

臺南市政府

5. 執行與財務 Financing and Implementation

1. 財務原則

原則

本園區財務計畫中所運用的手段與策略，應以保護及強化歷史文化資產為前提，同時能提昇整體環境價值，以及創造發展機會，不應以公共財務本身之擴大與持續再生之能力為最高原則。

土地及房產經過整合開發後所獲取的權益收入於償還開發成本後，應優先運用於適用範圍內之歷史文化資產的保護，或持續之環境改善及品質提昇。

園區之成功發展需要長期持續的努力，中央與地方之主辦單位應確立彼此近期及長期的財務責任與權益。近期以中央負擔較大的財務責任，原則上以中央80%，地方20%之比例分擔，而於中、長期間逐漸增加地方的責任。

具有經濟誘因的公共投資項目應積極引導私部門參與，並建立有效可行的公私合作章程（例如本計畫中之水岸交通設施及轉運複合中心）。

配合執行時程，應編列適當之研究、規劃及推動的經費，以確保各方案執行之品質與效率。

Basic Principles

- All measures and strategies employed in the financial program are guided by the prime goal of continuing to protect and enhance the historic and cultural assets of the planned area. To enlarge public revenues per se should be seen only as the means, not the ends of the financial plan.
- It requires stable and long-term collaborations between the central administration and municipal government to ensure the success of development of Anpin Harbor Historic Park. In principle, the central administration will take 80% and the local 20% of financial responsibility at the early phase of developments. The local government will increasingly share more responsibility afterwards.
- Those public investments with strong economical incentives should urge private participations. By effective collaboration structure, the diverse interests of the public and the private can be merged.

