

Towards Sustainable and Inclusive Conservation and Revitalisation
in Hing Chun Yeuk Seven Villages, Kuk Po and Fung Hang, Hong Kong
邁向永續性及包容性的香港慶春約七村及谷埔、鳳坑鄉郊保育及復育研究

CASE STUDIES BOOKLET

A GLOBAL SURVEY OF
RURAL BEST PRACTICES

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Towards Sustainable and Inclusive Conservation and Revitalisation in Hing Chun Yeuk Seven Villages, Kuk Po and Fung Hang, Hong Kong

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1. Introduction

The case study booklet forms part of a project commissioned by the Countryside Conservation Funding scheme, titled *“Towards Sustainable and Inclusive Conservation and Revitalisation in Hing Chun Yeuk Seven Villages, Kuk Po and Fung Hang”*. The objective of the project is to provide detailed recommendations and planning for the region, and in so doing to offer a model demonstrating sustainable and inclusive rural revitalisation which can contribute to the long-term vibrancy of the area.

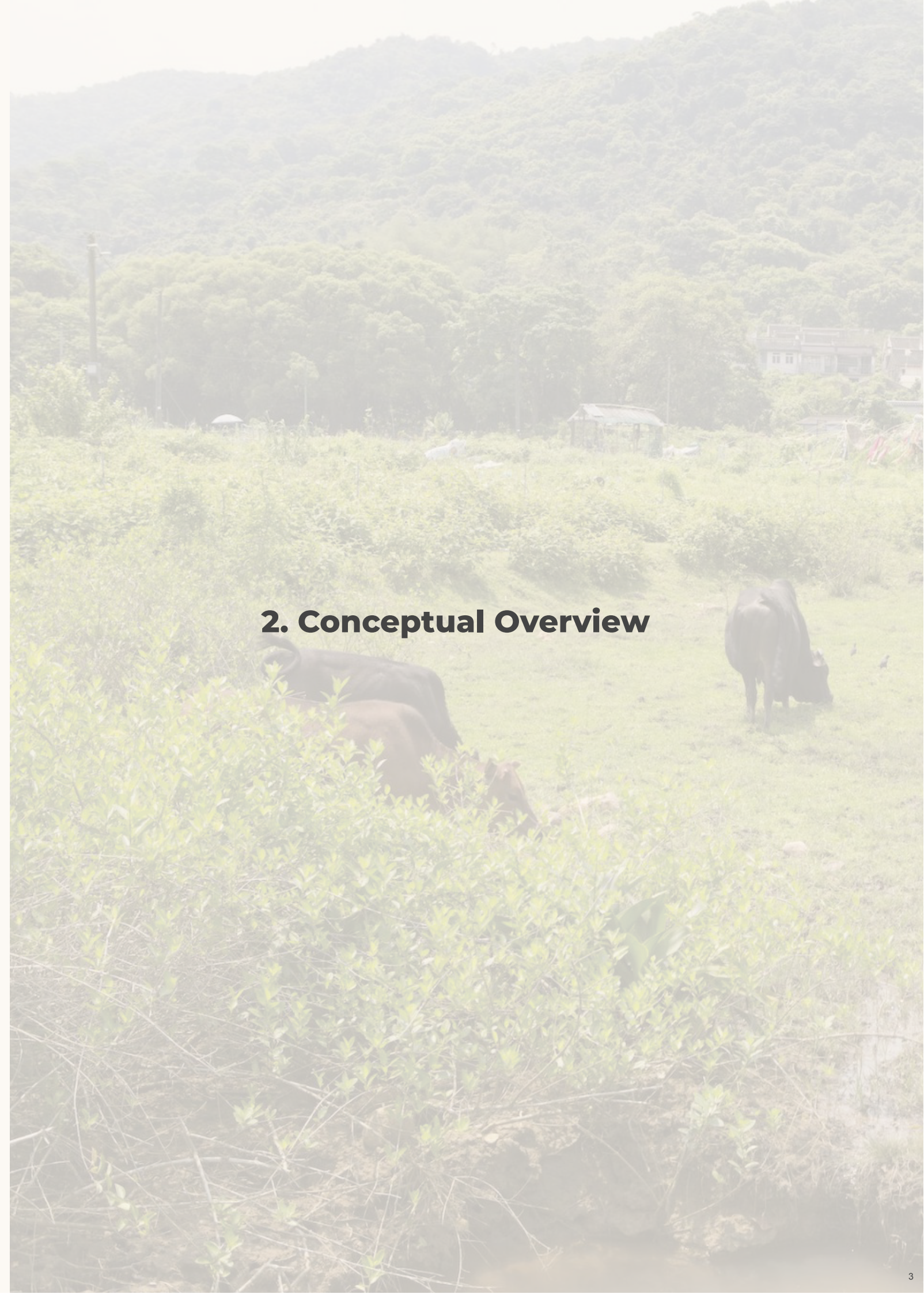
As part of the project, the case study booklet has been developed as a global survey of practices and approaches to rural revitalization which will assist in the planning exercise. Specifically, the booklet serves as a toolkit of mechanisms, policies and strategies used by stakeholders at different scales worldwide to effectuate rural community development. It begins with an examination of the conceptual basis for current practices in rural development. A survey is then conducted of the theories and strategies which are being operationalized for management of revitalization processes. Taken together, these act as a literature review of contemporary approaches to and strategies for revitalizing the economic, social, ecological and cultural bases of local rural communities.

The fourteen cases are in-depth analyses of the policy components, financing channels, institutions and programmes used to mobilize resources and people toward a desired rural revitalization model. The case studies exemplify the implementation of concepts developed in the overview section and provide historical examples of models, executed at different scales and with different logics, of rural revitalization. Each case was selected taking into consideration geographical coverage, the qualitative impact of its approach to rural development, the uniqueness of the model, and then assessed for their suitability in regards to the relevant study area. Despite the different cultural contexts, governance frameworks and institutional settings, we have identified some common trends and have noted lessons to be learned from the cases.

The booklet then proceeds to look at three Hong Kong case studies as a means to investigate the local context and assess the different ways rural revitalization has been conceptualized and implemented there. Between them the cases offer contrasting attempts, built on different driving forces, to effectuate rural development in the New Territories area. As part of this project, they serve to highlight ongoing efforts and demonstrable challenges in operationalizing revitalization efforts.

In the final section, an attempt is made to consider how these case studies, in both their problem setting and vision creation, can be reflected upon with reference to a SWOT analysis of the project area. This reflection exercise comments on the possible approaches and perspectives which emerged in the case study findings, and links them back to the on-the-ground reality in the Yan Chau Tong region. While each case stands out as a reference and benchmark for the formulation of revitalization plans, certain projects because of contextual similarities or institutional overlap are more suited for further investigation and consideration as part of this current project.

2. Conceptual Overview



Amenity-Based

Summary

- A development approach whereby local economy is built around local amenities
- Amenities can be hard (forest, mine) or soft (culture, lifestyle)
- The strategy focuses on developing these amenities for 'consumption'
- The model argues for the 'consumption' (ecotourism) instead of 'extraction' (forestry) of natural resources as a way to add more value (economic, cultural) to communities

How It Works

- Consumption-based model of local amenities enables retention of the local population and attracts stakeholders (tourists, retirees, etc.) whose arrival generates new jobs
- This stimulates employment growth and economic and community development

Benefits

- Provide non-extractive, location-specific advantages for villages at various stages in their economic development
- Have been shown to improve quality of life
- Often requires minimal upfront capital investment
- New jobs created can diversify local economy
 - E.g. retirement destinations can see service sector grow, especially the healthcare industry

Challenges

- Avoiding the gentrifying impact of amenity development on the local workforce
 - E.g. rising housing costs associated with development
- Social conflicts between residents and tourists (and seasonal residents) over growth and development
 - Locals tend to prefer to see more job and income growth, while tourists and seasonal residents may place a higher priority on environmental quality

Sustainable Livelihoods

Summary

- People-centered and holistic approach to development, aims to go beyond only economic considerations
- Livelihood is considered sustainable when:
 - It is resilient in the face of economic shocks
 - Individuals can increase their assets without drawing down the natural resource base detrimentally
- Defined in contrast to 'sustainable development'
- Key component is being critical of purely economic growth

How It Works

- Encourages cross-sectoral and multi-occupational diversity
 - E.g., agriculture is seen as just one of a host of other actual and potential activities

Benefits

- Deep focus on the overall outcomes of development intervention
- Shows how factors that constrain or enhance livelihood opportunities relate
- Helps to assess impacts and plan future development activities which can more comprehensively improve livelihoods
- For example, if a tourism strategy was decided upon, approach would help to build a holistic framework for development
 - Community could decide to start up a guide service business operation
 - The venture could then become a medium enterprise and create a wide range of jobs (e.g., accounting, marketing, communications, HR, etc.)

Challenges

- Dependent upon a complex and developed governance structure (no institutional gaps)
- Rooted in strong levels of social capital, requires cooperation and built in adaptability
- Balance needed between different priorities, happens on a case by case basis
 - How to develop infrastructure (hotels, etc.) without damaging ecology

Rural Entrepreneurship

Summary

- By creating investment channels, approach is able to stimulate creation and growth of small and medium enterprises in rural communities
- Rural areas generally have higher levels of entrepreneurship than urban areas
 - Cultural emphasis on independence and self-sufficiency

How It Works

- Local policy makers work with other governance layers (provincial or national) to build funding capacity and business ecosystem
- For example, an entrepreneurial league system helps to increase the supply of entrepreneurs in a community
 - Planners identify weak spots within the overall community and then economic developers strategically recruit entrepreneurs from elsewhere to fill gaps
- Alongside it, an incubation programme can be created to spawn new local small businesses
 - Such a programme combines access to small amounts of capital with training in financial literacy and business development

Benefits

- Lack of large firms investing in these regions may provide incentives and market opportunities for entrepreneurs
- Entrepreneurship adds resilience through the diversification of jobs and ownership in the community

Challenges

- Lack of access to enough or well designed venture capital
- Requires skillful policy design for seed funding
- Human capital levels: if low, ability to absorb and apply new ideas for economic development may be limited

Cultural Reconstruction

Summary

- Holistic development approach, concerned with revitalizing wider community wellbeing not simply economic dynamism
- Main objective is fortifying community structures and institutions
- Begins with energizing local culture by instilling self-confidence in order to build up solidarity

How It Works

- Achieved through organizing new structures and activities around collective actions
- Dancing troupes, theatre, education etc.
- Gradually transforms newly formed cultural solidarities into economic institutions
- Attracts external resources to advise on creation of cultural, social and economic organizations
- Develops a place-based mechanism for reconstruction through governance improvements
- Also advocates for participatory social learning
 - Revival in agricultural traditions
 - Generation of a separate, distinct discipline of rural knowledge

Benefits

- Focus on education and cultural participation extends welfare benefits
- Also compounds impacts (social, economic, cultural) with minimal capital investment
- Adoption of intervillage industry networks and cooperative arrangements allows for built-in market protection and resilience against commodity price fluctuations

Challenges

- How to increase human capital levels sufficiently to affect economic outcomes
- Transitioning from cultural organization to economic ones requires strong expertise and institutional support
- Model depends on policy support from government and external stakeholders (universities, etc.)

Cluster Development

Summary

- Clusters refer to closely associated businesses and institutions linked by complementarities
- This development approach consists in agglomerating businesses to increase network effects and offer scale benefits
- Clusters can also include:
 - Suppliers of inputs and services
 - Training and support institutions
 - Trade associations

How It Works

- Starts with a regional plan which denominates local advantages and an implementation plan to spur economic development through clusters
- Business incubators act as tools in building an array of business support services around a physical facility
- A cluster of business tenants can then obtain economies of scale for shared services, as well as peer learning and efficient mentoring from business professionals
- To make clustering possible smaller communities can consider joining forces with other communities in a region to create and manage an incubator facility
 - e.g. University of Idaho Food Technology Center, USA
 - As part of a community project, developed a commercial kitchen where small specialty food firms can create batches of wet or dry products in an approved facility
 - Part of the building is used by university staff to help companies with R&D, food processing studies, and food safety analysis
 - The facility is connected to a business incubator next door and to Idaho TechHelp, the state's manufacturing extension service

Benefits

- Provides new opportunities for high-wage employment, as well as offering more long-term sustainability to communities
- Allows for more effective competition in a global supply chain economy
 - Generates economies of scale
 - Highly adaptive to local conditions through focusing on specialty economic sectors
- Can work in tandem with other related models (rural entrepreneurship)

Challenges

- For rural areas, distance and density may make it more difficult to coordinate clusters
- Fragmentation of local governments makes it difficult to coordinate land use and other policies across numerous local government entities
- Without linkages to education and programmes to spur knowledge incubation, approach may falter

Rural Extension Model

Summary

- An informal educational process directed toward the rural population
- Works by offering support and information to help local community stakeholders solve problems and administer best practices
- Usually initiated at the government level (national, regional, etc.)
 - But often implemented by NGOs or international organizations (UN agency)
- Extension services aim to increase efficiency, production, and standard of living
 - Offers technical advice on agriculture to farmers
 - Also supplies them with the necessary inputs and services for production
 - Offers farmers new ideas developed by agricultural research stations
- Not just physical and economic services but also social services
 - Model helps to set up, structure and develop organizations of local farmers

Benefits

- Agricultural extension tends to be efficient and effective since extension activities tend to be coordinated with market based institutions in mind (e.g. input supply/marketing of output)
- As this model is smaller and more focused, seeking to solve specific problems, it tends to be easier to monitor, evaluate and is relatively cost effective

Challenges

- Extension objectives are often not determined by the needs and priorities of the farmers
- Oftentimes extension services are coordinated at the national level according to national goals and targets, as a result they fail to adjust tools for each different locality
- This will result in trying to encourage farmers to adopt practices which do not fit their problems or needs

Community-Supported Agriculture

Summary

- Strategy leverages community-linkages, in which members pledge support to a farm, in order to build resilience and stability into operations
- This is in contrast to selling produce on the open market
- Growers and consumers provide mutual support and members share the risks and benefits of food production
- Within this strategy, there are different tools for revenue generation:
 - People come to the farm and rent land to grow vegetables
 - Members buy a share of the farm's production before each growing season
 - In return, farmers grow the food and deliver it to people within cities
- The farmer receives advance working capital, gains financial security, earns better crop prices, and benefits from the direct marketing plan

Benefits

- Upfront payment allows producers to invest in equipment, seeds, and cover upfront growing costs without having to take out high interest loans
- CSAs allow farmers to have a dependable revenue stream and market for their produce and help ensure small farmers stay in business

Challenges

- When there are high turnover rates of members and/or low member retention continuous marketing investment must be made
- Higher accessibility to sustainable and healthy food provided by conventional sales channels challenges the concept
- Scaling up can be difficult since one of the value propositions to customers concerns bonds of trust and local small-scale production

Rural Tourism

Summary

- Tourists travel to rural regions because they possess unique natural resource assets (motivated by natural amenities)
- Rural tourism can stimulate new sectors of the local economy and grow wages through service provision and external capital investment
- Tourism creates pressures on land uses shifting from productive use capacity to speculative and amenity-driven values
- Benefits depend on integrated policy approach whereby emphasis is on controlled inflow and targeted outcomes which flow out to the entire community

Benefits

- Tourism has been shown to provide an important source of income to rural communities
- Permits a wide range of local actors to benefit from local resources through stimulating local responses to market trends (e.g. niche marketing and new product development)

Challenges

- Requires a robust policy design to enable desirable and sustainable outcomes (e.g. local policy to build revenue streams like room taxes or use fees from tourists to offset costs of producing inputs)
- Capital inflow often leaks out of rural region to serve non-local investors (e.g. big chains)
- Premium on high-amenity sites serves to dislocate lower- and middle-income residents
- Recreation congestion can detrimentally affect sensitive ecosystems (invasive species, water quality decline, pollutants)

Community-based Resource Management

Summary

- Approach combines conservation with generation of economic benefits for community
- Assumptions:
 - Local people are better placed to conserve natural resources
 - People will conserve a resource only if its benefits exceeds the cost of conservation
 - People will conserve a resource that is linked directly to their quality of life
- Encourages the management of resources by collective local institutions for local benefit
- Two Models:
 - Commercial uses of natural resources (managing wildlife for local tourism)
 - Subsistence uses of resources (non-Timber Forest Products)
- Major task is the development of strong and resilient community organizations for the management of land and natural resources

Benefits

- A local community can achieve economic uplift through the stewardship and management of local resource amenities
- In addition to financial benefits, the model can lead to the empowerment of people in rural areas, conservation of biodiversity, and the development of more secure livelihoods (e.g. property rights)

Challenges

- Overcoming elite capture of opportunities and benefits relating to the ownership of or control over local resource amenities
- Corruption and mismanagement can lead to governance issues and a lack of trust in local institution to implement model

Payment for Environmental Services (PES)

Summary

- PES is defined as a contractual agreement between a beneficiary and producer
 - Beneficiary transfers income to the producer if they adopt specific practices on the land
- Examples
 - Carbon sequestration and storage
 - Biodiversity conservation
 - Watershed protection
- PES projects is so far mostly funded by international climate finance initiatives
 - For example, REDD+ is an international system of incentives currently under discussion as part of the UN Framework Convention on Climate Change
 - Aims to reduce emissions of greenhouse gases resulting from deforestation and to enhance forest carbon stocks in developing countries
 - For its implementation, it will rely to a great extent on PES to channel international funding to the local level

Benefits

- An approach for local communities to profit from the conservation of the local environment without needing to rely on secondary channels (tourism, hunting, etc.)
- Enables those who contribute to the provision of positive environmental externalities in the form of environmental services to receive compensation for the benefits they provide
- PES schemes can also provide non-monetary benefits to land users in the form of training, infrastructure or support for revenue diversification or market development

Challenges

- Participants in PES programmes may pursue funding from the program without regard for other environmental concerns
 - For example, participants in carbon-credit programs may produce low-cost carbon at the expense of food production and livelihood security ('perverse incentive')
- ES providers may be less likely to continue an action after an introduced financial incentive is removed because they have learned to feel entitled to receive this compensation
- So far, there has been relatively little corporate involvement in PES
 - This limits the operationalization of this model as it relies on governments and NGOs (often with limited funding resources) to implement the project

Recruitment Model

Summary

- Marketing-based strategy aimed at attracting people or companies for local revitalization
- Tends to focus on promoting lifestyle changes to employees or individuals
- Possible Recruits include:
 - Urban upper/middle class
 - International expatriate community ;
 - Older population segment looking to retire
 - Young travelling remote entrepreneurs
 - Former residents who have moved elsewhere
- Company Model
 - Community works with corporates to enable shifting jobs (through outsourcing or business relocation)
 - Enables company to pay lower wages in exchange for in situ jobs or lifestyle amenities
 - Provides economic development to out-of-the-way places
 - Can enhance employee lifestyle impacts (better amenities)
- Marketing Model
 - Local government uses advertising tools and policy restructuring to attract outsiders or bring back out-migrants
 - Policies used include tax exemptions or subsidies (home renovation), service provision (free daycare), rental vouchers
 - Programs include rural coworking spaces, assimilation (helps newcomers integrate), thematic branding exercises (architecture)

Benefits

- Can serve as longer term revitalization strategy which can repopulate the town, and lead to a rise in government investment potential (via taxes) and the provision of local services (rise in stable demand)
- Can bring high quality, well-paying jobs into the community through strategy partnerships with private sector
- Can be narrowly designed to attract specific population segment (e.g. out-migrants) thereby allowing for a targeted revitalization strategy to take place

