

A pattern of the sustainable tourism border town management in local government for supporting the ASEAN Economic Community*

รูปแบบการบริหารจัดการเมืองท่องเที่ยวชายแดนอย่างยั่งยืนในระดับท้องถิ่น
เพื่อรองรับการเปิดเสรีเศรษฐกิจอาเซียน

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Abstract

This study was the qualitative research which has objectives as following; (1) to study the problems and barriers of the existing policies, laws and regulations of the land use management in the tourism border towns (2) to study the availability of the local administrations in the tourism border towns through the land use Management in order to support the ASEAN Economics Community (3) to study about the pattern of the sustainable tourism border town management in local government for supporting the ASEAN Economic Community. The research instrument was interview and focus group of the local residents' representatives, the local administrations, private organizations and civil society sector.

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ผู้อำนวยการ, สถาบันวิจัยสถานวิจัยการจัดการท่องเที่ยวเชิงนิเวศพื้นที่ภาคใต้แบบบูรณาการ, คณะกรรมการจัดการสิ่งแวดล้อม มหาวิทยาลัยสงขลานครินทร์

The result of the study presented that the problems and barriers of the existing policies, laws and regulations of the land use management in the tourism border towns. The core of each land use management law of Thailand which most of them mainly aim to the agricultural purposes. Besides, the operational authority of the local administrations was responsible in the land use management based on the law provided such as the Act Promulgating the Land Code, B.E. 2497(1954), the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) and the Town and Country Planning Act 2518 (1975). It can be analyzed that the limitation of those laws is exhibited. The land use management based on the Town and Country Planning Act 2518(1975) can probably be the most effective option. However, the local administrative staff still have difficulties in their job because of their roles and authority.

Therefore, this study proposes the pattern of the sustainable land management in the tourist border towns in the local level in order to support the ASEAN Economics Community which is divided into the short, intermediated and long-term of sustainable land management patterns as follows; 1) the short-term of sustainable land management pattern is that the potential of the tourism border town should clearly be studied, and the locals should be cooperative to manage the residential, industrial and agricultural zoning development based on the potential of each area. Also all local sectors, especially the civil society, should be cooperative in the land use management in their area and the locals should be educated about the ASEAN Economics Community. 2) The intermediate-term of sustainable land management pattern is to prepare the locals for building up teams with the knowledge of urban development. The directions of the urban development also should be informed clearly to the public, government agencies, educational institutions, private institutions and investors. And 3) the long-term of sustainable land management pattern is that the responsibility of land use management by the local administrations under the Town and Country Planning Act should be added as a part of the municipal development plan. This can promote an integrated development plan covering the physical, social and economic aspects.

Keywords: sustainable management, tourism border town, ASEAN Economic Community

บทคัดย่อ

การศึกษาวิจัยนี้เป็นการศึกษาวิจัยเชิงคุณภาพ มีวัตถุประสงค์เพื่อ (1) ศึกษาปัญหาและอุปสรรคของนโยบาย กฎหมาย ข้อบังคับที่มีอยู่ในด้านการบริหารจัดการการใช้ประโยชน์ที่ดินพื้นที่เมืองชายแดน (2) ศึกษาความพร้อมขององค์กรปกครองส่วนท้องถิ่นในพื้นที่เมืองท่องเที่ยวชายแดนในการบริหารจัดการการใช้ประโยชน์ที่ดิน เพื่อรองรับการเปิดเสรีเศรษฐกิจอาเซียน (3) ศึกษารูปแบบการบริหารจัดการการใช้ประโยชน์ที่ดินของเมืองท่องเที่ยวชายแดนอย่างยั่งยืนในระดับท้องถิ่น เพื่อรองรับการเปิดเสรีเศรษฐกิจอาเซียน เครื่องมือที่ใช้ในการวิจัย เป็นการสัมภาษณ์ และการสนทนากลุ่มตัวแทนประชาชนในพื้นที่ หน่วยงานภาครัฐ หน่วยงานภาคเอกชน และภาคประชาชน

