006. (backpack_girl@hotmail.com)

4.5.2 Historic Value

Historic value encompasses the history of aesthetics, science and society, and therefore to a large extent underlies all of the terms set out in this section. A place may have historic value because it has influenced, or has been influenced by an historic figure, event, phase or activity. It may also have historic value as the site of an important event. (The Burra Charter, 1999, P.12)

History of Mae Chaem appears passing through many tangible and intangible aspects with indirectly supported by Mae Chaem community. Fertile natural resources of the district have made most of local people stay in Mae Chaem. The district has been dwelled with varied generations: children, teenagers, youths, middle-aged people and old age people, therefore, community has high opportunity to maintain ways of living which are suitable. According to some information from this study, Mae Chm atmosphere has been changed, historical aspects have been remained.

4.5.3 Scientific Value

The scientific or study value of a place will depend on the importance of the data involved, on its rarity, quality or representativeness, and on the degree to which the place may contribute further substantial information. (The Burra Charter, 1999, P.12)

The most notable representative of Mae Chaem district is Teen Chok cloth. Since Mae Chaem community has very unique technique of produce the cloth. Mae Chaem's Tee Chok cloth has been noted as copyrighted product No. 50100015 by the Department of Intellectual Property or D.I.P. of Thailand in October, 2007.

Teen Chok Mae Chaem is getting more famous, in every February, Teen Chok Festival is held by whole community cooperation. It is another industry which generates income to Mae Chaem community apart from agriculture.

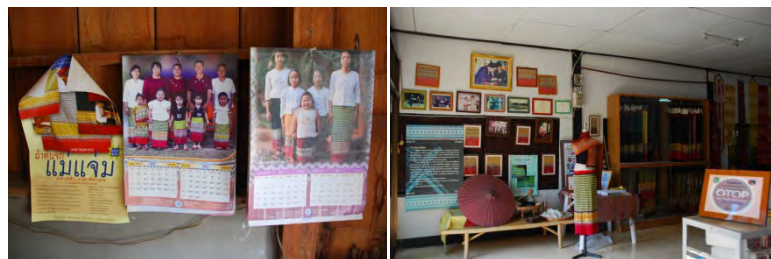


Figure 43: Mae Chaem Calenders. (Vimalin V., April, 2009)

Figure 44: Varied pattern of Teen Chok products at OTOP center, Tha Pa subdistrict, Mae Chaem.

(Vimalin V., February, 2008)

4.5.4 Social or Spiritual Value

Social value embraces the qualities for which a place has become a focus of spiritual, political, national or other cultural sentiment to a majority or minority group. (The Burra Charter, 1999, P.12)



Figure 45: Mae Chaem Livelihood, Mae Chaem market. (Vimalin V., August, 2008)



Figure 46: Mae Chaem Lives, Wat Guu (วัดกู), Mae Chaem. (Vimalin V., August, 2008)

People of Mae Chaem district have bonded strongly to natural environments: topography or climates. Since they live their lives everyday relying on natural features, then Mae Chaem's society has been formed broadly as a group of people who respect and appreciate Mae Chaem's natural resources.



Figure 47: Mae Chaem's everyday-life-item. (Vimalin V., April, 2009)

In municipal area, respect and appreciation to religion and nature can be verified from some annual customs that have been practiced until the present time. These ceremonies are assumed to show the religious belief in merit and evil as much as the gratefulness to natural features. Customs or ceremonies are often delightful. They indirectly generate well spirit for people in community by activities which require community cooperation.

For hill tribes in Mae Chaem, apart from other annual ceremonies, they have their own different New Year's Day which has been practiced from the past to the present. For example, The Mong celebrates the biggest ceremony which is New Year on the first day of the period of the waxing moon (ข้างขึ้นวันที่ 1) or approximately in November, this is the way to indirectly perform who they are. For human mind, any uniqueness or difference as unseen power well generates better spirit and cooperation.



Figure 48: Mae Chaem Hilltribe in the corn field. (Vimalin V., August, 2008)

In conclusion, Mae Chaem district has fertilized with adequate natural and cultural aspects together with values. Moreover, Mae Chaem still shows its own authenticity as the district has remained both tangible and intangible aspects, it is general that all are rarely seen as the past, but the important thing is the spirit of them have been remained.

1 : Regular routine for Buddhist monk, to go about with a bowl to receive food, for being a monk, buying any article is strictly prohibited, only receiving thing from other can be proceeded

2 : One of Hilltribes, the Lahu people have their origin in southwestern China then had moved across the northern Burmese border in fear of their lives from the government of Burma. They moved into the northern highlands and valleys of Siam

3 : The word that other tribes call Lanna people, but they call themselves “Muang People” or “Kon Muang ”

4 : The first king of Lawachangkarat Dynasty who governed Yonok Country. One particular area where the Tai peoples settled was in the region of present day Chiang Saen on the Mekhong River. This territory included land north of the Mekhong in present day Laos, and perhaps part of present day Burma before the historical roots of the Lanna Kingdom. There is perhaps good reason for this in that prior to the Mengrai Dynasty, beginning with King Mengrai himself

5 : It is a province of the People's Republic of China, located in the far southwest of the country spanning.

6 : Mangrai was born in Ngoen Yang (present day Chiang Saen) as the son of the local ruler Lao Meng Mangrai succeeded his father to become the first independent king of unified Tai city states in northern Lanna and northern Laos

7 : King of the beginning of the golden age of Mangrai Dynasty (1441-1487)

8 : The 11st king of Mangrai Dynasrt, called Kaeo *or* Mueangkaeo (1495-1525)

9 : It is the area of modern Thailand, an absolute monarchy with capitals briefly at Thonburi and later at Rattanakosin, both in modern-day Bangkok.

10: The founder and the first monarch of the current-ruling Chakri dynasty of Siam (now Thailand) in 1782 (1782-1809)

11: It is the current ruling house of the Kingdom of Thailand, the Head of the House of the King of Thailand. The Dynasty has ruled Thailand since the founding of the Ratthanakosin era and the city of Bangkok in 1782 following the end of King Taksin of Thonburi's reign, when the capital of Siam shifted to Bangkok. The Royal house was founded by King Buddha Yodfa Chulaloke an Ayutthayan military leader

12: He is the ex-duke of Lampang City who was the founder of “Tipchang Family”, was assigned by King Buddha Yodfa Chulaloke as Chiang Mai viceroy in 1782

13: It is one of the two main tributaries of Chao Phraya River. It originates at Doi Chiang Dao in Chiang Dao district, Chiang Mai Province. After passing Chiang Mai town, it flows though the provinces Lamphun, Tak, and Kamphaeng Phet. At the confluence with the Nan River at Nakhon Sawan (also named Paknam Pho in Thai) it forms the Chao Phraya River

14: It is a soft brown fuel with characteristics that put it somewhere between coal and peat. It is considered the lowest rank of coal

15: It is a mineral composed of calcium fluoride, CaF₂

16: It is a chemical element which is obtained chiefly from the mineral cassiterite, where it occurs as an oxide, SnO₂

17: It is a chemical element which has the atomic number 25. It is found as a free element in nature (often in combination with iron), and in many minerals

18: (In Thai: ไร่), It is a unit of area, equal to 1,600 square meters (40 m × 40 m)

Chapter 5

Mae Chaem Carrying Capacity

The analysis of the carrying capacity is used in environmental planning to guide decisions about land use allocation. It is a technique to define the capability of an area to endure the maximum level of development from tourism, agriculture, industry and infrastructure. As there are differences between the activities, it is appropriate to define carrying capacity according to the specific uses. In this respect carrying capacity is site specific and use specific.

Carrying capacity of this study involves broadly around three basic components: (1) physical-ecological, (2) socio-demographic and (3) political-economic (<http://www.biodiversity.ru>). These dimensions also reflect the range of issues considered in practice. Obviously, when considering carrying capacity the three components, it should be considered with different weights in different destinations. These differences stem from the type of the place as the type and the tourism/environment interface. However, the three components are interrelated to some extents (EC, 2002).

(1) Physical-ecological component

The physical-ecological set comprises of the natural and cultural environment as well as infrastructure. The fixed components refer to the capacity of natural systems which the limits can be estimated therefore they should be carefully observed and respected. The flexible components refer primarily to infrastructure systems like water supply, sewerage, electricity, transportation, social amenities such as postal and telecommunication services, health services, law and order services, banks, shops and other services. The capacity limits of the infrastructure components can rise through investments in infrastructure, taxes, etc. For this reason their values cannot be used as a basis for determining carrying capacity but rather as a framework for orientation and decision-making on management action options.

(2) Socio-demographic component

The socio-demographic set refers to those social aspects which are important to local communities. They relate to the presence and growth of tourism, such as available manpower or trained personnel, etc., include with socio-cultural issues, such as the sense of identity of the local community or the tourist experience etc. Social capacity thresholds are perhaps the most difficult to evaluate as opposed to physical-ecological and economic ones since they depend to a great extent on value-judge. Political and economic decisions may affect some of the socio-demographic parameters such as, for example migration policies. Social carrying

capacity is used as general to include both the levels of tolerance of the host population as well as the quality of the experience of visitors of the area.

(3) Political-economic component

The political-economic refers to the impacts of tourism on the local economic structure, activities, etc., including competition to other sectors. Institutional issues are also included to the extent that they involve local capacities to manage the presence of tourism. Considerations of political-economic parameters may also be necessary to express divergence in values and attitudes within the local community with regard to tourism.

For Mae Chaem District which is the site-study of this study, these following topics are involving details of the 3 components:

5.1 Mae Chaem: The relationship between the community and local natural resources

5.2 Mae Chaem: The relationship between the community and local culture

5.3 Mae Chaem: The relationship between the community and tourism

5.4 Mae Chaem: The status of Tourism Industry

5.5 Mae Chaem Case study: Tourism Industry Impact: Pai and Baan Mae Klang Luang

5.6 Mae Chaem: Tourism Industry Impacts

5.7 Mae Chaem: SWOT Analysis

5.8 Mae Chaem: Problems of sustainable tourism development

5.1 Mae Chaem: The relationship between the community and local natural resources

As described in Mae Chaem context, the district has fertile natural resources. Mae Chaem District has about 90 % of this area as highlands. The district is classified as watershed protection area since it provides approximately 40% of the water in the Mae Ping River by Mae Chaem River.

Mae Chaem River begins from a spot on mountain ranges and runs through the district. The river is the most important natural factor for Mae Chaem since it supplies people of Mae Chaem community for whole year, even in draught-season (October to April). The river supports basic needs for local people as using water, food as fish and shell, moreover, it helps generating water supply for agriculture, electrical supply, way of transportation, etc.

Several years ago, increasing population, land shortage, declining productivity and water scarcity have started to appear as problems in relation to natural resources. As a result of these factors, conflicts over water, land use and boundaries have become a major constraint in the area. However, with cooperation from INRCP¹ in empowering the communities to effectively protect the natural resources and manage conflicts over land-use through establishment and capacity building of local institutions at village and watershed level. Mae Chaem community learnt about the

importance of the Mae Chaem River and other natural resources and proper ways to conserve them.

Because of the fertilization of the district, Mae Chaem people have no necessity to leave their hometown for job-searching in other major cities. Mae Chaem community then has consisted of people who have lived in the district from generation to generation. They appear as having bounded and valued their hometown natural resources highly.

5.2 Mae Chaem: The relationship between the community and local culture

Mae Chaem people generally have lived their families in their hometown for decades. Therefore, many traditional living styles as types of food, types of drink, types of snack, type of clothes, traditional ceremonies and traditional cultures have been remained, continuing from the past to the present , absorbed and transferred by generation to generation to generation.

5.3 Mae Chaem: The relationship between the community and tourism

According to Chapter 4, Mae Chaem has strong local community consisting of different ethics but same spirit in strong belief in their nature and culture. Anyhow, for tourism industry, as this district has been generally rather considered as a passing way to other major ones, like Pai in Mae Homg son or Chiang Mai city. Although the district has good potentiality for tourism industry, the number of tourists who visit the district is still in small numbers each year. According to the site survey, apparently that most of local people have welcomed outsider-visitors but they only have experienced a few visitors not a large number of tourists. Therefore, local community of Mae Chaem has little acknowledge about tourism industry and its impacts.

Mae Chaem community has thin relationship with tourism industry as the community has few experiences of tourism impacts. To push the industry as another supportive investment industry for the district under sustainable development policies, the community needs to be acknowledged more about tourism industry, its impacts and how to manage it properly and sustainably.

5.4 Mae Chaem: The status of Tourism Industry

5.4.1 Like cycle of Tourist Destination Life Cycle in Mae Chaem

According to Butler's Model of Tourist Destination Life Cycle (Butler, 1980: 5-12), the concept of tourist destination life cycle relates to tourism planning, long-term changes, strategies for land use, economic development, and marketing (Getz,

1992:752). It has been applied in this paper in order to find the indicator (s) for the stage of destination life cycle in Mae Chaem.

5.4.2 Linkage between the product life cycle concept and the tourist destination life cycle concept

Butler's tourist destination life cycle model in 1980 came from two concepts.

