



台灣地方議員聯盟

Taiwan Councilors Forum

專題演講

Keynote Speech

主持人：

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主講人：

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主講題目：

開放時代與地方創生

趙永茂：

王理事長，我們陳主任委員，林榮譽理事長，郭校長，還有各位來自各國地方議員聯盟的這些貴賓，我們這些學界的先進，以及在座我們地方議員的很多先進，大家早安，大家好！

我今天非常榮幸能夠主持這個專題演講，各位也知道，在一個開放的時代，特別是在最近二十年來，台灣在經濟的發展上面，特別是在都市的發展上面非常快速，在日本其實已經發展好幾年地方創生，主要就是人口越來越多，又過度集中在都市，老人人口也愈來愈多，地方跟鄉村發展愈來愈遭遇到困難和瓶頸。

在這種情形之下，政府怎麼解決這些問題？我們地方的議員跟中央的國會議員，怎麼樣來解決這些問題？變成很多國家非常重視的課題，我們今天擔任主講的陳主任委員是法律背景出身，她是我們政大法律系學士，後來又到台灣大學來唸了法律的碩士，最後回政大唸了法學博士。她基本上在法學的基礎非常紮實，也曾經短暫地在文化大學兼任過老師，但她主要是在地方政府，特別是在台南市政府擔任過秘書長，同時也擔任過我們行政院의 副秘書長跟秘書長，所以跟整個地方和全國的這些發展、政策的規劃、資源的使用，以及這些政策的執行，她是總管其業務的。在台灣像她一樣無論在中央和地方，在政策整合跟執行，都有很豐富的資歷是很少見的，因此由陳主委來主講「開放時代跟地方創生」這樣的題目，當然是不二人選，我想今天我們也一定能聽到很精闢的看法和見解，我們先用熱烈的掌聲來歡迎陳主委。

陳美伶：

主持人趙教授，林榮譽理事長，王理事長，屬耿委員，在座所有的貴賓和所有來自其他八個國家的地方政治家們，大家早安，大家好！

今天非常榮幸有這個機會在這跟大家提出，這個台灣所謂「開放時代跟地方



創生」的這個政策，跟大家做一個說明。今年 2019 年是台灣地方創生的元年，為什麼會有這樣一個緣起呢？我利用下面的時間跟大家來做一個報告。

首先我們對台灣印象，或者說我們認為台灣的優勢，應該是自由、民主、法治跟人權的國家，這是我們最引以為傲的，也就是說我們活在台灣這個島上，我們真正在這裡享受的就是自由、民主、法治跟人權。

過去二十幾年來，我們台灣在推動所謂的政府的開放，在這樣一個開放政府的政策裡面可以看到我們很早就有所謂的政府的資訊公開法律，來去規範所有的行政機關的施政必須要透明，而且必須要開放給我們的民眾，去滿足人民知的權利，這就是我們台灣在政策上要實現的價值。

在這一屆的立法院，我們的國會已經是完全開放了，不管是在委員會或者是在院會，它全部是在網路上面直播的，所以我們大家都可以看到所有的民意代表，我們的國會議員在立法院所有問政的一點一滴，甚至過去所為人詬病的朝野協商，被認為是閉門的、黑箱的，都已經全部開放了，所以台灣在邁向這種開放的，對滿足人民知的權利，讓政府的施政，包含國會的部分，都更為透明了，我們又往前邁進了一大步。

為了要讓人們更為了解政府的施政，而且還要讓所有的資料可以在網路社會裡面，在這個現代數位經濟時代，能夠讓民眾或者讓我的下一代網路的原生代，很容易去運用到政府所提供的資訊，所以我們也推動了將近快有十年開放資料 Open Data 的工作。跟各位報告，到目前為止，我們今年統計中央跟地方總共已經有超過四萬筆的開放資料。這些開放資料它的規格就表示它是機器可讀的，而且有一定的標準跟格式，在資安的保護之下可以讓民眾去做加值的運用，這是我推動開放政府裏面一個非常重要內涵。

明年我們也即將要推動開放政府「國家級」的行動方案，希望能夠讓台灣的自由民主開放跟數位經濟，能夠有一個更密切的結合，當然在這個過程裡面有關隱私權的保護是非常非常重要。現代歐盟已經有通過所謂的 GDPR，就是所謂「一般個人資料保護」，所以台灣也在申請歐盟的 GDPR 適足性認定，我們希望在明年能夠完成之後，對於國際之間的個人資料或者大數據的流通，能夠更為順遂。

在這樣一個基礎之下，我們台灣目前所面臨的問題，我想大家都知道，台灣人口結構是少子化、高齡化，但是如何的少子化和高齡化？我用這些數字來跟大家做報告，這對我們來講是面臨的挑戰，也是我們所要去告訴自己的一個警訊，台灣未來的發展應該要特別去注意這個部分。

第一個，2015 年我們的人口紅利達到最高峰，2016 年就往下了，這是我們必須要注意到的，我們的工作人口會越來越少。2017 年的二月開始我們 65 歲以



上的人口跟 14 歲以下的人口就產生了死亡的交叉，而當年度我們的總出生人口跌破了 20 萬人，以我的年齡我當時出生的那一年，台灣每年有四十幾萬的新生兒，所以已經少了一半。在 2018 年，也就是去年，台灣正式成為世界衛生組織定義下的「高齡社會」，所謂高齡社會，就是 14% 以上的人口是 65 歲以上的資深公民。今年的一月到十月我們的總出生人口只有 14.6 萬人，而且人口的自然成長已經由正轉負了。所以在這樣的情況之下，我們看到已經發生的事實就可以知道台灣的少子化跟高齡化，這兩個極端已經是非常的嚴重了，我們應該要特別注意到這個人口的變化。

國發會有一個工作，我們每兩年會做台灣未來五十年的人口推估，在我們去年的推估裡面，如果照這樣的趨勢去發展的話，到了 2022 年，我們的總人口就會負成長。到了 2026 年，台灣就會邁向 WHO 所謂的「超高齡社會」，20% 以上的人是 65 歲，而 2027 年我們的人口紅利就會結束，2054 年我們的總人口可能就跌破了兩千萬人。