ผลการศึกษาวิจัย พบว่า การศึกษาปัญหาและอุปสรรคของนโยบาย กฎหมาย ข้อบังคับที่มีอยู่ในด้านการบริหารจัดการการใช้ประโยชน์ที่ดินพื้นที่เมืองชายแดนนั้น กฎหมายในส่วนที่เกี่ยวข้องเชิงพื้นที่และการใช้ประโยชน์ที่ดินของประเทศไทยนั้น ส่วนใหญ่จะเป็นการจัดการการใช้ประโยชน์ดินเพื่อการเกษตรกรรมเป็นหลัก และในส่วนของอำนาจหน้าที่ในเชิงปฏิบัติการท้องถิ่นยังมีอำนาจหน้าที่ในการควบคุมดูแลพื้นที่ให้เกิดความปกติ สุขโดยอาศัยอำนาจตามกฎหมายที่พระราชบัญญัติแต่ละประเภทให้ไว้ ได้แก่ ประมวลกฎหมายที่ดิน พ.ศ.2497 พระราชบัญญัติส่งเสริมและรักษาคุณภาพสิ่งแวดล้อม พ.ศ.2535 และพระราชบัญญัติการผังเมือง พ.ศ.2518 ซึ่งกฎหมายยังมีช่องทางที่มีข้อจำกัด แต่เป็นช่องทางที่มีความเป็นไปได้มากที่สุด คือการวางแผนผังการใช้ประโยชน์ที่ดินโดยใช้อำนาจในพระราชบัญญัติการผังเมือง พ.ศ.2518 เป็นหลัก แต่องค์กรปกครองส่วนท้องถิ่นก็ยังคงประสบปัญหาและอุปสรรคด้านบทบาทและอำนาจหน้าที่ขององค์กรปกครองส่วนท้องถิ่น

ดังนั้นการศึกษาในครั้งนี้จึงเสนอรูปแบบการบริหารจัดการการใช้ประโยชน์ที่ดินของเมืองท่องเที่ยวชายแดนอย่างยั่งยืนในระดับท้องถิ่น เพื่อรองรับการเปิดเสรีเศรษฐกิจอาเซียน โดยสามารถแบ่งรูปแบบการบริหารจัดการการใช้ประโยชน์ที่ดินของเมืองท่องเที่ยวชายแดนอย่างยั่งยืนออกเป็นระยะสั้น ระยะกลาง และระยะยาว ซึ่งมีรายละเอียดดังนี้ 1) รูปแบบการบริการจัดการระยะสั้น คือ ควรศึกษาศักยภาพของพื้นที่เมืองชายแดนให้มีความชัดเจน และท้องถิ่นร่วมกำหนดจัดโซนการพัฒนาเมือง พื้นที่พัฒนาอุตสาหกรรม และพื้นที่พัฒนาเพื่อเกษตรกรรม ให้เหมาะสมตามศักยภาพของเมือง รวมทั้งจัดให้ทุกภาคส่วนในพื้นที่ โดยเฉพาะภาคประชาชน สังคม เข้ามามีส่วนร่วมในการบริหารจัดการการใช้ที่ดิน พร้อมทั้งสร้างการรับรู้การเข้าสู่เสรีเศรษฐกิจอาเซียน แก่ค่านในพื้นที่ 2) รูปแบบการบริการจัดการระยะกลาง คือ การเตรียมความพร้อมให้กับท้องถิ่นในการสร้างทีมงานที่มีความรู้ความสามารถด้านการพัฒนาเมือง รวมถึงสร้างความเข้าใจให้กับประชาชน หน่วยงานรัฐ สถาบันการศึกษา ภาคเอกชน นักลงทุน ให้เห็นถึงทิศทางการพัฒนาของเมือง 3) รูปแบบการบริการจัดการระยะยาว คือ การจัดการการใช้ประโยชน์ที่ดินโดยองค์กรปกครองส่วนท้องถิ่นตามอำนาจพระราชบัญญัติการผังเมือง รวม โดยควรเพิ่มการจัดทำแผนการใช้ที่ดินให้เป็นส่วนหนึ่งของแผนพัฒนาเทศบาล ซึ่งจะทำให้เกิดเป็นแผนพัฒนาเชิงบูรณาการ คือ ผสมผสานและครอบคลุมทั้งทางด้านภาษาภาพ ด้านสังคม และด้านเศรษฐกิจ

