

出國報告

(出國類別：參加國際會議)

參加2017年MIPIM UK暨拜訪英國都市更新機構與國際型開發商及潛在廠商

服務機關：內政部營建署

姓名職稱：王副署長榮進

林簡任技正佑璘

吳副工程司佩默

派赴國家：英國

出國期間：106年10月15日至10月22日

報告日期：107年01月09日

摘要

本次出國行程及目的包含三部分，一、為參與2017 Mipim UK（英國國際房地產投資交易會）了解英國當地開發案件及投資機會，並進行意見交流；二、為深入了解英國境內國際投資開發商及潛在廠商，所辦理之大面積都市更新或土地整體開發案例之推動過程及規劃內容，或結合社會福利或社會住宅之公益性設施規劃等案件進行交流與分享；三、有鑑於英國成立都市更新專責機構有一定的發展歷史與執行成效，我國中央政府政策決定，為整合產權較複雜之大面積公有或部分私有土地都市更新案開發及協助興辦社會住宅，即將推動成立國家住宅及都市更新中心，希望藉由此次拜會英國政府相關都市更新機構及官方單位，以瞭解其相關運作模式、制度、經費來源、遭遇困難及開發成果等內容，進行互動交流與回饋，以作為我國成立專責機構之借鏡參考。

本次計畫執行效益如下：

- （一）了解國際不動產最新發展與趨勢，接觸潛在廠商，觀摩國際房地產交易會活動舉辦形式，可作為我國舉辦招商投資說明會及國際性活動之參考。
- （二）了解英國國際型投資開發商及潛在廠商之大面積都市更新或土地整體開發案例之推動過程及規劃內容。
- （三）拜會英國政府都市更新機構，以瞭解其運作模式、制度、經費來源、遭遇困難及開發成果等內容，進行互動交流，以作為我國成立專責機構之借鏡參考。
- （四）了解國際型開發商及潛在廠商對於都市更新招商案件投資意願。

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壹、計畫執行概要

一、行程規劃

本次計畫自106年10月15日至10月22日共計8日，分為參加MIPIM UK、拜會都市更新機構與地方政府及拜會潛在開發廠商三部分，行程大致規劃如下：

- (一) 行程日期：106年10月15日(日)~106年10月22日(日)
- (二) MIPIM UK 日期：106年10月18日(三)~106年10月19日(四)
- (三) MIPIM UK 會場地點：奧林匹亞展覽中心 Olympia, London (地址：Hammersmith Road, Kensington, London W14 8UX, United Kingdom)
- (四) 潛在開發廠商、專責機構拜會及案例參訪：106年10月16~17日(一、二)及10月19~20日(四、五)

時間	對象	地址
10/16(一) 10:00-12:00	廠商拜會 Battersea Power Station Development Company	No. 1 Village Courtyard Circus West Village Battersea Power Station London, SW11 8AH
10/16(一) 13:00-14:00	都市更新公司拜會 Old Oak and Park Royal Development Corporation	169 Union Street, London, SE1 0LL
10/16(一) 15:30-17:00	廠商拜會 Jones Lang LaSalle(JLL)	JLL, 30 Warwick Street, London, W1B 5NH
10/17(二) 10:00-12:00	廠商拜會 Canary Wharf Group	Level 31, One Canada Square, Canary Wharf, E14 5AB
10/19(四) 10:00-12:30	地方政府拜會 Birmingham City Government	Baskerville House, 2 Centenary Square, Birmingham B1 2ND
10/20(五) 9:00-10:00	都市更新公司拜會 London Legacy Development Corporation	24 Montfichet Rd, London E15 1AZ