在座有來自日本的朋友，日本從高齡社會走到超高齡社會，經過了 11 年，而台灣卻用不到八年的時間就從高齡社會走到超高齡社會，所以我們現在要知道我們要 Do Something，如果不做這些事情，台灣未來的競爭力一定會受到影響，所以我們提出了地方創生，地方創生還有另外一個要讓大家了解的是台灣整體發展的問題，在各位左手邊的那張地圖，我們可以看到在過去五年，全台灣 22 個縣市人口消長的情形。如果不看底稿，各位可以看到在台灣本島裡面，總共只有五個縣市的人口是有增加的，這五個縣市是新北市、新竹縣市、桃園市跟台中市，即便是我們的首都台北市人口也是在減少的。再看看我們右邊的這張地圖，是我們人口流失的狀況，也顯示所謂的相對經濟的弱勢。我們透過以一個縣市的收入跟它的人口來做一個評比以後，你可以發現綠色的部分是我們認為屬於相對弱勢的，它的面積就佔了台灣將近 87% 左右。所以我們也可以這樣子說，台灣大概有 11% 的人口是在這麼大的區域裡面，可見台灣整體的發展是不均衡的，重北輕南，重西輕東，這是一個事實，我們必須要去面對的。

我們既然要做地方創生，也要同時回顧過去一二十年以來的政策，為什麼這樣政策實施的結果之下，我們的人口還是流失了？地方發展還是會不均衡呢？我們就回過頭來檢討一下。

第一個，台灣已經走過了二十幾年「社區總體營造」，「社區總體營造」確實帶動了台灣在地化，去瞭解由下而上的社區意識的凝聚，也就是公民參與的這樣一個制度，這個對台灣的民主化非常地有貢獻，但是我們過去可能太注重環境的維護、公民的參與、生活機能的改造，卻沒有注意到人口依然產生流失的問題。另外，台灣也花了大概十年以上的時間投入了上千億的經費，在做農村再生的工



作，相對的，我們也是一樣希望農村能夠富足。我們希望能夠成立一個亮麗的農村，但是我們或許太重視硬體的改造，而忽略了人文本身，以及「軟體」部分和「人口」問題，這是我們過去的兩個工作。

我們也曾經推動過「一鄉一產業」，希望每一個鄉鎮都能夠找出它的特色產業，但是根本還是在農業的部分，於是我們就常常花了很多的錢去行銷某些農產品，可是對於它後續整體的配套，其實是沒有把它拉上來的。所以即便是這樣的狀況，我們有一、二十年這麼的努力，仍然還是變成剛剛那兩張地圖所呈現的狀況，因此我們不得不做一些改變，來看台灣怎麼樣能從地方再重生。

因此我們的地方創生裡面就結合了今天我們非常感謝由學者專家來領軍，辦這樣一個論壇，因為在我們的大學裏面有很多的資源，所以我們跟大學所謂的USR，就是所謂的大學的社會責任做一個結合，除此之外我們也跟企業的CSR做一個結合，所有的上市櫃公司，它們必須不能只追求營利，他們還是要追求所謂的社會責任，因此怎麼樣跟USR以及CSR做一些結合，是我們地方創生裡面要去努力的。

我跟大家報告，2019年是台灣的地方創生元年，我們有三個最主要的核心價值跟核心內容。第一個，就是我們所說的，過去我們所做的不是不好，但是我們要超越我們，把過去所忽略的找回來，因此我第一個核心價值，第一個核心內容，叫作「以人為本」，希望能夠有人口的回流。而這個人口回流，我們不是去強調青年返鄉，其實我們希望的是不管你已經到中高齡也沒有關係，你願意再回鄉，或者你願意造成島內的移民都可以，我們主要讓人口回流就好，因為我們若一直要強調年輕人返鄉，其實給年輕人很大的壓力。我們在過去一直強調年輕人返鄉，反而有負面不同的聲音出來，所以我們只強調人口回流，我們不強調青年人返鄉，這是第一個核心價值，一定要「以人為本」。

第二個，我們要讓地方能夠將人口留住，它一定要有它生活所必備的，也就是要就業人口，它才能夠有生計，才能夠有生機，才能夠住在那個地方不再外流，因此我們要把我們的產業重新復興，但是產業不再侷限於過去的農業。面對數位經濟的時代來臨，過去的製造業我把它升級轉型也可以，我要創造新的產業也可以，但是我們希望能夠盤點每一個鄉鎮市區的DNA，我們要找與眾不同的，我們要找因地制宜，要把別人好的部分拿過來，不是要去抄襲人家。我們可以去學習，但是我們的根不能去忘記，所以我們希望把我們的DNA找出來了之後，把我們的產業也能夠復甦。

第三個，面對數位經濟的來臨，科技的轉型絕對是地方創新當中所不能夠忽視的，所以我們第三個核心的內容，就是我們要科技的導入，來迎合數位經濟時代的來臨，讓我們的下一代，讓網路的原生代，他們可以在原來的家鄉就能夠過



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數位福祉的生活，這是我們的核心價值。

我們這樣的核心價值，日本在 2014 年安倍政府也跟我們一樣有人口少子化高齡化的問題，也有東京都過度負荷希望能夠減壓等的問題，日本所採取的方法跟我們並不完全一樣，理由在哪裡？第一個，日本的人口密度沒有我們台灣那麼高。第二個，日本的面積比我們大，所以我們可以借鏡日本，但是沒有辦法抄襲日本的做法，這也就是我們接下來要跟大家介紹的，我們在推動地方創生，用「五支箭」來做一個衝刺。



第一支箭，是叫做「企業投資故鄉」，或者是「國家投資故鄉」。過去大家所看到，不管是「社區整體營造」，還是「農村再生」或是「一鄉一產業」，政府所採取的措施都是用補助方式，但是我們的補助基本上有這個參差不齊的現象，每一個都要用競爭的方式，能力強的能拿到的