- (1) The business concept of the product life cycle (Vernon, 1966, P.190-207: Day, 1981, P.60-67: Rink and Swan, 1979, P.219-242.: Levitt, 1965, P.81-94: and Reed, 1987, P.52-62). Butler believed that destinations are also the products: therefore, they can be expected to have a life cycle. Like other products, destinations are created, marketed, and made available in a competitive environment to the tourists (consumers). Over time, destinations can have a decline in its attraction (product's appeal) and numbers of arrival (product's market share).
- (2) The biological-oriented one. The second concept (of tourist destination life cycle) was that of the life cycle of animal species in the wild life populations rising and crashing as the rapidly growing population placed too great demands on resource seemed an appropriate analogy to the rise and fall of tourist visitor numbers at destinations (Butler, 2000,P.288)

These indicate that the concept of tourist destination life cycle not only gives a framework to analyze the context of destination development, but the model also leads to the principles of sustainable development of a destination, since it emphasizes on the need for a long-term view, the acceptance of limits to growth and development, as well as the need for responsibility and control over the development.

It may not be possible to prevent the process of development and subsequent decline of destinations, but the control and responsibility are crucial for appropriate development and for long-term survival of the destinations. Until the destination development process is more clearly understood and short-term opportunism replace by long-term integrated development in a controlled context, the decline of destinations is likely to remain an issue of concern (Butler, 2000, P.294-296).

In conclusion, the concept of tourist destination life cycle leads to the principles of sustainable development of a destination, since it emphasizes on the need for a long-term view, the acceptance of limits to growth and development, as well as the need for responsibility and control over the development.

The Butler Model

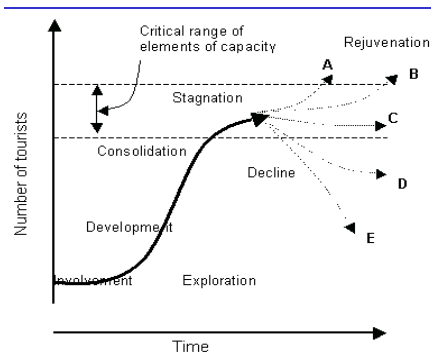


Figure 49: Butler Model (from <http://intranet.wellingtoncollege.org.uk>)

Stage	Characteristic
Exploration	<ul style="list-style-type: none"> - Small number of allocentrics or explorers type of tourist - Little or no tourist infrastructure - Natural or cultural attraction
Involvement	<ul style="list-style-type: none"> - Local investment in tourism industry - Pronounced tourist season - Advertising the destination - Emerging market area - Public investment in infrastructure
Development	<ul style="list-style-type: none"> - Rapid growth in visitation - Visitors outnumber residents, inducing rising antagonism by the latter towards the former - Well-defined market area - Heavy advertising - External investment leads to loss of local control - Man-made attractions emerge to replace natural or cultural - Mid-centric replace allocentrics type of tourists
Consolidation	<ul style="list-style-type: none"> - Tourism has become a major part of the local economy, but growth rates have begun to level off - A well-delineated business district has taken shape - Some of the older deteriorating facilities are

	<ul style="list-style-type: none"> - perceived as second rate - Extensive advertising to overcome seasonality and develop new markets - Psychometrics type of tourists attracted - Residents appreciate the importance of tourism
Stagnation	<ul style="list-style-type: none"> - Peak visitor numbers reached - Capacity limits reached - The resort has a well-established image, but it is no longer in fashion - The accommodation stock is gradually eroded and property turnover rates are high - Heavy reliance on repeat trade - Low occupancy rates
Decline	<ul style="list-style-type: none"> - Spatial and numerical decrease in markets - A move out of tourism: local investment might replace abandonment by outsiders - Tourism infrastructure is run-down and might be replaced by other uses
Rejuvenation	<ul style="list-style-type: none"> - Completely new attractions replace original lures or new natural resources used

Table 4: Details of Butler Model Tourism Destination Life Cycle

This study previously described over all aspects of Mae Chaem in Chapter 4. This topic continuously describe the linkage between product life cycle concept and tourist destination life cycle (TALC) concept, the details of Butler's model on TALC, **the identification of Mae Chaem as in the "involvement stage" of TALC**, discussion, before conclusion and recommendation.

5.5 Case study: Tourism Industry Impact: Pai and Baan Mae Klang Luang

Tourism can produce both positive and negative impacts to socio-economic, culture and nature to the place directly and/or indirectly. The proper management plan of sustainable tourism to Mae Chaem is to increase positive impacts and to decrease negative ones.

Since Mae Chaem district's stage at the present is at involvement stage where tourism industry has little impact on socio-economic, culture and natural resources. Therefore, this study reviewed 2 case studies which have similar contexts to Mae Chame district.

The first case study is Pai District, Mae Homg Son Province and the second one is Baan Mae Klang Luang Village in Chiang Mai Province. Both places are old agricultural community at northern part of Thailand surrounded by mountain ranges, dwelled with the ethic people who have strong identities in culture, indicated by on-

going original traditions and ceremonies. These contexts are considered similar to Mae Chaem.

5.5.1 Pai

Pai, one district-community of Mae Hong Son Province in Northern Thailand where is embraced by long mountain ranges and it is run trough whole city by Pai River.

In approximately 50 years ago, Pai was a remote-district where was known in small groups of foreign tourists as a border-city with fantastic environment and peaceful villages. From words of mouth, Pai had got more reputation which made this district regained increasing tourists since 1985. In 1997, Tourism Authority of Thailand (T.A.T) promoted and developed ecotourism along with some tourism campaigns which affected this small district to become as one attractive destination for more foreign inbound-tourists. For Thai or domestic tourists, Economic Crisis called Tom Yum Kung Crisis had exploited at the same year, after being laid-off, some groups of people chose to relocate their new lives in Pai. After while, Thai government organization started to release Tourism Development and Management Plan for Pai. Unfortunately, the plan mostly focused on fast-profit plan, not the long-term one.

Increasing promotion campaign caused increasing tourist's numbers for Pai. Recently Pai has appeared on Thailand tourist map and has received major infrastructure upgraded including an airport with several daily flights, two 7-Elevens, several small-to-medium-size luxury resorts (adding to the more than 118 guesthouses and restaurants which existed as of June 2007), a couple of live music clubs, beer bars and two sets of traffic lights. This has done little to dampen the small and peaceful spirit of the town out of season. However, it has led to a recent influx of business investment and land speculation by both foreigners and big city Thais. While some hail these sweeping changes as a new age of prosperity for Pai, others point to the loss of Pai's traditional customs and culture. (http://en.wikipedia.org/wiki/Pai,_Thailand).

The impact of tourism industry in Pai has resulted in only one positive impact in generating better economic flow in the district which, as a matter of fact, most of the traders in Pai are the outsiders, not local people. The rest impacts are more considered as negative ones. Several articles from different sources indicated broadly to the negative impacts which have happened in Pai.

In my opinion, the main cause of these negative impacts in Pai has generated by rapid growth of tourism industry, more tourists and more outside-investors have visited Pai both temporary and last. Along with lack of a proper tourism management plan neither in advance or up-to-date plan, Pai has been deteriorated gradually, not

only the natural resources but also cultural aspects, socio economic and the way of living of local community.

5.5.2 Baan Mae Klang Luang

Baan Mea Klamg Luang is a Thai villages of the Karen ethnic group, and have a total of 1099 people in 202 households. Their occupation is mainly agriculture, producing rice for their own consumption, as well as temperate fruits, flowers, and vegetables as their source of income. Surrounded by hilly evergreen forests at altitude of 1000-1800 meters, the villages have been located inside Doi Inthanon National Park for more than a century.

Although the Karen people have been known to practice good forest conservation, with an increasing population and poverty, the villagers found it increasingly difficult to avoid the heavy use of forest resources, which by law is prohibited in national parks. In the 1990s, conflicts increased between national park officials and villagers as a result of illegal hunting for wild animals and forest encroachment. In order to relieve the pressure from consumptive forest use and introduce supplementary incomes for the villagers, in 1999 the national park supported the forming of the Ban Mae Klang Luang Tourism Alliance, comprising about 89 members from the four villages. Since then the Alliance has operated tourism services and provided supplementary income to members. The tourism service center is located at Ban Mae Klang Luang.

Administrative support came from the Doi Inthanon National Park, particularly the consent for the villagers to operate sustainable tourism in the park. Capacity building, such as guide training, exchange experience and study tours supported by the Thailand Research Institute (TRF), the Royal Project of Agricultural Extension as well as the Doi Inthanon National Park helped to make tourism at Ban Mae Klang Luang a relative success. Local rules and regulation for tourism management and resource conservation also established. The tourism activities include accommodation, local guides to waterfalls and for forest treks, and agro-tourism in the local farmland. In addition, the villagers practice conservation activities such as forest fire control, tree planting, maintenance of tourism facilities, and litter collection along the trekking routes. (Dachanee Emphandhu, Phd. and Usawadee Poolpipat, 1999)

In my opinion, Ban Mae Klang Luang has succeeded in managing sustainable tourism.

5.5.3 Conclusion of Examples

According to the examples, it can be implied that local people are supposed to have been helped and supported to be acknowledged in Tourism industry previously by government and non-government organizations. Local community needs to be pushed and taught both with direct or indirect methods about the values of their own culture and nature, to generate appreciation of their own hometown, along with how to conceive any impact of tourism industry properly. Community would have been

prepared how to balance making profits from tourism and conserving significances of the place which are the most important and irreplaceable attractions that have attracted tourists.

Therefore, sustainable tourism management plan is important as practical plan making the place be conserved whole values and generating last-long income to the community.

5.6 Mae Chaem: Tourism Industry Impacts

Tourism also has social, cultural, and environmental implications in both positive and negative ways depending on the historical establishment of tourism activities and the perception of local residents about those impacts. Certain studies pinpointed that tourism can cause beneficial effects on the environment like that resulted from the knowledge exchange between local inhabitants and visitors concerning environmental and natural resources conservation measures.

It can be concluded from the results of earlier studies that the perception of local residents about tourism impacts is multifaceted and people's attitudes toward tourism development vary with their assessment of positive and hence their reaction in the supportive or not supportive nature. If the local residents reckon they can gain more than loss, they have a tendency to lend favor to tourism development. On the contrary, when people expect the associated losses will out weight the benefits, they will not endorse the local tourism development up to the extent that they will act in protest. (Untong, Akarapong, 2006)

Earlier examples found tourism impacts to have influence on local residents support for further tourism development in the future.

This study defined tourism impacts into 4 aspects:

- economic aspects
- community aspects
- social and cultural aspects
- environmental aspect

The present study proposed to cover another consideration on community aspect and a tourism impacts model was constructed on the hypothesis that tourism activities would generate the four economic, community, social and cultural, and environmental impacts which merge into the overall impact which in turn influences the reaction of the local residents whether to support or not support further tourism development. The model is actually proposed on the theoretical concept of social exchange that residents are likely to participate in an exchange with tourists if they believe that they are likely to gain benefits without incurring unacceptable costs (Untong, Akarapong, 2006). If residents perceive that the positive impacts of tourism

development will be greater than the negative impacts, they are inclined to be involved in the exchange and, therefore, endorse future tourism development (Getz, 1994).

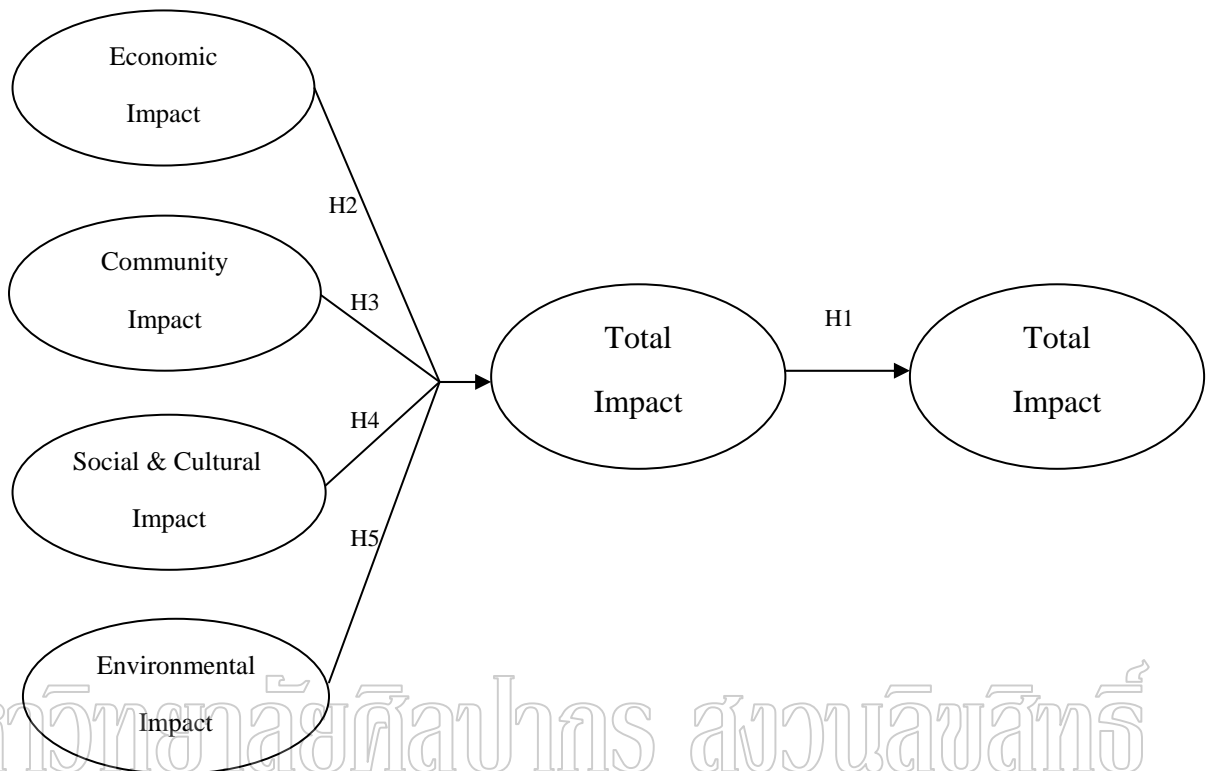


Figure 50: Tourism Impacts Model (following the assumptions below)

This model has five specific hypotheses to verify:

Hypotheses 1

H1: The overall tourism impact has direct relationship with the support of local residents for tourism development.