Challenges

- Rural gentrification: influx of wealthy newcomers may lead to property price rises which contribute to less affordable level for the locals
- May result in cultural displacement
- Newcomers (even returning ones) can bring in new divisions within community (class-based, income-based) which serve to reduce social capital, cohesion, and give rise to a less unified set of local objectives

Place Branding

Summary

- Emerged as a development strategy in the early 2000's
- Strategy works by weaving together (using marketing techniques) a locale's underlying cultural resources, landscape amenities and product offerings into a coherent identity which is sold to relevant markets (e.g. tourism)
- If the brand is tied to quality of place and community, then the model can help to protect these qualities and stabilize community
 - For example, what is sold and what is protected do not have to be the same; what a community wants to protect (e.g. a local species) can help to sell other things (e.g. crafts)
- Branding can also work by making local qualities visible enough to stabilize the financial base (by attracting new residents, tourists, etc.)
- When it works, features and elements of a community that had little value, can acquire value when place identity and place brand create a new 'story'

Benefits

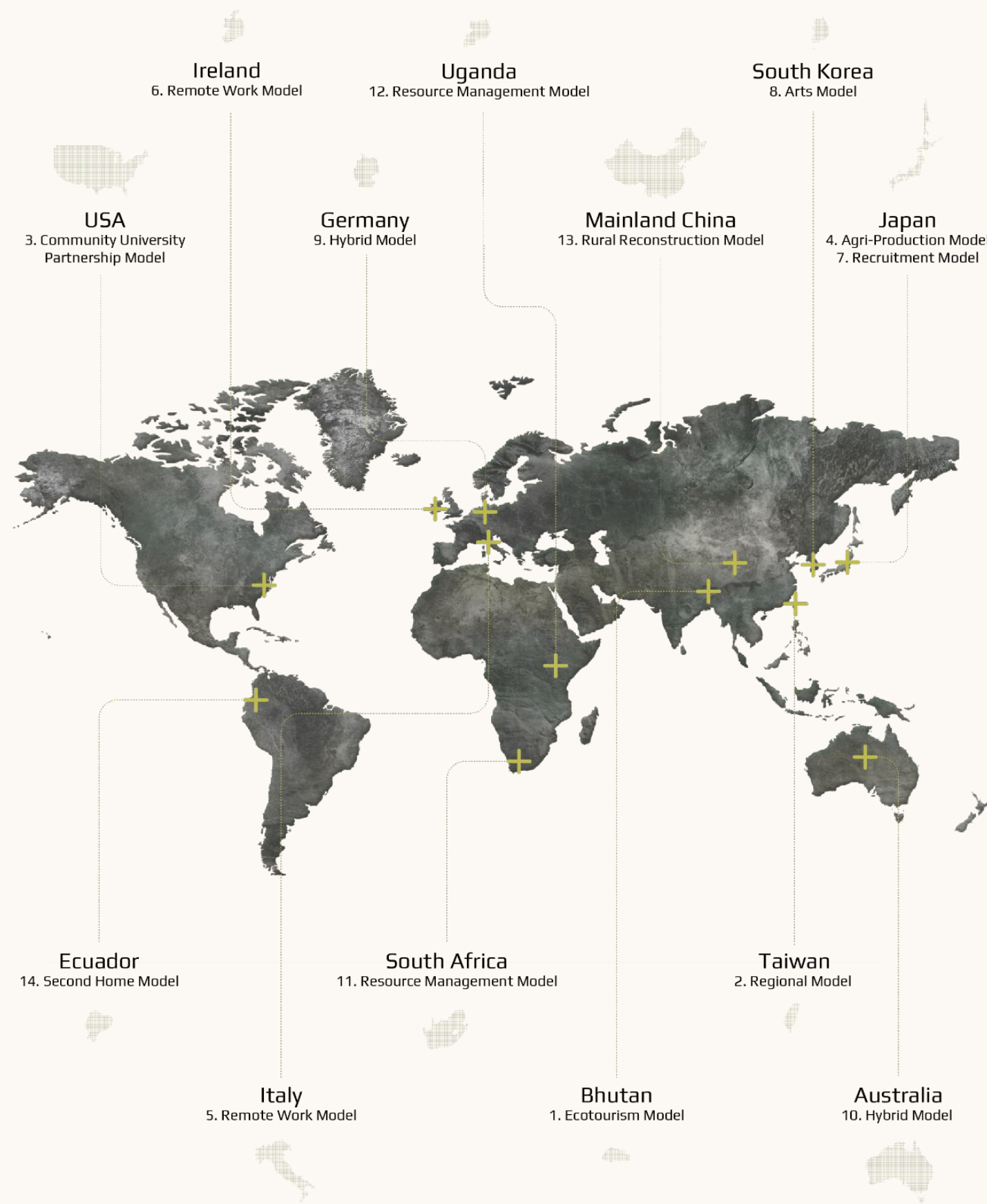
- A valuable place brand encourages local cooperation, long-term strategies, sustainable use
- Can be a strategy towards context-sensitive development
 - Through comprehensive planning and respect for the landscape
- A way to integrate policies while focusing on local enviro-social landscape, combines features and activities under a shared theme

Challenges

- Strategy is often dismissed as a neo-liberal exercise of commodification
 - Places are reduced to products
- Branding can restrain the ability to expand local identity and development base
 - Tuscany for example can sell things like olive oil, tourism and jewelry because of 'Tuscany' brand
 - These things help to preserve the Tuscan landscape but that place-brand was a hindrance to attempts at high-tech diversification



3. Case Studies Locations



4. Models Overview

1. Eco-Tourism Model

- Revenue is generated principally from sales of goods & services to tourism
- Eco-based travel tourism can integrate a mix of objectives to achieve holistic development

2. Regional Model

- Development is coordinated and implemented at the regional scale, building on local comparative advantages
- Local networks and coordinated development are used to build a multiscale plan which leverages a region's cultural identity and amenities for development

3. Community University Partnership Model

- Revitalization is achieved through the collaboration of a local university with one or several local villages
- The university's knowledge and network capital (professors, research) are used to analyse conditions, and then coordinate development interventions for the revitalisation of community

4. Remote Work Model

- Development occurs by attracting a mobile workforce to the community as medium term visitors or long term residents and building a service economy around them
- Town renewal policy leads to physical structure renovation and then services and programming are developed to market the village to newcomers

5. Agri-Production Model

- Economy of value-added products (jam/tofu/etc) is built on top of a traditional agricultural economy (fruits/soybean/etc)
- Revenue is generated from e-commerce, direct to consumer sales, farmers' markets, etc.

6. Recruitment Model

- Strategy which prioritises place branding and marketing to promote the return of out migrants or the entry of newcomers for the purposes of revitalising the community in the long term
- Communities design new local policies and initiatives to recruit outsiders looking for a lifestyle change

7. Arts Model

- Programming, events and artist output brings in external capital investment through tourism or cultural participation which enables local circular economy
- This can involve the clustering of a specific industry (e.g. book publishing) where the village is centred around providing housing, services and programming for the industry members

8. Hybrid Model

- Multiple income streams involved in community development with individual inputs helping to pollinate others (e.g. tourism → agriculture)
- This helps to achieve economic resilience by ensuring that community does not depend on just one economic output

9. Resource Management Model

- Approach centres local resources and aims to design community-based revitalization which simultaneously conserves and generates local economic development from resources
- This is achieved through community payments schemes, biodiversity programmes, rights systems, preferential employment, and local investments into social services

10. Permaculture Model

- Uses ecological management practices and locally adaptive solutions to build a sustainable long term development approach
- It aims to achieve synergistic effects on ecosystem health and human well-being
- The framework centres on agricultural metaphors of cross pollination and hybridity to promote circularity and layered economic development (commerce of primary products mixed with small-scaled tourism, manufacturing and real estate transactions)

11. Rural Reconstruction Model

- Approach aims to achieve social and economic welfare
- Involves reconstructing cultural solidarity and social confidence as a means of restoring or creating new economic forms of organisation
- Often makes use of integrated and/or shareholding cooperatives as a means to organise economically

12. Second Home Model

- Involves the spatial reconfiguration of an exciting village for retirees or cottagers
- Local revenue is generated from land sales and property taxes
- Local economy is reconfigured around meeting the needs of housing owners from outside

5. Global Case Studies

Ecotourism Model

'High Quality, Low Impact', Bhutan

Reasons For Selecting Case

This case study was chosen for its ability to show how a well-designed sustainable tourism strategy can have positive cumulative effects on rural outcomes. The Bhutan case fits into a combination of the amenity-based and sustainable livelihoods approach. With the realization that tourism can have negative social and ecological impacts, Bhutan established controlled tourism policies. This includes a minimum fee policy which protects heritage and culture by preventing certain kinds of tourism. Today, their "high quality, low impact" tourism model has become a global best practice.

National Level

Since the 1970s, Bhutan has been pioneering a **sustainable development approach**

- In 1972, the country substituted the concept of Gross National Happiness (GNH) for GDP
- As a holistic framework it gives equal importance to non-economic aspects of wellbeing
- The GNH governance framework takes into account domains like:
 - psychological well-being, health, time use, education, cultural diversity and resilience, good governance, community vitality, ecological diversity, etc.

As part of GNH, tourism is modelled as a **High Quality, Low Volume (HQLV) policy**

- Tourism is measured as more than revenue, and instead considers a wider range of impact metrics

"Sustainable Tourism Development Strategy" of 2005

Emphasis on increasing tourist numbers by using culture and environment, components include:

Sustainable development fee (SDF) + minimum daily package rate (MDPR)

- All tours are prepaid and pre-arranged, only then is a visa issued
- Cost is prescribed by government at USD 250 per tourist per day
- The cost includes a Sustainable Development Fee (SDF), which is reinvested into the preservation and conservation of nature and culture (e.g. to finance Bhutan's free education and healthcare systems)
- SDF amounts to USD 65 out of the overall daily USD 250 MDPR fee

Minimum tourism service standards

- All tours have to be arranged by a licensed Bhutanese tour operator
- With the balance of the MDPR (USD 185), the chosen licensed Bhutanese tour operator must provide:
 - Minimum three-star accommodation or designated campsites
 - All meals (breakfast, lunch, and dinner)
 - Ground transportation with a private chauffeur
 - A mandatory licensed English-speaking Bhutanese tour guide

Asia

- Bhutan has a population of 800,000
 - More than 70% live in rural areas and 60% practice subsistence agriculture
 - Approx. 12% of rural population lives under the poverty line (down from 30% in 1980s)
- Starting in the 1970s, Bhutan began to open to foreign tourists
 - Government's objective was to maximize foreign exchange earnings while minimizing potentially adverse cultural and environmental impacts
- Rural Tourism is an emerging sector which focuses on natural environment and remote areas
 - In 2017, 4354 tourists were recorded on the 26 most popular trekking routes
- Sakteng Wildlife Sanctuary (SWS)
 - Native home of Brokpa Himalayan tribe (ethnic minority group)
 - 4557 residents, consisting of 702 households
 - Maize and potato are their staple crops and some have small herds of cattle
 - SWS was placed on the UNESCO World Heritage List as of 2012

Challenges

- Raising the welfare of local population without disturbing or threatening cultural practices
- Designing a bottom up approach which was participatory and representative
- Prioritizing the preservation of ecology and culture, while also generating tourism revenue

Strategies

Recreational Strategy merging culture and nature

- Local government designed tourism facilities to highlight cultural and ecological heritage
- For example, Merak–Sakteng Trek is a 6-day tour designed to take visitors along an ancient walking trail that connects the main settlements of the area

Visitation Fee

- First of its kind for any protected area in Bhutan; the fee is charged to maintain the exclusivity of the area and generate funds for the park

Facilities and Amenity Building

- Government invested in facilities to develop ecotourism in SWS including public toilets and training programmes for new jobs
- Funding for construction of campsites and amenities came from tourism board

By-Laws

- System of ‘tourist coordinators’, elected community members who make decisions and coordinate tourism services
- Together with communities they create bylaws which outline rules and responsibilities of key stakeholders and management committees
 - Bylaws determine how Community Development Fund (CDF) will be used. CDF allows a percentage of profits from campsites or other activities to be used for facility maintenance and community development

Cultural Programming

- Local communities provide “cultural programmes” consisting of traditional folk songs and ritual masked dances, selling handmade items, camping or staying in guesthouses

Ecological

- Constitution mandates that a minimum 60% of total land area be under forest cover
- Clean Bhutan (2018) conducts clean-up campaigns for trekking routes, in towns and along rivers
- Adventure companies are legally mandated to camp only in designated areas, to register with the caretaker of the site, pay site fees, and carry out all refuse
- Bhutan has pledged to remain a carbon-neutral economy and has rolled out a series of measures to achieve that (subsidising rural electricity, green taxes, etc.)
- Bhutan's tourism policy of advocating environmental and cultural protection is being challenged by regional politics (i.e. regional visitors, see next section for details)

Tourism

- Total of 316,000 tourists (72% regional, remaining international) in 2019
- Bhutan places no restrictions on regional visitors (India, Bangladesh, Maldives) and fees do not apply. Their tourism provides a supplementary income stream to local business owners but is also threatening the purpose and integrity of the HQLV policy
- Bhutan is exploring development of new special interest products: community-based tourism, trout fishing, traditional medicine, hot springs, etc.

Economic

- Tourism generated 120 million USD in revenue in 2019, corresponding to 5% of national GDP
- To address urban concentration of tourism revenue, government has begun to open up eastern regions thus promoting economic development in remote rural areas
- Through SDF fee rural communities benefit from the provision of healthcare, education and infrastructure arising from the development of tourism
- Trickle-down effect of tourism (food, goods and handicrafts) means that annual average local income from tourism has been growing
- Due to strict rules for foreign investment and the employment of foreign nationals, tourism operations of all sizes are staffed and owned by Bhutanese citizens

Cultural

- 90% of arriving tourists claim the primary motivation for their visit is cultural
- Bhutan uses monasteries and fortresses as an anchor for tourism development
- Most local communities respond positively to tourists visiting their communities and say that negative impacts on their culture are generally non-existent
- Many tourists visit during the festival seasons of spring and autumn, which have become overcrowded

Social

- Limiting tourists to those who are able to afford the daily tariff has ensured that respectful travelers visit (no party or hostel tourism)
- Bhutan chose to introduce a blanket ban on climbing high mountains. It is prohibited to climb any peak above 6000 m in Bhutan. This was due to social concerns as mountains are considered sacred by local population

Takeaways

1. Rather than restricting the number of tourists, Bhutan has very strict entry requirements
2. The slow increase of tourism has allowed infrastructure to grow accordingly, without destroying the environment
3. Effectiveness of controlled tourism depends on how government controls and monitors private sector to ensure their practices are environmentally and culturally sustainable
4. There are concerns about the dispersal of tourism benefits and their distribution to rural populations
5. Modern income-generating activities and skilled jobs can be tied to culture heritage
6. Tourists to Bhutan travel primarily for culture, thus showing the potential for cultural tourism. Overall, local pride and cultural confidence are very closely associated with tourism in Bhutan



Regional Model

Lugu, Nantou, Taiwan

Reasons For Selecting Case

This case study was chosen for its ability to show how a regional scale development model can contribute to the revitalization of an area. This case fits into an amenity-based rural development approach. The regional plan helped to integrate recreational activities alongside other amenity based interventions. As opposed to a more traditional tourism model, here planning is more foundational to its success as the objective is the revitalization of a region as opposed to a targeted community. Regional level design and planning helps to distribute impacts equitably across communities.

National Level

The central government allocates funds for counties that are willing to promote the development of rural tourism each year

- Planning budgets are assigned for different areas and periods of time after analyzing natural and cultural resources, land use, willingness of farmers to participate, potential number of visitors and adjacent recreational spots
- Some local farmers' associations also propose a corresponding budget to enhance their involvement in planning rural tourism

Agricultural Development Act (National)

Promulgated in 1973, amended several times until 2016

- Agricultural lands may be exempted from acquiring construction licenses for setting up temporary and non-fixed foundation structures made of certain materials for the purposes of agricultural production
- Farmers who acquire agricultural lands and do not possess a farmhouse for their own use, may apply for the construction of individual farmhouses or concentrated townhouses

Regulation for Counseling and Governance of Recreation Agriculture (2011)

- Land area requirements applying for designation as recreational agriculture should be at least 50 ha in rural districts
- Areas with the following features are permissible for planning a recreational agriculture district:

Distinctive agricultural features of the local district

Rich landscape resources

Rich ecological and valuable cultural heritages for conservation

Local Level

- To coordinate plan making for tourism the Nantou regional government gathers opinions from farmers’ associations and other organizations
 - During the process of implementation, the government holds several **public meetings** to **explain the program to farmers**, and make sure that farmers’ associations, and farmers follow the necessary regulations
 - Once the tourist project receives all legally required permits, the local government applies for funds from the central government to cover the costs of development
- In, 2001, the Lugu county farmers’ association **established the ‘Rural Leisure Tourism Department’** (the first of its kind in the country), following a national amendment which allowed such associations to run tourism businesses
- In 1992, the township government began to encourage reconstruction of ancient houses in the traditional ‘three-section compound’ as **hostels**

Nantou County is a central region of Taiwan

- Area: 401,600 ha, 33.5% for agricultural production
- More than 50% of total population is involved in agriculture, products include:
 - Rice, betelnut, tea, tobacco, sugarcane, vegetables, fruits and flowers
- A typical agricultural county (high-quality agricultural products, diverse landscapes, excellent water) but with very little industry
- History
 - In 1999, Nantou County suffered a major earthquake, which caused huge damage and claimed over 6000 lives
 - Thereafter, the government made large efforts for recovery. At the same time, the Tourism Bureau of the Taiwan government started to promote indigenous tourism to increase local residents’ incomes

Lugu Township

- Comprised of 13 villages with a total population of 17,000 (2021)
- Nationally famous scenic spots include: e.g. Phoenix Valley Bird garden and recreational farms
- Qualified for leisure agriculture development by the central government
- Agricultural products: tea (the major crop; occupies the largest area of agricultural land), bamboo shoots and wild celery tea
- History
 - 2001, Typhoon Toraji hit Central Taiwan’s tourism industry hard
 - 2002, launched **‘Fragrance of the Tea, Music of the Bamboo’ (茶香竹韻) Tourism Package** under the **‘One Township, One Leisure’ (一鄉一休閒) Plan by the Council of Agriculture**, which aims to transform the agriculture industry to leisure farming ,to face the change in agricultural product market



Challenges

- Emigration due to few job opportunities
- Increasing local incomes
- Promoting and strengthening confidence in local indigenous culture

Strategies

Leisure activities organised by the farmers

- Tours of tea or bamboo growing areas
- Banquets with tea and music
- Tourism farms with accommodation
- Experiencing agricultural practices (drying tea, tea ceremony, digging bamboo shoots, bamboo handicrafts)

Two Model Approach

- One supported by the central government, other through private sector
 - For government model, county can apply for financial support and then has to follow the regulations governing rural tourism
 - For private sector, rural projects are supported by a company’s own budget
 - Usually takes the form of a leisure farm as these farms (operated by commercial companies) are more successful than those planned as government projects

Planning of rural tourism

- **35 recreational spots connected into a complete network** which integrates farmers, rural villages, and agriculture
- This was **achieved through regional plan-making and on the ground tourism strategy**
 - Promotion of tourist routes (putting up signboards, making brochures)
 - Cultural programming (hosting performances and competitions, establishing exhibition places, building a souvenir industry)

