

DRAFT

Chiang Mai Creative City

Strategic Plan and Roadmap

Summary Report

Version: 1 March 2011

Private & Confidential



1Background

Chiang Mai Creative City is an initiative to put in place the foundation, people, policies, connections, and infrastructure to develop and market Chiang Mai as a city and centre of creative industries, creativity and innovation. A Creative City is a city where cultural and creative activities are an integral part of the city's economic and social functioning. The experience of other cities which have implemented such strategies has shown that they can be more successful (with meeting their development objectives) than cities which have not.

The initiative aims to develop the creative industries in Chiang Mai, including IT, software, and digital content, but also embraces urban, green and social development. Software, IT, digital content, and design are considered key industries in themselves and important enablers for other sectors. They also have the potential for high value-added and attracting additional investment. Tourism, handicrafts, food/agro-industry, and healthcare are also important sectors and can be upgraded using new designs, processes, IT, (technology based) innovation, and creative thinking.

Chiang Mai Creative City is a collaboration between local universities, private sector companies and associations, local government, key government agencies, and community groups. This initiative is in line with the Thai Government's vision to develop the creative economy within Thailand and builds on the strengths of Chiang Mai. The objective is to capitalise on what is already there (education hub, history, Lanna Culture, quality of life, skills of the people) and enhance it to make Chiang Mai a more attractive location for business, investors, and people - generating more opportunities and jobs along the way.

2Rationale and benefits

Chiang Mai is the second largest city of Thailand. It was the capital of the ancient Kingdom of Lanna. Chiang Mai is also a national and regional centre for education, administration, tourism, food and agriculture, handicrafts, and design related activities. It is consistently voted as a popular location for tourism, living and retirement. Chiang Mai has many of the right ingredients for the successful development of a creative city. Yet there are also challenges and weaknesses to be overcome.

The size of Chiang Mai's economy is comparatively small (Northern Thailand's Gross Regional Product (GRP) per capita is the second lowest amongst eight regions of Thailand) and there are limited job and business opportunities. A report commissioned by the Office of Knowledge Management in 2008 also showed that the growth of Chiang Mai's has been in the lower performing group of provinces. The economy is also not very diversified. Chiang Mai is still very dependent on income from tourism and agro-industry. Both sectors are very sensitive to external factors, and their performance has fluctuated greatly as a result. There is also substantial and increasing regional and international competition in these sectors and amongst cities and regions (this has already affected particularly tourism and handicrafts).

Even though Chiang Mai is home to several creative sectors, investment by local industry in design, creativity, and innovation has been low. If Chiang Mai wants to continue to prosper

and create an attractive environment for its next generations, it must base future development more on creativity, knowledge, and innovation to increase its competitiveness and retain its attractiveness. In this context, creativity therefore refers to creative thinking and activities that lead to higher-value added, improved performance, differentiation, higher sales, and other improvement of other key performance indicators.

A Creative City initiative creates multiplying effects and spillovers to other parts of the economy. It also creates benefits, opportunities, and new services for the wider population and areas outside the city's boundaries.

There is an opportunity cost of not doing anything or not doing enough (or just doing thing very incrementally better). Chiang Mai faces challenges but also real threats. For example, the tourism sector has not performed well, graduates from universities often have to go to Bangkok and other regions for work, the natural environment has deteriorated, observers complain about the lack of quality and originality in the handicrafts sector, and competition from other cities and regions is increasing.

Chiang Mai needs a catalyst, a set of key and visible actions that bring together the various ingredients in such a way that they "ignite" and create sustainable momentum as well as a shift towards competition based on knowledge, creativity, and innovation. The slogan of the province and should perhaps change from "City of Life and Prosperity" to "City of Life, Opportunity and Prosperity". In order to coordinate and achieve this, the Chiang Mai Creative City Development Committee was set up.

3The Chiang Mai Creative City Development Committee

The Development Committee was set up by the Governor of Chiang Mai and consists of members from the education, private and government sectors. The Governor of Chiang Mai Province, the President of Chiang Mai University, the President of Payap University, the President of North Chiang Mai University, and the US Consul General are advisors.

