

地方創生2.0 青年帶動在地創生力

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行政院宣示 108 年為我國地方創生元年，將地方創生定位為國家安全戰略層級的國家政策，由國家發展委員會負責統籌及協調整合資源，全面展開相關工作，2 年多來，各地方響應熱烈，地方創生已在臺灣掀起一股旋風。

地方創生風潮遍地開花

面臨總人口減少、高齡少子化衍生而來的經濟與社會問題，地方創生政策成為號召各類型組織團體、地方政府及中央部會整合步調，全方位為弱勢地區尋求突破發展瓶頸，再造地方風華的良方；在地團隊紛紛齊聲響應，以多元形式的創新想像，將地方固有的 DNA 與發展潛力，形成產業特色展示在大眾面前，讓社會驚呼，原來除了光彩奪目的大城市之外，臺灣還有這麼多值得細細探索的魅力角落。可以驕傲地說，雖然我們仍在起步邁向終極願景「均衡臺灣」的路上，但一篇篇屬於臺灣的創生故事，結合當前最熱門的在地行動，讓地方創生蔚然成為社會風潮，遍地開花。

在各界共同努力下，地方創生已有初步的成績，截至今（110）年 6 月，地方政府提出 121 件地方創生計畫，其中 51 件經行政院地方創生會報工作會議媒合後，注入對應資源，開始執行；另外 70 件，也藉由國發會偕同相關部會建立起的「地方創生輔導機制」，儘速協助地方政府與民間團體依循相關推動策略，提出可執行的事業提案計畫，逐步實現在地創生願景。

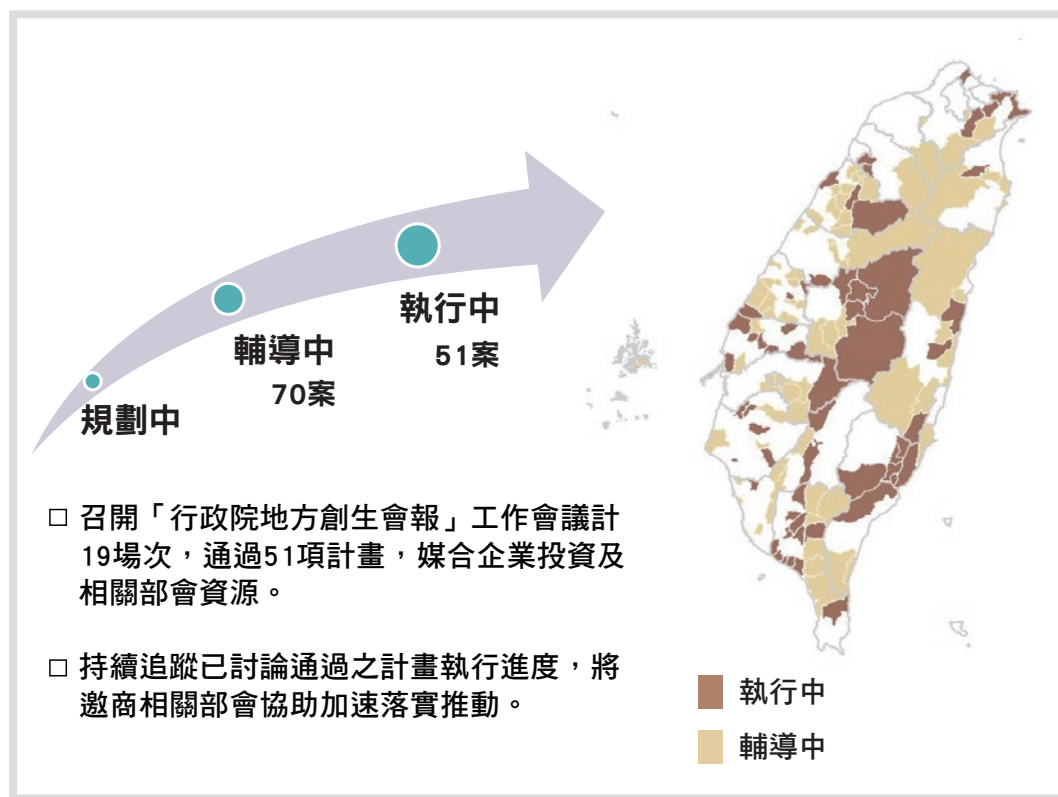


圖 1 地方創生事業提案目前提案情形

然而地方創生無法一蹴可幾，在推動策略及具體做法上，需要透過階段性的盤整與檢討，適時地因應不同進程，一步步帶動調整與引導。因此，國發會在 109 年 10 月進一步提出「地方創生 2.0」之進階推動策略，以「促進地方連結、加強島內移動」做為當前推動重點，透過強化地方特色產業與環境機能之整備，推廣「二地居」的生活與工作型態，促成人口移動及人與地方關係的連結，並藉由推廣技術、資源、社區的合作，創造社會價值，逐步改造地方發展體質，累積創生資本。

