



**KAOHSIUNG TAIWAN**

**American Chamber of Commerce - Kaohsiung**

**高雄美國商會**

# **Merging Into the Future**

**2010**

**Southern Taiwan White Paper**

**南台灣白皮書**

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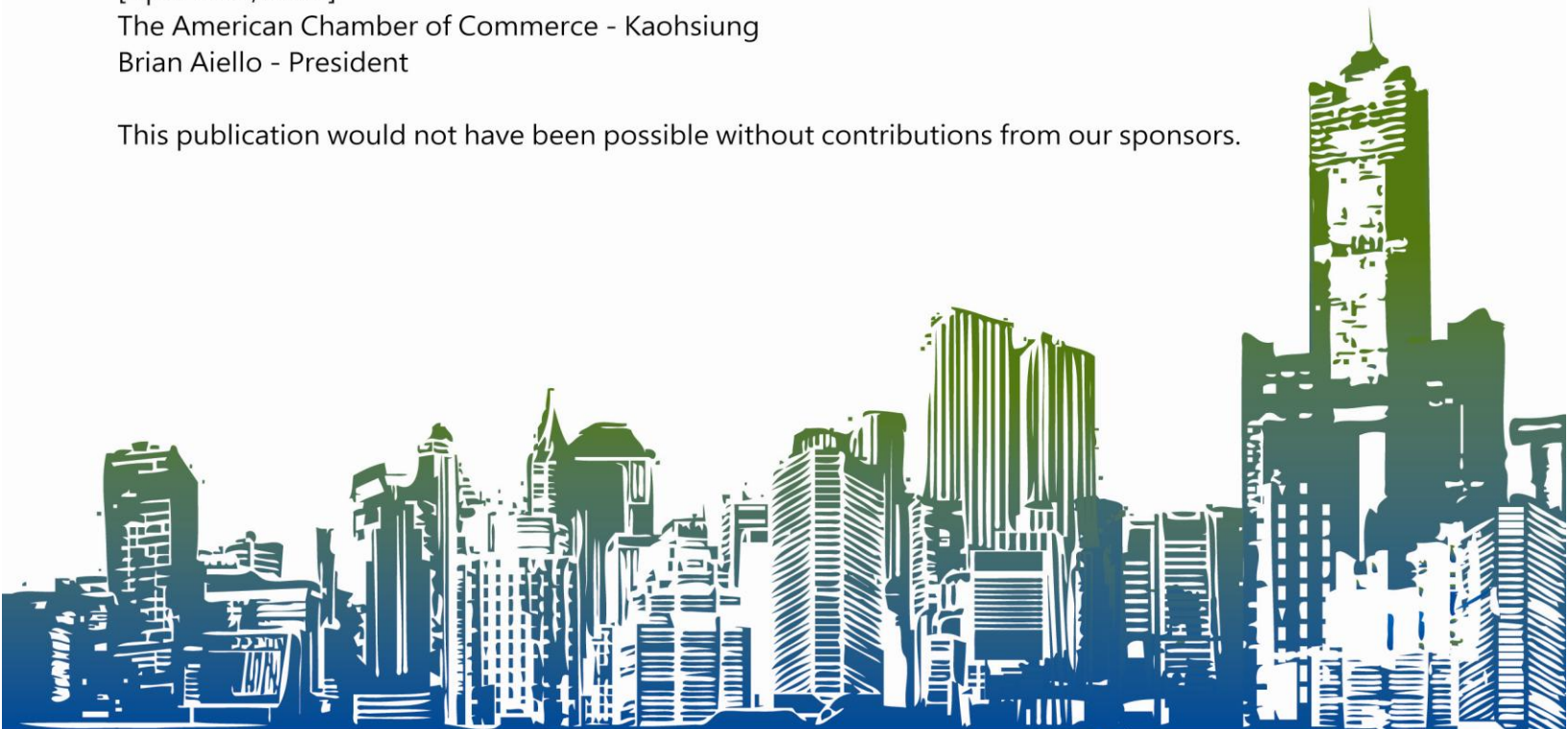
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The American Chamber of Commerce - Kaohsiung

Brian Aiello - President

This publication would not have been possible without contributions from our sponsors.



# ACKNOWLEDGEMENTS

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In 2010, AmCham Kaohsiung is proud to publish its first annual White Paper. The exceptional response and support we received while creating it merits acknowledgement. Officials from the City of Kaohsiung headed by Mayor Chen, Kaohsiung County led by Magistrate Yang, and the Southern Branch of the Executive Yuan headed by Mr. Lo, each set aside time to meet with AmCham members for related discussions and provided us with a wealth of information and cooperation. We wish to express our appreciation and thanks to all of the officials who got involved. Their combined efforts provided us with an exceptionally complete government perspective on merger-related issues. A total of 1,737 individual questionnaires were sent out to businesses in the Kaohsiung area and many responded with insightful analyses. We also received so much cooperation, insight and support from many key industry leaders during the entire process of putting this paper together. In addition, AmCham Kaohsiung members contributed a great deal of time gathering information and offering their perspectives based on their own related industries. We would also like to express our appreciation and thanks for all the efforts and support from the American Institute in Taiwan (AIT), who organized and facilitated meetings with officials and business leaders and were always tireless in their efforts to help in our project. And finally, we would like to thank our associates at AmCham Taipei for their valuable assistance in editing this publication and giving us the benefit of their many years of creating their own annual White Papers. Thanks to all those who took the time and made the effort to get involved and share their opinions, expertise, and experiences for the sake of a better future in southern Taiwan.

Although the Southern Taiwan White Paper represents the immediate business interests of AmCham Kaohsiung members and the local business community, its ultimate goal is to foster the upgrading of Taiwan's economic conditions to the benefit of both local and multinational businesses. In light of recent events such as the Economic Cooperation Framework Agreement (ECFA) negotiations and the merger happening in 2010, this White Paper carries greater significance because it deals with issues that are critically important to creating a solid foundation for the future growth of Kaohsiung and southern Taiwan. It is also in the interest of the Taiwan public at large, as it encourages the growth of a broad spectrum of high-quality goods and services to improve the quality of life for all Taiwan residents.

AmCham Kaohsiung's goal is to enhance understanding, communication, cooperation, and commitment for a better future. Thank you for your attention.

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# Table of Contents

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INTRODUCTION.....	page 4
KEY RECOMMENDATIONS.....	page 5
EXECUTIVE SUMMARY.....	page 7
TOPICS	
1. Southern Star Program, Development of Marinas and Issues Related to Yacht Ownership.....	page 10
2. Tourism and Leisure Industries.....	page 12
3. Lessons from the 2009 World Games.....	page 17
4. Education.....	page 23
5. Legal Aspects of the Merger.....	page 25
6. Where’s the Beef?.....	page 29
7. Relocation of the CPC Corp Taiwan Facilities.....	page 30
8. Renewable Energy Pricing.....	page 31
9. Emerging Industries.....	page 32
10.Ability of Non-Taiwan Citizens to Secure Financing in Taiwan...	page 32
CONCLUSION.....	page 33

This inaugural issue of the Southern Taiwan White Paper is written and published by the American Chamber of Commerce in Kaohsiung (AmCham–Kaohsiung). It includes an overall assessment of Southern Taiwan’s business climate, a review of the current priority issues for 2010 identified by the Chamber, as well as recommendations for each topic.

The primary purposes of AmCham-Kaohsiung’s annual white paper are understanding, information, and advocacy. This document outlines suggestions to the Taiwan government and public on issues that have a significant impact on the business environment in southern Taiwan. It is also used to inform government officials, elected representatives, and other interested parties in the United States about Taiwan’s business climate.

# INTRODUCTION

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Kaohsiung City has both an international airport and harbor. Kaohsiung International Airport (KHH) combines domestic and international air routes. The airport has regular domestic flights and to other destinations such as Tokyo (Narita International Airport), Nagoya (Chubu International Airport), Seoul (Incheon International Airport), Busan, Jeju Island, Hong Kong, Macau, Bangkok, Singapore, Shanghai and Hangzhou. Via connecting flights in Taoyuan, Greater Kaohsiung can reach and receive the world. Additionally, the airport has cargo flights to Los Angeles, Ted Stevens Anchorage International Airport, and Japan Kansai.

The largest international harbor in Taiwan-Kaohsiung Harbor and overseas fishing port-Chien Chen Fishing Port are also located at Kaohsiung City. The Harbor is an important trans-shipping center for South East Asia, Indian Ocean and North East Asia. Due to local geological, regulatory and climate conditions, Greater Kaohsiung is certainly one of the best places in the world for shipping. However, recent developments in other countries have resulted in a significant decline in Kaohsiung's ranking as one of the busiest harbors in the world.

With the support of the local and central government, foreign investment and a coordinated holistic approach, the 2010 pending merger of Kaohsiung City and County and the signing of ECFA can bring about rapid and positive changes in virtually every aspect of the region.

The airport, harbor and marina must be modernized and internationalized to make it as user-friendly to the world as possible. Shipping, tourism, foreign investment and a complimentary series of well thought-out plans can go a long way in not only restoring Kaohsiung's ranking in the world of trans-shipping, but firmly establishing Greater Kaohsiung as a place where cargo will be trans-shipped, people will vacation, companies will invest, and corporate leaders and staff will relocate and live.

For Greater Kaohsiung to become truly great, it must connect, communicate, coordinate, cooperate and compete. To that end, each aspect of this white paper is interrelated as are the communities in which we live. We must approach our future with a clear vision of the big picture, knowing that any single feature of Greater Kaohsiung is fully dependent on the successful implementation of several programs, projects and initiatives.

# KEY RECOMMENDATIONS

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2010 will certainly be a breakout year for southern Taiwan. After all the work leading up to the successful 2009 World Games, the southern part of the island has gotten quite an upgrade, especially in the Kaohsiung area. The pending merger of Kaohsiung City and County into “Greater Kaohsiung” will provide ample opportunities to allocate funds and resources more efficiently.

- Agree on a manageable water-rights amendment to remove the primary obstacle for developing the Kaohsiung Pop Music Center.
- Release additional water areas to local control in order to encourage boating activities, such as the Love River Bay area. Work towards making the Kaohsiung Harbor area more open and friendly to the outside world. Welcome big cruisers and international yachting activities and visits. Consider developing the Nansing Project into a major yacht manufacturing center of the world by creating a yacht-cluster effect.
- Promote tourism by carefully assessing what visitors want from a southern Taiwan experience. Emphasis on meeting foreigners’ expectations (“Big 3 Rule” - Chinese, English, and Japanese).
- Improve transportation to surrounding areas. Promote sightseeing, day-tours, hotels,

restaurants, fun entertainment and activities.

- Look outside of Taiwan for successful examples of projects and programs which can be easily adapted and are most suitable for southern Taiwan. Key: Promote tourism through English and Sister-City affiliations.
- Maximize the use of 2009 World Games legacy venues. by attracting, organizing, coordinating, and promoting sporting events, trade shows, concerts, cultural events, auto shows, automotive aftermarket parts shows, concerts, music festivals, flower shows, film festivals, computer and software, electronics, cultural events, home improvement expos, environmental exhibitions, solar expos, among other possibilities.
- Attract additional corporate opportunities and foreign investment, which are essential for southern Taiwan’s competitiveness and growth. Keys: Incentives, more foreigner-friendly atmosphere, service upgrades to transportation, enhance the international image of southern Taiwan’s export products.
- Create a centralized “911” and “411” English phone service for tourists and foreign residents to enhance safety and security.

- Adopt international business standards, including best practices. The novelty of “uniquely Taiwanese” is great for tourism, but in international investment and trade it is vital to embrace global standards.
- Organize visits from American companies to Greater Kaohsiung with coordination by government agencies such as TAITRA, AIT, MOFA, MOEA, as well as AmCham for the purpose of discussing investment opportunities here. The proposed development of clean, high-tech industrial and science parks should be well-defined for potential investors.
- Improve infrastructure by transitioning to high-tech, environment-friendly solutions and industries, and subsidizing existing companies to become greener. Issues: Petroleum refineries and petro-chemical company relocation and equipment upgrades.
- Make both renewable energy pricing and green energy use attractive and affordable for the mass market, including industrial, commercial, and residential applications.
- Develop a strategy to embrace traditional industries while formulating the new greener vision. Consistent supply of feed stocks (or raw materials) is critical to the survival of the petrochemical industry, which contributes more than 200,000 jobs in the greater Kaohsiung area.
- Work to minimize the “brain drain” phenomenon of the past decade, during which the best and brightest graduates of universities in southern Taiwan relocate because career development opportunities are comparably better in northern Taiwan or another country.
- Promote a more global approach and perspective for education in Taiwan (Internationally Oriented Education).
- Enhance the focus on future workforce requirements in the education system in order to best prepare students for the jobs that will be available once their education is finished.
- Employ a holistic, broad-view approach to southern Taiwan’s merger-related decisions. Southern Taiwan’s overall success depends on taking action regarding individual issues while keeping in mind the inter-relationship with all other aspects of area demands and growth. A global perspective and approach will yield the best results in all aspects of southern Taiwan’s continuing development.
- Promote the creation and/or enhancement of advisory councils and associations to facilitate communication and cooperation between government entities, industry, commerce and academia in order to realize comprehensive and well-balanced results in local projects and programs.

# EXECUTIVE SUMMARY

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## Merging Into the Future

### Difficult Challenges Ahead

- The 2009 World Games brought improvements to Southern Taiwan, but business development needs improvement.
- Competition from other Asian economies and developing regions of India, Africa, and South America will continue to place more emphasis and demands on Taiwan's creativity and business abilities.
- A transition from Kaohsiung's traditional heavy industry manufacturing base to a cleaner, higher-tech economy will lead to real sustainable growth and economic development. Focus should be on renewable energy, foreign investment, tourism, and corporate relocation to Kaohsiung.