คำสำคัญ: การบริหารจัดการเมืองอย่างยั่งยืน, เมืองท่องเที่ยวชายแดน, เสรีเศรษฐกิจอาเซียน

Introduction

The Constitution of the Kingdom of Thailand BE 2540(1997) declared on October 11, 1997, which mainly focused on the limitation of the state power, promoting the independence and power of people, considerably caused the change and development of political system and administrative organization of Thailand. The major political change was the decentralization to local authorities and the participation of people. The decentralization in Thailand began with transferring the authority of public service to the local administrations to reduce the work load of the federal and to provide service that met the local population's needs thoroughly. According to this issue, the land use management was also one of the missions under the authority of the local administrations. At that time, the local administration had responsibility in the land use management, public transportation, utility, service and the environmental conservation, etc. The responsibility was established to control and set the future goals of the local administrations. Also, currently, all sectors of Thailand have been active in preparing for the ASEAN Economic Community.

According to the preparation of the border towns for the ASEAN Economic Community, not only the promoting of the international trade has been prepared, but the tourism in the border towns also has been promoted which both issues were the major income of the tourism border towns. The preparation for tourism in border towns should focus on the sustainable tourism management (Munasinghe, 1993) and (Douglas V. Smith, Kazi F. Jalal, 2000) which aims to promote the balance in three areas including 1) economic, 2) social and 3) environmental issues. The successful sustainable tourism must meet the tourists and the entrepreneurs' needs. The resource management must be considered to maintain the stability of the tourism resources in both current time and future (WTO, 1991) and (Swarbrooke, 1999). In addition, the Sustainable Tourism (Eber, 1993) consists of the suitability of the resource conservation and exploitation, the reduction of consumption, protecting and promoting the diversity of nature and society, tourism developing cooperation, supporting for economic activities, persuading the local participation and so on.

The tourism border towns in northern Thailand are considered as one of the very important economic areas after the establishment of ASEAN Economic Community because this area can be connected to the international trade and investment. Also this area is the gateway of tourism among three ASEAN countries including Thailand, Laos (Laos PDR) and Myanmar. It can also be linked to China by the R3A route; BoKeo Province- LuangNamtha Province (Laos), Boten- Jinghong- Khunming (Southern part of China) which China currently has played an important role in the world economy and it is expected to be in the future. One of

the tourism border towns is Chiang Khong in Chiang Rai Province where is the gateway to link the three ASEAN countries (Thailand, Lao PDR. and Myanmar) and the southern part of China. It is located opposite to Houayxay, Bokao Province in Lao PDR. Besides, in 2013, the 4th Friendship Bridge was completely built in Chiang Khong to link the route from Thailand, Laos and the southern part of China as the R3A Route which is the very useful for the land transportation, trading and investment. Moreover, it can be a potential tourist area among those countries where are full of the valuable historical places especially the history of Lanna Kingdom.

According to location-specific advantages as a major trade gateway in tourism linkages among 3 countries, some areas in Chiang Khong has been changed especially in the land use management. This change leading to the concern of the local administrations about this development can affect their traditional way of life. Thus, the public discussion of the following effects has been taken place through this issue by the participation among all sectors, such as local administrations, local residents and other related sectors to maintain the sustainable management for the tourist border towns at local area levels. As known, the public participation is the key of the community development which any suggestions from all sectors can be exchanged and discussed independently, and they can share opinions, making decision, participation, evaluation and gaining an advantages together (Thanutsawani, 2016). Moreover, it can be proposed to be the policy recommendations and applied to concrete action. However there is no study which mainly focuses on the sustainable land use management of tourist border towns. Therefore, the researchers realize that the sustainable land use management of the tourist border towns was urgently considerable to study. This study also offers an important piece of supporting evidence to the sustainable land use management. Finally, this will also help determine the direction of the tourist border towns in the future.

Objective

- (1) To study the problems and barriers of the existing policies, laws and regulations of the land use management in the tourism border towns
- (2) To study the availability of the local administrations in the tourism border towns through the land use management in order to support the ASEAN Economics Community
- (3) To study about the pattern of the sustainable tourism border town management in local government for supporting the ASEAN Economic Community.

