

**Exploring Place-making from the Perspective of Collaborative Governance
- A Case of Rural Areas in Yunlin County**

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Abstract

Taiwan faces an increasingly severe demographic issue, with the population excessively concentrated in urban areas. Meanwhile, rural areas are grappling with a shortage of labor force and a significant aging population. In response, the National Development Council (NDC) announced the Place-making Policy in 2019, aiming to encourage proactive thinking at the local level to drive regional industrial development. The goal is to attract the younger population back to rural areas, promote internal migration within Taiwan, and alleviate the excessive population concentration in urban areas. This study focuses on rural communities, examining the effectiveness of the government's regional revitalization efforts and the issues associated with this development.

The results indicate a lack of policy continuity, with an emphasis on short-term results. In rural settings, community organizations and private businesses often rely on government funding due to limited resources. Economic priorities significantly contribute to the limited success of rural community projects. To enhance effectiveness, it is imperative to adopt a collaborative, bottom-up approach with a focus on long-term development. It is only through a shared commitment to regional prosperity among various sectors and the people of Taiwan that sustainable development can be achieved.

Keywords: Place-making, Cross-sectoral Collaboration, Sustainable Development, Rural Governance

從協力治理觀點探討地方創生之推動-以雲林縣農村地區為例

魏榕媖
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摘要

根據統計數據顯示台灣少子化問題日益嚴重，人口過度集中在都市，農村地區面臨勞動生產人口不足以及嚴重的老年化問題，因此國發會在 2019 年宣布地方創生政策，藉由地方自發性的思考，帶動區域的產業發展，希望能夠帶動青年返鄉，促進台灣島內移動，讓人口不過度集中在都市。本研究以農村社會為例，探討政府推動區域復興的執行成效與該發展問題。

訪談得出農村地區在執行政策所面臨的困境，結果顯示政策延續性不足，經常以短期成效為目標，農村背景下的社區部門以及私人企業因資源相對不足，主要依靠政府經費支持，經濟性優先考量是農村社會在推動計畫成效較差的主要原因，各個部門包括台灣人民都有共同為區域繁榮著想的信念，藉著由下而上的合作模式以及長期性的發展，才能夠永續發展。

關鍵詞：地方創生、跨部門合作、永續發展、農村治理

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INTRODUCTION

Background

Taiwan has a population of 23 million, most of the population is concentrated in western Taiwan due to the topography. In the 1960s, Taiwan's economic policies accelerated the development, compared with many countries. Currently, Taiwan concentrates on the growth in High-tech industries and industrial development. Still, most of the economic activities are centralized in the West, thus, young and middle-aged people tend to move to the city to seek more job opportunities rather than staying in their hometowns. This situation has widened the gap between urban and rural development, population outflow becomes a crucial problem in a rural area. As a result, the population gap leads to an unbalanced development between rural and urban areas and gradually become an inequality economically and socially.

At the same time, Governmental data reveals that Taiwan had reached the standard of aged society in statistics, the population peaked at 23.6 million in 2019, then, it will decrease to 16.2 million by 2070. According to the population projection system of the National Development Council (NDC), high mortality rates and low birth rates are the difficulties that Taiwanese society is facing now. Therefore, the NDC declared the year 2019 as the first year of "Place-making" (also called Regional Revitalization) in Taiwan, hoping to solve the problem of urban-rural development disparity by

mirroring Japan's policies.

The United Nations introduced the Sustainable Development Goals (SDGs) in 2015, with Goal 11 focusing on human settlements that are inclusive, safe, resilient, and sustainable. It is essential for Taiwan to prioritize these goals as well. Government data reports policy effectiveness quantitatively but the population issues persist. Therefore, this research employs a qualitative interview approach to investigate the effectiveness of policy implementation in the Yunlin County.

Motivation

This historical research and information explore the impact of social structures on policy implementation through collaborations between government, private sector, and Non-profit organizations (NPOs)s. However, Taiwan's unique historical circumstances have led to its dominance in this field without giving residents channel to voice in land-related matters. After “Rural Rejuvenation Act” implementing, Place-making is acting as a trigger to balance the development of the environment and economy by Executive Yuan officially. This research intends to examine whether collaboration between different societal sectors will foster the efficiency of local development from a local residents’ perspectives.

Research Purpose

This research aims to investigate and re-examine the official policies toward sustainability of rural community revitalization in Taiwan. At the same time, the function of reaching the social sector is to explore the efficient approach to foster public policy as well as the sustainable development for social goods. It aims to examine the duty of being a global citizen that Taiwan's public policy is on the right track or not?

Research Questions

1. What are the impacts and benefits of cross-sector collaboration for a rural community imposing Place-making?
2. Use Yunlin County as a case to evaluate the performance of Place-making policy that has been proposed by the Government.
3. What are the challenges of Place-making in Taiwan? Does policy correspond to addressing social issues in Taiwan?

Contribution

In the era of a rapidly aging society, Place-making is an alternative for social problems for rural community and local residents. Due to the rapid societal changes, reviewing policies is crucial to meet with the need of practitioner. Intending to explore the gap between policy makers and practitioners of the rural and community

development, this research aims to provide reference for implementation as well as suggestion. This study is expected to provide a comprehensive understanding of the current policy regarding policy making.

Limits

Although this study strives for rigor, the case study only focuses on an in-depth exploration of rural areas that might need to consider more general research findings. Also, due to the status of being a student, the accessibility to various social networking is limited, which has a noticeable impact on completeness and comprehensiveness. The lack of social resources is another crucial challenge when a student is trying to implement a research work alone.

Delimits

As a student, I realize that my social network is somewhat limited. I have formulated a plan to expand my network through various relationships with courage. In addition, I intend to leverage the power of the technology to gather useful information and resources that can help me accomplish research goals. For overcoming those limits, the researcher tried to seek help from the professors, friends, local residents as well as the public sector and NPOs. Hopefully, the effort will ease the limits.

LITERATURE REVIEW

To understand the development of the community in a rural area, it might be better to look at history and reassess the political-economic processes of how Taiwan reformulates its development. A prosperous country is successfully connected to political, economic, and social development effectively and efficiently. In Taiwan, agriculture is the foundation of the nation. Traditionally, agriculture fostered economic development and gave rise to industrialism and capitalism. With the influence of economic liberalization and special political and economic forces of the global society, agriculture in Taiwan has been forced to be marginalized, which has brought the outflows of youth and the aging problem of the rural population.

I. The Golden Age of Nationalism Aims (1945-the 1960s)

After 1949, Republic of China Government retreated to Taiwan, many infrastructures were damaged due to the war, and the population grew, resulting in a severe food shortage and economic inflation. In 1948, the United States (U.S.A.) assisted Taiwan by providing help in transportation infrastructure building and industrial construction as well as solving agricultural problems. The United States played an essential role in the revival of agriculture. To stabilize the new regime and the rural social order, the government applied the policy of “Land Reform” in 1949

which laid the success of Taiwan's future economic miracle.¹ The Land Reform was applied by renting reduction in 1949, the releasing of public land in 1951, and a series of reforms in 1953, such as the “Land to the Tiller”

In conclusion, the number of farmers in Taiwan was increased, and the social status of farmers was improved. Fortunately, under a series of Reforms, the food problem was solved, and social capital was raised as an important fuel in developing social structure from agriculturalist to industrialism.

Although different researchers do have different interpretations regarding political policies, such as Shu-Jen Huang (2015) indicated that land reform has nothing to do with Taiwan's agricultural progress. He believed that the foundation of industrialization was already established during Japanese colonialism and that economic development was not entirely due to the capital accumulated by the land reform. He indicated that land reform was only an ideology created by the authoritarian regime, which made the Taiwanese believe it was the critical factor of modernization. It persuaded people never to strongly doubt its regime’s legitimacy.² However, another researcher indicated that Taiwan’s land reform was a successful plan, and the Taiwanese lower social class also enjoyed the redistribution of social

¹ Po-Ling Lin, “Rural Development and Changes of Governance Institution in Taiwan,” 2010.

² SU-JEN HUANG, “Taiwan’s Exaggerated Land Reform, and the Related Ideological Struggle,” Taiwan: A Radical Quarterly In Social Studies 100 (September 2015).

resources.³

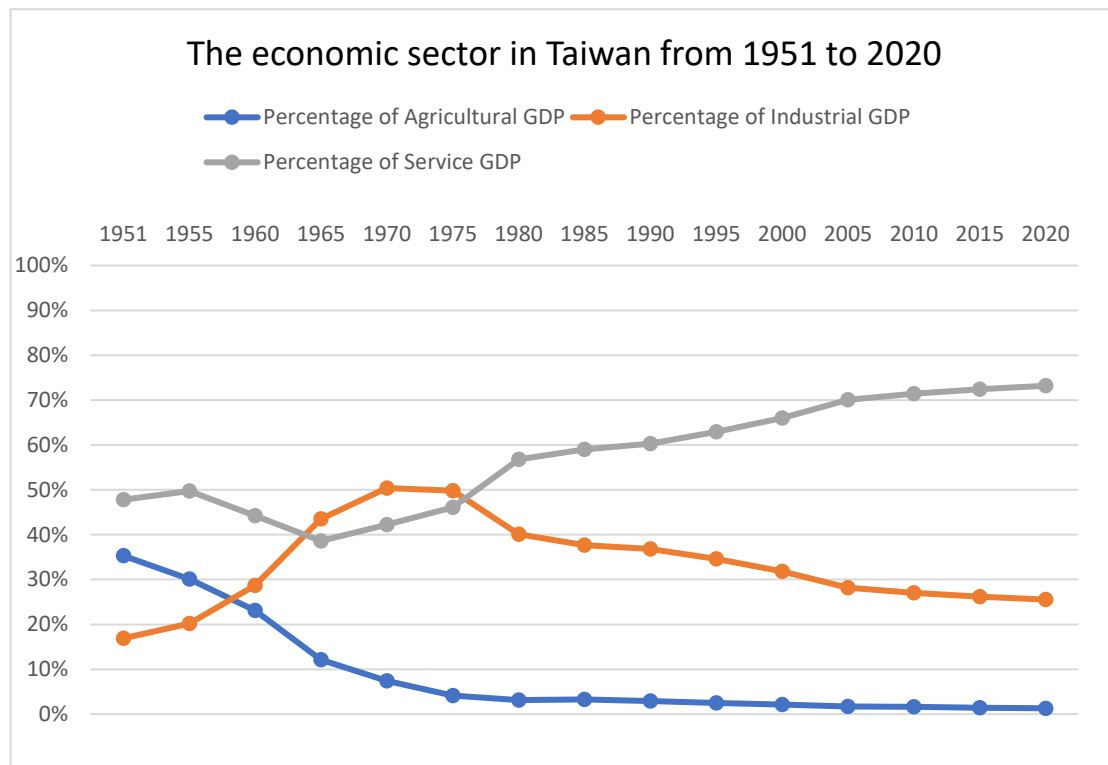


Figure 1 The economic sector in Taiwan from 1951 to 2020

The 1960s was an important period in the economic development of Taiwan; it transformed Taiwan from an agricultural society to an industrial one. Figure 1 illustrates that the GDP of agricultural sector is relatively low compared to other sectors from 1960 to 2020. Despite Taiwan's active participation in international free trade agreements such as the World Trade Organization in 2003, but the agriculture GDP has persistently remained at a low level.

³Duan Li , "Land Reform, Its Effects on the Rice Sector, and Economic Development: Empirical Case Study in Taiwan" (2015).

II. Transition to Self-Awareness (the 1970s-1990s)

The 1970s was a period of economic prosperity in Taiwan. Due to the significant changes in the social and economic structure, agricultural development declined, many social problems arose, and agricultural development was at the precipice.