### ECFA and the WTO

- If the Economic Cooperation Framework Agreement (ECFA) under consideration is signed, Southern Taiwan, where the economy lags behind that of the north, needs to take full advantage of ECFA's benefits to enhance development.
- Taiwan can use ECFA to strengthen its business base while ensuring protection of intellectual property rights and continuing to promote a more stable situation in Asia.
- At the same time, ECFA will make it more difficult to build protective barriers against trade with Taiwan.
- Certain industries such as agriculture will see new challenges but Taiwan's technological advantage and creativity needs to be leveraged and supported by the government to ensure a smooth transition into better products and a stronger "Made in Taiwan" brand.
- The WTO is also an excellent tool for promoting international trade, as it levels the playing field via standardized protocols and procedures. The Taiwan population needs to be kept informed with accurate information regarding any negotiations and pending agreements, so that no misconceptions arise during and/or after the fact.
- All Taiwan officials, from the local to the national level, should take a proactive role in educating Taiwan citizens about the benefits of the WTO and ongoing trade negotiations and be more aggressive in efforts to attract new agreements that will benefit Southern Taiwan.

## **Providing a Balance**

- Education and training must be an integral part of Southern Taiwan's future.
- The world is fast realizing that future jobs and economic growth will come in very large part by introducing clean renewable and sustainable energy.
- Taiwan can be a world leader. Southern Taiwan in particular is extremely well-positioned to meet these needs.
- Job loss will be both a challenge and an opportunity for real growth. Greater Kaohsiung Government, in cooperation with the central government and educational institutions, must look to provide training programs for those who lose jobs because of the merger and ECFA, while at the same time redirecting the overall education system to suit the career needs of Taiwan's future.
- At the same time, the government must work very closely with the business community and citizens to promote and provide education and training in international best practices.
- Integration of English and Japanese for signage and increasing public proficiency is also a big part of preparing and upgrading the south so that it will maximize its ability to attract foreign investment and growth.

## **Education**

- Establish a "Model E-Learning" program to ensure that students and teachers receive proper equipment and software training to reap the maximum benefit.
- Establish an ongoing dialog between the local government and educators to ensure learning institutions get what they need after the merger to prepare students for careers in green technology, science, engineering, high-tech, and the sports, leisure, and tourism industries.
- Ease regulations to allow for more native English speakers to teach classes in all subjects to broaden the mindset of students and best prepare them for the future.
- Promote Internationally Oriented Education As with many university courses that utilize American textbooks, a multi-layered approach with source material coming from a number of different countries will give students a world-class perspective on curriculum.
- Local and central governments should pay special attention to areas hit hardest by trade agreements.

## **Amending Regulations for a Better Post-Merger Business Climate**

- Existing regulations need to be unified, simplified, and streamlined, with a dual focus on what will benefit business and residents alike.
- Regulatory efforts must be attractive and friendly to foreign investment while ensuring long-term domestic business growth.



- Coordinate tax benefits and incentives with changes in land acquisition regulations and ensure the availability of domestic project financing to non-Taiwaners in order to promote new business and expansion.
- Strive for greater authority and flexibility for Greater Kaohsiung's local government under the Ministry of Economic Affairs Industrial Development Policy.
- Launch an all-inclusive business registry system to make it easier to attract foreign investment and establish new businesses.
- Commercial leaders (to advise and coordinate supporting industries such as entertainment, leisure activities, hotels, and restaurants);
- Local authorities such as police or Port Authority (to tie in security, safety, and operational protocols);
- City planners (to coordinate, regulate, and execute activities);
- Academics (to provide ecological and environmental impact data).

### **Where's the Beef?**

- Currently, Southern Taiwan citizens from all walks of life appear to be confused about the safety of U.S. beef and beef product imports.
- The U.S. Government should have taken greater steps to promote the facts about U.S. beef and beef products to the people of Taiwan, especially in Chinese.
- The Taiwan government should have taken stronger steps in publicizing the facts about U.S. beef.

### **Cooperative Associations**

- Promote cooperative associations in Southern Taiwan comprised of key individuals from a cross-section of society, including;
  - Industry leaders with a direct connection to the cooperative association (for their excellent knowledge and experience with all aspects of their industry);

- The main purpose of these cooperative associations is to bring about sustainable development of Greater Kaohsiung based upon comprehensive input.

### **The Big Picture**

- Greater Kaohsiung must work to firmly establish and maintain its six (6) key advantages, namely:
  1. Excellent geographical position and logistics;
  2. Outstanding sea and airports with a natural advantage of good year-round weather;
  3. Comprehensive industry clusters;
  4. Abundant manpower supply;
  5. An extensive industry transportation network; and,
  6. Complete provisions for foreign businessmen including excellent accommodations, restaurants, mass transit, and entertainment.

# TOPICS

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## **1. Southern Star Program, Development of Marinas and Issues Related to Yacht Ownership**

Most important issue in need of a quick resolution: the Harbor Bureau needs to be under local control in order to bring the desired results.

The marine industry needs first to be properly defined in terms of manufacturing, logistics, support, related leisure attractions and venues, restaurants, hotels, etc.

Clarification of regulations is needed on water rights and management. The central government must give extended control and water rights to make the much anticipated projects and improvements possible.

Marina priority issues; #1 greater harbor control by commerce, #2 inadequate inland transportation, #3 dedicated marina space for yacht manufacturers (suitable for international boat shows).

Education or retraining for the skills needed to support these projects is vital. Once completed, facilities must be properly staffed to handle local and foreign traffic efficiently, smoothly and with proper security. Education needs to focus on the lifestyle, commercial and industrial changes that come with luxury yachting.

Formation of a joint committee is needed (T.Y.M.A. Taiwan Yacht and Marina Association) or (S.T.A.Y. Southern Taiwan Association of Yachts) in order to ensure a successful Southern Star Program and Kaohsiung Marina Park.

The Kaohsiung Pop Music Center (Kaohsiung Maritime Cultural and Pop Music Center) is a critical project for reshaping and igniting the tourist industry in Kaohsiung. The transfer of water rights is a major obstacle here.

The Kaohsiung Pop Music Center needs to be international in its design, local in its flavor, easily accessible to all transportation, and located within minutes to main city attractions, shopping and restaurants.

Southern Star requires that heavy industry transition to lighter, cleaner commerce.

Release of some water areas to local control is urgently needed in order to encourage boating activities, such as the Love River Bay area.

Work towards making the Kaohsiung Harbor area more open and friendly to the outside world; welcome big cruisers and international yachting activities and visits.

Consider developing the Nansing Project into a major yacht manufacturing center of the world by creating a yacht-cluster effect.

Yacht ownership restrictions prevent sales in the domestic market. Private yacht ownership should be allowed as it will find not only an eager domestic market but will also open the market for luxury tourism, harbor yacht cruises and high-end cruises around the island and its outlying venues.

The KCG Marine Bureau set up anchorage for some sail boats and yachts at GuShan District, which is ideal for yachting; its citizens, residents and visitors should be able to take full advantage of yacht ownership and use.

Marine pollution prevention must be integrated into all aspects of future development.

Marine Bureau cooperation + fishery industry upgrades + Nansing Project + KCG release of additional wharfs + Kaohsiung Pop Music Center + Marina + pollution controls = tourism development.

## **2. Tourism and Leisure Industries**

“The Big 3” (Chinese, English and Japanese) languages need to be more widely used and highly visible at tourist sites, hotels, restaurants, airport/HSR, and mass transit stations.

The best way to ensure growth in tourism is to KNOW what tourists want and expect from their visits to Taiwan.

Surveys must be taken at airports, hotels and other areas frequented by foreign tourists to get a global perspective of what steps are needed to enhance tourism. Incentives to tourists who complete surveys should range from small souvenirs to periodic drawings for prizes including local hotel and restaurant coupons to free hotel stays to round-trip air tickets.

The survey must be able to reveal what tourists liked and disliked, where they visited and what improvements they would most recommend for a more enjoyable and memorable experience.

English and Japanese are essential skills for those employed to take surveys, as well as those who will correlate and forward the results.

Hotels commented mostly on the need for lower taxes and electricity costs to help boost business and for green incentives to help make their facilities more environment-friendly and attractive to tourists.

International conventions, tradeshow, exhibitions, entertainment and sporting events need to be more aggressively sought after, promoted and organized to draw people to the south. What could be more impressive than hosting a solar expo or concert in a venue that gets all its electricity from its solar panel roof?

The International Exhibition and Conference Center, and the Kaohsiung Pop Music Center (Kaohsiung Maritime Cultural and Popular Music Center) need to be world-class venues.

The International Kaohsiung Container Art Festival and Steel Sculpture Festival received global recognition. Let's do more!

Integrate Kaohsiung City's Symphony Orchestra and Kaohsiung City Chinese Orchestra with Kaohsiung County's folklore culture and puppetry and aboriginal culture festivals, performances of Taiwanese opera, international music festivals, etc.

The Greater Kaohsiung Tourism and Leisure Board should include an advisory panel of foreign and Taiwanese residents and business leaders to ensure that a holistic, broadminded approach is maintained.

Transportation infrastructure upgrade/expansion is a must throughout the Greater Kaohsiung area to maximize convenience and access for travelers.

Integrate and connect tourist sites to provide a fuller and more memorable experience while increasing efficiency and productivity. Coordinate travel schedules and access to make connections easier and more convenient for travelers.

Improve tourist information and access; make it easily available online and at convenient outlets throughout Greater Kaohsiung. Information kiosks (with Japanese and English) should be located in the airport, train and MRT stations and popular venues where travelers are likely to visit.

Create a centralized “911” emergency response system for English speakers with workers who have comprehensive situational training and quick access to local fire, police, medical and emergency networks.

Create a centralized “411” information service for English speakers so they can have a convenient and accurate source for needed phone numbers, addresses, etc.

Night life is a very important part of tourism and must be nurtured in Greater Kaohsiung. Music and other entertainment activities should be organized to make maximum use of available venues, such as the 2009 World Games facilities.

A Talent-Care project should be established to foster, promote and coordinate cultural and artistic groups and individuals.

More Movie and T.V. productions promoting the area are needed. A KCG subsidy should be used as an incentive for “Visit Kaohsiung” content. Greater Kaohsiung needs to ensure that productions are more aggressively promoted and include KCG subsidies where they will reap the best results.

The Greater Kaohsiung Motion Picture Arts Council needs to take a proactive approach in facilitating filming in the area. This should also include hosting an annual International Film Festival that is more similar in scope to the “Sundance Film Festival” in America.

Expand tourism by connecting “Da-Don Art Park” (FengShan), “Wei Wu Ying Center”, Kaohsiung City Center, Love River Museum, and Kaohsiung Harbor Hall

to create a comprehensive entertainment and leisure environment that will attract foreign investment and corporate re-location.

The overuse of the word “culture” in many venue names is confusing to tourists and makes it more difficult to separate and remember each one. Culture *is* a very important part of Taiwan, but it doesn’t need to mention it so often. Visitors will always get a very good exposure to local culture.

Tourism in the area has been limited to mostly people from China, Hong Kong and Japan, with only a few outside Asia. The recent boycotts hurt the tourist industry and demonstrated vulnerability. Local authorities must carefully contemplate how political decisions may impact the flow of tourists to Kaohsiung prior to taking such decisions.

Compared to many other destinations, Kaohsiung is a tourism bargain. This needs to be highlighted and exploited.

The remaining part of this section references information obtained from the 2009 World Economic Forum (WEF) Tourism and Travel (T&T) Competitiveness Report, which identifies 14 areas of importance that need to be given careful consideration with regards to developing Kaohsiung’s tourist industry:

According to the aforementioned WEF report, Taiwan ranked 43<sup>rd</sup> among 133 countries assessed and 7<sup>th</sup> in Asia behind Singapore, Hong Kong, Japan, South Korea, Malaysia, and Thailand.

In order to maximize growth in southern Taiwan’s tourism and leisure industry, the following eleven (11) improvements are needed:

1. Ability to offer travelers access to natural assets clearly have a competitive advantage. The number of environmental attractiveness measures includes the number of UNESCO natural World Heritage sites, a measure of the quality of the natural environment, the richness of the fauna in the country as measured by the total known species of animals, and the percentage of nationally protected areas.
2. Access within southern Taiwan to improved drinking water and sanitation is important for the comfort and health of travelers. And in the event that tourists do become ill, the area’s health sector must be able to ensure they

are properly cared for, as measured by the availability of physicians and hospital beds.

3. The importance of the natural environment for providing an attractive location for tourism cannot be overstated, and policies and factors enhancing environmental sustainability are crucial for ensuring that southern Taiwan will be an attractive destination going into the future. Given the environmental impacts that tourism itself can sometimes bring about, the extent to which governments prioritize the sustainable development of the T&T industry in their respective economies is important. In addition to policy inputs, this includes some of the related environmental outputs, including carbon dioxide emissions and the percentage of endangered species in the area.
4. Affinity for Travel and Tourism, which is the extent to which southern Taiwan and its society are open to tourism and foreign visitors. It is clear that the general openness of the population to travel and to foreign visitors has an important impact on T&T competitiveness. In particular, the national population's attitude toward foreign travelers; the extent to which business leaders are willing to recommend leisure travel in their countries to important business contacts; and tourism openness (tourism expenditures and receipts as a percentage of GDP), demonstrates a sense of the importance of tourism relative to the area's overall size.
5. The extent to which the government prioritizes the T&T sector also has an important impact on T&T competitiveness. By making clear that T&T is a sector of primary concern, and by reflecting this in its budget priorities, the government can channel needed funds to essential development projects. It also sends a signal of its intentions, which can have positive spillover effects such as attracting further private investment into the sector. Prioritization of the sector can be reflected in a variety of other ways as well, such as ensuring the country's attendance at international T&T fairs and commissioning high-quality "destination-marketing" campaigns.
6. Safety and security is a critical factor the competitiveness of a country's T&T industry. Tourists are likely to be deterred from traveling to dangerous countries or regions, making it more difficult to develop the T&T sector in those places. Take into account the costliness of common crime and violence, and the extent to which police services can be relied upon to provide protection from crime as well as the incidence of road traffic accidents in the country.
7. Quality air transport infrastructure provides ease of access to and from other countries, as well as movement to destinations within Taiwan including the *quantity* of air transport, the number of departures, airport density, and the

number of operating airlines, as well as the *quality* of the air transport infrastructure both for domestic and international flights.