The objectives of the Development Committee are to develop a roadmap and strategy for Chiang Mai Creative City; coordinate and share information across stakeholders; propose, coordinate and govern projects; implement and operate activities and projects; and set up working committees and working teams as required.

Chiang Mai University was nominated to chair the Development Committee and to provide the secretariat and point of contact. At the present staff is allocated on a part-time and voluntary basis (by CMU). It would be beneficial if the Development Committee had some funds to be able to have dedicated staff such as a secretary and a coordinator/analyst.

The Development Committee is not a legal entity, but relies on its formal and informal members to support and work together. Longer-term, the Development Committee may need to be institutionally developed further and become a legal entity, but it might be premature to conclude this now.

Most immediately, it is recommended to set up specific working groups, for example (1) IT, software and digital content, (2) tourism, (3) healthcare, (4) design and handicrafts, (5) urban development, and (6) marketing.

The way of working of the Development Committee is on a consensus but also voluntary basis. This means that the Development Committee can suggest policies, projects, and activities (and if asked coordinate and govern these), but it is up to the members to implement these (and provide resources).

4Vision and mission

There need to be results for every year – particularly during critical first five years when momentum has to be gained – but the timeframe for Chiang Mai Creative City needs to be long-term (15-20 years). The vision and objectives should align with Thailand’s next national social and economic development plan (2012-2016), which will have a strong emphasis on creativity, creative economy, knowledge, and innovation. Creative industries comprise 13% of total GDP (2009) and the government intends to increase this to at least 20%. Chiang Mai has an opportunity to take a significant share of this growth.

The vision may include the following aspects:

“Chiang Mai will become a recognised centre for innovation and creative industries, activities and talent. IT, design, creative thinking and innovation support existing key industries as well as the social, environmental and economic objectives of the city, province and people. It is attractive as a place for living, investing, retiring, visiting, studying and working.”

The mission of the Chiang Mai Creative City initiative includes

- Developing talent to better meet the needs of industry and society
- Marketing Chiang Mai as an attractive location for investment and business
- Developing the creative industries in Chiang Mai (including IT, software and digital content cluster) – leverage to develop existing industries
- Improve competitiveness and performance (e.g. increase value added, exports, tourism expenditures, etc)
- Develop city into a stronger growth engine and service hub for the rest of Northern Thailand
- Creating more business opportunities and jobs
- Promoting creativity (creative thinking, innovation, etc) at all levels
- Ensuring that Chiang Mai’s historic and cultural heritage are preserved and that development is sustainable
- Embracing and creating benefits for all key stakeholders groups

5 Key Success Factors

From the experience of other cities and regions, there are some important key success factors:

- Leadership and support from leaders in government, academic and private sector
- Cooperation and information sharing amongst the local stakeholders
- Positive framework factors (environmental management, infrastructure, etc.)
- Encouragement of openness, risk taking and entrepreneurial behaviour
- Emphasis of services, clusters, communities, projects, and people networks over buildings and large scale infrastructure
- Pro-active marketing of Chiang Mai as a location and local information sharing about successes
- Availability of creative spaces, hubs and centres
- Availability of funding and budgets (to the CMCC DC Committee) but also to the private sector

Without these factors being in place, it will be difficult to achieve the vision of becoming a Creative City.

6 Strategy

There are many different approaches for the development of a creative city. They range from being initially very focussed in order to first proof the concept (in one area/sector) and create a success story before going further - to broader approaches right from start that provide a direction, umbrella, framework and roadmap with different activities for the various stakeholders involved.

Chiang Mai is mix of "old" and new - that there are opportunities to develop new clusters; leverage the cultural heritage; improve the performance of existing key industries; and embrace creativity in urban and social development. Therefore, for Chiang Mai the proposed strategic framework and roadmap is broad but with very specific actions and recommendations for the stakeholders. The strategic roadmap integrates and connects these different aspects.