青年力的發掘、培育及引導投入，尤其是 2.0 版地方創生策略的核心重點。對於人口老化嚴重、青壯人力普遍流失的偏鄉弱勢地區而言，亟需協助其創造有利的條件與誘因，吸引年輕世代願意選擇移駐當地一段時間生活與工作，或透過「二地居」的方式來實踐人生夢想。這種人口流動帶來在地人際關係更緊密的連結，將為地方注入活水，也為達成島內移民的長期目標鋪路。

創生座談聽取在地青年心聲

國發會自擔任地方創生政策推動者以來，便積極整合產、官、學、研、社等各界能量，深入地方辦理二百餘場現地訪視、專家輔導及共識座談會議。在密集造訪地方的過程中，各類型的青年團隊響應尤其熱烈；他們瞭解並眷戀家鄉，熟稔在地產業卻依舊帶著熱情及創新思維，著實是推動地方創生政策中不可或缺的第一線實踐者。為進一步瞭解在地青年地方創生事業執行需要及目前成果，國發會龔主委陸續走訪全臺各地舉辦地方創生青年座談會，並邀集相關部會共同聆聽在地耕耘多年的創生青年們分享經營心得。



地方創生南區青年座談會。

例如來自宜蘭頭城的彭仁鴻，因北上就學期間時常參與地方創生活動競賽，促使他返鄉投入在地實踐，在家鄉已舉辦多屆「頭城老街文化藝術季」，也將原本即將拆除的老鎮長故居承租下來，重新整理後活化再利用，並以老鎮長之名為發想，取名「金魚厝邊」，不僅傳承與在地人做好鄰居的服務精神，更是遊客與地方互動交流的實體空間。彭仁鴻期待，政府應建立地方產業與人才陪伴輔導機制，及提供留鄉、返鄉的支持系統；另外地方創生工作者應利用人際網絡，營造地方資訊交流中心並串連國際，培育青年由都市到鄉村生活的能力。

在地方創生的路上，原住民青年未曾缺席。來自臺東延平的閻志瑋，雖然母親是布農族人，卻因為從小在都市長大，與原住民文化始終欠缺實際連結，一直到選擇參加原住民行政公職考試，並輾轉回到臺東延平鄉公所任職後，才開始踏上地方創生之路。從盤點人力、成立「延青」組織開始，將散落各地的原住民青年串連起來；爾後，延平鄉公所接下「人才東移計畫」及爭取地方創生計畫，進一步推動延青參與在地公共事務，並舉辦增能課程，藉由公部門的平台，為在地青年爭取返鄉創業資源。在座談會上，閻志瑋點出，為了讓青年們在創業初期摸索階段能少走一些冤枉路，應鼓勵地方政府設立跨部門之青年平台，提供就業、創業以及處理各種事務的諮詢窗口。

又如來自嘉義大林的江明赫，懷抱著對家鄉的依戀及熱情，努力地將屬於大林的文化找出來，在地方上經營已列為歷史建築的萬國戲院，並獲得原屋主的認同；同時也申請了一間旅社，希望為同有返鄉夢的青年們創造更多機會，守護大林一盞燈，照亮在外遊子回家的路。他以自身參加職訓中心學習創業所需技能為例，建議地方創生政策可與勞動部合作，例如成立「地方創生專班」，讓有志青年可依興趣及需求，獲得相對應的課程資源。此外，許多公部門所管的閒置空間，也可思考如何釋出，提供給返鄉青年們一個發揮的舞台。

不止於此，還有好多正在各地方時刻上演的精彩故事：臺南新營的環育文教發展協會，串連在地市集、文藝團體等，期盼透過教育翻轉地方、引進人流，讓教育成為地方創生最穩健的基礎；嘉義縣永續發展協會發起「東石客廳」計畫，提供地方長輩及新住民發揮技藝的舞台，養蚵人家搖身一變成為風味餐達人，重建地方居民對於家鄉農、漁產業的自信；雲林御鼎興黑豆醬油透過黑豆、醬油到一道道料理的飲食連結，從產地到市集到餐桌，喚起現代人對於在地食材的重視。