8. Enact policy rules and regulations that are conducive to developing the T&T sector in each country. Governments can have an important impact on the attractiveness of developing this sector, depending on whether the policies that they create and perpetuate support or hinder its development. Sometimes well-intentioned policies can end up creating red tape or obstacles that have the opposite effect from that which was intended. The extent to which foreign ownership and foreign direct investment (FDI) are welcomed and facilitated by the country, how well property rights are protected, the time and cost required for setting up a business, the extent to which visa requirements make it complicated for visitors to enter the country, and the openness of the bilateral Air Service Agreements into which the government has entered with other countries.
9. Tourism infrastructure distinct from the general transport infrastructure, including accommodation infrastructure (the number of hotel rooms) and the presence of major car rental companies in the country, as well as a measure of the financial infrastructure for tourists in the country (the availability of automatic teller machines, or ATMs).
10. Vital for ease of movement within the south is the extensiveness and quality of the area's ground transport infrastructure. This takes into account the quality of roads, railroads, and ports, as well as the extent to which the national transport network as a whole offers efficient, accessible transportation to key business centers and tourist attractions within the country
11. Cultural resources at Greater Kaohsiung's disposal are also a critical driver of T&T competitiveness, and care should be taken to continue the city's excellent efforts in giving access to its cultural treasures with an international appeal.



### **3. Lessons from the 2009 World Games**

According to an International Olympic Committee (IOC) study, the hosting of an Olympic Games can usually accelerate a city's infrastructure advancement and general improvement from 25-30 years into just a few short years. Although not as big as the Olympic Games in overall scale, being selected as the host city for the 2009 World Games did provide excellent opportunities and major challenges for Kaohsiung. Overall, good results were realized. Of course there were problems along the way and not everything went according to original plans or expectations, but some things are indisputable. The advent of the 2009 World Games did accelerate development and modernization of the Kaohsiung area. Both the KMRT and THSR connected the western half of Taiwan from north to south with easy access to many Kaohsiung City venues. The city and many surrounding areas underwent major improvements, such as the construction of the Dream Mall, which would have otherwise taken more than a decade. Several remarkable and noteworthy venues were designed and built or renovated for World Game events.

However, now that the 2009 World Games are but fond memories for those who were involved, we must decide how to best make use of World Game venues in as many creative ways as possible.

International as well as domestic sporting events (both professional and amateur), international conventions, trade shows, concerts, cultural events etc. should all be aggressively pursued as revenue generation opportunities for wide variety of business sectors in Greater Kaohsiung. Currently, there is no appointed office in Kaohsiung City's Government, or specialized agency in the Greater Kaohsiung area that can coordinate and integrate all the necessary resources for the aforementioned goals. Kaohsiung City Government established the Sport Administration, Cultural Bureau, and Tourism Bureau not long before the opening of the World Games 2009. However, these three offices had not been originally planned to be commissioned together with a clear vision of COMMON goals to help the post-World Games Kaohsiung, especially not for a post-merger era.

Like many other successful harbor cities in the world (San Diego, Vancouver, Los Angeles, Hong Kong, Singapore, and Inchon), perhaps Greater Kaohsiung should also delegate the mission for the enhancement of “Harbor Recreational Living” and “International Tourism” to a specialized agency to better coordinate and integrate resources of the Greater Kaohsiung area, with a strong focus on the future goals for the harbor city after the merger. To reach such goals, the delegated office/agency should be able to bid for international events (sports competitions, conferences, trade shows, exhibitions, etc.), attract professional sport/performance teams for staging, coordinate and integrate resources from the public and private sectors, and develop communication channels between different business sectors.

International major sporting events such as the Olympic Games and the World Games have long ceased being just another sporting event. They are a colossal stimulus for the development of the host city, and country in which they are held. Legacy planning is now an integral part of the planning for any Olympic Games. Cities bidding to host a summer or winter Games are required to provide a comprehensive legacy plan in their candidatures.

Legacy issues after such major Games become important for international sport event organizers long before the Games themselves begin. The London 2012 local organizing committee started a company (UK Sport International) to survey and manage all venue related issues in 2008 for the 2012 Olympic and Paralympic Games. The Sochi 2014 Winter Olympic Games organizing committee also puts their focus at least four years ahead of the Games, and is already planning the usage of the venues before and after the Games accordingly. Even as the Vancouver 2010 Winter Olympic just ended, having a very successful record-breaking, history-making Games, the citizens of Vancouver have already been enjoying the legacy of the Games venues because of the planning which combined environmental conservation and green energy reuse practices.

The 2009 World Games did not require building an athlete village, which benefited the hotel and restaurant business in Kaohsiung. In terms of post games venue usage, the majority of venues used for the 2009 World Games were renovated from existed school/city owned structures, with mostly low

to medium capacities sizes that can easily resume normal operation patterns. However, without comprehensive long term planning, there are renowned world class venues still facing the serious challenge of becoming “white elephants” for the Kaohsiung City Government and Sport Affair Council of the Executive Yuan. With the projected merger in 2 years of the Sport Affair Council to be under the Ministry of Education, the management issues of the World Games Main Stadium and other central government funded venues will face further obstacles in the future. These venues should either be BOT projects or opened to public bidding for an internationalized venue management group, as a long term solution. The architect’s mind-set on sustainability, solar energy usage and green building criteria in the original concept for the World Games Main Stadium should be a plus for branding and marketing of the future venue management.

For Greater Kaohsiung’s future blue-print on the sports park and sports venue related projects, it is strongly recommended that the Greater Kaohsiung administration rethink the integrity of a comprehensive long term plan and to reconsider the possibility of the re-instatement or modification of the previously rescinded “Sport University Complex Plan” located in the same region containing the World Games Main Stadium. This plan is heavily related to the CPC refinery complex relocation plan which was passed by Legislative Yuan to be carried out by Year 2015.

The city already contains the most important performance and arts cluster in Southern Taiwan. Kaohsiung Municipal CKS Memory Culture Center holds nearly 1,000 cultural activities annually. “Kaohsiung Museum of Fine Arts” is the largest of its kind in Taiwan. Kaohsiung City also has a lively and abundant river/harbor culture corridor, with attractions such as the Kaohsiung Pop Music Center, Pier-2 Art District, British Consulate at Takao, national historic spot “Tan Grong Brick Kiln” at the Love River cultural basin, Kaohsiung Music Center, Kaohsiung Museum of History and Kaohsiung Film Archives.

Dozens of world-class events are held in Asia each year, some in Taipei. It is expensive to bring an event into another country, but comparatively cheap to extend the event to another city within the same country. Southern Taiwan

has well in excess of 2 million residents and thousands of foreigners living in the region. It seems unforgivable not to do everything possible to attract international event to Kaohsiung. International events such as auto shows, automotive aftermarket parts shows, concerts, music festivals, flower shows, film festivals, computer and software, electronics, cultural events, home improvement expos, environmental exhibitions are all excellent examples of what should be aggressively organized for world Game venues. What could be more impressive that hosting a solar expo or concert in a venue that gets all its electricity from its solar panel roof?

Kaohsiung County also set up “Da-Don Culture Art Park” in FengShan; the Park is located at border of County and City. The “Wei Wu Ying Cultural Center” is established by Council for Cultural Affairs, Executive Yuan and will be completed in 2013. Establishment of these cultural venues will integrate cultural resources in Great Kaohsiung, combine and/or connect related activities, create the best environment for marketing the city. Connecting Da-Don, Wei Wu Ying, Kaohsiung Municipal CKS Memory Culture Center, Love River Museum and Harbor Culture Hall is essential in promoting the City’s culture and expanding tourism. Access via the MRT orange line and cultural route creates a multi-spot Southern Culture Corridor to facilitate cultural regional spaces with both mountain and sea backdrops, forms an urban arts network and shares culture resources that will be important assets for competing with other tourist destinations and cities trying to attract foreign investment and corporations.

To develop cultural features and narrow cultural gaps, Kaohsiung County and City must play a complimentary role in the development of individual cultural features. Kaohsiung City has held its International Kaohsiung Container Art Festival and Steel Sculpture Festival for many years and has gradually gained global recognition. For the last 20 years, Kaohsiung City has put tremendous effort to nurture the Kaohsiung City Symphony Orchestra and Kaohsiung City Chinese Orchestra with professional leadership and considerable international exchange programs and performances. Kaohsiung County specializes in folklore culture and holds puppetry festivals annually (including costumed puppet, shadow puppet and traditional Chinese puppet plays), aboriginal culture festivals, performances

of Taiwanese opera, international music festivals, etc. After the merger, artistic resources will integrate the innovative culture of Kaohsiung County with the urban artistic performances and museums of Kaohsiung City. As a result, performance arts will not be limited by region; diversified excellent artistic activities will have Great Kaohsiung and its wide variety of venues to increase art appreciation population and further narrow cultural gaps. Increased exchanges of arts and public exposure will grow by effectively integrating urban and rural cultural resources, shortening cultural gaps.

Additionally “local culture” and “international arts” can be combined and conducted through exchange programs supported by the local community, Taiwan’s central government ministries and the international arts community. Tourism and related industries: The Kaohsiung area sees most of its tourists coming from China, Hong Kong or Japan, with only a relatively small number coming from outside Asia. There is an old adage which says, never put all your eggs in one basket. This can be taken to mean that if Kaohsiung wants to have a successful tourist industry; it must attract tourists from a variety of countries. Recent boycotts stemming from the Dali Lama’s visit and the showing of a particular movie, lead to a precipitous drop in tourists from China. This vulnerability needs to be minimized by making the city attractive to a much broader variety of tourists.

When compared to places like Singapore, Hong Kong and other popular tourist destinations in Asia, we can see some noticeable differences. Perhaps the primary differences are in preparation, implementation and execution. Preparation is a key area which needs to be addressed. Currently, the thinking for tourism is based on a Taiwanese perspective. Tourism needs to be developed from the customer’s (intended tourist) perspective. We need to gain a better understanding of what our customers want. Now is the time to position fulltime employees with good language skills at airport terminals to take comprehensive surveys from visitors to see how the city can improve the tourist experience, what they enjoyed, what they did not like, things they would like to see improved, etc. These surveys should also be given out to hotel guests. There are a number of foreign residents that should also be given the opportunity to voice their opinions based on extensive local experiences. Learn what people want, and then do everything possible to

provide it to them. That is what makes for satisfied customers. The city must utilize personnel with very good language skills to correlate the results of the surveys and translate the data into usable improvements for the city.

An advisory board should be established to review potential changes in order to ensure that they will be properly implemented and executed to their fullest potential. One of the key differences between Kaohsiung and other Asian tourist destinations is the ease of finding everything one needs and getting around town. This means tri-language signage, brochures, tourist maps and internet coverage. If each of these media includes Chinese, English and Japanese, the entire world will be able to understand all the wonderful things that Kaohsiung has to offer. But the city needs to follow through by extending this multi-lingual use to publications supplied to hotels, tourist attractions, etc. Local restaurants should be encouraged to participate in this tri-language program, since it will open their business potential significantly. Compared to so many other possible tourist destinations, Taiwan is a less expensive choice; with Kaohsiung being even less expensive than Taipei. This makes Kaohsiung an international tourist bargain, which is a very strong selling point. However, compared to those same destinations, Kaohsiung has perhaps the least amount of multi-language accessibility and signage.

#### **4. Education**

Combining resources and structure to stimulate both students and teachers to create a better learning environment is the biggest issue raised by the educational community.

The most important secondary goals for education are to nurture better understanding, health, happiness and creativity; and to best prepare students to enter the workforce by having the necessary skills for future jobs. The government and educators need to establish an ongoing dialog towards this end. Preserve or enhance the level of autonomy for schools with regards to their actions in creating the best learning environments to suit neighborhood needs.

Establish mobility and teacher exchange programs to enhance understanding of urban/rural and intermediate learning institutions.

Continue to provide more sight-appropriate high-tech hardware, while providing more comprehensive support for that equipment to ensure that teachers and students can receive the maximum use and benefit from this equipment.

Establish a “Model E-Learning” program for schools and teacher training (identify and integrate best practices).

Close the experience gap between teachers. Create a professional education community network for collaboration, cross-training and idea exchange.

Work with “vulnerable unclassified” schools that aren’t easily categorized as either urban or remote schools.

Expand teacher exchange programs between Taiwan and the U.S. that focus on the need to improve access and cooperation.

English teachers are desperately needed but current local government restrictions are too strict. Amend current requirements to allow for easier employment for foreign native English in schools.

Extend, enhance and improve policy and implementation to allow more U.S. native English speaking educators to teach a variety of subjects (not just English), since

this will provide a much broader experience for students, and better prepare them for the future by giving them a more international perspective on subject matter.

Promote a more global approach and perspective for education in Taiwan (Internationally Oriented Education).

The central and local government must work with educators in areas hardest hit by the ECFA agreement to prepare students for future career opportunities.

Interaction between policy makers and educators must not be limited by the merger.

Work to minimize the “brain drain” phenomenon of the past decade, during which the brightest and best graduates of universities in southern Taiwan relocate because career development opportunities are comparably better in northern Taiwan or other countries.

Southern Taiwan has a valuable resource that doesn’t exist in the north; land set aside for education. At the same time, the south needs to find ways to raise the level of education-based skills to attract more foreign investment and relocation. In order to increase local enrollment, establish a larger and broader talent pool, offset the need for higher tuition fees and raise the overall level of education in southern Taiwan, Greater Kaohsiung should put its focus on two things.

Allow accredited Taiwan schools to partner with MOE-recognized U.S. and other foreign institutions to create joint-degree graduate programs, and to recognize as valid and legitimate any credits and degrees earned in such programs, regardless of the geographic location where the credits toward the degree are earned.

Allow MOE-recognized U.S. and other foreign universities to establish branch offices or satellite campuses in Taiwan for the sake of offering certificate and degree programs to Taiwanese and international students residing in Taiwan. As long as the programs they offer are identical to those offered at the institution’s home campus and are taught by the institution’s own qualified faculty via on-line distance learning or on-site in Taiwan, there seems to be no reason why such programs should not be allowed to recruit students and run MOE-recognized academic programs in Taiwan.