The initial areas of focus include:

- Software, digital content and IT
- handicrafts, arts and design
- tourism (creativity and tourism),
- healthcare (medical tourism, IT in healthcare), and
- urban (including environmental urban development aspects) and social development.
- marketing of the city

The IT, software and digital content sector should be specifically targeted due to the opportunity to attract investment and create jobs in this sector. Moreover, IT is a key enabler

of other sectors and hence can be firmly linked to the tourism, handicrafts, agro-industry and healthcare sectors (as well as bringing new services to the public).

It is important to remain flexible and revisit the strategic roadmap regularly. Chiang Mai's success in implementing key strategic initiatives such as developing its digital content sector, the DIP 10 Prototype Creative Economy Cities Project, the opening of the TCDC's Chiang Mai branch, the UNESCO Creative City application, and the willingness of stakeholders to work together, will influence the direction.

Of overarching importance should be the development of human resources, capacity development; cooperative and pilot projects, matching (e.g. bringing together producers and designers and/or buyers or local companies and potential foreign partners or customers), and awareness creation. Overall objectives are to create jobs, create opportunities, attract investment, promote Chiang Mai, and make Chiang Mai more competitive and attractive in a sustainable way.

7 Examples of ongoing and planned Strategic Projects

The Chiang Mai Creative City initiative builds on many ongoing initiatives and activities.

Lanna Creative Economy: A key ongoing project is the Lanna Creative Economy project by CMU (CAMT), the Department of Industrial Promotion (DIP/1), the Chiang Mai Chamber of Commerce, and other stakeholders. This project aims to strengthen the creative economy in the four Northern Provinces (Lanna) including product and entrepreneur development.

DIP's 10 Creative Economy Prototype Cities Project: A competition by the Ministry of Commerce's (MoC) Department of Intellectual Property (DIP/2) to select 10 prototype Creative Economy Cities (<http://www.creativechiangmai.com/activities/dip-creative-city>). All provinces in Thailand can apply and after initially short-listing 30 cities, 10 cities will be selected. The process started in late 2010 and the selection is expected to be completed by mid-2011. The Commercial Section of the Office of the Governor of Chiang Mai Province is leading the Chiang Mai working committee to develop Chiang Mai's proposal to be selected as one of the 10 cities. The theme of the proposal developed is Chiang Mai's cultural heritage and covers arts, handicrafts, aspects of medicine, and gastronomy.

TCDC Chiang Mai Branch: Another example of important initiatives is the planned opening of the Chiang Mai branch of the Thailand Creative and Design Center (TCDC). At present, the TCDC supports a micro-TCDC at the Faculty of Fine Arts at Chiang Mai University. The opening of a proper branch is planned in early 2012. During 2010, the TCDC plans various activities in Chiang Mai to prepare for the launch of its branch.

UNESCO Creative City: On the 3rd of February 2011, the CMCC Development Committee organised a seminar to discuss Chiang Mai's opportunity to become a member of UNESCO's International Creative City Network. The UNESCO Creative City Network was set-up in 2004 and now includes over 27 cities from around the world in seven categories: (1) gastronomy, (2), design, (3) crafts and folk arts, (4) literature, (5) music, (6) film, and (7) media arts. Chiang Mai has the opportunity to join this network and benefit from the branding and

experience sharing with other cities (<http://www.creativechiangmai.com/activities/unesco-creative-city>). Most likely are the (1) crafts and folk arts or (2) the design category. The benefits that Chiang Mai could get is cultivation of “creativity” as essential element of urban development; the promotion of local cultural assets and creative competencies on a global platform, the opportunity of sustainable location-branding, and the opportunity to exchange experiences and practices among cities. This typically leads to more tourism, economic growth, investment, and trade and sustainability development

Innovation and Cluster Development: For 2012, the TDCI at Chiang Mai University, on behalf of the CMCC Development Committee and its members, proposed two projects related to the Creative City Development Initiative to the Office of Strategic Management 1 (OSM1) – covering Chiang Mai, Lamphun, Lampang and Mae Hong Sorn. These projects will be implemented together with various member including SIPA, the FTI Chiang Mai Chapter, the BOI, the Chiang Mai Chamber of Commerce and the Office of the Governor of Chiang Mai Province. One project focuses on promoting innovation, the other focuses on the development of an IT, software and digital content sector, the use of IT in other industries, and location marketing of Chiang Mai to attract more investment. Combined these two projects amount to approximately 20 million Baht.