Governance Restructuring

- Each township has its own operating committee, divided into different sections for restaurants, farmstays, etc, to integrate all activities related to rural tourism
- Farmers’ associations are the executive organization for developing and promoting rural tourism

Economic

- ➔ Increased the profitability of agriculture independently of tourism revenue
- ➔ Plan achieved strong impact on tourism with over one million visits per year recorded after implementation

Social

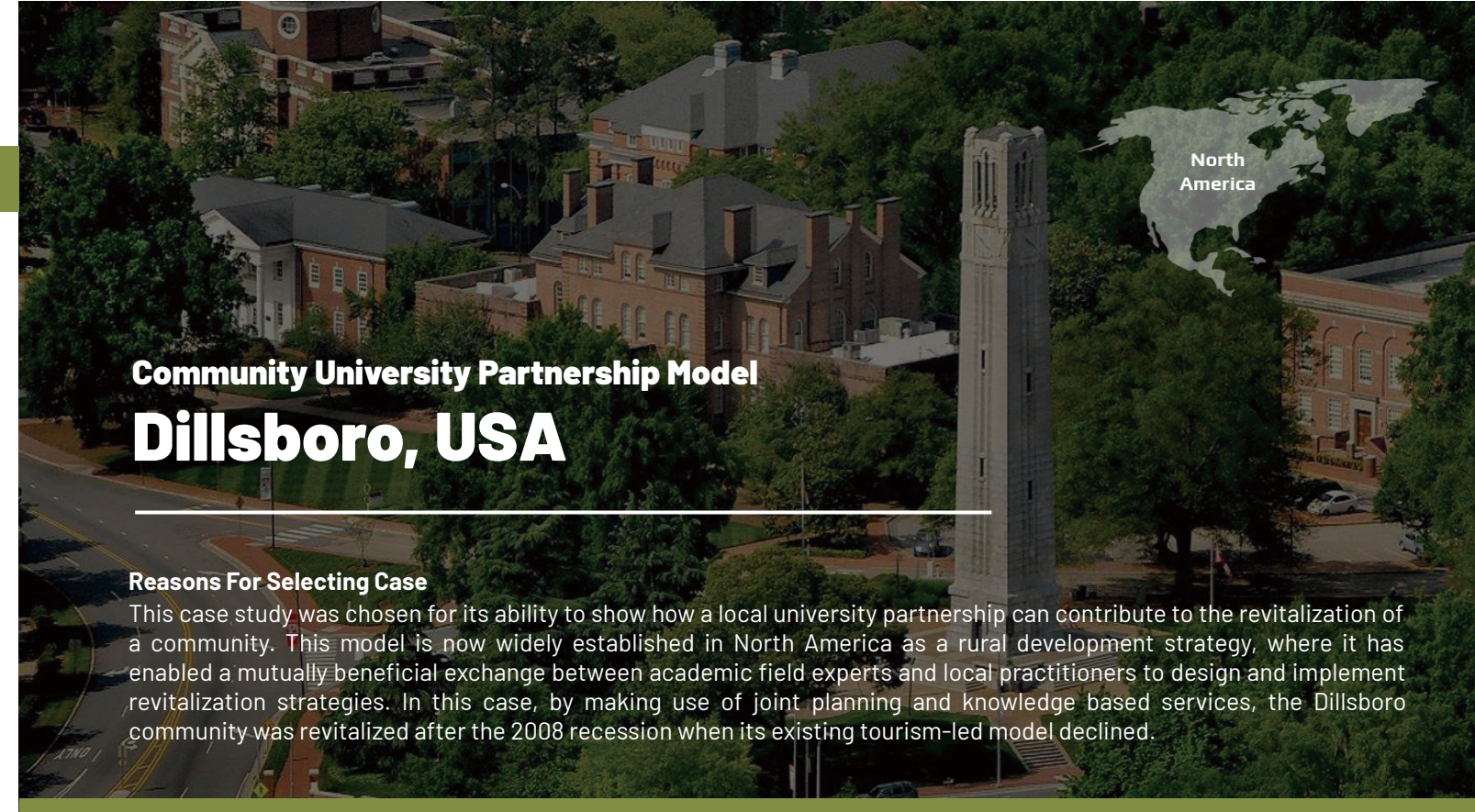
- ➔ Provided the general public with new recreational outlets
- ➔ Alleviated out migration to cities as a viable job market emerged
- ➔ Tourism assessment was measured by destination residents’ perceptions and attitudes
- ➔ Residents had positive attitudes toward social, economic and environmental impacts in the development of the local tourism industry

Ecology

- ➔ Low-impact development was used to keep the rural scenery natural
- ➔ Rapid growth in a large number of new ecological tourism destinations resulted in environmental pollution
- ➔ Residents perceived more garbage, traffic jams, noise and ecological destruction

Takeaways

1. Farmers' associations were key to implementing the regional development plan. County government took advantage of the fact that these associations are well-organized with a good financial foundation and have full support from farmers
2. Model made best use of the natural resources to generate opportunities and capital, for example through designing a wide diversity of recreational experiences
3. Perspectives and views of residents in different regions were seen as providing useful criteria for tourism development, planning and management
4. Project shows the importance and centrality of balancing economic and ecological impacts. The project began by overemphasizing economic outcomes to the detriment of the local landscape
5. Residents who have lived in the community for a longer time are more likely to resist tourists and the tourism industry



Community University Partnership Model

Dillsboro, USA

Reasons For Selecting Case

This case study was chosen for its ability to show how a local university partnership can contribute to the revitalization of a community. This model is now widely established in North America as a rural development strategy, where it has enabled a mutually beneficial exchange between academic field experts and local practitioners to design and implement revitalization strategies. In this case, by making use of joint planning and knowledge based services, the Dillsboro community was revitalized after the 2008 recession when its existing tourism-led model declined.

National Level

Office of University Partnerships (OUP)

- Facilitates the formation of campus-community partnerships
 - Organizes grants, interactive conferences, and development-related research
- Falls under the U.S. Department of Housing and Urban Development

U.S. Small Business Administration

- Extensive network of field offices
- Mainly consists of universities that host an on-campus Small Business and Development Center
- These provide assistance to small businesses at a regional level

Local Level

Campus Compact

- A national coalition of local higher education associations (1,200 college and university presidents)
- Committed "to helping catalyze and lead a national movement to reinvigorate the public purposes and civic mission of higher education"

- Dillsboro, North Carolina had a population of 249 residents in 2012
- Main tourism attraction was the Great Smoky Mountains Railroad (GSMR)
 - Riders stop over in the town for its country inns, tourist shops, original general store, local crafts and restaurants
 - Approximately 60,000 people a year rode the train
 - In 2008 the GSMR pulled its operation out of Dillsboro due to the economic crash
- Dillsboro is 8.4 miles from West Carolina University
 - 10,000 students, 450 faculty members
- Fall 2009: Dillsboro sought out university assistance in designing a revitalization process for the town
 - This resulted in the creation of a University-Community Partnership (lasted three years)
 - It was designed to match faculty expertise/resources with town challenges and needs
 - To this end university **applied research, scholarship, and service to real town problems**
 - And the partnership was integrated into the curriculum as part of school's pedagogy
- Consisted of public funding (municipal and state funding) + grants (philanthropy) + university funding
 - E.g. County level funding supplied a USD 600,000 investment needed to renovate the railroad

Challenges

- Local population had been declining over the years
- As part of the post 2008 recession there was a downturn in tourism and many businesses closed or struggled
 - Nearly 50% of the 62 local businesses closed from 2008 – 2011 with a corresponding decrease in business sales volume (22%- 60%)
- There was a lack of local government expertise on alternative community economic development

Strategies

University Marketing Strategy

- This served to ensure that the university community was aware of Dillsboro’s special events
 - Put articles in the university online news, and email notices/ print advertisements were distributed

Restructure of local governance

- Formation of various town committees to make town improvements for the future

Research & Implementation Process

- Began with meetings with town officials to determine their needs and **how the university could best be of assistance** in the revitalization process
- Identified several short term, mid term and long term objectives for development
 - **Comprehensive marketing plan, small business development plans**, and increased entertainment activities
- Built a Partnership of Stakeholders, including town members (planning commission, business owners), university members (Small Business Development Center, Public Policy Institute, and other faculty & students)

Questionnaires were developed

- Town business owners were surveyed to determine:
 - Store hours of operation, town activities/events benefiting businesses, beneficial marketing methods, customer estimates, challenges and future business plans, changes they would like to see in Dillsboro businesses and how university could help
- Also university faculty, students survey & town visitors were surveyed to determine:
 - Perspective of town & offerings, frequency of visits, what they did while in town, patronizing of various businesses, advertising sources used, dollars spent in town, what they like or did not like about town, suggestions for what would make the town more attractive to them and encourage them to visit the town more frequently

Plan Making Process

- Based on the surveys an economic development strategy was put in place
- Town also developed a more comprehensive tourist strategy
- There was pilot testing of new initiatives
 - E.g. **university members helped to convince business owners to commit to a trial run initiative of extended store hours**

Website & App

- University assisted town in launching a **web app** to make it easy for tourists to get in touch with businesses and see what they had to offer
- Town website also listed the website of surrounding counties to provide visitors with more local events and to encourage extended stays in the region

Economic

- As a tourism strategy, the renovated railroad brought in 180,000 riders annually
- Town saw increased jobs in shops, restaurants, lodging accommodations, and other businesses
- Railroad also hired 15 people to run its operations in town

Social

- Partnership built linkages and long term relationships between community stakeholders
- As a result of initiative, a community-wide development process was developed
- Linkage between young university students and the town was strengthened. A new bus/shuttle service between campus & town was provided and special discounts to university members were offered in town to increase business

Cultural

- New cultural events rooted in local traditions were developed. This included ‘Full Spectrum Farms Growers Fair’, ‘Rafters & Crafters Festival’, ‘ColorFest & Taste of Appalachia’, ‘Youth Arts Festival’
- Museum: through a grant the town purchased a large historic farmhouse to restore into a cultural heritage tourism site ‘*Appalachian Women’s Museum*’
- Future plans include possibility of adding a performing arts center and historical area showcasing the history of the town

Ecological

- Town has created a new community park with many amenities/facilities
- Converted an environmental pollutant into an economic asset by converting landfill methane gas into energy to power local artists’ studios and greenhouses
- To enhance outdoor offerings, town worked with officials to remove a dam on the river thus enhancing the benefits to wildlife-based recreation (e.g. fishing)

Takeaways

1. Universities need to involve community participants in research projects from the beginning to ensure what is being researched will provide valuable outcomes for the community
2. Continuous feedback needed among all stakeholders in the partnership, with the goal of continuously improving the partnership and its outcomes
3. Importance of committed leadership from the top from all partners
4. Partnerships can create powerful metrics and assessments to measure progress which can then help to finetune the development model
5. Importance of selecting the right people from the community and university into the partnership to provide the resources and expertise needed to accomplish the mission



Agri-Production Model

Kamikatsu, Japan

Reasons For Selecting Case

This case study was chosen for its ability to show how a place branding strategy can contribute to the revitalization of a community. The Irodori company case fits into the sustainable-livelihood approach to rural development, focused as it is on the holistic and sustainable incorporation of new economic activity into the culture of the village. By creating agri-business in a new way with existing resources and human capital, the residents of Shikoku Island were able to positively affect the economic and social welfare of their community.

National Level

One Village One Product (OVOP)

- A program pioneered for regional development that began in Oita Prefecture in 1979
- Implemented to develop leading products and leading industries with local characteristics, so as to increase farmers' income and revitalize the rural economy
- Helped boost the rural economy of areas with great market potential, obvious regional characteristics, and added value to the leading products and industries

"Sixth industry" [hybrid model]

- Promoted by the Japanese government since 2010
- Helps to create new added value through effective use of products, as well as assets in farming, mountain, and fishing villages (primary sector), by integrating elements of industry, such as processing (secondary sector), and services (tertiary sector), such as restaurants

Regional Revitalization Act (chiho sousei)

- This act (launched in 2014) encourages local governments to initiate revitalization strategies and establish locally specific businesses
- Contributes public investment toward regional industrial development and job creation through:
 - Providing local regions with special financial subsidies (tax incentives)
 - Supporting local start-ups and encouraging foreign investment in local areas
 - Consolidating open data regarding demography and regional economies

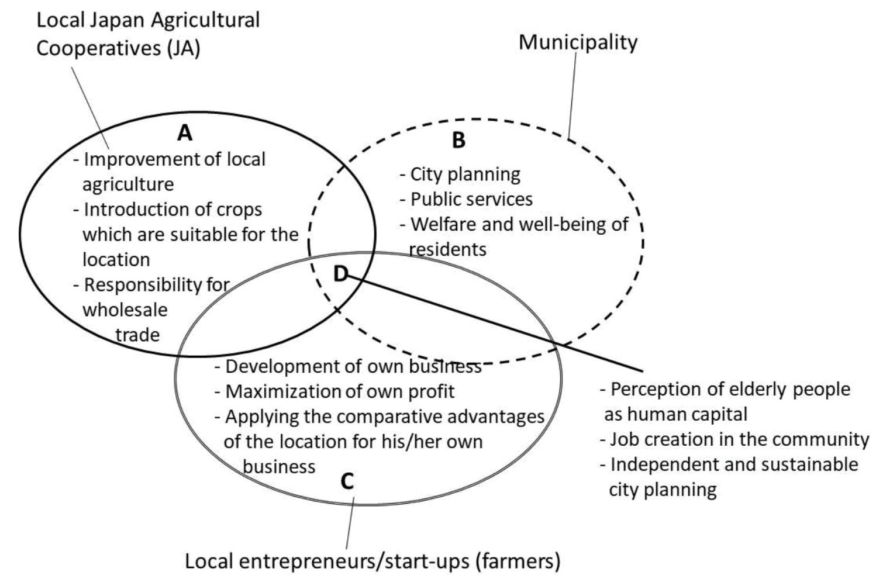
Japan Agricultural Cooperatives (JA)

- Organizations supported by national policy which help to stabilize product prices by creating economies of scale and tools for small operators
- They achieve this by providing:
 - Technical support in the area of marketing (value added)
 - A wide range of farm supporting services, including market information
 - Member credit services, e.g. saving accounts, loans, and insurance services

Local Level

Community-Reactivating Cooperator Squad

- Government programme since 2009
- Community-reactivating cooperators, who come from other districts, mostly urban districts, live in a rural community for at most three years to improve the interaction between local residents and people from other areas to stimulate rural communities



- Demographic background:
 - Population of 1800 (2014), decreased from a peak of 6000 residents
 - More than 50% over the age of 65
- Mountainous landscape has led to limited local land use
- Town was traditionally home to a lumber and mandarin economy, but imports led to industry decline
- Slowly, the economy decoupled from industrial linkages in neighboring cities. Consequently, the reduced attractiveness of agriculture accelerated the emigration of young residents
- Considered a "disappearing village" due to its increasing number of elderly and declining number of young people
- Revitalization began with the Irodori company selling decorative leaves for Japanese traditional dishes
 - In 1998 company founder Tomoji Yokoishi persuaded the national government to support the idea and obtained funding (16 million yen) as part of a government-led experiment

Challenges

- Aging population
- Low morale: reports suggest villagers "had nothing to do but complain about the situation and about each other"
- Japanese agricultural policy had traditionally emphasized the importance of entrepreneurship and innovation, but mobilizing elderly residents to become productive human capital was not an integral part of the framework
- Agriculture alone does not normally make much profit, and not enough to maintain the community economically. However, preserving agriculture remained important because of emotional and social meaning

Strategies

Trying new products, particularly cash crops

- In 1982, town tried growing vegetables and mushrooms
 - Earned money in much shorter cycles but sales revenues were seasonal and mushroom cultivation only feasible for young men to do
- In 1986, discovered selling the decoration leaves, "tsumamono" as a market opportunity.
 - Started collecting natural leaves from mountains and packaging them nicely, branding the product "Irodori (in colors)".
 - This was enabled through coordination between the cooperative and the farmers

Economic

- Irodori business became a successful business model
- In 1991, business won prestigious "Asahi Agriculture Award" from national newspaper
- In 1999, though Yokoishi left, people in Kamikatsu established Irodori Company with 70% of its seed capital coming from the community itself
- Sales revenue from the business grew from 1.16 million yen in 1986 to 57 million in 1991. By 1994, business generated annual sales of 100 million yen and today the company has a 75% market share of the tsumamono market

Social

- Successfully engaged the farmers, who were not utilized as labour in the beginning
- Number of collaborating farmers increase from just 4 to 160
- Today 6,996 smallholder families are involved in the project
- Elderly residents eventually gained greater autonomy

Cultural

- Enhanced farmer's pride and sense of belonging
- The success of the business generated a lot of excitement and nurtured a sense of pride in the people of Kamikatsu
- As one local noted, "women and the elderly could live more happily with a greater sense of achievement and fulfillment"

Takeaways

1. Outsiders need time to learn and understand the nature and dynamics of the community and its residents before being able to help implement revitalization interventions
2. Having an enthusiastic leader to communicate with the farmers and push forward the programme was of critical importance
3. Spirit of trying out different products and possibilities enabled the community to nimbly and adaptively experiment with harvests before finding a suitable cash crop
4. Importance of considering timing: 'Three years is likely too short a time period to become embedded; Yokoishi had ten years' experience before he began the Irodori project.'
5. Benefits of motivating the elderly
 - a. Transforming their time and intelligence into creative labour
 - b. Improving overall village relationships through integrating the elderly into meaningful local work



Remote Work Model

Santa Fiora, Italy

Reasons For Selecting Case

This case study was chosen for its ability to portray the local implementation of a remote working model. The case fits into a rural entrepreneurship development approach. Many young Italians from Italy's southern provinces emigrated to the north with no intention of returning. But now the government and other organizations are building a model for remote workers to stay and work in the region. They are using the pandemic to structurally shift the national work paradigm. By installing high-speed broadband connection and refurbishing villages, the government aims to lure people working from home and digital nomads to declining areas in the South. The Santa Fiora case shows how this works in practice.