地方創生北區青年座談會。

透過多場座談，政府部門有機會與在地青年面對面溝通，青年們點出許多實務上經營地方創生事業的問題，都是後續政策規劃及執行之調整依據。另一方面，雖然這些青年團隊本著為家鄉、為地方服務的初心投入創生事業，但在執行過程中，卻不免面臨許多行政程序上的困境，例如各部會相關補助計畫無法對接新興地方創生事業的形式及需求，或是地方政府及公所對於創生政策的認知不如預期，往往澆熄許多青年的返鄉熱情。因此，政府部門必須突破過去行政上的傳統思維，將資源以最直接、有效的方式挹注地方創生事業，才能讓青年發揮活力及能量，串連起地方上諸多單打獨鬥的個體，逐步編織出穩固的在地網絡，為地方發展奠定厚實基礎。

青年培力工作站百花齊放

若要地方創生政策能落地深耕，政府必須提出有感、務實的做法，並為弱勢地區注入更多強而有力的資源，才能加大推動力道，精進政策執行成效。去年 10 月 5 日，行政院核定「前瞻基礎建設計畫—城鄉建設—加速推動地方創生計畫」，以過去各部會密切合作的默契為基礎，進一步統合跨部會地方創生相關資源，編列 5 年 60 億元預算（每年 12 億元）專款專用，讓地方發展能有適當配套基礎建設支持，為吸引人口回流地方創造更多誘因。

其中，為營造青年留鄉或返鄉創業支持系統，陪伴輔導青年在地方上扎根、開創地方創生事業，國發會於 110 年度補助全臺共計 30 處「地方創生青年培力工作站」，協助青年解決在地方經營上最常面對的人事與業務推動經費問題，並實質鼓勵具有在地蹲點經營地方創生事業經驗者，期盼藉由以下工作項目，帶動地方團體建立互動網絡，齊心營造共生共榮的能量：

- (一) 人才培育與知識分享：舉辦至少 6 場次地方創生相關交流活動。
- (二) 合作共創發想事業：提出至少 2 案具永續自主營運模式且有助地方共好的地方創生事業。
- (三) 在地諮詢與網絡連結：提供在地青年交流及諮詢場域，並提出建立關係人口的策略與方法。
- (四) 提出移居、返鄉支持系統：盤點在地特色，綜整移居返鄉支持系統的策略及措施。
- (五) 友善社會回饋、發展實踐場域：提出並執行有助社會公益及公共性之在地服務行動。



圖 2 營造青年留鄉、返鄉支援體系具體做法

國發會於今年 1 月 22 日公告青年培力工作站開始徵件後，旋即於臺北、臺中、高雄、花蓮、臺東分別舉辦 5 場次的徵件說明會，吸引將近 700 位在地民眾參與。在 3 月 2 日截止徵件後，總收件數更高達 374 案，顯見在地青年團體對於此項政策資源之迫切需求。經邀請 7 位專家學者組成評審委員會辦理書審及決審作業，擇優選出 30 案，國發會業於 6 月 1 日公告。這 30 案做為本年度青年工作站的先鋒部隊，場域遍及全臺及離島地區，百花熱烈齊放。



青年培力工作站臺北場徵件說明會。

在花蓮的「富里製造實驗基地計畫」，由天賜糧源股份有限公司執行。該公司以有機稻米產銷經營業務為主，近年轉型以六級化產業方式，整合區域農友，以「富里製造」做為在地農特產展銷平台。獲得國發會補助成立青年培力工作站後，將以基地中閒置空間改造為富里共享工作空間，提供在地諮詢及資源媒合服務；同時，在既有「富里製造」網站（www.fulimaker.com）的基礎上，增加富里在地找人才、找工作、找住所、找餐食的資訊交流功能。此外，規劃辦理駐村計畫，讓青年們以專業才能（如料理、攝影、藝術創作、文字創作等）換取短期駐村以建立關係人口，並透過天賜