二、參與人員

機關單位	參與人員
內政部營建署	王副署長榮進
	林簡任技正佑璘
	吳副工程司佩默

三、八日行程表

2017 MIPIM UK招商及拜會行程表(10/15-10/16)

行程說明 日期/時間	行前 10/15(Sun)	機關及廠商拜會 10/16(Mon)
06 : 00-08 : 00	06 : 30 Meet up 長榮櫃檯集合	#內政部營建署CPAMI : 王榮進副署長Deputy Director General, RONG-JING, WANG、林佑璿簡任技正 Senior Engineer, YU-LING, LIN、吳佩默副工程師 Associate Engineer, PEI-MO, WU 08 : 00 Breakfast 早餐時間
08 : 00-09 : 00	#柏美BMPR : 曾美瑤總監Director, Fay Tseng、黃善遠執行AE, Vianna Huang #仲量聯行JLL : 趙正義總經理Managing Director, Tony Chao	09 : 00 Meet up 飯店大廳集合
09 : 00-10 : 00	09 : 00出發Departure BR67長榮航空	台北桃園(TPE)國際機場 第二航站
10 : 00-11 : 00		10 : 00 廠商拜會Meeting : Battersea Power Station Development Company 參訪案例Visiting : Battersea Power Station
11 : 00-12 : 00		12 : 00 Lunch The Cask Pub & Kitchen (Bar / British)
12 : 00-13 : 00		13 : 00 都更機構拜會Meeting : Old Oak and Park Royal Development Corporation
13 : 00-14 : 00		15 : 30 廠商拜會Meeting : Jones Lang LaSalle(JLL)
14 : 00-15 : 00		17 : 30 Dinner Cafe Monaco (French / European)
15 : 00-16 : 00		19 : 25 Arrival 抵達英國(LHR)國際機場T1 19 : 55 飯店check-in 曼哈頓史密斯及高勒姆酒店 (UK Luma Concept Hotel London)
16 : 00-17 : 00		Mini Bus Driver: Mark 07702009104
17 : 00-18 : 00		※預計車程Driving Distance : 30mins ※Address: 39-45 Shaftesbury Avenue, London W1D 6LA ※T: 020 3727 6161 RSVP: 10 Delegates
18 : 00-19 : 00		※預計車程Driving Distance : 10mins ※Address: 169 Union Street, London, SE1 0LL (inside the London Brigade building)- Room K ※Contact person: Michaela Collins ※E: michaela.collins@opdc.london.gov.uk ※DD: 020 7983 4617 General Enquiries: 020 7983 5732
19 : 00-20 : 00		※預計車程Driving Distance : 30mins ※Address: 28 - 36 Glenthorne Rd, Hammersmith, London W6 0LS
		與會人員Meeting with : Bibi Kantharia, Receptionist (GIFT:陶喜杯單人組1)
		與會人員Meeting with : 1.Victoria Hills, CEO 2.Doug Wilson, Chief Finance Officer 3.Simon Wainberg, Commercial Director (GIFT:勇士公主杯組1)
		與會人員Meeting with: 1.Peter Murray, Lead Director, Residential Development 2.Adam Challis, Head of Residential Research 3.Charlie Wernham (GIFT:勇士公主杯組2)
		與會人員Meeting with: 1.Luma Concept Hotel 2. Mini Bus Driver: Haider 07399695744
		※預計車程Driving Distance : 30mins ※Address: No. 1 Village Courtyard Circus West Village Battersea Power Station London, SW11 8AH ※Contact person: Bibi Kantharia ※E: BKantharia@bpsdc.co.uk ※T: (+44) 20 7501 0688
		※預計車程Driving Distance : 20mins ※Address: 6 Charlwood Street, London SW1V 2EE ※T: 020 7630 7225 RSVP: 7 Delegates
		※預計車程Driving Distance : 2mins ※Address: 169 Union Street, London, SE1 0LL (inside the London Brigade building)- Room K ※Contact person: Michaela Collins ※E: michaela.collins@opdc.london.gov.uk ※DD: 020 7983 4617 General Enquiries: 020 7983 5732
		※預計車程Driving Distance : 30mins ※Address: JLL, 30 Warwick Street, London, W1B 5NH - Room 5.4 ※Contact person: Charlie Wernham ※E: Charlie.Wernham@eu.jll.com ※T : +44 (0)207 087 5543
		minibus drop us at JLL.
		After dinner, 自行回飯店