## **5. Legal Aspects of the Merger**

### **A. Land Usage**

- (1) Kaohsiung City Government offers certain favorable benefits to subsidize loan interest, rental, or house tax to certain business entities, as specified under "Local Government Act for Income, Disbursement, Custody and Utilization of the Kaohsiung City Encouraging Private Investment Fund.
- (2) In addition, Kaohsiung City also provides tax benefits to private companies who engage in public construction and comply with the requirements of "Guideline for Tax Benefits on Land Value Tax, House Tax and Deed Tax for Promoting Private Participation in Public Construction".
- (3) However, such favorable tax benefits granted by local government are ineffective in increasing investor interest in Kaohsiung City when it is difficult to obtain the operation site for the foreign invested entities.
- (4) It will be quite important for the investor doing manufacturing to obtain a place to build its factory or obtain the existing one. There is little vacant factory land available in Kaohsiung City, which is mainly held by state-owned enterprises or the Export Processing Zone of Ministry of Economic Affairs. The following issues may apply:
  - i. The investors have to spend more time, expenses, and efforts to obtain the land from the state-owned enterprise or the Export Processing Zone.
  - ii. The time spent by the investor to obtain the land needed for investment usually will be two months longer than to obtain the same from the private sectors.
  - iii. Land use regulations, land availability facility construction and ownership must be given serious consideration after the merger. Changes must be made in order to attract more foreign investment and relocation in this area.

- (5) After merging County and City, there will be two different methods to calculate and collect the feedback fees on the "non-urban land" and "urban land" located within the same city which will confuse investors who attempt to comply with applicable laws and regulations. This requires standardization.
- (6) Feedback fees must be unified, streamlined and simplified after the merger. In addition, regulations concerning land use must be amended to attract investment, especially foreign investment.
- (7) In short, we must make it simple, easy and attractive for foreign companies to invest in Greater Kaohsiung, to build clean high-tech facilities here, to hire a well-paid skilled labor force for both construction and operation, and ensure long-term commitments from foreign investors by making it desirable to live and maintain their businesses in Greater Kaohsiung.

#### B. Tax Issue

- (1) There are only a few countries that have signed treaties with the Republic of China to avoid double taxation. This will increase the investment costs for the foreign investors. The world is a more competitive place and requires tax incentives to be at least in line with the accepted norm, although if real results in attracting foreign investment are our goal, we must offer attractive and competitive incentives.
- (2) Kaohsiung City also provides tax benefits to a private company who engages in public construction and has complied with the requirements of "Guideline for Tax Benefits on Land Value Tax, House Tax and Deed Tax for Promoting Private Participation in Public Construction. The Ministry of Finance has the authority to grant tax exemption or tax reduction. Kaohsiung City and County Governments do not enjoy the right to set separate favorable tax benefits to those industries it intends to promote.
- (3) Greater Kaohsiung must submit a proposal to the Ministry of Economic Affairs to give local government more flexibility to grant tax benefits that support the local-level industrial development policy.

### C. Corporation Registration Procedures

- (1) In April 2009, the registration system for business entities was abolished. However, the investor does not benefit from this abolishment since now applications must be submitted to several different departments of the Kaohsiung City Government. The abolishment of business registration shortened the time to open a company, but it increased the number of unknown risks for the foreign investor who is not fully aware of such applicable laws and regulations. We suggest setting up a pre-review system or a combined customer service department to provide comprehensive consultations and a contact window to deal with all the relevant matters regarding corporate registration, land and building control, tax registration and public safety inspections handled by several departments of the Kaohsiung City Government. This new department must employ staff with fluent English and a comprehensive understanding of the existing system, so that they can make the entire process of registration more user-friendly for foreign investors and businesses.
- (2) In January 2010, the Ministry of Economic Affairs issued an explanation letter stating that the review period for a company amendment registration request is extended to between 10-20 business days. We suggest that in order for the Greater Kaohsiung Government to maintain efficiency, they set the time limit to complete the review for company amendment registration to be no more than seven 7 business days as it used to be. If this is strictly a central government policy, AmCham Kaohsiung would like to offer its voice to the KCG in order to petition the Central authorities on this issue that is beyond the control of local authorities.
- (3) The Greater Kaohsiung Government should continue to make all information regarding company registration, investment benefits, and related matters of interest into one all-encompassing web site.

The “Invest in Taiwan” website is an excellent model for this:

[http://investtaiwan.nat.gov.tw/library/main\\_eng\\_general.jsp](http://investtaiwan.nat.gov.tw/library/main_eng_general.jsp)

### D. Foreigner Employment

- (1) According to the standards for employing foreigners in Taiwan, there are limitations with regard to applications for white-collar employment which

have adverse effects on foreign investment in Kaohsiung. Since the Kaohsiung City Government is not the authority in charge of foreigner employment, we suggest the following matter should be negotiated between Greater Kaohsiung and Council of Labor Affairs for the solution;

- i. We suggest reducing the capital requirements for any company which has foreign investors over a certain percentage of the company's total shares and intends to hire any foreigner as an employee.
  - ii. Some talented workers intended to be hired by foreign investors in Taiwan failed to meet current requirements and thus are unable to get Taiwan work permits. Greater Kaohsiung should provide a more flexible standard for companies having foreign investors to hire foreigners as employees, especially when specific talent or skills are needed.
- (2) There have been cases where local police have rejected applications for visa and resident certificates presented by local lawyers for high-ranking company officials such as directors or managers, on the grounds that such services must be handled by the immigration service companies according to Article 55 of the Immigration Act. While Article 55 allows a foreign law firm to provide such services, we do not see any reason why a local lawyer could not represent their clients in applying for these certificates.
- (3) It is a common practice for foreigners to retain a local lawyer to protect their rights in Taiwan, which of course includes basic identification matters and documents. The appointment of a local lawyer involves consideration of professional ability and trust as well as convenience to the foreign applicant. The foreigners should have the right to make their own choice.

Care should be taken to avoid over-interpretation of this Article 55 provision. It would be unreasonable and inefficient to prohibit foreigners from choosing a local lawyer to apply for visa and resident certificates.

Greater Kaohsiung must create a friendlier and more liberal environment for foreigners regarding required documentation.

## **6. Where's the Beef?**

Regarding recent events surrounding U.S. beef imports to Taiwan, it must be said that there has been at least one major disconnect. The bilateral agreement was struck in such a way that too much of the general population was kept in the dark, which led to a feeling that the agreement was either forced on Taiwan or that the US was attempting to sell Taiwan substandard beef products. Of course, neither of these scenarios reflects the facts. It seems as though only those individuals directly involved in the negotiations fully understood the details. There was a rather large gap between what they knew and what the general population of Taiwan was told. This was especially true in southern Taiwan, where many residents and local politicians were upset at being left out of the loop or simply because they were never fully briefed on the protocols and procedures of World Trade Organization (WTO)-based trade negotiations and agreements. A significant percentage of Kaohsiung's population still has little or no understanding of the facts.

The US has taken unprecedented actions to ensure that the beef it produces undergoes the strictest inspection. It has also taken positive steps in preventing the possibility of a repetition of past health concerns. Through May of 2009, only 3 confirmed cases were found in the US. That is compared to a maximum of 1000 plus cases per week in some European countries during the same timeframe. Yet this important information (and so much more) never seemed to make it to the general Taiwanese population.

The American Institute in Taiwan (AIT) should have been more aggressive in promoting the facts about U.S. beef to the people of Taiwan, especially in Chinese.

The Taiwan government should have taken stronger steps in publicizing the facts and correcting the misinformation and misconceptions about U.S. beef.

Looking ahead, the issue of restoring U.S. beef shipments to vendors in southern Taiwan depends on an outreach education campaign on the legality of importing beef, including bone-in beef which survived the recent amendments. The American Institute in Taiwan (AIT) should coordinate a community-based outreach campaign with the Kaohsiung Bureaus of Health and Education, as well as local vendors, to get the word out that southern Taiwan is open for business and residents will be safe and healthy consuming U.S. beef at establishments in southern Taiwan.

Taiwan needs to look towards aggressively attracting and securing international trade agreements, foreign investment and relocation of international companies to southern Taiwan, and remaining competitive in a global market that is growing increasingly difficult to be isolated from. The stakes are high, and future lessons will come at a much higher price. Many eyes will be watching how Taiwan handles upcoming negotiations regarding ECFA, TIFA and more.

## **7. Relocation of the CPC Corp Taiwan Facilities**

Ta-she, Ren Wu and Linyuan Townships in Kaohsiung County and Houchin of Kaohsiung City have developed into a petrochemical industry hub as Kaohsiung harbor is equipped with innate transportation advantages and a history of industrial policy planning efforts by the government. While the merger does give Greater Kaohsiung significant development opportunities, traditional industries (or Heavy Industries) are the mainstay of Kaohsiung's economy and are very likely to remain so in the foreseeable future. The petrochemical industry alone contributes >200,000 jobs in the Kaohsiung area. The petrochemical industry has long been the backbone of southern Taiwan's economy. With the growing need to comply with tighter environmental regulations, care must be taken to provide assistance and support where needed, to help relocation projects go smoothly. It's therefore the responsibility of Greater Kaohsiung to develop a strategy to embrace traditional industries while formulating its new vision. Consistent supply of feed stocks (or raw materials) is critical to the survival of this industry.

In recent years, environmental concerns and protests led to the relocation or retirement of the No. 5 Naphtha Cracking Plant from Kaohsiung City. However, the No. 3 Naphtha Cracking Plant in Linyuan has been passed by the Environmental Protection Administration, Executive Yuan under conditions in effect at the end of 2008. The relocation (or retirement) of the #5 CPC cracker facility needs to go hand in hand with a well-planned (and realistic) replacement strategy. As a result of the renovation of related industrial equipment, the petrochemical industry will increase its international competitiveness after the merger.

As responsible producers, multinational chemical producers applaud Greater Kaohsiung's efforts to continue improving its environment thru the implementation of laws. Additionally, the multinationals are committed to higher environmental and safety practices that not only comply with local laws, but also meet international standards which are more stringent. The chemical producers realize the importance of being responsible community members. Some responsible producers are being treated unfavorably in various ways out of historical reasons or poor communications between producers and local communities. The city should establish and facilitate an association with multinational producers, government entities and the public to ensure sound communication and understanding between all parties.

## **8. Renewable Energy Pricing**

Renewable and clean energy technologies are not only certain to be a major factor in the global economy, but extremely significant in the future of southern Taiwan's development and business. In fact, in order to meet the ever-growing demands for energy, it is essential to the health and well-being of the business community and residents.

Southern Taiwan must look towards aligning itself better to international standards and rates for renewable energy pricing, specifically with regard to feed-in-tariffs (FiT). The widespread use of renewables is an essential part of growth in the economy of the south, and efforts must be taken to promote, biomass generated electric power, large scale solar and wind projects, and also smaller modular-based systems. These systems will benefit both inner city and outlying areas of Greater Kaohsiung.

The Taiwan power company will continue to see higher demands for energy with each passing year. Energy conservation is quite important, but insufficient for meeting the demands that will come with southern Taiwan's growth. Clean energy buy-backs can ease demands significantly.

The proven track record in American and other economies that promote renewables into their power grid should be more than enough to make similar provisions here. In many American communities where residences have solar but are left unoccupied during normal office hours, a buy-back program allows them to sell their electricity to the power company during peak demand times, and use electricity from the grid during off-peak hours. The same could be done here, but by adding small modular wind turbines, the total amount of electricity generated from a large number of small, home-based solar and wind systems would be an effective way to offset demand while helping to reduce pollution.

Reducing peak demands through renewables saves power utility facility upgrade costs while helping the environment. Attractive FiT pricing promotes growth in biomass electric generators.

The government needs to make both Renewable Energy Pricing and Green Energy use attractive and affordable for the mass market, including industrial, commercial, small business and residential applications.

## **9. Emerging Industries**

Kaohsiung Science Park will expand to 2,200 hectares to become the area's "Technology District". This will mainly develop optical-electronics, solar energy, telecommunications, and environmental technologies, as well as bio-technology and medical device related industries. The merger will allow related industries to better share resources and establish industrial connections. For example, medical and bio-technology can share resources of large hospitals and teaching hospitals in Southern Taiwan to continuously focus on bio-technology R&D. In the meantime, connecting technology science parks throughout Greater Kaohsiung will bring about development of information and telecommunication industries that will establish a technology corridor in Southern Taiwan and prevent any potentially negative effect of having established Science Parks in both Southern and Central Taiwan. High-tech helped to make Taiwan a major global economic player and it needs to be nurtured. Renewable energy and green energy needs to be supported since it will be the major growth industry for at least the next 50 years. Southern Taiwan should also continue to take proactive steps in promoting cleaner vehicles that will lower carbon emissions caused by the transportation sector. This would include taking steps to ensure that existing motor scooters, motorcycles, cars, trucks and buses operate as efficiently as possible. Clean energy comes in many forms. Greater Kaohsiung must expand its efforts to seek solutions where ever possible.

## **10. Ability of Non-Taiwan Citizens to Secure Financing in Taiwan**

One of the most commonly raised issues among foreigners living and doing business in Taiwan is the major obstacle of securing financing in Taiwan. For those having Taiwanese spouses, this roadblock is often circumvented by having the spouse or another Taiwan citizen "vouch" for the applicant. This adds to the confusion and time it takes to secure financing. International banking standards should be implemented to better attract foreign investment and make it easier for foreign employees to live and work here. Transfer of funds from an American bank to a Taiwan bank is over complicated as it must go through a third party and Taiwan banks do not use standardized routing numbers. Greater Kaohsiung should optimize its ability to attract foreign investment by streamlining methods of integrating and facilitating the financial needs and convenience of foreign residents and potential investors.



# CONCLUSION

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The time leading up to the pending merger between Kaohsiung City and County should be for communication between business, government and academia. It should also be a time for setting the foundation and framework for a smooth transition into becoming Greater Kaohsiung. Cooperative groups need to be established or enhanced to bring together a comprehensive approach for specific areas of development, such as the Southern Star Program and development of the Kaohsiung Marina area, CPC and Petrochemical facility relocation projects, integration of more environment-friendly technologies into everyday living, developing the Leisure and Tourism industries into a significant economic engine, retraining workers who lose their jobs due to ECFA and/or merger related activities, and giving educators all the tools they need to best prepare students for meeting the challenges of the future. Focus on improving environment, quality of life, and economic opportunities should be paramount. The future for southern Taiwan will see a greater emphasis on tourism and green energy; the groundwork for a bright future must therefore be laid now.

The portal for attracting foreign investment should be concentrated at an all-inclusive single web site with links included in all government web pages, even those devoted solely to tourism.