Hypotheses 2

H2: The economic impacts have indirect relationship via the overall impact with the support of local residents for tourism development.

Hypotheses 3

H3: The community impacts have indirect relationship via the overall impact with the support of local residents for tourism development.

Hypotheses 4

H4: The social and cultural impacts have indirect relationship via the overall impact with the support of local residents for tourism development.

Hypotheses 5

H5: The environmental impacts have indirect relationship via the overall impact with the support of local residents for tourism development.

(Untong, Akarapong, 2006).

5.7 Mae Chaem: SWOT Analysis

SWOT strategy implies to:

- **Strengths:** attributes of the person or company that are helpful to achieving the objective
- **Weaknesses:** attributes of the person or company that is harmful to achieving the objective.
- **Opportunities:** external condition that is helpful to achieving the objective.
- **Threats:** external conditions which could do damage to the business's performance (http://en.wikipedia.org/wiki/SWOT_analysis)

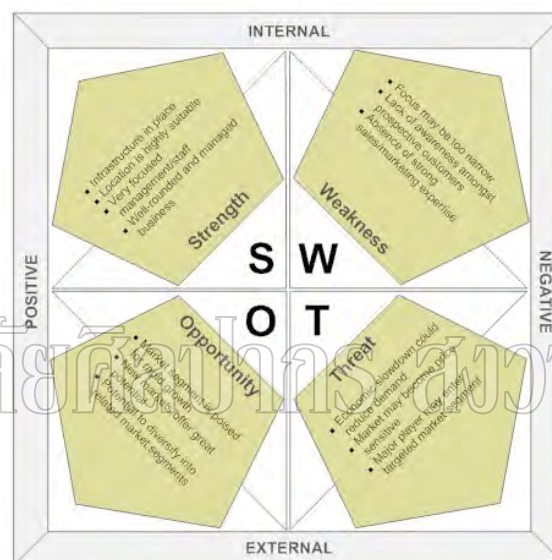


Figure 51: Change of SWOT Relationship

The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in any decision-making situation when a desired end-state (objective) has been defined. Examples include: non-profit organizations, governmental units, and individuals. SWOT analysis may also be used in pre-crisis planning and preventive crisis management. SWOT analysis may also be used in creating a recommendation during a viability study.

Strengths, Weaknesses, Opportunities, and Threats of Mae Chaem (2008-2009)

5.7.1 Strength:

- Local community is strong.
- Hospitality of people in the community is found.
- Mae Chaem has fertile and unique natural and cultural resources.
- Adequate essential infrastructure is already prepared.

5.7.2 Weakness:

- People in community have adequate knowledge of tourism industry and its impacts.
- People in community have no inspiration and motivation to generate tourism industry based on community.

5.7.3 Opportunities:

- Mae Chaem is close to several famous tourist attractions like Pai in Mae Hong Son and Chiang Mai.
- Mae Chaem has been promoted from T.A.T for its unique “Teen Jok” textile and has been set “Teen Jok Festival” every year in February, thus Mae Chaem may take advantage as indirect advertisement: telling story by these visitors.

5.7.4 Threats:

- Support from government and non-government organization is still inadequate.
- Political conditions in Thailand are unstable.
- Economic crisis can occur.
- Diseases crisis is also important.

5.8 Mae Chaem: Problems to sustainable tourism development

The most outstanding problems to sustainable development of Mae Chaem relates to human resources: Mae Chaem community and Mae Chaem government organization.

5.8.1 Problem of Mae Chaem Community

According to site study survey, there are some groups of community in Mae Chaem, these groups of people were divided by different activities.

Anyhow, all groups have common problems relating to tourism industry:

- Lack of understanding about tourism industry and its impacts
- Lack of cooperation among groups of community, not only for development but also in other issues

5.8.2 Problems of Mae Chaem government organization

- Lack of serious government policy about tourism including sustainable tourism
- Lack of cooperation between government and community
- Lack of communication between government and community

Moreover, Mae Chaem district has other several problems that affect to sustainable development, these problems relating to objects and can be practiced by human planning and generating.

- Transportation: some accessing ways from and to Mae Chaem cannot use in flooding season as they are soil roads.
- Security: some roads from and to Mae Chaem have no lights, therefore it is inconvenient to travel at night time.

In conclusion, these sub-topics can describe broadly about Mae Chaem carrying capacity in 3 main components.

5.9 Mae Chaem Carrying Capacity

5.9.1 Mae Chaem physical-ecological component

Main natural components of Mae Chaem are forest and water resources, both relate to each other. Mae Chaem has handful greenery area which mostly belong to the Forestry Department. It is that 9 recorded that 90% of Mae Chaem district area is belonged to the government, looked after by this department and the rest which are agricultural area belong to the civilians. Therefore, whole greenery area for the district has been owned. At present, with small numbers of visitors, greenery area is adequate, nevertheless, each area is supposed to have proper management before tourism industry increases.

Like forestry resources, water resources of Mae Chaem are organized by both government and civilians. The ones which is managed by the government is better in primary basic construction, but the rest, including waterfalls, fountains, ponds and river-lines, etc., all, lack of proper management.

Cultural aspect of Mae Chaem relies on the community. As Mae Chaem people continue their traditions, ceremonies and customs with their worship, respect and stable believe, the district can remain the spirit of the place, uniqueness and difference of the community which are important. Mae Chaem people have Thai manners, with delicate, peaceful, generous and humorous characters. At present, even with small numbers, tourists are welcomed generously, as neighbors, not visitors. Anyhow, with the rapid growth of tourism industry and its impacts along with globalization in today's world, acknowledgement of tourism industry is essential for in advance preparation for Mae Chaem people.

Nowadays, according to the number of the users, Mae Chaem district has adequate facilities, but if the number will have increased in the future, these facilities have to be improved, in terms of advance-plan of tourism management which is necessary.

In conclusion, any natural resources of Mae Chaem still have inadequate sustainable managing practice at present. It is essential as proper tourism management plan can take the community gain advantage from their place directly.

5.9.2 Mae Chaem socio-ecological component

At present, people of Mae Chaem have not been affected from tourism and its impacts due to the small number of visitors. Nevertheless, if Mae Chaem becomes one spot of tourist attraction in the nearby future, it is indispensable to instruct whole community to acknowledge the tourism industry. According to interview with Mae Chaem people, there are groups of people divided by different occupations and interests as follow:

- Farmer group
- Housewife group
- Handicraft group
- Homestay group
- Youth group

These groups of people have different numbers of member but all of them have over a hundred members. Each group has private meeting from times to times and each mostly does activities individually and unscheduled except in major festivals like Songkarn or Loi Kra Thonk festival when each group has a chance to do activities altogether.

Since these groups comprise of good number of members plus each group often has group-meeting, it is probably convenient to start giving knowledge about tourism and the impacts of it to these groups, to advise them how to handle with tourism by sustainable management and generate groups of available manpower or trained personnel.

5.9.3 Mae Chaem political-economic component

This component refers to the impacts of tourism on the local economic structure, activities, etc. According to the record of tourist number of Mae Chaem from the past to the present, the increasing rate is lower than moderate, so as mentioned before, Mae Chaem has been rarely impacted by tourism until now. Anyhow, this rate, which is considered as a good start for tourism industry in advance-preparation, probably changes upwardly in the future because this industry has been growth rapidly evidently around the globe.

To prepare Mae Chaem for tourism industry, researching of the visiting record and studying about similar places of attraction is necessary. (See Chapter 5, Topic 5.5)

In conclusion, Mae Chaem district has good condition of physical-ecological component for tourism, not that good in socio-ecological and political-economic component which strongly involves with human resource. This district still requires capacity improvement by acknowledging and empowering local people.

1: Since October 1994 to September 1999, CARE Thailand has with Danced funding through CARE Denmark implemented the Integrated Natural Resource Conservation Project (INRCP) funded in 101 communities in Mae Chaem and Sop Moei Districts in Chiang Mai and Mae Hong Son Provinces.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Chapter 6

Mae Chaem Tourism Development in Context

Tourism planning generally involves planning, design and development of individual attractions, services and facilities to serve the tourists needs. Until the present, many communities have now begun to realize they need to be more responsive and proactive in their approach of tourism industry, how it is developed, promoted and the impacts produce with regard to economic, social and environment factors. Destination planning involves with setting goals and objectives for the industry with development plan rather than support financial growth as much as limit exploitation of all resources.

6.1 Tourism Planning Basis

6.1.1 Tourism Planning

Planning tourism is about finding a balance between the costs and the benefits of tourism impacts to the community. It is the fact that tourism industry of most places has derived with expected result from economic potential, nevertheless, tourism suits to play a supplementary role to help diversity economic activity.

The way to achieve success in tourism is built on a systematic and rational process of planning, action and review. This study aims to prepare primary documentary guideline of sustainable tourism development plan for Mae Chaem district.

6.1.2 Tourism Market

Any destination is visited by different tourists with any number of reason and in any shapes and sizes, each with their own needs. As with the analysis of existing supply not all the tourism destinations will attract all types of tourists, nor are all types of tourists are attracted to similar destinations.

To understand tourism market of any place, market analysis is the way to assess an area's development potential. This analysis involves a thorough review of destination's tourism demand with the general 5 questions as who, what, when, why and how, such as the current visitors, where are they come from, when is the destination's most visiting time, what are the activities they want to do and what services and facilities do they require. Moreover, community also has better known about the influences of visiting and how long they mostly stay. At the same time, the community also needs to know who does not visit, why, and how they can be encouraged to visit the place in the future.

In conclusion, understanding tourism market is a core element in tourism development process (Kerry Godfrey and Jackie Clarke, 200, P. 9)

6.1.3 Tourism Strategy

Tourism development, as in any other service or retail industry, should follow a plan of action or strategy based on local supply and demand as a framework of decision making. The tourism strategy represents a guide to all future development activity (Kerry Godfrey and Jackie Clarke, 2000, P. 9).

Strategy is defined by goals and objectives. Goal is more like ideal to achieve while objective is much more specific and relates to actual activity and the action plan is the substance of the both. The action plan represents activities which are feasible to implement and have definite outcomes.

6.1.4 Measuring

Tourism development is an ongoing process, monitoring and review are essential in managing tourism impacts and in assessing how different actions addressed development objectives. Measuring helps finding out the critical element of any tourism development process, it helps out what has been achieved against what it was designed to do in the first place. It helps identify problems before they get out of hand, adapt to a changing marketplace, and measure the response to specific initiatives.

Therefore, it is essential that before development takes place, a system to monitor and evaluate the effectiveness of action was set. Monitoring tourism development is essential to managing tourism's impacts and moreover it needs to be undertaken on a regular and systematic basis (Kerry Godfrey and Jackie Clarke, 200, P. 9-10).

Tourism planning is a step-by-step process of evaluation, action and review to fill failing gaps. It is driven by long-term goals but short-term actions, each contributing to final objective, one piece at time. It involve monitoring and allowing for revision in response to any change. Together with balancing to costs and outcomes of community, it is more likely to achieve sustainable benefits.

6.2 Mae Chaem: Development Plan Preparation

Consider to destination context as Mae Chaem, the process of preparing a tourism development plan according to Kerry G. and Jackie C., should comprise: (Kerry Godfrey and Jackie Clarke, 200, P. 9).

- Identify development opportunities and constraints
- Set goals and objectives for development which address those issues needing attention in the short and long term
- Define a series of action steps designed to achieve these goals and objectives within some specified time frame

6.2.1 Identifying opportunities and constraints of Mae Chaem

SWOT analysis: Strengths, Weaknesses, Opportunities, and Threats of Mae Chaem (2008-2009) is as follows:

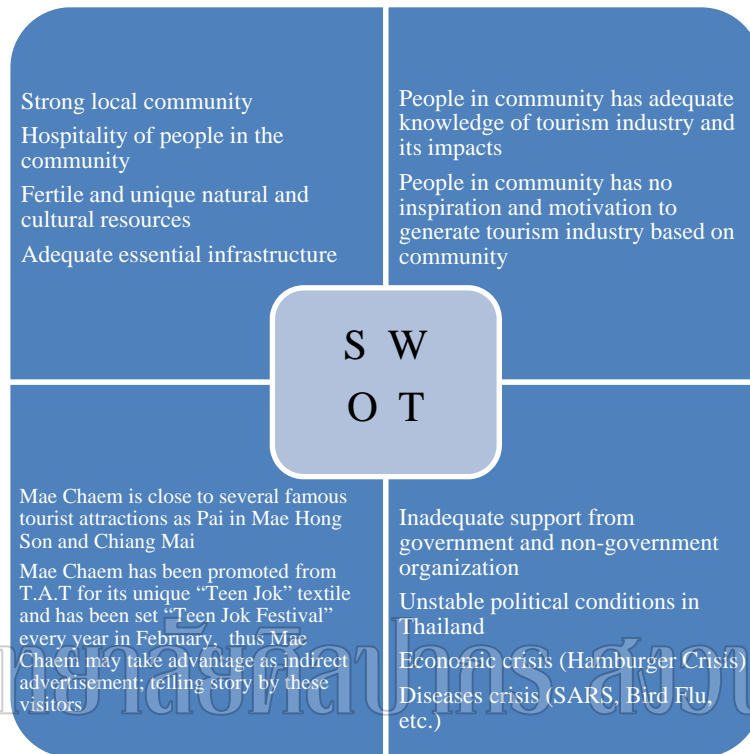


Figure 52: Chart of SWOT Relationship of Mae Chaem district


From the chart above together with the fact that, normally, resource elements of attraction spot are fairly a lot and broad, so it is necessary to narrow the result down further for more manageable set of issues and opportunities. Not all issues will be of equal concern or importance, so these issues need to be ranked in some order of priority yet according to main SWOT topics.