Taiwan's accession to the international free trade system caused a substantial impact on agriculture. The multi-functional agriculture initiative was included in the national policy after the decline of the agriculture industry in the 1970s. Policies focus on increasing production and encouraging the planting of new crops in an attempt to increase farmers' income. (Huang, 2020). However, these policies did not improve rural construction and local community development, thus, difficulties and crises persisted.⁴

To the economy, the policy makers treated the agricultural sector unequally. Governmental policies exploited farmers for a long time, but the people were prohibited from speaking for themselves during the Martial Law period, As time went by, when Martial Law had been terminated, people were finally free from the demanding regulation and enjoy the freedom of speech.⁵ The farmers' discontent broke out in the year after the lifting of martial law. In 1988, the farmers stood out on

⁴ Jen-Chih Huang, "Reframing the Regime Complex of Taiwan Rural Development after the 1970s," 2020.

⁵ Ying-En Chen, "The Route of People's Democracy in Peasant Movement, Late 1980s Taiwan: Re-Visiting History of Social Movement Association and Taiwan Farmer's Assembly," 2016.

the streets to demand that the government proposed a solution to overcome difficulties of agriculture industry. However, the movement was not the first-time local peasants let their voice be heard. In the Japanese colonial period, with the aid of scientific experiments, the Japanese were eventually able to create a sizable surplus of rice and sugar cane, which would be exported back to Japan. The Japanese colonial government's organizational and technological advances helped increase agricultural output in the 1920s and 1930s; consequently, a significant portion of rural Taiwan's commercialization increased.⁶

In 1975, Wickberg stated that the peasant movement in Taiwan was started as resistance to Japanese colonization, policies, and uncoordinated episodes of dissent. Later, it became an organized movement that included the autonomous labor movement, peasant movement, and other actions that confronted with Japan in the 1920s. The period of the Japanese colony was the first time in Taiwan's history that farmers organized their rural resistance movement.⁷ The following table shows the contemporary significant peasant movement in Taiwan:

⁶Edgar Wickberg, "The Taiwan Peasant Movement, 1923-1932: Chinese Rural Radicalism under Japanese Development Programs," *Pacific Affairs* 48, no. 4 (1975): 558.

⁷ Edgar Wickberg, "The Taiwan Peasant Movement, 1923-1932: Chinese Rural Radicalism under Japanese Development Programs," *Pacific Affairs* 48, no. 4 (1975): 558.

Table 1 Contemporary Significant Peasant Movement in Taiwan

Ruling Party	Year	Movement
Japanese colonial time	1925	Erhlin Peasant Incident
Kuomintang (KMT)	1986	Anti-DuPont Movement
Kuomintang (KMT)	1988	520 Peasant Movement
Democracy Progress Party (DPP)	2002	Dancing with the Farmers Movement
Democracy Progress Party (DPP)	2003	The Rice Bomber Incident

Source: From the Researcher

In the 1970s, rural problems worsened because of industrialization, which resulted in a serious exodus of agriculture an aging population, economic decline, and a lack of social welfare. 1984, Taiwan had initiated the labor law that served as a protection for different labor forces, but the insurance of farmers and peasant were late till 1989. If Taiwan wants to have a sustainable development among different sectors, the government needed more practical policies to deal with those problems.⁸

With the rise of democratic consciousness and the lifting of the martial law, a series of farmers' self-rescue actions began; for instance, protests sprang up, which later helped the promotion of farmers' insurance, opposition to the importation of U.S. turkey

⁸ Chun-Ying Pan, "The Preliminary Study of Taiwan Peasants-Movement(1895-2005)," 2005.

meat, and the threat to local farmers by joining the World Trade Organization in 2002, etc.

Large-scale national peasant movements such as the 520 Peasant Movement happened in 1988 and local farmers' protests led to the formation of the Farmers' Rights Association (FRA) in 1987. In addition, The FRA was the leading organization of the Farmers' Rights Movement during the period, was severely suppressed by the authorities after 1988, and its leaders were imprisoned. Later, the organization was split into Farmers' Rights Alliance and Farmers' Rights Federation.⁹

For better economic development and feedback, Taiwan government chose to focus more on high-tech development as well industry oriented. Taiwanese farmers began to go on the streets with flags, demanding that the government provide protection and equal treatment to everyone. In this period, the government adjust policies to open the market and sign up the trade agreements across international regions. Focusing on reducing trade barriers, expanding markets, and subsidies for agricultural issues. Huang (2020) addressed that the impact of cross-border economic integration, aging population structure, and climate change on agricultural production would directly affect rural production, life, and the environment.¹⁰

⁹ Li-Fu Chen , “戰後的農民運動,” *Newsletter of Taiwan Studies* 62 (March 13, 2012): 10–11.
¹⁰Jen-Chih Huang, “Reframing the Regime Complex of Taiwan Rural Development after 1970s,” 2020.

III. Practices for Sustainable Development (the 1990s till now)

Globalization is the most critical factor that affects Taiwan's agricultural industry. Since Taiwan's weak status in international affairs, Economic globalization will make the managerial strategy have changed from increasing production in the past to improving competitiveness as the modern development axis (Lin, 2010).¹¹ In other words, competitive advantage turns out to be more important than comparative advantage.

Since the 1990s, the agricultural system had been changed (Lee et al,2009). In addition to food and clothing production, agriculture can also produce different non-commodity outputs, including landscape, rural economic vitality, domestic food quality security, cultural assets, and preservation of biodiversity which is called Multi-functional Agriculture.¹²

Multi-functional agriculture has become one of the public policies since 1990.¹³ The government proposed the concept of taking production-life-ecology into account, and promoted agricultural land use programs such as follow, crop rotation, flat afforestation, and organic agriculture.¹⁴ Rural development in this period is not

¹¹Po-Ling Lin, "Rural Development and Changes of Governance Institution in Taiwan," 2010.

¹² Chen-Jai Lee et al., "Farmland Functions and Use Types Option under Multifunctional Agricultural Regime," 2009.

¹³ Po-Ling Lin, "Rural Development and Changes of Governance Institution in Taiwan," 2010.

¹⁴ Jen-Chih Huang , "Reframing the Regime Complex of Taiwan Rural Development after the 1970s," 2020.

focused on intensive farming with high inputs and yields. In response to the rise of modernization and multifunctionality, the agricultural policy emphasizes income should not be the only consideration, but promote sustainable rural development and regeneration, improve basic production process, and preserve rural ecology and culture to enhance the quality of life. Thus, the Rural Rejuvenation Act was implemented in 2010 with societal value.

The Rural Rejuvenation Act emphasizes establishing rural re-living centered on the existing rural community. It highlights the joint planning and construction of rural industries, the natural resources, and the living environment. Together with the rural development, community development emphasizes the area's cultural sector, residents' participation in community affairs, and using local strengths to foster its development.¹⁵ Both rural and community development should work hand in hand to leverage the outcome.

When Taiwan started to implement the policy of Place-making, it was like Almstedt (2013) mentioned in his research agricultural changes in an area are based on specific historical and contemporary socioeconomic and political conditions.¹⁶ So when it comes to Place-Making that became the trend of community development

¹⁵ Council of Agriculture, Executive Yuan R.O.C., *Rural Rejuvenation Act*, 2010, accessed May 6, 2023, <https://law.coa.gov.tw/GLRSnewsout/EngLawContent.aspx?lan=E&id=56>.

¹⁶ Åsa Almstedt, *Post-Productivism in Rural Areas: A Contested Concept*, 2013, accessed May 6, 2023, <https://umu.diva-portal.org/smash/get/diva2:691599/FULLTEXT01.pdf>.

rather than implementing Rural Rejuvenation Act, it needs to examine the policy's plans, resources, regulations, and action strategies. Place-making is more practical and realistic according to the Governmental data that one hundred and fifty billion (NTD) of the budgets is used to develop. After promoting the Rural Rejuvenation Act, combining resources with other ministries was difficult due to the relationship between hierarchical powers and responsibilities. In addition to the approach, the rotation of the ruling party that has changed the direction of policy and it is more malleable. These factors make rural development resources and promotion work inefficiently.¹⁷

Regarding whether the policy is conducive to rural development, due to the influence of resources and institutions, it seems easier for an experienced community organization in a rural area to mobilize and participate in training programs to obtain subsidies from the public sector. But honestly, it is difficult for those rural organizations with insufficient community cohesion and capacity to apply for those subsidies, not to mention the community development.¹⁸

The policy implemented in 2010 was mainly focused on public environmental facilities, and issues of comprehensive rural development such as agriculture, land, and ecology. Rural rejuvenation Act and Place-making are extended from rural

¹⁷ Jen-Chih Huang, "Reframing the Regime Complex of Taiwan Rural Development after 1970s," 2020.

¹⁸ 李承嘉, "台灣當前農地政策評議," *土地問題研究季刊* 10, no. 4 (2011): 17-18.

development policies revitalize the local economy and alleviate the problem of population outflow. Recently, Taiwan has been actively promoting Place-making by enhancing local culture, combining it with innovative projects, developing industries based on regional characteristics, creating job opportunities, and attracting people back to the countryside to solve the problem of uneven development between urban and rural areas. The Place-making Project intends to integrate local residents, resources, and bond them with practical projects that have been evaluated by the government with the help of expertise. Researchers, such as Wang, stated that the Rural Rejuvenation Act takes agriculture as the primary goal and is less diverse in 2022. Place-making fills this gap by providing more diverse ways to solve social problems and promoting the self-driven industrial economy within the region.¹⁹ In recent years, the potential and capacities of community with identity, sense of place, belonging, responsibility, and local residents' participation are the most important elements that can contribute to the success of sustainable development and urbanism approaches to revive social meaning in the physical body of the city.²⁰

Why does Taiwan need a community policy? It is practical to evoke such kind of policy in our land. Will those policies attract youth to come back and help community

¹⁹ Cui-Wei Wang, "The Critical Factors Affecting Regional Revitalization: A Case Study of Small and Medium Enterprises Participating in Regional Revitalization," 2022.

²⁰ Rafieian Mojtaba and Fatemeh Mohammadi Aydoghmish, "Efficiency of Asset-Based Community Development Approach in Revitalization of Deteriorated Neighborhoods (the Case of Tehran, Emamzadeh Hassan Mohalla)," *Intl. J. Humanities* 23, no. 3 (2016): 53.

development? After reviewing those pressing issues in the rural areas, Place-making at least can serve as an alternative. Thus, Promoting Place-making requires cooperation and resource utilization between different departments and ministries. The policies proposed to revitalize the local economy must be improved and re-examined under different political and economic dynamics. Policies in Taiwan have been quite diverse, from Community Empowerment Development to Rural Rejuvenation Act; issues and directions that still need to be explored from the results of different policies. Place-making is considered a relatively new policy and developed through residents' cohesion. When developing sustainable communities, some problems might not be addressed when the policy is formulated regarding the public and private sectors only. Therefore, this study intends to focus on policy setting to explore the effectiveness of implementing the Place-making policy in Yunlin as a representative example.