策略

公共投入之資本門改善經費，應以整修歷史水域及歷史聚落區之公共空間（歷史街巷）為優先，同時在適用範圍內儘量修復私有傳統民宅及公有歷史建築。

重新開發有歷史文化價值的資產（如古堡暨洋行公園與歷史水景公園），以豐富本園區之歷史底蘊。

社區居民生活環境及日常休閒環境（如環港步道及港濱歷史公園）之改善與提昇，能增加園區整體的外部性效益，有助於創造良好的投資條件。

應興建並改善居民傳統生計之產業設施（如魚市場、泊船池等），以及關聯產業之發展空間（如觀光漁業碼頭）。

公部門應率先進行引導性的開發建設（如遊憩碼頭商業設施），以做為領導角色，並發揮觸媒作用。

資本門改善時程應與私部門之關鍵性投資相配合。

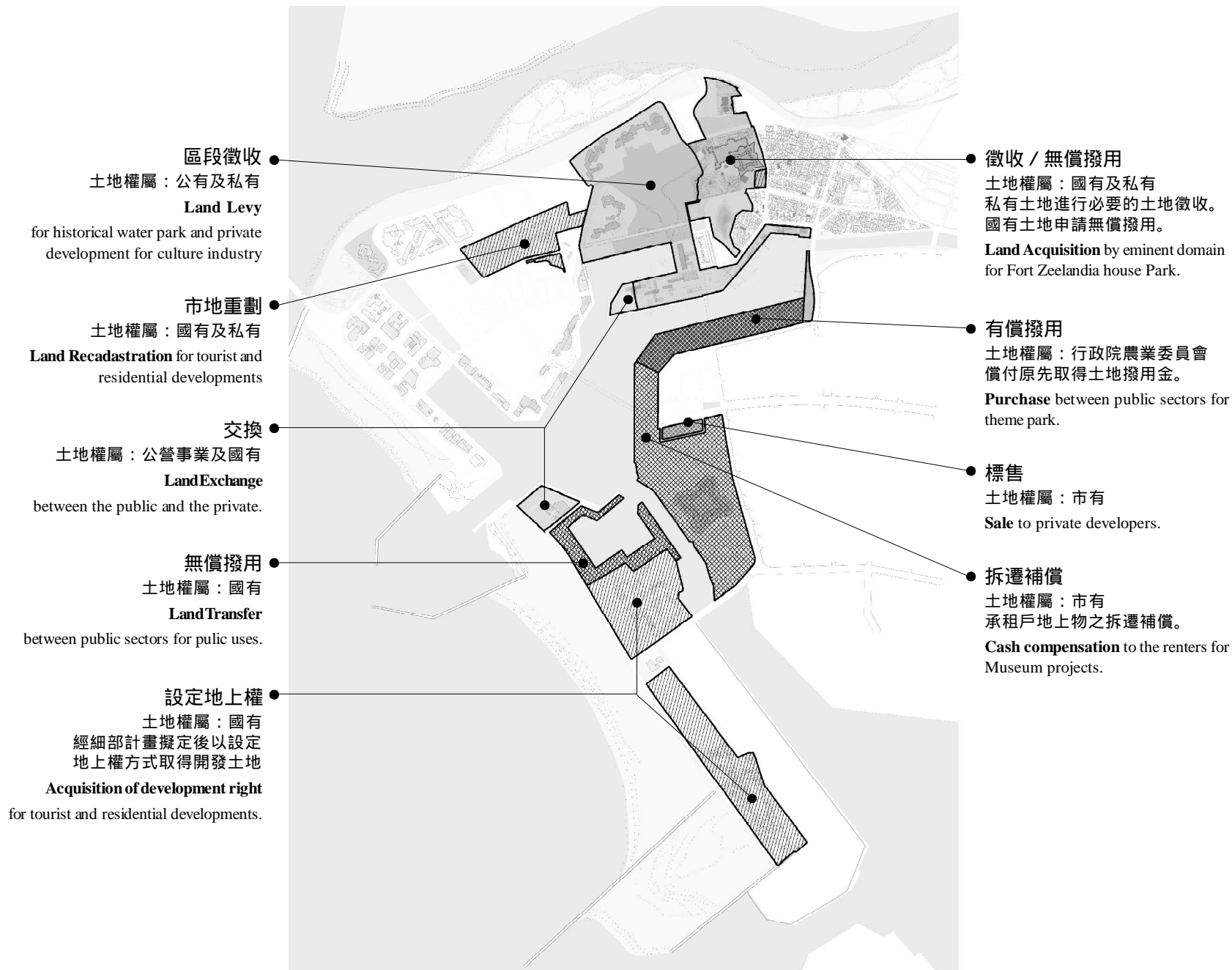
透過連鎖機制，使私部門之開發能回饋應用於保護其周邊之文化資產，或改善相鄰之公共空間與設施，亦即使其內部化（例如歷史水景公園之景觀建設）。

對於市場敏感地段之土地取得應事先安排，避免增加開發成本及扼阻投資機會。

1. Financial Policy

Strategies

- Public funds should first invest in the work of maintenance and restoration of historic water fields, historic houses, monuments and sites to increase their qualities and to protect their values.
- Improvement of living environments of the historic neighborhoods is a socially sound investment that will also generate external effects with economical attractions to the benefits of the community as a whole.
- Existing harbor facilities should be improved and new facilities should be added to create plausible conditions for private developments as well as to support traditional harbor activities.
- Those key projects with capacities to function as catalyst to incense new developments should be launched in the right time. The government should play leader for introducing private investments.
- The capital improvement programs should be thoughtfully scheduled in order to assist private investments.
- In those market sensitive areas land for new development should be acquired and prepared in advance to counteract the increasing land costs that might eventually be too expensive to develop.
- Design a linkage program as financial tool to achieve the prime goal of protecting historic assets by linking the old neighborhoods to adjoining new developments.



2.土地整備方案

土地取得是推動本計畫之先決條件。在各分區分項的子計畫中，各有不同的發展目標與執行項目，也有其不同的土地條件，應評估並選擇最佳的方式進行土地整備。處理本課題時需掌握下列基本要點：