Any destination's most important components are all their place. To describe the basis details of these, this study uses *Tourism Issue Table* (Kerry Godfrey and Jackie Clarke, 2000, p.111) *to identify attraction spots that need to be improved*, groups of visitors, opportunities and constraints of tourism and then ranking the places according to level of priority in terms of action.

For this study, as mentioned in Chapter 6, the key market groups of visitors is *domestic visitors* with 2 types: *long stay visitors (stay overnight or more) and one-day visitors*.

6.2.1.1 Natural Resource that needs to be improved

According to the site study of Mae Chaem district, there are two main resources which are natural resource and man-made resource. Natural resource can be divided into 2 types: water and landscape, yet, this Natural Tourism Table will indicate only some outstanding spots, in this study, which are, water resources are considered as major ones as each locates in specific area while landscapes scatter.

Resource Feature	Resource Feature Issue	Key Markets Served	Tourism Development Opportunities	Tourism Development Constraints	Rank
Mae Pan Waterfalls 	<p>The highest and the longest waterfall in Chiang Mai with over 100 meters high cliff.</p> <p>Beautiful scenery as rainbow colors often appear as the water hits the rocks below.</p> <p>There are many series of pools where swimming is possible.</p> <p>Some of covered public shelters for enjoying the waterfall scenery are provided for visitors.</p>	<p>Tourists who visit the place are now one-day visitors.</p> <p>The place is visited through a whole year, but the most in the end of October to the beginning of February (high season).</p> <p>Visitors enjoy nature by relaxing, trekking, taking photo, doing water activities etc.</p> <p>Visitors require basic facilities.</p> <p>Visitors can use car park nearby Huai Trai Waterfalls.</p>	<p>There is walk way links Mae Pan Waterfalls with Huay Trai Waterfalls, and this walk way should be improved.</p> <p>Service facilities such as toilets, rest area or even fresh drinking water should be installed.</p> <p>Interpretation panels should be installed.</p> <p>Sufficient local guides should be trained and be stationed at the place.</p>	<p>Lack of cooperation among suitable relating stakeholders.</p> <p>Lack of market awareness.</p> <p>Costs of development and interpretation setting.</p>	2

<p>Huai Trai Luang Waterfalls</p> 	<p>This waterfall has parking lots and plenty of covered shelters for visitors. The waterfall has multi-stepped cascade. There is walking track from this waterfall to Mae Pan waterfall.</p>	<p>Tourists who visit the place are one-day visitors and normally visit Mae Pan Waterfalls together with Huai Trai Waterfalls.</p> <p>Visitors require basic facilities.</p> <p>Tourists who visit the place enjoy nature.</p> <p>The place is visited whole year, but the most in high season.</p>	<p>(like Mae Pan Waterfalls)</p>	<p>(like Mae Pan Waterfalls)</p>	<p>2</p>
<p>Thep Pa Nom Hot Spring</p> 	<p>The hot spring with several different sizes and temperature.</p> <p>Visitors are allowed to swim in the biggest pool.</p>	<p>Tourists who visit the place are one-day visitors who mostly require basic facilities but spa-activities are interesting issue.</p> <p>The place has guards (staffs who know the place well but can speak only Thai).</p> <p>The place provides car park, toilets, rest area and camping area, used to have food and beverages provided but none at present.</p>	<p>Service facilities such as toilets, rest area or even fresh drinking water should be improved.</p> <p>Additional facilities such as spa service, massage service or medical service should be prepared.</p> <p>Interpretation panels should be installed.</p>	<p>Lack of cooperation among suitable stakeholders</p> <p>Lack of market awareness</p>	<p>1</p>





<p>The Mae Chaem River</p> 	<p>The main river of Mae Chaem district which fertile is whole year round.</p>	<p>Tourists who visit the place enjoy rafting along the river and they require basic facilities, such as rest area, food and beverages, toilet and car park as well as special acknowledgement about rafting and safety.</p> <p>There are several facilities along the river in municipal area such as food and beverages restaurants and kiosks.</p>	<p>Walk way along the river in residential area should be improved.</p> <p>Service facilities such as rest area, public shelters or public toilets should be prepared.</p> <p>Interpretation panels should be installed.</p> <p>Food and beverages' kiosks should be allowed, organized and set up in the suitable restricted area.</p>	<p>Lack of cooperation among suitable relating stakeholders.</p> <p>Lack of understanding of landlord of nearby area.</p> <p>Ownership of the riverside area which could restrict development opportunities.</p> <p>Lack of suitable and attractive activities.</p>	<p>3</p>
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Table 5: Tourism Issue Table: Natural Resource




In conclusion, from the table above, selected natural resources in Mae Chaem have high potential to be interesting tourist attractions yet all require better organization including proper sustainable tourism plan in both short term and long term.


The plans should cover these issues:

- a) Prepare initial basic factors that include sustainable tourism management plan, using-space architectural, interior and landscape design, facilities, infrastructures and services design and man power training.
- b) Prepare proper activities which are suitable for each attraction under sustainable tourism management plan follow by demands of tourists.
- c) Prepare proper interpretation tools for each place, for example, information board, information leaflet and prepare more direction guideboard along main streets, roads and alleys that link to each attraction.
- d) Prepare proper advertisement about Mae Chaem district along with information of each attraction via suitable mass media and promote it both regional and domestic areas

Resource Feature	Resource Feature Issue	Key Markets Served	Tourism Development Opportunities	Tourism Development Constraints	Rank
Temples of Mae Chaem(*)					
<p>-Chang Khoen Temple</p>  	<p>This ancient temple built in Lanna style.</p> <p>The temple has one Chedi which contained Buddha's relics (hair), one artifact: wooden inscription and an image of Mhahakanchayana settled in small viharn.</p> <p>Ancient temple at Tha Pa subdistrict built at 2300 of Buddhist Period.</p>	<p>Tourists who visit religion places normally intend to visit the place due to (a) their religious believe, to worship the Image of Buddha(s) and pray, (b) their appreciation to architecture, decorations, arts and crafts of the temple and (c) activities as customs and festivals which set in the temple area.</p>	<p>Transportation way among temples and assessing way to each temple should be improved.</p> <p>Route map which show linkage walk way among temples should be provided.</p> <p>Interpretation panels should be installed for each temple</p> <p>Guide posts should be installed along the transportation way.</p> <p>Service facilities such as rest area, public toilets or food and beverages kiosk area water should be provided.</p> <p>Each festival which set in temple should be announced</p>	<p>Lack of cooperation among stakeholders.</p> <p>Need of sensitive management since it is highly concerned with religious issues.</p> <p>Lack of market awareness.</p> <p>Costs of appropriate development and interpretation setting.</p>	
<p>-Pa Daet Temple</p> 	<p>The temple has unique ancient viharn with wall painting inside drawn by Tai Yai at the same time the viharn was built.</p> <p>This ancient temple at Tha pa subdistrict, was built by Karen people approximately at 2400 Buddhist Period.</p>	<p>Tourists who visit the temples require standard facilities as rest area with benches, toilets and drinking water</p>			
<p>-Yang Luang Temple</p>	<p>The temple has very ancient "Kuu" with</p>				

	<p>combination of Burmese and Chiang Sean styles, located behind the main image of Buddha inside main vihar.</p> <p>This is the only ancient temple in Thailand that has 6 angles Chedi, located behind the main hall (Ubosot).</p>	<p>Temples in Mae Chaem open early in the morning and close around 6 to 7 pm : they provide toilets and rest areas for visitors. Some of them also provide car park .</p>			
<p>-Jaeng Temple</p> 	<p>The temple has San Thong image of Buddha which is local style of the district</p>				
<p>-Buddha Oen Temple</p> 	<p>The temple was built in Rattanakosdin Period.</p> <p>The temple has Ubosotsituated in water and was assigned as National Heritage by the Fine Arts Department of Thailand</p>				
<p>-Kong Kan Temple</p>	<p>The temple has very old vihar that has mural paintings drawn by Tai Yai</p> <p>The temple is meaningful temple for Mae Chaem people since one important image of Buddha, Pra</p>				

 <p>-Kong Keak Temple</p> 	<p>Jao Ton Luang is placed inside the main viharn.</p> <p>The temple is an ancient temple built by immigrant Lumpang from more than a hundred years ago.</p> <p>The main viharn has unique architectural style.</p>				
<p>Teen Chok Cloth</p> 	<p>Teen Chok is a decorated hem border with a discontinuous supplementary-weft pattern which is attached to the bottom part of the central panel of a wrap around skirt called a “phasing” cloth.</p>	<p>Teen Chok cloth has got reputation from Teen Chok Festival every year on February</p> <p>Shops that sell Teen Chok in Mae Chaem are well provided for tourists, both domestic and international with different categories which are clearly divided</p>	<p>Interpretation panels should be installed in the village that produce the cloths.</p> <p>Interpretation leaflets should be provided.</p> <p>Teen Chok festival should be more promoted.</p>	<p>Lack of cooperation among stakeholders.</p> <p>Lack of market awareness</p>	<p>1</p>
<p>Hairpin</p>	<p>A handicraft is used as hair decoration for Lanna woman. It is generally</p>	<p>Normally Mae Chaem hairpin has also been promoted</p>	<p>Interpretation panels should be installed for any house that produce</p>	<p>Lack of cooperation among stakeholders.</p>	<p>2</p>

	made from silver or brass.	along with Teen Chok cloth at the Teen Chok Festival on February.	<p>hairpin.</p> <p>Interpretation leaflets should be provided.</p> <p>This should take opportunity to be promote more in Teen Chok Festival.</p>	Lack of market awareness.	
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(*): Only selected temples which have notable significances.

Table 6: Tourism Issue Table: Cultural Resource

In conclusion, from the table above, selected cultural resources of Mae Chaem have high potential to be interesting tourist attractions yet all require better organization including proper sustainable tourism plan in both short term and long term.

The plans should cover these issues:

- a) Prepare initial basic factors that include sustainable tourism management plan and man power training. Since some of destinations are religious places therefore they require delicate and specific management led by monks of each temple.
- b) Prepare adequate infrastructure as accessing trail to each temple and linkage trails among them.
- c) Prepare proper interpretation tools for each place, for example, information board, information leaflet and prepare more direction guideboard along main streets, roads and alleys that link each attraction. Moreover, interpreter and staffs are important since people are the good channel to give any information to the other people as two way communication.
- d) Prepare proper publication advertisement for each temple when it is the host of events.
- e) Push more advertisement for Teen Chok cloth since Teen Chok is the most famous in Mae Chaem district for many years. However, it has been promoted strongly only before the Teen Chok Festival in February each year. Moreover, Hairpin of Mae Chaem should have been promoted along with other handcrafts of Mae Chaem.

