

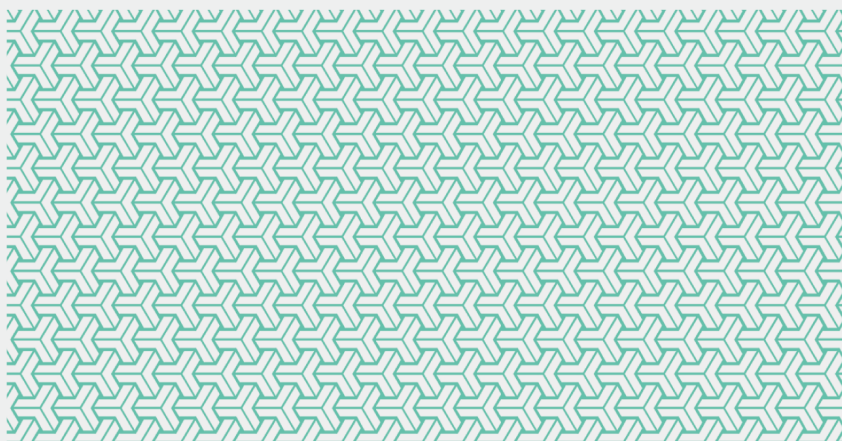
## 지역활성화 정책사업의 실효성 제고를 위한 사회혁신실험의 실행방안

A Study on the Implementation of Social Innovation Experiments  
to Enhance the Effectiveness of Regional Revitalization Policy Projects

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# A Study on the Implementation of Social Innovation Experiments to Enhance the Effectiveness of Regional Revitalization Policy Projects



After the enactment of the “Urban Regeneration Act” in 2013, due to the decline in population and the low economic growth, many ministries, including the Ministry of Land, Infrastructure and Transport, the Ministry of Public Administration and Security, the Ministry of Culture, Sports and Tourism, the Ministry of Agriculture, Food and Rural Affairs, and the Ministry of Maritime Affairs and Fisheries, have implemented various regional level policies to revitalize big cities, small and medium-sized cities, and agricultural, mountain, and fishing villages on the regional level. However, regional-level projects have limited policy impact as they are implemented for long periods and have difficulties generating visible impacts within the project period. There are many cases in which the concerned regions fail to resolve their issues and rely on new support projects after state support concludes, which is expected to place an increased burden on state finances. On the other hand, the government has presented the “Comprehensive Plan for the Local Era (2023-2027)” and the “autonomous and specialized development that maximizes the characteristics of each region” as one of the five strategies for the plan, which would likely lead to policy demands for local governments to devise specialized local regeneration strategies.

Recently, there has been a surge in experiment-based projects to improve the effectiveness of projects targeting regional challenges. Many governmental departments have issued open calls for “Social Innovation Labs,” initiating preliminary projects before the main project or conducting innovative projects at the project’s outset to boost effectiveness. The Ministry of Maritime Affairs and Fisheries’ New Project for Revitalizing Fishing Villages introduced and implemented the “Social Innovation Program” as a means to assess project feasibility through trial and error before providing large-scale state subsidies. However, there remains a lack of detailed concepts or execution methods for these experimental activities, often referred to as social innovation, living labs, and life experiments. Consequently, local governments encounter difficulties in project implementation, leading to a growing demand for specific definitions of concepts and execution guidelines. This study, therefore, defined various experimental activities as social innovation experiments and aimed to explore implementation plans for social innovation experiments by examining the concepts, roles, and implementation processes involved in social innovation experiments designed to test the feasibility of regional revitalization policy projects.

Chapter 2 examined the concepts and policy trends related to social innovation experiments. The related concepts, which can be summarized into four keywords - participation, experimentation, experience, and change - have influenced various concepts in the fields of design, architecture and urbanism, and urban regeneration policy and have been utilized as a methodology for project implementation. A comprehensive examination of the use of the major methods, which include Participatory Design, Tactical Urbanism, Social Innovation, and Living Labs, showed that while all the methods are implemented by presupposing Participatory Design, they differ in how they verify ideas through pilot tests or create new socio-economic values, such as organizing local communities and businesses.

Based on this analysis, this study posited that social innovation experiments in regional revitalization policy projects contribute to creating community values by testing project feasibility for resolving regional problems and seeking change. This study further defined the experimentation process as a useful tool to make decisions on the field, as well as the appropriate scope and the necessity of space for the project. Moreover, based on the analysis of related concepts, the implementation process was classified into three stages: ❶ Research · Exploration · Planning, ❷ Experimentation · Verification · Evaluation, and ❸ Management · Expansion · Transition, which are carried out in conjunction with socio-economic activities under the premise of creating new spaces, remodeling, and converting the use of space.