- 1.對計畫推動時效最有利者。
- 2.對計畫之財務調度最有利者。
- 3.對整體經濟發揮最大效益者。
- 4.對長期發展之執行最有利者。

依據以上原則，再分析各區段之土地價值及產權結構，以合於未來發展使用之條件，評估最有利的方式取得土地。

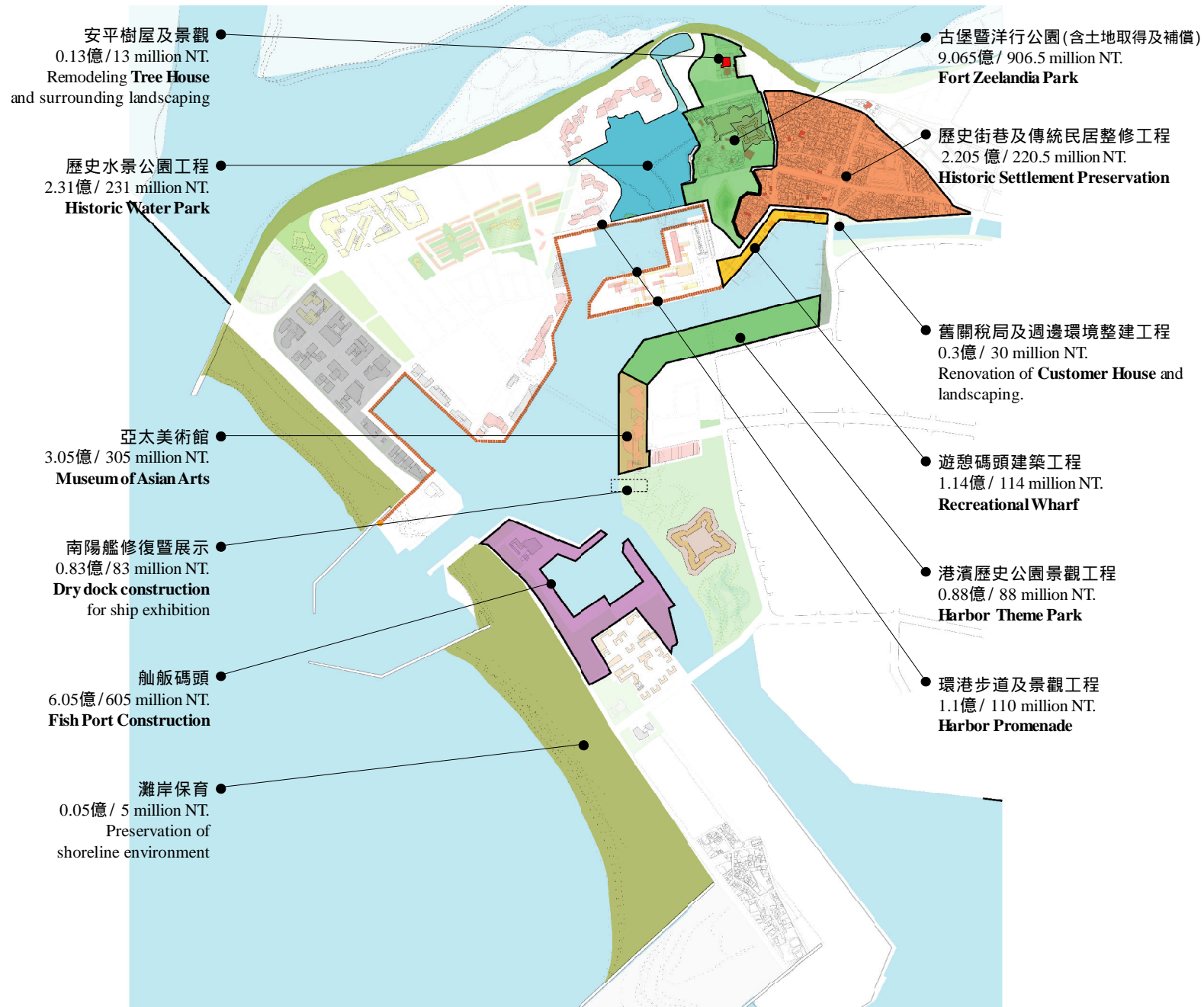
2.Land Preparation

One of the major determinants for the success of implementation of the Anpin Harbor Historic Park is land assemblage. Effective measures should be employed to create a system that can achieve the following objectives:

- 1.Land redistribution can reward landholders by creating opportunities for timely developments.
- 2.Efficient for implementation.
- 3.Feasible to the financial program.
- 4.Plausible to the long term benefits of the project area.