Resource Feature	Resource Feature Issue	Key Markets Served	Tourism Development Opportunities	Tourism Development Constraints	Rank
Festival					
Teen Chok Festival	<p>The festival is set annually during the first weekend of February from Friday to Sunday.</p> <p>The festival has many kinds of activities, mainly related to Teen Chok as Teen Chok Cloth Competition, Miss Teen Chok Competition. Moreover, the festival has other industrial activities such as Northern Food festival, local sport competitions etc.</p>	<p>Tourists who visit this Mae Chaem annual festival visit the district with specific purpose. Regularly, they require standard facilities, services and accommodation.</p>	<p>The festival is one of the most well known festival of Chiang Mai Province with promotion of T.A.T so Mae Chaem should link the festival as it is one interesting district of Chiang Mai.</p>	<p>Lack of cooperation among stakeholders.</p> <p>Lack of trained manpower from local community to support tourists.</p> <p>Lack of market awareness.</p>	1
Loy Krathong Festival	<p>Loy Krathong is held on the full moon of the 12th month in the traditional Thai lunar calendar.</p> <p>In Mae Chaem, Loi Kratong is also known as "Yi Peng". The ceremony has multitude of Lanna-style candles with ropes (sai sin)</p>	<p>This festival has been well know by promotion with cooperation among several Thai government organizations and Tourism Authority of Thailand (T.A.T).</p> <p>Tourists visit Mae Chaem on Loy Krathong as a place to do traditional</p>	<p>The festival is one of the most well known festival of Chiang Mai Province promoted by T.A.T, especially, Yi Peng floating festival so Mae Chaem should link the festival as it is one district of Chiang Mai that has different</p>	<p>Lack of cooperation among suitable relating stakeholders</p> <p>Lack of trained manpower from local community to support tourists.</p> <p>Lack of market awareness.</p>	3

	are lightened and the fire smoke would flow into the air.	activities of the festival. Tourists require standard facilities, services and accommodation.	tradition for Loy Krathong Festival (lighten the ropes instead).		
Tradition (focuses on major traditions, begins on April and ends on March as year of Thai calendar)					
Songkran Tradition and Festival	<p>Songkran in Mae Chaem takes about a week from April 12 to April 19. For other places in Thailand, the Songkran Festival indicates the new era of the Thai New Year. People will find time to perform their annual rites of showing respect to their ancestors as the younger paying respect to their elders by sprinkling their hands with scented water at home or temples and also celebrate with the local entertainment.</p> <p>This is one of major Buddhist traditions of Thailand, set on</p>	<p>As Songkran is a long day off of Thailand. Mae Chaem is normally visited by more number of tourists than usual. The tourists require standard facilities and services.</p> <p>The district's facilities and services are capable of supporting this number of tourists.</p> <p>The tourists tend to attend entertaining activities than other activities.</p> <p>This tradition mainly set for local people.</p> <p>The tourists who attend this event require standard facilities and</p>	<p>Songkran tradition and festival is the most well know event in Thailand, many tourists intend to visit Chiang Mai for this even and its activities. Mae Chaem has potential to be promoted as one of interesting destination.</p>	<p>Lack of proper preparation, proper public advertisement, suitable management and effective system for the event.</p>	2
The			Many tourists	Lack of proper	

<p>Buddhist Lent Day (Vassa Day)</p>	<p>July.</p> <p>The purpose of the Buddhist Lent Day is give way to Buddhist monks to study in the temple and avoid travel for a three month period during the rainy season, in order to avoid damaging crops.</p> <p>The main performance of this tradition is Buddhist people shall cast the giant candle and donate it together with other necessities to monks for staying in the temples as candle parade ceremony</p> <p>This is one of major Buddhist traditions of Thailand, set on October, begins on the first day of the full moon of the 11th lunar month.</p>	<p>services</p> <p>This tradition mainly set for local people.</p> <p>The tourists who attend this event require standard facilities and services.</p>	<p>visit Chiang Mai for many major events due to their long day-off, including this even. Mae Chaem has potential to be promoted as one of interesting destination.</p>	<p>preparation, public advertisement, suitable sustainable management and effective system for the event.</p>	
<p>The End of the Buddhist Lent Day (Waan Awk Passa)</p>	<p>This tradition is to devout Buddhists meet to make merit by giving dry foods and other necessities to monks, and by listening to sermons being preached.</p>	<p>This tradition mainly set for local people.</p> <p>The tourists who attend this event require standard facilities and services</p>	<p>Many tourists visit Chiang Mai for many major events due to their long day-off, including this even. Mae Chaem has potential to be promoted as one of interesting</p>	<p>Lack of proper preparation, public advertisement, suitable sustainable management and effective system for the event.</p>	

	<p>One important merit making ceremony is called the Dhevo Rohana Ceremony. This ceremony takes place on the day after the end of the lent day.</p>		<p>destinations.</p>		
Poy Look Keaw	<p>This is a northern traditional ceremony set around February to May for boys whose parents give them a study under the priesthood.</p> <p>The children will be dressed elegantly and carried by robust men paraded along main street of Mae Chaem.</p>	<p>This tradition mainly set for local people.</p> <p>The tourists who attend this event require standard facilities and services.</p>	<p>Many tourists visit Chiang Mai for many major events due to their long day-off. Mae Chaem has potential to be promoted as one of interesting destination.</p>	<p>Lack of proper preparation, public advertisement, suitable sustainable management and effective system for the event.</p>	
Poy Luang	<p>This is another northern traditional ceremony set around March for group of men who give himself under the priesthood. The ceremony has many activities both religious and entertaining activities and lasts for 3 to 5 days.</p>		<p>Many tourists visit Chiang Mai for many major events due to their long day-off, including this even. Mae Chaem has potential to be promoted as one of interesting destination.</p>	<p>Lack of proper preparation, public advertisement, suitable sustainable management and effective system for the event.</p>	

Table 7: Tourism Issue Table: Event Resource

Apart from the festivals and traditions in the table above, as group of first priority of development, Mae Chaem has many more outstanding festivals and traditions which concern to Buddhist religion such as Vesak Puja Day, Asalha Puja Day, Makha Puja Day and the way of living such as Tan Lau Ceremony, Tan Kaw Mai Ceremony.

In conclusion, from the table above, selected festivals and traditional resources of Mae Chaem have high potential to be interesting tourist attractions yet all require better organization including proper sustainable tourism plan in both short term and long term.

The plans should cover these issues:

- a) Prepare initial basic factors that include sustainable tourism management plan, and man power training. Festivals are more likely to be for large number of people, therefore the suitable number of serviceable factors and acknowledged staff should be provided.
- b) Prepare suitable infrastructure, facilities and accommodations for visitors.
- c) Prepare proper interpretation for each festival or tradition, since each festival and tradition takes place in limited area therefore leaflet and advertising poster should be easy to distribute, moreover local interpreters are useful to interact with tourists.

In conclusion, continuous monitoring of auditing resource elements is important for any development strategy. The reason of assessing development opportunities and constraints is to provide direction and a focus for future development and ready to be on next tourism management stage.

According to three tables above, the last column shows the ranking of selected attractions in Mae Chaem. The purpose of ranking is to identify those points which will take priority in preparing the destination's tourism and development goals and objectives (Kerry Godfrey and Jackie Clarke, 2000, P.110). It is the way to address concern which can and will lead to visible and positive results in the short term, which helps add further support to continued and future effort and activity in the long term.

6.2.1 Identifying Stakeholders of Mae Chaem

Successful tourism development will not simply happen on its own as it requires cooperation from both public and private sector based on policy, goals and objectives. Anyhow, co-operation needs to be organized.

The diversity of tourism destinations has a number of core operation and activities that should be considered by all tourism groups, including co-ordination and leadership, policy, marketing and communications, hospitality training and customer care and monitoring and research. Each of these elements has an important role in the successful development and ongoing operation of tourism in a local destination (Kerry G and Jackie C., 2000).

Tourism development plan needs to be involved with all relating sectors of the destination as relating stakeholders. For the study, existing concerned stakeholders in Mae Chaem can be divided into these following groups

a. local resident groups

These people refer to people who have lived in Mae Chaem permanently, either with or without names in census registration. From many researches, local residences are the ones who have been affected by tourism industry, both negative and positive impacts. Moreover, it was found that the local residents had unwelcome attitude toward tourism because they thought tourism would create negative more than positive impacts. This study suggests that the local residents should be taught to understand that tourism can impact on the environment but without causing natural resources damages and pollutions with proper management, fair and correct natural resources allocation, therefore, the chance the local residents giving support for tourism development will likely be higher than other wise situations.

In addition, it is believed that community impacts were stronger than the economic impacts for the former could create greater community pride and cooperation. For local residents, environmental impacts were perceived to be stronger than social and cultural impacts. The negative impacts were reckoned in terms of crimes, natural resources destruction, and pollution, and thus leading to the tendency of local residents to lessen or tone down their support for tourism development or even to the point they would protest against such economic activities. Local residents considered the negative impacts to be too severe to accept they would be highly likely to act against/not support tourism development. Therefore, in planning for sustainable tourism development the involved agencies must give priority to the implications of social and cultural, and environmental impacts on the local community area.

It was found the readiness and cooperation of local residences were crucial than other factors for tourism development. Any area having tourist attraction spots might not be successful or sustainable in tourism development if it lacks the support from local administration organizations, private sector, and local population.

b. Special interest community groups

In Mae Chaem, there are some groups which can be named as lists below:

- Group of Farmer
- Group of Farmer's Housewife
- Group of Juvenile Farmer
- Group of Naturalist
- Group of Farmer of Subdistrict

(www.yimsiam.com)

Moreover, there are more groups from site survey of this study:

- Group of Mae Chaem Temple
- Group of Mae Chaem Youth
- Group of Mae Chaem Community Radio Station

These people refer to groups that gather from common interest, each group has its own events both private and public events but most of them set the event separately from other groups. This study suggests that if these groups of people cooperate in setting and organizing some events, there would be more varied activities and gain more attention from other people from local and regional areas which can support tourism industry in the district.

c. Local government

This group refers to government organizations that govern Mae Chaem's area directly. According to Office of the Commission on Local Government Personnel Standards of Thailand (www.local.moi.go.th), this includes Municipality of Mae Chaem, Sub district Administration Organization and Provincial Administration Organization.

Since, these government organizations are the most intimate organizations to local people of Mae Chaem, therefore as an agent from Thai Government, they should deeply know how to support local people's demands and supplies of tourism industry, its impacts to economic, social, cultural and environmental issues and what advantages that local community will get from tourism industry. This study suggests that any local government organization needs to interact with local community as much as there are chances by proper activities to generate sustainable development plan for community.

d. Regional or national government

Since Mae Chaem is one district of Chiang Mai province therefore this group refers to Provincial Government Organizations or Chiang Mai Government Organizations such as Chiang Mai District Office, Chiang Mai Administration Office, Local newspaper in English of Chiang Mai, Department of Export Promotion of Northern Thailand, etc. (www.local.moi.go.th). These organizations related to all districts of Chiang Mai, therefore, in practice, they will interact with community occasionally.

e. Tourism groups

In regional sector, major tourism organization of Chiang Mai Province is Chiang Mai Tourism Business Association which was established in 1979 by the assembly of tourism entrepreneurs. However, this organization has little participation with general tourism industry in Mae Chaem since the industry has been mainly generated by local organization in the moment. Nevertheless, this study suggests that to generate proper sustainable tourism development plan for Mae Chaem, local tourism organizations should act as head chief with cooperation by regional tourism organization since local tourism organization directly interact with local people and their needs.

f. Commercial interest or cooperative groups

For Mae Chaem, there are both local commercial organizations and regional organizations which related to the district. The examples of local cooperatives are Cooperative of Settlement of Mae Chaem, Cooperative of Agriculture of Mae Chaem, Women Cooperative of Teen Chok Mae Chaem (www.coopthai.com/teenjok), Cooperative of Red Onion Mae Chaem, etc.

Each is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise. It is a business organization owned and operated by a group of individuals for their mutual benefit.

This study suggests that cooperative groups of Mae Chaem should cooperate more to generate events with assistance from other organizations in terms of

management by sustainable development plan, because with more assest, the event should be bigger and gain more visitors.

g. External consultant advisers

This group refers to NGOs, professor from universities, local agents or even local politicians. In Mae Chaem, there are few of them who intend to push the district as another attraction under sustainable development plan but not in official way, however, Mae Chaem is still in beginning state for tourism industry, to generate sustainable tourism development plan for the district. This study suggests that the process should be activated officially with cooperation among local people, professional people and other related organizations.

For Mae Chaem's stakeholders, there may be other groups but these groups are the groups which can be identified and have continued roles in Mae Chaem's society by setting activities and participating in district's events from times to times.

However, in conclusion, **the key to success of destination tourism development is the cooperation and leadership provided by a good tourism organization by relating stakeholders.** If each group takes effective charge of the tourism planning and management function, the destination should be in a better position to achieve a more sustainable tourism industry.

6.3 Visitor

Any tourist destination actively needs to manage visitors in order to ensure its long-term success therefore, it is important to know who are the tourists of the place. Knowing which kinds or groups of tourists that share similar characteristics will generate benefit and minimal cast to the destination.

Moreover, since the demand of the tourists is changing all the time, it is important to both examine current tourists and explore the future ones

6.3.1 Groups of Tourists

Any destination relies on its resources and how to maintain them sustainably. For this study, according to the World Tourism Organization (1997), the future holds opportunities for both mass-tourists and niche-tourists. The key lies with finding the groups of tourists that best match the capacities of the place.

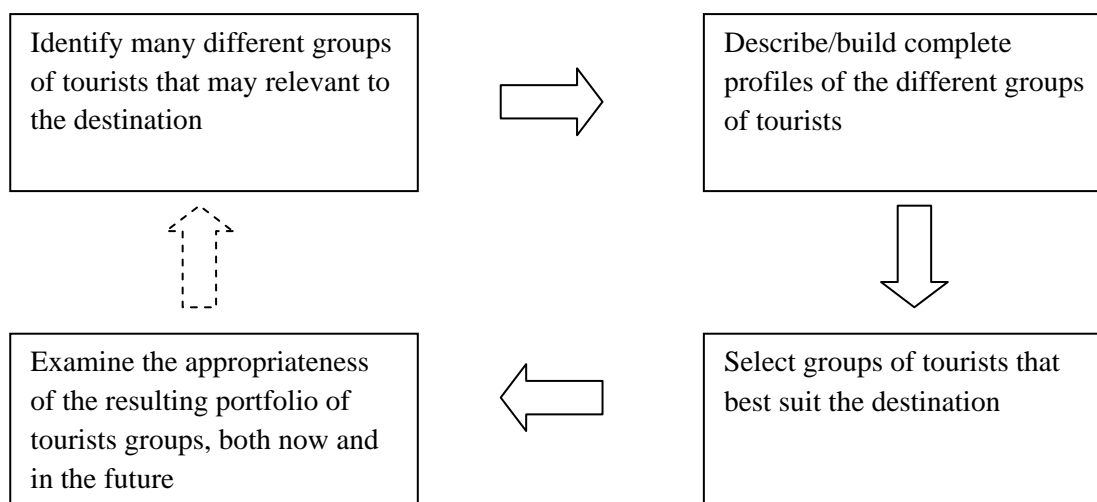


Figure 53: Stage in the Decision Process (Kerry Godfrey and Jackie Clarke, 2000 cite from WTO)

6.3.1.1 Identifying and describing groups of tourist of Mae Chaem

There is a wide range of options in separating tourists into groups. The following are groups of tourists for Mae Chaem district at present.