補助就比較多，能力差的能到的補助就比較少，另外，補助不是永久的，要看政府的財源，所以很多的補助最後是斷鍊的。我們在很多的偏鄉地區會看到，當它新建一個建設，政府給它補助，可是後面的維修卻沒有任何補助的經費，而我們的鄉公所鎮公所是沒有能力來維護，沒有辦法自己來維修的。在這種情況之下，一個再美好的建設到最後很快就凋零了，或者就變成了蚊子館。所以我們認為要改變這種方式，要讓企業透過它的社會責任去投資故鄉，然後政府也應該用投資的方式跟我們這個地方是一個生命共同體，共同地把產業打造起來，然後我們可以共同地去負擔這個盈虧，共同地往前邁進，用「投資」代替補助，才能夠有永續的發展，否則它必然會斷鍊，無法有持續的發展。

第二個，就是「科技導入」，我剛剛已經跟大家說明了科技的導入，我們現在會把台灣的所有新創，當他們有很多創新的議題出來，當他們提出了一些解決的 Solution 出來之後，可以把這個解決方案帶到故鄉去，跟我們的地方做一個結合，所以地方創生未來會跟台灣的新創作一個很好的整合。

第三個，我們希望產、官、學、研、社要共同參與。過去我們都相當地強調產官學研，但是社區直接地參與，在社區總體營造雖然有，但是要形成對地方整體發展，社區的力量必須出來，必須要由下而上，讓他們知道想要發展地方的面



貌是甚麼，所以我們地方創生一定要產官學研社一起參與。

第四個，是我們要統合各部會的資源。我們希望我們的資源不要錯置，不要浪費，也不要重複，為什麼？因為各機關都有很多他們要給地方的建設經費，而這些建設的經費，如果我們沒有做整體的盤點，做一個整合的分配的話，往往會流於形式，或者是像我剛剛講的，競爭的結果就是能力強的就競爭得比較多。而這個所謂統合中央部會的資源部分，是在彌補我們地方創生為了要達成我們這個目標的時候，整個生活機能的維持，而不是說這裡又變成補助，那跟前面的投資是不是矛盾，其實它不是矛盾的。

我舉一個例子來講，在我們花蓮很多的原住民的部落，目前他們已經提出了所謂部落體驗的這樣的小旅行，他們已經有很好的經營規模，也有很多新的商業模式，去結合我的電子商務、網路的預約，做這些生態的體驗，所以他們在盈虧上面都可以打平。但是從花蓮的機場下飛機以後，要到他們的部落，交通就不是那麼的方便，於是我們就要幫他們去營造好的公共運輸的系統，讓它體驗部落的小旅行夠發揮出來，因此我們就要透過部會的相關生活機能，整體環境改造的經費，來給予它協助，這個就是我們的第四支箭。

最後一個台灣的产品，不管是我們工業的产品，還是農業产品，大家都知道，各位來到台灣，感受到我們的美食非常的多，也有很多的農產品，但是我們很多都是沒有品牌的，我們要打國際盃，要讓台灣能夠走出去，我們必須建立台灣的品牌，所以我們五支箭的第五支箭，就是要「建立台灣品牌」。

另外一個很重要，在過去我們沒有的制度，就是中央的公務員可以回鄉去認養故鄉。大家知道，我們公務員因為體制的關係，所以中央政府的公務員，它往往可能面對學習的空間是比較大的，而地方尤其是偏鄉公務員人數，又少又因為職等的關係，讓他們的能力是不足的，這時候怎麼辦呢？我們如何讓中央跟地方的公務員能夠相互有交流的機會？所以我們啟動了一個過去所沒有的制度，叫做「認養故鄉」的這樣一個機制。在我們行政院的人事總處有一個平台，當地方有這個需求的時候，它們可以上這個平台去表示它的需求，然後就可以透過這個平台，讓中央的公務員回鄉去幫忙，去做地方創生的工作，這是過去所沒有的。

另外，我剛剛有跟各位報告，我們必須要去盤點、認識自己的能力到底到哪裡？所以我們建立了一個 TESAS 系統，在日本有一個 JESAS 系統，這個是非常值得我們參考的，所以我們也建立了 TESAS 系統。在這個系統中，我們有一個很好的資料庫，包括每一個鄉鎮市區的人口的問題、財政的問題、醫療的問題、人文觀光還有經濟等等的問題，我們把這些資料都整合了。每一個地方要提出當地地方創生的計劃或構想時，我希望大家能夠先到這個資料庫去，先把自己的資料找出來，去盤點看完之後，再提出一個最適合自己的創生計畫。



而我們的願景，我們設的 KPI，並不像過去一樣給大家一個數字，我們其實提出了，希望 2022 年台灣的地方人口移出跟移入能夠平衡，2030 年台灣的人口可以開始回流。我們希望台灣還是要維持我們的墜式人口，人口數不要低於兩千萬人。

接下來，我利用一點時間，跟大家分享幾個，雖然我們二月才開始推動，但是現在已經看到了不錯的案例。

現在各位看到的，是在我們台南市的官田區，如果大家去過台南的官田，就知道它產菱角。各位都吃過菱角，菱角非常的好吃，但是菱角殼過去就是垃圾，而這個菱角殼，每年有五六千萬噸的產出要送到焚化爐去燒，沒有辦法去燒的時候就要丟棄，所以我們怎麼樣讓這個菱角殼透過再生能源，或者透過它裡面有沒有有一些特殊的元素，來做不同的運用？這就是我們要努力的地方，所以台南市的官田區，它現在已經取得專利，把菱角殼它燒成所謂的「菱殼炭」。而這個「菱殼炭」，除了有除臭的功能之外，它裡面有很多的分子可以作為飼料，可以作為養殖所用的元素，所以它現在已經是一個完完全全循環的經濟，現在都不會有菱角會丟棄在外面，它可以百分之百的再利用，它所研磨出的元素有部分可以做原料，這些原料對於我們飼養雞是有很大的幫助的。各位看到的，就同樣在台南的烏山頭，我們有一個能源的牧場，各位看到那個雄赳赳氣昂昂的雞，就是吃我們菱殼炭所做成的飼料。過去我們的牧場就單純是牧場，很難去想像跟能源做一個結合，但是它現在屋頂是太陽能板，而下面是種植木瓜蔬菜，然後還可以養雞，這樣的方式就可以有一個商業的模式，它也可以有一些就業的人口，變成一個地方的產業出來，這就是一個我們地方創生的案例，而且它所有的用電靠太陽能就夠了，不用再去買其他的電，這就是一個很好的案例。

