



Metropolitan Governance Needs Metropolitan Planning & Cross-boundary Collaboration in Taiwan

Global City Competitiveness

- Over half of the world's population lives in cities, creating over 80% of global GDP. Companies are planning their global business strategies from a **city** rather than from a **country** perspective.

- Cities are competing with each other to attract business investment and top talent that will enable them to **grow their economies, create jobs and improve their overall standard of living and quality of life.**



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Global City Competitiveness

What determines a city's competitiveness and growth potential? Eight grouped major categories:

- **economic strength (30%)**
- human capital (15%)
- institutional effectiveness (15%)
- financial maturity (10%)
- global appeal (10%)
- physical capital (10%)
- environment and natural hazards (5%)
- social and cultural character (5%)

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Effectiveness Keep Economy Growing

- Taiwan occupies less than **0.03% of the world's surface** and is populated by only **0.4% of the global population**, but has the world's **23rd-largest economy** and is a strong economic and trade power.
- Dense population, **approaching to a mature economy**, traditional sectors move to cheap labor countries, lacking raw physical material
- A perspective future to distinguish Taiwan from others is not only **the quality of thought, creativity and innovation**, but also **economic effectiveness**



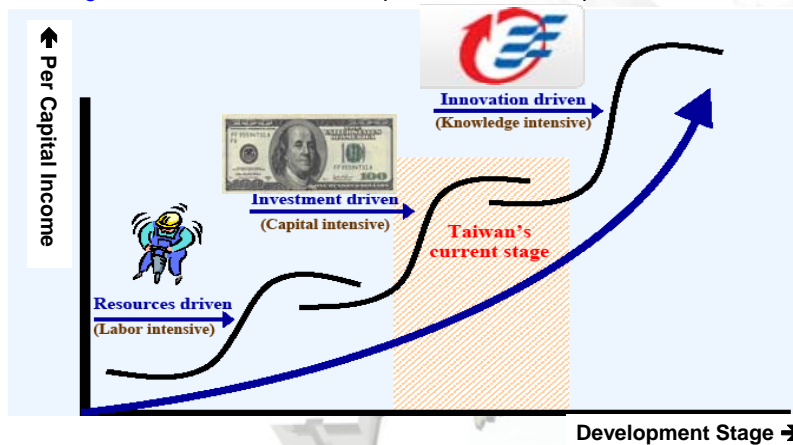
The International Level of National Spatial Structure:
An Important Key Node in World Networks

5

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Sharing Talents & Clustering Service Industries

Taiwan's economic development has moved from investment-driven to innovation-driven; move on toward knowledge-driven in the future, with **sharing man power, R&D for clustering service industries** in metropolitan area are important.

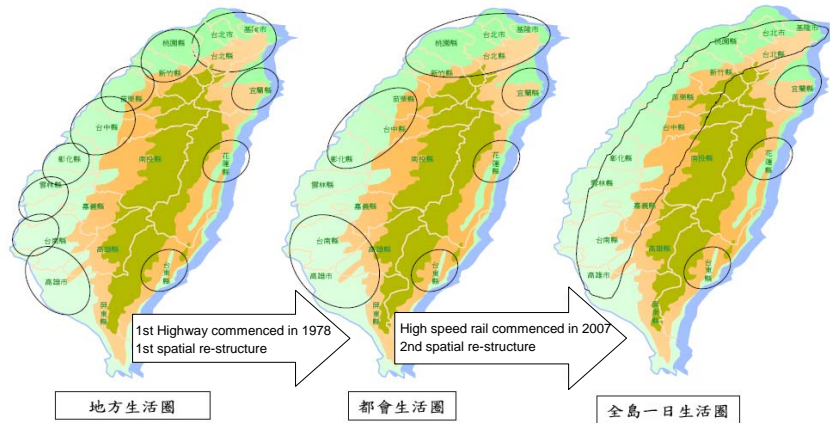


6

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Spatial Restructuring

Taiwan High Speed Rail service started in 2007, carrying out spatial restructuring of the western corridor.



7

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Industrial Clustering

Industrial Clusters Along HSR Corridor

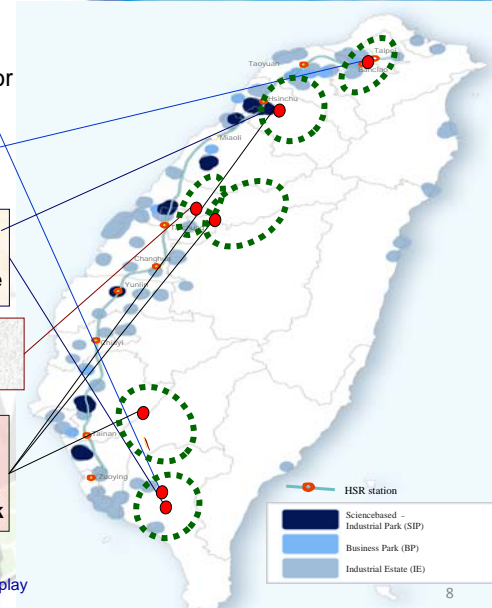
Information software:
 ● Nankang Software Park
 ● Kaohsiung Software Park

Semiconductor:
 ● Hsinchu Science Park
 ● Kaohsiung Export-Processing Zone

Precision machinery:
 ● Taichung Precision Machinery Park

TFT-LCD:
 ● Hsinchu Science Park
 ● Central Taiwan Science Park
 ● Southern Taiwan Science Park

* TFT-LCD: Thin Film Transistor Liquid Crystal Display



8

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Industrial Clustering

Industrial Clustered for economic growth

Hsinchu Bio-medical Park

Nangang National Bio-tech Park

Nangan Software Park

Phase II

Taichung Precision Machinery Innovation Park

Phase I

Central Taiwan Science Park Phase IV

Advanced R&D Park

■ Making Western Taiwan as **Innovation-Technology-R&D Corridor**, by planning new R&D bases along **HSR** stations, based on local resources, higher education institutions and research institutes

Chiayi Industrial Innovation Center

Phase III

Expanding the Kaohsiung Software Park into an Innovative R&D Park



9

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Regional Development Issues and Expectations

- environmental protection: ecological environment and resources destroyed by improper development
- proper regional spatial planning: lacking effectiveness and efficiency of the spatial arrangement
- social equity: lacking social harmony and common consensus
- urban transformation: the need for sustainable development, regeneration and economic growth
- promoting city competitiveness: lacking natural resources, need to upgrade local characteristics for promoting competitiveness
- local collaboration: vertical and horizontal interaction among the different governments, internal coordination between various departments, and public relationship with the ordinary citizens