糧源原有的顧問團及合作單位，共同舉辦多元訓練課程，提升青年返鄉創業的能力，強化「富里生存之道」。

苗栗苑裡的掀冊工作室，或者說在地方創生界中更為知名的「苑裡掀海風」團隊，在 103 年由一群返鄉青年組成，多年來透過耆老訪談、文獻整理及空間觀察，慢慢拼湊出苑裡的在地故事，吸引更多人造訪這座有著蘭草香的小鎮。在未來一年，「青年共創新苑景計畫」將運用團隊跨領域專才，活化利用苑裡火車站的閒置空間為苑裡共同工作空間，協助整合地方人才資源、推動跨域合作、經營地方青創社群。短期而言，希望加速提升苑裡青年返鄉或青年移居意願，並媒合就業和專才交換；中長期將逐漸形成苑裡地方創生在地聯盟，促進跨領域、跨產業合作以及銜接地方知識斷層，讓地方學子青年都能共同參與地方創生、更認識苑裡文化風貌。

在離島地區，同樣也播下了地方創生的青年種籽。金門古洋樓有限公司匯集了金門青年及返金二代，不僅已在地方上累積一定人脈及資源，返金二代的「他者」經歷——在金門扎根、奮鬥、茁壯的過程，讓後續執行青年培力工作站時，更能掌握每一位返鄉青年創業維艱之處，以及最迫切需要的陪伴輔導及資源挹注。金門具備深厚且特殊的戰地及閩南文化、豐沛的觀光旅遊資源、海峽兩岸的市場腹地，金門青年培力工作站將充分運用這些優勢，分別對於青年返鄉歸根、青年移居落地、金門大學畢業生留金三大族群，建構完整、合適的支援系統，如推動「戶籍以上血緣未滿」來建立質量兼備的關係人口；辦理金門創生孵育計畫徵選，並將其轉譯為實質產品或服務，增加金門青年專業能力及經歷，活化在地青年創新思維，打造獨特而在地的「留金生活」。

或許很多人以為只有在偏鄉地區才需要地方創生，其實在都市地區，一樣有著面臨人口外移、高齡少子化等社會問題，在地產業及文化亟需保存及再發展的地方，例如高雄鹽埕。「叁捌地方生活」從將鹽埕的一棟老屋打造為「叁捌旅居」開始，多年來逐漸擴大到整個鹽埕區的策展經營：活化傳統市場的「叁捌菜攤仔」、老商場裡的民宿咖啡館「銀座聚場」，都是透過企劃、空間營運活化鹽埕街區，讓在地美好被更多人看見。成立青年培力工作站後，團隊長期耕耘鹽埕之經驗與資源將為返鄉青年提供支援系統，串連現有的舊商場與市場聚落，銜接青年於此落地；此外規劃於各商場與市場成立聯絡處，讓新與舊的能量在此交流激盪，創造鹽埕獨有的青銀共生友善環境。