8 Strategic Roadmap

The strategic roadmap focuses on the projects and activities that need to be implemented to achieve the vision and objectives. The strategic roadmap needs to be a living and dynamic document, it needs to be regularly updated and reviewed without losing sight of the overall direction.

The activities in the strategic roadmap are allocated to stakeholders and include milestones and KPIs for measurement. There are some activities that require particular priority attention due to the importance and or urgency:

- 1) Governor’s Office (and Mayor) announces Chiang Mai Creative City strategy
- 2) Governor’s Office (and Mayor) includes Chiang Mai Creative City in local government plans, policies, and strategies
- 3) Setting up working groups; working groups develop more detailed roadmaps and prepare project and budget proposals
- 4) Setting up an internal network at CMU and one-stop point of contact under TDCI
- 5) Applying to become one the 10 Pilot Creative Economy Cities under the Ministry of Commerce Programme (Department of Intellectual Property);
- 6) Applying for UNESCO accredited Creative City Status;
- 7) Developing funding and budget proposals (for example, proposals to SIPA on how to develop a ICT and digital content cluster in Chiang Mai);
- 8) Implementing activities to increase awareness; and
- 9) Formulating projects and budget proposals.

The roadmap activities are grouped into shorter-term and medium-longer term activities. It is expected that the there will be more (and more concrete) activities in the medium-term once the “launch-year” has been completed. For example, after one year it will be clearer in which

areas the Development Committee and its members are able to obtain budget, the government policy and framework condition will become clearer, and the results from some of the strategic initiatives will be known.

Figure 1: Shorter-term Roadmap Activities

Description	Who	KPI/ Milestone	When
Vision, strategy and roadmap agreed amongst key stakeholders and acted on	CM CC DC, Governor Government, Mayor	• Strategy and Roadmap document and meeting minutes	Q1 2011
Chiang Mai Creative City initiative and strategy officially announced by the Governor of Chiang Mai (and others)	Governor's Office + (CMCC DC Member)	• Public announcement	Q1 2011
Sector, topic specific working groups (WG) have been set and work on more specific/detailed roadmaps and proposals	CMCC DC Members and other	• Number of WGs and membership agreed, first meetings held	Q1 2011
Website for Creative City has been set up. Location marketing initiated. Creative and IT resources advertised.	CMU, CM CC DC, Intropica	• Website	Q1 2011
Foreign advisory panel established consisting of local and international foreign advisors with relevant experience	CMCCDC	• Advisory panel/board established and minutes of 1 st meeting exist	Q1 2011
Development Committee secretariat is set-up with 1-2 dedicated resources for coordination (at CMU's TDCI)	CMU	• Staff recruited	Q1 2011
One-Stop Point of contact for IT Companies set-up (proposed at CMU's TDCI)	CMU	• Staff recruited & launch event	Q2 2011
Internal network within CMU (and other universities/DC members) set up	Universities, private sector	• CMU announcement and meeting minutes of first network meeting	Q1 2011
New cooperation pilot projects between universities and industry identified and started	Universities, private sector	• New and related projects are agreed and commenced	End of FY 2011
New activities with focus on talent development and job creation agreed and initiated	Universities, private sector	• New schemes agreed by industry and university	Q2 2011
Application to become Prototype Creative City under Ministry of Commerce (DIP) project submitted and successful	DIP Project Committee	• Application submitted and results announced	Q1 & Q2 2011
Application to become UNESCO recognized creative City agreed and submitted. Required budgets identified.	CM CC DC, Governor, Mayor	• Agreement reached and application submitted	Q1 2011 and Q3 2011
Prepare new project & funding proposals to government agencies (DIP, TRF, OSM, NSTDA, SIPA, etc.)	CM CC DC and its members	• At least 10 successful & related project proposals (total at least 200m Baht)	End of FY 2011
Organise roundtable discussions & briefing sessions to bring together financial community and entrepreneurs/enterprises	CMCCDC	• At least 2 roundtable discussion meetings organised	End of Q2 2011
Joint Marketing and FDI Task Force set up.	CM CC DC, BOI, Governor Office	• Task force established	End of Q2 2011
Faculty of Economics (or similar) conducts baseline study on current contribution of Creative Economy in Chiang Mai (employment, GDP, export value, and other indicators)	FOE at CMU (or other)	• Proposal completed, budget approved, study completed	Q2 – Q4 2011
Coworking/creative working space set-up in Chiang Mai for IT and design talent and companies	CM CC DC member or other	• Space identified and launched	Q2 – Q4 2011
Creative City is part local government strategy and receives budgetary support from local government	Governor's Office, Municipality, other	• Included in Provincial Strategy	Q3 2011