This existing web site may be fashioned after,  
[http://investtaiwan.nat.gov.tw/library/main\\_eng\\_general.jsp](http://investtaiwan.nat.gov.tw/library/main_eng_general.jsp)

Greater Kaohsiung must work to firmly establish and maintain its six (6) key advantages, namely:

1. Excellent geographical position and logistics;
2. Outstanding sea and airports with a natural advantage of good year-round weather;
3. Comprehensive industry clusters;
4. Abundant manpower supply;
5. An extensive industry transportation network; and,
6. Complete provisions for foreign businessmen including excellent accommodations, restaurants, mass transit, and entertainment.

The American Chamber of Commerce – Kaohsiung



併入未來

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# 2010年 南臺灣白皮書

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[April 15<sup>th</sup>, 2010]

The American Chamber of Commerce - Kaohsiung

Brian Aiello –President

This publication would not have been possible without contributions from our sponsors.

# 致謝

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2010年，高雄美國商會很榮幸發表首部年度白皮書。在製作這份白皮書的過程中我們受到各界大力的支持與回應，特此致謝。高雄市長陳菊和市府官員、高雄縣長楊秋興和縣府官員、行政院南部聯合服務中心執行長羅世雄和其中心團隊，皆撥冗與美國商會成員見面討論各項議題，並且提供豐富的資訊和給予協助合作。在此，我們對所有參與的官員由衷表達感謝之意。他們的盡心盡力提供我們了解政府對縣市合併相關議題的完整觀點。此外，我們針對高雄地區的公司行號共發出1,737份個人問卷調查，許多人提供深刻的見解回應與分析。在製作這份白皮書的過程中，許多產業界領袖也給予我們大力的協助、意見與支援。此外，高雄美國商會成員也貢獻了許多時間蒐集資訊，並提供所處產業的相關意見與看法。我們也要對美國在台協會（AIT）由衷表達感謝之意，AIT安排與政府官員及工商業界領袖的討論會議，並且總是不吝對我們提供各種協助與支援。最後，我們要謝謝台北美國商會的同事，協助編輯這份白皮書，他們多年來發表年度白皮書的豐富經驗也使我們獲益良多。謝謝挪出寶貴時間參與且分享意見、知識與經驗的所有人士，謝謝你們為南台灣更美好的未來盡一份心力。

南台灣白皮書代表高雄美國商會成員與南台灣工商業界所關注的產業議題，但這部白皮書最終目的是要促進台灣整體經濟條件的升級，使本土與跨國企業均能受惠。有鑑於近日對「兩岸經濟合作架構協議」（ECFA）的協商與2010年縣市合併改制的實現等討論，這份白皮書的發表更具重大意義，它所探討的議題攸關穩固根基的建立以帶動高雄與南台灣的未來成長。這份白皮書也謀求台灣大眾的利益，因其鼓勵發展全面性高品質的產品與服務，以提升台灣全體民眾的生活品質。

高雄美國商會宗旨在於促進認識、溝通、合作與致力於創造美好的未來。謝謝。

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# 目錄

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主要建言.....	page37
摘要.....	page 39
序論.....	page 42
議題	
1. 南星計畫、遊艇專區開發與遊艇所有權相關議題.....	page 43
2. 觀光休憩產業.....	page 45
3. 吸取 2009 年世運經驗.....	page 50
4. 教育.....	page 55
5. 縣市合併之法律層面議題.....	page 57
6. 牛肉在哪裡？.....	page 61
7. 台灣中油公司遷廠.....	page 62
8. 再生能源訂價.....	page 63
9. 新興產業.....	page 64
10.外國人在台取得融資.....	page 64
結語.....	page 65

首部南台灣白皮書是由高雄美國商會（AmCham-Kaohsiung）編製發表，內容涵蓋對南台灣商業環境的整體評估，檢視商會視為重要的2010年議題，以及提出政策建言。

高雄美國商會的年度白皮書主要目的為了解、資訊與倡導。白皮書提出對台灣政府與民眾的建議，所探討的議題對南台灣的商業環境有重大的影響。此外，白皮書的發表也提供美國政府官員、民意代表與其他團體有關台灣商業環境的資訊。

# 主要建言

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2010年將會是南台灣大突破的一年。2009年高雄世界運動會圓滿落幕，世運各項軟硬體的建设帶動南台灣的發展升級，尤其是高雄地區。高雄縣市即將合併為「大高雄」，這將創造契機、為經費與資源做更有效的分配運用。

- 建議在管理水權的修法上取得共識，以推動成立高雄流行音樂中心。
- 釋出更多的水域給地方政府掌管，例如愛河區域，以鼓勵遊艇活動的舉辦。將高雄港區打造為更開放、更易向國際招手的友善環境。歡迎大型郵輪到高雄港停泊、上岸觀光，歡迎國際遊艇活動到高雄市舉辦。南星計畫應朝將南台灣打造為全球遊艇製造中心的目標發展，創造遊艇產業的聚落效益。
- 仔細評估觀光客到南台灣旅遊的需求與期待，推動觀光產業首先要能滿足國外遊客的期待（公共場所標誌應「三語化」- 中、英、日語）。
- 改善與鄰近地區的對外交通，推動遊覽觀光、一日遊，促銷飯店與餐廳，推出有趣的娛樂休閒活動等。
- 借鏡他國之長，汲取國外相似的計畫經驗，推出最適合南台灣的旅遊方案。關鍵在於：透過英文

的文宣品，並且藉由姐妹市關係的締結來推動觀光產業。

- 發揮2009年世運各個場館的最大效用，可吸引、推動或協調以下各種活動到世運場館來舉辦，例如運動賽事、貿易展、音樂會、文化季、車展、汽車修配零件展、音樂季、花展、電影節、電腦軟體展、電子展、家居修繕用品展、環保用品展、太陽能節能展與其它展覽活動等等。
- 吸引國外投資與外商進駐，是提升南台灣競爭力與活力不可或缺的要害。關鍵是：推出獎勵方案、創造對外國人更友善的環境、改善交通便捷網路、提升南台灣出口產品的國際形象。
- 成立「911」、「411」英語緊急服務專線電話，提高國外觀光客與外籍居民的安全與保障。

- 採行國際商業標準與最佳慣例。標榜「獨特台灣味」有利於推動觀光旅遊產業，但要吸引國際投資與貿易必須遵循世界標準與慣例。
- 包括外貿協會、美國在台協會、外交部、經濟部與美國商會等單位與政府機關應協調合作，規畫美國企業商務考察團參訪大高雄，討論投資機會。目前提案推動的乾淨高科技產業科學園區應做好完善規劃，以吸引潛在的投資者。
- 改善硬體基礎建設，將工業轉型為高科技、對環境友善的產業，並且補貼現有的公司採取更環保、可降低汙染的做法。目前面臨的議題是：煉油廠、石化廠的遷移以及設備的升級。
- 無論是工業用、商用或家庭用，再生能源的價格與綠能應用必須能吸引大眾市場，並且是大眾負擔得起。
- 制定一套策略，一方面既可接受傳統重工業的存在，另一方面又能符合環保新趨勢。持續的基本原料供應對石化產業的生存甚為重要，而石化業對大高雄地區貢獻超過二十萬個工作機會。
- 盡力降低人才外流的現象，過去十年來南台灣大專院校最傑出、優秀的畢業生大多北上或出國尋求更佳的就業發展空間。
- 台灣應推動更具國際觀的教育制度（以國際為導向的教育）
- 教育體系應加強對未來職場要求的訓練，以幫助學生在畢業前做好充分準備，可立即進入職場工作。
- 針對南臺灣縣市合併的相關議題決策，應採取一套整體宏觀的策略。要活絡南台灣的全面發展，不僅有賴個別議題的解決，也必須考慮整體需求與成長的相互關係。一個具備國際視野的策略才能推升南台灣的持續發展，達到最佳成果。
- 推動成立諮詢顧問與諮詢機構，以促進產官學各界的溝通與合作，幫助地方建設與計畫能獲得整體和諧的成果。

# 摘要

## 併入未來

### 面臨的困難挑戰

- 2009年世界運動會的舉辦推動了南台灣的整体改善，但該地区的商業發展仍有待提升。
- 面對亞洲其他經濟體以及印度、非洲與南美洲等開發中地區的競爭，台灣需要更進一步的突顯與發揮其創造力與商業能力。
- 高雄的經濟型態從傳統重工業製造中心轉型成為綠能、高科技產業，這將會促進高雄實質的永續成長與經濟發展。焦點應在推動綠能產業、吸引國外投資、促進觀光，以及吸引企業重新進駐高雄。

### ECFA與世界貿易組織 (WTO)

- 「兩岸經濟合作架構協議」(ECFA)若能簽署，經濟長期相對於北台灣落後的南台灣，應善加利用ECFA帶來的益處推升南台灣的發展。
- 台灣可藉由ECFA來鞏固商業基礎，同時也可保障智慧財產權，並繼續促進亞洲更穩定的情勢。
- ECFA的簽署，將可降低台灣外貿所面臨的貿易保護壁壘。
- 某些產業將面臨新的挑戰，例如農業，但政府應善用並支持台灣的科技優勢及創新能力，幫助產業平穩度過轉型期，以期生產更優質的台

灣產品，並建立更強大的「Made in Taiwan」品牌形象。

- WTO是促進國際貿易的極佳工具，透過WTO標準化的規範與程序，創造全球交易的環境。台灣人民應被告知任何相關的協商與可能簽署協議的精確資訊，以避免協商期間或簽訂協議後可能產生的誤解。
- 包括地方政府與中央政府的各級官員應扮演前瞻的角色，帶領台灣民眾認識WTO以及其他正在進行的貿易協商帶來的益處，此外政府也應主動積極引進能嘉惠南台灣的新協議。

## 提供平衡

- 教育訓練是南台灣未來發展不可或缺的要素。
- 全球正快速意識到，未來工作的機會與經濟的成長，有很大一部份要靠引進乾淨的再生能源與永續能源。
- 在這方面，台灣可以成為全球的先驅者，南台灣尤其地處優越的位置可以符合該等需求。
- 失業問題帶來挑戰，也為轉型成長創造契機。大高雄政府應與中央政府和教育機構協力合作，針對那些因為縣市合併與ECFA簽署而失業的人口，提供職業訓練計畫；同時，也應對教育體系定出新方向，以符合台灣未來發展的職場需求。
- 政府必須和企業界以及市民非常密切地合作，以推動並提供符合國際最佳實務的教育訓練課程。
- 整合公共場所的英日文標誌，與提升外語的公共服務，也是推升南台灣發展的重要條件，以期擴大吸引國外投資與促進成長。

## 教育

- 建立「e化學習」課程，確保師生能獲得適當的設備與軟體訓練，以發揮數位化學習的最大成效。
- 建立地方政府與教育人員持續對話的平台，確保教育機構能在縣市合併後獲得所需的資源，幫助學生做好職場準備，進入綠色產業、科學、工程、高科技、運動、休憩與觀光產業等職場。

- 放寬法規限制，允許更多英語為母語的外籍教師提供各種科目的授課，以拓展學生視野，使學生做好充分準備面對未來。
- 推動以國際為導向的教育。台灣許多大學課程使用美國的教科書，我們建議應採取多面向策略、使用不同國家的教材，以提供學生具國際觀的課程。
- 地方與中央政府應特別關注那些遭受貿易協議嚴重衝擊的地區。

## 修改法規為縣市合併後創造更有利的商業環境

- 現行法規應加以整合簡化，修法應使企業與居民都能受惠。
- 改善法規環境必須一方面能吸引國外投資、對外商友善，同時也應確保國內長期的商業成長。
- 整合租稅優惠與獎勵措施以及變更土地取得的法規，並且確保外國人也有獲得國內專案融資的機會，以鼓勵新事業的設立與拓展。
- 爭取大高雄地方政府在經濟部的工業發展政策下能享有更大的權力與彈性。
- 開辦單一窗口的公司設立登記制度，以簡化程序吸引國外投資與新設公司。

## 牛肉在哪裡？

- 目前南台灣各界似乎對美國牛肉與進口牛肉產品的安全感到疑惑。
- 美國政府當初應採取更多的措施，對台灣民眾宣導有關美國牛肉與牛



肉產品的事實，尤其應提供中文的資料說明。

- 台灣政府當初應採取更有力的措施，宣導美國牛肉的事實。

### 合作機構

- 推動在南台灣成立合作機構，由社會上產官學各界的主要份子來組成，包括：
  - 產業界的領袖，與合作機構有直接的關係（因為他們對其所處的產業擁有豐富的知識與經驗）
  - 商業界的領袖（對相關支援的產業提供建議並居中協調，例如娛樂、休憩活動、飯店、餐廳等）

- 地方主管機關，例如警察單位或港務局（配合安全、運作等規範）
- 都市規劃單位（來協調、管控與執行各種活動）
- 學術界人士（來提供生態、環境影響等數據資料）

- 成立合作機構的主要目的是綜合各界建議以帶動大高雄的永續發展。

### 大方向

- 大高雄必須致力於建立與鞏固其六大優勢，包括：
  7. 優越的地理位置與物流條件
  8. 優良的海空雙港與全年氣候舒適宜人
  9. 完整的產業聚落
  10. 充沛的人力供應
  11. 完整的產業交通網路
  12. 完整的提供外商良好的食衣住行育樂

# 序論

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高雄市境內同時擁有國際機場與國際海港。小港國際機場（KHH）為國內、國際航線綜合機場。除了有飛往全台各主要機場的航線外，亦有國際定期客運航線飛往東京（成田國際機場）、名古屋（中部國際機場）、首爾（仁川國際機場）、釜山、濟州島、香港、澳門、曼谷、新加坡、上海、杭州等城市或地區。透過與桃園國際機場的接駁航線，大高雄可以迎接與通往全世界。此外，小港國際機場也有飛往洛杉磯、安克拉治、日本關西等城市或地區的貨運航線。

台灣最大的國際海港-高雄港，以及台灣重要的遠洋漁業中心-前鎮漁港亦位於高雄市境內，是東南亞、印度洋與東北亞間海上航運的重要轉運貨櫃中心。由於獨特的地理位置、法規環境與氣候條件，大高雄確實是全球最佳的貨運中心之一。然而，近年來其他國家的發展導致高雄港的全球貨運量排名嚴重下滑。