Methodology

The research area of this study was Chiang Khong, Chiang Rai Province which was a border town. This study was a qualitative research which the methodology of the study include 1) the laws and regulations of the of tourism management in the research area, 2) the availability of the border town through tourism with ASEAN Economics Community partners involved which insists of knowledge, conceptual, leadership and competency workforce and 3) pattern of the sustainable management in the tourist border town in the local area level in order to support the ASEAN Economics Community.

Sample group was selected by purposive sampling of key informants. The research instrument was interview and focus group of key informants such as the local residents' representatives, the local administrations, private organizations and civil society sector was also taken place. These sectors include; 1) The local residents' representatives including the community leaders from 101 villages in the research area. 2) Government sectors consisting of the representatives of 8 local administrations, the representatives from Department of Public Works and Town & Country in Chiang Rai Province, the representatives from Department of Land, the representatives from Chiang Khong District (Chief District Officer/ Deputy District Chief, Chief of Chiang Khong District Agricultural Extension Office, the representatives from the Federation of Thai Industries in Chiang Rai, the representatives from the Chamber of Commerce in Chiang Rai and the Chief Immigration Officer in Chiang Khong. 3) The private organizations such as the representatives from the Tourism Business Association, the tourism entrepreneurs and clubs or organizations related to tourism. 4) The civil society sector such as the representatives from the Chiang Khong Conservation Group, the representatives from Mekong-Lanna Natural Resources and Culture Conservation Networks.

Therefore, the procedures of this study are as follows;

1) To educate the policies, laws and regulations of the land use management in order to analyze the problems and barriers from the existing policies, laws and regulations of the land use management in the local border town of Chiang Khong, in Chiang Rai Province.

2) To conduct the data by in-depth interviews with the administrators, the local administrative officers through the problems and barriers of the existing policies, laws and regulations of the land use management in the local border town of Chiang Khong.

3) To study about the availability of the border town through tourism with ASEAN Economics Community partners involved which insists of knowledge, conceptual, leadership and competency workforce in the area of the tourist border town of Chiang Khong through the land use management in order to support the ASEAN Economic Community.

7) To organize the workshops with local administrations, residents and related sectors for examining the pattern of the sustainable management of the tourist border town in the local area level. The community participation is used to create the plan of the land use management in order to support the ASEAN Economic Community.

8) To analyses the data and summarize the pattern of the sustainable management of the tourist border town in the local area level sustainable tourism at the local level in order to support the ASEAN Economic Community.

9) To organize the meeting for suggesting the pattern of the sustainable land use management of the tourist border town in the local area level in order to support the ASEAN Economic Community. It also can be useful for the sustainable land use management of the tourist border town, and the pattern can be pushed forward to be a local administration's policy and an effective resolution.

Results

The results of the study were based on these objectives are; as following;

1) Problems and barriers of the existing policies, laws and regulations of the land use management in the border town.

After looking into the laws and regulations of the land use management, it is found that its laws and regulations are authorized by the federal government including the constitution of Kingdom of Thailand, B.E.2550 (2007), the Land Use Management for Living Act, B.E.2511 (1968), the Agricultural Land Reform Act, B.E 2517 (1974), the Agricultural Land Reform Act, B.E 2518 (1975), the Land Development Act, B.E 2526 (1983) and the laws and regulations in the land use management of Thailand authorized by the local administration consisting of 1) the Land Code , B.E 2497 (1954), 2) the Town and Country Planning B.E.2518 (1975) and 3) Environmental preservation and Quality Act B.E 2535 (1992).As a result, the laws and regulations that local administrations apply to the land use management in the areas mentioned above can be summarized as the main point, problems and limitation of the local administrations' authority based on the related land management law as show in Table 1;

Table1 The authority of the local administrations under the laws related to land management.