Figure 2: Medium-longer-term Roadmap Activities

Description	Who	KPI/ Milestone	When
IT/Digital content and functional design clusters are developing and receive national/international recognition	CMCCDC, SIPA, BOI, others	<ul style="list-style-type: none"> Companies registered, networks, associations formed 	2012-13
Chiang Mai is mentioned in international press as an investment and business destination	International (printed) publication	<ul style="list-style-type: none"> Article or clear reference about CNX 	2012-13
Chiang Mai is recognized by UNESCO as a creative city and is beginning to reap benefits	CMCCDC, Governor, Mayo	<ul style="list-style-type: none"> Event to announce approval 	Early 2012
A Software Park, TCDC CNX branch, and other creative and coworking spaces set up.	TCDC, CM CC DC members or other parties	<ul style="list-style-type: none"> TCDC CNX opened New Software/IT Park and/or creative space established 	Early 2012 for TCDC, other 2012
Revitalised and more competitive tourism sector, handicrafts, and agro-industry	NESDB, TAT, CMCC DC, Governor's Office (measure)	<ul style="list-style-type: none"> Investment in innovation increase in exports Value from tourism Jobs created 	2013-14
Chiang Mai is declared a special economic zone with special investment and innovation incentives	BOI or MOF/MOI	<ul style="list-style-type: none"> Better than BOI Zone 3 incentives available 	2011-13
More diversified economy. New business opportunities, increased investment, and new jobs.	NESDB, CMCC DC, Governor's Office (measure)	<ul style="list-style-type: none"> % of GDP by creative industries New jobs created in CNX BOI approval or MOI figures New commercial registrations 	2013-16

9 Annexes

9.1 International Experience

International experience has shown that cities that position themselves clearly, outperform other cities and enjoy stronger economic growth and income generation. Chiang Mai should not follow the development models of other cities and regions, it should not compare itself with Silicon Valley (US) or Bangalore (India)- it needs to develop its own strategy and roadmap. However, Chiang Mai should learn from the experiences of other cities or regions and join networks for cooperation and sharing experiences between cities and regions.

Discussions with leaders from Austin (<http://www.ci.austin.tx.us>) and the Florida High Tech Corridor (FHTC) (www.floridahightech.com) demonstrated that regions that were previously not seen as typical investment destinations and/or places of doing business for certain sectors and activities, can develop themselves over time into centres and hubs. In both cases, indeed in most cities promoting themselves as innovation hubs, cultural cities or creative cities, the maintenance and nurturing of culture and cultural diversity, a good living environment, and natural environment often go hand in hand with the development of these cities and regions.

The Florida High Tech-Corridor demonstrated the role that universities can play in developing a region. In the case of the FHTC, the FHTC Council was initially founded by two of the leading universities (a third one joined later). In Austin (Texas) too, the main local universities played a critical role. The development and availability of talent, as well as the ability and willingness to cooperate between the private and academic sectors (and government) are often key factors supporting the decisions on where to invest. They are also important for existing local businesses. The management of the Florida High Tech Corridor Council has invited the Governor of Chiang Mai and others to visit the FHTC.