在地方與中央政府的支持下，吸引國外投資進駐並採取整體一致的策略，相信2010年高雄縣市的合併以及ECFA的簽署，可以為南台灣地區的全面發展注入正面快速的效益。

機場、海港、遊艇專區必須走向現代化與國際化，創造更友善更迎合全球的環境。推動運輸、觀光、外資招商以及全面審慎規劃的配套措施才是長遠之計，不僅能幫助高雄港恢復轉口貨運量的全球排名，更能將大高雄打造為利於貨物轉運、民眾度假觀光、公司投資、企業領袖與員工重新進駐與生活的城市。

大高雄若要成為真正精彩的地區，必須要連結、溝通、協調、合作與競爭。要達到此目標，這份白皮書所探討的議題相互關聯，就好比我們的生活與在地社區息息相關。我們必須要有宏觀與遠見迎向未來，我們要知道大高雄的每單一環節都仰賴數個計畫、方案、活動的成功執行。

# 議題

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## 1. 南星計畫、遊艇專區開發與遊艇所有權相關議題

這是最重要的議題需要立即解決之道：港務局應與地方政府合作管理，以獲得預期成果。

發展海洋產業首先必須加以釐清其涵蓋範圍，包括製造、物流、支援、相關觀光休憩據點、餐廳、飯店等。

水域權利與管理的法規應更明確。中央政府必須給予擴大控制與水權，才能使目前大家都很期待的計畫與改善方案得以實現。

遊艇產業的重要議題：第一、商務部門應享有更大的港區控制權；第二、內陸交通有待改善；第三、劃分遊艇專區給遊艇製造業者（適合舉辦國際遊艇展）。

人才的教育與再培訓也是必要的。遊艇專區一旦建設完成，應提供適當的人力來因應國內外遊客的到來，管理營運必須順暢有效率，並且有適當的安全措施。教育訓練應著重於因應豪華遊艇觀光所帶來的生活型態、商業與產業型態的轉變。

應成立遊艇聯合協會（台灣遊艇與遊艇碼頭協會，簡稱T.Y.M.A.，或是南台灣遊艇協會，簡稱S.T.A.Y.），以確保南星計畫與高雄遊艇碼頭公園的順利發展。

高雄流行音樂中心（全名為「高雄海洋文化及流行音樂中心」）是非常重要的計畫，能重塑與活絡高雄的觀光產業。目前最大的阻礙是水權的移轉。

高雄流行音樂中心應朝國際化設計，又能突顯地方特性，並且提供便捷交通網，其地理位置能在幾分鐘內到達市內的主要觀光景點、購物商圈與飯店餐廳。

南星計畫的發展必須將這個地區的重工業轉型為更環保的工商業型態。

目前最迫切的議題就是釋出水域與管理權利，例如愛河區域，以鼓勵船舶活動的舉行。

努力將高雄港區打造為更開放、更易向國際招手的友善環境。歡迎大型郵輪到高雄港停泊、上岸觀光，歡迎國際遊艇活動到高雄市舉辦。

南星計畫應朝將南台灣打造為全球遊艇製造中心的目標發展，創造遊艇產業的聚落效益。

因遊艇所有權的法規限制，台灣境內市場不得有遊艇的買賣交易。建議應鬆綁法令，開放私人遊艇的所有權，這不僅能推動國內期盼已久的遊艇觀光休憩市場，並且能打開奢華旅遊市場，吸引國際郵輪與全球富豪遊艇來台灣本島與離島停泊。

高雄市政府海洋局在鼓山區已規畫一個帆船與遊艇的停泊區域，這非常適合帶動遊艇產業。應鬆綁遊艇所有權與使用管理的限制，使高雄市民、居民與遊客都能善加利用。

未來發展的所有層面都必須包括海洋污染防治。

海洋局的協調合作 + 養殖漁業的升級 + 南星計畫 +  
高雄市政府釋出更多的碼頭 + 高雄流行音樂中心 + 遊艇專區 +  
海洋污染防治 = 活絡觀光產業的發展。

## 2. 觀光休憩產業

「三大語言」（中、英、日文）的應用應更加廣泛、三語標誌的設置應更加普及，包括在觀光景點、飯店、餐廳、機場／高鐵、捷運站等。

要確保觀光業的成長，最佳方式就是了解遊客造訪台灣的需求與期望。

應在機場、飯店與其他國外遊客通常會去的地點進行問卷調查，以便從國際觀點找出可以活絡觀光業的措施。可以提供一些小紀念品鼓勵遊客填寫問卷，或是定期舉辦問卷調查抽獎活動，獎品可以提供飯店與餐廳的折價卷，甚至是免費住宿卷或免費來回機票等。

問卷調查的設計必須能讓遊客反映其喜好厭惡的意見，到了台灣哪些景點遊覽，建議哪些地方應加強改善等，以獲得更精彩、更深刻的台灣旅遊經驗。

雇用會說英日語的人來進行問卷調查。此外，事後連結問卷數據、提出分析結果的人員也必須懂得這些外語。

飯店業者最常提出的建議就是降稅與降低電力成本，以幫助活絡產業商機；業者也建議政府提供環保獎勵措施，幫助業者改善更環保、更吸引遊客的設施。

南台灣應更積極爭取、推動並吸引國際會議、貿易展、展覽活動、運動賽會、娛樂活動等到南台灣來舉辦，以吸引人潮、增加能見度。世運主場館屋頂採用太陽能發電系統，有什麼能比在這樣的地點舉辦太陽節能展或是演唱會更令人印象深刻呢？

應將高雄國際會議展覽中心、高雄流行音樂中心（高雄海洋文化及流行音樂中心）發展為世界級的會館。

高雄國際貨櫃藝術節與國際鋼雕藝術節在國際間已打開知名度。我們應該多多舉辦此類活動！

將高雄市立交響樂團和國樂團的演奏活動，和高雄縣的活動加以整合，例如高雄縣民俗文化節、偶戲節、原住民文化祭、歌仔戲表演、國際音樂節等。

大高雄觀光休憩管理局的設置應包括一個顧問小組，由高雄市民、外籍居民、工商界領袖代表等組成，確保一套整體宏觀的發展策略。

大高雄地區必須強化與擴充其交通運輸系統的硬體設施，以提供遊客最便捷的交通網。

整合並串連各個觀光景點，提供遊客更豐富更深刻的旅遊經驗，並且提升管理效率。協調各種旅遊行程與時刻表以及交通的進出往來，為遊客提供更順暢、更便捷的行程銜接。

改善觀光旅遊資訊的提供，應在網路上設置觀光資訊網可以方便查詢，並且在大高雄便利的交通出入口處提供旅遊資訊。應在機場、車站、捷運站和遊客常去的地點設置旅遊資訊導覽亭（有英日文說明）。

設置「911」英語緊急求助電話專線，統一受理民眾報案與提供服務。接聽人員必須接受完整的訓練，可提供英語人士快速連結當地的消防、警察、醫療與緊急救助網路。

設置「411」英語資訊服務專線，統一提供英語人士便捷、準確的電話地址與其他資訊查詢服務。

夜生活是觀光產業的重要環節之一，大高雄應提升豐富精彩的夜生活品質。應善加利用現有的場地設施，例如2009年世運主場館，來舉辦各種音樂與娛樂活動。

應建立創意人才養成計畫，以培育文化藝術創作團體與個人人才、落實文化創意。

應吸引更多的電影電視節目到大高雄地區製作拍攝，高雄市政府的補助獎勵辦法應鼓勵更多「到高雄一遊」的內容。縣市合併後的大高雄應更積極爭取與推動電視電影到此製作拍攝，應善用補貼獎勵措施以期城市行銷觀光的最佳成效。

大高雄電影藝術事務委員會應採取前瞻積極的策略，促成更多團隊到此地區拍片。策略也應包括主辦年度國際電影節，規模應比擬美國獨立製片影展「Sundance Film Festival」。

拓展觀光商機，應串連鳳山的大東文化藝術公園、衛武營藝術文化中心、高雄市立中正文化中心、愛河河畔的博物館群、港邊文化場館等景點，創造全方位的娛樂休憩空間，以吸引國外投資與外商重新進駐。

許多會館名稱均使用「文化」一詞，對國外遊客而言易生混淆，也難以記住。文化的確是台灣很重要的一部份，但不應被過度提及與使用。就算不特別提到文化一詞，遊客也必定能感受到地方文化的特殊經驗。

大高雄地區的觀光客源大多來自中國、香港與日本，只有少數來自亞洲以外的地區。近期的抵制事件危害了觀光產業，也凸顯這個產業的弱點。地方主管機關必須在做決策前，審慎考慮任何的政治決策會對觀光客到高雄帶來什麼衝擊。

和其他許多觀光地相比，高雄的觀光旅遊價值可以說是「便宜又大碗」，這點應好好凸顯與善加利用。

這個章節接下來的部分參考世界經濟論壇（WEF）發表的「2009年觀光旅遊競爭力報告」的內容，依據報告的指標找出在推動高雄觀光產業上需要審慎考量的十四個重要項目。

根據上述WEF的觀光旅遊競爭力報告，在全球133個評比的國家中，台灣排名第43；在亞洲國家中，台灣排名第7，落後新加坡、香港、日本、南韓、馬來西亞與泰國。

為了活絡南台灣觀光休憩產業的最大成長，我們提出以下十一（11）項改善建議：

1. 南台灣應具備一定的能力可提供遊客接近自然資產的管道，如此一來南台灣才有競爭優勢。評估環境吸引力的項目包括：列入聯合國教科文組織（UNESCO）自然遺址名錄的數量（這是評估自然環境品質的一種指標）、動物種類的豐富性（可從已知物種的總數來評估）、國家級自然保護區的比例等。
2. 為了遊客的舒適與健康，南台灣應具備可以供應品質良好的飲用水與公共衛生設施的管道。若遊客生病時，南台灣地區的衛生部門必須能確保病人獲得適當的照護，這可以從可用之病床數和醫生人數來評估。
3. 一個地區要發展觀光業，其自然環境必須能提供具吸引力的景點，這個重要性再怎麼強調也不為過！政府應制訂政策與提供條件來提升環境永續性，以確保南台灣在未來會是吸引人的觀光勝地。由於觀光本身可能會帶來環境上的衝擊，因此政府應重視旅遊觀光產業的永續發

展。評估項目除了政府制定的政策外，還有相關環境指標，包括南台灣地區二氧化碳的排放量、瀕臨絕種動物的比例等。

4. 對旅遊觀光產業的喜好感，這指的是南台灣政府與民眾對觀光產業和國外遊客接受的程度。很顯然地，一般民眾對旅遊與國外遊客的喜好感與接受程度對旅遊觀光產業的競爭力會有重大的影響。評估項目包括：人民對國外遊客的態度；企業主向重要客戶推薦到南台灣旅遊觀光的意願；對觀光產業的接受度（從觀光產業的支出與收入佔GDP的比例來評估），這可以顯示觀光產業在南台灣受重視的程度。
5. 政府對旅遊觀光產業的重視程度，也會對此產業的競爭力有重大的影響。南台灣政府應明確宣示，推動旅遊觀光產業是其優先考量之政策，在預算編列上也應如是，如此一來政府便可將必要經費用於重要的觀光發展計畫。政府明確的意向可帶來外溢效果，例如吸引更多民間投資參與旅遊觀光產業。政府還可運用其他方法突顯對旅遊觀光產業政策的重視，例如參加國際觀光旅遊展，以及委外製作精緻的「旅遊景點行銷」文宣或影片。
6. 旅遊安全是決定旅遊觀光產業競爭力的重要因素。觀光客一般都害怕到危險的國家或地區旅遊，這樣的地方要發展旅遊觀光產業更是困難。旅遊安全的評估項目包括：一般犯罪與暴力帶來龐大的社會成本；警察單位因可提供安全保護而被信賴的程度；交通意外事故發生率等。
7. 品質良好的航空運輸硬體設施可以提供遊客快速進出台灣，以及在台灣本地各個觀光景點的往來。評估項目包括機場的數量、起程班機的數量、機場密度、營運航空公司的數量等，以及提供國內與國際航線機場的硬體設施品質。
8. 南台灣政府應制訂對發展旅遊觀光產業有益的政策與法規。政府角色對旅遊觀光產業的吸引力有重大的影響，這取決於制定與延續的政策是否支持或阻礙產業的發展。有時候，原本立意甚佳的政策到頭來反而形成繁瑣官僚手續，或是造成與原先立意相違背的阻礙。評估項目包括：歡迎與促進國外直接投資與外商進駐的程度；保護智慧財產權的程度；成立公司所需的時間與成本；遊客取得簽證進入台灣的規定複雜程度；政府與其他國家已簽訂的雙邊航空服務協定的開放程度等。
9. 觀光硬體設施和一般交通運輸硬體設施不同。評估項目包括：住宿硬體設施（飯店房間數）、主要租車公司的數量、提供給觀光客的金融硬體設施（自動提款機ATM的可用性）等。



- 10.南台灣地區的陸地交通運輸硬體設施的品質與廣泛性，對在此地區移動的便利性非常重要。評估項目包括：公路、鐵路、港口的品質；這個地區的整體交通網可以提供有效、便捷的服務前往南台灣各個主要商業區與觀光景點的程度。
- 11.大高雄可以運用的文化資源也是提升觀光旅遊競爭力的重要驅動力。政府應持續致力於提供遊客接觸此地區文化珍寶的管道，並且持續提升文化珍寶對國外遊客的吸引力。

### 3. 吸取2009年世運經驗

根據國際奧委會（IOC）的研究指出，主辦奧運通常可以加速主辦城市的硬體建設發展與一般進展，從加快進步25-30年到只有短短幾年不等。雖然世界運動會的整體規模不若奧運會龐大，但是遴選為2009年世運的主辦城市的確為高雄創造絕佳機會也帶來巨大挑戰。整體來看，已達到良好成果。當然籌辦過程遭遇了許多問題，也並非每件工作都按原訂計畫進行或達到預期成果，但有些事情是無庸置疑的。拜2009年世界運動會之賜確實加快了高雄地區的發展與現代化。高雄捷運與高鐵將台灣西半部從北到南連結起來，並提供便捷的交通到高雄市許多場館。本市與鄰近地區進行了許多重大建設改善，例如夢時代購物中心的建造，若不是因為世運會，這項開發建設案可能要耗上十年以上。數個卓越顯著的場館也因為世運賽會而設計、建造或重整而成。