Land acquisition by eminent domain, land levy, and land recadastration are three most powerful and frequently used measures when the land involves many private landowners. There are regulations concerning land exchange, transfer, and purchase among public sectors and between public and private sectors.

Each project has different land conditions that require careful analysis according to above principles to determine appropriate means of land assemblage as shown by the illustration.



3.公共投資章程

全區之發展成功必須依賴有穩定的財務資源投入，分期進行各項資本門改善方案。這些公共工程的投資，依財務責任之劃分，宜由中央設置重大公共建設之專款，自2003年至2008年之六年計畫，所需總額為43.442億。

公共投資必須有細心規劃的時程以達成以下的策略目標：

1. 宣示性社會參與
2. 歷史保存及修復
3. 公共環境改善，提昇發展條件
4. 觸媒性水岸開發
5. 加強性後續開發
6. 分區間平衡發展
7. 因應新生需求之發展

3.Capital Improvement Program

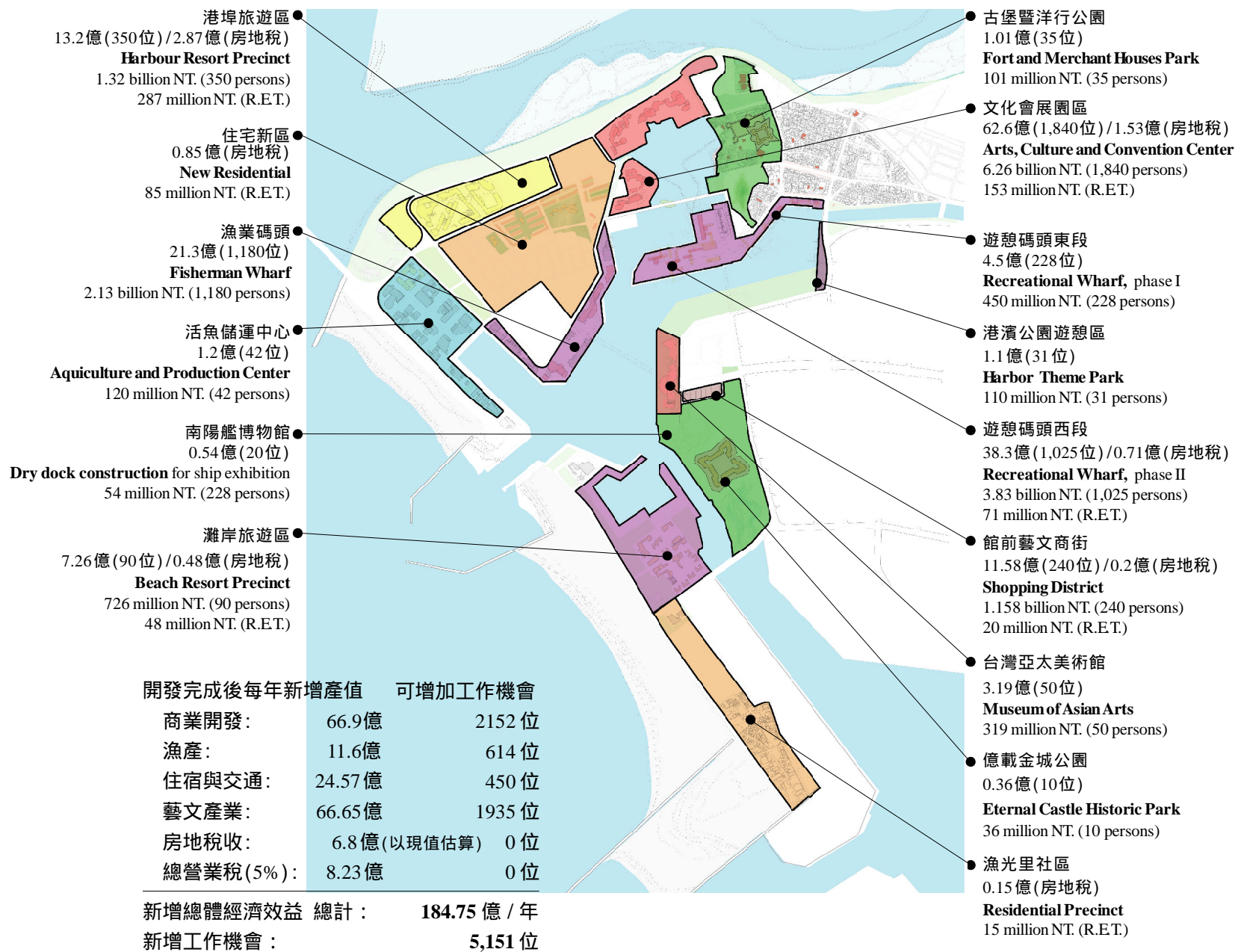
Strategical Sequence

- 1.Social participation and people connection.
- 2.Historic preservation / restoration.
- 3.Improving general environment for development.
- 4.The catalyzer for waterfront development.
- 5.The follow-up enhancement.
- 6.Socio-economically balanced development.
- 7.The supportive developments for emerging demands.

4.Implementation Schedule 執行時程

主要計劃區	分區計劃	開發 時程 Schedule by year						各區公共投資合計(百萬) Public investments by projects. (million)
		2003	2004	2005	2006	2007	2008	
Historic Core and Related Areas	Thematic Projects							
歷史保存核心計劃 Historic Core Projects	古堡暨洋行公園 Fort Zeelandia Park	25.0	59.5	77.0	285.0	460.0	-	906.5
	歷史聚落維護 Historic Settlement	78.5	43.0	57.0	22.0	20.0	54.0	274.5
	歷史水景公園 Historic Water Park	3.0	-	182.0	48.5	0.0	-	233.5
	水域生態保育公園 Riverside Park	3.0	-	-	2.0	40.0	-	45.0