2017 MIPIM UK招商及拜會行程表(10/17-10/19)

行程說明	機關及廠商拜會&參訪行程		MIPIM UK(NO MINI BUS)
日期/時間	10/17(Tue)		10/18(Wed)
06 : 00-08 : 00	07 : 20 Breakfast 早餐時間		08 : 00Breakfast 早餐時間
08 : 00-09 : 00	08 : 20 Meet up 飯店大廳集合	PICK UP 8 : 20 @Luma Concept Hotel ※minibus used 08:20- 17:20 (overtime 1hrs) ※Mini Bus Driver: Haider 07399695744	09 : 10 Meet up 飯店大廳集合 ※taxi or uber
09 : 00-10 : 00	10 : 00-11 : 30 廠商拜會Meeting : Canary Wharf Group 參訪案例Visiting : Canary Wharf	※預計車程Driving Distance : 1hour 15 mins ※Address: (先去30F)Level 31, One Canada Square, Canary Wharf, E14 5AB ※Contact person: Brian De' ath ※E: Brian.De'ath@CanaryWharf.com ※T: 07779 888 029	09 : 30 MIPIM UK The next chapter KEYNOTE SPEECHES AND Q&A
10 : 00-11 : 00		與會人員Meeting with : Brian De'ath, Director Of Residential Sales (GIFT:陶喜杯對杯組1)	
11 : 00-12 : 00	12 : 30 Lunch Jamie's Italian Canary Wharf	※預計車程Driving Distance : 2mins ※Address:7, 2 Churchill Pl, Canary Wharf, London E14 5RB T: 020 3002 5252 RSVP: 7 Delegates	11 : 15 MIPIM UK Housing MINISTER FOR HOUSING & PLANNING - THE GOVERNMENT'S HOUSING STRATEGY
12 : 00-13 : 00			
13 : 00-14 : 00	14 : 00 參例參訪行程Visiting : The Shard (Ticket @ 18.95GBP)	與會人員Meeting with : Daisy Hunt, Director - Office Agency JLL ※Venue: reception desk of the Shard ※Address: 32 London Bridge St, London SE1 9SG ※Contact person: Daisy Hunt T: +44 (0)207 399 5716 M: +44 (0)7734 883003 E: Daisy.Hunt@eu.jll.com (GIFT:陶喜杯單人組2)	
14 : 00-15 : 00			14 : 00 MIPIM UK Development LOCAL AUTHORITIES - THE NEXT GENERATION OF PROPCOS?
15 : 00-16 : 00	16 : 00 參例參訪行程Visiting : King's Cross	與會人員Meeting with : Will Colthorpe ※Address: Argent (Property Development) Services LLP 4 Stable Street, London, N1C 4AB ※T: 07825 313 173 E: Will.Colthorpe@argentllp.co.uk (GIFT:陶喜杯對杯組2)	15 : 15 MIPIM UK Cities FUTURE CITIES
16 : 00-17 : 00			16 : 30 MIPIM UK Cities THE POWER OF CITY COLLABORATION - HOW CAN CITIES DRIVE REGIONAL GROWTH IN THE NATIONAL INTEREST?
17 : 00-18 : 00	17 : 30 LHR AIRPORT 趙總Managing Director, Tony Chao前往英國 (LHR)機場 預計18 : 10抵達機場		17 : 30 MIPIM UK WELOCME MIPIM UK COCKTAIL RECEPTION (OPEN to ALL) Mezzanine Level
18 : 00-19 : 00	18 : 00 Dinner SUGAR(Indian)	※預計車程Driving Distance : mins ※Address:157 King Street, London, W6 9JT T :020 8741 8563 RSVP: 5 Delegates	
19 : 00-20 : 00	21 : 35 Depature 長榮航空 : BR68 倫敦(LHR)國際機場 搭機返臺		

2017 MIPIM UK招商及拜行程表會(10/20-10/21)

行程說明	2017/10/19		2017/10/20		2017/10/21	
日期/時間	10/19(Thur)		10/20(Fri)		10/21(Sat)	
06 : 00-08 : 00	06 : 00 Breakfast 早餐時間		08 : 00 Breakfast 早餐時間		09 : 30 早餐時間	
08 : 00-09 : 00	07 : 00 Meet up 飯店大廳集合		09 : 00 Meet up 飯店大廳集合		10 : 30 飯店大廳集合	
09 : 00-10 : 00	PICK UP 7 : 00 @Luma Concept Hotel ※minibus used 07:00-15:00 ※Mini Bus Driver: Haider 07399695744		PICK UP 9 : 00 @Luma Concept Hotel ※minibus used 09:00-17:00 ※Mini Bus Driver: Haider 07399695744		PICK UP 10 : 30 @Luma Concept Hotel ※minibus used 10:30- 18:30 ※Mini Bus Driver: Mark 07702009104	
10 : 00-11 : 00	10 : 00 地方政府拜會 Meeting : Birmingham City Government		OPTION A: Lodon Legacy Development Cooperation (TBC) ※Address: 24 Montfichet Rd, London E15 1AZ ※預計車程Driving Distance : 60 mins (GIFT:勇士公主林組4)		11 : 10 案例參訪行程 Visiting : 聖保羅大教堂 (St Paul's Cathedral)	
11 : 00-12 : 00	Meeting with Andrew Dunbar, Head of Investor Relations (GIFT:勇士公主林組3)		OPTION B: Olympic Park ※Address: Queen Elizabeth Olympic Park, London E20 2ST ※預計車程Driving Distance : 60 mins			
12 : 00-13 : 00						
13 : 00-14 : 00			14 : 00 案例參訪行程 Visiting : 泰德現代藝術館 (Tate Modern)		13 : 00 案例參訪行程 Visiting : 柯芬園 (Covent Garden)	
14 : 00-15 : 00	OPTION A : 14 : 15 MIPIM UK Investor' s summit / Residential INVESTING IN RESIDENTIAL					
15 : 00-16 : 00	15 : 30 MIPIM UK Investor' s summit / Risk & reward UK REGIONS - WHAT ARE THE RISKS AND WHERE ARE THE REWARDS		OPTION B : 14 : 15 Straford Mall Address: Olympic Park, Montfichet Rd, London E20 1EJ		15 : 20 案例參訪行程 西敏寺 (Westminster Abbey) & 大笨鐘 (Big Ben)	
16 : 00-17 : 00	16 : 45 MIPIM UK Investor' s summit / Risk & reward UK REGIONS - WHAT ARE THE RISKS AND WHERE ARE THE REWARDS					
17 : 00-18 : 00	minibus drop us at straford mall After dinner, 自行回飯店		17 : 00 Back to LUMA Hotel		17 : 00 LHR AIRPORT 預計 18 : 20 抵達 機場	
18 : 00-19 : 00						
19 : 00-20 : 00					21 : 35 Departure 長榮航空 : BR68 倫敦 (LHR) 國際 機場 搭機返臺	
					10/22(日) 21 : 15 Arrival 抵達台北桃園(TPE)國際機場 第二航站 ※飛行時間約15小時20分	