- Domestic and international visitors

According to information gathered by site-survey with interviewing with some of accommodation staffs, Mae Chaem has been visited by domestic visitors in larger numbers than international visitors and has been visited by nearby districts or other provinces in northern area more than other regions of Thailand.

Type	Size	Character	Purpose	Strong Point	Weak Point	Increasing Potential
Domestic Visitor (>) ¹	Varied	People from different provinces and regions of Thailand	1. Relaxing 2. Escaping from city-life 3. Doing activities such as camping or rafting 4. Religious purposes	Capable to visit many times in a year	Most of them lack awareness in destination conservation and sustainability	yes

International Visitor (<) ²	Single or Couple or Family	Main 2 groups: from Europe and Japan Reserve for necessary in advance	1.Relaxing 2. Staying only in accommodations	Strong purchasing power	Capable of visiting once or twice a year	yes
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Table 8: Comparison of domestic and international visitors

- Staying overnight visitor and one-day visitors

Both visitors who stay overnight and one-day visitors in Mae Chaem are both domestic and international visitors but only for same-day visitors are ones who are in package-tour program or from nearby areas, visit one or main two attractions of Mae Chaem and then leave the district.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Type	Size	Character	Purpose	Strong Point	Weak Point	Increasing Potential
Overnight (<)	Varied	Easygoing Capable to wander around the district Generally reserve for services in advance	1. Relaxing 2. Attending religious activities 3. Attending ceremonies or festivals 4. Doing activities in the district as sightseeing, rafting, swimming or hiking	1. Generating income to entrepreneurs 2. Keeping visiting the district every now and again	1. Consuming large amount of destination resources	yes
Same-day (>)	Varied	1. Scan visiting 2. Spending limited	Visiting few places in Mae Chaem for different	Consume destination resources in a small amount	Generating less income	yes

		time in the district	purposes such as praying, taking photos or even eating			
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Table 9: Comparison of overnight visitors and same-day visitor

- Tour visitors and independent visitors

During the study period , Mae Chaem was not main destination for both domestic and international program tours, the district is more like passing way or interval resting spot for other mass attractive destinations. Generally, these program tours include visiting some attractions of Mae Chaem, some of most famous are rafting along Mae Chaem River, visiting Mae Pan and Huai Trai Luang Waterfalls and visiting fountain of Buddha Oen temple.

Type	Size	Character	Purpose	Strong Point	Weak Point	Increasing Potential
Tour Visitor (=) ³	Some numbers of people from 8 to 40 people	Being together, led by leader(s)	Doing different activities with different interests and purposes together	Generating cash flow and large amount of income to local people in the district	1. Consuming large amount of destination resources 2. Generating more cost and waste than others	yes
Independent visitors (=)	Varied but normally not exceed than 8 people	Capable of spending time in the district, Well-behaved	Depending on individual interests	Most are qualitative visitors	Rarely generating benefits to the district	yes

Table 10: Comparison of Tour visitor and Independent visitor

From the table above, all groups of visitors are important and capable of generating benefits to Mae Chaem district if there is proper tourism plan. The most important thing is the plan needs to lead all groups of visitors to gain the most but cost the least to destination resources. At present, the tourist number of Mae Chaem is under the district capacities according to the service facilities in Mae Chaem which have supported visitors amply. It is fortuitous beginning for generating sustainable tourism development plan of Mae Chaem district including not only the analysis of the present tourists but also the support of quality groups of tourists.

6.3.2 Selecting Tourists

According to groups of tourists in 7.1.1, all groups of visitors are valuable factor which supports tourism industry of Mae Chaem. However, this study requires quality tourists who make effective and efficient uses of destination resources for appropriate and sustainable tourism development. Therefore, though Mae Chaem district can be visited with all groups of present tourists, the district needs to prepare proper tourism management plan.

Also according to Details of Butler Model Tourism Destination Life Cycle (Chapter 5), Mae Chaem district is in involvement stage.

<i>Involvement</i>	<ul style="list-style-type: none"> - <i>Local investment in tourism industry</i> - <i>Pronounced tourist season</i> - <i>Advertising the destination</i> - <i>Emerging market area</i> - <i>Public investment in infrastructure</i>
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Table 11: Details of Butler Model Tourism Destination Life Cycle

Considering the stage's details, to achieve the most practical development plan in the short run, this study focuses on more probable group which is domestic visitors. Since most of the tourism plans pay attention to international visitors at the expense of the domestic market, yet in fact ,strong domestic market can provide a lower risk and solid base for gradual tourism development, allowing for eventual expansion into the international market as the product improves (Kerry Godfrey and Jackie Clarke, 2000,p. 92).

As mentioned above, this study which is aiming at purpose initial guidelines tourism development plan focuses on domestic visitors including: long stay visitors who stay overnight or more and one-day visitors.

6.3.2.1 Selected Types of Tourist as Key Market Target (*)

Type	Size	Character	Purpose	Strong Point	Weak Point
Long stay domestic visitors	Varied	1. Generally have intention to wander around the district more thoroughly 2. Have flexible schedule	1. Relaxing 2. Escaping from city-life 3. Doing activities such as taking photos, camping or rafting 3. Joining religious purposes	Generating cash flow and large amount of income to local people in the district	Possibly generating costs more than benefits to the district
Same day domestic Visitors	Varied	1. Have tight schedule 2. Spend limited time in each attraction 3. Normally visit only outstanding or famous attractions	1. Doing activities such as taking photos, camping or rafting 2. Joining religious purposes	Consuming destination resources in a small amount	Generating less income

(*): the same number of visitors

Table 12: Mae Chaem Selected Group and Types of Tourist

Possible groups of tourists are important factors to generate tourism development strategy, the goals and the objectives, which lead to tourism development plan and tourism sustainable development plan in the end.

1: More than the other one

2: Less than the other one

3: Equal to the other one

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Chapter 7

Mae Chaem Sustainable Tourism Development Plan

7.1 Tourism Policy

7.1.1 Thailand Relating National and Regional Policy of Tourism

Tourism industry has been major revenue of Thailand. According to Thai's government's policy which was relating to the Office of National Economy and Social Development Plan who launched the 10st National Plan and Government Policy called The 10th National Economic and Social Development Plan and Creative Economy. The plan's policy statement is **“Thailand must begin to adopt an economic development plan based on creativity, innovation and culture”**.

In this national plan, detail of the topic of Policy for Industries and Services are as below;

Policy for Industries and Services

Sectors:

- **Improve the efficiency and productivity** by creation value of industrial products.
- **Create products of high value and standards** by utilizing of modern technology and building brand recognition.
- **Accelerate revenue generation from tourism** by improving tourism quality and standard; and establishing new tourist destinations in areas with potential arisen from nature, arts and culture.
- **Develop service business** with potential to create opportunities for expanding the manufacturing base in the region (i.e. healthcare, movie, sports and recreation).

Table 13: Policy for Industrial and Services of the Tenth National Policy and Social Development Plan

It is clear that **tourism industry is one of major issue for developing of society and economy**, with this the 10th plan, relating strategies are based on sustainability as it was clarified in the topic **The Summary of the Tenth National Economic and Social Development Plan (2007-2011)**.

- 5.1 Strategies for development of human quality towards a knowledge based and learning society
- 5.2 Strategies to strengthen community and society as basis of national security
- 5.3 Strategies to reform the structure of the economy for balance and sustainability
- 5.4 Strategies for development of biodiversity and conservation of the environment and natural resources
- 5.5 Strategies to promote good governance aiming at social justice and sustainability

Another organization who has a major role in tourism is Tourism Authority of Thailand. The organization launched a policy marketing plan for 2009, in this plan, there are 3 from 5 subjects which somewhere concern with human only as below;

- Promote and develop the operation on proactive marketing strategies for increasing the new markets as well as the niche markets
- Promote cooperation in all levels domestically and internationally on promotion for the development of tourism markets
- Aim at organization and management development as well as development of the human resources

Apart from national policy, in terms of regional policy, there is Strategy Plans for Chiang Mai Tourism Industry (2007-2009). This plan aims **to preserve identity of province with sustainability**. The plan includes natural resource, historical resource, cultural resource and handicraft divided into 6 categories; Ecotourism, Cultural Tourism, Research and Study Tourism, Agricultural Tourism, Health Tourism and Sport Tourism. (www.chiangmaitrading.com).

7.1.2 Mae Chaem Policy of Tourism Guidelines

In reality, destination's tourism policy statement should be prepared by tourism group and local government, yet for this study, it aims to set tourism guidelines plan for Mae Chaem district.

According to relating national and regional policies, tourism management pilot-plan for Mae Chaem for this study is **“sustainable tourism development plan that generates tourism industry which makes a positive contribution to Mae Chaem community through the creation of jobs for local residents and the provision of additional facilities which adds to local quality of life, all based on community's requirements. The continuous development of tourism will encourage the future improvement in the quality of the visitors together with their experiences of visiting and also encourage them to stay longer. It also**

ensures that any adverse social, economic and environmental impacts are minimized”

This local policy can be sub divided into more specific points as;

- (1) To generate tourism with principles of sustainable development based on community’s management
- (2) To ensure tourism which maximize the benefits to community and minimize destination’s economic, social and environmental impacts
- (3) To promote the ways of tourism that generate the understanding and respect for local customs, values and religious beliefs
- (4) To ensure the protection of natural and cultural aspects of the destination
- (5) To use tourism to expand the reputation of local products
- (6) To use tourism to generate better quality of life to local community
- (7) To generate the development of education and training programs for tourism personnel in aspects of customers care and hospitality
- (8) To ensure the health and the safety of community as much as the visitors
- (9) To ensure tourism issues and interests are considered by all local stakeholders and their discussions and to standardize basic support and policy on tourism
- (10) To provide tourists with a quality and efficient information service

However, policy statements should respond to changing circumstances in both supply and demand, therefore, it should be continuously reviewed and revised as conditions and issues affecting tourism continue to change.

7.2 Mae Chaem Tourism Sustainable Development Plan: Goals and Objectives

Setting goals and objectives is the way to set tourism policy into practice. This study sets Mae Chaem’s tourism goals and objectives following to Mae Chaem’s tourism policy guidelines (See 8.1.2) and relating to 3 tables of Tourism Issue in Chapter 7. The tables indicate that Mae Chaem is suggested to improve basic facilities and infrastructures together with activities, advertisement and interpretation for tourism industry.

Though writing out goals and objective may seem a tedious and somewhat laborious exercise but it is essential to get these points down on paper to help focus the mind and promote action. When the process of writing out goals and objectives is complete, the emphasis then shifts to devising a set of actions as the action plan. (Kerry G. and Jackie C., 2000, P.121).

According to **Mae Chaem Tourism Development Goals and Objectives Table**, this study focuses on rank 1 to 7 as most important objectives as initial priorities for the subsequence action plan.

Top 10 most important Objectives

Goal	Objective	Rank
To improve Mae Chaem people's understanding about tourism industry	To make community understand the overall pictures of tourism industry, the impacts of tourism and necessity of sustainable tourism	1
To improve standards of services and product of Mae Chaem to offer visitors	To make community know about types of visitors and their standard requirement	2
As above	To make community know the way to be a host of destination effectively	3
To advise Mae Chaem people about tourism's services that can generate profits to the community	To set up proper facilities, infrastructures and proper landscaping design for each attraction in Mae Chaem	4
To standardize the quality of products and services for visitors of Mae Chaem	To set standard of Mae Chaem products and services to make products more reliable and more acquainted	5
To improve and increase more information, interpretation and public relations to promote Mae Chaem	To generate more interpretation and more information in each attraction in destination	6
To encourage community to live with safety awareness	To inform the community about possible dangers caused by outside visitors	7

Table 14: Top 10 Most Important Objectives

7.3 Mae Chaem Sustainable Tourism Development Principle: Community-based Tourism or CBT

CBT is tourism that takes environmental, social and cultural sustainability into account. It is owned and managed by the community, for the community, with the

purpose of enabling visitors to increase their awareness and learn about the community and local ways of life. (REST, 1997)

Community-based tourism does not simply seek to maximize profits for investors. Rather, it is more concerned with the impact of tourism on the community and the environment. CBT emerges from a community development strategy, using tourism as a tool to strengthen community organization through community-wide participation.

CBT should be regarded as a useful source of additional income and as a tool to support social and environmental work, rather than as a commercial enterprise. It is believed that when community access consistent, well prepared visitors, with genuine interest in sharing local life, CBT can be a very positive experience. Therefore, the challenge is to find a model of management plan which enable community gain respectful tourists who interest in sharing in local life, in volumes which are within the capacity of the community and environment to manage.