National Level

"National Plan for Recovery and Resilience"

- A 1.65 billion euro program for the relaunch of small abandoned villages
- As part of the plan, 2,000 'ghost towns' will be transformed into hubs for remote working
- Contains a series of measures for the protection and enhancement of rural landscape and for the interventions of restoration and redevelopment of rural buildings
- A major component will be equipping villages with high-speed internet

Additional €650 million euro investment as part of a subsidies programme

- This is for property owners to restore dilapidated houses and farm buildings and turn them into holiday rentals
- Spatial plan calls for guest rooms to be spread in properties throughout village, so that benefits and revenue are evenly distributed

Startup innovativa (innovative startup) program

- Separate subsidies & concessions introduced to support a domestic startup ecosystem

"Charter of the Borghi"

- Italian Ministry of Tourism has included the "borghi" as a tool to renew the commitment to a sustainable development of the territories

WIFI4EU

- Voucher will cover the equipment and installation costs of public Wi-Fi hotspots
- Municipalities will receive a voucher and select areas for hotspots to be installed

Visas

- Self-employment visa or *lavoro autonomo*
- "Start-up visa": aimed at non-EU nationals intending to set up an innovative start-up business or to join an already established start-up company

Taxes

- Flat tax rates of between 5-15% apply to freelancers with incomes up to €65,000
- As of January 1, 2020, there is a new tax incentive for freelancers
 - Rewards those who decide to set up their legal residency in Italy
 - 70% of income generated while residing in Italy is tax-exempt (valid for 5 years)

Local Level

- Municipality issues rent vouchers to foreigners as a means of recruiting them to the area
- Invests in broadband and amenities to make village more attractive
 - Includes things like newcomer welcoming, marketing services and workspaces

Non-government

- South Working Association
 - Established in order to promote and facilitate remote working in Southern Italy
 - They map out locations with access to high-speed internet connection
 - Try to attract southerners who have moved to the north of Italy or abroad – to relocate
- Google pledged to invest \$900 million in the digitalization of the country including launching two Cloud regions
- Microsoft pledged to invest \$1.5 billion in Italy, which includes creating the first cloud data center in the country

- “Borghi” are towns characterized by a maximum of 5000 inhabitants and by their cultural heritage, whose preservation and enhancement are deemed important for the country
 - They host 16.5% of the national population and represent 54% of Italian land surface
- As a side effect of Covid in Italy, the mobile workforce increased from 570,000 in 2019 to 6.5 million during the spring 2020 lockdown
- An estimated five million people there will continue to work permanently on a remote basis in coming years
- As part of the EU recovery plan southern Italy will absorb 48% of broadband investments
- Santa Fiora is a medieval village in the Tuscan province of Grosseto, 110 km southeast of Florence
 - It is a former mining community in the middle of wine country
 - The village lies in the natural park of Monte Amiata
 - Population of Santa Fiora is 2,500
 - Hosts an international music festival that takes place in summer & regular food fairs

Challenges

- In southern Italy population shrank by more than 3 % between 2014 and 2020
 - It is estimated that more than 1m people moved to the north in the past decade
 - About 900,000 Italians (mostly from the South) moved abroad in same period
- Main challenge in Santa Fiora is to repopulate the town
 - To achieve this, goal is to attract or make possible the kinds of jobs that would enable a full time population
- Need to find long term stakeholders who can invest time and effort in community as part of the long term future of the municipality

Strategies

- Vouchers
 - Rents range between €300 to €500
 - With the help of vouchers, remote workers may end up paying only €100 per month for accommodation
 - Parties submit an **application**, along with a detailed document describing work to prove that they have a remote job
 - They have to agree to stay for a period of at minimum 2 to 6 months
 - Vouchers are extendable beyond 6 months if they have a rental agreement
- Website
 - Municipality set up a website for incomers to help them find a rental property as well as any service they may need: plumber, babysitter, doctor, food delivery service, etc.
- Special benefits for applicants with children
 - Offers €1,500 for each newborn if anyone decides to take up residency and have children
 - Low kindergarten fees, free school shuttle buses and many activities for children
- Wifi and Amenities
 - Village has just been cabled with high-speed fiber internet and ‘working stations’ are being identified and retrofitted
- Investment Subsidy
 - If newcomers decide to invest in the local tourism sector, the town will give them up to €30,000 to open a B&B or restyle an old dwelling to turn it into a hotel or hostel

- The national plan dates to 2020 so comprehensive assessment is premature
- Early studies indicate that between March-December 2020 net south-north migration nearly halved compared with the previous year and the number of southern Italians leaving the country fell by more than a third
- There has been “increases of up to 29% ” in rural real estate markets for housing

Takeaways

1. By focusing on providing good quality broadband and a public incentives package for town renovation the Italian plan is able to stimulate an organic process of revitalization
 - a. Includes not only marketing to newcomers but also a job creation component
 - b. By creating subsidies for local investment, the municipality reduces costs associated with public led revitalization and ensures gradual town upgrading
2. The Italian policy is a multi level plan across different layers of government and with private sector backing and infrastructural support
3. The strategy is tiered towards achieving short term (incoming temporary settlers), mid term (digital nomads) and long term revitalization (parents with children)
4. The Santa Fiora plan emphasizes the importance of informational clarity (websites, service platforms) and of an assimilation programme to help newcomers not merely come but stay in new communities



Remote Work Model

'Rural Future Plan', Ireland

Reasons For Selecting Case

This case study was chosen for its ability to show how a remote work model can be imbedded into a comprehensive national vision for rural development. The Ireland example portrays a national government led plan which coordinates across scales and enables cross sectoral and interlinking policy connections (e.g. agriculture mixed with tourism and education). The Ireland case fits into the sustainable-livelihood approach to rural development, but incorporates elements of regional, entrepreneurship and amenity based rural development approaches. By creating a national plan and vision, the government intends to make Ireland a world leader in rural development.

National Level

Rural Future plan (2021-2025)

- The initiative will be part of the Government's National Development Plan
- It features 150 commitments and €70 million in funding

Key Areas

Sustainability of agriculture and forestry

Enhancing participation, leadership and rural governance

Climate neutral society

Enhancing public services

Revitalizing towns and villages

Optimizing digital connectivity

- Additional legislation in 2021 will provide employees with the right to request remote work
- Will involve a review of national tax arrangements for remote working
- Plan aims for 20% remote working in the public sector by 2021, with yearly scaling increases

Local Level

Town and Village Renewal Scheme

- A renewal authority will work closely with local communities and local businesses to develop and implement bottom up proposals for renewal and renovation

Enterprise Ireland Programme

- Last year, the scheme awarded over €120 million to start-ups
- A company must be capable of creating a minimum of 10 jobs and €1 million in sales over 3 years

- More than half of Irish people live in rural communities (towns or villages of less than 10,000)
- Historically, there was an over-centralization of the labour force and political power
 - This led to a Dublin-focused development model for most of the 20th century
- Leaders believed there was “unprecedented opportunity” for rural development post Covid-19
 - “Over the course of the pandemic, we have discovered new ways of working and we have rediscovered our communities”
- In 2020, Irish government launched a new rural development scheme
 - Government decided to combine various policy areas into a 5 year rural policy
 - First European country to come up with such a plan
 - It plans to promote remote working and to increase the number of people living in rural areas
- Financing was made available through the European Union’s Recovery Instrument (EURI)
 - This special post pandemic fund will provide 100% of funding for the plan

Challenges

- Young people leave their local communities to live and work in larger cities
- Declining rural towns continue to affect national culture, and increase the urban rural divide
- Long commuting times from rural communities to urban jobs
 - And corollary impact of commuting on transport emissions
- Improving infrastructure to allow for jobs to be done from any part of the country
- Help the tourism and hospitality sectors to recover after the pandemic, create jobs in the green economy and the agri-food sector, and make it easier to set up and grow a business in rural Ireland

Strategies

Promote Remote Working

- Rollout of the National Broadband Plan, investment in remote working infrastructure, and financial support to towns for conversion of building into remote working hubs
- Develop an integrated network of over 400 remote working facilities (shared back-office services + single booking platform for users)

Renew Towns and Villages

- Focus is on rebuilding and renovating town centres through a targeted Regeneration and Development Fund
- Review planning and zoning to increase use of buildings and encourage housing conversions
- Provide grants to rural retail businesses to establish an online presence
- Prioritise siting of new government agencies and enterprises in rural areas, where possible

Jobs

- Creation of rural technological universities to help support regional growth and to act as anchor institutions
- Action Plan for Apprenticeship 2021-2025 & Clustering Policy and Framework Programme for SMEs
- Through IDA Ireland, Enterprise Ireland and other groups, the government and its agencies will promote remote working among client companies to drive regional job creation

Rural Living

- Will design rural housing guidelines for planning authorities to address rural housing
- Extension of social welfare services through the Rural Social Scheme
 - Will use Post Office system to channel additional services through its network
- Use of rural pubs as community spaces and hubs for local services
- Increase capacity for remote and blended learning (online learning)

Tourism & Heritage

- Initiate and implement innovative new strategies to increase visitor numbers
 - National Outdoor Recreation Strategy, Dark Skies Strategy (tourism & science), Wild Atlantic Way, Ireland’s Hidden Heartlands and Ireland’s Ancient East
 - Development of new flagship cross-border tourism projects

Participation

- Creation of a portal to provide a funding roadmap on the range of programmes and schemes available
- Will host a regular series of Rural Ideas Forums to enable government to respond to emerging needs

- It is too early to measure impacts as the policy was rolled out this year
- Design-wise, the plan has embedded within itself an ambitious impact assessment component which will measure the:
- ◆ Increase in no. of people living in rural areas (settlements of <10,000)
 - ◆ Increase in no. of people in rural areas in employment/ self-employed
 - ◆ Increase in rural transport services/increase in passenger numbers
 - ◆ Number of hubs in the national remote working hub network
 - ◆ Number of town regeneration projects funded
 - ◆ Reduction in regional income disparity
 - ◆ Increase in broadband coverage in rural areas

Takeaways

1. Example of a national long term strategy to revitalize rural areas and gradually address problems of inequality while adapting to new realities (remote working)
2. The multi dimensional approach ensures that rural development is undertaken as a whole of society initiative, with stakeholders across society and the economy involved
3. The strategy takes care to preserve and uphold rural culture and heritage while at the same orienting itself to future opportunities pertaining to the countryside (digital economy)
4. The strategy starts with designing and implementing an economic strategy to keep or move jobs to the countryside and uses this as the basis for a revitalization programme
5. Economic policy is integrated and linked to rural cultural and social amenities such as landscape, agriculture and specific tourism amenities



Recruitment Model

Oonan Town, Japan

Reasons For Selecting Case

This case study was chosen for its ability to portray the design and outcomes of a place branding model on a declining rural village in Japan. The Oonan case fits into the amenities based rural development approach. The town has been successful in getting in-migrants back into the community. Through the use of marketing and a combination of programme repackaging and innovation it has been able to recruit young families into the community.

National Level

“Town, People, and Employment Revitalization Long-Term Plan” (2014)

- Policy entails three main objectives with five subset objectives:
 - Enabling younger generations to achieve employment, marriage and child-raising
 - Halting Tokyo metropolitan concentration
 - Resolving regional issues by utilizing regional strengths

Ministry of Economic, Trade and Industry has initiated a project to quantify different factors involved in rural versus urban living as means to improve its rural development framework

- The project is called “Visible-lizing the Cost of Living,” and it aims to put a monetary value on non-economic factors such as well-being by administering a survey to over 10,000 Japanese residents over the age 20

Local Level

- Provincial and municipal governments have made use of a host of policy tools and programmes to incentivize and stimulate revitalization at the local level
- Strategies include:

“Financial Support for Alumni Project”

- Grants a subsidy for alumni meetings held in the village to create opportunities for former residents to return to their hometown

Agricultural support policies

- These programmes aim to recruit urban residents who have difficulty finding jobs to the agricultural industry, which lacks the ability to find enough labor due to local population outflow of working aged youths

Seniors Second Life Project

- Aims to tap the elderly as a labor resource, accepting the relocation of “active seniors” who are attracted to the area and willing to work/volunteer
- Helps find them jobs communicating and cooperating with locals

- As of 2007, there were over 8,000 *genkai shuraku* (ghost villages) in Japan
 - These are defined as villages in which over half the population is aged 65 or older
- Shimane Prefecture is second least populated of the 47 prefectures in Japan
 - Many of the villages are agriculture-based, and suffer from severe youth out-migration
- Oonan Town
 - 45% of the families are officially registered as farmers
 - Recently there has been a reverse migration back
 - Oonan Town currently has a population of about 12,000
- Major industry in the town is agriculture
- Village had good pre-existing community facilities despite falling population, these include:
 - Hot springs, a ski resort, camping facilities, a country golf club
 - One hospital and eleven clinics
 - 8 elementary schools, 3 middle schools, and 1 high school
 - Internet service is generally available.
 - The town is also about an hour and fifteen minutes away from Hiroshima City, which is the tenth largest city in Japan
- By 2060, they hope to change demographic profile
 - Retain the population of 10,000 and enlarge percentage of youth population

Challenges

- Demographic profile
 - As of 2010, 40% of the population was aged 65 or older
- Population Decline
 - Challenge involves reversing out migration of the younger generation and families
- Threat to existing service provision and under utilization of existing policies

Strategies

- Revitalization policy in Oonan was implemented in 2011
 - Oonan Town started campaigns that targeted younger “U-turn” (returning residents) and “I-turn” (newcomers) in-migrants
 - Local government initiated a campaign and a slogan of “The Best Village in Japan to Raise Kids”
- Set up three strategic visions for Oonan Town:
 - Promote “*furusato*,” or hometown, for the residents
 - This was achieved by revitalizing local industry and creating employment and improvement of public transportation
 - Set up a community that is attractive for raising kids
 - Created program which offered continuous support throughout the process of marriage, pregnancy, childbearing and rearing as a community
 - Facilitate connections between residents as well as with those outside the town
 - Idea was to promote community events for residents and endorse unique products for tourists
- Programmes and Subsidies
 - Made daycare service free to all children, and offered home modelling subsidies
 - Built a programme for in migrant recruitment and assimilation
 - This included a team of assimilation officers whose job it was to manage and coordinate the acclimatizing process for newcomers

Social

- In 2012, the number of in-migrants exceeded the number of out-migrants, and this trend has continued since
- Most of the U- and I- turners that came back to Oonan town were in their late 20s or early 30’s (the generation of young couples) or early 60’s (the generation of retired migrants)
- U-turners, who were born and raised in Oonan Town, still had their parents living in the town, which acted as one of the main factors pulling them back

Cultural

- Migrants compared rural living to urban living in their subjective evaluation, and stated that they preferred the rural lifestyle to the urban one since it was more simple and suited to their needs
- In a survey administered to 2,000 Oonan residents in 2015, 89.4% of the participants reported that they knew their town slogan “The Best Village in Japan to Raise Kids”

Economic

- Common theme that was mentioned was the role of financial factors in their decision-making
- Lower cost of living in Oonan Town was instrumental in attracting them
- Recruits mentioned that lower cost of living in rural area was attractive because it enabled them to pursue a better quality of life
- Set up other financial support that specifically targets U- and I-turners with young kids, which are free daycare and house remodeling support

Takeaways

1. Success of Oonan Town depended on the recruitment of in-migrants in a targeted fashion which was achieved through policy and marketing to families with young children
2. Town gave assimilation an important role in its strategy
 - a. They took great care in making sure that in-migrant demand fit with what the town was actually like
 - b. Local government created a specific position called In-migrant Coordinator
3. Oonan Town successfully combined economic, social and cultural amenities to design its recruitment strategy. They did this by improving transport, ensuring employment through collaboration with local industry, and deployment of programs for assimilation and events for integration
4. Recruitment model is a low cost form of integrated policy making, where based on a place-branding approach, a local government makes use of mostly existing amenities and repackaged services to attract new permanent residents

Arts Model

Heyri Art Village, South Korea

Reasons For Selecting Case

This case study was chosen for its representation of an arts-based rural entrepreneurship model. The Heyri art village portrays the cluster development approach in action. The project was initiated as a bottom up, community-led initiative and its example illustrates how to revitalise a town from scratch through planning tools and participatory leadership. The community designed place it wished to live and work in, with tourism generated as a secondary and complementary effect. The model relies on the clustering of artists and their activity spaces to build a place-based community. Its further branding as the epicenter of Korean arts culture has helped attract visitors and ensured a steady stream of arts tourism which not only generates income but reinforces the artistic output via theatres, museums and other cultural institutions.

National Level

- South Korean president Kim Dae-jung's **Sunshine Policy**
 - In order to cultivate stronger ties between the two Koreas land was opened for development near North Korea in the late 1990s
 - Heyri area was designated by the Korea Land Corporation as a place of reconciliation toward North Korea
 - At the same time, the region saw **aggressive capital expansion** for one of the last unclaimed spaces in South Korea
 - Throughout the 1990s, there were dozens of proposals for the remaking of the DMZ
 - From international bodies, NGOs, government offices, and local authorities
 - Included plans to conserve wildlife habitats, to establish "peace cities," to develop ecotourism, and to create South-North industrial zones
- Arts took on a privileged role as a new face of the rebranded frontier
 - President Park mentioned arts as an ideal site of exchange that could build **inter-Korean trust**
 - After the Asian financial crisis in 1997, the Korean government began to actively promote the development of cultural and creative industries, and even put forward the **slogan of "Culture builds a nation"**
- South Korean government gave active support in the early stage of this project, improving the construction of the main infrastructure

Local Level

- The local provincial governments granted advantageous terms (taxes, subsidies, permissions) for the art village as well as funding for events
 - In 2005 the government of Gyeonggi province funded a peace festival at Heyri
 - This was part of the larger effort to spur development in the region and encourage better inter-Korean relation

- Heyri is an experimental cultural art village
 - In 1997, it was conceived as a planned settlement focused on cultural businesses
 - The idea was initiated by a book publisher after visiting Hay-on-Wye, a secondhand book village on the England–Wales border
 - "Artists should reside in villages so that they can work together and create inspiration, and where they can showcase their arts"
- An inaugural meeting was attended by cultural artists, and it was agreed to purchase about 500 square kilometers from the Korean Land Corporation
 - The land was cheap since no one wanted to live in the tense military area
 - Titles were divided among 380 shareholders (board of shareholders)
 - Village is collectively owned by the individual title owners

Challenges

- The area, before development, was not an existing village or built up area
 - The challenge was to develop an intentional planned community with a sustainable economic model and resident population
- As an undeveloped area, there was a corollary challenge of maintaining the ecological integrity of the area
- The project goal was to pioneer an arts led development model in the Korean context and to cluster the arts industry within the greater Seoul region

Strategies

Planning & Building Codes

- Developed according to an eco-village model and instituted a set of building codes to enable a human scale plan
- Designed with residential & working areas for artists engaged in creative activities
 - Provided for creation spaces and studios, commercial spaces for the exhibition and sales of output, dwelling spaces for artists-in-residence to focus on their work and guest houses to bring in outsiders and collaborators

Complementary revenue

- System was designed to generate secondary income from tourism and events programming
 - Festivals like the annual Pan Art Festival are programmed throughout the year
- Planning makes use of additional collective consumption venues to generate revenue not directly related to individual artistic output
 - More than 30 medium to small sized museums
 - Cafes & restaurants; bookstores & art shops
 - Guest houses & creative living spaces

Admission Fees and Programmes

- There is no entry fee to the artistic community; however, the art spaces themselves charge admission fees
- Most domestic tourists head to the village for a specific activity in mind
- Tickets are purchased principally for experiential programs (e.g. pottery making, metalworking)

Social

- Majority of artists chose to move to Heyri because they wanted to live within a world of close community ties to other artists
- Many were also priced out of Seoul so they chose Heyri because of cost benefits
- Owner-artists can meet, talk with the visitors, and sell their products. Housing is set up as work-live units with the third floor acting as living quarters, second floor as studios, ground floor as shops
- Continuous series of events at different scales including festivals of art and culture, pageants, and seasonal/weekend events
- The model has stressed education by creating a major cultural and art school, as well as smaller schools for creative writing and art, film, and drama schools

Cultural

- Supports over 500 artists who work in the community from 380 work studios
- Over 50 galleries, museums, cafes and restaurants
- Approximately 40 performing areas built for music, movies, plays, dance, and Korean folk music

Ecological

- One third of the site was planned to remain green
- A green network connects the whole valley (foot passages, resting areas, small parks)
- The valley is a part of the 2200 bus route so passengers can travel directly to the entrance gate from Seoul (the bus comes every 8–15 minutes on weekdays and 15–20 minutes on weekends)
- The town planning is aimed at preserving and maximizing natural surroundings by conserving mountains, swamps, and rivulets

Economic

- More than 800,000 visitors each year pay ticket fees for entrance into specific venues, performances, food areas, etc.
- More than 50 guest houses are operating for commissioned artists, art-lovers, and foreign visitors
- Around 100 art shops and antique shops are currently in business
- Around 30 specialized bookstores have been established

Takeaways

1. Proximity to Seoul has helped to develop its artistic identity
 - a. It has also helped to ensure a steady stream of visitors for demand as well as cultural exchange and artists on the supply side
2. Education component of the arts model has led to a more engaging and interactive model, helping to promote a creative economy and encourage consistent returning visits
3. Heyri is first and foremost a residential community and its structure plays this out
 - a. Live and work ensures multi stream income and sustainable development
 - b. Tourism is integrated into the model but does not determine planning or community life
 - c. This ensures all year round and resilient service economy, enabling shops, supermarkets, etc to become part of full time resident community
4. Branding is an important tool to design and control a tourism model
 - a. As a community built by and for a cultural community, it uses aesthetics to develop a distinctive market branding that can bring in tourist spending to sustain the community
 - b. Branding has helped ensure that Heyri can control the kind and quantity of incoming tourism by attracting a specific clientele according to shared interests



Hybrid Model

Ottenhausen, Germany

Reasons For Selecting Case

This case study was chosen for its ability to portray the benefits of a mixed and hybrid model for revitalization. The village of Ottenhausen in West Germany was able to achieve this through its use of a combined tourism and value-added agri product model. The Ottenhausen case is in line with an amenities-based rural development approach. In this example, the community was able to preserve the cultural and ecological essence of the traditional village through bottom up participation (in a village competition).