下一個案例跟大家介紹的是，我們宜蘭壯圍，各位知道台灣的宜蘭，它的環境是非常的好的，它並沒有過度地開發，但是因為氣候的關係，宜蘭每年下雨的時間有超過 180 天以上，所以在我們很多的養殖業中，宜蘭的養殖不是像西部抽地下水，而是引進海水的，但是引進海水的結果，因為雨水太多了，所以在露天的養殖廠養的魚就不能長很好，因此就有很多很多的廢棄魚塭，這些廢棄的魚塭，由我們幾位年輕人——我們稱他們為「九條好漢在一『斑』」，那個「斑」是石斑魚的「斑」。他們回去把這些廢棄的魚塭重新改造之後，現在改養經濟價值非常高的龍膽石斑跟石斑魚，這個魚養殖長大之後，不只是可以生鮮供給人吃，還可以透過我們的生物科技做成「魚精」，魚的眼睛可以做眼角膜，也就是和生技做一個結合。

在這裡我就特別介紹，宜蘭已經有一個大的企業家在投資我們宜蘭的地方創生，就是我們的「崇越科技」，他們是一個半導體的公司，在台灣是一個非常著

名的產業，除了有生技方面的協助這些年輕人的養殖之外，還開了一個觀光的工廠，叫做「安永新食館」。現在到宜蘭的觀光客除了可以就地體驗一下，也可以吃到美食。另外它也讓我們的小農有一個直售所，可以直接擺放他們出產的所有農產品，讓小農不會被中盤商剝削，他們可以拿到他們實際賺的錢，這是我們在宜蘭的案例。

在宜蘭除了壯圍這個案例之外，還有在我們的朝陽社區，我們也開始復育我們的苦茶樹，希望可以提煉苦茶油，因為現在台灣的苦茶油原料都是從大陸進來的，其實我們台灣的土壤是很適合種植苦茶樹的，所以我們就將它復育了，這是我們宜蘭的案例。

第三個案例，是我們的屏東。可能各位不了解，台灣的可可和其他國家的不太一樣，台灣生產的可可百分之百都可以做成巧克力的，包含它的子。大家知道過去屏東種植很多的檳榔，檳榔對我們是不好的，所以後來我們就鼓勵我們的農民開始種可可，種了可可之後，我們要把它做成更高的附加價值。各位看照片中的年輕人叫許華仁，他就去研發了很多有特色的巧克力，在好多的國際比賽都拿到了冠軍，各位看到下面的巧克力，就是他做成的巧克力。我跟各位介紹一下，右邊這個綠色的是綠咖哩巧克力，再過來是櫻花蝦巧克力，還有我們荔枝巧克力。他把台灣很多好的元素，好的農產品都放在他研發的巧克力當中，各位這兩天如果有興趣可以到 101 的地下一樓，他有一個專賣店在那個地方。也因為這樣子，現在所有在屏東種可可的農民大概有 85% 的可可都提供給他，由他來做製造創造更高的價值。



接下來這個也是屏東的案例，咖啡的產業在全世界是非常非常大的，我們的屏東七、八個原住民的部落也都種咖啡，可是每一個人種的可能品質不完全一樣，所以我們透過一個很好的機制去讓大家的品質都能夠很一致。除了有一個很好的水準之外，我們還開放了一個——就是它的咖啡豆，我們是透過「交易所」的方式來做標售，這樣可以提升它的收益，也讓我們農民更有凝聚力，努力將他們咖啡的品質能夠提高。這個案例我們已經整合了屏東七、八個鄉鎮在做，所謂「泰武咖啡」，原民的名稱叫做「吾拉魯滋咖啡」，希望能夠打造更好的品牌，這樣也讓我們這些在地的原民部落的收益可以滿足他們的需求，這也是一個很好的例子。



除此之外，其實我們還有新北市的金山的杜鵑花和地瓜的產業，他們也把它做了一個很好的復甦。在雲林我們有台灣鯛，有古坑的咖啡，甚至我們更高興的是，雲林的土庫現在要打造的地方創生產業是一個雙語學校的產業，他把教育也帶進了地方創生。台南的新營也是一樣，它要用創新教育、食農教育跟體驗教育，來打造一個不同的地方產業，換句話說，我們可以讓大家去選擇，哪一個是對你們最好的，哪一個是你們最需要的，讓地方能有一個凝聚力。

最後要跟大家做一個結論，2019 年是台灣的地方創生元年，也是台灣一個國家戰略的一個計劃，因為人口是跟國安有關係，所以我們期待的是地方創生能夠成為台灣的全民運動。這一年來我們開了無數次的研討會，或者民間自發性地利用工作坊討論，大家都在關注這個地方創生如何推展，所以它成為全民的運動，我覺得這就是一個很好的起步，因為它變成一個顯學，讓大家不管是公部門或私部門都一起關心。

第二個我們期待的是要翻轉思維，過去的做法不見得是錯的，但是我們希望要有所突破，要有所進展。過去有很多框架讓台灣沒有辦法向前走，尤其是新的經濟模式產生之後，我們一定要讓創新的元素在我們每一個施政裡面。

我想大家都知道，台灣最傲人的就是我們的半導體產業，張忠謀董事長就說過：「唯有不斷的創新，才能夠有新的發展。」所以台積電之所以成功，就是它創造了一個新的商業模式，所以我們要把創新當作我們的引擎，我們要把市場經濟當成我們的載具，我們一定要翻轉思維，摒棄過去，往前邁進，所以甚麼時候地方創生可以讓我們覺得我們距離成功已經不遠了，就是感動的故事發生的時候了。

今天的論壇裡面，有幾個是我們在地方創生非常投入的年輕人，今天你們會聽到何培鈞創辦人的故事，也會聽到林峻丞創辦人的故事，這兩個我就特別不提，他們會跟你們分享，你們確實會被他們的故事所感動的。我認為當很多很多感動的故事發生的時候，讓我們很多回鄉的青年人或是創造第二春的這些國民，認為他們跟土地、跟地方在同步地呼吸的時候，他感受到那個環境對他是享有幸福的時候，這樣感動的故事一再地發生，一再地出來的時候，我們距離成功就不遠了。