The British Council (<http://creativecities.britishcouncil.org/>) has been running Creative City programmes in Asia and in the EU. These focus on policy issues, creative space and capacity development. Bangkok was one of the cities included in the Asia programme and the British Council is open to discuss a future focus on Chiang Mai. At present and over the next year, the British Council is particularly focussing on the development of digital content clusters and is supporting a Thai-British Digital Content event in 2011. The College of Arts, Media and Technology (CAMT) of CMU is already in discussion with the British Council about bringing a shorter version of the event to Chiang Mai. The events will include seminars and capacity building activities with local stakeholders. The Development Committee should discuss with the British Council the prospect of long-term cooperation.

UNESCO is also supporting a Creative City Programme. The majority of cities recognised by UNESCO as "Creative Cities" are large cities, however, it is possible for small- and medium-sized creative cities to apply. Applications need to be sponsored by the Governor or City Mayor. At present UNESCO recognises over 27 cities in seven categories (media arts, gastronomy, design, crafts, film, literature, and music). Recognition by UNESCO has several benefits such as to:

- highlight a city's cultural assets on a global platform;
- make creativity an essential element of local economic and social development;
- share knowledge across cultural clusters around the world;
- build local capacity and train local cultural "actors" in business skills;
- cultivate innovation through the exchange of know-how, experiences and technological expertise; and
- promote diverse cultural products in national and international markets.

Chiang Mai could apply to become a UNESCO recognised creative city. CAMT of CMU is already working closely with universities in Lyon (France), a UNESCO creative City in media arts (the other area could be crafts and folk art and/or design). This would give the Chiang Mai Creative City initiative immediate international accreditation.

URBACT (<http://urbact.eu/en/header-main/our-projects/>) is a European exchange and learning programme promoting sustainable urban development programme by the EU to promote cities. It consists of several projects, all related to the development and positioning of cities. The projects under the programme include innovation & creativity, cultural heritage and city development, human capital (see for example Linz in Austria) and entrepreneurship. Particularly interesting might be the Innovation & Creativity Project, which covers: creative clusters in low-density cities; economic strategies for medium-sized cities; the role of universities for economic development of hubs within cities (see Potsdam in Germany for example); and urban networks for the development of ceramics. Chiang Mai can learn from these initiatives various areas ranging from city governance, partnerships, leveraging universities, policies, human resource development, and location.

In sum, the experience of other cities has shown that focussing on creativity, developing creative sectors, clear positioning, etc. can lead to greater competitiveness of a region/city, job creation, investment, revitalisation, and sustainability.

9.2 From Creative Economy to Creative City

Amongst those that helped to coin the term "Creative City" were Charles Landry and Richard Florida. The term generally refers cities that promote and position themselves as centres for creative activity and thinking. The term Creative Economy was first defined by John Howkins in 2001.

In Thailand, the importance of creativity and innovation was recognised by the government in 2003 and led to the establishment of the Office of Knowledge Management and Development (OKMD) with the Thailand Creative & Design Centre (TCDC) as one of the centres under the OKMD. The NESDB has since increasingly integrated the concept of the creative economy in its planning and the Thai government included activities and projects related to the creative economy concept in its economic stimulus packages. Various ministries and agencies have been involved (e.g. SIPA, the Ministry of Culture, the Department of Intellectual Property under the Ministry of Commerce, the OKMD, and the TCDC). The NESDB is currently working together with UNDP on updating the strategy, policies and plans related to Creative Economy. The next 5-year (2012-2016) national and economic social development plan will have a greater focus on transforming Thailand into a more knowledge intensive, creative, and innovative society and economy. One of the aims is to increase the share of GDP by creative sectors to at least 20% (from 10-12%).