Moreover, it is important to ensure that the plan does support sustainability, it is necessary to create opportunities for local people to influence and not to lose their significances.

Therefore, local community members should understand and participate in generating proper sustainable tourism plan.

7.4 Mae Chaem Sustainable Tourism Development Strategies

Tourism action steps are designed to provide the means and method of reaching a particular tourism objective. Each objective will require several steps to reach a conclusion.

However, action steps are only an estimate of what needs to be done to achieve objectives. They are not absolute, and it may be that as work proceeds subsequent actions may need amending to complete to task as new issues arise or problems are encountered (Kerry G. and Jackie C., 2000, P.121)

Main concept for sustainable tourism development plan for Mae Chaem is “People Participation for Development” with main strategy which is “Decentralization”

7.4.1 Decentralization

Decentralization is the method to transfer power and authority from the central government to the local level government and to non-government and private organizations to generate public relationships for the community. Decentralization is the way to empowerment of community and to enable rural people;

- a. To share in decision making that affects their daily lives
- b. To evaluate the outcome of their own decisions
- c. To minimize chances of misunderstanding
- d. To understand the difficulties and complexities of administration, planning and management
- e. To accept responsibility for failure
- f. To develop a sense of belonging and commitment to civil society

7.4.2 Basics of decentralization

- a. Political and administrative autonomy to local bodies
- b. Devolution of revenues to local bodies and empowering them to levy taxes to fund part of their expenditure
- c. Periodic local body elections by reservation of seats on local bodies for the weaker social sections
- d. Local database on administration
- e. Local voluntary and private sector organizations collaborate with local governments in addressing development issues
- f. Build local human capacities through improved access to health care, education and productive assets to ensure that decentralization empowers the poor

(S.P. Jain and Wim Polman, 2003, P.4)

7.4.3 Creating decentralization

Community education for D\development is a suggested concept to empowerment of Mae Chaem community. With this concept, there are also 3 suggested techniques which are;

- a. Participatory Learning
- b. Popular Wisdom Learning
- c. Community Forum Learning

These techniques aim at **empowering community** and generating community network as another consequence. The main idea is **making people in community participate in community development**. All techniques have been suggested ways as;

- a. Concentrate on generating development plan for local
- b. Use local technologies, resources and knowledge
- c. Generate local people training procedures
- d. Concentrate on solving and developing community basis needs
- e. Concentrate on local traditions
- f. Use local culture in development

7.5 Mae Chaem Sustainable Tourism Development Plan: People Preparation

7.5.1 People Preparation

In Community Based Tourism, people participation is the most important key for development. This study suggests that the initial step to start generating any proper

action plan for tourism development is to gather group of people from **Stakeholders of Mae Chaem** (see 7.2.1.) and divide all as “a group of fifth elements”;

- a. Government Sector or Government Organization(s)
- b. Private Sector or Private Organization(s)
- c. Non-Government Sector and Non- Government Organization(s)
- d. Academic Sector
- e. Civic Sector

Each element composed of 3 sectors;

- a. Group Leader or Community leader

In suburban Thai's society, community leader has got the very important role in development for community. He or she has qualified in making others people in community believe and trust and have willing to participate in any activity which he or she has lead. There are two types of community leader; official leader and inofficial leader

- b. Members
- c. Group Representative
- d. Group Organizer

7.5.2 Step of People Preparation

7.5.2.1. Organize Meeting

This study suggests that Mae Chaem (Sustainable Tourism) Development Plan should start with government organization and supported by other groups of “fifth element”. As the matter of fact, since Thai government has been formed with elective system so Thai's government literary has duty to support Thai people's requirement. For local tourism business, specific section which focuses on generating sustainable tourism plan for any destination in Thailand should be founded.

This section, which may assemble with varied officers from different governmental sectors, can start working on this action plan by gathering, analyzing and synthesizing data and then disseminating data to Mae Chaem community's selected representatives or leaders by initial meeting.

Since this action step aims to inform, acknowledge and create poll the overall viewpoint of Mae Chaem community, therefore to make community representatives understand objectives and goals of the development plan is very important. The government should use the proper methods of instructional media to reach Mae Chaem representatives people effectively and make them clarify correct and concise information to Mae Chaem people.

7.5.2.2 Organize Community Forum

Setting Community forum for Mae Chaem community is the way to support all people of this community to participate in opened discussion and

brainstorming meeting to find out what, when and who is necessary for their community.

At the first place, topic of any forum should be selected from community representative together with an agreement from governmental officers, NGO's staff and academic voluntary persons. Community forum would be held like this until people in community have enough potential to set the topic for community forum, at that time, other participants except community people themselves would act as a supporter and then, at the final stage, as an observer.

The most important technique of generating community forum is to make people in community able to rely on themselves (พึ่งตัวเอง) as much and as soon as possible. **In the end, the community would have potential to develop their community by themselves for themselves.**

7.5.2.3 Action Procedure

Step 1: Thai governmental officers, NGO's staff and academic voluntary persons, who concerned with Mae Chaem tourism development, organize initial "formal meeting" with topic "sustainable tourism for Mae Chaem Community". This meeting comprises with leaders from community, such as, chief of villages, leaders of group and persons who are trusted by community's people. This meeting aims to make all stakeholders understand clearly in the same way about tourism; its impacts, and sustainable tourism development; what is it? , why is it so important? , how to manage it?

Step 2: Leader of community assisting by Thai governmental staff, NGO's staff and academic voluntary persons have to make people in community understand tourism business and its impacts by different ways of intermediaries or by selective ways such as community forum with activate meeting, etc.

Step 3: Leader of community assisting by Thai's governmental staff, NGO's staff and academic voluntary persons have to conclude "what" Mae Chaem's people need from tourism business.

Step 4: Repeat Step 2 and Step 3 until people in community have fair level understanding about sustainable tourism.

Step 5: Thai governmental officers, NGO's staff and academic voluntary persons, who concerned with Mae Chaem tourism development together with Mae Chaem representative people as chief of villages, community leaders, and community representatives organize meeting to "generate sustainable tourism development (drafting) plan for Mae Chaem".

Step 6: Mae Chaem representatives supported by Thai governmental staff, NGO's staff and academic voluntary persons, who concerned with Mae Chaem tourism development hold meeting to distribute the drafting plan to each group

of Mae Chaem people in community for receiving feedback for common agreement.

Step 7: Repeat Step 5 and Step 6 until the sustainable development plan for tourism in Mae Chaem gains common agreement from all relating stakeholders.

Step 8: Launch the plan, convince all stakeholders to manage tourism in Mae Chaem according to the plan, in the mean time, leaders from Mae Chaem's community, interested persons from Mae Chaem community generate sub-meeting supported by Thai's governmental officers, NGO's staff and academic voluntary persons, who concern holding sub-meeting sporadically to evaluate the plan.

Step 9: Mae Chaem community together with Thai's governmental officers, NGO's staff and academic voluntary persons, who concern Mae Chaem tourism development, organize "formal annual meeting" with the main topic as "Generating Mae Chaem's Sustainable Tourism Development Plan"

Step 10: Repeat Step 2 to Step 9 according to necessity and suitability.

This procedure can generate many patterns of out coming plans. The plans are commonly divided into 2 types a) short-term plan and b) long-term plan. Moreover, it can generate plan for various purposes such as;

- a) Plan for travelling-route such as walking route, bicycle route, trekking route, etc.
- b) Plan for one destination or one specific area
- c) Plan for common interests or activities as handicraft producing route, temple route, etc.

However, it is important that all these plans need to bring about the same goals and objectives to the whole destination. In this report, all plans reflect to Mae Chaem tourism development plan's goals and objectives (see **Top 10 most important Objectives**).

7.6 Mae Chaem Sustainable Tourism Development Plan: Site Preparation

Wherever is suggested and promoted to be as another tourism destination somehow needed to be improved or standardized basis facilities for incoming visitor's activities. Estimating the number of users in both high season and low season is needed to be concerned. These facilities need to be majorly organized with local technologies and resources to conserve local significances which are the most important magnets for visitors.

7.6.1 Transportation

- a) Improve transportation way condition; Mae Chaem's major transportation is ground transportation. To prepare for increasing number of users (scoming tourists) together with more impacts, streets, roads and walking paths' pavement are needed to be prepared with proper construction.
- b) Improve direction guide condition; during the period of this study, Mae Chaem lacked proper direction's information, therefore, to set more proper site map, identification signage, direction signage and transportation sign is necessary.
- c) After improvement, estimation of using needs to be reviewed.

7.6.2 Infrastructure

As a matter of fact, Mae Chaem has a good condition of infrastructure; electrical system and water system, however, preparation for more users needs to be considered and prepared.

- a) Release proper electrical and water saving procedure.
- b) Prepare more electrical and water supporting system, for example, setting more electrical generating machines and setting more water tanks and constructing more water saving pounds, etc.
- c) After improvement, estimation of using needs to be reviewed.

7.6.3 Healthcare system

During the period of study, Mae Chaem has fair and enough healthcare system for people in its community, but for incoming visitors, this system is supposed to be prepared.

- a) Release and promote proper healthcare procedure.
- b) Improve and set more healthcare service for people of local community.
- c) Standardize the quality of living by annual checking procedure.
- d) Proper estimation of using needs to be reviewed as often as possible.

7.6.4 Safety system

Safety is the most important for tourism business not only for visitors but also for local people in community.

- a) Release and promote proper safety procedure.
- b) Standardize the quality of living by annual checking procedure.
- c) Proper estimation of using needs to be reviewed as often as possible.

7.7 Mae Chaem Sustainable Tourism Development Plan: Communication and Publication Preparation

Practically, communication occurs every time a local resident meets a tourist through appearance with words and body languages. Moreover, there are communication tools such as advertising, public relations, sales promotion, personal selling and print. Combination of tools can make up communications mix.

Different communication tools are better at achieving different communication objectives. Advertising and public relations are good at building awareness and interest, while sales promotions and personal selling are good at building desire and action. (Kerry G. and Jackie C., 2000, P. 147).

- a) Release an advertising methods for destinations in varies scales.
- b) Support public relations (PR) technique with proper method by professional persons.
- c) Setting sales promotion occasionally at the proper time. According to Middleton (1988), it is important that distinction of sale promotion should be made between those sales promotions based on discounted price and those based on added value.

Support personal selling at the proper time. It is an expensive tool best used where the individual prospect can bring high-value business to the destination (Kerry G. and Jackie C., 2000, P. 154)

- d) Release proper tourism prints for examples; brochures, leaflets, postcards, maps, codes of conduct, timetable, etc.
- e) Release other supportive communication tools for examples; web sites, marketing campaigns etc.
- f) Proper evaluation methods need to be reviewed as often as possible.

7.8 Mae Chaem Sustainable Tourism Development Plan: Visitor Care Preparation

Visitor care or customer care is the way to keep the visitor visiting the destination not only once. This aims to;

7.8.1 Increase visitor's satisfaction with valuable experience

7.8.2 Increase the length of stay

7.8.3 Generate visitor's positive opinion

7.8.4 Encourage repeated visiting

7.8.5 Differentiate the local destination from others over the longer term

To reach these aims above, there are suggestions for Mae Chaem;

- a) Make local people understand their role in delivering tourism experience with procedures according to 8.5 Mae Chaem Sustainable Tourism Development Plan: People Preparation.
- b) Creating tourist satisfaction with significant experience. It includes local authenticity, good services and good products and quality tourism with consistency and reliability.
- c) Proper evaluation methods need to be reviewed as many times as possible,
- d) Keep innovate local services and products since as recorded, tourist expectations positively rise and competitors need to improve and be improved.

Local destination needs to make improvements in many areas rather than relying on a single big idea breakthrough (Keery G. and Jackie C., 2000, P. 157) However, this study drafts some guidelines of tourism sustainable development plan for Mae Chaem which is detailed in Chapter 8.

Chapter 8

Conclusion and Suggestion

In conclusion, this sustainable development plan should be proceeded mainly by local communities and in final can finally generate strong local tourism network. The plan should make benefits and for communities and make visitors understand communities' culture with generating the least bad impacts.

8.1 An action steps for generating plan

Step1: Preparing and drafting action plan (see8.5.2 Step of Preparation). In this state, community knowledge of sustainable tourism development should be fairly enough.

Step 2: Setting up budget and submitting the plan to the government statement of expenditure the sources of funds together with funding funds from other sectors as NGOs organizations or private investor.

Step 3: Preparing proper physical facilities and infrastructures with local workers and local technique.

Step 4: Preparing proper ways of interpretation, information system and communication.

Step 5: Standardizing service facilities such as accommodations, foods, local products, etc., together with maintain unique authenticity of every aspects of community.

Step 6: Standardizing service staffs from local community.

Step 7: Holding conservation plan, procedure and for local significant places and keeping all in good and proper condition which reflect to values of the place

Step 8: Generating community meeting regularly (more detail in 8.5.2 Step of Preparation) to estimating, synthesizing and creating better sustainable tourism development plans

All above are only “initial broad steps” for tourism sustainable development action plan for Mae Chaem since the area itself is still in “**involvement state**” (see detail in **5.4 Mae Chaem: The status of Tourism Industry**); therefore preparation-step is important as a good start is a good beginning.