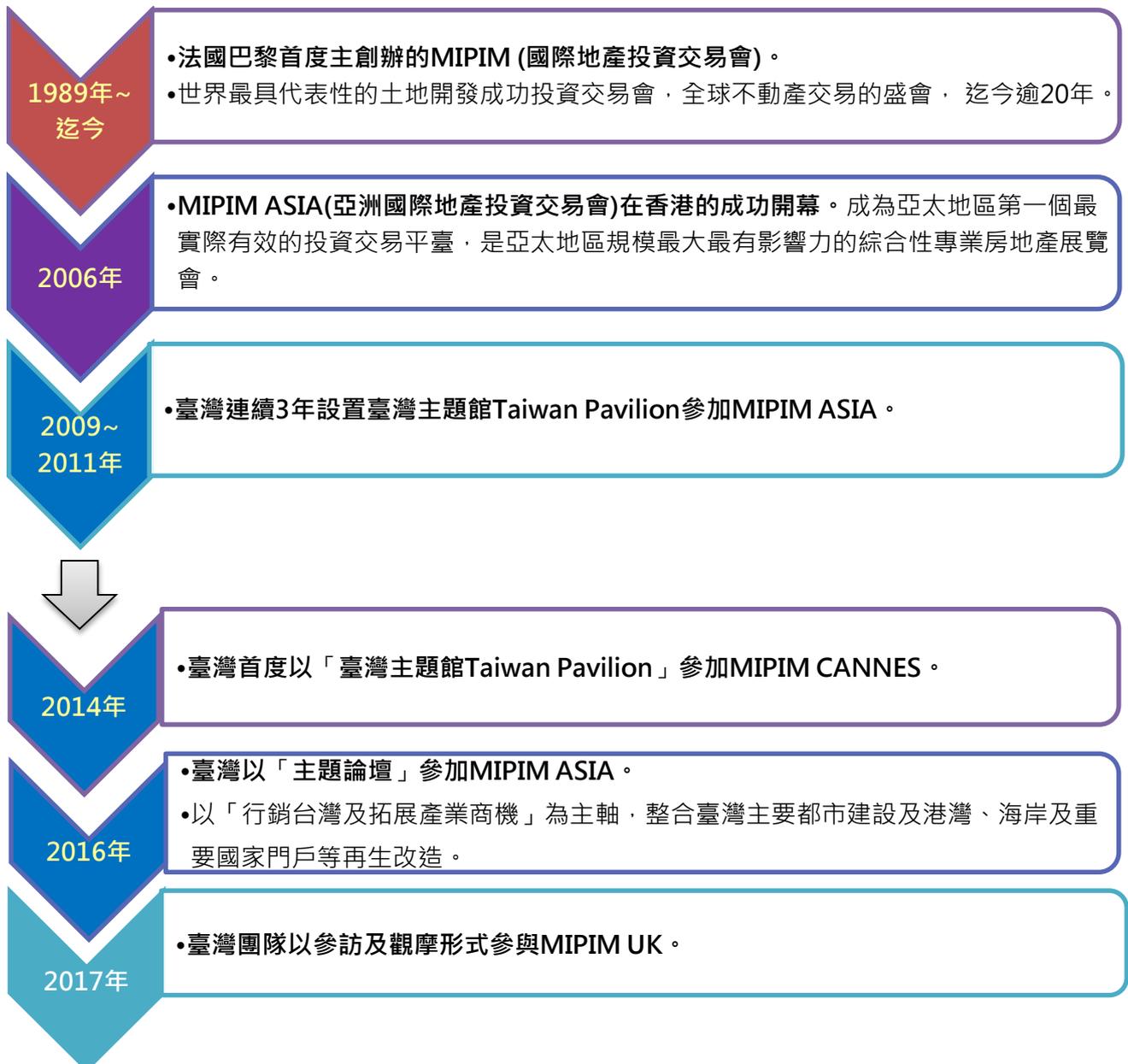
貳、參加 MIPIM UK

一、MIPIM 簡介

自1989年在法國巴黎首度創辦的MIPIM(Marche International Professional Immobilier-French，即：國際房地產投資交易會)，是世界最具代表性的房地產投資交易會，迄今已經舉辦20餘年之久。從最初1,200多位參展者，擴展到2013年有80個國家、1,975間民間及政府單位參展，19,000平方公尺展覽面積，2萬多位參展及參觀者，以及1,800多位專業投資者、零售商，以及跨國企業用戶，是國際間最具規模的招商交易會。