By focussing on Chiang Mai as a city and region (with outreach to the rest of the provinces and neighbouring provinces in appropriate areas and sub-sectors), it is more likely that new clusters can be developed. This is where the "Creative Economy" becomes the "Creative City", the development and marketing of a city and location in specific areas. In order to develop a city in such a way does not depend on national policies though. Critical, as the examples from other cities and regions show, is the cooperation of stakeholders (particularly universities and industry), the availability and mobility of talent, openness, and a good living environment.

The Chiang Mai Creative City needs to a living and flexible concept and initiative linking or even embracing tourism, food industry, the environment, society, communities and people. For some groups, the initial focus will be on IT, software and digital content and certain other creative activities. Other



development committee members will focus more on food/agro-industry, tourism, handicraft, healthcare, logistics, urban development, and social issues.

9.3SWOT Analysis

Strengths	Areas for Development
<ul style="list-style-type: none"> • Cultural and historical centre of Northern Thailand • Strategic position within GMS • Education and healthcare hub • Beauty of the natural environment • National and regional centre of design and handicraft • Superb intrinsic aesthetics, city has attracted artists and design talent from abroad and other regions • Chiang Mai is very popular with foreigners • Well-educated, motivated and loyal work force (8 universities) • Attractive hotels and residential areas • Easily accessible airport with (some) international connectivity 	<ul style="list-style-type: none"> • Narrow economic base – limited business and job opportunities • Key sectors (agro-industry and tourism) are volatile, sensitive to external factors • Somewhat isolated and landlocked, English not widely or well spoken • Risk-averse culture and insufficient cooperation between key stakeholder groups • Universities do not always meet needs of industry, focus on teaching (and research) • Inadequate investment in design, creativity and innovation in key existing industries • Difficult environment for Thai and foreign start-ups or SMEs, insufficient support • Lack of affordable office space in popular locations, lack of Software Park(s) and creative working spaces • Insufficient creativity in handicrafts and tourism sectors - both have been declining
Opportunities	Threats
<ul style="list-style-type: none"> • Attract more investment through the promotion of CNX as a Creative City (particularly IT, applications development digital content, but also other areas) • Strengthen tourism sector • Diversify economy, create business and job opportunities • Use IT, design, and creative thinking to strengthen other key sectors (agro-industry, tourism, healthcare, handicraft, logistics and services) • Good linkages to Green City concept, tourism, biotech, and sustainability • Developing CNX into a special economic or innovation zone • Promote indigenous know-how and culture but combine with openness and receptiveness to new ideas 	<ul style="list-style-type: none"> • Other cities (in Thailand and in the region) and provinces are moving faster (want to become IT/digital content hubs or creative cities) reducing the opportunity for Chiang Mai in this area • Political instability and politically motivated projects rather than sound and sustainable projects • Lack of clear leadership and cooperation amongst key stakeholders in Chiang Mai • Inability to attract sufficient funding • Initiatives get bogged down in detail, bureaucracy and bickering • Chiang Mai Creative City is treated as a short-term fashionable project rather than a 20-year positioning of the city