各縣市案件分配數

獲補助 **30**
案件數

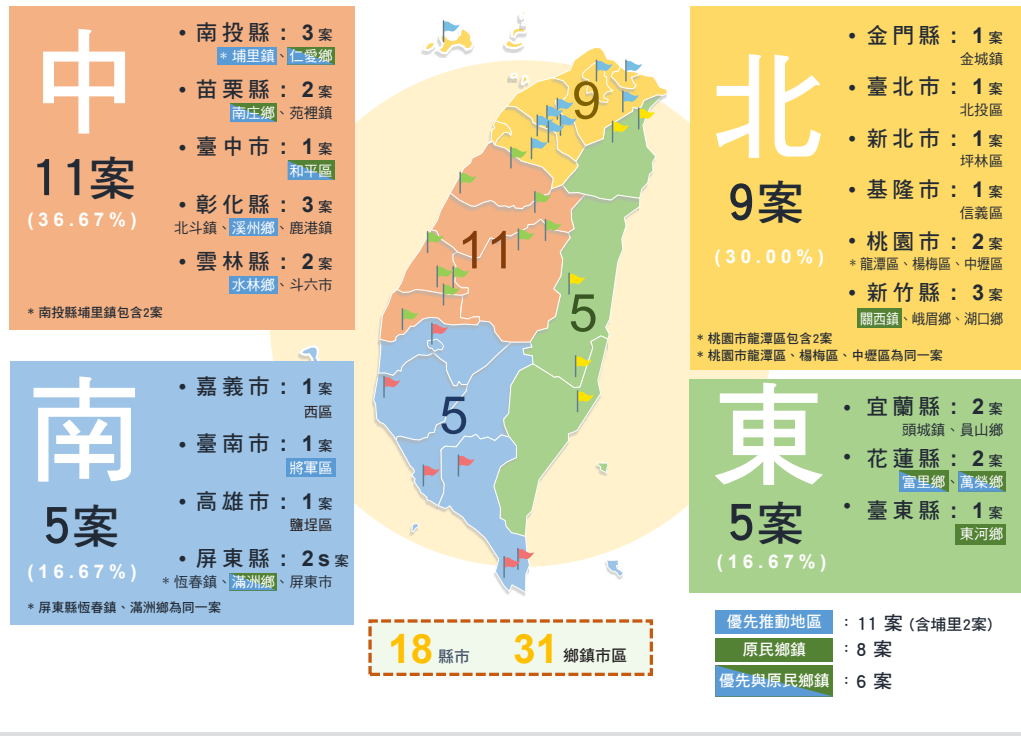



圖 3 青年培力工作站各縣市分布圖

後疫情時代下青年力大放異彩

2020 年新型冠狀病毒 Covid-19 疫情席捲全球，為各國經濟及產業發展帶來強烈衝擊，也改變了人們長久以來的生活形態，例如開始居家辦公、線上學習，人們積極利用各種資訊設備與世界對話，社會運轉未曾因為疫情而停歇。此時，正是地方創生風潮下，青年力大放異彩的轉型契機：青年不僅具備創意、活力以及各種可能性，更易於掌握現代化如大數據、AIoT、區塊鏈等數位科技，能為地方傳統產業注入新創思維及科技元素；實踐中勇於開關、不斷嘗試的精神，成為地方創生工作能在疫情陰霾下逆勢成長的穩固基盤。

國發會也積極把握這股青年量能，強化現行地方創生輔導機制，加大外部輔導能量，包括提供更多元的地方創生事業徵案方式，及成立北、中、南、東等四處分區輔導中心，都是希望進一步協助青年與地方創生工作產生更緊密的合作及互動。同時，在地方政府及其他民間團體的支持下，各種輔導、媒合及推動執行工作也持續進行中，讓各地的創生工作都能以青年為主體，政府部門功能是從旁協助，陪伴每一位青年在蹲點累積的過程中，逐漸向下扎根，站穩腳步。

在今年，全臺 30 處青年培力工作站已經正式啟動，未來數年亦將有更多工作站在臺灣各地進駐，期盼藉由讓資源有效、直接投資於在地青年，青年間的網絡串聯能形成強力支援互助系統，逐步改善地方發展體質，創造地方「工作」與「人」的良性循環。疫情讓世界快速變化，社會也應當對帶動地方發展的推進器產生全新的認知。我們相信，只要提供夠大的舞台，以及所需的資源，青年能成為阿基米德口中那個足以舉起地球的動力，為後疫情時代下的地方創生工作，開展出一條邁向「均衡臺灣」願景的嶄新大道。

Regional Revitalization 2.0

Youth Promotes Local Creativity

The Executive Yuan declared 2019 as the first year of Regional Revitalization in Taiwan, positioning it as a policy within national security strategy. The National Development Council (NDC) is responsible for planning, coordinating resource integration of resources, and launching all relevant works. For the last two years, the local communities enthusiastically responded to the policy and set in motion a wind that will quickly change the face of the Taiwan world.

Upsurge of Regional Revitalization

In the face of the economic and social problems arising from a declining and aging population, the Regional Revitalization Policy has become a call to action for all walks of life. Local governments and central ministries integrate their resources and sub-organizations to break through the development bottleneck of local areas and stimulate the rise of local culture and beauty. As a result, with a plethora of creativity and innovation from local communities, the stymied development process begins to advance, showcasing a diverse form of industry and vitality that belongs only to each region, respectively. Indeed, the subsequent results are mesmerizing; Taiwan has much more beauty yet explored by its people in the undiscovered corners of the "Formosa Island." With the joined efforts of all sectors, the Regional Revitalization Project has achieved quite astonishing results. In June 2021, the local governments have proposed 121 revitalizing projects, of which 51 of them have begun execution after Executive Yuan's reviews in the "Regional Revitalization Board (RRB) work meetings". Meanwhile, the remaining 70 proposals are being actively counseled and will surely realize the vision of regional revitalization in the soon future.