Foreign Success Cases

Believing a well-implemented municipal comprehensive plan has long been a highly desired aim for planners, Jane Jacobs, an urbanist and activist, was the first person to propose the concept of a community-based approach to city building in her book *The Death and Life of Great American Cities* that urban planning should focus on the residents' needs, not on the urban planners.²¹ The advocacy of local needs should be taken into consideration is well known and realistic, not idealistic at all. Humanity and social factors are the directions that many countries had been considered when making policies of urban and rural development, In European, the support and assistance for rural economic reconstruction began as early as the 1990s through a program called LEADER (Liaison Entre Actions de Development de L'Economie Rurale). This program extended the Common Agriculture Policy (CAP) to enhance agricultural development in EU member countries. However, agricultural protection measures directly contributed to rapid growth in agricultural production within the EU, resulting in significant export surpluses and a decline in consumer prices for agricultural products, which also led to a damage to the environment and ecosystem when promoting integrated development in a rural region. Therefore, the

²¹ "Review: 'the Death and Life of Great American Cities,' by Jane Jacobs," *The New York Times*, October 21, 2021, sec. Books, accessed May 25, 2023, <https://www.nytimes.com/2021/10/21/books/review/jane-jacobs-death-and-life-great-american-cities.html>.

EU has changed its policies in line with the notion of sustainable development and suggested some creative rural development initiatives. LEADER combines external resources with local resident involvement to prevent the project, suspended due to a lack of local capacity.²² A rural sociology expert, Mark Shucksmith, argued that LEADER development involved plans from outside parties and local governments with limitations. The approach spans various sectors, including agriculture, industry, culture, and cross-border integration. However, there were some consequences that arose because collaborative locals had resulted in a split in the consensus due to the uneven resource distribution.

However, there are some successful cases that are supposed to be noticed when introducing community-based development. Considering that Taiwan was far different from Europe in terms of social context, the researcher filtered the literature and research works from those countries that have similar historical development with Taiwan. The Netherlands is a former colonial country with a strong agricultural industry and a similar economic profile of business compared with Taiwan. Finland has a small land area, and it primarily focused on the primary sector of industry like Taiwan in the early stages of development. Japan shares a similar complicated historical background with Taiwan. Based on this philosophy, this research chose

²² 陳文姿, “老牌「地方創生」 LEADER 鄉村計畫實施 20 多年 歐專家談成敗教訓,” 環境資訊中心, 2018, accessed May 27, 2023, <https://e-info.org.tw/node/214333>.

selected cases aimed at the region with relatively scarce resources to discuss their success factors. To improve economic development in resource-scarce regions, we can learn from successful examples by examining their approaches and gaining insights into what strategies may work for Taiwan.

The Netherlands

The Netherlands is the geographical hub of Europe historically because of the geographic location and comparative advantage of international trade. It is also well known for its well-designed infrastructure of transportation. The country is small, with few people and natural resources. The source of natural gas is only slightly large, but it has played an important role in the global stage, especially the economic and trade system. The Netherlands is small in geographic size, enjoys a strong economy and trade volume. Due to its sufficient capital and technology intensiveness, the agricultural exports of the Netherlands reach 104.7 billion euros in 2021, with an annual increase of 9.4%, it is the second-largest exporter of agricultural products after the United States.

The primary industry in Venlo, a poor agricultural community in the Netherlands, struggles with conventional agricultural regression and population loss, just like Taiwan's rural areas. This village has transformed into the largest vegetable, fruit, and flower market, with large-scale logistics and transportation. At the first beginning, Venlo heavily relied on government subsidies for its development and survival, then this tiny, small village turned out to be successful. Through collaboration of local officials, business people among different sectors, Venlo built

its unique operational model.²³ The Netherlands is a country that has a well-developed welfare system, it utilizes each sectors' resources by working collectively with them.

Examine the transformation of Venlo, the evolution of governmental governance can be divided into three stages: I) it focused on public administration, II) followed by a performance-oriented approach, it was known as new public management, and then transitioned to network governance emphasizing cooperation. III), The focus was shifted to societal resilience, actively promoting social interaction in response to national policy governance.²⁴

The core concept of societal resilience revolves around collaborating with grassroots voluntary organizations to create a common value. It is a bottom-up approach where citizens actively participate in solving community problems, and the government transforms from a governor to a partner or co-producer. The Dutch model encourages a proactive and responsive community development that uses bottom-up approaches to accomplish desired outcomes. From the Dutch model, we can learn that

²³ P. H. Kersten, R. P. Kranendonk, and B. J. Regeer, "CoP Working in Greenport Venlo (NL) to Develop Sustainable Regional Development : From Conflict to Common Interest," *Agris.fao.org*, last modified 2008, accessed May 28, 2023, <https://agris.fao.org/agris-search/search.do?recordID=NL2012021882>.

²⁴ 鄭錫奇 et al., 協力治理金三角創造荷蘭新動力 -以推動社會企業與循環經濟社區為例, 2017

organizations and individuals must work together as one to face societal problem.²⁵

The participants are mutual-trusted partners.

Finland

Before independence, neighboring Sweden and Russia ruled Finland for more than 800 years, and its land area was 9.4 times that of Taiwan, but its population was only 5.5 million. Finland's forests account for 77% of the land; due to the limited land resources, Finland was unable to develop industries; therefore, for a long time, Finland had been developing forestry-related industries until the rise of Nokia, the IT industry has achieved substantial economic benefits and enhanced the country's global competitiveness.

Fiskars is a village about 80 kilometers north of Helsinki; the town was born because there used to be an iron-making factory, and the town became prosperous due to the gathering of employees. When the factory was relocated, many residents moved out; the place was forgotten since the 1990s until a group of young artists moved in because of its beautiful natural environment. This group of young people devoted themselves to attracting more young artists to the town, holding events, building stores and galleries, and providing more opportunities for artists from all over the world. This small town not only provides opportunities for the artists community, but

²⁵ 遠見天下文化出版股份有限公司, “荷蘭政府所扮演的角色：政策與溝通 | 遠見雜誌,” 遠見雜誌 - 前進的動力, last modified August 27, 2018, accessed June 14, 2023, <https://www.gvm.com.tw/article/45631>

also short-term residence. Composers, potters, painters, etc., and creators from various fields and nationalities visit here; the town suddenly became a base for promoting high-quality Finnish arts and crafts. Fiskars has undergone a remarkable transformation from a rural village to a thriving tourist destination that draws more than 20,000 visitors annually.²⁶ A close network of Finnish ceramic artists supports one another inside Fiskars and the wider nation. A collaborative approach has resulted in a diverse and original aesthetic that is particularly evident in the village of Fiskars.²⁷ Pia concluded four reasons that small towns could successfully develop long-term cooperation which are 1) community thinking, 2) innovative identity of the community, 3) entrepreneurial mindset, and 4) creation of customer experience in 2020. Local residents have the best understanding of the community's challenges and assets. The ways of collective thinking and collaboration that drive small-town members to seek a common sense and opportunity for action, their collective identities as community members in a particular field, like arts, play roles in shaping who they are.²⁸

²⁶ 松永安光 et al., *世界の地方創生: 辺境のスタートアップたち*, Amazon (学芸出版社, 2017), accessed June 16, 2023, <https://www.amazon.co.jp/%E4%B8%96%E7%95%8C%E3%81%AE%E5%9C%B0%E6%96%B9%E5%89%B5%E7%94%9F-%E8%BE%BA%E5%A2%83%E3%81%AE%E3%82%B9%E3%82%BF%E3%83%BC%E3%83%88%E3%82%A2%E3%83%83%E3%83%97%E3%81%9F%E3%81%A1-%E6%9D%BE%E6%B0%B8-%E5%AE%89%E5%85%89/dp/4761526459>.

²⁷ Mansfield Janet, "Fiskars -- a Unique Village in Finland," *Ceramics Technical.*, November 2008.

²⁸ Etienne Wenger and William E Snyder, *Cultivating Communities of Practice: A Guide to Managing Knowledge* (Academy of Management Learning & Education, 2002).

Japan

The Japanese government officially announced place-making as a national policy in 2014, but the discussion on Japan's promotion of regional revitalization can be traced back to 1988. During that period, the Japanese government started from the third sector and commercial trade unions to drive tourism market and management, rejuvenate urban streets, and revitalize rural areas. For example, many shopping streets in Japan were established during this period. Continuously, the government kept providing subsidies to support the shopping street owners, so residents became overly reliant on subsidies, which became a vicious circle. Unfortunately, the funds provided by the government are often absorbed by various expenses, resulting in the government spending a substantial amount of money without achieving the desired outcome.²⁹

Until 2014, after several years of promoting regional renewal and Place-making, the policy had been reviewed with an aggressive change. The primary idea is to merge production, location, and individuals, thus, establish unique local industries by integrating regional features and humanistic aesthetics. The objective is to achieve an equilibrium between urban development and population challenges.³⁰

²⁹ 木下齊, 《地方創生: 觀光、特產、地方品牌的28 則生存智慧》(不二家出版, 2018).

³⁰ 林淑馨, “地方創生與公私協力: 日本經驗之啟示,” *T&D 飛訊* 第 259 期 (October 1, 2019): (1)1–(1)26.

Japan's successful model has inspired Taiwan deeply. Taiwan is facing the same dilemma as Japan. Therefore, our government hopes to absorb Japan's experience and approaches by exploring the Japanese models, understanding the composition of the problem as well and relevance of the problem.

Community Development in Taiwan

The term "community" was not widely known until Mr. Zhang Hongjun introduced the concept of community development as advocated by the United Nations in the 1970s.³¹ Consequently, this shows that the term "community" does not have a solid connection to local or indigenous roots. In the late 1970s, the United Nations (UN) provided fund sponsorship for incubation. The UN dispatched experts to assist Taiwan in promoting community development, and then created "Regulations on Community Development Work " in 1968, dividing a total of 6,215 villages into 4,893 communities. At that time, Taiwan was under martial law, and people could not participate in public affairs freely; the government mainly promoted community development from top to bottom. During the early days of Taiwan, there were only villages without established community organizations. However, the regulation that merged villages with communities has resulted in a weakened foundation for Taiwan's community organizations.

In 1971, Taiwan withdrew from the United Nations. This decision resulted in severing diplomatic relations with the United States in 1978, creating a chaotic political environment.

³¹ 賴兩陽, "社區發展這些人與那些事," *社區發展季刊*, no. 154 (2016).

After the Formosa incident in 1979, the Kuomintang government had no choice but to seek to consolidate the government's legitimacy. The design of the early community development policy was mainly for improving the economic situation of rural communities. It relied on government subsidies to promote the local construction of public affairs such as community development centers, community infrastructure, etc. Those community organizations located in rural areas often have limited scope and resources, resulting in a lack of education, health, and welfare services and difficulty coordinating community planning. They are just buildings, without real functions. The government has implemented new policies to address these challenges to enhance community infrastructure and improve the frequencies of usage as well as the social welfare.

Before the 1980s, community development in Taiwan was hindered by over-reliance on subsidies, bureaucratic leadership, and a lack of community engagement. The absence of spontaneous community participation resulted in limited progress in community development.³² The government's focus was only on construction during that time. Little effort has been made to empower community residents to encourage their participation in community affairs. The government took the lead in organizing

³² 林萬億, “論徐震教授對台灣社區發展理論與實務的貢獻,” *東吳社會工作學報* 17, no. 32 (December 2007).

construction and activities, despite spending much money without seeing any significant contribution. Despite 20 more year, the community has mostly remained the same, with only a string of community activity centers and a group of older women dancing folk dances together. It is doubtful that maybe the intention of the government is not hoping community development to be successful.

After martial law was lifted in 1987, a surge of democracy swept across the nation, it transformed the community organization. The policy was subsequently revised once again in 1991. One of the main highlights is the transformation of the community council into a community development association that operates as a real association. The associations allow democratic elections and open participation. It seems that the functions of those associations were active and refreshed. In addition to strengthening community building and utilization of those subsidies, local projects emphasized on community self-creation were emerging. In terms of the economy, under the influence of national policies in rural areas, the wage gap between the agricultural and non-agricultural sectors has widened, arousing the doubts of most farmers. Therefore, peasant protests such as the 520 Peasant Movement occurred. Social protests and serious environmental pollution led to the gradual formation of community consensus. As a result, residents banded together to advocate for community preservation that were recognized and supported widely. In 1994, the

government launched the "Community Empowerment/Development" that aims to promote the self-management of communities through policies. The initiative seeks to drive regional development, activate local industries, create new business opportunities, and establish a bottom-up development approach.³³ In order to promote the spirit of community autonomy, the government decentralized the resources allocation, focusing on the needs of the community and the system of proactive proposals, encouraging the community to propose an integrated community renovation plan spontaneously. That is self-sufficient.