National Level

- In 1969-1970, the West German federal and state governments agreed to a **“Joint Tasks” framework**
 - This was meant to provide a coordination mechanism for a number of joint policy areas (regional policy, agriculture, university)
- In 1990, reunification brought about a serious mismatch between East and West, especially in rural areas
 - Out-migration from rural areas became a major challenge
 - Those left behind tended to be the very old, very young, and those with the weakest skills
- The Joint Task **GAK** - is the main instrument of the national government to define its rural development policy
 - Provides a list of measures that state governments can consider in preparing their Rural Development Plans
 - The Framework plan establishes priorities and intervention tools for rural areas in the following areas:
 - Improvement of rural structures
 - Improving production and marketing structures
 - Sustainable farming, forests, and coastal protection guidelines
- Rural development plans prepared by the states and co-funded by the EU include all measures eligible according to the EU regulations (so it is transnational in scope)

Local Level

Village 2000 - Exhibition of Sustainable Rural Development

- The joint federal-state project was intended to provide domestic and foreign visitors to EXPO 2000
 - 12 villages were selected to present ideas on how the village population could shape their living space in a future-oriented manner by helping people to help themselves
- With this project Germany sent a clear signal regarding the political importance of sustainable development of rural areas and their villages

Our village has a future (Unser Dorf hat Zukunft)

- After WWII, villagers across Germany initiated beautification and rebuild movements which were then scaled into a national village competition in 1961 by the Ministry of Food and Agriculture
- Over time, the competition began to more strongly emphasize the role of culture and custom, and today the aim is to create incentives that help shape and develop the future of the villages responsibly and sustainably
- Under the competition rubric, funding is granted for:
 - Measures related to nature conservation
 - E.g. construction, addition and restoration of tree-lined avenues along district and municipal roads, farm roads and cycle and hiking trails
 - Diversification
 - Promotion of diversification in agricultural production aims to open up new opportunities
 - Conversion of buildings
 - Conversion for commercial purposes can be funded by various measures of the Rural Areas program for farmers, e.g. in the form of an interest reduction or a subsidy

- Ottenhausen is situated in North Rhine-Westphalia, comprising about 400 ha
- Population: 580 (2005); 500 (2021), 20% under age 18
- In 1985 - the village created a development plan
- In 1991 - Ottenhausen was selected as a model project under the 'Ecological Village of the Future' programme and received policy support by the federal government and the EU
 - In 1992 it began 5-year project for ecological village renewal
 - In 1993 it was awarded the gold plaque in the 'Our village should be more beautiful' competition by the Federal Ministry for Food, Agriculture and Forests
 - In 1996 it was chosen as a 'European Ecology Demonstration Village' by EU countries
- In 2000 it participated in the Federal-state project Dorf 2000 - examples of sustainable village development as part of the Expo 2000
- In 2019 - it completed the 40 hectare area of a biotope network system with numerous lichen and field hedges, willows, orchards, rows of fruit trees and wetlands

Challenges

- Sustaining village income for villagers to make a living
- Biodiversity loss: niches for species were removed when courtyards became concrete-paved car parks and hedgerows became concrete walls
- Noise pollution and traffic safety: wider roads led to higher vehicle speed
- Prone to flooding: concrete paving reduced catchment area
- Preservation of the historical and rural character of the village

Strategies

Increasing biodiversity

- Use of organic construction materials and remodelling fences to provide ecological corridor
- Planting and pruning of trees to recover the traditional forest environment

Increasing water catchment area and conserving underground water

- Renovation of courtyards: replacing asphalt surface by water permeable bricks so that species can live in the gaps
- Dismantling of the village street: narrowing the road for green belts on the sides to capture surface runoff and enhance filtration so as to prevent flooding

Planning of a biotope network system

- To ensure sustainable protection of the ecologically significant areas and wetlands in the Ottenhausen district and to network them

Diversifying income sources

- Rural eco-tourism: involves organization of guided tours, lectures, seminars and other events
 - Wherever possible makes use of the expertise of local residents
- Marketing agricultural goods: annual organic and farmer's market for information about marketing of organic goods and services

Preservation of the historical and rural character of the village

- Conversion of vacant and unused old agricultural structures into new useful structures

Socio-economic

- Project has helped to attract visitors to the village
- With part-financing from the European Agricultural Guidance and Guarantee Fund, the community reopened a local shop (the only store in the village)
- The local shop also provides a number of local services for the elderly and for mothers

Cultural

- Ten agricultural structures were revitalised for use as a cafe, hostel, artisan house, commercial company, wood-working factory, and for wheel carriage storage, etc.
- The 700-year-old Ottenhausen Farm Castle became a small local history museum

Ecological

- Approx. 30 ha of nature conservation-worthy grassland, arable and water border strips, rows of fruit trees, hedges and paths were combined to form a biotope network system
- The area saw population increases for more than 30 species

Takeaways

1. Village renewal was largely initiated, supported and carried out by the existing village community. All projects and activities were decided and implemented in the village through community participation and voluntary work
2. Strong cooperation was developed between the state and local authorities to guide the renewal project. The federal government expanded the village competition and provided greater incentives for villages to come up with innovative new renewal projects
3. The ecological value and rural character of a village must form part of a revitalization project
 - a. Inappropriate use of concrete as a building material led to negative ecological impacts and a destruction of the rural village essence
4. Highlights the importance of diversity: in financing channels, in ecology, income generation, and approaches to development



Hybrid Model

Crystal Waters, Australia

Reasons For Selecting Case

This case study was chosen as an example of a working permacultural hybrid model, with an emphasis on regenerative ecological practice. The case broadly fits into the sustainable livelihoods approach to rural development. The project involves the enactment of an in situ circular economy with tourism, agriculture, production, and art income streams. Over the last 35 years the village has continued to evolve and adapt to changing conditions and opportunities. In 1996 it received the World Habitat Award for its “pioneering work in demonstrating new ways of low impact, sustainable living”. In 1998, the village of Crystal Waters was included in the “World’s Best Practices” database of the United Nations.

International level

- Crystal Waters is one of 93 members of the Global Ecovillage Network established in 1990 as a coalition of successful intentional communities and sustainable farms
- Through this network, Crystal Waters has been able to benefit from a global dialogue about sustainable living which has realized itself through knowledge and people sharing
- Volunteers and experts travel within this community to aid and develop sustainable practices and policies

National Level

- This project did not explicitly benefit from national level policy aids and tools
- Instead it made use of international bottom up networks and local municipality negotiation to realize the project

Local Level

- The project involved intense and open negotiation with the local authority
 - At the time, the permaculture model for village design was new and untested
 - The norm was that rural areas should not be subdivided below 40 acres
- In Queensland (where Crystal Waters is located) new villages were not permitted except as part of the mining industry
- Further, the combination of agricultural, residential, manufacturing, educational and recreational use of land was discouraged
- Negotiation and discussion with the local authority led to the development and implementation of this model

- The Crystal Waters site is a rural subdivision north of Brisbane
- It comprises a 640 acre property, able to accommodate 250-300 people
- It was previously a beef cattle grazing land, suffering from extensive logging
- In 1985, members initiated the planning process for legal settlement of the land as a community
 - The following year the village plan was approved by Landsborough Shire Council
 - Prospective residents were then asked to pay a deposit to secure their lots
 - No money was borrowed, 42 deposits collected were sufficient to provide infrastructure
 - Within a year construction was completed, and the first new residents arrived
- Permaculture principles have been applied throughout the development
 - E.g. layout of the land, dams and waterways, ecologically built housing and food production; as well as workshops and events to educate and demonstrate the model

Challenges

- Initially, the group did not have local government approval for rural residential occupation, nor did it have an overall development plan
- There was no existing example for this form of legal tenure and subdivision of land
- The land was in a stressed condition, and producing little in the way of food or income
- Only 7 adults lived on the property, they had no legal tenure and were suffering from unemployment due to the decline of traditional industries (timber and dairy farming)
- Population drift to the cities led to the decline of the local area's services (shops and schools)

Strategies

Community Cooperative Created

- Its purpose was to operate and maintain the management of the leasehold lots, Visitors' Camping Area, Village, Community House and the meeting & class rooms

Body Corporate formed for Subdivision (created under Building Units Group Titles Act)

- This meant that proprietors were responsible for prescribing the by-laws and managing the common property
 - A Body Corporate Committee is elected annually and various subcommittees are nominated to focus on specific issues

Commons System

- Allowed people to purchase their own parcel of freehold land, the rest is held in common
 - 80% of land is owned in common, other 20% is private residential/commercial
- Common areas include lakes, agriculture areas, and forestry plots
 - Can be licensed for agriculture, forestry, recreation and habitat projects
 - Residents apply to use common land and applications are reviewed by subcommittee

Special Zoning System Implemented

- Zone 1 is village centre (open to everyone) and used for commerce, light industry, tourism and educational activities
- Zone 2 (visitor area) incorporates EcoCentre, Visitor's Camping Area (EcoPark) which are where visitors can stay
- Zone 3 (only for residents) contains residential lots, agricultural and habitat areas

Local exchange trading system

- This system facilitates exchange between members, residents trade their skills and provide services to one another through the local exchange trading system (LETS)
- It is so widely used that it is possible to build a house without a mortgage in the community

Tourism

- The educational tourism model brings in about 4000 visitors per year for visits, permaculture courses or overnight stays in the camping area of the village
- Members are employed in teaching courses on sustainable living, growing food, conducting visits and accommodating tourists in guesthouses
- There is an eco park camping area with full amenities (cabins, tents, campervan sites) and village visitors areas to accommodate tourists

Economic

- Majority of Crystal Waters residents are not farmers, they are self-employed or do remote work. This includes wood turners, accountants, builders, bus drivers, landscapers, university and school teachers, musicians, electricians, etc.
- There are several on site job opportunities, but job creation remains a challenge. Recently the community was rezoned for 'home occupation', which allows for additional commercial opportunities
- Food production on site is not a major source of revenue

Socio-Cultural

- Layout of the 83 residential lots was arranged in clusters to encourage neighbourly interaction, co-operation and a sense of belonging
- Cooperative and local businesses provide facilities and services. Residents and visitors can rent parts of communal facilities to host concerts, parties, weddings, markets, events, courses, and festivals
- People meet for working bees, yoga, permaculture, theatre, music, volleyball, discussion of community issues and several interest groups have formed
- Educational opportunities proliferate in the form of workshops, teacher trainings, permaculture design course, exercise classes and tours. This includes bushwalking, birdwatching and walking tours

Ecology

- About 60% of Crystal Waters has been set aside for biodiversity and wildlife conservation
- Buildings make extensive use of renewable materials such as earth and wood, with particular emphasis on solar passive design
- Increased diversity of flora and fauna has resulted since the development
- Wastewater is treated on-site and several kinds of composting toilets are used
- Bylaws (e.g. rainwater tanks, organic gardens) lower water consumption and pollution

Takeaways

1. Shows that a model involving mixed land ownership with a strong design process can be successful
2. By emphasizing the settlement process, the project was able to guarantee a resident population which had tangible complementary effects
 - a. Increase in population has meant local school has grown, neighbourhood sawmill was revitalised and proliferation of community services and enterprises
3. It is possible to create local interactions at different scales between village and larger towns, thus enabling a flexible and expanding range of goods, services and collaborations
4. Crystal Waters has not become a permaculture village where agriculture is supposed to sustain the livelihood of the village. Instead the village is kept together through non economic motivations and forces. Building a model around sociocultural needs then is an alternative to explore



Resource Management Model

Richtersveld National Park, South Africa

Reasons For Selecting Case

This case study was chosen for its ability to portray an innovative co-management model for resource management. The Richtersveld case fits into a combined amenity-based and sustainable livelihoods development approach. Through the adoption of a contractual park model stakeholders were able to implement community conservation, replacing the more traditional fortress conservation model (isolated conservation areas separated from human communities). The new model helps to change this by strengthening locally accountable institutions for natural resource use and management, enabling local groups of people to make better decisions about the use of land and resources.

National Level

Conservation Policy

- The existing colonial policy involved fencing off most protected areas
- In the 1990s the new postcolonial government transformed this into a benefits sharing scheme based on a wildlife management model
- The shift was motivated by the need for a new approach to address serious depletion of wildlife populations and new evidence of local communities successfully and sustainably managing natural resources

Land Rights Policy

- In 1996, a 'Land Claims' process was announced by the Minister for Land Affairs to correct the balance of power between communities and conservation authorities
- A Communal Property Association (CPA) was established which meant that previously dispossessed communities could acquire, hold, and manage property communally

Contractual Park Model

- Parks are established on land owned privately, either by individuals or community groups, and are then managed by the national conservation authority and effectively become part of the national protected area estate
- The model was developed initially to extend South Africa's protected area network without heavy investment in land purchase
- Later, it was seen as a way to meet both conservation and development objectives, particularly where landowners were previously disadvantaged communities

Incentives Systems

- Government also created incentives for landowners neighbouring existing parks to bring their land into the protected area without transfer of title
- In other cases, it helped to return title to community groups formerly evicted to make way for the establishment of the protected area (PA)
- Also established new PAs on community owned land (such as the Richtersveld National Park)

- Richtersveld was the first fully 'Contractual National Park' in South Africa
 - It stood in close proximity to four existing villages
 - Its landscape is characterized by desert area
 - Demography: 6000 livestock herders
 - These herders are Nama pastoralists, a traditional semi-nomadic tribe who have practiced a sustainable livelihood strategy for over 2000 years
- Through the new resource management scheme the aim of park officials and neighbouring communities was to jointly manage resources and combine biodiversity conservation with human land use

Challenges

- As a mountainous desert biome, the area was environmentally sensitive and uncontrolled mining activities and overgrazing of certain areas by pastoralists caused major environmental problems
 - Serious depletion of wildlife populations
- Before 1994, the National Parks Board was constituted solely by privileged whites
 - As a result there was no ownership by local people, and community access to areas of spiritual and economic importance was not available
- Since benefits only reached a minority of the population, South Africa had had a history of conflict regarding its natural resources
 - A number of forced removals in particular resulted in a relationship of suspicion or hatred between communities and the National Parks Board
- Pastoralists had become more dependent on wage labour during the apartheid and post-apartheid periods

Strategies

Payment

- Under the contract with South Africa National Parks (SANP), residents receive rents in the form of payment into the community trust
- They receive rents of 50 cents per hectare, approx R80 000 (5500USD) per year

Rights System

- 26 pastoralists are allowed to let their livestock, i.e., goats and sheep, graze within the boundaries
 - The aim was to ensure the conservation of plant species and to accommodate pastoralists' traditional semi-nomadic livelihoods

Richtersveld Community Trust

- Administers and applies net income for
 - Educational purposes
 - Awarding of bursaries
 - Acquisition, development and management of community centres, schools, creches, old age homes, clinics
- Trustees are elected by inhabitants at a public meeting of residents

Preferential Employment System

- Residents of the northern Richtersveld will get preference as employees of the park

Partnership for Biodiversity Program

- Includes a number of projects where researchers work with nomadic pastoralists in an attempt to conserve the area's biodiversity
- Ultimate aim is to produce a grazing management plan for the RNP, which will ensure the protection of the area's biodiversity.

Economic

- A direct payment of R80 000 per annum and employment opportunities were created
- Other indirect economic benefits (e.g. increased tourism) resulted from the national and international exposure of the creation of the RNP
- Eco-tourism opportunities have proliferated. Hiking trails, 4X4 trails, canoeing, rafting, camping and limited accommodation facilities have caused an upsurge in the visitation to the area

Social

- Establishment of the park has been a catalyst for emancipation of women in the Nama society
- Pride has been engendered into the society by encouraging a 'sense of place' amongst the inhabitants of the Richtersveld
- Social workers in the area have been able to discern a more positive attitude to life, in general, and to the future, in particular
- The park has added to the security of tenure, empowerment and capacity building of local community
- The residents still own the private land while extracting value from it

Ecological

- Environmental problems are being addressed and a more holistic approach is being adopted
- The park has been proposed as a 'World Heritage Site' and its establishment received a major international award from the World Wide Fund for Nature in 1997

Takeaways

1. Land and property rights belong to the community. But through the co-management model, the government is able to prevent any unsustainable practices of the residents without infringing on their land rights
2. Conservation does not necessarily mean fencing off the area. In rural revitalisation and conservation, more ways can be investigated to make use of the natural resources for the residents' good, not just for the environment or the visitors
3. People in and around conservation areas must participate in the conservation process. It is only through dialogue and consensus between interested parties that conflict and mistrust was avoided
4. Providing direct financial benefits at the onset of the project proved helpful and the lease agreements provided this



Resource Management Model

Trees for Global Benefit, Uganda

Reasons For Selecting Case

This case study was chosen for its ability to show how a market-based resource management strategy can contribute to the revitalization of a community. The Uganda case fits into a sustainable livelihoods rural development approach. The innovative model centres environmental concerns (deforestation and climate change) while generating income for the community. It does this by monetizing conservation through the exchange of payment for ecosystem services. The model then relies on direct revenue as opposed to more traditional conservation models where revenue is generated through tourism or secondary activities.