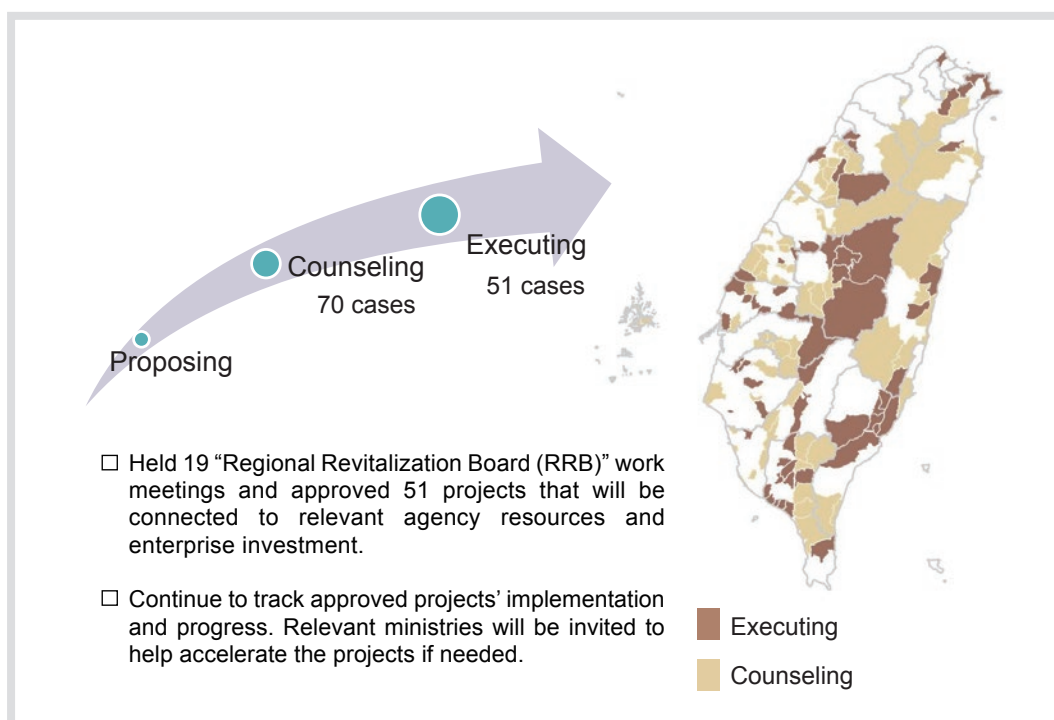


Figure 1 Current Status of Regional Revitalization Proposals

However, Regional Revitalization is not an overnight challenge; a phased process of consolidation and review is needed throughout the project on a regular basis. Therefore, in October 2020, the NDC further proposed the advanced "Regional Revitalization 2.0" strategy to "promote local connection and strengthen domestic mobility." By strengthening the local industries and environmental functions, the project hopes to promote the "lifestyle of living and working in two distinct places" to transform the local development system and accumulate capital of creativity. Encouraging youth participation and investing in necessary means or education has become the strategy's core focus. For the under-developed communities in rural areas, the aging population faces a general loss of young and robust human resources. Therefore, the need to create favorable conditions and incentives for the young generation's settlement or even permanent immigration so as to inject vitality into the area paves the way for its long-term goal.

Seminars that Hear the Voices of Local Youths

Since NDC became the official promoter for Regional Revitalization Policy, it has actively integrated resources from all walks of life: collaborating with the government, academia, research, and social industries to conduct more than 200 on-site visits, expert counseling, and conferences in each local area. During the planned visits, the local youth groups showed tremendous passion: their hometowns were all too familiar and loving for them. The youth, the essential vanguard of the revitalization project, understands each edge and downfalls of local industries yet is still willing to promote innovative ideas and bring new colors to the homeland. In order to further understand the exact needs of local youth, Chairman Kung of the NDC visited various places in Taiwan to hold seminars for young entrepreneurs where they will share their years of business experiences, turmoil, and success with the invited local ministries.

Through several seminars, government departments had the opportunity to conduct in-person dialogue exchanges with the local youths. The obstacles in practice while running local creative industries will later become the basis for relevant policy planning and adjustment. The government departments must abandon the traditional administrative mindset and devote resources to local creative industries in the most efficient way. Only through such methods can the young people devote and maximize their creativity – to link up individual entrepreneurs and weave together a robust local network that paves the ways for the solid foundation of future development.