As a result, the gap of urban-rural economic imbalance has left rural development lagging. In addition to the effects of global climate change, unlike the obscurantist policies that had been implemented for several decades, there has been a growing public interest in sustainable development and ecological conservation.

Political parties view rural issues as a strategy to gain support from voters. In preparation for the 2008 presidential election, the DPP turned its focus on rural politics, presenting a "Rural Re-building Act" in 2007 when DPP was the ruling party.

Following a change in the political party in 2008, the Kuomintang put forward the Rural Regeneration Act as a strategy to empower rural residents to unify together,

³³ 王靜儀, "從社區發展到社區營造－臺中縣的個案研究 (1965~2005)," *臺灣文獻季刊* 61卷, no. 4 期 (2010): 300.

collaboratively plan and execute initiatives to enhance quality of life and strengthen the connection between rural industries, culture, and natural ecology. The plan is controlled by central and municipal governments, focusing on fixing rural issues. "Community Empowerment/Development Initiative" and "Rural Regeneration Act" aim to foster a shared consciousness among residents and utilize local resources to cultivate a sense of identity and pride within the community. Driving the overall transformation of social relations, cultural and artistic expressions, infrastructure, and economic industries within the community.³⁴

³⁴ 行政院, “挑戰 2008 : 國家發展重點計畫 (2002-2007),” 2002.

Place-making in Taiwan

After reviewing the historical development of Taiwanese community, place-making is another essential trigger. Taiwan has adopted the concept of Place-making, which originated from Japan. The country's policies on local and regional development have appeared for almost 30 years, such as "Rural Regeneration Act." According to Chen (2022), Place-making goes beyond enhancing the environment and preserving culture. It also involves nurturing sustainable businesses by leveraging local characteristics, revitalizing the region, and prioritizing private leadership and sustainable management. Furthermore, it also addresses social issues like population and industry. The NDC has set priority promotion areas, which are divided into intermediary towns, farming, mountain and fishing villages, and original towns according to regional attributes, and proposed five major promotion strategies respectively. It encouraged entrepreneurs to invest in hometowns, promoted technology application, integrated government resources, strengthened the participation of all sectors, and built brands.³⁵

Place-making requires engagement from the grassroots community with complete transparency. The strong partnerships of the local communities will make this policy successful, ensuring everyone's voices are heard.³⁶ Place-making is often

³⁵ The National Development Council, "地方創生國家戰略計畫 (核定本)," 2018.

³⁶ Project for Public Spaces, Inc, "Place-making and the Future of Cities," 2012.

linked to local features and domestic culture, which are used to promote the region and attract tourists. Local tourism businesses promote a regional culture with mascots and local specialties as a marketing differentiation. In order to stand out and attract visitors, the domestic community needs to be innovative, instead of imitating the same operational models from the other community. Creating a unique experience is the key to drawing people in and showcasing what makes a region special. For instance, The Shimanami Kaido in Hiroshima and Ehime counties in Japan has attracted many cyclists. To cater to the needs of tourists, locals have transformed public warehouses into restaurants and hotels. One unique feature of these establishments is that guests can bring bicycles into their rooms, making them a popular choice among customers. In Japan, there is a growing trend of private sector businesses that cater to local talents and the environment. As a result, more successful cases are being led independently. Revitalization efforts at the local level may need to extend beyond the transferring responsibility from the state to the local government. It could be beneficial to involve residents in the decision making process to ensure success. The practice of creative Place-making raises awareness of the neighborhood among participants involved in the creative sector market, such as artists, companies that profit from the presence of

artists, nonprofit organizations, donors to nonprofit organizations, and tourists who are interested in the arts.³⁷

While European and American countries prioritize community revitalization through initiatives like residential development, environmental sustainability, and social welfare, Japan tends to prioritize industrial revitalization, spatial planning, and environmental sustainability.³⁸

Based on relevant literature, Taiwan applied a gradual process that involves stronger bonds among community residents and takes specific actions to enhance their quality of life. This process also helps foster closer relationships among residents, creating a sense of belonging and community spirit. Every case has regional distinctions that are influenced by factors such as historical backgrounds, economic conditions, social dynamics, and political atmosphere. Reviving the economy of rural community areas requires a sustained effort. Residents and teams must take charge of the process and not rely solely on external resources and suggestions. After all, they are the actual owners of the place. The government, including local officials and professional teams, can only support them but should refrain from taking command.

³⁷ Leonardo Vazquez, "Creative Place-making: Integrating Community, Cultural and Economic Development," *SSRN Electronic Journal*, 2012, <https://doi.org/10.2139/ssrn.2474862>.

³⁸ Fu-Chen Tsai, "Research of Taiwan Regional Revitalization Strategy- the Study of Six-Grade Industry," 2019.

The following graph shows how Place-making works in the process, by facilitating community engagement activities, stakeholders that help towns to discover local strengths and aspirations, provide concrete and achievable action proposals, and connect with government resources based on the specific needs. A successful process reduces obstacles to community involvement and through practical implementation, brings out the unique features of the local area.

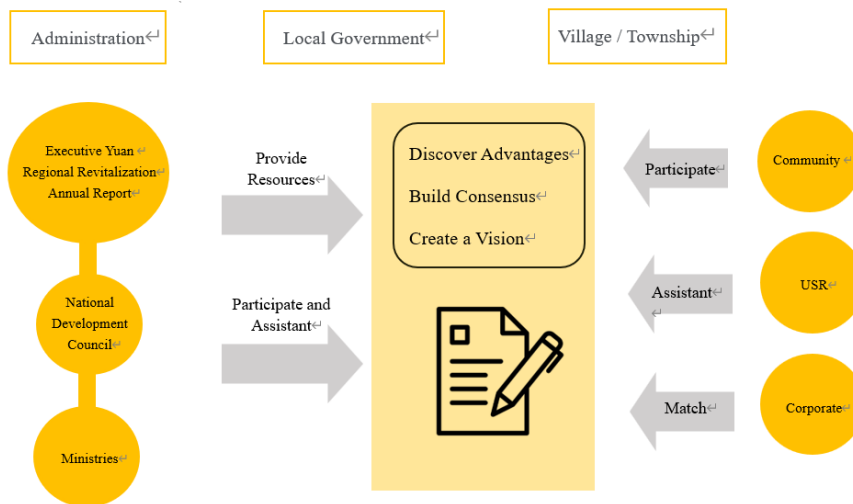


Figure 2 Planning Framework of Place-making

The Rural Regeneration Act and Place-making are both focusing on the needs of a place, but the Rural Regeneration Act is focusing more on the rural community's regeneration. Proposals on solving local problems are made by the residents, who truly know the advantages and challenges of a place. Government is considered as an assistance to provide resources, not like the old model of solving social problems in various places with a single set of policies. Still, after years of governance, the

societal problems have existed and are even worse. The public and private sectors integrate their own expertise and strengths by utilizing different forms of partnership. Aiming to achieve goals and develop values by collaborating with each sector, which is also considered to be complementary. Thus, it is crucial to examine the efficiency and relationship of collaboration between both sectors.

METHODOLOGY

Research Design

In this research, I will use a qualitative method to examine the current policies toward the sustainability of rural community revitalization in Taiwan through in-depth interviews.

First, by examining Taiwan's historical relationships with various countries and studying successful cases of regional revitalization in foreign regions, the researcher summarized the factors that contributed to their success. Then, take those factors as the fundamental support in terms of evaluating the community development in Taiwan's rural areas. Furthermore, taking interviews as the approach to find the real implementation at the rural villages that had applied the subsidies from the government. The research identifies the critical success factors by adopting “cross analysis” to come out the research findings.

Second, the researcher investigates the public-private collaboration from the foundation for Place-making. This study analyzed the effectiveness of place-making in Yunlin County. I use a semi-structured interview to gather information on a cross-sectoral cooperative relationship works and identify the pros and cons of the policy-making process from visiting the practitioners. The interview questions are designed based on the literature review from the journal article. The focus of this research is on social enterprises in the Cihong township. The study aims to analyze and summarize

the challenges faced in collaborative efforts between different social sectors to promote regional revitalization.

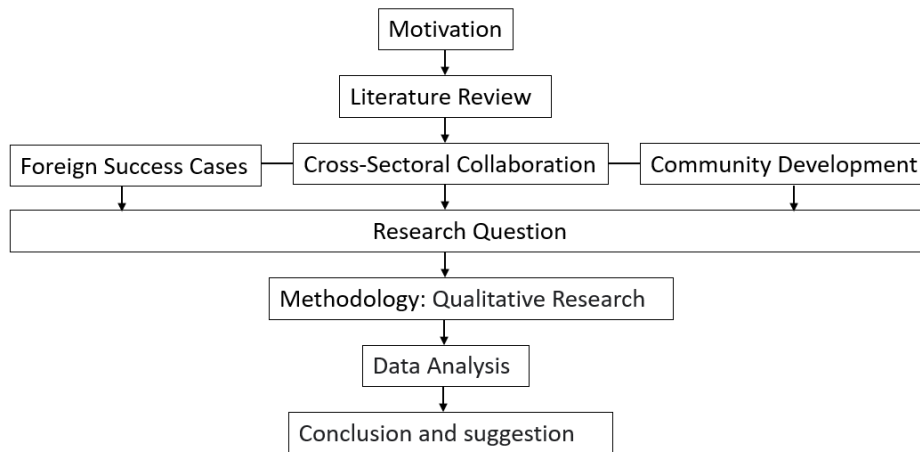


Figure 3 Research Framework

Data Collection

Yunlin County is located in the central area in Taiwan, which is identified as an agricultural county. This study investigates issues related to collaboration between regional public-sector and community organizations and local businesses. Thus, the researcher compares different local revitalization proposals in Yunlin County. The researcher interviews involved in agricultural development projects, including the local government, a community development association, and a private enterprise dedicated to promoting organic farming.

Cihdong Township is a traditional rural area primarily focused on rice cultivation. The majority of its residents living there follow a traditional way of life. The township office initiated local revitalization activities for the first-time last year, not only

promoting regional integration but also independently applying for projects through the NDC.

The selection of community development associations primarily focuses on organizations that participate in projects of Yunlin County government proposed and engage in community affairs actively. In the private sector, Yuan-Shun Rice Noodle uses organic rice to produce rice noodles with the goal of supporting small-scale farmers. The company has been selected for “Rural Good Products” and “Yunlin Goods.”

Table 2 Interview List

Category	Organizations	No.	Job Position	Description
Public Sector	Cihong Township Office	A	Project Coordinator	They are proactively promoting food and agricultural education for the very first time.
		B	Supervisor	
Private Enterprise	Yuan-Shun Rice Noodle	C	President	Selected as “Rural Good Products,” which are local or seasonal goods in rural communities
Community Development Association	Rong-Village Community Development Association	D	President	Active community engagement with the experience working on governmental projects

Source: From the Researcher

DATA ANALYSIS

In this section, designed research questions based on the previous literature review, and then analyze the information with categorization; there are four major research questions focusing on the sustainability development:

1. What are the impacts and benefits of cross-sector collaboration for a rural community imposing Place-making?
2. Use Yunlin County as a case to evaluate the performance of Place-making policy that has been proposed by the Government.
3. What are the challenges of Place-making in Taiwan? Does policy correspond to addressing social issues in Taiwan?