最後台灣需要均衡的發展，對不起，今天站在台北市，我必須要說我們期待的是 22 個縣市，大家手牽手，往前走一步，而不是只讓台北市跑在前面，而我們一直在後面追。我們希望台灣要均衡發展，唯有均衡發展，才能有整體的競爭力，台灣的未來才會讓我們的下一代更有希望，而且對這個國家更為疼愛，更有更大的使命感。

今天謝謝大家的聆聽，我願意用這樣的說明跟大家做一個分享，也期待大家

給我們更多的指教，我們這個計劃是一個永續的計畫，不是一年兩年而已，所以我們可以做滾動的檢討，發現錯誤，我們就去改正，發現有不足的，我們也可以去補足。唯一的目標，就是希望維持台灣的競爭力，而讓這塊土地能有更好發展的空間。謝謝大家的聆聽，謝謝。

趙永茂：

我們非常感謝陳主委給我們一個非常豐富、非常令人感動的演講，充分地結合政府，包括中央政府跟地方政府，結合來自於學界，來自於社區，來自於產業，共同發現並協助地方，發現它們的發展基因，結合大家的智慧力量，共同來創新台灣地方未來的一些產業跟發展，非常感謝陳主委非常精彩的演講，我們再一次的感謝她，謝謝她。



國發會陳美伶主委（右二）與台灣地方議員聯盟理事長王威元（右三）及國際獅子會台灣總監議長王銓榮合影，左一是新北市議員劉美芳

Keynote Speech

Moderator:

Yung-mau CHAO (趙永茂)

Professor Emeritus of Dept. of Political Sciences, National Taiwan University

Keynote Speaker:

Mei-ling Chen (陳美伶)

Minister of National Development Council

Speech Topic:

Open Era and Local Revitalization

Moderator Yung-mau CHAO (趙永茂):

Thank you, President Wang and Minister Chen and chairmen and president and representatives from around the world and our fellow academia, good morning.

It's a great honor to be moderating this session. I think in an open era, especially over the past 20 years, Taiwan has rapidly developed. Our cities, Taiwan experience rapid urbanization. And Japan has developed, has been promoting placemaking for many years. We have population concentrating cities, and the rural area is now experiencing more difficulty in terms of development.

The government is trying to tackle these issues. How can local councilors work with central government and central parliament to resolve these issues has become an important task? Our speaker today, Ms. Chen, she is a graduate of the Chengchi University Department of Laws, and she came to National Taiwan University for her Master degree. Eventually, she earned a PhD in law from Chengchi University. She has part-timed as a lecturer at China Culture University. And she also served in the Tainan City Government. She also served in the Central Government at the Executive Yuan as the Secretary-General. She has rich knowledge in terms of the resources, as well as the policies of local revitalization and placemaking. We don't really see many people in Taiwan with such rich experience in both local and central governments. I believe she is the best candidate to be given this talk. Let's welcome Ms. Chen.

Minister Mei-ling CHEN (陳美伶):

Professor Chao, our moderator, President Wang, President Lin, Councilor Li Geng, councilors, representatives from 8 countries, good morning. Today, it is my distinct

honor to have this opportunity to talk to you. I'd like to talk to you about open era and regional or local revitalization. 2019 marks the beginning of regional revitalization in Taiwan. Now, I will give you a brief presentation on what that means.

Speaking of Taiwan, people have this impression of Taiwan. These are the advantages of Taiwan, democracy, freedom, rule of law and human rights. These are the values we are proud of. People living in Taiwan, we enjoy democracy, freedom, rule of law and human rights.

For the past 2 decades, Taiwan has been promoting open government. With this open government policy, we try to disclose as much as possible. Very early on, we passed laws stipulating information transparency so that our citizens can have access to knowledge and information. This has always been our policy, which is very much align with the values as well.

Now, with our legislature, our congress is entirely open, whether it's a committee meeting or a legislative-wide meeting. Every meeting is broadcast live. Citizens can see how their legislators are doing in the legislature. In the past, people criticized closed-door meetings by parties. Now, we no longer have those closed-door meetings. Everything is open, everything is transparent. So you can see that we are, indeed, a more open government, a more open legislature.

Now, we want to give our citizens better knowledge and information to let them understand what their government is doing for them. To do that, we've put a lot of data on the internet. In this age of digital economy, we want people to, especially the young people, the digital natives, to have easy access to government information. In light of that, we've been promoting open data for close to a decade. Here, I can tell you, as of today, as of this year, if you count central government and local government data, we now have more than 40 thousand entries of open data. The open data is machine-readable. It conforms certain format with the right information security in place. Our citizens can access that open data to create more value. That is a very important project of our open government initiative.

Next year, in 2020, we are going to have a national initiative on open government. This is to further our efforts, to step up our efforts in building democracy and freedom. Of course, in this process, it's very important to protect privacy. We understand, in the European Union, they have GDPR to protect personal data. Now, in Taiwan, we are also trying to verify the adequateness of our personal data system. Next year, our goal is that we can have smoother access to open data.

Now, let's look at the challenges faced by Taiwan. As everyone knows, we are an aged society with very low birth rates. Now, allow me to give you a better perspective with some numbers. This is one of the challenges we face. This is also a warning signal for Taiwan. The development of Taiwan has to consider these factors.

In 2015, we had the highest demographic dividend and that declined in 2016, meaning we will have fewer and fewer working population. In 2017, in February of that year, the number of people aged 65 and older surpassed that of 14 and under. And the number of births was lower than 200 thousand. The year when I was born, we had 400 thousand births every year. So half of that number in 2017. In 2018, according to WHO definition, Taiwan became an aged society, where more than 14% of the population are aged 65 or older. Between January and October this year, our total number of births was only 146 thousand people. Our natural population is decreasing rather than increasing. Indeed, from these numbers you see, yes, we are experiencing very low birth rate, and our society is aging very rapidly.

At National Development Council, we conduct every 2 years a population estimate for the next 5 decades for Taiwan. According to our estimate last year, if the trend continues as usual, by 2020, our total population will experience negative growth. And by 2026, we will be a super aged society, according to WHO definition, where more than 20% of the people are aged 65 and older. And by 2027, we will no longer enjoy any demographic dividend. And by 2054, our population will be fewer than 20 thousand.