The Flourishing Youth Training Workstations & Cultural Enlightenment

In order to truly kickstart the Regional Revitalization Policy, the government needs to propose and execute practical methods that provide sufficient resources to the under-developed areas. Therefore, not only will this decision serve as a mean of promotion but will also highly improve the policy's implementation. On October 5th, 2020, the Executive Yuan approved the "Forward-looking Infrastructure Development Program – Urban & Rural Construction --- Regional Revitalization

Project Acceleration" project that builds on close cooperation between each ministry, and departments will further integrate relevant resources for local development. The project has a five-year budget of NT\$6 billion (NT\$1.2 billion per year) to specifically support appropriate infrastructure for local communities.

Among the various initiatives, the NDC also subsidizes a total of thirty "Youth Training Workstations" in 2021 to encourage the younger generations' settlement and business endeavors in their under-development hometown. While the stations aim to support and guide young entrepreneurs in the process of establishing their own business, including but not limited to the most common problems regarding funding and management, it also expects to create a local network through the following projects & initiatives:

- 1) Talent Acquisition and Knowledge Sharing: Organize at least six seminars or events related to local entrepreneurship and regional revitalization.
- 2) Collaboration and Co-creation: Propose at least two local creative businesses with sustainable and independent operation models that contribute to local benefits.
- 3) Local Counseling and Networking: Provide a forum for local exchange and counseling between the younger generations and propose strategies for building a networking web within the population.
- 4) Propose Settlement and Returning Support Systems: Take stock of local beauty and specialties to compile the migration and returning support system.
- 5) Constructive Feedback and Practical Execution: Propose and implement local service actions contributing to social and public welfare.

After announcing the "Youth Training Workstations" call for submissions on January 22nd, 2021, the NDC held five sessions in Taipei, Taichung, Kaohsiung, Hualien, and Taitung, respectively, attracting nearly 700 local participants in total. The Council then received 374 submissions by the deadline of March 2nd, highlighting the local groups' urgent need for regional revitalization resources and relevant policy guidance. The judging committee, formed by seven experts in the corresponding fields, then decides the 30 winning submissions after various stages of review. On June 1st, the NDC announced the thirty winning participants and projects that will

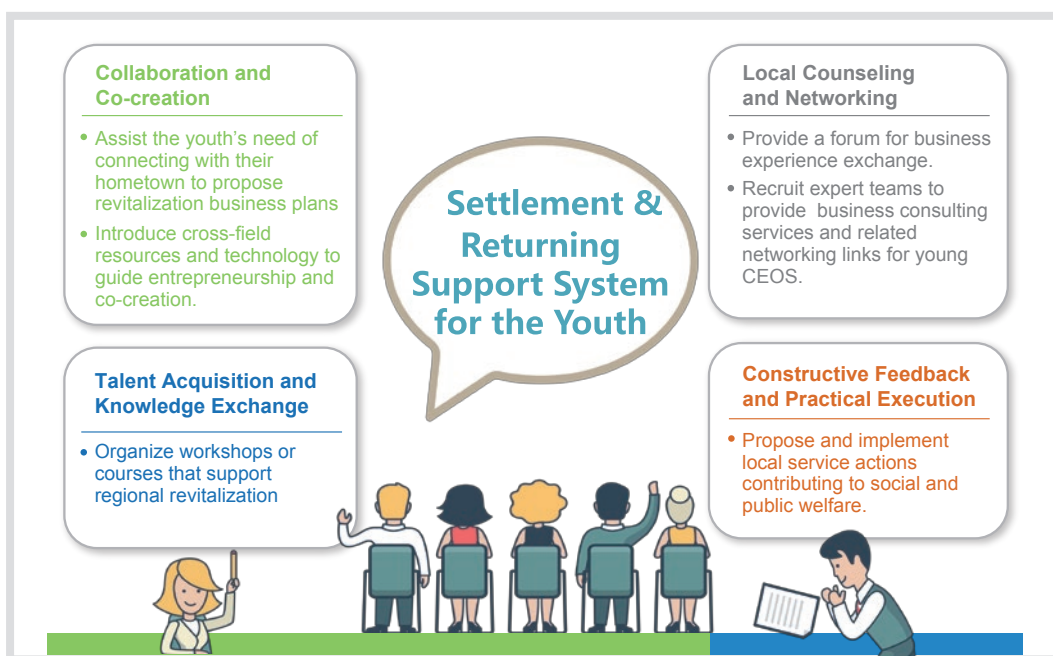


Figure2 Specific Measures to Create the Settlement & Returning Support System

become the vanguard of 2021 Youth Training Workstations all over the island and lead the countries to our blooming future.