The Land Code B.E. 2497	
The significance of the land use	Set the permission of land management and possession.
Authority of the local administration	<p>(1) Be responsible to operate on land management assigned by the Council of Minister.</p> <p>(2) Have authority to protect and look after the state land.</p> <p>Their responsibility can be concluded as follows;</p> <ul style="list-style-type: none">• The state lands which are not possessed by any individual, and separated permanently from the sanctuary area are contributed to Thai citizen for residing and agricultural purposes.• Perform the Secretariat of the National Land Commission's duty.• Be accountable for the land management as a whole.• Designate the lands which are separated permanently from the sanctuary to the Department of Lands and the Agricultural Land Reform Office (ALRO) to take action.
Problems and limitations	Any actions of the local administrations involved in this law shall be considered by the National Land Commission in advance
the Town and Country Planning Act 2518 (1975)	
The significance of the land use	Plan and implement according to the city planning in the entire city, the urban areas and the related areas or the rural areas in order to develop the city, build up the new parts of the city or renovate the damaged areas. This city plan can bring about the city development in hygienic condition, facility, regularity, attractiveness, usefulness of property, public security and welfare. It also can stimulate the community's economic condition and encourage the community to preserve the valuable environment and historic sites.
Authority of the local administration	Organize the city plan in the entire city, the urban areas and enforce on the land use management in accordance with the city plan.

the Town and Country Planning Act 2518 (1975)	
Problems and limitations	The authority under the City Planning Act B.E. 2518 (1975) is rather given to the local administrations moderately including the authority of city planning, challenging, advising the resolution as well as the operation implemented by the committee of the local administrations such as the permission of demolition, the building moving and modification and the authority of the appeal. As mentioned from the beginning, although they have reasonable authority to operate the city planning in every process.
The Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992)	
The significance of the land use	Promoting and preserving the environmental quality.
Authority of the local administration	Propose the action plan to reduce and eliminate pollution, handle and control the pollution source in the area and to accumulate the report of pollution to the pollution control officer.
Problems and limitations	The authority of the operation is under the federal government.

As mentioned above, the City Planning Act B.E. 2518 (1975) is only the law that empowers the local administrations in the land use management with the city planning as a whole. Thus, it can be seen that the problems and barriers in the land use management by the local administrations are complicated because of the complex responsibility under the different institutes of the government of Thailand caring of causes of frustration and confusion of the local administrations. The operations are implemented by different institutes during the same time and in the same area. Their works are redundant and interact with each other through the network of policy and the operation which are divided into several processes and types. The missions of the land use management in the city planning, the development, and environmental preservation are shared to be the responsibility of the local administrations and the federal government. It means that the municipality is responsible to the city planning, building construction control, environmental preservation, public service related to the city development, the community's building construction, the land modification which is in both public property and private property. The federal government is responsible to take action and cooperate in several plans by implementing with their expertise and applying laws in the city development, the change of the land use, the city development, the industrial development,

the basic structures, soil and water preservation, pollution control, rare animals and plants preservation, supervising the city planning, control and encourage the operation as the plan. On the other hand, the mission of housing and residence is the municipality's responsibility which also includes the building construction control, maintaining and the construction of residence for public benefit.

In addition, the role of the policy makers and promoter into practice is still a problem. In accordance to the additional in-depth interviewing about the policy, the development plan, the project plan and the operation of the land use management, it can be found that several sectors including the municipality administrator, the local administrations' officers and the community's representatives who approve with policy, the development plan, the project plan and the operation of the land use management are inadequate and relevant to the current incident.

2) The availability of the local administrations in the tourism border towns through the land use management in order to support the ASEAN Economics Community

It is found that the local administrations play an important role in the land management considering the responsibility of policy determination of the land management in order to support the ASEAN Economics Community. The administrations' officers also support or implement in practice in the area. From this study through the in-depth interviewing from 8 local administrations in the area, the potential and availability of the local administrations are analyzed in the notions of knowledge, conceptual, leadership and competency workforce as follows;

• **Knowledge potential:** It is found that the local administrations in the tourist border town of Chiang Khong has potential with knowledge in some aspects such as land resources, the border town, conservation and knowledge of participation, but they have no knowledge about the land management especially in the development of the tourist border town to support the ASEAN Economics Community. Several problems have been taken place in the area, for instance the invasion of land and river area, the destroying of natural resources, the change of the locals' original living and so on.