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Catch-22 Situation of Government Governance

Intergovernmental relations,
broad regional administration,
cross-government management,
cross-boundary management

Small, beautiful and
laissez-faire
Government; manage
the public affairs the
less the better

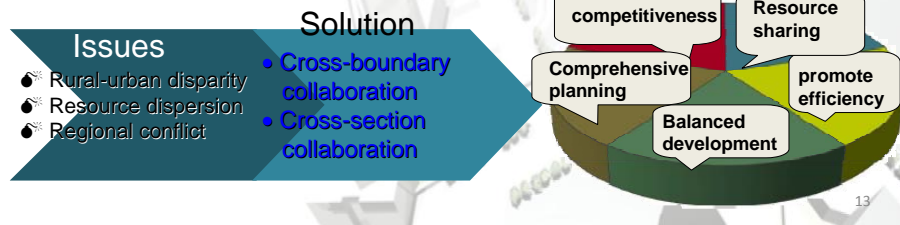
catch-22
situation

People expect the
Government to
provide better public
services

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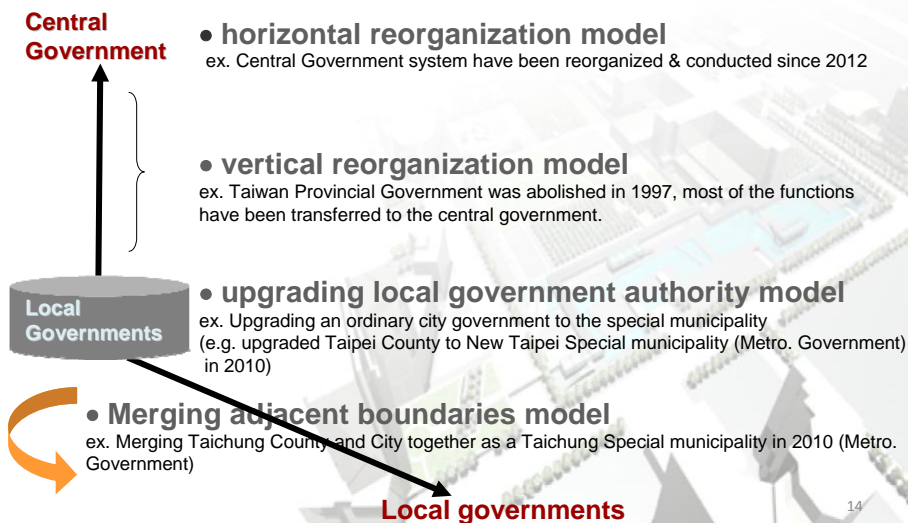
Benefits of Metropolitan Planning & Collaboration

- Increase global city competitiveness
- Strengthen regional competitiveness
- Promote administrative efficiency
- Integrate natural resources
- Solve common issues: e.g. transportation, water resource, economic growth etc.
- Re-allot current financial revenue and expenditure
- Promote local self-government
- Balance regional development, reduce rural-urban disparity



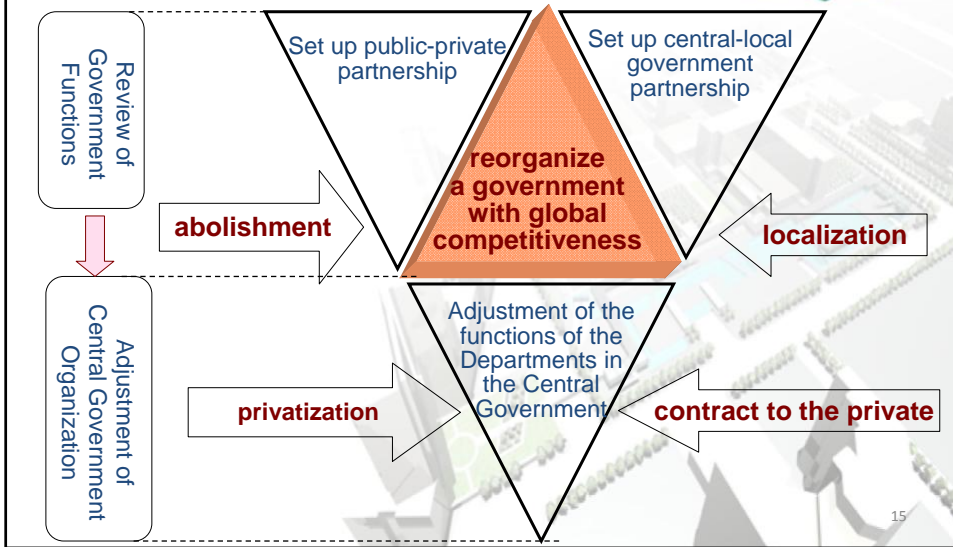
How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

Reorganization Model

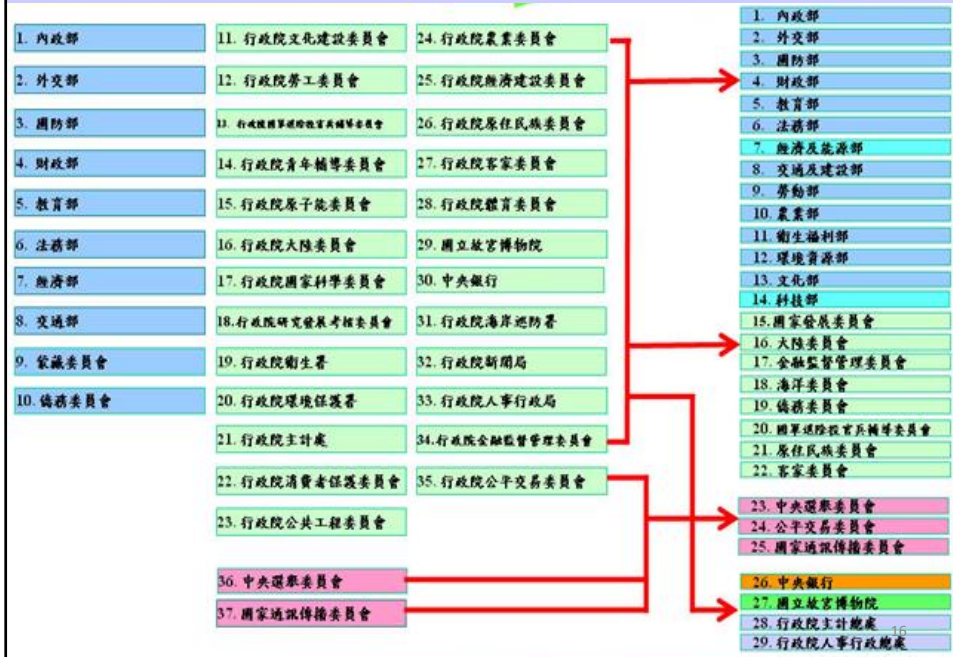


How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

Horizontal Reorganization of the Central Government



Central government: from 37 departments downsized to 29



How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

Formulate a Special Municipality as a Metro. Government

Local Government Act: metropolitan area may establish special municipality (promulgated in 1999)

