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生態城鎮轉型與社會企業：

社群創新網絡觀點*

Transition Eco-Town and Social Enterprise:

The Perspective of Communities Innovation Network

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摘要

過去數十年發展歷程中，永續發展在地實踐工作，一直以來皆透過各地的社會運動加以落實。其中，以環境保護為職志的非營利組織一直都扮演關鍵性角色。只是，該類組織在實務上因私人捐款的日益減少、政府政策資源的不足，致使其經常性面臨營運經費不穩定、專業人力不足等問題。如何突破，融合社會理念與企業能力的社會企業是一個適切的途徑。

本文研究目的在於，說明一個以推動生態社區實踐作為組織目標的非營利組織，如何藉由社會企業轉型，帶動其他在地公共社團，共同參與整體生態城鎮轉型的策略，並形成一股社群創新網絡。為求研究確實性，採取文獻閱讀、個案研究、參與觀察，以及焦點團體座談等多元研究方法。研究顯示：以在地環境問題為基礎的轉型願景、來自在地實作經驗的領導力、以合作治理作為策略網絡建構準則、以共享經濟作為原則，創造社會支持系統力度、公民社會引領政府治理、不斷創新議題，累積城鎮光榮感等六項，是非營利組織型塑生態城鎮社群創新網絡的關鍵性要件。

關鍵字：非營利組織、社會企業、生態城鎮、社群創新網絡、新故鄉文教基金會

Abstract

In the past decade, the concept of sustainable development has swept through many social movements around the world. The mainstream environment non-profit organization has been a key actor to practice the local sustainable development. The social enterprise is then viewed as a social innovative model response to the founding problems of nonprofit organization, which are finding it increasingly difficult to solicit private donations and government and foundation grants.

The purposes of this paper are to highlight what kinds of strategies to development community innovation network for transition eco-town that the local nonprofit organization chosen transform into social enterprise. In order to get the proposal well done, some research methods must be adapted, such as literatures review, case study, participant observation and focus group interview. In the case study of Newhomeland Foundation, I find there have six essential factor to build transition eco-town community innovation network by social enterprise. that essential factors include: 1.the transition vision base on local environment consensus; 2. the leadership base on experience from local practice; 3. the strategy network principle of the collaboration governance; 4.the principle of share-economic to make social support; 5. the civil society steer government governance; 6.creating new issue to build up town glory.

Keywords: Non-profit Organization, Social Enterprise, Eco-Town, Communities Innovation Network, Newhomel and Foundation