港埠再開發計劃 Harbor Redevelopments	港濱歷史公園 Harbor Theme Park	25.0	71.0	140.0	120.0	120.0	-	476.0
	遊憩碼頭 Festival Wharf	10.6	7.5	60.0	69.4	30.0	-	177.5
	漁業碼頭 Fisherman Wharf	78.0	25.0	97.0	279.0	308.0	-	787.0
	活魚儲運中心 Aquacultural Production Center	-	-	-	-	-	-	0.0
配合計劃 Supporting Projects	港岸旅遊區 Harbor Resort	-	-	-	-	-	-	0.0
	灘岸旅遊區 Beach Resort	-	-	-	-	-	5.0	5.0
	安平新都心 New Community	21.0	14.0	19.0	14.0	14.0	13.0	95.0
	文化會展園區 Arts and Culture Convention Center	-	-	-	-	-	-	0.0
年度公共投資合計(百萬)	Public investments by phase. (million)	244.1	220.0	632.0	839.9	992.0	72.0	3,000.0

六年總計： 新台幣 3,000 百萬 (30 億)
Total: NT.3,000 million (NT.3 billion)



5.總體效益

以2002年之幣值計算，本園區開發與建設完成後，每年可新增加184.75億 / 年之經濟效益，同時全區亦可提供約5,151個工作機會，各分項的概估請參見附錄一。除經濟效益外所生產文化及藝術活動及其所衍生的相關活動，所形成的許多非經濟效益，雖不易估算其數值但很明顯能理解其效果及價值。

5. Estimated Returns

After the completion of the six-year plan of the Anpin Harbor Historic Park, it is estimated to be able to generate about 18.475 billion NT annual earnings (before interests and taxes, in year 2000 money value), and also can create new employment in total about 5,151 work forces. In addition to the economical returns, there are numerous returns from concurrently generated social and cultural activities that cannot be measured in monetary terms.

Annual Earnings (EBIT)	New Employments
Commercial: 6.69 billion NT.	2152 persons
Fishery industry: 1.16 billion NT.	614 persons
Visitor industry: 2.457 billion NT.	450 persons
Cultural industry: 6.665 billion NT.	1935 persons
Real Estate Tax revenues: 680 million NT.	0 persons
Sales Tax revenues(5%): 823 million NT.	0 persons

Annual Earnings: 18.475 billion
New Employments: 5,151 work force