- Regions with population of not less than **one million and two hundred fifty thousand** (1,250,000) and have special requirements in their political, economic, cultural, and **metropolitan developments** may establish special municipalities.

17

How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

Formulate a Special Municipality as a Metro. Government

Local Government Act: merge counties /cities together into a special municipality (added and promulgated in 2009)

- For the purpose of **the needs of national spatial planning** and **balanced development of the different regions**, local governments can be upgraded into special municipalities or merged with other special municipalities or counties / cities into a special municipality.
- It shall formulate plans for changes and consult with the relevant local governments, and submit the plan to the central government for approval. The plan mainly includes:
 - Name of the new special municipality;
 - Scope, population, and areas of the administrative districts before and after the change into a special municipality;
 - Topographic map indicating the boundaries of the administrative regions before and after the change;
 - **Assessment of the impact on the local politics, finance, economy, culture, metropolitan development, and transportation after the change;**
 - Plans of the relevant agencies and schools with regards to their change in organizational structure, operations, personnel transfer, asset transfer;
 - Guidelines of the relevant agencies and schools with regards to budget formulation and implementation after the change.

18

How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

Encourage Local Collaboration

Local Government Act: the ways of collaboration and priority for collaborative projects (added and promulgated in 2010)

- **The ways of collaboration:** For the purpose of **facilitating resources use**, or **improving the resident's well-being**, a local government may together with other local governments, establish organizations for **regional collaboration**, enter into agreements or use other methods of collaboration. Approval from the relevant councils shall be required.
- **Priority for collaborative projects:** In relation to construction plans proposed by the local government that involves different regions or the regional collaboration, the **higher-level competent authority shall provide priority financial or other necessary assistance**.
- **Administrative agreements:** When a local government enters into administrative agreements with other local governments, the following shall be clearly indicated in the agreement:
 1. Parties to the administrative agreement.
 2. Scope and methods of collaboration.
 3. Basis for the allocation of expenses.
 4. Period of collaboration.
 5. Preconditions for the agreement to take effect, when the agreement start to take effect.

19

How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

Spatial Structure recommended by National Spatial Plan

● 3 living circles

Northern City-region

Central City-region

Southern City-region

● 7 development regions

Taipei, New Taipei, Keelung, Ilan region;

Taoyuan, Hsinchu, Miaoli region;

Taichung, Changhua, Nantou region;

Yunlin, Chiayi, Tainan region;

Kaohsiung, Pingtung region;

Hualien, Taitung region;

Penghu, Kinmen, Lienchiang region.



How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

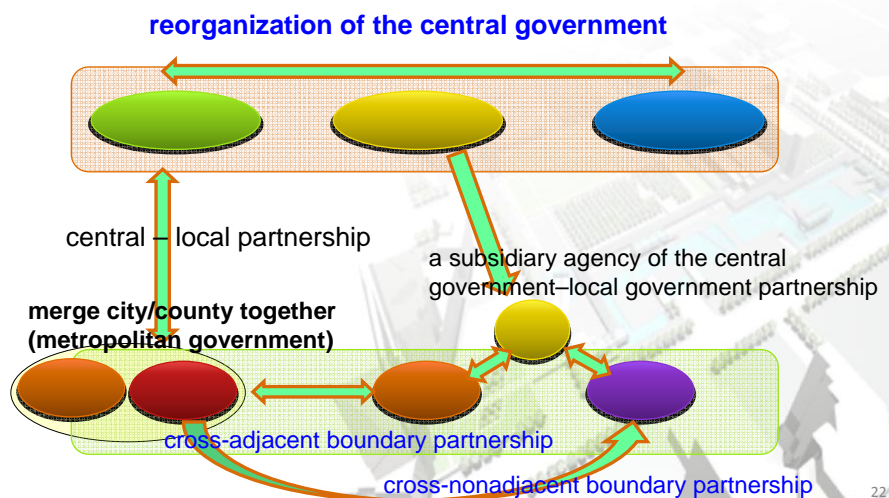
Three Major City-regions Development Vision