International level

Payment for Environmental Services (PES)

- The concept is linked to new institutional organizations funded and tasked with addressing climate change at a supranational level
- It works as a contractual agreement between an environmental service (ES) beneficiary (the transnational organization) which provides remuneration in exchange for an ES producer (community) adopting specific practices on the land or resource they control or possess, to enhance the production of a specific ecosystem service
- It is a means of quantifying ecosystem services and of achieving voluntary emission reductions (VERs)

National Level

- Uganda's National Forestry Policy (2001) mentions the need to consider markets for carbon sequestration
 - Activities within the Community Forestry Management (CFM) arrangements and revenue generation could be used as a basis for developing payments or compensation for ecosystem services
- In general, no government agency exclusively regulates compensation or restitution for ecosystem services
- However in 2009, the Climate Change Unit (CCU) was established in the Department of Meteorology to deal with carbon sequestration and provide advice, supervision and registration for all projects dealing in carbon emission reductions

- Trees for Global Benefit Program (2003)
 - Project initiated by ECOSTRUST (Ugandan environmental NGO)
 - Works as a cooperative carbon offsetting scheme
 - Involves community-led activities to increase carbon sequestration, encourages sustainable land-use practices, and provides farmers with performance-based payments
- The aims are to
 - Generate long-term verifiable Voluntary Emission Reductions (VERs) sold on the voluntary market
 - Improve rural livelihood through carbon payments, as well as timber and fruit sales
 - Reduce pressure on national parks and forests through sustainable wood supply

Challenges

- Communities’ lack of interest in planting native trees and lack of capacity
 - No access to good planting materials as well as a lack of technical and financial support
- Existing monitoring, compliance and enforcement as part of conservation policy was ineffective
- Deforestation and forest degradation were significant problems

Strategies

Management Agreements

- Under collaborative forest management agreements with the government, farmers plant native and naturalized hardwood or fruit tree species on their private lands and on state-owned lands
- Farmers develop simple land holding management plans which are then evaluated by the NGO, if deemed acceptable they are then registered in the carbon scheme
- Participating farmers enter individually into an agreement with ECOTRUST
- Once a carbon buyer and the price have been confirmed, agreements between ECOTRUST and the farmer are signed (typical duration of agreements is 20-25 years)

Credit & Financing

- Registration allows farmers to access credit and start planting
- Financing is done through donors and NGOs
 - Project makes use of emerging forest carbon markets to channel funds to small farmers (e.g. Voluntary Over-the-Counter Market)
 - Credit Buyers: Tetra Pak UK; Future Forests, INSAP, Katoomba Group
 - Development Aid investors: UK DFID and USAID

Capacity Building and Coordination

- Role of ECOTRUST is to help recruit farmers, build up capacity, and then monitor and verify contract compliance (carbon monitoring, managing tree nurseries)

Structuring Governance

- Farmers are organized both at the local level (community-based organizations) and at the district level (district farmers’ associations)

New Institutional Design

- Part of the payment made to locals is through the Village Savings and Loans Associations which the project helps to capitalise for the benefit of all farmers not just participating ones
- 10% of the payments are also made to a community fund managed by ECOTRUST for capacity-building activities, community development projects and support to farmers

Economic

- Started with 33 carbon farmers in 2003, and by 2008 the number of farmers with contracts who had received payments increased exponentially
- It has led to diversified and increased incomes for rural farmers and their families
- The income generated and the capacity building activity widens the sources of development for farmers. This has contributed to income stability and food security

Social

- Involves a large number of participating smallholders (6,996 smallholder families)
- Strengthens land tenure rights by supporting local community groups to acquire formal titles of communal forest ownership
- Community Carbon Fund was established to fund community development projects and support investments in alternative income generating activities
- The scheme design (programme of activities) means it can scale up through the design of new activities and the recruitment of new farming communities (major growth potential)

Ecological

- Over 2 million trees have been planted to date
- Reforestation using threatened native tree species supports biodiversity conservation and promotes habitat connectivity
- Reduces pressure on adjacent protected forests by providing alternate wood sources for use by surrounding communities



Takeaways

1. Project combines carbon sequestration with rural livelihood improvements through small-scale, farmer-led, agroforestry projects
2. Contributes to economic development by linking rural farmers to the international ecosystem service markets
3. Strong partnership is instrumental to long term and complementary benefits
 - a. Building local capacity: ECOTRUST and its partners in the field of forestry and carbon markets helped build local capacity to run income-generating activities (tree nurseries, bee keeping) and increased access to markets (wood, fruit)
 - b. Land ownership: Partnerships between the communities and the National Forest Authority were also facilitated which led to provisions which allow the use of public lands for tree planting and other related activities
4. Model exemplifies a 'win-win-win' solution benefiting farmers (livelihood), private companies (more carbon emission permission), the environment (more trees planted)



Rural Reconstruction Model

Raoling Comprehensive Cooperative, China

Reasons For Selecting Case

This case study was chosen because it exemplifies a strategy rooted in first revitalizing the cultural foundations of village life and then building collective economic organizations through newly strengthened social bonds. The Raoling case broadly fits into the rural reconstruction approach. In this case, by using guidance and education to bring stakeholders together they were able to create a matrix of social, cultural and economic organizations as part of a comprehensive cooperative framework. The ultimate goal was to create conditions of possibility for young people to "come back to the countryside and (re)construct their own home."

National Level

- In the mid 2000s the rural reconstruction approach caught the attention of the national government, becoming one of the important elements in its **11th five-year-plan**
- In 2006 state legislation passed a cooperative law to support the development of rural grassroots organizations
 - This gave them status as legal entities
 - State also provided economic support, for example some cooperatives were exempted from taxes
- In 2007 a further law on **Specialized Economic Farmers' Cooperatives** was passed
 - This stipulated that a co-operative had to specialize in one type of product
 - Communities took advantage of the new cooperative law to register their co-operatives separately and use them as a framework for more decentralized cooperation among farmers
- Ministry of Agriculture set up a **Special Assistance Fund**
 - Through it, they offered loans to cooperatives, typical amount = RMB100,000
- More recently, the central authority's 2013 No.1 document recognized the predominance of family farms in agriculture and encouraged their sustainable development

- Raoling is one of the **largest independent peasant organizations in China** (founded in 2004)
- The area is wealthy for inland rural China, due to its location (near the Yellow river), historical tourist industry, and its proximity to the prefect capital and Xi'an (3hrs)
 - Per capita net income was about 7,000 yuan (in 2010)
- The initial project idea was that the problem of unpaid debt could be avoided if **customers became shareholders in the local farm supply business**
 - Project heads convinced about 20 customers to buy shares for 2,000 yuan each (based on the member's amount of farmland)
- Major crops: corn and wheat
 - But also cash crops like cotton, seeds, fruits, nuts, asparagus (for export, the result of a local state development project), and fish (raised in collective ponds)
- Raoling Peasant Association
 - Has become a group of about **10 intertwined enterprises** with 60 full-time employees and 100-400 part-time employees
 - The association provides agricultural training, inputs and services (some for free, others at a discount)
 - Sales are arranged via 5 channels: wholesale to city markets, a HK-based fiber company, retailers who specialize in "fair trade" organic products, and personal contacts who order certain products in advance (from Beijing)
 - **The Association is divided into for-profit, sales and nonprofit departments**
 - For-profit departments include: Farm Supply, Farm Equipment, Organic Farming Co-op, Youth Farm, Handicraft Co-Op, Land Transfer, Financial Cooperation, and the Peasant School
 - The Sales Department markets products from the association to external buyers and arranges transport, processing and packaging
 - Non-profit departments (subsidized by for-profit ones) include Hospitality (staff meals), Eco-Home (trash pick-up), Accounting (bookkeeping), a Health Centre (home caregivers), an Elderly Center and the Computer Service Centre
 - **A 10-year plan drafted by the cooperative in 2008 aimed to make Raoling's "public service" departments generate sufficient income to cover their own expenses**

Challenges

- Local elites hoped to **"raise the suzhi (素质) of the peasantry"**
 - Worried about the inability for collective actions and organization
- Young people outmigration
 - Counteract rural-to-urban flow by encouraging young people to "come back to the countryside and (re)construct their own home"
- High rates of unpaid local debt, part of the larger problem of a lack of communal sense of ownership and responsibility
- The need to find an alternative model for rural revitalization in historically poor areas where a lack of human capital (education, training) has led to stagnation and a lack of adaptation to new agricultural opportunities or non farming enterprises

Strategies

- **Cultural Troupes**
 - The goal was to reconstitute the peasants' value systems and customary collective identity
 - This initiative was run under the guidance and coaching of volunteers
 - It made use of opera and waist-drum dancing, singing and eventually transitioned into public services such as cleaning and social work
- Creation of Integrated cooperatives
 - One of the major roles of these organizations is to facilitate unified purchases (fertilizer, pesticide) and sales of agricultural inputs and outputs
 - It purchases all its products from individual farmers at market price
 - In late 2010, Raoling signed a contract with a Hong Kong-based fiber company that began buying the majority of Raoling's cotton
- Circular economy
 - The Association has made use of internal flows between departments
 - For example, the marketing of food products increases the demand for cotton, since food is packaged in sacks made by the cooperative Handicraft department from cotton grown by the Organic Farming department
- Cross sectoral initiatives
 - The Youth Farm, for example, is for young employees to learn how to farm
 - It also acts as a lab for the farming co-op where new seeds, inputs, and methods are tested
 - Could possibly be developed into separate agro-tourist resorts to provide youth with an opportunity to run their own businesses and provide another source of income

Cultural

- About 70 people regularly participated in the association (not counting customers)
- They attend weekly meetings and lectures, and participate in group activities every morning
- Peasants have learned how to use computers
- The primary school students have learned simple English conversation & summer camps ensure that kids are educated during non-school periods
- A village garbage separation and recycling system is now in place

Economic

- The Association is able to pay salaries to over 50 employees [2012] without foundation support
- They also managed to recruit 30 employees under the age of 35
- Through their profits they are able to fund a variety of community-oriented projects
- They also provide a wider unified service for purchase of goods & technical services to non Association farmers

Social

- Because of the cultural troupes female villagers have been able to contribute to the creation of a new cultural atmosphere among ordinary villagers
- Sociocultural programming has raised the self-confidence and experience of cooperation among the villagers
- The elderly have become more integrated into community affairs as informal care workers and the younger generation has been able to see a way of generating self-employment within the community

Takeaways

1. Non Economic functions such as culture, training, and service to the community should be taken into consideration during actual operation
 - a. Economic coops emerged from mass mobilization that started with dancing and mutual aid education in 2001
 - b. The social interventions into domestic relations helped reform patriarchy in ways amenable to village development (prevents out migration of young women)
2. The importance of making use of existing institutional and occupational resources within the village, and bringing about new cooperation through old-style cooperation
3. To establish a productive and managerial cooperative, leaders must carefully adopt flexible measures in line with local circumstances and popularize them
4. Peasant cooperation and revitalization can be enhanced through external support. In Raoling's case, community made use of government funds and strong policy support, various nonprofit organizations and intellectuals in universities and colleges



Second-Home Model

Vilcabamba, Ecuador

Reasons For Selecting Cases

This case study was chosen because it portrays the workings of a real estate-led revitalization model. The case fits into the amenities-based development approaching, relying as it does on second home tourism. In this model, foreign international retirees move from developed to developing countries with the purpose of improving their quality of life. Most are retired individuals over 50 years old with a high socioeconomic status. Locally, revenue generation is concentrated in sectors involved with real estate and expatriate service provision. While rural gentrification remains a major challenge, the case highlights a widespread model of rural development dependent upon the recruitment of seasonal or retired residents.

National Level

Fast Tracking of real estate process

- The Ecuadorian government made a series of interventions to reduce bureaucracy in the process of buying secondary housing so as to expedite the process of real estate transaction
- Foreigners and nationals are on equal footing when it comes to real estate. Non-residents can own properties, which then qualifies them for residency
- Foreign buyers are not obligated to deal with middlemen nor are there title companies. Instead, sellers and buyers are required to pay transaction costs outside the sales process, like insurance, taxes, and real estate commissions.

Healthcare

- The Ecuador national government has made a point of ensuring accessibility of its low cost medical care system to foreign expatriates
 - It does this through linkages with international insurance providers
 - Medical insurance through the local hospital costs less than USD 107 per month, and requires simple paperwork for reimbursement

Infrastructure Investment

- The government has ensured a reliable national highway system and alternative transport infrastructure throughout the country which has helped to attract expatriates looking to settle in-country

Local Level

Land Regulation

- The local government facilitated the functioning of the housing market and addressed underlying regional infrastructure needs such as roads and broadband connection

Municipal Benefits

- The municipality offers a set of public benefits to the retiree community
 - This includes discounts for services and public transportation

Enabling foreign employment through Small Medium Enterprise policy

- Younger migrants or long-stay tourists often engage in small business activities, related to arts and crafts, agriculture, or health and healing
- The municipality has made this easier through fast tracking regulations for foreign work visas

Transportation Networks

- In Vilcabamba, private vans and shuttle service are offered (USD15 per person) for use by retirees for leaving and going which facilitates the movement of expats to airports and of tourists to other regional attractions

- The area is known as “The Valley of Longevity” as the native residents have a reputation for commonly living to age 100
- Population: 4700 (2010)
 - The community is spread over several small neighbourhoods, separated by as much as 10km, which often corresponds to the haciendas of the pre-agrarian reform era
 - ~ 60% of the local population is categorised as poor
- Estimated foreign resident population: 1,200 (2010)
 - 50% from USA, mostly aged 61-70, 40% retired
 - They also have a higher income than the average income in Ecuador
 - More than 30 % of them have a family income of over USD 1,501
- History:
 - In the 1970s, a study published in National Geographic confirmed and promoted Vilcabamba as one of the places on the planet with the highest life expectancy and best quality of life for senior citizens
 - In the 1980s, foreign residents (exponents of counterculture), began relocating to the area
 - More recently, it has become a second home destination for wealthy Ecuadorian retirees

Challenges

- Lack of capital resources for investment intensive rural development
- To satisfy local employment needs, any development approach needed to contribute to the local economy
- There was a desire to take advantage of existing place-branding to attract and recruit newcomers
- Competing against other retiree communities, Vilcabamba had to ensure limited resources were allocated as efficiently as possible
- Managing housing inflation due to the influx of foreign buyers from higher cost markets

Strategies

Developing natural amenities

- Creation of nature trails to reach landscape landmarks (e.g. waterfalls) and the design of local attractions (e.g. Mandango Hill is widely marketed for photographers)
- Incentivizing rural enterprises geared towards retirees (e.g. horseback riding)

Marketing

- Focus on existing underlying amenities
- Promotion materials of the benefits of Vilcabamba were disseminated via international publications and online
 - Through institutional media (BBC) or informal networks of travel bloggers and social media
- Marketing focused on a Western retiree audience
 - Emphasis was on getting away from industrial food systems or on a lifestyle change
 - Also marketed to young families as a healthier environment for raising children
- Marketing involves place-branding (using existing conditions)
 - Relatively low-cost of living and ‘free’ lifestyle
 - The cost of dining out and fresh produce is about one-third less than the US
 - Healthy Lifestyle: Fruits and vegetables (fresh, wholesome and cheap), chicken and beef are natural, and cleaner air quality
 - Painting taxis and remodelling downtown core
 - Designed now famous ‘green and white’ cabs in Vilcabamba, and key houses and stores on main street of village were given an uplift to create a new ambience

Housing Developments

- These are designed specifically for the expat community by the private sector
- Example: El Attilo Club Hacienda, Resort and Spa
 - A gated community with modern recreational facilities
- Construction trades have become an important source of income for most working men who remain in the area, taking the place that agriculture formerly occupied

Economic

- ➔ Land values have soared, benefiting landowners. E.g. \$1000/hectare in 2000 increased to \$30,000 in 2015
- ➔ Emergence of a tourism economy has introduced a general fragmentation of rural properties and a decline in activities related to agriculture. This includes the closure of factories linked to sugar cane, and the abandonment of traditional crops (e.g. coffee)
- ➔ Landowners have built construction and real estate businesses catering to elite buyers
- ➔ Most new jobs are often precarious and involve low-skilled work related to construction industry or the provision of low-cost services

Environmental

- ➔ Development has brought in added money for environmental and cultural preservation
- ➔ Place-based marketing emphasizes the lifestyle of the place which involves beautiful natural landscapes and unpolluted environs. This serves to incentivize environmental protection.

Socio-Cultural

- ➔ Commodification of local cultural and ecology has eroded and replaced native understandings
- ➔ Foreign countercultural spaces and practices have supplanted or replaced local venues. New phenomena include weekend hippie craft and rural markets, bio-dynamic agriculture laboratories, meditative and New Age centres, etc.

Takeaways

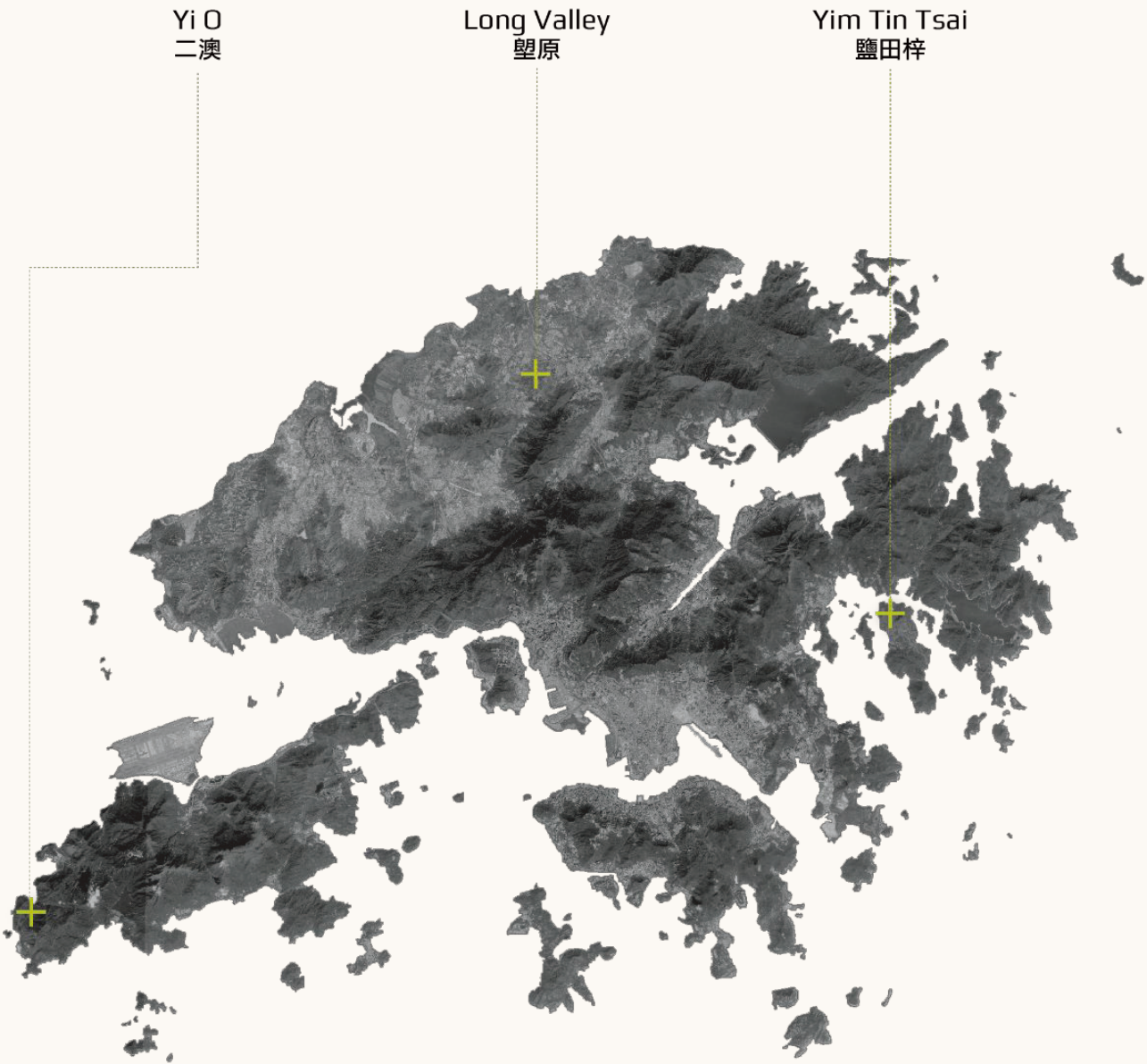
1. Natural attractions and cultural offerings are the critical pull factors when making the decision of buying secondary housing
2. In designing a policy to attract a retiree residential population the most important amenities in the area were the beautiful landscape and the high quality health care
3. If marketing and promotion strategy is well designed, underlying amenities or existing conditions (e.g. low cost of living) can be used to attract foreign capital inflow
4. Place-based branding can be used as a low cost rural development strategy without the need for implementing many new programs or coordinated policy making
5. Rural gentrification might happen in the process: property price rises to a less affordable level for the locals and culture displacement can result





6. Local Case Studies

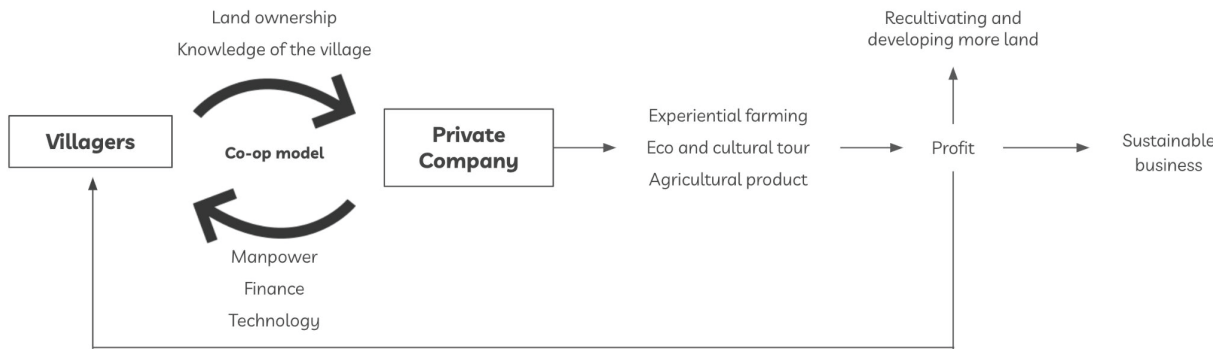
The local case studies section is an opportunity to assess existing Hong Kong specific rural development models. In the past decade the region has begun to build up a more robust set of coordinating bodies, governance frameworks and funding schemes to pilot efforts at rural revitalization particularly in the New Territories. Some of these have been initiated by private sector led efforts, while others form part of the government strategy for managing areas of special interest (e.g. biodiversity). These three distinct cases exemplify the diversity of approaches and in their own right have been successfully implemented. The local case study review aims to highlight these ongoing projects and note the successes, obstacles and common opportunities. Having been enacted in the same policy and geographic context, there achievements and limits can be learned from as part of our own project.