In Japan, their whole process took more than 11 years, but in Taiwan, that's going to take only 8 years. This tells us, we have to do something. If not, the competitiveness of Taiwan will be affected. And that is why we came up with an initiative of local revitalization. Here, I would like to draw your attention to another problem faced by Taiwan. On the left hand side, you see the population increase or decrease across different counties and cities. On the island of Taiwan, only 5 counties experienced population growth, New Taipei City, Taoyuan City, Hsinchu County, Taichung City. Even our capital Taipei City experienced a population decrease. On the right-hand side, we look at the severity of population decrease and we also look at the economic status of different towns and regions in Taiwan. We also look at the population in different districts. The green areas are relatively weak in terms of social economic status, and these districts account for 87% of Taiwan's area. In other words, we can say, about 11% of the population in Taiwan, they are spread through this area. In other words, the development of Taiwan is not balanced. The northern Taiwan is

definitely better than southern Taiwan, and western Taiwan is definitely better than eastern Taiwan.

Now, let's take a look back in our development history. In the past, we had multiple initiatives and programs. How come we're still seeing these problems today?

Well, in Taiwan, we've been engaging in community development for more than 2 decades. Community development, indeed, has helped. People have now a greater sense of community. We have greater civic participation. This helped tremendously with Taiwan's democracy. But perhaps, we focused too much on environmental protection or civic participation. We did not focus enough on the population problem. Taiwan also spent more than 10 years, also spent hundreds of millions on rebuilding our rural villages. Yes, we want to enrich our rural villages, but perhaps, our past programs were focusing too much on hardware and not enough focus of software, on culture and on population. So those were 2 important programs we implemented in the past.



There was also another program about "One Township, One Industry." This program was focusing on agriculture. The government spent a lot of money marketing different produce. However, we did not have a comprehensive measure to really improve the different townships. Given these shortcomings, we are now faced with a problem that I outlined in the previous slides. Now, we need to really revitalize our different regions.

And here, I would like to thank that this forum is fully supported by scholars. In universities, we have a lot of academic resources and we need to access, capitalize on that resource, and that's what I call USR, University Social Responsibility. Our regional revitalization effort is also connected with CSR, Corporate Social Responsibility. Our

corporations need to contribute their part and it is vital for us to integrate USR, as well as CSR, in our regional revitalization effort.

In 2019, as I said, is year 1 for regional revitalization in Taiwan. We have 3 important pillars. In the past, we had adequate programs, but we want to build better on that foundation. The first important pillar is people-centered. We want to draw people back to their hometowns. This is not about luring young people back to their hometowns alone. Whether you are middle aged or older, as long as you want to go back to the villages, or you want to move around within the island of Taiwan, it can all be encouraged. We should not only focus on young people. We should not only put all the pressure on young people. If we do that, there might be some negative effect. So it's about luring people back, people in general, not just young people. And the first pillar, as I said, is people-centered.

Now, to draw people back to a place, there should be enough facilities or infrastructure there. For example, job opportunities, facilities. When these things are in place, people can move back and stay in that township. Also, we need to have local industry. Industry does not refer to agriculture only. We can have better manufacturing industry. We can also create new industries. We want to take inventory of the DNA in each and every township. They should come up with their unique offerings. We can learn from others, but we cannot forget our own strength. So we want to identify our DNA and hopefully revitalize our industries.

And then, facing the age of digital economy, we must facilitate technological transformation. And so the third pillar is to introduce technology to face the challenges in the age of digital economy so the digital natives can stay at their hometown and enjoy a digital life. So, these are the core pillars that we have. In 2014, the Abe government, they also faced the same issues over population of Tokyo City, as well as low birth rate, but they adopted different measures because first, the population density was not as high as Taiwan, and second, Japan is a larger country compared to Taiwan. So we can learn from their experience, but we cannot just simply transplant their policy in Taiwan. That's why we are going to, I'm going to talk about the so-called "5 arrows" in terms of balancing Taiwan's local development.

First is for enterprise to invest in hometown or the counties invest, or the central government invest in local cities or local areas. So everything we mentioned previously, all the previous programs were subsidized by the government. However, our subsidies are not balanced and people have to compete for the subsidies. And

also, these subsidies are not permanent, so it all depends on how the government can finance these subsidies. So, a lot of times in remote areas where we have a new facility that's subsidized by the government, but the ensuing maintenance and repair are not subsidized and it cannot be sustained by the local government or the rural village office. So sometimes these facilities eventually became abandoned or unused. So we have to change this model. We need enterprises to invest in hometowns through their corporate social responsibility. And the government need to invest in local areas because we are in a symbiotic relationship. We need to jointly foster the industries and we need to replace subsidies with investments in order to facilitate sustainable development. Otherwise, we cannot sustain our effort.

Second, we have to introduce technology. As I mentioned before, right now in Taiwan, all the startups in Taiwan, when they have innovative topics and they propose innovative solutions, they can bring their solutions back to hometowns and work with local governments. So, local revitalization will be combined with startups.

And third, we will need the industries, public sector, academia and research, as well as community to all participate. In the past, we only focused on the previous four, but we sometimes overlook community and now, we understand that for local revitalization, this is a process, it's a bottom-up process and we need the community to participate. They need to share with us their vision of their home, their hometown, and that's why we need to involve everyone.

Fourth, we need to integrate and coordinate resources across departments. We don't want to misplace our resources. We don't want to misuse our resources because different departments have different fundings for local development, and if we do not conduct an inventory on these resources and distribute them fairly, many times, we see people who are more competitive, they get more money and some people who cannot get the money will simply fade away. And that's why we need the central government to coordinate and integrate the resources in order to sustain the efforts of local revitalization.

And for example, in Hualien, we have many indigenous tribal villages and right now, they proposed the experiential tours to the tribal villages. They have unique and attractive features. They have innovative business model, where you can book online through app to visit their village. However, if you want to travel to their tribal villages from the airport in Hualien, it's not that convenient. We need to build a sound infrastructure so that people can visit their tribal village. And that's why we need to

provide assistance using some of the resources of our public agencies.