其中2009、2010及2011年曾以臺灣主題館之形象參與MIPIM ASIA，2012年是臺灣首次辦理世界不動產年度盛會，2014年首次以臺灣主題形象館參與MIPIM CANNES，每年臺灣主題館皆吸引了近2,000位參觀者，其中有來自42個國家的投資人士和國際開發商；2016年由內政部營建署與交通部再度聯合參與MIPIM ASIA，並介紹臺灣都市更新的投資環境，經過多年的參與曝光，對於提高臺灣的能見度具有一定的成效及提升對外招商契機。

2017年期盼能吸引國際投資臺灣，並強化都市更新業務推展，於2017年10月由本署以參訪及觀摩形式前往英國倫敦參與英國最大的房地產交易會MIPIM UK(英國國際房地產投資交易會)。藉由兩天的會展時間，將可增進國際經驗交流，了解國際不動產市場最新情況，吸取國際投資與開發經驗。



二、參加及觀摩目的

本次參加及觀摩2017 MIPIM UK 英國國際房地產投資交易會，希冀藉由會展時間，增進國際經驗交流，了解國際不動產市場最新情況，讓世界的不動產人士有興趣進一步認識臺灣，期能與國外廠商及組織交流，引進相關經驗及創新概念，增加接觸潛在國際投資商，並觀摩學習國外大型房地產投資交易會活動舉辦型式，藉以提供我國未來辦理相關招商說明會或國際性活動之學習參考。

- (一) 增進國際經驗交流，了解國際不動產市場最新情況。
- (二) 接觸潛在國際投資商。
- (三) 觀摩學習國外大型房地產投資交易會活動舉辦型式，以提供未來辦理相關招商說明會或國際性活動之學習參考。