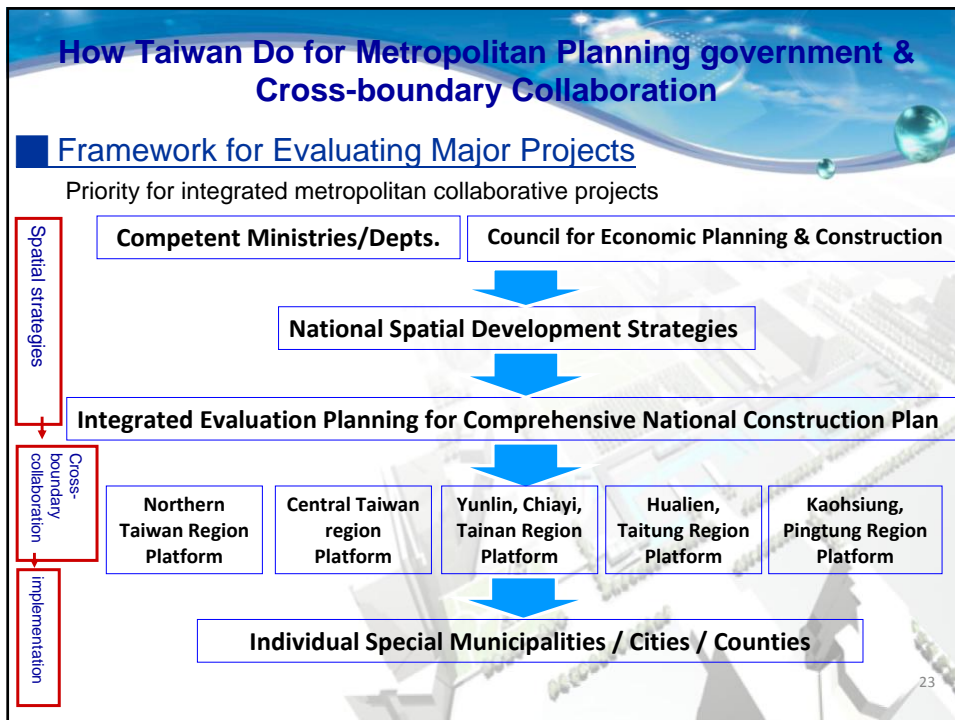
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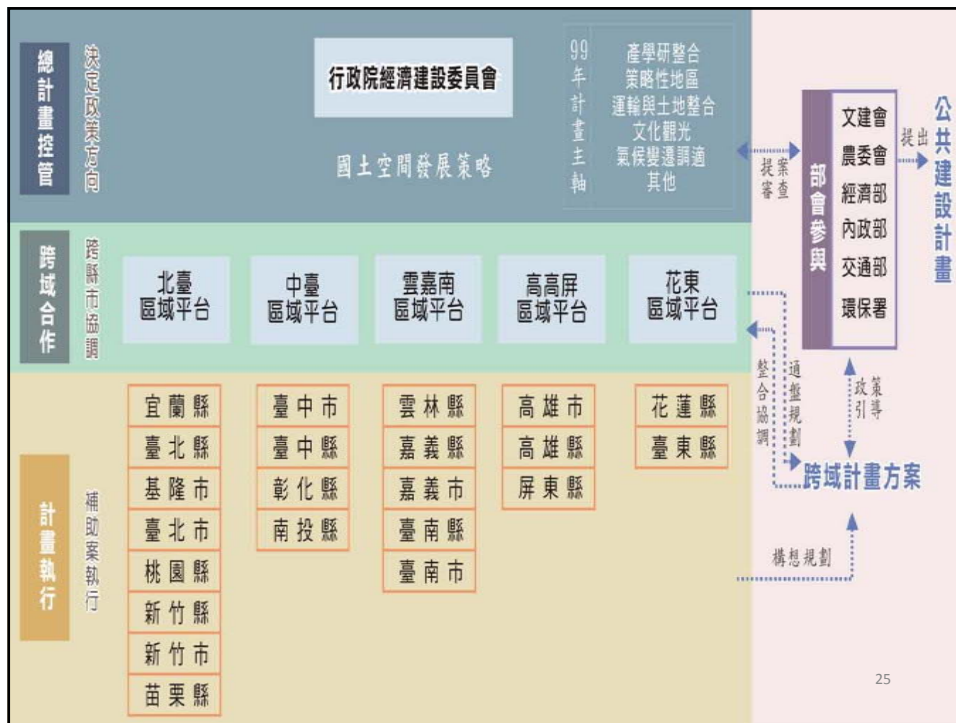
How Taiwan Do for Metropolitan Planning government & Cross-boundary Collaboration

The Whole Picture of Public System Reform



22





Cases of Metropolitan Planning government & Cross-boundary Collaboration in UK, USA

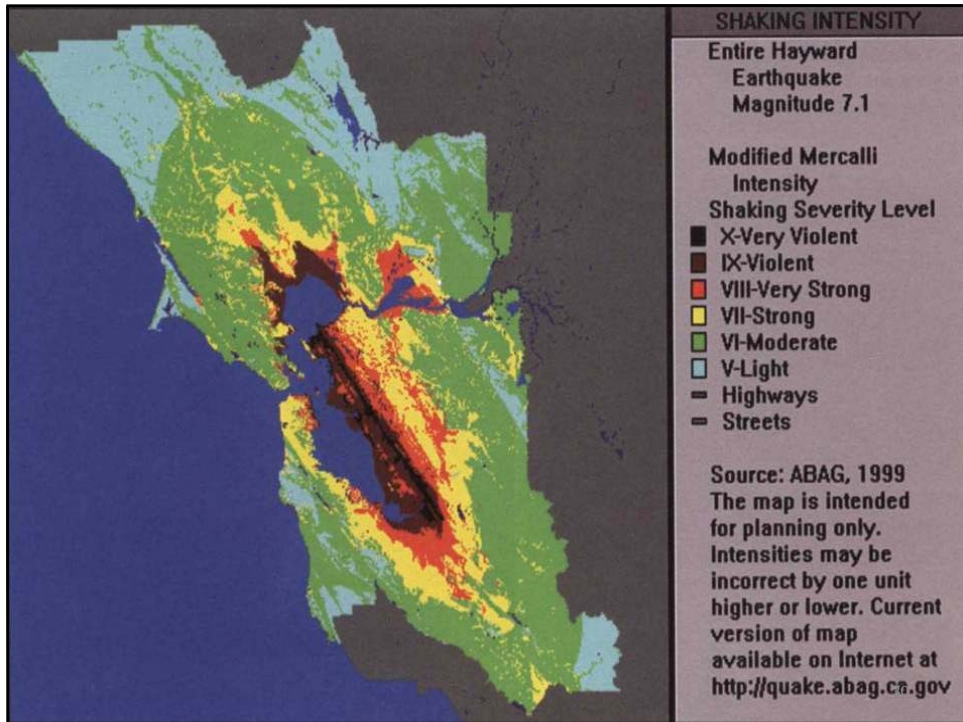
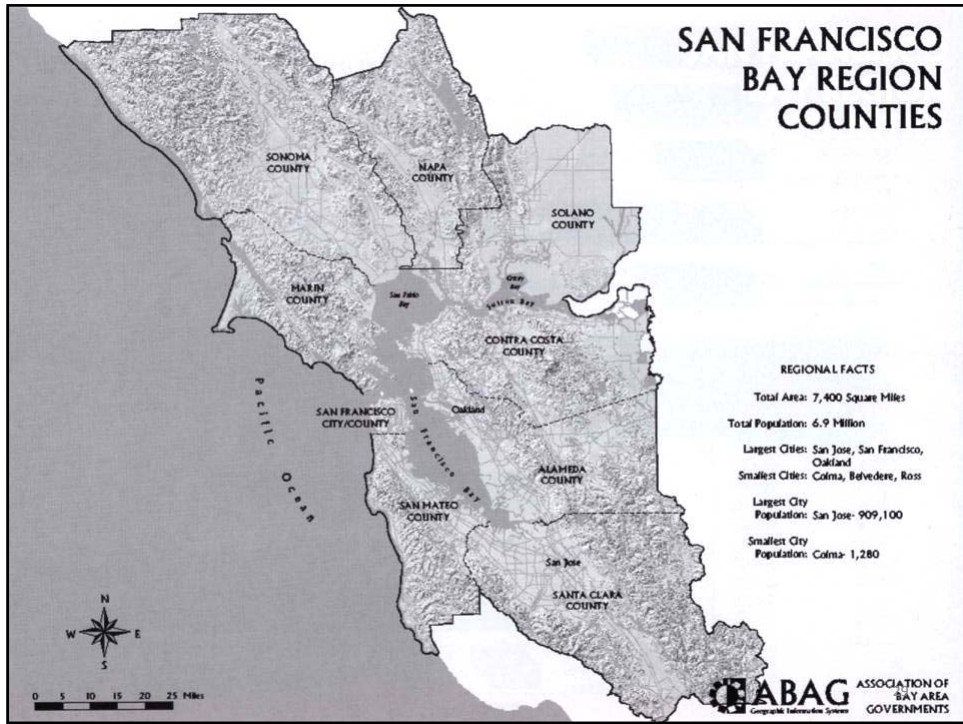
● Examples of local collaboration for metropolitan planning