Lastly, we need to establish a brand to market internationally. Whenever you come to Taiwan, you'll understand that we have great produce. We have wonderful delicacies. But many of them are brandless. And if we want to compete on the global stage, we must build our own brand. So, the last arrow is to build a brand of Taiwan.

And we have a very important policy, is that we have central public civil servants to go back to hometown and adopt their hometown. Because of the civil servant system, many times, those who work in the central government, they enjoy more opportunity to learn new things and they enjoy more resources. However, those who serve in municipal governments, they do not enjoy as many opportunities. So we want to facilitate the exchange interaction between them, so we launched this new system. It's called the Hometown Adoption System. So for the human resource department at the Executive Yuan, we have a platform. So when the local government needs something, they can go onto the platform and say they need someone in a certain position, and then we will have central government civil servant to say, okay, so they will return to their hometown and to provide assistance in terms of local revitalization.

And as I mentioned, we need to conduct an inventory of our strengths, so we established the system. It's called TESAS. In Japan, they had a similar system called JESAS. I think we appreciate their generosity for sharing all these experience with us and that's why we established TISUS, Taiwan Economic Society Analysis System. And we have a great database. We have demographic of each municipalities. We have medical issues, natural, cultural data and tourism and so on. So it's an integrated database. So if you want to propose a local revitalization plan, you should just go on to TESAS and access all the data you need, and then come up with the best plan for your hometown.

And for our vision and goal, unlike the past, we are not going to set numbers. We just hope that by 2022, we can reach a balance in terms on emigration and immigration. And by 2030, hopefully, we can return to population growth.

And now, I'm going to share with you some cases. Even though we started the year one of local revitalization in January, but we've already seen some great cases.

This is in Guantian. It's in Tainan City. And if you've been there, you know they produce, it's a major chestnut producing region. However, the shell of chestnut used

to be waste. We have 50, 60 million tons of chestnut shells that were being incinerated every year, or disposed every year. So how can we utilize chestnut shells for renewable energy? Or maybe we can utilize it in other ways. This is something we should look into. So right now in Guantian, they've already applied patent and they are producing chestnut shell charcoal. In addition to being a deodorant, it can also be used as fertilizer for agriculture. So they've already complete the circular economy and they are no longer disposing any chestnut shell. It's 100% recycled and reutilized. And it can also be used as feed for chickens. This is also in Tainan. It's the Wusanto. This is an energy ranch and you can see the roosters here, they eat feed made from chestnut shell. And in the past, we don't really see the combination of ranch and the power station, but you can see here, we have roosters, we have papaya and we have all the solar panels as the roof. And so this is a local industry and this is a great case in Tainan, and it's self sufficient in terms of power generation, so they do not have to purchase any power from elsewhere.

Another example is from Zhuangwei in Yilan. If you've been to Yilan, you understand it's not overdeveloped, it has, enjoys great natural environment. However, due to climate, the number of days of precipitation is over 180 days per year. So many of the agriculture industries, they don't draw underground water. They introduce sea water. But because of the rain and the outdoor ponds, the rain, the result is that they have many abandoned ponds because it's not ideal environment for agriculture. So these young people, this group of young people, they returned home and they remodeled these ponds and reutilized these ponds for gropers. So it's not just for food. It's not just a kind of seafood, and they also utilize bio technology to create different products. So basically, they are also working with a biotech industry.

And we have an enterprise investing in Yilan. It's Chungye Technology. It's a famous semiconductor producer. They are investing in this startup. And they've also opened a Lanyang Museum. It's a tourist factory. So visitors to Yilan, they can experience the agriculture, and they can also enjoy gropers, and they also have a display of local produce, so small farmers will not be exploited by the wholesalers. So this is an example from Yilan. So in addition to agriculture in Zhuangwei, in Chaoyang community, we are also revitalizing the tea seed teaching and we want to revitalize the tea seed oil industry because right now, we are importing most of the raw materials, but our soil is actually suitable for camellia, and that's why we are revitalizing our camellia industry. Those are cases from Yilan.

Now, moving on to Pingtung County. Cocoa ground in Taiwan is different from other

countries. In Taiwan, the cocoa can be made into chocolate, the entire nut of cocoa. Pingtung County used to grow a lot of betel nut trees. Betel nuts are not good for our health, but now, people in Pingtung are growing cocoa instead. To create more value from the cocoa, here you see a photo, the young man in the middle, Hsu Hua-jen, he developed different flavors of chocolate and he has won many international competitions of chocolate. On the lower right-hand side are the different flavors came up by him. For example, this one is green curry chocolate, and then, shrimp chocolate, chocolate with sea salt, chocolate with litchi flavor and chocolate with granola. This young man has put a lot of Taiwanese elements into these delicious chocolate bars. If you're interested, you can go to Taipei 101. They have a store there. Right now, in Pingtung, all the cocoa growers, about 85% of the cocoa is actually sold to this Fuwan chocolate company and the company makes delicious chocolate.

Another example, about coffee. Coffee is a big industry worldwide. In Pingtung, we have 7 or 8 tribes of indigenous people that are growing coffee as well. However, quality is not consistent. Now, they've set up a good system to make sure the coffee quality is consistent across different growers. Now, they also have a traceability system, and they also can trade their coffee beans on a trading platform. This increases the profitability of coffee growers, giving them more incentives to further increase the quality of their coffee beans. This is an example in Pingtung. In Pingtung, we have been able to work across 7 or 8 townships. For example, this tribe, they are called Wulalutzu. This is the brand that they have and they would like to make a name for their brand. This is one way to increase their revenues. That's a very good example.

In addition to the examples I talked about, we, of course, have more examples. For example, Jinshan in Taipei City. They are famous for their yam, sweet yam potatoes. In Yunlin, they have great agriculture, and in Tuku, Yunlin, their local revitalization program is about building a bilingual school. So you see, now education is integrated into local revitalization. Xingying in Tainan is also making an effort in education. In other words, different townships can identify their own strengths and their core needs and focus on that core need and core strength.