三、MIPIM活動紀錄

(一) 議程大會議程表

 SHAPING AND CONNECTING UK PROPERTY				18-19 October 2017 London Olympia mipimuk.co.uk			
CONFERENCES AND EVENTS PROGRAMME MIPIM UK is the UK's largest and most insightful property event for professionals with the most comprehensive conference programme in the real estate industry. It is the leading property summit for all key stakeholders in UK real estate to connect and do business.				WHAT ABOUT THIS YEAR CONFERENCES THEME: "UK PROPERTY: THE NEXT CHAPTER" How is the UK responding to the immediate challenges of the UK property market? What investment opportunities are available? With Brexit on the horizon and a reshaped Europe, now's the time to get insights into the UK real estate industry's next chapter. Discover more on: http://www.mipimuk.co.uk/en/conferences-events			
WEDNESDAY 18 OCTOBER				THURSDAY 19 OCTOBER			
RED ROOM	BLUE ROOM	APEX ROOM	CLUB ROOM	RED ROOM	APEX ROOM	APEX ROOM	CLUB ROOM
09.45 - 11.00 THE NEXT CHAPTER Keynote speeches and Q&A	08.30 - 09.30 MAYORS & POLITICAL LEADERS BREAKFAST ▲ BY INVITATION ONLY	08.30 - 09.30 BPF BREAKFAST ▲ BY INVITATION ONLY	08.30 - 10.00 ESTATES GAZETTE & REWIRE BREAKFAST	09.30 - 10.30 INNOVATION Round table with leading industry experts	09.30 - 10.45 INVESTORS' SUMMIT State of global investment market	08.30 - 09.30 INVESTORS / DIT BREAKFAST KEYNOTE SPEECH	08.30 - 09.30 RICS BREAKFAST (tbc) CONFLICTS OF INTEREST ▲ BY INVITATION ONLY
11.15 - 12.00 NEXT CHAPTER FOR AGENTS Long live the agent!	11.15 - 12.00 NEXT CHAPTER IN HOUSING Minister for housing & planning. The Government's housing strategy	11.15 - 12.00 CITIES Delivering investor-ready regeneration projects in the UK ▲ BY INVITATION ONLY	11.15 - 12.00 FINANCE Business rates	11.30 - 13.00 INNOVATION MIPIM STARTUP COMPETITION	11.00 - 11.45 INVESTORS' SUMMIT Investment into the UK	11.00 - 11.45 AN AUDIENCE WITH ... Senior Member of HM TREASURY (tbc) ▲ BY INVITATION ONLY	10.00 - 12.00 OCCUPIER'S SUMMIT Office & workplace trends
12.15 - 13.00 NEXT CHAPTER IN INFRASTRUCTURE Opportunities arising from the government's investment in infrastructure	12.15 - 13.00 HOUSING The expanding role of housing associations in housing delivery	13.00 - 14.00 HOUSING LUNCH ▲ BY INVITATION ONLY	12.15 - 13.00 FINANCE Lending for development - Who, what, where, how?	14.15 - 15.15 INVESTORS' SUMMIT OFFICES & OCCUPIERS London offices	14.15 - 15.15 INVESTORS' SUMMIT RISK & REWARD Keynote speech and Q&A with Charles Hecker	14.15 - 15.00 INVESTORS' SUMMIT RESIDENTIAL The government's plans for its investment in housing & infrastructure	14.45 - 15.30 INVESTORS' SUMMIT RETAIL Investing in retail
14.00 - 14.45 INNOVATION Innovation Keynote speech	14.00 - 14.45 HOUSING Private rented sector - will the trickle become a torrent?	14.00 - 14.45 DEVELOPMENT Local authorities - the next generation of proposals?	14.00 - 14.45 DEVELOPMENT Liberating land	15.45 - 17.00 INVESTORS' SUMMIT OFFICES & OCCUPIERS Occupiers - what do they want and what do they need?	15.30 - 16.15 INVESTORS' SUMMIT RISK & REWARD UK regions - what are the risks and where are the rewards	15.15 - 16.00 INVESTORS' SUMMIT RESIDENTIAL Investing in residential	15.45 - 16.30 INVESTORS' SUMMIT RETAIL & LOGISTICS Last-mile logistics
15.15 - 16.00 INNOVATION Data - Big Data, Bigger Data or Better Data?	15.15 - 16.00 HOUSING Modular housing & other innovative solutions	15.15 - 16.00 CITIES Future cities	15.15 - 16.00 DEVELOPMENT Redefining mixed-use for the "right here, right now" generation	16.30 - 17.15 INVESTORS' SUMMIT RISK & REWARD Specialist assets	16.30 - 17.15 INVESTORS' SUMMIT RESIDENTIAL Senior living - what next for the sector?	16.45 - 17.30 INVESTORS' SUMMIT URBAN LOGISTICS Sheds & beds and the new parameters for urban mixed-use	16.30 - 18.00 CITIES Mayors & political leaders' think tank City collaboration - What makes a city attractive today and tomorrow? ▲ BY INVITATION ONLY
16.30 - 18.00 INNOVATION Hackathon final	16.30 - 17.15 HOUSING Stamp duty - the current format is not working, what could replace it and why?	16.30 - 18.00 CITIES Mayors & political leaders' think tank City collaboration - What makes a city attractive today and tomorrow? ▲ BY INVITATION ONLY	16.30 - 17.15 DEVELOPMENT Redefining mixed-use for the "right here, right now" generation	17.30-19.00 : WELCOME MIPIM UK COCKTAIL RECEPTION - MEZZANINE LEVEL - Sponsored by Swinton			
19.15 - 22.00 : MIPIM UK AND LONDON CHAMBER OF COMMERCE & INDUSTRY VIP DINNER - Location TBC - Sponsored by BNP Paribas Real Estate				17.30-19.00 : CLOSING MIPIM UK COCKTAIL RECEPTION - MEZZANINE LEVEL			
19.00 - 22.00 : INVESTORS' VIP DINNER IN PARTNERSHIP WITH THE DEPARTMENT FOR INTERNATIONAL TRADE - Lancaster House - BY INVITATION ONLY							
							