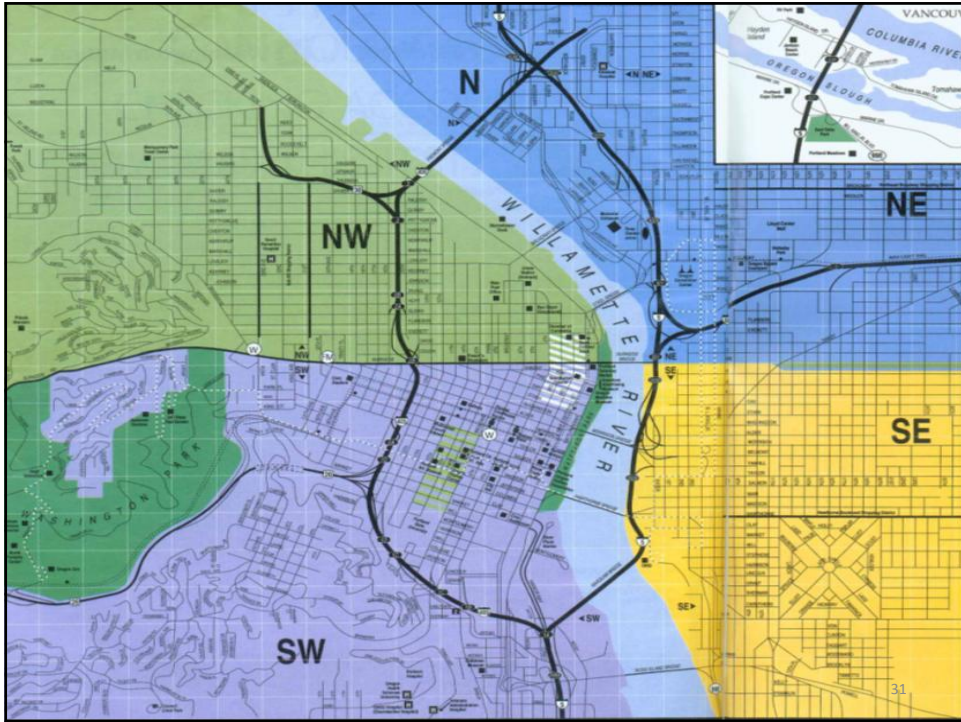
example	Greater London Authority, GLA	Association of Bay Area Governments, ABAG	Metropolitan Service District, METRO
member	33 boroughs & city, 1579 km ² of Greater London.	101 cities, 9 counties, 7mi. pop., 19,000km ² in the San Francisco Bay Area	1.3 million residents, 24 cities, in Portland Metropolitan Area
type	Elected strategic government for metropolitan London	Metropolitan Planning agency formed by local agreement	Elected metropolitan government
mission	Improve the coordination between the local authorities	Strengthen cooperation and coordination among local governments	Growth management, provide regional coordination and set regional standards
function	Coordinate land use planning, produces a strategic London Plan, local councils are legally bound to comply with the plan.	Limited statutory authority, solve local differences through workable compromises	Provide a regional land use, long term growth management, transportation planning, make sure local planning coordinated metropolitan area.