Finding 1:

“Respecting the environment and the land are the foundation of sustainable development, instability in the agriculture sector has led residents to prioritize survival needs.”

Yunlin County is known for its agricultural products and is called the “Capital of Agriculture in Taiwan.” The main crops grown are fruit and vegetables in the area; Yunlin County relies heavily on agriculture, as around 68% of its land is used for farming.³⁹ Its rich soil and great weather produce a wide range of crops all year round.

However, most of the peasants here in the village are elderly, and youth tend to

³⁹ Yunlin County Government, “Exquisite Agriculture, Fishery and Livestock Farming,” [www.yunlin.gov.tw](https://www.yunlin.gov.tw/english/News_Content.aspx?n=1318&s=111089), 2007, https://www.yunlin.gov.tw/english/News_Content.aspx?n=1318&s=111089.

seek jobs in the city. The population outflow problem is taken seriously by the locals; Villages will eventually disappear when nobody wants to return to their hometown to become a farmer and cultivate the land.

Interviewee A noted:

“Most farmers are the elderly; we often call them “Centenarians’ Group(千歲團).”

Interviewee D mentioned:

“There are over five hundred residents in the village. The active participants in community are mostly children and the elderly, as the younger generation lacks the motivation to return to the village, with most of them working in urban areas.”

The government has planned rural area development policies to address societal issues, and one of these initiatives is the Rural Regeneration Policy. In its early stages of implementation, the Rural Regeneration Policy primarily focused on improving the overall environment and public facilities in rural communities, with limited impact on regional prosperity and agricultural sustainability. Current policies have shifted toward revitalizing the farming industry, preserving culture, and conserving ecology.

Some young farmers with the ambition are willing to learn technology like Artificial Intelligence and the Internet of Things (IoT) and apply them to smart farming systems. Those people are more open to agricultural transformation than traditional farming; they hope to leverage technology to improve traditional farming

practices. Beyond technological change, young farmers also aspire to run agriculture as a business to increase their income and economic benefits.

Interviewee B said:

"A vibrant young entrepreneur is running the farm, and he is eager to promote smart farming, so he has collaborated with the local township office to welcome interested individuals to visit his farm."

For those engaged in farming for a long time, their primary focus is on marketing their agricultural products, and they may not always consider the significant economic value of organic farming. People in rural areas are willing to explore and accept new knowledge. However, their perspectives may vary based on their roles. Whether young or old, everyone is open to receiving further information and hopes to increase their income.

Interviewee A stated:

"It's impossible to suddenly convince the elderly, who have been farming for a lifetime, to adopt technology. Organic crops yield only 70% of what they used to, farmers find it unacceptable to invest the same time and money."

With agriculture as its primary theme, the Yunlin County government has actively promoted and assisted numerous businesses and community organizations in marketing local specialties. Aim to encourage distinctive agricultural products to the public through brand marketing. Community institutions and local governments have

organized various events to introduce the origins of crops and promote organic farming. This enhances residents' awareness of agriculture and helps mentor young people who are interested in agriculture.

Interviewee B said:

“Participants include not only farmers but also homemakers. Organic farming techniques are not limited to cultivation alone; they can also be applied to home composting and gardening, promoting environmental friendliness.”

Interviewee C mentioned:

“Our company has been collaborating with local farmers for a long time. We understand what they truly need, hoping to keep mutual benefits for us.”

A clean, unpolluted land forms the foundation of sustainability. Without a healthy natural ecosystem, all efforts are in vain. In economic societies with agriculture as the primary focus, private enterprises have started to emphasize the sustainability of land resources. Consequently, they collaborate with farmers to purchase agricultural products at stable prices. This ensures farmers' income and reduces harm to the land through organic farming practices. In rural societies, economic needs are priority, and the long-term instability of economic status leads to a primary focus on interest. Most elderly individuals do not have access to the latest technology, while young people have the skills and ideas. However, due to the lack of money and

resources, it is challenging to attract them back to rural areas.

Finding 2:

“Developing local industries requires efficient resource allocation and integration of unique characteristics.”

Nearly one-third of the population in Yunlin County is engaged in primary industries, mostly in agriculture and aquaculture. While Yunlin County benefits from favorable agricultural conditions, the population outflow of young people from rural areas and a lack of successors have led to inconsistent production. Therefore, the government is trying to apply technology to address these production gaps.

The government has now taken steps to integrate resources from various departments, with the National Development Council (NDC) serving as a central coordinating agency. This approach provides a single access point, allowing communities and businesses to apply for project proposals directly from central authorities like NDC.

When examining the previously mentioned cases of regional development and revitalization in other countries, a critical factor in their success is the community's awareness of their strengths and concerted efforts to promote the town's unique character. By prioritizing the development of the primary industry and taking stock of local resources, the town can thrive. Collaboration between the community, businesses, schools, and technical advisory organizations is employed to integrate and

utilize resources effectively.

Interviewee A said:

“We have created garlic, starfruit, and banana mascots that are placed in public areas as photo spots. These mascots serve as a way to promote our local products.”

Interviewee C also noted:

“The government organizes bazaars and exhibitions, inviting local businesses to participate and promote our region's agricultural and specialty products.”

Rural residents in the area have always been eager to improve issues in the community; Yunlin County has the highest participation in the Rural Regeneration Policy in Taiwan, indicating that local residents have consistently desired to promote rural sustainability and rejuvenation. However, community development associations often face challenges in organizing activities due to government funding constraints, which require organizers to seek additional funds. Some township offices subsidize community development associations, allowing communities to have extra funds for their own use.

Interviewee D mentioned:

“Sometimes the funding from the government is not enough to support the program; our community has to self-fund and seek donations from local businesses.”

Communities that lack resources face challenges in promoting regional revitalization. In addition, local businesses play a crucial role in driving development. Attracting opportunities can be challenging if an area primarily relies on agricultural production and has few established companies. Collaborative efforts between community organizations and businesses can leverage the community's unique characteristics and locally produced agricultural and specialty products to attract tourists and foster development.

Interviewee D also noted that:

“In rural areas, there are many crop processing factories, and many elderly people work as day laborers. In areas with lower income, the participation rate in community affairs may decrease because most people are at work.”

However, the majority of local businesses are not actively supporting regional development. In rural areas, there is a shortage of young people, and older individuals run most factories. There is a relatively conservative attitude towards collaborating with the community and government to enhance regional development.

Interviewee C stated:

“We do participate in the activities of the community development association, but it's somewhat passive. After all, our factory needs to continue its operations and production.”

Combining local communities with industries to promote distinctive activities can drive regional development and exposure. This will attract tangible and intangible resources from various sectors. Local governments need to assess regional-specific industries in allocating and integrating resources. In addition to promoting the marketing of agricultural and specialty products, it can also incorporate tourism, education, cultural activities, and public infrastructure to maximize the use of the community's characteristics and resources. This collaborative approach from the grassroots level allows for mutual benefits.

Finding 3:

"Sustainable development in rural areas requires skills and capabilities to remain in place."

The cultivation and guidance of young talent is a core focus of the NDC's strategy. In addition to establishing a dedicated office to receive proposals from locals, a "Youth Training Workstation" has been set up. For under-development areas facing severe aging and widespread outmigration of the younger population, there is an urgent need to assist them in creating favorable conditions and incentives. This is essential to attract the younger generation, encouraging them to choose to be in the area.

Organizing workshops or courses related to local revitalization and inviting successful local businesses or farmers from rural areas to speak can provide local

consultation and resource-matching services. This attracts young people who share the same philosophy and revitalizes local participation through these events. This approach can foster innovative thinking not only among the youth but also among other residents. The goal is to enhance further the cooperation and interaction between young people and people already working on local revitalization efforts.

Interviewee A stated:

“Participants will proactively suggest the content they want to learn about, and the program will be planned according to their needs.”

Universities have the responsibility of cultivating high-level talent for the nation, this commitment is evident in the initiation of the University Social Responsibility (USR) program by the Ministry of Education in 2017. Government agencies aim for universities to connect with communities. Universities play a role in accompanying, guiding, and connecting resources for local workers. However, being rural, the community lacks access to higher education and has a shortage of young people. As a result, human resources are scarce compared to urban communities, and opportunities for interaction with schools have become limited. If there is a need for manpower support in the community, proactive efforts are required to reach out to educational institutions for collaboration.

Interviewee D mentioned:

“Well-known communities that have succeeded in revitalization typically have collaborations with universities. They have access to resources. In our village, there isn't a university, so the community needs to seek resources on our own.”

In under-developed rural areas, educational resources are scarce. In addition, there are relatively few incentives to encourage young people to return to their hometowns for further development. Most of the young individuals who decided to return to rural areas have backgrounds related to agricultural fields. Additionally, many of them come from families already involved in agriculture. Upon returning to their hometowns, they transform the old and traditional farming methods into technologically driven agriculture. It should be noted that attracting more people to move into rural areas is a long-term process, and it may not lead to immediate results.

Interviewee B said:

“It's too risky for youth farmers to set everything up without resources.”

Even though the government offers subsidies for purchasing agricultural machinery and organizes workshops to promote organic farming, these incentives may not be sufficient. This is because, even for young farmers who own a piece of land, farming still requires substantial investments. Therefore, the current focus in farming remains on changing the existing situation and practices rather than

immediate shifts towards entirely new methods.

Finding 4:

“Strong community engagement and cohesion, along with the transformation of self-driven, are the driving forces that unite all stakeholders in a shared commitment to push on local development forward.”

In the past, residents in rural areas mainly focused on farming and relied on selling agricultural products to make a living. They had limited involvement in community affairs and were more concerned with individual matters.

Over time, farmers started to face usual challenges and transitioned towards a more cooperative model, leading to the establishment of Farmers' co-ops and Farmer's Associations. The shift in the social structure from a farming economy to an industrial society led to farmers protesting for their collective interests.

In terms of community development, residents began to care about community infrastructure and the environment, forming the Community Security Patrol. The residents started to have a common goal of developing a better community and became more actively engaged in community affairs.

Eventually, residents collaborated at a higher level to plan community development together. The most significant development was the establishment of community development associations, which could obtain resources from the

government to promote community affairs, including environmental improvements, educational campaigns, and elderly welfare initiatives. The long-term interactions solidified the cohesion of residents. In addition, community residents united to promote regional development and collaborated with local government and businesses to address social issues. All stakeholders related to this land leveraged their strengths to work collectively for the region's prosperity, aiming to co-create a brighter future.

Interviewee B mentioned:

“Community development associations have a larger scope of functions compared to the village chief's office because they can apply for funding from the government.”

Interviewee B also pointed out:

“Whenever the government has activities to promote, they need to invite the community development association to handle the promotion because they have deeper connections with the local community and a clear understanding of the resources and characteristics.”

Interviewee C said:

“Our company has been in the community for over 40 years. Whenever the community needs assistance, we will always do our best to cooperate.”

The government's approach to promoting regional revitalization includes attracting labor back to underdeveloped areas through local businesses. This approach aims to create sustainable businesses and public benefits, fostering local mutual

benefits. With agriculture as its main theme, Yunlin County is committed to bringing innovative technology back to its hometown to address local challenges. While the partnership between businesses and the government is common, years of promotion have strengthened their connections with the community and campus.

Interviewee D mentioned:

“We invited children to plant rice in the farm and assisted in taking care of it. When it was time for the harvest, the children returned. We helped transport the rice to a factory, turning it into lunches for school.”