10/18 MIPIM UK 大會議程表

mipim UK SHAPING AND CONNECTING UK PROPERTY		CONFERENCES & EVENTS PROGRAMME		18-19 October 2017 London Olympia mipimuk.co.uk	
RED ROOM	BLUE ROOM	APEX ROOM	CLUB ROOM	RED ROOM	BLUE ROOM
<p>09.45 - 11.00 THE NEXT CHAPTER</p> <p>Keynote speeches and Q&A Welcome address by Paul Brindley, Executive Vice President & Senior Managing Director - Europa, Oxford Properties. Leading economic commentator: 'The state of the global economy and the UK's current position in the new world order.' Senior Government Minister: 'The Government's industrial strategy and the pivotal role of property.'</p>	<p>08.30 - 09.30 MAYORS & POLITICAL LEADERS BREAKFAST</p> <p>With keynote speech from Senior Government Minister</p> <p>BY INVITATION ONLY</p>	<p>08.30 - 09.30 BPF BREAKFAST</p> <p>Sponsor: GVA</p> <p>BY INVITATION ONLY</p>	<p>08.30 - 10.00 ESTATES GAZETTE & REWIRE BREAKFAST</p>	<p>17.30-19.00: WELCOME MIPIM UK COCKTAIL RECEPTION - MEZZANINE LEVEL - Sponsored by Salomon</p> <p>19.15 - 22.00: MIPIM UK AND LONDON CHAMBER OF COMMERCE & INDUSTRY VIP DINNER - Location TBC - Sponsored by BNP Paribas Real Estate</p>	
<p>11.15 - 12.00 NEXT CHAPTER FOR AGENTS</p> <p>Long live the agent! As prospect, innovation and the use of big data continue to grow and demand on a daily basis, what does this mean for the role of the traditional property agent?</p>	<p>11.15 - 12.00 NEXT CHAPTER IN HOUSING</p> <p>Minister for housing & planning - The Government's housing Strategy Opening speech from the Minister of State for Housing & Planning outlining the Government's housing strategy. Followed by panel discussion with speakers from the private sector, local authorities and the Government.</p>	<p>11.15 - 12.00 CITIES</p> <p>Delivering investor - ready regeneration projects in the UK CAPITA / Department for International Trade</p> <p>BY INVITATION ONLY</p>	<p>11.15 - 12.00 FINANCE</p> <p>Business rates Is there a less punitive solution than this occupier tax? One that can still help raise much-needed Government funds?</p>	<p>12.15 - 13.00 FINANCE</p> <p>Lending for development - Who, what, where, how? A look at the next chapter for real estate financing, including who is lending, for what type of development, where in the UK and how loans are being structured.</p>	
<p>12.15 - 13.00 NEXT CHAPTER IN INFRASTRUCTURE</p> <p>Opportunities arising from the government's investment in infrastructure Followed by panel discussion with speakers from the private sector, local authorities and the Government.</p>	<p>12.15 - 13.00 HOUSING</p> <p>The expanding role of housing associations in housing delivery Are housing associations the answer to the UK's affordable housing crisis? What is preventing their ability to provide the much-needed affordable and social housing?</p>	<p>13.00 - 14.00 HOUSING LUNCH</p> <p>BY INVITATION ONLY</p>	<p>12.15 - 13.00 FINANCE</p> <p>Local authorities - the next generation of proposers? With their ability to secure financing at very favourable rates, local authorities are snapping up investment opportunities across the UK. Are they the next generation of landlords? How does this shift in ownership impact the industry as a whole?</p>	<p>15.15 - 16.00 DEVELOPMENT</p> <p>Liberalising land As the availability of development land becomes ever more scarce, how are developers managing to secure sites? What are the pioneering design solutions needed to bring a parcel of previously undeveloped land forward for development?</p>	
<p>14.00 - 14.45 INNOVATION</p> <p>Innovation Keynote speech From Atoms to Bits and Bytes - the digital trends transforming your world Gregory Williams, Editor, WIREID UK followed by Q&A.</p>	<p>14.00 - 14.45 HOUSING</p> <p>Private rented sector - will the trickle become a torrent? The PRS/build-to-rent sector has taken hold in the UK, yet it's still a fledgling sector. This session examines models in development, the current appetite for the sector and discusses what housing solutions the UK really needs.</p>	<p>15.15 - 16.00 CITIES</p> <p>Future cities From circular cities to smart cities to city clustering - what does the city of the future need? How can regeneration and placemaking ensure that a city can drive dramatic economic growth and successfully accommodate constantly changing demographics?</p>	<p>14.00 - 14.45 DEVELOPMENT</p> <p>Redefining mixed-use for the "right here, right now" generation The way we work, live and play is changing beyond recognition, with a demand for immediately top of the list. How can developers, architects and planners create mixed-use developments that appeal to the current generation - ones that engender a sense of place in the community, where offices feel more like home, with goods and services on the doorstep.</p>	<p>16.30 - 17.15 DEVELOPMENT</p> <p>Stamp duty - the current format is not working. What could replace it and why? Stamp duty is being cited as one of the main causes of stagnation in the UK's housing market today, and has deterred many national and international investors. Yet, despite the constant complaints from the residential sector, no one seems to have a viable solution. What new theories and practices could replace this contentious tax?</p>	
<p>15.15 - 16.00 INNOVATION</p> <p>Data - Big Data, Bigger Data or Better Data? Data is king, or so they say, and the real estate industry has finally embraced the prospect innovations needed to compete it. But has the industry fully embraced the statisticians and data analysts needed to making sense of it all? This session will look at what the property industry should really be doing with new data in order to generate true, tangible results and insight.</p>	<p>15.15 - 16.00 HOUSING</p> <p>Modular housing & other innovative solutions Examining the latest trends and innovations in house building and design that might go some way to alleviating the UK's housing crisis.</p>	<p>15.15 - 16.00 CITIES</p> <p>Mayors & political leaders' think tank City collaboration - what makes a city attractive today and tomorrow? Part of an exclusive, year-long programme, officially launched at MIPIM in Cannes and addressed to the community of political leaders. A gathering of peers to allow for an exchange of best practices, ideas and experiences on the future of cities.</p> <p>BY INVITATION ONLY</p>	<p>15.15 - 16.00 DEVELOPMENT</p> <p>Re-defining mixed-use for the "right here, right now" generation The way we work, live and play is changing beyond recognition, with a demand for immediately top of the list. How can developers, architects and planners create mixed-use developments that appeal to the current generation - ones that engender a sense of place in the community, where offices feel more like home, with goods and services on the doorstep.</p>	<p>16.30 - 17.15 DEVELOPMENT</p> <p>Stamp duty - the current format is not working. What could replace it and why? Stamp duty is being cited as one of the main causes of stagnation in the UK's housing market today, and has deterred many national and international investors. Yet, despite the constant complaints from the residential sector, no one seems to have a viable solution. What new theories and practices could replace this contentious tax?</p>	
<p>16.30 - 16.50 INNOVATION</p> <p>Hackathon final Live final of the MIPIM UK Hackathon, showcasing bespoke solutions from our talented apt designers to problems posed by the property industry.</p> <p>Sponsor: FUTURE.Proptech</p>	<p>16.30 - 17.15 HOUSING</p> <p>Stamp duty - the current format is not working. What could replace it and why? Stamp duty is being cited as one of the main causes of stagnation in the UK's housing market today, and has deterred many national and international investors. Yet, despite the constant complaints from the residential sector, no one seems to have a viable solution. What new theories and practices could replace this contentious tax?</p>	<p>16.30 - 17.15 CITIES</p> <p>Mayors & political leaders' think tank City collaboration - what makes a city attractive today and tomorrow? Part of an exclusive, year-long programme, officially launched at MIPIM in Cannes and addressed to the community of political leaders. A gathering of peers to allow for an exchange of best practices, ideas and experiences on the future of cities.</p> <p>BY INVITATION ONLY</p>	<p>16.30 - 17.15 DEVELOPMENT</p> <p>Re-defining mixed-use for the "right here, right now" generation The way we work, live and play is changing beyond recognition, with a demand for immediately top of the list. How can developers, architects and planners create mixed-use developments that appeal to the current generation - ones that engender a sense of place in the community, where offices feel more like home, with goods and services on the doorstep.</p>	<p>16.30 - 17.15 DEVELOPMENT</p> <p>Stamp duty - the current format is not working. What could replace it and why? Stamp duty is being cited as one of the main causes of stagnation in the UK's housing market today, and has deterred many national and international investors. Yet, despite the constant complaints from the residential sector, no one seems to have a viable solution. What new theories and practices could replace this contentious tax?</p>	