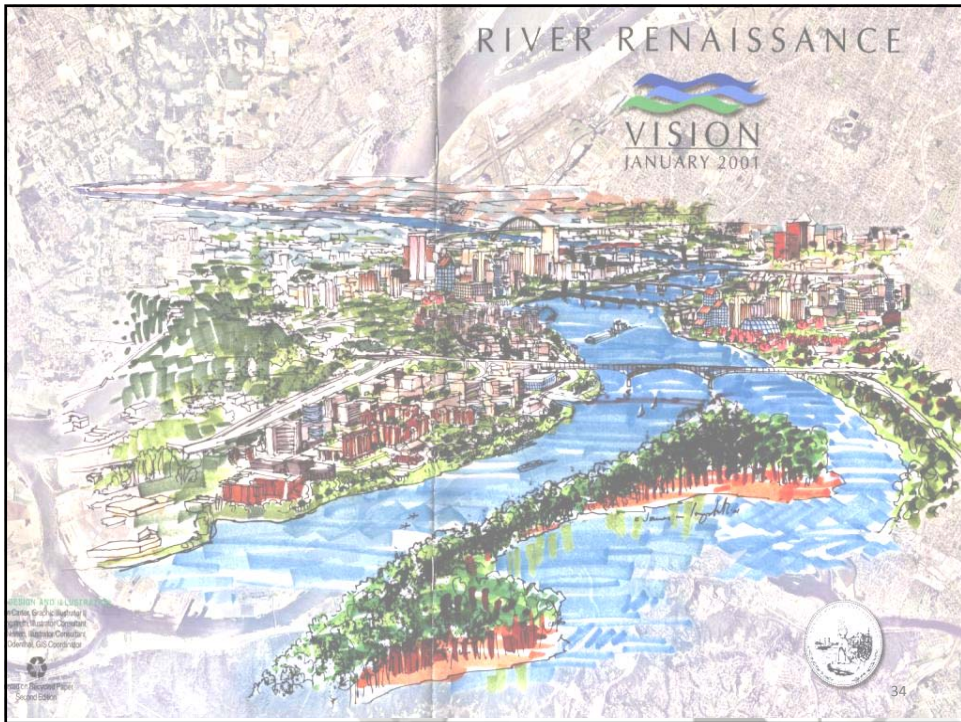
26

International comparison of local collaboration for metropolitan planning			
Item	Structure	Responsibility	Conflict-solving approach
Great London Authority	<ol style="list-style-type: none"> 1. Since 2000 2. New & unique form in UK 3. Elected strategic government 4. Integrated & flexible model 5. Mayor: executive role; Assembly: scrutiny role 6. Mayoral appointments should be subject to the Assembly's approval 	<ol style="list-style-type: none"> 1. Integrated transport strategy 2. Supervise police services 3. Fire service's strategy 4. Economic development & regeneration funding 5. Strategic planning 6. Promote health 7. Environmental strategy 8. Cultural strategy 	<ol style="list-style-type: none"> 1. As partners work with local level and service providers 2. Develop a common framework as guidance 3. Assembly balances on the Mayor's execution 4. Assembly is empowered to make suggestions to parties 5. Public participation, sub-regional partnerships, local achievements
Association of Bay Area Governments	<ol style="list-style-type: none"> 1. Since 1961 2. One of regional planning agencies across USA 3. Organized by agreements 4. Advisory organization 5. The General Assembly is the governing body 7. Each member city/county designates a representative 8. Committees appointed by the Executive Board 	<ol style="list-style-type: none"> 1. Protect local control 2. Promote cooperation on metropolitan issues 3. Provide low-cost services, e.g. data analysis, specialized training programs 4. Appoint advisory committees and task force to oversee special programs 5. Provide a forum 	<ol style="list-style-type: none"> 1. Explore regional issues 2. Provide a forum to resolve local differences 3. Advisory committees, task force and partnerships formed to solve conflicts 4. Delegate has one vote 5. A majority of votes are basic for implementation 6. Coordinating communities, e.g. partnership, financial and technical support to new collaborative efforts

Metropolitan Service District	<ol style="list-style-type: none"> 1. Since 1978 2. Unique form in USA 3. Transited from an appointed council 4. Elected regional government 5. The Council is the governing body 6. Elected executive officer to execute the council's policies 	<ol style="list-style-type: none"> 1. Future vision for a desired quality of life 2. Regional framework plan: transportation, urban growth boundary, natural resources, housing density, urban design & settlement patterns, open space & recreational facilities, water sources, coordination to land use planning 3. Priority and funding of regional planning activities 	<ol style="list-style-type: none"> 1. Adopted policy action can be implemented 2. Requiring local plans and land-use decisions to comply with the regional framework plan 3. The council appropriate funds sufficient to assure completion of activities 4. Officials directly elected 5. Coordination to ensure basic standards 6. Citizen involvement, advisory committees, educational programs, volunteer opportunities
Taipei	<ol style="list-style-type: none"> 1. No strategic government 2. Temporary and functional joint-project committees formed at local level 	<ol style="list-style-type: none"> 1. No integrated strategic plan and enforcement power 2. Negotiation based on the joint-project 	<ol style="list-style-type: none"> 1. By local's willingness or agreements 2. Mediation & Placation made by upper level

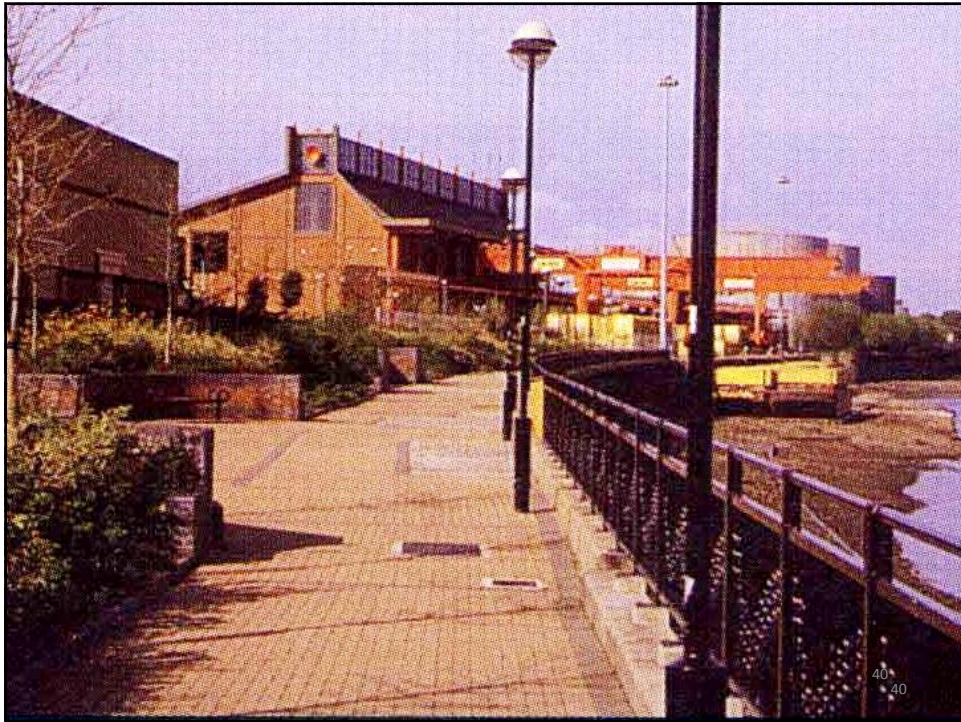
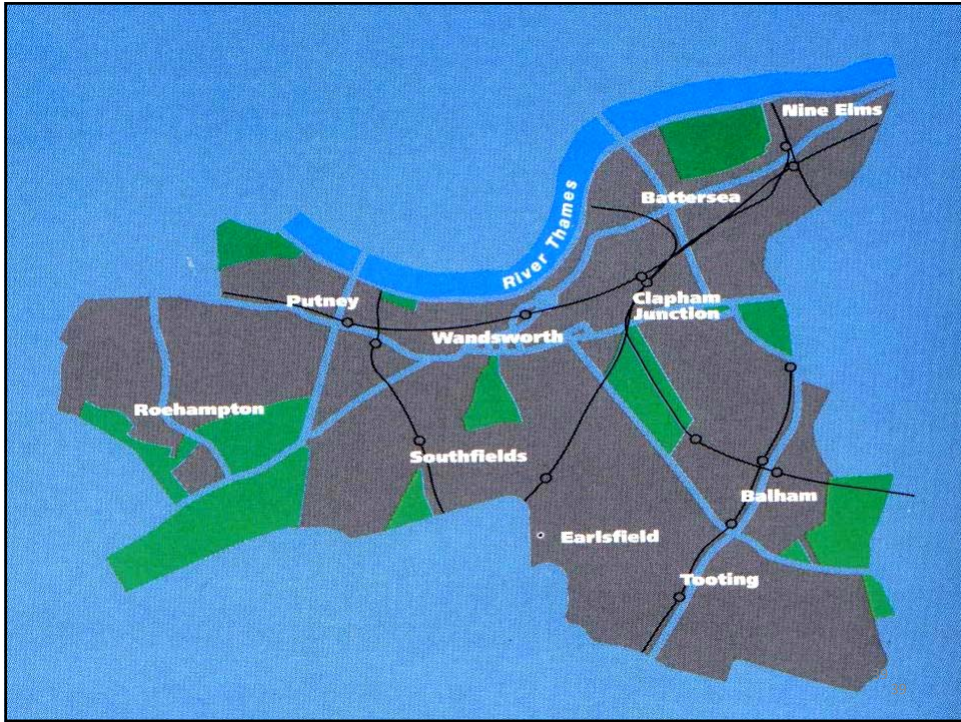