The Yunlin County government is actively promoting the "Small Flagship Program," connecting various communities and organizing rotating events. This approach makes communities from separate, independent units into a unified network, facilitating progress. Taking Citong Township as an example, six community organizations work together, providing mutual support and cohesion. Through collaborative efforts and guidance from government units, the people in these communities are joining together and utilizing their skills and resources to strengthen the sense of community in Yunlin. They are also working together to provide local services and promote the well-being of their community as a whole.

Interviewee D mentioned:

“Next month, we have a presentation. I was dancing with the chairperson of the neighboring community development association yesterday, and it was a lot of fun.”

Community cohesion and active participation are key drivers of regional development. Residents have grown more involved, and their interactions have grown progressively closer. Government collaboration with communities and local businesses has established a local network, laying the foundation for regional prosperity. Interviewees mentioned that through various activities, community residents have deepened their sense of community, which has influenced people from other communities to participate together. This cohesion extends beyond individual communities to the surrounding areas. When community residents develop a sense of community and identification with their place, they naturally engage actively in community affairs.

CONCLUSION

As Taiwan joined international organizations (e.g., WTO, APEC) and actively promoted industrial and high-tech development, it became unavoidable that the agricultural sector would be neglected. If the criteria are only focused on GDP or financial review. Farmers, fishers, and social workers that are not contributing to the society because of monetary income, but the sustainability of human development. According to SDGs 17, Goal 11, “Sustainable Cities and Communities” not only the primary industry workers but also the rural communities that should not be sacrificed in a rapidly progressing society.

According to the index of the UN:

“Human Development Index (HDI). The HDI was created to emphasize that people and their capabilities should be the ultimate criteria for assessing the development of a country, not economic growth alone.”

Rural areas have suffered from a lack of attention when public policies are set for a long period of time. Factors such as an aging population and labor force outmigration have led to reduced economic opportunities in these regions, resulting in significant urban-rural development disparities and income inequality. Many traditional industries, including agriculture, have gradually declined. Although the government initiated some projects to improve the rural areas, these efforts were

limited to establishing and renovating basic public infrastructure. Later, the focus shifted towards fostering internal community consensus as the core of policy implementation. This involved local resources, such as residents, cultural customs, geographical history, natural industries, and public landscapes. These resources were then integrated into community development to foster cohesion and promote regional development. Gradually, Taiwan will find the optimal approach to sustainable development.

Beginning in 2019, the place-making policy specifically addressed population issues. This policy aimed to alleviate urban pressures and focused on preventing the disappearance of these places. It sought to attract creative youth or groups back to rural areas and encouraged new industries to enter local communities. The plan aimed for an equal number of in-migration and out-migration of the local population in 2022 but failed to achieve that. Also, the government increased its annual budget allocation and expanded the program's reach to address the ongoing population issue. But the problem remains the same.

Table 3 Population of Yunlin County From 2019-2022

In-migrant	Out-migrant	Population	Year
19,449	21,199	681,306	2019
18,635	19,993	676,873	2020
18,001	21,263	670,132	2021
21,004	21,805	664,092	2022

Source: From Dept. of Household Registration, M.O.I.

This study used a semi-structured qualitative interview approach, selecting township offices, community development associations, and private enterprises in Yunlin County as a research target. The research studies regional revitalization and sustainable urban-rural development in rural areas. The study revealed the following:

1. The lack of continuity in public policies is a significant challenge. Many projects have a limited timeframe, and public sector employees often view local revitalization as just another short-term project to chase immediate benefits.
2. In the nonprofit sector, especially in rural areas where there is a lack of development. Most residents are primarily concerned with economic needs, and few have proactive ideas about deepening community development. Community organizations could only rely on plans and subsidies to secure resources.

3. Private sector development is even more challenging. With limited funding and resources, social enterprises must not only fulfill their social responsibilities but also sustain their operations. Building a company that can address social issues and be profitable at the same time requires a strong belief.

Historically, policies and plans were designed to address immediate social issues and tended to be reactive. However, the current approach is more proactive, focusing on setting goals and visions for what needs to be accomplished in the coming years.

Yet, these policies still primarily prioritize short-term interests and lack continuity.

When a project or plan ends, there is often no one to continue the work.

Most rural residents focus on survival, and the social values are top-down. Thus, those who are poor do not focus on regional development. As more people leave the villages to seek better job opportunities and living conditions, the countryside becomes populated mainly by elderly individuals with no resources and little support. Young people are not motivated to return to rural areas.

Skills and capabilities are key to development, and that's why the National Development Council emphasizes talent development in policies. The latest policy

focuses on empowerment and emphasizes the Youth Empowerment Workstation.

Unfortunately, these efforts have not been successful in retaining talent locally.

Community autonomous organizations and general enterprises are typically less powerful regarding resources. Meanwhile, the government sector with resource plans policies as short-term projects, often lacking long-term continuity, focusing solely on immediate and achievable goals. Cross-sectoral collaboration remains mostly theoretical and idealistic and is rarely put into practice.

From cases in various countries, it is evident that the long-term and sustainable development of a region requires active community engagement to address common challenges collectively. This involvement should be complemented by support and assistance from the public sector to facilitate the voluntary actions of the people. However, the unique structural issues in Yunlin County have led the researcher to raise questions about whether Taiwanese people genuinely care about Taiwan's wellness. Under the concept of "Mutual Benefits" and "Shared Prosperity." Will young people continue to move away from their hometowns in pursuit of higher salaries and better living conditions? Or is it the hyped slogans and blueprints that will never be achieved? Maybe we can see from the private sector aspects. Corporations

often prioritize economic development over environmental concerns, resulting in pollution and damage to the land. Do the people of Taiwan genuinely love their homeland, or are they primarily concerned with economic development, short-term gains, and a focus on financial wealth over the deeper well-being of the nation?

Sufficient policy implantations probably should not be taken into consideration before Taiwanese start to truly value the land of our home.

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APPENDIX

訪談大綱-私人企業

Q:請問貴單位有與政府組織合作推動區域振興發展的經驗嗎?(如農村再生、社區營造等)

A:我們都跟農業部合作比較頻繁，對農業比較注重啦，補助方面比較少一些，農民這邊有在推動種植雜糧作物，政府希望當產量過多時，企業這邊可以做一些加工啦，可以消化一些米，那我們工廠就會配合，政府看到我們願意配合的話，就會幫我們的產品做一些推廣啦。像是政府有推廣活動，增加在地農特產品的曝光度，那行銷方面比較沒這麼多時間幫我們做，企業還是要靠自己啦。我們有參加政府舉辦的農村好物選拔，讓農村加工產品推銷出去啦，那其實不只是加工品，還有針對年長者的食品等等，有在做推廣啦，那其實也都是用在地特色農產品，比較符合趨勢。

Q:貴單位透過什麼管道了解政府提供的資源和計畫?當執行計畫時遇到困難時，政府單位有無協助? 請問政府單位是否會針對未符合計畫申請標準的企業、社區組織 提供協助及輔導?

A:我們跟農糧署一直都有互動啦，他們辦活動都會邀請我們，或者透過其他發包單位像是行銷公司去做辦理，那我們在農產加工這方面，幫助一些農民做加工，所以其實上面政府部門也都知道，他們辦活動的時候就會想到我們，邀請我們去啦，很多活動啦，主要都是在推廣產品，政府蠻主動的。現在很多國外進口的產品，價格相對比較低，那政府就會去考慮到農民，所以政府就會想說利用在地的米做加工，然後幫忙推廣。

Q:貴單位有參加政府的培力計畫嗎?

A:不太了解這部分

Q:請問您認為政府提供的資源(如:訓練課程)有無實際益處?

A:小企業很少有人力能夠寫計畫呀，核銷啊前期中期後期，一定有這個人才呀，有時候政府單位也不知道企業的精隨在哪啦，有很多繁雜的地方，我們生意都要顧不及了。我們跟食研所、大學都有在互動啦，大家想要的要不到，就有時候沒辦法執行這麼多啦。

Q:請問貴單位是否有舉辦食農教育活動，是否有和教育機構或在地社區合作? 在地社區的反應及回饋是什麼? 請問社區居民支持嗎? 那活動大致上是多久?

A:我們是有跟社區合作啦，比較被動一點，如果社區有需求的話，那我們就盡力配合啦，如果是要了解加工方式的話，社區要辦的話，就會跟他們一起結合啦，阿其實我們也都有跟嘉義的學校配合來我們工廠參觀，讓學生了解食品加工的方式，每年都會來啦，然後就會順便參觀社區，看看毛巾工廠啊、梅花田等等的。社區發展協會的活動我們都會參加跟配合啦，甚麼 DIY 阿在地種甚麼的啊，用我們的產品社區居民一起來 DIY 做食品啦，我們比較會被動一些啦，畢竟工廠還是要營運生產啦，這方面可能就比較沒辦法像農民團體，或者專門在協助農友契作等團體啦，比較不一樣。

Q:支持有機農業、小農契作的運作模式是如何進行的，有青農支持嗎?還是老農居多?反應及回

饋是什麼？

A:我們幫小農做加工啦，加工完的產品就會讓他們自己去賣，我們對這個區塊蠻重視的，也有跟農民契作，小農也很希望推廣自己的產品啦，因為有很多加工後才有價值性，也可以保存長久一些，那小農就可以除了賣原料之外，還可以銷售加工製成品。其實我們跟農民互動很久，慢慢互動啦，然後看到他們的需求。小農因為都是比較小量，我這邊就可以幫忙加工啦，因為我工廠也沒有很大，小農就可以透過政府舉辦的小農市集那去那邊賣啦，現在販售的方式也很多元，可以透過網路啊團購啊等等之類的，現在銷售跟以前比較容易啦，以前都在實體店，那麼一定就是要量大才能夠，現在就是透過網路有這種好處啦。契作大部分都是青農，大部分都是契作比較多，那我們契作比較特別的是要有機米，種有機米都是青農比較多，老人家比較不會重視這個啦，他們不太能接受產量減少這件事啦，現在慢慢都年輕化了啦，大部分都是年輕人在重視有機農業這塊。

我們也有在參與縣政府辦理的市集活動啦，農業處辦的活動之類的，多多少少還是要推廣在地產品啦，像是食品展、農業展等等的增加曝光度，但也不能都是我們一直參加啦，要輪一下啦，也要讓別家廠商曝光壓。

Q:有沒有對農村社區之回饋方案如提供在地就業或實習工讀機會、認養農村再生 公共設施、提供老人照顧或愛心餐飲、社區環境保護或污染防治等。

A:我們在地方這麼久了，社區有需要協助的都會幫忙啦，像是長青食堂之類的，我們就可以提供食材給社區用，之前社區有防災的，我們也都有幫忙啦。實習工讀的話我們有跟農工學校合作，會送智能障礙的學生來我們實習啦。

訪談大綱-鄉公所

Q:請問公部門組織是如何協助社區組織以及在地企業推動計畫? 是否有與在地企業共同合作的項目?一般是如何進行?

A:我們去年度有跟國發會申請兩年期的計畫，最後是與農業委員會水土保持屬核定補助，我們是分成兩期下去辦理活動，去年十月有辦理濁水溪文化季(第一期計畫)，之後再辦理荊桐新農力計畫(第二期計畫)，這個專案有十二場青年論壇，四場培力工作坊，還是四場鄉外觀摩，像是有到行政院農委會台南區改良場、行政院中區農改場還有縣內知名的企業，讓青農可以了解社會脈動、科技產業推動以及行銷方式。

B:我們鄉是屬於農業大鄉嘛，所以就想說以這個食農教育為主題，跟水保屬提報計畫，那社區的部分也有在合作因為我們需要透過社區去協助、推廣廣播活動，跟農民說我們公所這邊有活動啦，我們每一個村都有社區發展協會這樣子，他們對在地比較熟阿所以我們都必須拜託理事長幫我們宣傳一下啦，而且他們也熟悉這個地區的特色、農產是甚麼，他們比較熟啦。這次其實我們公所很希望在地企業來幫我們啦，有蠻多廠商其實有想推食農教育、農業旅遊這部分，所以我們其實就辦了四場的培力工作坊，有時候農忙啦常常時間喬不太出來，但基本上我們在地的企業跟農場還是會抽出時間來。我們除了農業的推廣之外，其實也有結合藝文活動，讓我們在地的團體來表演，跟著農夫市集一起

Q:那這些講師、廠商和公部門單位都是主動來合作的嗎?還是公所這邊自己去尋找合作機會?