Yi O
二澳

Reasons For Selecting Case

This case study was chosen because it portrays the workings of a entrepreneurship-led rural revitalization model in Hong Kong. As opposed to the charity-led model of Lai Chi Wo, the Yi O case demonstrates how a private sector led model can be implemented to revitalize a community. In this case, villager participation is central to the attempt to enable a productive farming community. In its approach the case study exemplifies the sustainable livelihoods to rural development



Policy background

Currently there is no clear government policy to provide the manpower, funds and technology for re-cultivation projects, hence the villagers had to seek a private company’s help and resources

Key challenges and strategies

Challenges

- Not enough farmers for the work needed
- Recruiting additional staff
- Productive efficiency: lots are only producing about half the amount they could
- Education
 - Lack of agricultural knowledge because of no agricultural specialisation at HK universities
 - Room for regrouping knowledge and investing in agricultural technologies
- 2012, the Conservancy Association accused the farmland restoration project of threatening the local ecology

Background

Project Goal

- To have a productive, economically viable farm that will give landowners and others a reason to come back to live and work in Yi O
- To re-cultivate abandoned land and promote local self-sustaining agriculture industry

Village profile

- 200 year-old community
- Once home to 1000 villagers
- Farmlands had been abandoned for years
- Location
 - Sizable, unpolluted and free of developmental threats
 - Few steps on the way to the village -> easily accessible
 - Water resources available locally
- Area: 1,000,000 sq.ft (9 ha)
 - Cooperative farms (rice crops): 100,000 sq.ft
 - Organic farming and village agriculture experience for public: 200,000 sq. ft.
 - The rest is managed by the cooperative for
 - Future farm extension, and
 - Historical and environmental conservation

Supported by Yi O Agricultural Cooperation

- Community project founded in 2012

Strategies

Structure

- Recultivation planning was led by Yi O villagers
- The Agricultural Cooperative was set up by Alan Wong, a semi-retired former property manager
- The villagers remain the prime drivers in developing the area
- Villagers signed a 30-year contract with the cooperative
 - No renting or transfer of land ownership was involved
 - The land still belongs to the villagers but they give total authority for the company to use the land, including opening up the land and hydraulic engineering
 - Profit from selling products grown on the land goes to the company and is split with the villagers
 - Profit from other activities is for working capital

Activities

- Activity house, camping site, barbecue and picnic area
- Ecological and cultural tours
- Experiential farming

Business

- A pre-order scheme to support the next planting was implemented. It was fully subscribed to within a day.
- Farm-to-table dining: supply for Hong Kong kitchens
- E-commerce
- Agriculture products: rice, vegetables and honey

Partnerships

- Eco Marine
 - A Lantau based organization (founded in 2012) with a mission to inspire greater appreciation and guardianship of nature
 - Collaborates with the Farm Cooperative for beach and mangrove cleanups alongside a rice harvesting experience
- Kin’s Kitchen in Wan Chai
 - Uses Yi O farm as supplier for farm to table dining
 - Invests in crops at Yi O directly
- Jousun
 - Online farm to consumer commerce platform
 - Used by Yi Co-op to sell value added products to consumers in Hong Kong (via delivery)

Economic

→ Managed to sustain the business without any funding and today operates independently

Ecological

→ Apart from constructing office storage and rooms for activities, no other large-scale construction work was undertaken so as to preserve the rural scenery
→ Data was collected and an ecological baseline carried out by Citizen Scientists in 2016

Cultural

→ Revitalised the village’s agricultural customs
→ Enabled a self-sustaining lifestyle and heritage preservation

Assessment

Takeaways

1. Leveraged the initial plan of recultivation to develop complementary features such as agritourism and branding. As a result it became a more sustainable business capable of supporting village development
2. Collaboration depends on mutual trust: the villagers trust the company enough to let them manage and undergo changes, even without getting rent. In fact, some environmentalists and conservation groups proposed a recultivation plan but were rejected. The villagers disliked how they entered the village by themselves, hence blocked the road around Yi O
3. Applicability: some HCY villages may have suitable farmland too. If accessibility is improved for the villages near the coast, the selling of agricultural products can be facilitated

Long Valley

塋原

Reasons For Selecting Case

This case study was chosen because it portrays the workings of an ongoing alternative management agreement scheme in Hong Kong. Outside of the Lai Chi Wo project, the Long Valley model is the most ambitious current management agreement in the area. The case exemplifies an ecology-based management approach which has deftly transformed what was a short-term MA project into a long term plan for revitalization. In its operations the case study exemplifies an amenities-based approach to rural development.

Policy background

- New Nature Conservation Policy (NNCP)
 - In 2003, a review of HK’s nature conservation policy led to the adoption of the NNCP in 2004, which included Long Valley as a Priority Site for Enhanced Conservation.
- Management Agreement (MA)
 - A total of HKD 44.5 million helped to fund 8 MA projects conducted in Long Valley from 2005 until present day. Some stakeholders have suggested that the MA scheme is not sustainable in the long term and that landowners’ rights were being compromised
 - Hence, the Long Valley Nature Park (LVNP) project was proposed

Background

- Largest man-made freshwater wetland in Hong Kong
- Approx 70% of Long Valley area was not under conservation management
- Management Agreement (MA)
 - Run by the Conservancy Association (CA) and the Hong Kong Bird Watching Society (HKBWS)
- Long Valley Nature Park (LVNP)
 - Part of the Kwu Tung North (KTN) and Fanling North (FLN) New Development Area (NDA) project. Commenced in 2019 and expected to be completed by 2023
 - Main purpose:
 - To compensate for wetland loss due to NDA development
 - To preserve traditional farming methods, thereby achieving agroecological symbiosis
 - To increase public awareness of farmland ecology
- Since 2012, CA and HKBWS have been communicating with relevant Government departments to ensure the transition of Long Valley into LVNP follows the 5 principles below:
 - The ecology of Long Valley should not be destroyed or deteriorated before and after the establishment of LVNP;
 - The highly diverse farmland habitat, which is unique to Long Valley, should be maintained in the LVNP;
 - Local farmers’ livelihood should be protected and secured;
 - Eco-friendly farmland management method should be implemented;
 - No mass tourism. Number of visitors should be controlled

Key challenges and strategies

Challenges

- Lack of a management plan led to the deterioration of ecology in the area
- A plan was also needed so as to protect the site from property development and external forces
- Pollution created from nearby brownfield and industrial sites was having a detrimental effect
- Under the proposed concept design, the boundary of the site was delineated by a fence which restricted access. The ecological connectivity with adjoining habitats needed to be considered to ensure an appropriate wildlife management model was enacted

Strategies

Management Agreement (MA)

- 2005: Transformation began of 12 hectares of wetlands with help from local farmers, planting some sections with crops such as water chestnuts and lotuses
- 2006: Groups began growing rice to try to attract migratory birds. The experiment not only attracted more species, but also produced enough surplus for sale

Long Valley Nature Park (LVNP)

- Biodiversity Zone (21ha): to provide a sustainable environment for the local species
 - Conversion of some dry and abandoned agricultural land into wetland habitats, increasing wetland area by 8ha
- Agricultural Zone (11ha): to allow local farmers to adopt eco-friendly agricultural practices
 - Enhancement of the irrigation channels and construction of a water treatment wetland to improve the irrigation water quality at the park through sedimentation, plant filtration, and sterilisation by sunlight
- Visitor Zone (5 ha): to promote nature conservation to the public
 - Timber boardwalks, a bird hide, outdoor classrooms, and a visitor centre will be built

Eco friendly process

- Measures are taken to avoid using heavy machinery on road sections with higher ecological value

Strategies for Controlling Tourism

- Access granted for all visitors to the LVNP (similar to Hong Kong Wetland Park)
- Access by pre-arranged group visits only (similar to Mai Po Marshes Nature Reserve)
- Issue of individual permits (similar to Mai Po Marshes Nature Reserve)
- Pre-booked individual permits
- Through a combination of the systems outlined above an optimal strategy was designed , by limiting numbers of visitors using one entry method, either spatially (by dividing 2-3 smaller zones) or temporally (by restricting access from one method to particular days or times).

Ecological

- Substantial increases in the diversity of butterflies and birds within the area
- Bird numbers present in those fields which fall under the MA are consistently higher than those fields which do not fall under the MA
- Less intensively managed wet agriculture and shallow water habitats had higher species richness than other habitats.

Socio-Cultural

- Enables practice of local farming and provides market linkages
- Controlled tourism model will enable prioritization of sustainable livelihoods

Economic

- Under MA, all revenue derived from the project must be defrayed against the actual expenditures, ensuring a more sustainable funding source

Assessment

Takeaways

1. The review of conservation policy allows areas that are not protected as Country Parks or Special Areas under the Country Parks Ordinance to be protected as Priority Sites for Enhanced Conservation
2. The MA project only covered a portion of the site, later the lessons learned were applied on a larger scale
3. For sustainable long term management the project does not only rely on MA funding, but also on complementary revenue streams
4. Effective communication is required when shifting the design and management from NGOs to government departments. The NGOs that worked underMA provided abundant knowledge and continued to ‘supervise’ the new project
5. Efforts at reducing environmental impact were made not only in the conceptual planning but also as part of the implementation process

Yim Tin Tsai & Sai Kung Region

鹽田梓 | 西貢

Reasons For Selecting Case

This case study was chosen because it portrays the workings of a multi model development approach operating at the regional scale in the Hong Kong area. By combining a cultural reconstruction strategy with place-based branding tools the project has been able to develop a unique and successful revitalization model. In the case of Yim Tin Tsai specifically, its tourism outcomes benefit from Sai Kung Town, which acts as a 'lobby' for visitors to explore the Sai Kung area. In conceptualizing what a regional approach to revitalization might look like, the following case shows a way forward



- Strategies**
- Entire village was revitalised as an open air museum
 - The Salt and Light Preservation Centre
 - Provided a weekend-only Kaito service, guided tours and other hands-on activities
 - It is responsible for various operations on the island. Many villagers and enthusiastic supporters became volunteers, taking up different roles.
 - Traditional Saltpans have been restored and are now fully functioning for demonstration purposes. The finished product can be taken home as souvenirs by visitors.
 - St Joseph's Chapel
 - Built in 1890 in a Romanesque style by visiting missionaries. The chapel has since been named a UNESCO-listed heritage building and attracts tourist from all over Hong Kong
 - The village's former primary school, Ching Po School was transformed into a visitor centre, showcasing a small collection of artefacts from ceramics and homeware to everyday items
 - Hosts the annual Yim Tin Tsai Arts Festival
 - Integrates art, religion, culture, heritage and green elements
 - Bears three key concepts of "Sky" and "Earth" and "Human" (天地人) as the featured theme
 - Apart from the artworks, a series of programmes include online guided tours, art performances, workshops, ecological activities and expert talks
 - Online exhibition: a 360-degree virtual reality function which offers visitor information , displays local artwork and presents villager stories and audio guides for tourists
 - Attaches great importance to collaboration and communication with villagers in the process

- Cultural**
- The renovation of the Chapel and the area more generally received an Award of Merit and Award of Excellence from UNESCO Asia-Pacific Awards for Cultural Heritage Conservation in 2005 and 2015
 - The restored salt pans received an Asia-Pacific Heritage Award in 2016
- Economic**
- Since revitalization first began, some indigenous villagers have started to return, including younger generations of descendants
 - Since 2013, the number of visits to the island has reached about 30,000 per year, peaking at 37,000 visitors in 2016 when the saltpans were awarded by UNESCO
 - The annual festival has drawn 210,000 tourists in its first 3 years
- Social**
- As of 2013, at least 1 resident lived in the village after a long absence of a permanent population.
 - Villagers have begun refurbishing their properties in the hopes of renting them out to tourists

- Takeaways**
- After the failed collaboration with a foreign developer, the village chief concluded that relying on others to revitalise Yim Tin Tsai was not going to work, instead he worked to unite former villagers around the world
 - As an offshore island only accessible by boat, Yim Tin Tsai's success partly derives from the attractiveness and the ease of accessibility to Sai kung Town. In return, the islands enrich tourists' experience in Sai Kung, giving incentive for the two sites to develop combined strategies.
 - Branding: Yim Tin Tsai is now viewed as an artistic place with an indigenous, Catholic culture. This offers a unique place-brand to tourists compared to other Hakka villages and other offshore islands in Sai Kung.
 - Avoiding over-development: As mentioned in the interviews with stakeholders, many are satisfied with the current development and do not wish much more to change in the future so as to maintain the unique tranquillity

- Policy background**
- Revitalization work had been led by a registered charitable institution under the Hong Kong Inland Revenue Department, *The Salt and Light Preservation Centre*
 - In 2019, the Tourism Commission launched a three-year pilot scheme, Yim Tin Tsai Arts Festival, with a HKD 24 million fund
 - In the 2021 Policy Address, HKD 40 million was granted for funding 3 more years of the Arts Festival from 2022 to 2024, with an expansion to other offshore islands in Sai Kung

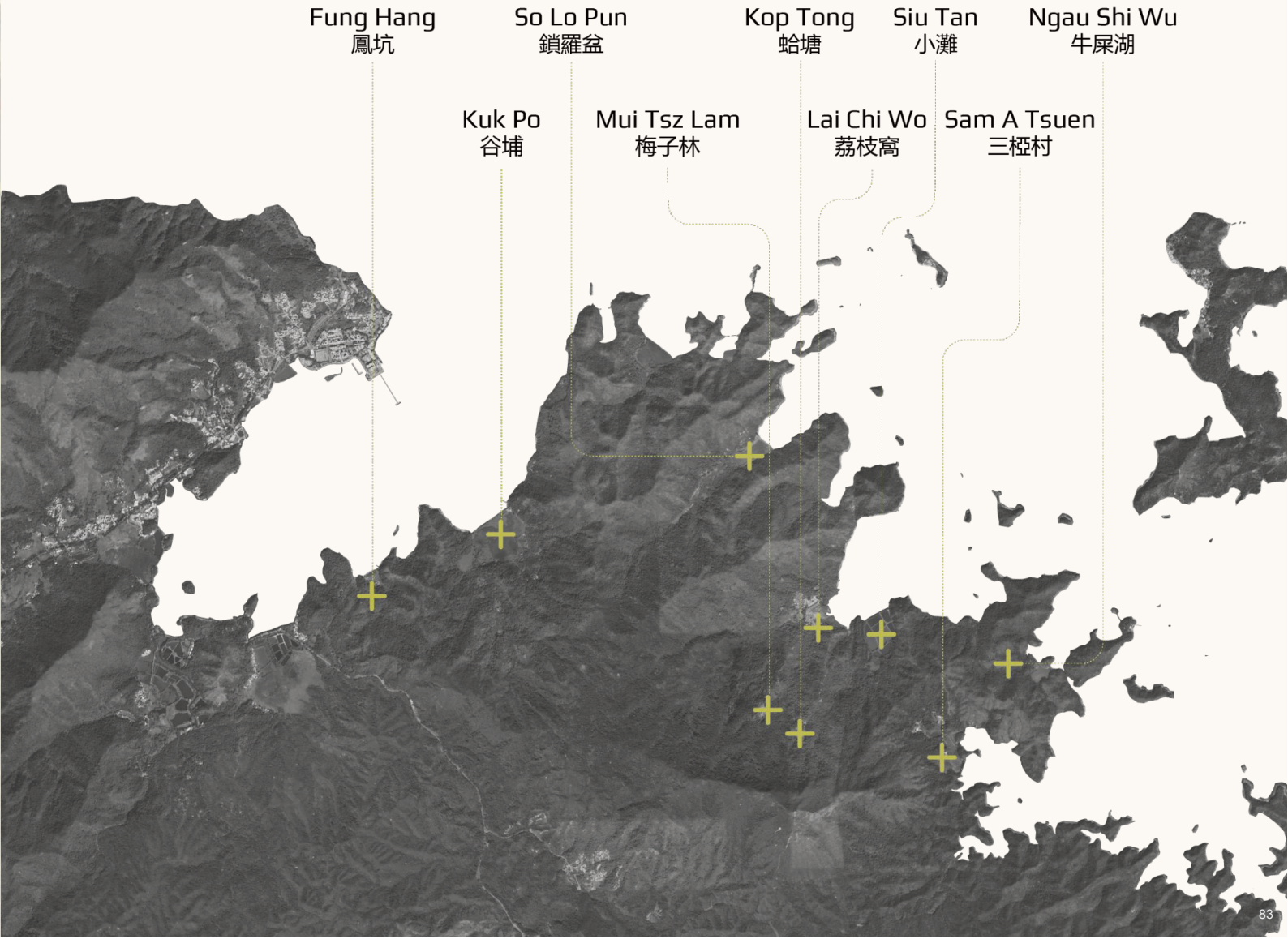
- Sai Kung Town**
- Sai Kung Town is the catchment area for reception and distribution of visitors in Sai Kung district
 - It has become an ideal place for tourism development because of: scenery, historical and cultural richness, and the ease of accessibility from urban areas
 - It has also become a watersports hotspot
 - Many Kaitos(街渡) are available to offshore islands
 - Tourism development strategies:
 - enhancing the present attractive activities
 - addition of secondary facilities
 - solving existing observed deficiencies
- Yim Tin Tsai**
- 15min boat trip from Sai Kung Town
 - Settled by members of the Hakka Chan clan during the 19th century
 - Lived on farming, fishing and salt-making.
 - All villagers of Yim Tin Tsai were baptized by 1875 and the descendants remain Catholic until now
 - Since the 1960s, villagers of Yim Tin Tsai have moved off the island and many moved to the UK, leaving the place uninhabited
 - Today it is part of the UNESCO Global geopark in HK
 - This has helped to link the community to the region through thematic tourism
 - In 2021, a CCFS project , *Community-based Narratives and Public Experiential Engagement for Cultural and Historical Heritage Conservation and Revitalisation of Yim Tin Tsai, Sai Kung*, was approved

- Challenges**
- Salt farms on the island were priced out of the global market
 - Marine life diversity had been reduced since the start of the island's depopulation
 - Financing:
 - There was an initial lack of funds for the Salt and Light Preservation Centre
 - Fundraising was required as the small number of visitors at the time could not provide sufficient income. As visitor numbers increased, the expenditure also increased with the scaling up of projects and maintenance work
 - In 2003, foreign developers wanted to transform the village into a cultural settlement, but the villagers' idea was to recreate Yim Tin Tsai as it was. The developers abandoned the project.