The Power of Younger Generation Overshadows the Gloomy Pandemic

In 2020, the novel Covid-19 outbreak swept around the world, devastating the global economic and industrial developments and alternating every way of living the public has been accustomed to in the current century. Despite the pandemic turmoil, the status quo is indeed the transformational opportunity for the younger generations to take chances and manifest their creativity in regional revitalization. The younger generation not only possesses the creativity that belongs to their era but is also familiar with modern digital technologies, ranging from big data, AIoT, blockchain, and much more that can bring new blood, technology, and innovation to the traditional stagnant industries. The NDC also actively encourages this juvenile energy and creativity. By strengthening the existing counseling mechanism, the council wishes

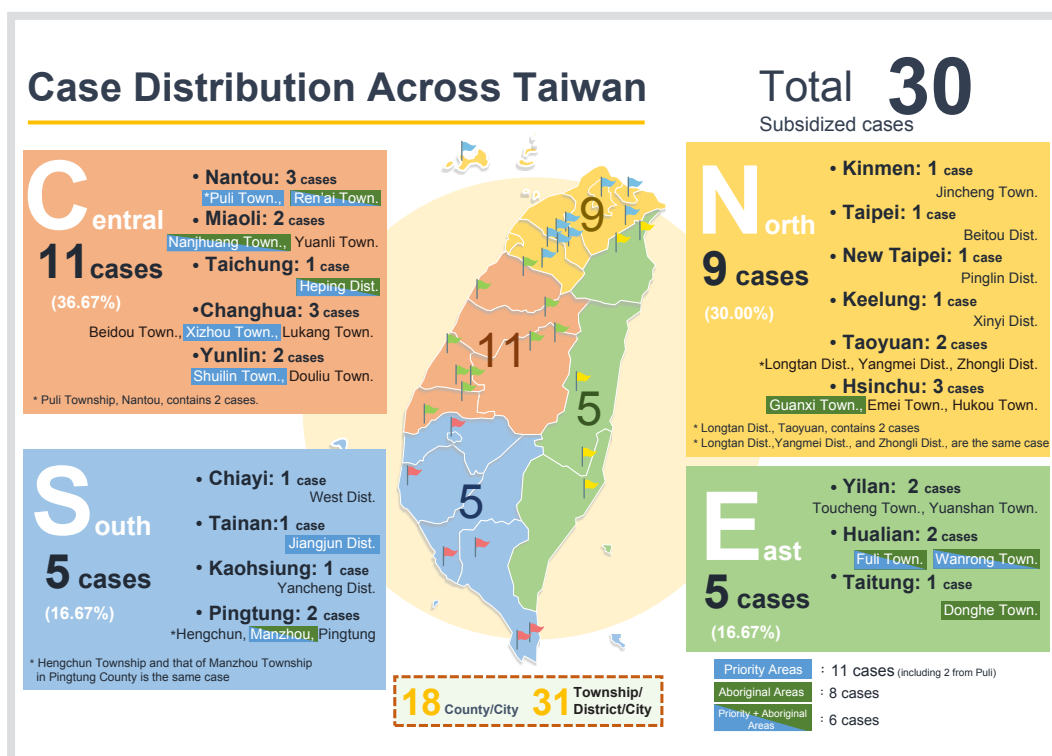


Figure 3 Youth Training Station Distribution

to advocate for more youth-oriented projects and entrepreneurs. It is expected that government departments will only play the role of assistance and guidance and accompany the younger generation in realizing their vision of the future.

In 2021, all 30 Youth Training Workstations in Taiwan have been officially launched. It is expected that an increasing number of stations will emerge in every corner in Taiwan, creating a robust support network system that reinforces local development and creates a vital positive lifestyle that integrates "work" and "people." The pandemic kickstarted an irreversible change; likewise, society should adapt in establishing new understanding and propellant for advancing development. We believe, with a massive stage and necessary resources that provide boundless opportunities, the younger generations will pave the way towards the vision of a "balanced Taiwan," a mutual prosperity, creativity, and wellbeing that exemplifies regional revitalization in its highest form in the post-epidemic era. 🌐