A:活動的講師我們是有透過顧問公司去幫我們找，阿當然我們有跟顧問公司建議比較優秀、標竿的企業跟社區啦，然後他去幫我們做媒合跟討論，若同意過後向是農改場就會派講師授課，活動講師還有包含像是地方農場青農或是國發會計畫通過的地方企業、社區、學界參觀，那這部分最主要的就是如何去經營社區，推社區出去，像之前我們去中寮社區，看看他們是如何將在地農產品推廣出去，像是龍眼乾、蜜呀，這些農特產品，是如何結合社區資源將產品行銷出去，所以我們就是參訪看看人家怎麼做的。阿還有像是農場的部分就是去看別人溫室怎麼種小黃瓜、小番茄的技術啦。我們有請嘉義大學來教我們有機肥的製作，另外大部分來分享的講師都是介紹他們的經營理念跟他們經營的方向啦，阿我們的青農的部分就是來分享有新科技、網路行銷、推廣產業啦，告訴大家現在農也已經不像是以前那樣日出而作、日落而息，時代不一樣了啦，年輕人年輕的作法。

B:在地的像是蒜頭、花生、香蕉的企業跟農民，像是這個不倒翁農場這個很有活力的年輕人，我們就帶一些人去看他的農場是怎麼運作的，智慧農業的部分啦，很厲害，它們剛好也是想推智慧農業讓更多人知道，剛好就跟我們公所這邊合作。我們提供智慧農業的主題，廠商幫我們找區域的企業跟農場啦，有一些是我們之前在第一期計畫合作過的，廠商本身也認同這塊所以在第二期計畫的時候又再一次合作，之後計畫如果有機會的話應該也都會看看。第一期計畫我們有找很多農夫來辦市集，認識了蠻多青農啦，有一些是自己報名參加市集的，比例的話，主動的比例較少一點，也是因為時間比較趕啦。

Q:舉辦食農教育以及社區活動推廣 是否有和教育機構或在地企業合作? 在地社區的反應及回饋是什麼? 請問社區居民支持嗎? 那活動大致上是多久?

A:有阿，像是最後這場成果表會就有請兩三位講師來分享他們的經驗跟建議事項拉，阿但是我們這個案子還在進行中啦，之後就還要申請計畫才能延續啦，阿我們鄉長是希望說看看能不能

再深入延續做下去啦，希望能提升青年返鄉的意願來耕作，現在農民的年齡都越來越大了啦，都是千歲團，我們這邊就是種蒜頭、豆皮、溫室蔬菜，我們希望針對這些比較有前途的產業，看看他們怎麼發揚光大自己的優勢，阿讓外面的人知道其實也有這種方式啦，阿我們公所這邊為了要推廣地方產業我們有做公仔啦，像是我們生產的蒜頭、楊桃、香蕉等等，把這些公仔放在我們鄉的公共場所，當成一個地標打卡點啦，阿這樣也是希望能夠推廣我們鄉的特產啦。

A:來參加的人大概是 20-50 歲左右，年輕人來接受新知識啦，老年人可能是為了紀念品啦，像我們辦活動都有點心可以吃，還有紀念品可以拿，我們的活動要有 30 人才會開成功啦，阿其實我們的學員不只對鄉內民眾開放，也有給外縣市的人來參與啦，大部分都是中部這邊過來的，像是肥料製作這場甚至有高雄的學員來，六成都是我們自己在地人啦，四成從外面來的，阿來的人有些是退休的、公職、青農啦，但大部分都青農來互相觀摩學習，講師的話也有可能他們跟青年有在互動啦，大家都會有接觸。

A:因為現在年輕人青農想改變傳統農法啦，就比較有意願去聽這些課程，一些比較有年紀的人的農民來還有一個原因是希望得到行銷的知識啦，老實說他們都種田一輩子了，品質也都種得不錯，突然跟他們有機耕種，用科技種田，他們是不太願意接受的啦，比較會想知道我種出來的產品要怎麼賣出去，推廣給外面的人，不要被盤商低價收這樣，這是他們來參與我們課堂的動機啦，阿還有一件是老一輩農民其實不太懂這些有機農作物的價值啦，他們只考慮產量跟品質，今天一樣的時間跟成本，你種有機農產品出來的量可能只有六七成，老人家他們就不願意了，但他們沒有想到的是有機產品它的產值是比高的，比起一般農產品它的產值就高很多，能夠賺更多的錢啦，阿少年人就知道這點，雖然有機種出來的量比較少一點，但我可以賣比較貴阿，還可以早點賣完回家休息，多好。

B:社區居民的回饋是希望公所這邊繼續辦理這些活動啦，他們很訝異公所這邊怎麼會有這些目標跟理想，因為其實在地人對地方創生不太了解，頂多知道要活絡地方而已，但其實他這個範圍很大啦，阿我們公所邊就抓食農教育跟青年返鄉兩大塊啦，青年回鄉的主軸是食農教育是主要推廣。來參加活動的人就都有在反應希望公所這邊多舉辦，他們其實都很有興趣想要了解，來參加的有一些是家庭主婦捏，說這些技術跟知識補只是運用在農作上，其實家庭也可以運用捏，對環境也比較好!

Q:政府單位是如何協助提供在地社區相關資源? 請問是否有計畫可以申請? 社區單位主動申請的情況踴躍嗎?

A:國發會他就是會以各行政院所屬的各國家機關單位，控聯各預算，比如說百分之五的預算，然後國發會會集中與授權，向國發會申請計畫，私人企業也可以自己去申請，國發會也會投資，報計畫給國發會後，如果審核通過，會找相關機關，用他們的經費，國發會就是一個窗口，去跟他申請後，國發會就會根據你的案子是比較適合那些部會的計畫，就會撥錢下去，向我們荊桐新農力就是以水保局來審核跟結案。國發會是控連預算，把各部門的預算拿來控連，其實地方創生不只針對政府機關，私人企業也有啦，我們這邊有很多計畫。

A:其實齁，整個農業推廣是在農會那邊承辦的業務啦，你如果想要更了解整個農業產業的推動

的話，去農會那邊比較有跟青農有接觸啦，阿我們是因為剛好申請到國發會計畫，才有機會跟青農接觸，產銷班、青農這些團體都是農會推廣股他們輔導的啦

B:我們公所這邊主要還是以，社區如果想要去外縣市阿、產銷班參訪，就會補助他們一些經費，是以參訪活動的部分為主啦，將來如果有課程是他們想知道了解的，那明年計畫有通過的話，就會按照需求去規劃啦，阿其實我們這兩期計畫的課程都是有跟社區去討論，我們是以數位行銷、在地農產、智慧農業、生物科技四大塊啦，讓青農給一些建議，阿他們是希望不要太枯燥啦，所以我們就找些靈活的老師，像是之前這個老師我們就有聽過他們介紹，還蠻實用的，阿我們也會媒合一些青農跟講師啦，像有一位講師就還蠻會畫畫，用畫畫在介紹農特產，也可以用在食農教育這部分，是還蠻厲害的!

Q:公部門推動地方創生計畫，是否大部分的民眾都知道相關資訊?

A:我們都會用臉書阿哀居發訊息，而且我們的顧問公司原本就有一定的粉絲基數，所以那個公告出去是可以觸及到蠻多人的拉，其實我們這些活動都秒殺ㄟ，我們都還要控制流量ㄟ，人很多捏，阿這其實是我們公所這邊第一次嘗試辦理，新知識、新科技這種是我們第一次嘗試捏，就發現大家其實對這塊蠻有興趣的，除了科技農業推廣之外，我們也是有在支持藝文活動。

B:其實社區都知道，理事長也都很了解跟有再推啦，但我們這邊沒有每個社區都在推，主要還是看理事長願不願意、有沒有這個熱情啦，有一些就是掛名而已，目前這邊大概就是六個社區在推動像是麻園社區、榮村社區、饒平社區、孩沙里社區、埔尾社區這些，他們都有在做社區營造，社區必須要上課幾小時以上才可以在進到下個階段，就會給你補助申請經費，農村再生的話，社區必須要具備基本條件，你要過了才可以申請啦，錢多很多捏，都幾百萬幾千萬ㄟ，所以說社區現在的功能還比村里辦公室還大，因為村長他們沒有資源可以用，村里辦公室其實就只是公所的所屬單位而已，沒有辦法說要辦很多活動，只能辦些零碎的行政工作，但是社區就能提計畫申請經費。

Q:地方創生計畫執行到現在，鄉公所這方覺得青年是否有受到鼓勵而返鄉，是否有成功的案例可以分享? 您覺得這個政策是否可行?

A:大部分會回鄉的青農本身都是跟農業背景有關的啦，本身家裡不務農的要回來也很麻煩，沒有田地，初期要投資也是一大筆錢捏，很冒險，大部分都是就現有的狀況下去改變啦，用科技的方式去做改善啦，像是溫度、濕度控管、病蟲害防治這些都是有系統在處理的，在家接手就可以灑水了。

B:有啦還是有青農被感動到要回家鄉發展的，但實際有多少願意回來的話，還是要看長期啦，老實說要回來真的很不容易啦，即使青農家裡有一塊地，他還是需要投入很多，所以政府在推動這塊還是有給一些補助跟資源，比如說需要技術，像我們就辦活動去推廣這樣。

Q:推動了許多計畫和專案，您認為是否有感受到社區、鄉村居民主動的付出，為地方發展盡一份力，您覺得有這種趨勢嗎? 為何會有這種轉變?