<i>Involvement State</i>	<ul style="list-style-type: none">- <i>Local investment in tourism industry</i>- <i>Pronounced tourist season</i>- <i>Advertising the destination</i>- <i>Emerging market area</i>- <i>Public investment in infrastructure</i>
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Table 15: Details of Involvement State

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

8.2 Mae Chaem Sustainable Tourism Development Pilot Plan

Activity	Time Period	Responsibility	Budget (M)
People Preparation			
<ol style="list-style-type: none"> <li data-bbox="660 1451 751 2054">Organize Initiator Meeting <li data-bbox="995 1451 1070 2054">Setting Community forum for Mae Chaem community 	<p>twice a year</p> <p>twice a year</p>	<ul style="list-style-type: none"> - Government Sector or Government Organization(s) - Private Sector or Private Organization(s) - Non-Government Sector and Non-Government Organization(s) - Academic Sector - Civic Sector - Community representatives - Governmental officers - NGO's staff - Academic voluntary persons 	

Activity	Time Period	Responsibility	Budget
<p>Site Preparation Infrastructure</p> <ol style="list-style-type: none"> 1. Release proper electrical and water saving procedures by meeting as community forum 2. Prepare more electrical and water supporting system as guidance; <ul style="list-style-type: none"> - Setting up additional water supplies such as more numbers of water basin or water tower in many proper points - Setting up more additional electrical system such as more number of electric generator; dynamos or may be solar cells 3. Evaluation and review 	<p>once at every meeting or community forum</p> <p>4 months completed</p> <p>once per 3 months</p>	<ul style="list-style-type: none"> - Community representatives - Mae Chaem's people - Governmental representative officers; village leader from sub district admission organization and header from each villages - NGO's staffs - Academic voluntary persons <p>]</p> <ul style="list-style-type: none"> - Local electricians and plumbers - Systems' specialist <ul style="list-style-type: none"> - Community representatives - Mae Chaem's people 	

<p>Healthcare system</p> <ol style="list-style-type: none"> 1. Release and promote proper healthcare procedures 2. Improve and set more healthcare service for people of local community 3. Standardize the quality of living by annual checking procedure 	<p>once at every meeting or community forum</p> <p>a month</p> <p>once per 3 months</p>	<ul style="list-style-type: none"> - Community representative - Mae Chaem's people - Staffs from the Minister of Public Health - Governmental representative officers; village leader from sub district admission organization and header from each villages - NGO's staff - Academic voluntary persons <ul style="list-style-type: none"> - Health Systems' specialist - Community representatives - Mae Chaem's people <ul style="list-style-type: none"> - Systems' specialist - Community representatives 	
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Activity	Time Period	Responsibility	Budget
<p>Site Preparation (con.) Safety System</p> <ol style="list-style-type: none"> 1. Release and promote proper safety procedure 2. Standardize community's quality of living 3. Evaluation of safety procedure 	<p>once at every meeting or community forum</p> <p>a month</p> <p>once per 3 months</p>	<ul style="list-style-type: none"> - Community representatives - Mae Chaem's people - Systems' specialist - Governmental representative officers; village leader from sub district admission organization and header from each villages - NGO's staffs - Academic voluntary persons - Community representatives Mae Chaem's people - Safety Systems' specialist - Community representatives - Mae Chaem's people - Systems' specialist 	

Activity	Time Period	Responsibility	Budget
Communication and Publication Preparation			
<ol style="list-style-type: none"> 1. Release advertising methods for destination (places, events, products) in varies scale (local, regional and national scale) 2. Prepare public relation (PR) techniques with professional person 3. Set sales promotion for outstanding events and high season 4. Release proper tourism prints 	<p>once at every meeting or community forum</p> <p>once a month for planning/ continuously</p> <p>once per 3 months</p> <p>every 3 month before high season</p>	<ul style="list-style-type: none"> - Community representatives - Mae Chaem's people - Governmental representative officers; village leader from sub district admission organization and header from each villages - NGO's staff - Academic voluntary persons - Community representatives - Mae Chaem's people - Communication and PR Systems' specialist - Community representatives - Mae Chaem's people - Mae Chaem's people 	

<p>5. Release other communication tools</p> <p>6. Evaluate</p>	<p>every 3 month before high season Once per 3 months</p>	<ul style="list-style-type: none"> - Mae Chaem's people - Community representatives - Mae Chaem's people - Governmental representative officers; village leader from sub district admission organization and header from each villages - NGO's staff - Academic voluntary persons 	
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Activity	Time Period	Responsibility	Budget
<p>Visitor Care Preparation</p> <ol style="list-style-type: none"> 1. Make local people understand their roles 2. Create tourist satisfaction 3. Evaluate 4. Innovate of local services and products 	<p>once at every meeting or community forum</p> <p>once at every meeting or community forum</p> <p>once per 3 months</p> <p>once at meeting or community forum once per 3 months</p>	<ul style="list-style-type: none"> - Community representatives - Mae Chaem's people - Governmental representative officers; village leader from sub district admission organization and header from each villages - NGO's staff - Academic voluntary persons - Community representatives - Mae Chaem's people - Community representatives - Mae Chaem's people - Governmental representative officers; village leader from sub district admission organization and header from each villages - NGO's staff - Academic voluntary persons - Mae Chaem's people - Specialist 	

8.3 Suggestion

However, any development plan need to be evaluated along when the plan is in going on process as much as a plan have be accomplished. For Mae Chaem, evaluation should be held following these topics

- a. Capacity of sustainable tourism management of communities
- b. Emerging of qualitative sustainable tourism net works
- c. Local products have been conserved and developed
- d. Local resources have been conserved and developed
- e. Emerging of qualitative interpretation and advertisement
- f. Impacts to communities

Moreover, they are concurrent evaluation and expose evaluation. With above topics, evaluation has 4 main issues which needed to be considered. (Parichat Walaisatairn, 2000, P. 360)

- a. Success
- b. Efficiency
- c. Equality
- d. Fairness

Since tourism generates incomes for communities, sustainable tourism management plan helps communities in making profits along with conserving local resources and generating less bad impacts in long term.

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Appendix

Inventory of Mae Chaem Resources

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Natural	Name of Feature	Location / Accessibility	Users	Visitor Service	Contact
Water Resource River	Mae Chaem river	Thorough the whole district	Most are local residents	None	Each Tambon Administration Organizations
Waterfalls	Mae Pan waterfalls Huai Trai Lueng waterfalls	At Km. 6.6 on the Mae Chaem road, can be described as the backcountry of Doi Inthanon Park Far from Mae Pan waterfalls, about 21 kilometres from Doi Inthanon-Mae Chaem Road	Local residents and tourists Local residents and tourists	Visitor center Car Park Camping Area Hiking Loop Hiking Loop connected to Mae Pan Waterfalls	Department of National Park, Wildlife and Plant Conservation Mae Pan (Mae Chaem) Inthanaon National Park Security Guard Unit Department of National Park, Wildlife and Plant Conservation Inthanaon National Park Security Guard Unit

Natural	Name of Feature	Location / Accessibility	Users	Visitor Service	Contact
Natural Hot Spring	Thep Pha Nhom hot spring	Kong Kaeng sub-district, on the way from Mae Chaem district to Hod district	Local residents and tourists especially in winter	Visitor Center Car Park Food and Beverages (especially in high season)	Forestry Industry Organization (Mae Chaem)
Natural Fountain	Naam Ork Huu Bhuddha Enn Fountain	Mae Na Jorn sub-district Bhudda Enn temple	Local residents and tourists Local residents and tourists	Car Park Food and Beverages None	Chang Kheog Administration Organization 0-5382-8343 Chang Kheog Administration Organization 0-5382-8343
Landscape Natural Landscape Agricultural Landscape					Each Tambon Administration Organizations Each Tambon Administration Organizations

Cultural	Name of Feature	Location / Accessibility	Users	Visitor Services	Contact
Architecture / Heritage	Religious	Scattering around whole district	Most by local residents for local customs	Mostly are temple regular facilities for visitors as toilets and drinking water	Office of each temple
	Houses	Most of old house in settled in Mae Chaem municipal area	Dwelled by local residents and rarely visited by tourists	None (Depends on dwellers of each house)	Dwellers of each house
	Barns	Scattering around whole district	Used by local residents and rarely visited by tourists	None	Owners of each barn
Arts	Paintings	Pa Dead temple	Most are tourists	No Car Park General facilities of temple	Tha Pa Administration Organization Office of Pa Daed Temple
Handicraft	Teen Chok Cloth	Tha Pa sub-district Chang Keang sub-district	Most are tourists	Regular facilities such as food, beverages and	Store-Staff (s)

Cultural	Name of Feature	Location / Accessibility	Users	souvenir, etc. Visitor Services	Contact
	Silver Hairpins	Tha Pa sub-district	Mostly are tourists	None	(uncle) Kon Keaw Inthakon, Baan Tub sub-district (เขตคูยทองนแก้ว)

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Events	Name of Feature	Location / Accessibility	Users	Visitor Services	Contact
Festivals	Teen Jekk Festival	Mae Chaem Municipal Area	Local residents and visitors	General facilities in the district	Mae Chaem District Office and T.A.T Mae Chaem District Office Mae Chaem Municipal Office 053-485111 053-485111
Customs	Song Kran Ceremony and Festival Ceremony of Pouring Water over a Buddha Image Give a Feast to Ancestral Ghost The Buddhist Lent Day	Around the district, on April Main place is Pa Dead or Yang Luang Temple, on May Depends on each sub-districts for each year , on June Every temples, on July	Local residents and visitors Most are local residents Local residents Local residents and tourists	General facilities Temple facilities None General facilities	Mae Chaem District Office Mae Chaem Municipal Office Office of Pa Daed Temple Local residents Mae Chaem District Office Mae Chaem Municipal Office

	The first day of Rice Planting Ceremony	Selected main field(s), on August	Local residents	None	Local residents	Local residents			
	The Label Day	Selected open area, on September	Local residents	None	Local residents	Local residents			
	The end of the Buddhist Lent Day	Each temple, on October	Local residents and tourists	Temple facilities	Local residents and tourists	Mae Chaem Municipal Office			
	The Great Offering Day	Each temple, on October	Local residents and tourists	Temple facilities	Local residents and tourists	Mae Chaem Municipal Office			
	Loi Krathong	Mae Chaem's temples and along Mae Chaem River, on November	Local residents and tourists	General facilities	Local residents and tourists	Mae Chaem District Office Mae Chaem Municipal Office T.A.T			
	The First Harvest Day	Selected fields on each villages, on December	Local residents	None	Local residents	Local residents			
	Tan Lau Ceremony	Temples of Mae Chaem, on January	Local residents	Temple facilities	Local residents	Local residents Mae Chaem Municipal Office			
	Tan Kaw Mai Ceremony	Temples of Mae Chaem along the way to agricultural fields, on January	Local residents	Temple facilities	Local residents	Local residents			

	Poy Look Keaw	Temples of Mae Chaem and along the main roads, on February	Local residents	General facilities	Local residents Mae Chaem Municipal Office
	Poy Luang	Temples of Mae Chaem and along the main roads, on March	Local residents	General facilities	Local residents Mae Chaem Municipal Office

มหาวิทยาลัยศิลปากร ส่วนลิขสิทธิ์

Accommodation	Name	Classification	Room Rates (Thai Bath)	Service	Contact (Thailand local call)
Hotel	Mae Chaem Hotel	4 stars	400-800	Breakfast Free drinking water Hot water Air conditioning Cable Television Hair Dryer Swimming Pool Fitness Center Tennis Court Car Park	081 882 8521 053 828 025
	Huen Hamm Chaem Muang Hotel	4 stars	1200-2500	Breakfast Free drinking water Hot water Air conditioning Cable Television Hair Dryer	081 387 3638 053 828397
	Pam View Hotel	2 stars	200-350	Breakfast Free drinking water Hot water Television Car Park	081 8830794 053 485 218

Accommodation	Name	Classification	Room Rates (Thai Bath)	Service	Contact (Thailand local call)
	Suan Pha Mae Chaem Hotel	4 stars	500-3000	Hot Water Free Drinking Water Hair Dryer Air conditioning Cable Television In-room Internet Wi-Fi Internet Swimming Pool Fitness Center Laundry Service Beauty Salon Minimart Car Park	053 218773 053 249349 053 242673
Resort	Na Vasruang Resort	3 stars	1050-1250	Hot Water Air conditioning Cable Television Canteen Swimming Pool Pool Bar Car Park	053 828 477 053 828 228
	Pong Sara Resort	3 stars	300-500	Hot Water Free Drinking Water	0 5348 5011

Accommodation	Name	Classification	Room Rates (Thai Bath)	Service	Contact (Thailand local call)
Home Stay				Air Conditioning Restaurant Car Park	
	Tong Fai Home Stay	n/a			095 593928
	Baan Sam Sob Home Stay	n/a	450-500		080 129 6181 083 860 4627 053 828 128 086 114 2482 081 024 4828
	Pa Daed Home Stay	n/a	100		089 759 4051 053 828 128 086 116 2482 08 9 838 1109

From http://www.paiduaykan.com/76_province/north/chiangmai/maechaem.html

From <http://www.thairemap.com/PropertyController/propertyDetail/7368>

From http://www.hotelsguidethailand.com/home/hotel_list.php?l=th&s=am&ac=1409

Bio Data

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Education Background	Bachelor of Architecture, Chulalongkorn University, Thailand
Career Path	2003-present Flight Attendant Thai Airways International Co.,Ltd.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์