9.4 Abbreviations

ATSME	- Association of Thai SMEs
BOI	- Office the Thai Board of Investment
CAMT	- College of Arts, Media & Technology
CPE	- Computer Engineering
CE	- Creative Economy
CM	- Chiang Mai
CM CC	- Chiang Mai Creative City
CM CC DC	- Chiang Mai Creative City Development Committee
CNX	- Chiang Mai
CMU	- Chiang Mai University
DC	- Development Committee (Chiang Mai Creative City Development Committee)
DIP/1	- Department of Industrial Promotion
DIP/2	- Department of Intellectual Property
EU	- European Union
FDI	- Foreign Direct Investment
FIC	- Foreign Investor Club (Northern Thailand)
FTI	- Federation of Thai Industries
GMS	- Greater Mekong Subregion
GTZ	- German Development Corporation
IEAT	- Industrial Estate Authority of Thailand
ICT	- Information & Communications Technology
IT	- Information Technology
JFCCT	- Joint Foreign Chamber of Commerce
MoC	- Ministry of Commerce
MOI	- Ministry of Industry
MoST	- Ministry of Science & Technology
MoU	- Memorandum of Understanding
NAP	- Nimman Art & Design Promenade
NECTEC	- National Electronics and Computer Technology Centre
NESDB	- Office of the National Economics and Social Development Board
NSTDA	- National of Science & Technology Development Agency
NIA	- National Innovation Agency
NIE	- Northern Industrial Estate
NOHMEX	- NOHMEX - Northern Handicrafts Manufactures and Exporters Association
NRCT	- National Research Council of Thailand
OHEC	- Office of Higher Education Commission
OSM	- Office of Strategic Management
OSMEP	- Office Small-Medium Enterprise Promotion
R&D	- Research & Development
RAC	- Research Administration Centre
SIPA	- Software Industry Development Agency
SMEs	- Small and Medium Enterprises
SWP	- Software Park
TAT	- Tourist Authority of Thailand
TCDC	- Thailand Creative & Design Centre
TCEA	- Thailand Creative Economy Agency
TDCI	- Technology Development Centre for Industry
TISTR	- Thailand Institute of Science & Technology Research
TLO	- Technology Licensing Office
TLOUBI	- Technology Licensing Office and UBI
TRF	- Thailand Research Fund
UBI	- University Business Incubator
UIL	- University-Industry Linkages
UNDP	- United National Development Programme



UNESCO
UNCTAD

- United Nations Educational, Scientific, and Cultural Organisation
- United Nations Conference on Trade and Development

Chiang Mai Creative City Development Committee Members

Governor of Chiang Mai Province	- Advisor
President of Chiang Mai University (CMU)	- Advisor
President of North Chiang Mai University (NCMU)	- Advisor
President of Payap University	- Advisor
US Consul General Chiang Mai	- Advisor
Vice President Research, CMU	- Chairman
Assistant Vice President (Research), CMU	- Vice Chairman
Vice President of Administration, NCMU	- Vice Chairman
Vice President Academic Service of Payap University	- Vice Chairman
Head of the Office of the Governor	- Member
Commercial Section Head, Office of the Governor	- Member
Industrial Section Head, Office of the Governor	- Member
Strategy Section Head, Office of the Governor	- Member
Public Health, Section Head, Office of the Governor	- Member
Culture Section Head, Office of the Governor	- Member
Mayor, Municipal Government of Chiang Mai	- Member
President, Provincial Office Administration	- Member
Director, Board of investment, Chiang Mai Office	- Member
Director Tourist Association of Thailand, CNX Office	- Member
Director, NSTDA Northern Network	- Member
Director, NESDB, Chain Mai Office	- Member
President, Chiang Mai Chamber of Commerce	- Member
President, Federation of Thai Industries, CNX Chapter	- Member
President, Chiang Mai Bankers Club	- Member
Chairman, ICT Group of JFCCT	- Member
Director, SIPA Chiang Mai	- Member
Dean, CAMT, Chiang Mai University	- Member
Director, TCDC	- Member
President, Chiang Tourism business Association	- Member
President, Nohmex	- Member
Chairman, Chiang Mai Health Hub Services Association	- Member
CEO of Intropica	- Member
CEO of CNXWood	- Member
Khun Smith Thaweelertnithi, FTI	- Member
Ajarn Khongphu Nimmand, CMU	- Member
Ajarn Rattapong Angkasit, CMU	- Member
Director General, RAC, CMU	- Member and Secretary
Director TDCI, CMU	- Member and Deputy Secretary
Mr. Martin Venzky-Stalling	- Member and Deputy Secretary

In addition, many other organisations, government agencies, associations, groups, individuals, and companies are supporting the CMCC initiative including the Department of Intellectual Property of the Ministry of Commerce, the other universities in Chiang Mai, the Association of Thai SMEs (ATSME) Chiang Mai Chapter, the Department of Industrial Promotion Northern Region 1, Muang Muang, Chiang Mai Friends, and many others.