A:社區就像是一個一個小團體啦，很多都是要透過他們的宣傳，把小團體結合起來就會變成一個大團體，社區有凝聚力啦，像我們就有一個社區小旗艦，是有好幾個社區聯合組織起來的，還有去比賽咧。

B:農會有一個推廣股，食農教育這部分其實由農會去推廣會順利一些，因為我們公所算是行政工作，阿他們是實際在辦活動推教育，產銷班、青農聯誼社都是農會的附屬單位，楊桃、蒜頭產銷班，有計畫的話就會透過農會提報給我們公所，補助金像是參訪活動，農會就會問我們公所是不是有能協助的地方，實際上推廣的部分是農會做的比較多啦，阿我們公所這邊比較是連結縣府、中央單位啦。這次水保屬對地方創生蠻推動啦，以往是以工程為主，這次就把地方活動加進來，算是新的。

Q:請問貴單位有與政府組織合作推動區域振興發展的經驗嗎?(如農村再生、社區營造等)

A:農村再生的社區因為農村再生你要通過他的上課，要4年的課程，這是政府跟你通過一個你這是農業再生的社區，那你就參加很多政府舉辦的一些活動，像我們就可以申請水保署，文化部啦什麼的一些經費來做農在，現在是一年一個，以前是兩年四個階段，以前要參加農村再生社區比較沒有意願啦，所以就變成教授很多，政府的師資很多，集中上兩年課程就上完了，但現在要申請的社區很多，像是雲林縣有四百多個社區，但只有一百多個社區是有通過農村再生的社區，在台灣省是通過比例蠻高的喔，雲林縣是最高的喔，為了補助啦，就可以建設社區。社區營造跟農村再生是相輔相成啦，辦活動會跟在地企業合作，假設蒜頭來說，利用我們這邊的出產名產做產品像是餐食、加工品等等。

Q:政府組織如何協助貴單位辦理活動？是否有與在地企業共同合作的項目？一般是如何進行？

A:學界交流比較少，因為我們是典型的小村莊，我們不是都市型社區，可能我社區有大學，就可以跟大學配合，我們就比較少，那像我們去參觀很有名的社區，旁邊就有中華科大、靜宜大學什麼的，學校大學都會跟社區合作，下鄉實習啦，就會一起跟社區推動活動，我們社區是有主動跟學校申請啦，我是申請雲林縣保護婦女免受家庭暴力的協會，我剛好也是反暴力的講師，向學生、公司行號、社區老人宣導反暴力，那我就去透過協會，申請東吳大學兩個學生在社區協助，他們就會教我們用電腦啦，大學端都會透過縣政府，然後看那些單位有申請需要學界幫助，在去媒合啦，阿之前就有好幾個大學生來我們社區。

食農教育的部分像是之前就有找小學生一起來我們社區種稻米，自己下去插秧，社區發展協會在幫忙照顧，阿現在快要收成了，再叫他們來收成，收成之後幫他們碾成米送到學校裡去給他們當午餐啦。

其實現在申請案子，最好是跟食農教育有關啦，會比較容易通過，比較容易讓當評委的學者教授了解讓你通過啦，所以我們社區辦很多食農教育的活動啦，跟在地企業一起推廣我們社區的在地特色農產品。阿但是我們社區比較少跟青農合作在辦食農教育的活動啦，其他社區很多，有青農會來小番茄阿之類的，但是我們村莊裡就是沒有年輕人想要回來務農，都是老年人啦，因為我們建村只有70幾年的歷史，不像其他歷史比較悠久的農村比較有基礎，一直到1945年那邊台灣開始有地方自治，耕者有其田、農地放領等等發展後才開始有農村，我們這邊原先是日本人開墾的，後來才有附近居民進來。

我本來有去申請國發會的計畫，用長照的主題去申請，專門給行動不方便的人去使用，但因為地方不大，又牽扯到土地問題，東西不能亂蓋，本來是想做個電梯給老人家用的。106年通過農村再生，前面四年可以申請中央的計畫，大計畫由他們工程去發包幫你蓋，我們這個整建活動中心就是，再來就是公園整治，那個700 800萬，但申請公共工程只能這四年內申請超過四年就不能申請了，要留給其他新的，因為公共工程的金額比較大。政府就是一小個一小個計畫給你辦活動，但那金額就不會很大啦，他們希望你能夠長期的推動，還要社區自主自籌，配合政府給的款項辦理活動啦。

Q:舉辦食農教育以及社區活動推廣 是否有和教育機構或在地企業合作? 在地社區的反應及回饋是什麼? 請問社區居民支持嗎? 那活動大致上是多久?

A:我們每年都辦很多活動在推廣啦，但就缺少 20-50 歲這個區間內的居民來參與，現在的社區志工都是國小學生，跟 60 歲以上的人，甚至有 90 歲的阿罵，但中間這塊的人就很少，他們都在上學跟賺錢，我們農村現在只剩五百多人，越來越少，辦活動都是要年輕人回來參與啦，但是真的很難吸引到他們，誘因很少啦，像是做的很好的社區他們都很多錢，我們農村這邊的型態就是種農作物，加工廠的很多，老人家很多都去加工廠做日工，一天拿幾百塊這樣，那像隔壁社區他們志工很多，因為他們比較有錢，比較有時間出來做志工啦，我們這邊比較窮。要有誘因要有錢，我做理事長還要自己貼錢辦活動，政府的錢補助都固定的啦，十年前的補助款跟現在一樣，阿物價都不一樣了捏。我把社區的圍牆改掉綠化、畫畫，以前一塊磚頭四塊錢，現在一塊磚頭 20 塊錢，阿經費就一樣，那這樣社區就很難辦事，薪水事務工支付 1400 元，但現在都三千元以上啦，有跟政府反映啦，他們就解釋說，阿我們就是需一社區付出一半的勞力，自主性的找志工來推動社區事務，一天兩天當志工還可以，誰會做一兩個月還只拿一點點的錢。

來參加活動的社區居民大多是固定的啦，但也有人陸續會加入，資格符合就可以，居民之間互相交流訊息的啦，但這個其實也跟自己的個性有關係，有些人就喜歡參加團體活動，有些人就不喜歡這樣拉豬屎，參與率有一半啦，跟預期想的有落差，鄉下人還是沒有很接受這個東西，保守一點，每次參與都是小孩子一大堆、老人家一堆，就是沒有年輕人啦，現在年輕人好不容易放假了，也都跑出去玩。我們有媽媽教室，晚上會跳土風舞，阿其實那個參與率不高啦，只有六七個人，我有時候都還要自己下去陪他們跳ㄟ，我們兩個 60 幾歲的男孩子也去跳捏，也不輸女生ㄟ。

Q:貴單位透過什麼管道了解政府提供的資源和計畫?當執行計畫時遇到困難時，政府單位有無協助? 請問政府單位是否會針對未符合計畫申請標準的企業、社區組織 提供協助及輔導?

A: 現在社區我們有在做社區關懷據點，65 歲以上老人家來社區活動中心早上上課程(健康促進、動腦、上英文、練體魄等等)，找了很多專業老師來幫我們上課，阿這是衛生部社會處對老人的計畫，中午吃團膳這樣，現在老人家都很厲害還可以去爬山，掃地當志工耶，老人家美田關在家裡看電視這樣就對身體不太好。

雲林縣有好幾個輔導團隊在協助，中華科技大學阿等，他會分你是甚麼部的，有大學會包這工程來做，那我朋友在雲科大當教授，他們就有案子標工程，分擔縣政府的計畫，阿他們就會教社區怎麼寫計畫。

Q:請問您認為政府提供的資源(如:訓練課程)有無實際益處?

A:有用啦，我現在很會用電腦了ㄟ，我現在要自己寫教案，一年最少要十場的防暴力宣導，阿以前我都手寫，現在科技發達，都要提早一周把教案打出來，我還去上課，直接把照片附上去就可以了，以前還要照像貼在紙本上。有差啦，現在就有大學生來教，只要不要把我們當大學

生就好，要一步一步慢慢教啦。以前還手寫廣告牌、標語勒，現在用電腦我還可以放大給別人看，很厲害的。

Q:貴單位有開設課程輔導社區居民或是有社區培力計畫嗎?

A:有，我有申請水保署農村再生計畫的社區活化培力計畫，我還有申請文化傳承的，社區人物景觀的保存啦，我一年都申請五六個案子啦，可能都過一半的案子，阿其實我自己也沒這了厲害一個人推動，所以我就會找團隊，包給別人做，做完他們就會幫妳寫要申請核銷的資料，阿你就把章蓋一下就不會這麼累，有些社區理事長總幹事很厲害，他們會自己做，我一直想找村里大學生，可是都找不到。

Q:倘若政府停止提供補助、計畫終止時，社區發展協會是否具備可持續運作的方式?

A:也是可以繼續辦活動啦，但是就可能要到在地企業去做募款，企業多多少少會願意支持一下啦，但不是長久之計啦，我自己跑去拜訪企業有時候也很不好意思啊，這等於就是欠人家人情，這要還的捏，所以我盡量能自己做就自己幾去做。我們還有做長青廚房，煮飯給老人家吃，他們只要付三十元，政府補助三十元，剩下不夠的就是我們自己去募捐，但斗六那邊有時候做計劃的時候公所也會補助，那剛好公所補助的錢就可以拿來我們協會運用做活動。有一些協會很厲害會賣東西，就跟企業合作，這樣就錢比較多，可以做很多事情，很多協會的理事長、總幹事是大學教授兼職的，他來這邊掛名，我可以幫你申請經費給社區做地方創生、農村再生，一年可以請幾千萬的錢下來之外，還帶了大學生進來做文書工作，ㄟ他們都有領薪水的捏。我都自己寫計畫書，有時候都還要拜託公所幫我寫一下、縣府的女孩子幫忙一下，因為我沒這麼聰明啦!

Q:針對公部門推動地方創生計畫，社區民眾是否會接收到相關的資訊，因而主動建議? 會不會有不理解所以不會申請的狀況? 一般如有這種情況，你們是否會主動引介嗎?

A:我們鄉鎮六個社區參加雲林縣小旗艦計畫，下個月有成果展，每個社區都會上去表演，以前社區都一個一個獨立的，現在都匯聚再一起，我們昨天才跟隔壁社區理事長一起跳舞很好笑捏，縣府社會處有個小旗艦計畫，連續三年通過之後就可以去參加中央的大旗艦計畫，目的是為了讓社區凝聚在一塊，這個計畫是有主題的，那還會有子計畫，像我們社區是負責開心農場的推動跟綠色療育，有些社區就舉辦餐桌會，每個社區出一道菜自己煮，找社區居民一起去吃，像這個東西年底政府就會驗收，所以就有成果展，到那天就要把這些菜送給來參加成果展的縣府人員大家起吃，我們都用地食材當成主題設計菜色啦

小旗艦計畫是各個社區輪流辦活動，讓社區團結再一起，會讓社區進步，像以前某一個社區理事長上台發表都會緊張，後來就大家開會講講很習慣啦，他現在還會搶麥克風，阿反正就是這個是會讓大家進步的啦，讓社區知道說要如何主持會議、如何申請計畫，報核銷，最主要的趕感想我覺得就是六個社區玩再一起，相互支援，雲林縣要辦甚麼活動，我們六個社區就一起去，以前各社區都是獨立的啦，誰都不鳥誰，但透過這個計畫大家跟好朋友一樣，要打仗一起去打，凝聚社區是非常有用，其實社區要進步，還是靠基礎建設要讓農村起來真的是蠻困難的，那就是要靠社區，那其實也看理事長想不想推動農村再生計畫，那不管是社會局、環保的，老實說都很累啦，比我上班還累，但我覺得學到了很多，而且一直辦活動，社區居民就會

覺得說～我們這個社區還不錯，經常有活動可以參加。申請不同部會的經費就能夠把地方給帶起來，隔壁社區都會來參加捏，但有時候人太多，我就覺得資源盡量用在自己社區上面啦，所以盡量都留給我們自己人。

Q:地方創生計畫執行到現在，貴單位覺得年輕人是否有受到鼓勵因而返鄉，是否有成功的案例可以分享？您覺得這個政策是否可行？

A:我們社區也可以做品牌行銷，但要跟企業配合，如果做得起來自己社區就可以開福利社，弄個社區小禮盒，我們現在都會去參觀其他有名的社區，他們這部分都做得很好，阿公阿罵來社區關懷據點做手工藝，觀光客來就可以賣這些產品，還可以賣比較貴哈哈，遊覽車去社區觀光還要給他們錢～，阿如果又在那邊吃社區風味餐，在地高麗菜阿食材等等做特色料理，那一個人也要 250-300 元～，就是說如果社區做得好，其實也可以做這些工作，我也想這樣做，但還是差一大截啦，因為我們沒有人才要去做這些，所以我們現在透過農村再生計畫去做一些品牌的創立，看看有沒有人要回來做，如果年輕人願回來那當然最好，但也是要有誘因，做加工沒有甚麼搞頭啦，年輕人沒什麼願意回來的啦，在地就有經營很久的企業啦，打不贏啦，所以年青人就覺得說要去那些沒有農產企業的地方打拼。