然而，2009年世運會不僅僅是那些參與其中人士的美好回憶，我們必須決定如何盡可能以有創意的方式來善加利用世運的各個場館。

應積極爭取各種國內外運動賽會（包括職業與業餘比賽）、國際會議、貿易展、演唱會、文化活動等到大高雄舉辦，為這個地區的各种商業創造增加收益的機會。目前，高雄市政府並沒有一個指派的機關單位或是大高雄地區並沒有一個專責機構，可以協調整合所需資源來達成上述目標。高雄市政府在2009年世運會開幕不久前成立體育處、文化局和觀光局。但這三個單位原先規畫並沒有加以整合，訂定明確共同的目標願景來幫助世運後的高雄發展，更不要說因應縣市合併後的新紀元。

就像世界上其他許多成功的港灣城市（聖地牙哥、溫哥華、洛杉磯、香港、仁川等），也許大高雄也應將提升「港灣休閒娛樂生活」、「國際觀光」的願景，委派給一個專責機構，以期能更好協調與整合大高雄地區的資源，並專注於縣市合併後港灣城市的未來目標。為達成這些目標，這個受任專責單位或機構應爭取申辦國際級的活動（運動賽會、會議、貿易展、展覽活動等），吸引專業體育或表演團體，將政府與

民間的資源加以籌劃、協調與整合，並在不同產業之間建立溝通對話的管道。

國際主要運動賽會例如奧運和世運，早就不再只是單純的體育競賽活動。他們是主辦城市與其所在國家所帶動發展的巨大推手。遺產 (legacy) 規劃目前已是任何奧運會籌辦過程中不可或缺的環節。申辦奧運或冬奧的城市根據規定必須在申辦文件中提交一份全面性的遺產規劃計畫書。

大型國際運動賽會的主辦單位在開幕比賽前提早很長一段時間，就開始重視賽會結束後的遺產議題。2012年倫敦奧運籌辦委員會在2008年成立一間公司 (UK Sport International)，負責調查與管理奧運會及殘奧會場館相關的所有議題。俄羅斯2014年索契冬奧籌辦委員會也提早至少四年就開始重視遺產規劃議題，目前也已經在規劃冬奧會舉辦之前與之後的場館使用。甚至在溫哥華甫結束成功締造了許多破紀錄、創歷史的2010年冬季奧運會，因為會前規劃了結合環境保護與綠色能源再利用的做法，溫哥華市民已經在享受冬奧場館所留下來的遺產。

2009年世運會並未要求建造選手村，這使得高雄的飯店餐廳業者大受其益。關於賽會後的場館使用，2009年世運會大多數的場地是重新整修學校或市府所屬的建築物，這些場地的觀眾座位數或規模大多介於中小型，可以很輕易恢復一般運作的模式。然而，缺乏長期全方位的規劃，一些水準達世界級的卓越場館，仍然面臨被貼上「White Elephants」的標籤而成為高雄市政府與行政院體委會的嚴峻挑戰。由於兩年後體委會預計會改制併入教育部之下，世運主場館與其它中央政府補助的場館管理議題，在未來還是會面臨更多阻礙。這些場館應轉為BOT案或是開放公開招標，讓國際級會展場館管理集團來經營才是長期解決之道。世運主場館的原始概念透過建築師呈現為使用太陽能並符合永續環保的綠建築運動場館，這應對未來場館管理的定位與行銷有加分效果。

針對大高雄運動公園、運動場館相關計畫的未來發展藍圖，我們強烈建議大高雄政府應重新思考一套長期全方位計畫的完整性，並應重新考慮恢復或修改之前撤回的「運動與大學複合園區計畫」的可能性，該計畫原先預定在涵蓋世運主場館的同一地區內。這項計畫與中油煉油廠遷廠計畫有非常密切的關聯，遷廠計畫已於立法院通過並預計在2015年以前執行。

高雄市已是南台灣最重要的藝文展演匯聚地。每年有將近千場的文化活動在高雄市中正文化中心舉辦；高雄市立美術館是台灣規模最大的美術館園區；高雄市也擁有活潑豐富的河岸／港灣文化走廊，涵蓋數個景點，包括高雄流行音樂中心、駁二藝術特區、打狗英國領事館、愛河文化流域的國定古蹟「中都唐榮磚窯廠」園區、高雄歷史博物館、高雄電影圖書館等。

每年有數十個國際級活動在亞洲舉行，其中有一些是在台北。要把活動帶到另一個國家舉行所費不貲，但在同一個國家將活動延伸到另一座城市就相對便宜許多了。南台灣人口超過兩百萬，加上有數千名外籍居民；如果不想盡辦法試著吸引國際活動到高雄舉辦，這似乎實在很難說得過去。南台灣應更積極爭取國際級活動，例如車展、汽車修配零件展、演唱會、音樂季、花展、電影節、電腦軟體展、電子展、文化活動、家居修繕用品展、環保用品展等到世運場館來舉辦。世運主場館屋頂採用太陽能發電系統，有什麼能比在這樣的地點舉辦太陽能展或是演唱會更令人印象深刻呢？

高雄縣亦在鳳山關建大東文化藝術公園，此公園位於高雄縣市交界處。衛武營藝術文化中心則是由行政院文建會籌設中，將於2013年完工。這些文化場地的設置將可整合大高雄區域文化資源，綜合與連結相關活動，創造城市行銷的最佳舞台。串連大東、衛武營、高雄市中正文化中心、愛河河畔博物館群、港邊文化場館等景點，對提升城市的文化與拓展觀光非常重要。藉由高雄捷運橘線與文化路線的串連，打造一座多景點的南台灣文化走廊，促成以山海兼具為背景的文化區域

空間，形成都會藝術網路，並分享文化資源，這些將會是與其他觀光地和同樣企圖吸引外商外資的城市相互競爭的重要資產。

為發展文化特色與縮短文化差距，高雄縣市在發展各自文化特色的過程中，兩者必須彼此扮演相輔相成的角色。高雄市已經舉辦過數屆的高雄國際貨櫃藝術節與國際鋼雕藝術節，逐漸在國際上打開知名度。過去廿十年來，高雄市投入巨大心力，透過專業領導及大量國際交換和巡演活動，來扶植高雄市立交響樂團及國樂團。高雄縣則以民俗文化見長，每年均舉辦偶戲節（包括魁儡戲、皮影戲、布袋戲）、原住民文化季、歌仔戲表演、國際音樂節等。縣市合併後，可讓高雄縣的文化創意產業與高雄市的都會藝術展演與博物館專業的特質，透過藝術資源的整合，因此表演藝術環境將不再受區域限制；多元精彩的藝文活動將可在大高雄地區的各式場館舉行，增加藝文欣賞人口，並更進一步縮短文化差距。透過有效整合都會與鄉村的文化資源，將能帶動更多的藝術交流與增加大眾接觸藝術的機會，進而縮短文化差距。

此外，「地方文化」與「國際藝術」可以結合在一起，透過由在地社區、台灣中央政府各部門與國際藝術界等支持的交流計畫來進行。觀光與相關產業：高雄地區的觀光客源大多來自中國、香港與日本，相對地只有少數來自亞洲以外的地區。有一句古老的諺語：別把所有雞蛋放在同一個籃子裡。這句話可以這麼解讀：若高雄想要擁有成功的觀光產業，必須要吸引來自不同國家的觀光客。因達賴喇嘛訪台以及一部特定電影的放映衍生的抵制事件，使得來自中國的觀光客人數急速下滑。這種弱點應盡量減到最少，本市應吸引更多廣泛、來自更多不同地區的觀光客。

與新加坡、香港和亞洲其他受歡迎的觀光地相比，我們可以看到高雄一些顯著差異。也許最主要的差異在於準備、實行與完成上。準備是關鍵的一環，需要加以解決。目前，觀光業的思維是建構在台灣觀點上。推動觀光應從消費者（目標觀光客）的角度來思考。我們應更進一步認識消費者的需求。現在時機到了，應雇用具備良好語言能力的專職人員，在機場航廈向遊客進行全面性的問卷調查，找出本市可以

改善觀光客旅遊經驗的方法，調查遊客滿意與不喜歡的事項，詢問他們認為應改善的地方等。這種問卷調查也應針對飯店房客進行。此外，也應給予一些外籍居民機會，讓他們根據自身廣泛的在地經驗來表達意見。了解人們想要什麼，然後再盡可能滿足他們；這樣才能擁有滿意的消費者。高雄市必須利用語言能力極佳的人員，將問卷調查的數據結果加以連結分析，形成高雄市可以利用的改善建議。

應成立一個顧問小組，檢視高雄市可以進行的改變做法，顧問小組應監督確保這些政策做法可以盡全力的落實、完成。高雄與亞洲其他觀光地的一個顯著差異，在於國外遊客是否可以輕鬆找到所需的每樣東西，並且可以很便捷的在城市裡到處遊玩。這表示公共場所標誌、旅遊簡介、觀光地圖與網路服務等，都應包含三種語言。如果這些傳播媒介都同時有中英日三種語言說明，全球將能認識到高雄可以提供的美好經驗。高雄市應徹底落實這種三語環境，並延伸到飯店、景點等簡介刊物。應鼓勵本地餐廳加入這種三語計畫，因為這將大幅增加潛在商機。與其他這麼多可能的觀光地相比，台灣相對而言是旅遊花費較低的選擇；而比起台北，高雄花費更是便宜。這使得高雄成為國際觀光市場上便宜又大碗的目的地，可以是絕佳的賣點。然而，與同樣這些觀光地相比，高雄也許是提供多語環境最欠缺的城市。

#### 4. 教育

結合資源與制度來激發師生打造更佳的學習環境，是目前教育界提出的最大議題。

而教育第二次要目標是培養更充分的理解力、健康、快樂與創造力，並更增強培育學生所需技能，以期能進入職場面對未來工作的挑戰。政府和教育人員需建立一個持續對話的平台，以達成上述目標。應維持或加強學校的行動自主權，使其能打造適合在地社區需求的最佳學習環境。

建立教師的流動性及交換計畫，以增進城鄉與中等學習機構之間的互動。

持續提供較適當的高科技硬體設備，並且提供更完整的設備支援，以確保師生可以善加利用硬體設備並從中獲得最大益處。

建立一套「E化學習系統模式」，提供學校及教師訓練之用（應找出與整合最佳的學習方法）。

消弭教師之間的經驗鴻溝，建立一個專業教育社區網路，以提供合作教學、交叉訓練與意見交流。

與「弱勢、無法被分類」的學校合作，這些學校既無法被分類為城市學校，也不能視為偏遠學校。

擴展台灣與美國間的教師交換計畫，著重於加強訪問與合作之需。

我們迫切需要英語教師，但地方政府的現行法規太嚴苛。應修改現有法令以讓外籍英文老師可以較容易進入學校就職。

擴大、加強且改善政策的制定與實施，以允許更多英語為母語的美籍教師來授課各種科目（不局限於英文）。這將提供學生更宏觀的經驗，並拓展學生的國際觀，以培育學生做好充分準備面對未來。

為台灣教育推動一個更具國際觀、更有全球視野的發展策略（以國際為導向的教育）。

中央與地方政府必須和教育界人士合作，致力於在ECFA協議中受到衝擊最大的區塊，以培育學生面對未來工作機會的挑戰。

決策者與教育者之間的互動不應因縣市合併而受限。

盡力降低過去十年間「人才外流」的現象。相較之下，北台灣與其他國家的的工作發展機會較好，導致過去十年間南台灣大專院校最傑出優秀的畢業生遷移至外地。

南台灣擁有北部所沒有的珍貴資源：土地預留為教育之用。同時，南台灣需要找到方法可以提高以教育為基礎的專業技術才能，以吸引更多的國外投資與外商企業重新進駐。為增加本地的入學人數、建立較大較廣的人才網、抵銷學費增加的需求、且提高南台灣的整體教育水準，大高雄應著力於以下兩件事：

同意合格的台灣學校與教育部認可的美國或其他國外學術機構締結姊妹校關係，以設立聯合學位研究生課程，並且不論此學位所獲取的學分學校的所在地在哪，都承認其課程所獲取的學分為有效且合法學分。

同意教育部認可的美國或其他國外大學可以在台灣設立分校或衛星分校，以服務居住於台灣的台籍及外籍學生取得證書或學位。只要其提供的課程與其在本校區所教授的課程一致，且由其教育機構自己的合格教師經由遠距教學或在台授課；這樣一來，就似乎沒有任何理由不同意讓這類課程在台招生或在台實施教育部認可的學術課程。



## 5. 縣市合併之法律層面議題

### A. 土地使用

- (1) 透過「高雄市獎勵民間投資基金收支保管及運用自治條例」的法令依據，高雄市政府針對特定的企業法人有提供一些優惠措施，包括融資利息補助、房地租金優惠、房屋稅補貼等。
- (2) 此外，根據「高雄市促進民間參與公共建設減免地價稅房屋稅及契稅自治條例」，凡是參與公共建設且符合該條例資格的私人企業，高雄市政府會提供相關租稅優惠。
- (3) 儘管地方政府提供上述的租稅優惠與獎勵項目，卻無法有效提高投資者進駐高雄市的意願，因為國外投資法人要取得土地作為營運處所是很困難的。
- (4) 對投資製造業的人來說，能否取得一塊土地作為工廠或是取得已經是工廠用途的土地是很重要的。但是，目前高雄市境內可以作為工廠用途的閒置土地非常少，而且主要是國營事業或是經濟部出口加工區管理處所持有。以下情況有可能會發生：
  - i. 投資者向國營事業或加工出口區管理處申請土地使用時，往往費時費力又花錢。
  - ii. 申請土地取得的時間，通常比起從民間取得土地還要多出兩個月之久。
  - iii. 縣市合併後，政府必須審慎考量土地使用法規、可用土地的取得、硬體設施、土地所有權等議題。相關政策或法規一定要改變，才能吸引國外投資與外商企業重新進駐南台灣地區。