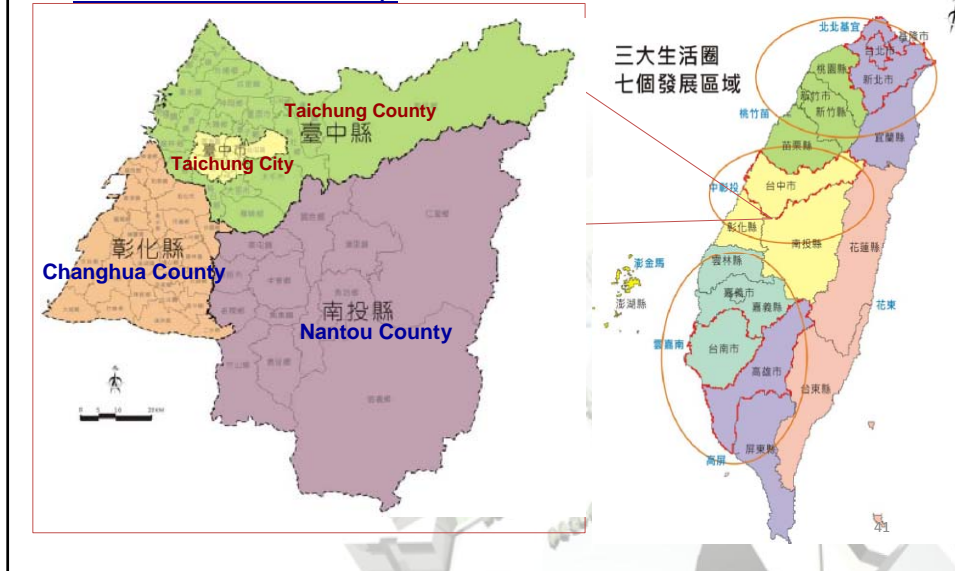






Case of Taichung Special Municipality

Location & relationship



Case of Taichung Special Municipality

Demographics

- Population stably increased in Taichung City/county
- Average population growth rate of Taichung City/County (0.96%) was higher than that of the Central Region as a whole (0.33%) in recent 10 years

year	Central Region		Taichung city		Taichung county		Taichung city/county	
	人口數 (人)	增加率 (%)	人口數 (人)	增加率 (%)	人口數 (人)	增加率 (%)	人口數 (人)	增加率 (%)
1998	5,541,561	-	917,788	-	1,467,579	-	2,385,367	-
1999	5,577,719	0.65	940,589	2.48	1,481,406	0.94	2,421,995	1.54
2000	5,615,237	0.67	965,790	2.68	1,494,308	0.87	2,460,098	1.57
2001	5,645,982	0.55	983,694	1.85	1,502,274	0.53	2,485,968	1.05
2002	5,669,529	0.42	996,706	1.32	1,511,789	0.63	2,508,495	0.91
2003	5,688,007	0.33	1,009,387	1.27	1,520,376	0.57	2,529,763	0.85
2004	5,700,922	0.23	1,021,292	1.18	1,527,040	0.44	2,548,332	0.73
2005	5,712,488	0.20	1,032,778	1.12	1,533,442	0.42	2,566,220	0.70
2006	5,726,543	0.25	1,044,392	1.12	1,543,436	0.65	2,587,828	0.84
2007	5,740,700	0.25	1,055,898	1.10	1,550,896	0.48	2,606,794	0.73
2008	5,752,831	0.21	1,066,128	0.97	1,557,944	0.45	2,624,072	0.66
average	--	0.33	--	1.51	--	0.60	--	0.96

Case of Taichung Special Municipality

Industrial Economy by region

◆ industry & commercial census in 2006 by City/County

- Taichung city: a growth rate of total production increased by 41.68% in recent 5 years
- Taichung county: a growth rate of total production increased by 59.45% in recent 5 years
- Taichung city/county: accounted 46.19% of the total production of the Central Region

region	Total production in 2001 (NTD 1000)	Total production in 2006 (NTD 1000)	Rate of the total production in 2006	Growth rate 2001- 2006 (%)
Taiwan	17,017,585,786.00	23,911,957,891	100.00	40.51
Northern region	11,927,695,694.00	15,476,877,834	64.72	29.76
Southern region	2,631,998,681.00	4,386,509,342	18.34	66.66
Eastern region	95,032,885.00	127,694,666	0.53	34.37
Central region	2,362,858,526.00	3,920,876,049	16.40	65.94
Central region				
Miaoli County	205,500,134.00	308,793,918	7.88	50.26
Taichung county	648,866,789.00	1,034,649,439	26.39	59.45
Taichung city	547,889,139.00	776,266,759	19.80	41.68
Nantou County	111,578,548.00	155,494,628	3.97	39.36
Changhua county	562,583,601.00	849,296,458	21.66	50.96
Yunlin county	286,440,315.00	796,374,847	20.31	178.02
Taichung city/county	1,196,755,928.00	1,810,916,198	46.19	51.32

Case of Taichung Special Municipality

Political boundaries, population and areas before and after Taichung City /County merged (accounted by 2009)