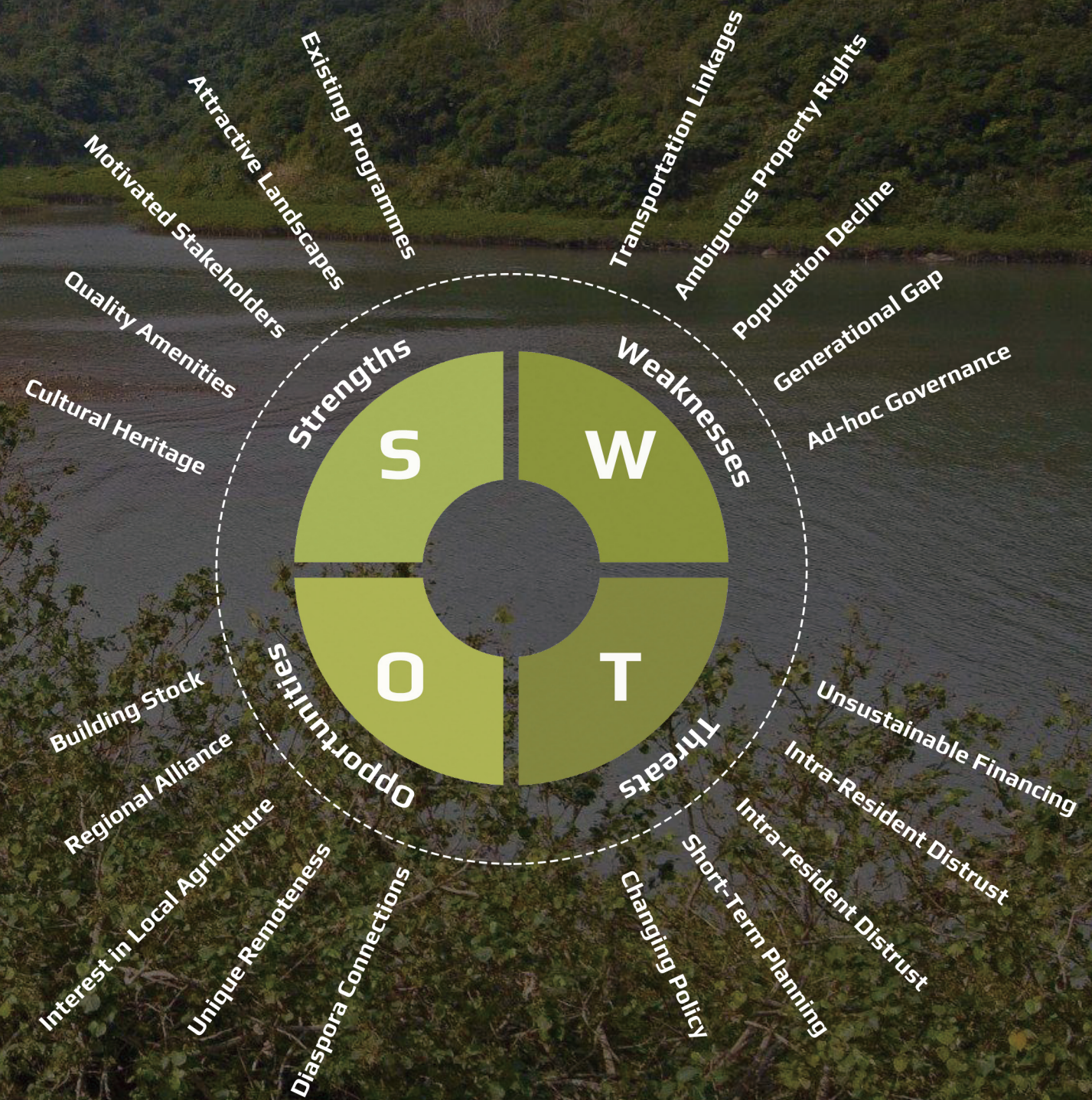


7. Feasibility Assessment

While a comprehensive analysis of feasibility is beyond the scope of this booklet, the final section will be an attempt to assess the current project with reference to the survey of global case studies. We have elected to frame this as a SWOT analysis of the Yan Chau Tong villages, which we presently* delimit to include the Hing Chun Yeuk Seven Villages, Kuk Po and Fung Hang. In so doing, we hope to draw out the potential areas of alignment between underlying potentials in the Hong Kong villages and justify their feasibility with reference to the policy choices and implementation strategies which emerged in the preceding examples. Adopting any one model wholesale and retrofitting it into the Hong Kong context would be ill-advised given the uniqueness of the area's institutional and cultural histories. Instead, by beginning with a consideration of local potentials and pitfalls, the feasibility exercise will aim to contribute a more nuanced and considered approach. In this way specific obstacles and issues facing revitalization in Hong Kong may be tackled through reference to a best practice from elsewhere. The specific substance of these challenges and opportunities will be tackled point by point, and where appropriate, a proposed solution will be justified according to its successful implementation in other cases.



SWOT Analysis



Yan Chau Tong Strengths

1. Strong Base of Existing Programmes

There is strong stakeholder investment through the Countryside Conservation Office, HSBC and other partners who have created and overseen a wide variety of programmes and pilot projects in the area. They have built up local capacity, renovated buildings, and made possible new opportunities for different models.

2. Attractive Landscape Resources

Surrounding country parks and the natural geography offer a scenic environment for tourists and other potentially longer-term visitors/residents.

3. Motivated Stakeholder Segment

Aging overseas residents and local indigenous villagers are interested to revitalize their villages as part of their retirement plans. This brings a sense of motivation and impetus to development work. These stakeholders can act as project enablers and can provide a full-time resident base for the villages.

4. Good Quality Existing Amenities

There is a pre existing tradition of tourism in the area, particularly in the western quadrant (Kuk Po, Fung Hang) where amenities and facilities have been built up to support tourism and the life of residents. The ongoing programmes noted above have also expanded this coverage to the Lai Chi Wo area. This includes restaurants, cafes, weather shelters, museums, shops, etc.

5. Rich Cultural Heritage Resources

The area benefits from its stock of existing tangible and intangible Hakka heritage features (architecture, stories, landscape, food). This can be used to build place-branding as part of a cultural tourism project to attract visitors and promote historical links.

Relevance To Case Studies

1. The **Oonan and Ireland** case studies show how existing programmes and policies can be retrofitted, through a planning exercise, into a revitalization strategy. Local communities made use of the strengths of their existing social benefits (childcare facilities in Oonan) and ongoing programmes (town renewal in Ireland) to their advantage as they later crafted more ambitious and development-focused strategies.

2. The **Bhutan and Nantou** case studies show how landscapes can be leveraged as the centerpiece of revitalization to draw in new residents or tourists as part of an economic development strategy. By recognizing the value of and then protecting their ecological landscape each community was able to address local challenges.

3. The **Crystal Waters** and **Heyri** case studies show how a small but motivated community segment can lead and unify a community for development. In these cases, small groups took it upon themselves to secure financing and build relationships with partners. The **Kamikatsu** and **Raoling** cases made significant use of their aging populations as part of their efforts. Elderly residents were integral to the operation of the community business and as part of the project they gained greater autonomy. In the Raoling case, elderly residents worked within the cooperative framework to provide social care services for the disabled. This proved to be an integral social service which made the daily workings of the community easier and more focused.

4. The **Santa Fiora, Ottenhausen, and Oonan** case studies show how making use of existing amenities can facilitate and speed up revitalization efforts. By organizing amenities into new conceptual frames and planning a programme at a broader level, existing amenities were used to recruit newcomers and build development on existing work.

5. The **Bhutan, Heyri and Raoling** case studies show the significant impact cultural assets and heritage can have both in helping to shape a revitalization plan, but then also to create offerings (tourism, arts, programming) which centre culture and make it a pull factor for economic development.

Yan Chau Tong Weaknesses

1. Weak Transportation Linkages

Weekend only ferries and no direct buses (which means a long hike is necessary after exiting the bus) has had a limiting and hampering effect on everyday life. Moreover, the uneasy access for outsiders makes economic and social linkages difficult to maintain and build. Lastly, internal cross-village transportation is also relatively limited, which makes it difficult for scaling up ecotourism activities at a regional scale.

2. Ambiguous Property Rights

Land ownership among stakeholders in the area is fragmented and unclear (many owners are in diaspora or have passed away). This makes it difficult to consolidate land resources and utilize them as a resource for revitalization.

3. Population Decline

The lack of a full-time resident population in most of the villages means the development of everyday life in these communities. It also reduces the political power of the area to advocate for greater revitalization support or to protecting the area from outside interests.

4. Generational Gap

The vast majority of children of residents live abroad or in other parts of Hong Kong. Having never lived in the community they have a different relationship with the area and its heritage. This generation may see underlying ownership and its potential market value as more important to their interests than conservation and revitalization. This will have implications for the development possibilities and land use priorities moving forward.

5. Ad-hoc Governance

There is a lack of regional coordination for the area to ensure optimal planning. Development across the villages of the area remains uncoordinated and disconnected. Currently projects are not overseen by an existing local body to ensure coherence, facilitate complementarities, and avoid redundancies. There is also a lack of operational collective institutions which can lead and manage community-level projects (e.g. renting farmland, building public facilities).

Relevance To Case Studies

1. The **Vilcabamba** and **Heyri** cases show the positive impact improving transportation linkages can have on development. In the case of Vilcabamba significant investments at the national level helped make rural communities more attractive to expats and retirees. At the local level, coordination with other communities as opposed to big investments helped to create common sense linkages between complementary amenities (other tourist locations, and airports) which facilitated expansion of existing development plans. In the Heyri case, the existence of a bus terminal directly from the capital facilitated tourism from the inception.

2. The **Bhutan** and **Oonan** cases show two different ways of addressing the issue. Bhutan, wanting to preserve their relative seclusion from wider tourism networks, built a strategy to take advantage of high quality tourism without opening themselves up to uncontrolled flows. In the Oonan case, while the barrier was not physical, economic and cultural obstacles prevented development. By developing a place-based branding exercise and redefining the village, they were able to target audiences in other population centres and pull them into the community.

3. Many of the cases (**Kamikatsu**, **Oonan**, **Ottenhause**, **Nantou**) have similarly suffered from population decline. As a common source and symptom of rural decay there is a broad set of examples and lessons to glean from other communities' approaches. An important first step for most examples is to re-enable existing residents and new ones to make a sustainable and viable living in the community. This could mean attracting business, developing tourism, or creating opportunities within the community itself through strong governance and leadership.

4. The **Raoling** and **Ireland** cases both made explicit attempts to reinvigorate rural areas by designing strategies to bring back young out-migrants. In Ireland, this was the result of a comprehensive strategy which used education (new technical universities), job creation (remote working and apprenticeships), and social benefits (lower rents, good broadband) to pull younger departees back. In the case of Raoling the aim of revitalization efforts was to encourage young people to "come back to the countryside and (re)construct their own home." By recreating liveliness, local dynamism, and socio-economic opportunities they were successful in recruiting young people.

5. The **Nantou** and **Uganda** cases show the role coordination and reorganized governance can play in building local development. In the Nantou case this was achieved by the county level government which took an active role in regional planning to ensure efforts were not duplicated and instead complemented the overall development strategy. In the Ugandan case, capacity building by an NGO and new institutional designs (savings and loan associations) enabled revitalization objectives and the equitable distribution of its benefits.



Yan Chau Tong Opportunities

- 1. Restorable Building Stock**
Existing (though derelict) building stock provides flexibility and potential for accommodation & work spaces as part of a wider revitalization strategy.
- 2. Existing Regional Alliance**
The preexisting history of strong linkages between villages and ongoing institutional arrangements (HCY alliance and informal cultural traditions) means there is the potential to use this as a base for future coordination and planning of development
- 3. Renewed Interest in Local Agriculture**
Increasing interest in agriculture within Hong Kong society means the area has the advantage of being able to leverage existing agricultural programmes and human capital infrastructure (education programmes, stakeholders) for increased scale and expansion.
- 4. Unique Geographic Remoteness**
While the separation of the area from other parts of Hong Kong is also a challenge (see weaknesses section) the area's relative isolation and lack of linkage to urban systems and flows offers an opportunity to implement an alternative approach to development and attract those seeking alternative lifestyles to the urban status quo.
- 5. Strong Diaspora Connections**
Former residents who moved abroad or elsewhere in Hong Kong have stayed connected and remain invested in the development of the area (through updates and other activities). They are a strong potential source for repopulating or guiding future planning endeavors and can mobilize their expanded networks to help finance or implement new projects locally.

Relevance To Case Studies

- 1.** In the **Dillsboro** and **Ottenhausen** cases abandoned facilities were used to create new local attractions and to provide increased spaces for the local community. In the first case, an abandoned farmhouse was converted into a new museum for the town. In Ottenhausen, the community reopened local shops to enliven the community and to provide services for mothers and the elderly. They also converted old agricultural structures and even a former castle into cafes, hostels, an artisan house, and factories.
- 2.** In **Dillsboro** and **Raoling** leaders were able to make use of existing linkages with other institutions (universities or other villages) to help stimulate revitalization efforts. By working with their local university, the Dillsboro community was able to co-design a targeted and data focused development strategy. This effort not only made use of existing linkages but also strengthened them as the university and local communities both began to interact and support each other. Similarly, in Raoling knowledge exchanges and cooperatives worked together to share their best practices and build symbiotic relationships (cultural troupes, festival sharing) to generate greater cooperation.
- 3.** The **Kamikatsu** case shows how agricultural trends and values can be leveraged for local community development. In that case leaders discovered selling decoration leaves as a market opportunity. By building a community-based business and strong branding techniques, they were able to fill a market niche and use their comparative advantage in agriculture for economic development.
- 4.** The **Crystal Waters** and **Santa Fiora** cases point to the relative advantages isolation can play in creating a revitalization strategy. In the case of Crystal Waters stakeholders wanted to try something new and were able to take advantage of distance to pioneer a new community model. In the Italian case study, the relative isolation of the village presented a branding opportunity to market it to city-dwellers and other remote workers wanting to live in a more pastoral and peaceful way.
- 5.** The **Oonan** and **Raoling** cases show how diasporas can be a useful stakeholder base for revitalization efforts. In that context, many former residents had moved out in previous decades. In their plan to repopulate the town Oonan's leaders drafted a strategy to attract out migrants back. Meanwhile, in the Raoling case former villagers were compelled to aid the project through fundraising and also contributed to broader revitalization efforts.

Yan Chau Tong Threats

1. Unsustainable Financing

The ending of a major project (HSBC-financed project) and the role of public project funding means that revitalization programmes have been sheltered from market forces and been allowed to grow without prioritizing building sustainable financing models. In order to achieve community resilience and economic autonomy local projects will have to find a way to adapt their business models.

2. Intra-Resident Distrust

Minor tensions between newcomers and native residents suggests that there is not always unity of agreement on objectives or strong social trust between groups with regards to governance. Native residents aim to protect their political leadership of the area while newcomers hope to have the freedom to implement and realize their lifestyle visions..

3. Lack of Participatory Long-Term Planning

The lack of a long-term planning exercise to create a development vision for the area and the omission of serious, continued engagement with residents has resulted in a lack of certainty around future development and distrust between stakeholders.

4. Development Skepticism

Previous and existing efforts have started to test the limits of community interest in development. For example, the ongoing house renovation project run by the Hong Kong Countryside Foundation as part of its application received hundreds of objections against its plan to bring in outsiders as overnight guests into the community. Meanwhile, there is ongoing disagreement between local landowners and green groups over the priority of property rights and ecological preservation. For villagers, development plans cannot threaten the security of their small house 'ding' rights or to their underlying tenure.

5. Changing Policy Landscape

The recent announcement of the Northern Metropolis concept by the Chief Executive and the continuing release of details suggests that major changes in the area are expected.. Whatever their specifics, these changes will affect existing planning and reshape the external forces affecting the area. For example, the opening of Sha Tau Kok and the Mirs Bay/Yan Chau Tong Ecological Recreation and Tourism Circle, if implemented, will have repercussions on the project area's future tourism development.

Relevance To Case Studies

1. The **Santa Fiora** and **Raoling** cases show how initial publicly funded projects can be transformed into sustainable and self-financing operations. In the Santa Fiora case, money from the EU recovery fund was used to invest in broadband and housing renovation. Once complete, these projects will enable to proliferation of small business guesthouse accommodation and related service provision. In the Raoling case, initial start up costs were provided for from a mixture of outside donations, government support and private sector partners willing to collaborate at or below cost. The community took advantage of this to build a resilient circular economy that once ready was able to operate autonomously. The village then implemented a 10 year plan to enable even its not-for-profit departments to operate at or above cost.

2. The **Vilcabamba** case shows some of the positive outcomes that newcomers in a community can have on the native population. While gentrification always has the potential to displace locals, the entry of new residents has the potential both to generate substantial economic activities (construction, real estate, services) but also to provide new avenues for culture and knowledge exchange. In the Ecuadorian case, new residents opened up enterprises and attracted new cultural facilities which introduced locals to new opportunities and experiences.

3. The **Richtersveld** case shows how different stakeholder groups, even with very complicated histories, can come together through participatory efforts and a new institutional framework. Old colonial policies had stripped locals of their right to the land. The new project not only restored those rights but through strong participatory mechanisms arranged a community trust This enabled the groups to work together to administer educational programmes, award bursaries, and develop community facilities.

4. The **Bhutan** case shows how initial skepticism and continued hesitance can be productive for implementing sustainable and careful approaches to development. Tourism developed there in the 1970s and continued at a gradual pace due to reluctance from locals to take on negative externalities. By shaping a deliberate and controlled policy the country was able to formulate a strategy which protected cultural values and achieved its narrowly defined objectives.

5. The **Uganda** and **Dillsboro** cases both point to the opportunities inherent in changing policy landscapes, however threatening they first appeared. In the Ugandan case, the climate change agenda and the new institutions created to address carbon control were integral to the model pioneered for their program. By utilizing international funds for the protection of ecosystems, the community in that case was able to reorganize the economic basis of their area. In the Dillsboro case the 2008 recession forced them to shift existing ways of doing things. Working with the local university, they were able to take advantage of new policies and post recession opportunities to formulate a development strategy.

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