- (5) 縣市合併後，「非都市土地」與「都市土地」回饋金的計算與繳交基準會有兩種不同的辦法，這對投資者要遵守哪些適用的法律規範容易造成混淆。政府應採用一致標準。
- (6) 縣市合併後，有關回饋金的辦法應加以整合簡化。此外，也應修改土地取得使用的相關法令，以吸引投資，尤其是爭取國外投資。
- (7) 總結來說，簡單、便利、有吸引力，才能爭取外商企業到大高雄地區來投資，建立乾淨、高科技的廠房設備，並且高薪招攬技術人才投入製造與營運部門；我們應將大高雄建設為適宜外商居住與投資經營的環境，如此才能確保國外投資者長期進駐這個地區。

## B. 租稅議題

- (1) 世界上只有少數幾個國家與中華民國簽訂協議以避免雙重課稅，這種劣勢會增加國外投資者的投資成本。面對全球競爭激烈的環境，我們至少應做到提供與國際商業慣例一致的租稅優惠；但若要在爭取國外投資來台上有實質的成果，我們必須提供更具吸引力、更具競爭優勢的獎勵措施。
- (2) 此外，根據「高雄市促進民間參與公共建設減免地價稅房屋稅及契稅自治條例」，凡是參與公共建設且符合該條例資格的私人企業，高雄市政府也會提供相關租稅補貼優惠。提供租稅減免則是財政部的權限，高雄縣市政府並沒有權力可以針對所想要吸引或推動的產業，提供個別的租稅優惠辦法。
- (3) 大高雄政府應向中央提案要求給與地方政府更多彈性，以提供租稅優惠來支持地方層級的產業發展政策。

## C. 公司設立登記程序

### (1)

2009年四月，營利事業統一發證制度已廢止。但這項措施並未能嘉惠投資者，因為新制的實施，業者現在必須向高雄市政府數個不同的單位部門，提出公司及營業登記的申請。營利事業統一發證制度的廢除雖然縮短了公司設立登記的時間，但對國外投資者而言卻因為不了解相關適用的法令規範而增加許多未知風險。我們建議設立一個預先審查制度，或是成立單一窗口聯合服務部門以提供完整的諮詢服務，並且統一辦理市府各部門有關公司登記、土地與建築物控制、稅籍登記、公共安全檢查作業等相關議題。這個新的聯合服務部門應雇用能說流利英語的職員，並且對現行制度充分了解，才能使公司設立登記的整個過程對國外投資者與外商企業更友善、更便利。

### (2)

2010年一月，經濟部發函公告，申請公司變更登記的受理審查期間延長為10-20個工作天。我們建議，大高雄政府為維持行政效率，應將審查至完成簽發的期間縮短為不超過7個工作天，維持和以前一樣。如果這項延長審查期間的做法完全出自中央政府的政策，高雄美國商會在此希望向高雄市政府表達意見，請市政府向中央主管機關請願，這項做法不適合地方。

### (3)

大高雄政府應繼續將公司登記程序、投資優惠獎勵以及其他相關辦法的資訊公佈在綜合性的單一入口網上。

「投資台灣入口網」（“Invest in Taiwan”）就是一個很好的範例：[http://investtaiwan.nat.gov.tw/library/main\\_eng\\_general.jsp](http://investtaiwan.nat.gov.tw/library/main_eng_general.jsp)

## D.外國人來台工作

(1)根據聘僱外國人來台工作的標準，對於外籍白領人士來台工作申請加諸限制，這不利於國外投資進駐高雄。由於高雄市政府並不是外國人聘僱辦法的主管機關，我們建議縣市合併後的大高雄政府應與主管機關勞委會就以下問題協商，以尋求解決之道：

i.

我們建議針對國外投資者持股達一定比例的公司，以及欲聘僱外籍人士為員工的公司，放寬其限制。

ii.

過去曾發生外國人來台投資欲延攬國外專門技術人才，卻因不符合現行標準而無法取得台灣工作簽證。針對擁有國外投資者股東的公司在聘僱外籍員工時，尤其是需要延攬專門技術人才來台工作時，大高雄應提供更具彈性的標準。

(2)過去曾有一些例子，地方警察單位拒絕由本地律師為公司高階主管例如董事或經理提出簽證與居留證的申請案件，理由是根據移民法第55條規定，這類服務必須由移民服務公司提出申請辦理。第55條款允許國外律師事務所提供相關服務，但我們看不出來有任何理由不讓本地律師代表其客戶提出相關簽證的申請。

(3)外國人聘請本地律師維護其在台灣之相關權利，是一種常見的做法，這其中當然包括基本身份的相關文件。任命本地律師做為代表人，這牽涉了專業能力與信任的考量，以及對國外申請人的便利。外籍人士應有做其自身選擇的權利。

應特別留意，避免過度解讀移民法第55條款。禁止外國人選擇本地律師為其提出簽證與居留證的申請，是不合理且沒有效率。

大高雄必須對外國人在相關必須的文件辦理上，提供更友善、更自由的環境。

## 6. 牛肉在哪裡？

針對最近美國牛肉進口到台灣的事件，必須在此說明這過程中至少有一項主要的分歧點。雙邊協議最後呈現的方式造成大部分的一般民眾被蒙在鼓裡，導致一種感受認為協議內容要不是強加諸於台灣身上就是美國試圖銷售次等牛肉產品到台灣。當然，上述的情境沒有任何一方反映真正的實情。似乎只有那些直接參與協商的人員才完全了解細節。而他們所知道的實情與台灣一般民眾被告知的情況，這兩者之間卻有相當大的差距。這種情況在南台灣更加嚴重，很多本地居民及地方政要對被排拒在外、搞不清楚狀況感到很沮喪，或純粹是因為沒有人向他們就世界貿易組織（WTO）貿易協商與協議的相關規定及程序做詳細的說明。有相當比例的高雄人口對美國牛肉進口的實情，不是了解極少，就是完全不了解。

美國已採取空前未有的行動，確保其所生產的牛肉接受最嚴格的檢驗。此外，美國也已採取積極措施，避免重蹈過去曾引發的種種健康疑慮的可能性。到2009年5月止，在美國只發現3個確定案例。相較下，在同樣時間範圍內，在歐洲某些國家中每周就有最多1000件以上的案例。然而，像這類重要的訊息（或甚至更多）似乎從沒有告知過台灣的一般民眾。

美國在台協會（AIT）當初應更積極對台灣民眾宣導有關美國牛肉的事實，尤其應提供中文的資料說明。

台灣政府當初應採取更有力的措施，宣導有關美國牛肉的事實，並導正對美國牛肉的錯誤資訊與誤解。

展望未來，針對恢復運輸美國牛肉至南台灣供應商的議題，這取決於一個主動出擊的宣導活動，以宣導進口牛肉的合法性，包含通過最近修正案的帶骨牛肉。AIT應與高雄市衛生局和教育局以及本地的供應商共同協調一個以在地社區為基礎的主動出擊宣導活動，將訊息傳達出去，宣導南台灣已開放販售美國牛肉，而且民眾可以安心且健康的享受南台灣商家所供應的美國牛肉。

台灣需要更積極吸引與鞏固國際貿易協定、國外投資及外商重新進駐南台灣，並且在全球市場中維持競爭力，因為台灣越來越難置身於全球市場之外。風險固然很高，但我們會對未來的經驗教訓將付出更高的代價。全世界很多人將會關注台灣如何處理即將舉行的兩岸經濟合作架構協議（ECFA）、台美貿易暨投資架構協定（TIFA）與其他協議的相關協商談判。

## 7. 台灣中油公司遷廠

因高雄港之先天運輸優勢，以及在政府早期產業政策規劃下，高雄縣大社、仁武、林園及高雄市後勁等地區，已發展成為台灣的石化工業重鎮。儘管縣市合併確實會為大高雄帶來重大的發展機會，但傳統工業（或重工業）向來是高雄經濟命脈，在可預見的未來也仍將是本市的重要產業。單就石化工業而言，在高雄地區創造了超過20萬個工作機會。石化工業長久以來一直是南台灣經濟的主要支柱。為了因應遵守更嚴謹環保法令的必要性，我們必須關注於提供所需的協助支援，以利遷廠計畫順利進行。援此，大高雄有責任發展一套策略，能在包容傳統產業的同時也開創新的願景。持續供應料源（原物料）是這個產業能否存活的關鍵。

近年來，雖因環保考量與抗爭造成中油後勁五輕廠即將遷出高雄市或是關閉，然林園三輕案亦於2008年底獲得行政院環保署審查有條件通過。五輕廠的設備遷廠或關閉需要有完善（且實際的）替代計畫配合。縣市合併後，隨著相關產業設備更新，將可提升石化工業的國際競爭力。

作為負責任的製造商，跨國化工業者都為大高雄持續實施法律政策以改善環境的努力大為讚賞。此外，跨國企業力行實施更高標準的環保及安全措施，不僅遵守當地法令，也符合國際上更嚴謹的標準。化工業者都了解成為社區裡負責任的一份子之重要性，但一些負責任的業者卻因歷史原故或因與在地社區溝通不良，而在許多方面受到不公平的待遇。高雄市政府應促使成立一個合作協會，由跨國企業、政府單位及一般民眾組成，以確保各方良好的溝通與認識。

## 8. 再生能源價格

再生能源與潔淨能源技術不僅是全球經濟的重要因素，也將會是南台灣未來發展與商業的關鍵所在。事實上，面對日益增加的能源需求，再生能源與潔淨能源技術對促進商業界及民眾的健康福祉不可或缺。

南台灣必須展望且調整方向以符合再生能源訂價的國際標準及費率，尤其是在「固定電價饋電機制」(feed-in-tariff, FiT) 這方面。再生能源的廣泛使用是活絡南台灣經濟成長重要的一環，必須專注於推動生質能發電、大型太陽能與風力發電計畫以及小型太陽能模組發電系統等。這些系統將有益於大高雄境內及鄰近地區的發展。

每一年台電會持續看到對能源需求量越來越高。節約能源相當重要，但伴隨南台灣成長的能源需求卻無法被滿足。潔淨能源回購方案可以顯著緩和需求。

美國及其它經濟體所宣導將再生能源置於電網系統的良好記錄，應該可以提供足夠經驗讓我們這裡從事相同的事情。在美國許多社區中，住家裝設有太陽能系統，而正常上班時間沒有用電時，回購系統可在電力需求量尖峰時段，將這些不用的電轉賣給電力公司，而在非尖峰時段從電網中使用電力。在台灣也可以實施同樣的措施。只要加裝小型模組風力渦輪機，由數量眾多的小型、家庭式太陽能及風力發電系統所產出的總電力，將會是一方面能彌補電力需求、又同時益於減少污染的有效方法。

經由再生能源來降低尖峰時段的電力需求，不僅能節省電力設備更新的成本，且有助於環保。具有競爭力的FiT機制可以帶動生質能發電機的成長。

不論是工業用、商用或家庭用，再生能源的價格與綠能應用必須能吸引大眾市場，並且是大眾負擔得起。

## 9. 新興產業

高雄科學園區未來將擴充至2,200公頃，成為主要發展光電、太陽能、電信、環保科技、生技醫療器材相關產業的「科技專區」。隨著高雄縣市合併，相關產業將可共享資源並進行產業的串連，例如醫療、生技產業可共享南台灣各大型醫院與教學醫院的資源，以持續投注於生物科技研發。同時，高雄縣市科技園區的串連，將可帶動資訊及電信產業的發展，架構南台灣科技走廊的形成，以防因南科、中科之設立對大高雄高科技產業所產生的排擠效應。高科技曾幫助台灣躍上全球經濟的重要位置，昔日的風采需要更多的努力。再生能源及綠色能源也需要受到支持，因為這會成為未來50年來最具有發展潛力的主要產業。南台灣也應持續採取前瞻積極的態度，推廣可降低二氧化碳排放量且更乾淨的交通工具。這應包括採取必要措施，以確保現有的摩托車、機車、轎車、卡車、公車等能盡可能的有效運作。潔淨能源有很多種形式，大高雄必須盡其所能尋求各種可能的解決之道。

## 10. 外國人在台灣取得融資的機會

在台居住或經商的外國人最常討論的問題之一，就是在台灣取得融資的最大障礙。對那些有台灣配偶的外國人而言，這個路障通常藉由其配偶或另一名台灣公民為申請人做擔保就可規避。這樣一來其實造成困擾、且增加取得融資所需的時間。在台灣應遵循國際金融標準與慣例，以期更易於吸引國外投資，並且更利於外國員工在此生活與工作。從美國銀行移轉資金到台灣銀行，手續相當繁瑣，必須經由第三方，而且台灣的銀行不使用一般標準化的匯款路徑號碼。大高雄應優化其能力，藉由整合金融需求、提供外國居民與潛在投資者便利的服務，並簡化手續流程，以吸引國外投資進駐南台灣。



## 結語

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在高雄縣市即將落實完成合併的這段期間，產官學界應進行溝通對話。這個時候也應建立基礎、設置架構，以期平穩度過轉型期，順利合併為大高雄。應成立合作協會或強化現有組織，以全方位的策略帶動特定區塊的發展，例如南星計畫及高雄遊艇專區之開發；中油煉油廠與產業設備遷廠計畫；在日常生活中融入更環保的科技；推動觀光休憩產業成為活絡經濟成長的重要產業；針對因ECFA簽署與縣市合併相關措施而失業的勞工，提供二次就業的訓練；提供教育界需要的所有工具資源，以培育學生做充分準備面對未來的挑戰。應投注巨大的心力來改善環境、提升生活品質以及拓展商機。南台灣的未來將著重於觀光產業與綠色能源，因此現在必須為創造美好的未來奠定基石。

吸引國外投資的資訊應集中於綜合性的單一入口網站，並可從該入口網連結到政府所有單位機關的網站，甚至包括那些僅提供觀光旅遊資訊的網站。

以下的入口網站可以作為很好的範例：

[http://investtaiwan.nat.gov.tw/library/main\\_eng\\_general.jsp](http://investtaiwan.nat.gov.tw/library/main_eng_general.jsp)

大高雄必須致力於建立與鞏固其六大優勢，包括：

1. 優越的地理位置與物流條件
2. 優良的海空雙港與全年氣候舒適宜人
3. 完整的產業聚落
4. 充沛的人力供應
5. 完整的產業交通網路
6. 完整的提供外商良好的食衣住行育樂



**American Chamber of Commerce - Kaohsiung**

**高雄美國商會**