Items	Before merged		After merged
	Taichung County	Taichung City	Taichung Special City
Population	1,559,454	1,068,537	2,627,991
Area (KM ²)	2,051.4712	163.4256	2,214.8968
No. of township	21	8	29
No. of village	411	214	625
Pop. density (pop./km ²)	760	6,538	1,187

Case of Taichung Special Municipality

Change of the number of councilor in City/County and Township after merged (accounted by 2009)

Items	Before merged		After merged
	Taichung County	Taichung City	Taichung Special city
No. of councilor in City/County	57	46	52
No. of councilor in Township	282	0	0

45

Item	Taichung County	Taichung City	Special Municipality
Population in 2009	1,559,178	1,070,145	2,629,323
Land area	Urban land	16,342.56 hec	51,007.19 hec
	Non-urban land	0	17,477.09hec
	Total	205,141.72 hec	16,342.56 hec
No. of Township	21	8	29
Financial revenue	NT\$ 21.656 billion	NT\$ 19.754 billion	NT\$ 63.024 billion
No. of School	U6, SH27, JH46, P166	U12, SH18, JH24, P66	U18, SH45, JH70, P232
Economy	No. of factory:13,002 No. of com. store:62,498 Agricultural product:18.2bi	No. of factory:3,318 No. of com. store:26,190	No. of factory:16,320 No. of com. store:88,688 Agricultural product:18.2bi
Transportation	Seaport, airport, highway, HSR sta. railway sta.	Highway, railway sta.	Seaport, airport, highway, HSR sta. railway sta. .
Target population in urbanized area	1.61 million	1.32 million	2.93 million
Residential area	5,306 hec	4,043 hec	9,349 hec
Commercial area	444 hec	501 hec	945 hec
Industrial area	1,916 hec	660 hec	2,576 hec
Public facility area	5,559 hec	5,169 hec	10,728 hec

46

Case of Taichung Special Municipality

Challenges of the new municipality: planning & collaboration for economic growth



Case of Taichung Special Municipality

Sharing resources

Transportation system

Blue belt system

sewage treatment plant

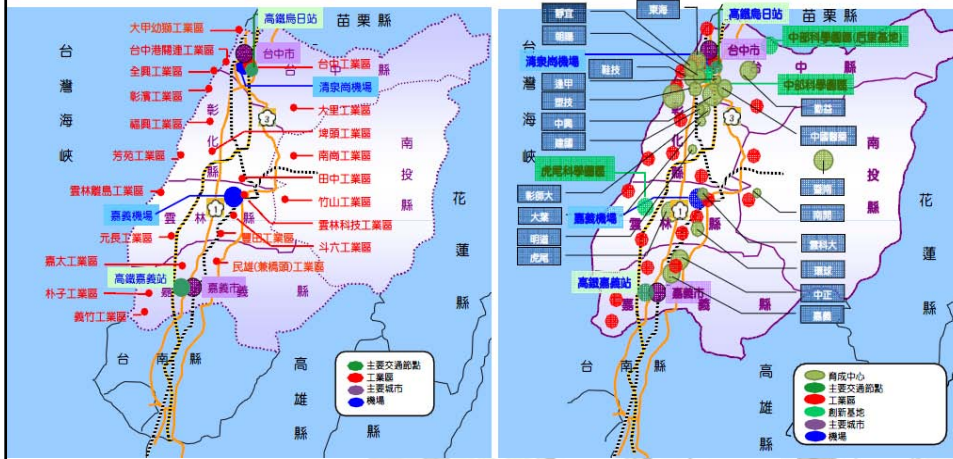
Incinerator & landfill

台中市垃圾焚化廠

6

Case of Taichung Special Municipality

Industrial Economic Environment of Central Region



Industrial Estates of central Region

R&D Institutes of Central Region

Case of Taichung Special Municipality

Promoting Sci-Tec & machinery industrial clustering axis

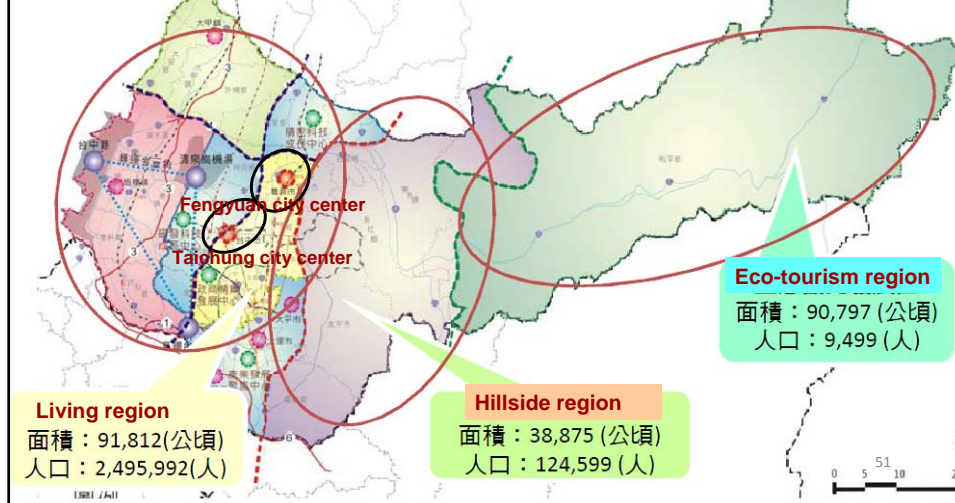
- 大肚山科技走廊：中科一、二期；精機園區一、二期
- 中科三期后里基地
- 烏日溪南產業區
- 台中港關連工業區
- 豐洲工業區



Case of Taichung Special Municipality

Spatial Development

- Promoting a sustainable and international metropolitan growth pole
- Double nuclei: Taichung + Fengyuan = > dual nuclei metropolitan pattern



Conclusion

- The catalyst of metropolitan planning and regional collaboration is “**mutually beneficial & pooling of interest for the local governments**”
- Local governments each other has a **common view & sincere intention** of driving toward a collaborative planning
- Local leaders have to realize their **responsibilities** for solving the conflicts between individual locality, changing self standpoint, seeking resolution, establishing effective communication system each other
- Building a **collaborative atmosphere** in the initial stage, searching for local political and civilian supports, cultivating people with a macro regional view, making gradual mutual-believing for establishing a long term collaborative mechanism.

Metropolitan Planning Government and Economic Growth



THANK YOU

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