• **Conceptual potential:** From the interview, it is found that the local administrators and officers' conceptual toward the sustainable land use management in the tourist border town of Chiang Khong are positive. Thus, they have organized the municipality development plan with the strategy of the basic structural development to support the expansion of the investment in the area and to connect the ASEAN Economics Community. This includes transportation development to support the expansion of the investment, public utility

development such as water supply and electricity which are adequate for the local community, the city planning development and building construction control.

• **Leadership potential:** From the potential skills such as communicative, service and leadership skills on issues related to communication, service and leadership, it is found that the local administrations in the tourist border town of Chiang Khong are lack of communication with the locals on an issue of ASEAN Economics Community. Because of the community visiting, most of people are not aware of the impact that would occur in their area from the ASEAN Economics Community even if the changes have taken place clearly in the area to support the ASEAN Economics Community especially the change of the land use. Because to create a common understanding of ASEAN Economics Community are realizes the ownership of their valuable city especially its natural resources and can encourage their consciousness to preserve their entire land use rather than their individual's which can lead to the sustainable benefit.

• **Competency workforce potential:** It is found that the local administrations in the tourist border town of Chiang Khong have presented the effectiveness in work participation in variety of surroundings, behave on the rules and presented the curiosity toward the land use management. From the interview of the related officers, the municipality currently cooperate each other in the land use management and they also coordinate as the network to organize the entire city plan of Chiang Khong. Moreover, they have responsibility to follow up the action plan which is relevant to the city plan of Chiang Rai Province. These missions are the responsibility of the Division of Public Works of each local administration which are responsible to the permission of the land use in the area.

3) The pattern of the sustainable management in the tourism border towns in the local level in order to support the ASEAN Economics Community.

The sustainable management of the tourist border town in the local level to support the ASEAN Economics Community is crucial and needs to be taken urgently. Currently, the tourist border town has limitation in the authority of operating the sustainable management. The government are inadequate authority to develop land use management and difficult to operate. In spite of the several limitations, they can still operate. As a result, the pattern of the sustainable management of the tourist border town in the local level is suggested in order to support the ASEAN Economics Community which should be carried out as the short, intermediated and long-term approaches which are detailed as follows;

(1) Short-term of the sustainable management patterns

The border town of Chiang Khong is not only important as the trading gateway, but it has also potential in other aspects. This town's capability should be strengthened for cooperating with other AEC members such as industry, tourism and hospitality, investment and border trading. Currently, they have begun the discussion and the campaign of "1 town 2 characters" is presented. Its idea is to develop the original unban of Chiang Khong and to develop the new area based on the trading project. The sustainable land use management and the city development are proposed in this campaign which encourages Chiang Khong to be a trading, tourist and agricultural city by dividing the developing area and setting the policy such as the production of agricultural personnel, the development of the ancient city for tourism purpose. This idea seems to reflect the suitability of the city, but the project presented by the federal government for the city focuses only on the aspect of the macroeconomics. The project seems to neglect the development of local community. It can be clearly seen that the cost of agricultural production is the city land which is valuable, but it has been developed to be the industrial site. The short-term plans which are the local administrations agree to carry out primarily with the following.

- **The Implementation of the soil preservation** by communicating with government agencies or federal government to acknowledge the concept that Chiang Khong people working out together and to reflect their needs. This implementation needs to be brought in every meeting held by the local community. And the study through the capacity of land must be clear and the community can cooperated to organize the city, industrial and agricultural zoning properly based on the capacity of the city. All sectors especially the civil society should participate in the land use management such as the community plan which sets up the directions of the land use management between the community and the local administrations. This participation can bring about the suitable way for the land use management together and suitable resolution through the problems of the land use management based on the future changes from the ASEAN Economics Community.

- **Creating the awareness of the ASEAN Economics community to the community.** The local community should be educated about the ASEAN Economics Community and realizes the ownership of their valuable city especially its natural resources. This campaign can encourage their consciousness to preserve their entire community rather than their individual's which can lead to the sustainable benefit. The target groups include the local community sector, employee / entrepreneurs sectors and the government sector combined with the publicity in all media. It can encourage local people to prepare for the

changes that may take place in the area as a border town of the ASEAN Economics Community in the future.