Now, to summarize, 2019 is year one for local revitalization in Taiwan. This is also the year when we initiate the National Strategic Plan because population growth has everything to do with our National Strategy. We want to make local revitalization a national movement. This year, we've held numerous conferences and local workshops. Everybody is paying attention to how we can implement local

revitalization. And yes, indeed, it is now a national movement. It is something that everyone is talking about, whether you are in the public sector or the private sector.

We want to change the paradigm. Our past programs may not be wrong per se, but we'll need to do better. We want to make further progress. The past framework limited the development of Taiwan. Now, in view of the new economic model, we need to come up with innovative ways for better policy implementation.

In Taiwan, we are proud of our semiconductor industry and Chairman Morris Chang of TSMC says, we need to constantly innovate if we are to develop continuously. The success of TSMC lies with his innovative business model. Innovation should be our growth driver, and we need to capitalize on market economy. We need to change our thinking, change the paradigm and step forward. Local revitalization is a journey and when can we reach the destination? I think when we hear moving stories, that means we are close to our destination. Today, I've shared with you some examples and in our forum later today, you will hear in details some of the moving stories. You'll hear from our young speakers and I'm sure their presentations will move you, will touch a cord with you. When we have more and more touching and moving stories, more people will move back to their hometown. They will create or have a second beginning, a new beginning when they move back to their township. They will be further or closely related to the place, to the land. We are going to see one example after another, and when that is the case, I think we are now, we won't be far from success.

Finally, we need to develop Taiwan evenly. We are here in Taipei City today, but I have to say, we want all 20 counties and cities in Taiwan to develop evenly, equitably. We don't want Taipei City, the capital, to be way ahead of other cities and counties. We want to see more balanced development across Taiwan. That is how we can contribute to the welfare of our citizens. Here, I would like to thank you for your kind attention. With the presentation, I think I gave you a brief picture of what's happening in Taiwan. This local revitalization program is going to be an ongoing program. This is a sustainable program and we can always come back to review when we find mistakes. We will correct them. When we find room for improvement, we will try to do better. It's all about making our land a better land for its people. Thank you very much.

Moderator Yung-mau CHAO (趙永茂)::

Thank you very much, Minister Chen, for that very informative and inspiring

presentation. Indeed, she talked about how local and central governments can work together, how we can harness the resources from academia, industry, as well as local communities. We need to identify the DNA of each and every township. People need to work together, to innovate together. This is how Taiwan can move forward. Thank you very much, Minister Ms. Chen. Let's give her another round of applause.

大會專題演講參考資料
Keynote Speech Materials

Presented by Mei-ling Chen (陳美伶)

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2014 - 2018 縣市人口消長情形



相對弱勢區域分佈圖





台灣地方議員聯盟

Taiwan Councilors Forum

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地方創生 vs 社區總體營造

地方創生 vs 農村再生計畫

地方創生 vs 一鄉一產業

地方創生 vs USR

地方創生 vs CSR



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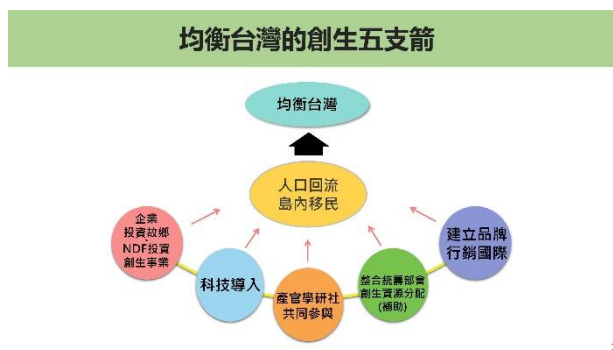
以人為本、人口回流

科技導入、數位經濟

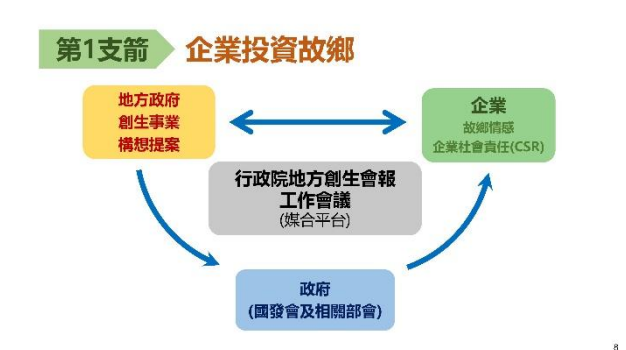
產業 (地方特色DNA)

地方創生
REGIONAL REVITALIZATION

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第4支箭 整合部會創生資源分配

經濟部	交通部	衛福部	文化部	教育部	農委會
小型企業 創新發展計畫 (SMEs)	觀光生活產業 發展計畫	醫療資源系統 發展計畫	數位文化發展 計畫	大學社會責任 實踐計畫(USR)	農村再生計畫
推動中小企業 國際化發展 計畫	智慧交通系統 發展計畫	智慧O-2智慧 社區公共服務 計畫	國家文化 資產保存與 活化計畫	數位文化 發展計畫	農業文化 發展計畫
國家文化 發展計畫	台灣設計產業 發展計畫	Tourism2020 發展計畫	原住民族 文化發展計畫	原住民族 文化發展計畫	客家文化 發展計畫
全國水資源 發展計畫	生活環境 改善計畫	社區發展 計畫	文化生活 發展計畫	多元文化 發展計畫	客家文化 發展計畫
內政部	國家通訊 傳播委員會	原住民族委員會	原住民族 文化發展計畫	客家文化 發展計畫	客家文化 發展計畫
國家通訊 傳播委員會	國家通訊 傳播委員會	原住民族委員會	原住民族 文化發展計畫	客家文化 發展計畫	客家文化 發展計畫

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第5支箭 建立品牌行銷國際

- 建立品牌識別
- 創意設計開發



苦茶油



蘭草編



毛巾

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中央機關公務人員認養故鄉

A事求人機關徵才系統

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TESAS



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TESAS



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	2022年	2030年
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地方創生案例 - 台南市



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地方創生案例 - 宜蘭縣



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地方創生案例 - 屏東縣



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地方創生案例 - 屏東縣



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2019地方創生元年 啟動國家戰略計畫



22縣市手牽手一起大步向前

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