Recent domestic and international policy trends related to social innovation experiments show that related experimental activities have been used to implement projects for solving regional problems, conducting policy experimentations, and for more active uses of space. In particular, the “social innovation programs” in the Pilot Project for Improving the Vitality of Fishing Villages and the New Project for Revitalizing Fishing Villages (Type 2) were noteworthy as they reflected the experiment results on the regional level for establishing more flexible project plans. The roles of the private sector in the implementation of policy projects are expanding and growing in significance, with the private sector taking on roles such as designing and leading the experiments and actively participating in all stages of the project, spanning from identifying regional issues and project planning to

implementing the project. Nonetheless, for region-based social innovation experiments, definitions of relevant concepts should be established, and general directions, methods, and detailed guidelines on the implementation procedure should be devised to minimize any confusion regarding the understanding of the policy and ensure that projects are executed in alignment with policy goals.

Chapter 3 identified the major characteristics of social innovation experiments and their implications for implementation through a case study of regions that implemented policy projects through social innovation experimentation-related activities. The selected case study projects were the Village Hotel 18th Street in Gohan-eup, Jeongseon-gun, Gangwon-do, Care Network at Janggok-myeon, Hongseong-gun, Chungcheongnam-do, and the Youth Market Platform Project in Gwanagol, Chungju, based on preliminary research assessing whether the regions continued to engage in experiments to address regional challenges and how they executed the policy projects. The case study demonstrated that all three projects conducted various experiments to address regional issues based on local demand and were planning to encourage gradual adaptation and change within local communities. Experimental activities, in particular, have been implemented for many years to address regional issues and were initially conducted as small-scale, low-cost experiments and gradually evolved through subsequent experiments to enhance project feasibility. Throughout the experimentation process, the organizations found the necessary subjects for the experiments, centered around the key actors leading the experiments, and established community organizations and network systems. Space creation in these projects was not limited to providing spaces but was accompanied by the concept of community values through the delivery of services, the establishment of service delivery systems, and the creation of revenue models. Local demand for space creation was identified and shared with the community during experiments, leading to voluntary cooperation from local communities in the process, as was the case when a local organization provided spaces free of cost. These experimental activities successfully contributed to the development of cultures in certain places within the regions, including major alleyways and parks.

In Chapter 4, the general direction, tentative guidelines, and policy recommendations for social innovation experiments were outlined as

implementation methods for social innovation experiments in regional revitalization policy projects. The overarching direction of social innovation experiments was defined as facilitating gradual change by assessing the project's feasibility in addressing regional issues and enhancing its viability by identifying projects rooted in local demand. Social innovation experiments aim to realize the values pursued by the region through multifaceted experimental activities and can be seen as a means to implement the policy by providing opportunities for trial and error and determining the right direction that meets the policy goals in implementing the project. Under this premise and in consideration of the analysis and implications of related cases, as well as consultations with experts, this study specifically focused on the "Social Innovation Program" of the Ministry of Maritime Affairs and Fisheries' New Project for Revitalizing Fishing Villages (Type 2), which best aligned with the study's definition of social innovation experiments, and presented guidelines on how to prepare for social innovation experiments, the roles of each participant, and steps for implementation. The step-by-step process was further divided into the following sections: creating local space, organizing the local community, and building an ecosystem of the local economy.

Policy suggestions for social innovation experiments in the central government's regional revitalization policy projects included introducing project implementation methods that support open plans reflecting experimental activities, encouraging the participation of various private actors, and improving measures for support. To utilize social innovation experiments in local government-led local regeneration projects, package projects should be developed by adopting the concepts of local government-led regional revitalization projects and preliminary projects and supporting the use of public funds, such as the Local Extinction Response Fund and the Hometown Love Donation. Regarding policy reform, guidelines on the "Social Innovation Program" of the Ministry of Maritime Affairs and Fisheries' Pilot Project for Improving the Vitality of Fishing Villages and the New Project for Revitalizing Fishing Villages (Type 2) and guidelines for local governments to conduct social innovation experiments are necessary for experiment-based policy implementation. In addition, the government should also consider establishing institutional foundations for utilizing national and local funds and

promoting community-led social innovation experiments. By presenting guidelines for implementing social innovation experiments and enhancing the feasibility of regional revitalization policy projects, this study aimed to be used as a primary reference for implementing related policy projects. However, further research is necessary on different approaches to implementing policy projects and implementation guidelines categorized by space type for the effective execution of social innovation experiments. Moreover, given the variations in policy projects and actors in the case study conducted in this research, it is essential to examine the operation and effectiveness of social innovation experiments in the field and identify areas for improvement through empirical research and monitoring of the project area of the Ministry of Maritime Affairs and Fisheries' New Project for Revitalizing Fishing Villages (Type 2), which is closely related to social innovation experiments.

#### keywords

Social innovation experiments, Regional revitalization, Addressing regional problems, Regional revitalization policy projects, Private sector