(2) The intermediated-term of the sustainable management patterns

According to the overlong process of law in the consideration and correction process, the local administrations and local community initially need to be prepared as a team with knowledge of the city development and prepared the understanding of the action plan and the future direction to the public, government agencies, educational institutions, private sectors and investors such as what, where and how does the development go.

- **Team Building for the city development.** The team or the city development network can be formed in several ways such as the local administrations can recruit the city planner and other related positions or can be carried out by the Office of Public Works of Chiang Rai province. However, the plan of the land use management involves with several sectors, so the operation should be done with the personnel from several sectors such as the group of people who really understand about the city planning work from the government agencies, the local administrations, the community group, the community leaders, and the educational institutions as a team. They can cooperate to organize the city planning (the city planning of the land use management, the utility planning, and open space land).

- **To create a common understanding of the city development the city.** The recommendation of the understanding is needed for the community leaders, government agencies and private sectors to be aware of and can share to the public area about the institutes' land development projects, the conclusion of the city development, the agreement of the city development plan as well as the progress of the projects. As a result, the local sectors will be hosted by the local administration to share the information on the stage.

- **To coordinate, monitor the policies of the development.** Coordination and monitoring policies are crucial to the city development. The development team needs to coordinate with all related sectors to drive the city development policies that can whether be changed or not if needed in the development or the land use management. If some changes are presented, they should clarify the changes and find out the resolution together.

(3) Long-term of the sustainable management patterns

The authority to operate the land use management has been the major problem for the city planning project because the process is overlong and complicated. The authority of the implementation of the laws is under the federal government's determination. Only the decentralization for the local administrations toward the land use management is inadequate to serve the development goal because the locals' needs do not get the attention of the

federal government as it could be. Thus, the resolution of the authority of the city development should be concluded in the provincial level because the committees in the provinces who coordinate in the project already have knowledge about the projects of the related sectors and expertise about the entire area. It can be adequate that they are suitable to coordinate and make the determination of the city planning. However, the city planning team from the experts should be additional. The experts from the Department of Public Works and City Planning can be parts of the team and consult the local administrations.

Discussion and Conclusion

The border town of Chiang Khong, Chiang Rai Province is currently experiencing the physical, economic and social problems for the ASEAN Economics Community. These problems directly are responsible to the local administrations especially the physical problem (the land use management), but they are not fully responsible on it. The problems are exhibited because of the different ways of study covered in different aspects by the government sectors especially the land use management for the agricultural purposes. However, the local administrations are practically responsible to the city conditions authorized by law including the Act Promulgating the Land Code, B.E. 2497(1954), the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) and the Town and Country Planning Act 2518 (1975). It can be said that the most possibility of the land use management by the local administrations is under the Town and Country Planning Act 2518 (1975) which they need to request through the Department of Public Works to organize the city planning or if the local area provides the availability, they are able to apply for transferring the operations to take action by themselves as well. In addition, the city planning law also provides to direct authority for the local administrations to organize the specific areas which are detailed in the control of each case of the land use and constructions. Therefore, the local administrations still have problems and barriers in their roles based on the process of the law and their availability.

Therefore, this study suggests that a pattern of the sustainable management in the tourist border town in the local area level in order to support the ASEAN Economics Community which is divided into the short, intermediated and long-term of the sustainable management patterns as follows; 1) the short-term of the sustainable management pattern is that the potential of the residents should clearly be studied, and the locals should be cooperative to manage the residential, industrial and agricultural zoning development based on the potential of each area. Also all local sectors, especially the civil society, should be

cooperative in the land use management in their area and the locals should be educated about the ASEAN Economics Community. 2) The intermediated-term of the sustainable management pattern is to prepare the locals for building up teams with the knowledge of urban development. The directions of the urban development also should be informed clearly to the public, government agencies, educational institutions, private institutions and investors. And 3) the long-term of the sustainable management pattern is that the responsibility of land use management by the local administrations under the Town and Country Planning Act should be added as a part of the municipal development plan. This can promote an integrated development plan covering the physical, social and economic aspects. The local administration should encourage the locals to participate the future plan of their own community. They can share the idea, plan, activities to guide the local area development and solve the community's problems by themselves, not depending on outsiders and realize on their own local intellectual resources and environment as a principle (Somchintana, 2016).

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