10/19 MIPIM UK 大會議程表

mipim UK SHAPING AND CONNECTING UK PROPERTY		CONFERENCES & EVENTS PROGRAMME		18-19 October 2017 London Olympia mipimuk.co.uk	
RED ROOM	BLUE ROOM	APEX ROOM	CLUB ROOM	RED ROOM	BLUE ROOM
<p>09.30 - 10.30 INNOVATION</p> <p>Round table with leading industry experts</p>	<p>09.30 - 10.45 INVESTORS' SUMMIT</p> <p>State of global investment market Research presentation from Real Capital Analytics on global capital flows, followed by a panel of international investors from: North America / Asia Pacific / Europe & Middle East</p>	<p>09.30 - 09.30 INVESTOR'S / DIT BREAKFAST KEYNOTE SPEECH</p> <p>From Senior Government Minister</p>	<p>09.30 - 09.30 RICS BREAKFAST (tbc) CONFLICTS OF INTEREST</p> <p>BY INVITATION ONLY</p>	<p>17.30-19.00: CLOSING MIPIM UK COCKTAIL RECEPTION - MEZZANINE LEVEL</p> <p>19.00 - 22.00: INVESTORS' VIP DINNER IN PARTNERSHIP WITH THE DEPARTMENT FOR INTERNATIONAL TRADE - Lancaster House - BY INVITATION ONLY</p>	
<p>11.30 - 15.00 INNOVATION</p> <p>MIPIM STARTUP COMPETITION The third edition of the successful MIPIM Startup Competition, MIPIM UK is hosting one of three legs, with the other two in New York and Hong Kong. The most innovative startups will compete for a place in the finals, to be held during MIPIM Cannes next March.</p>	<p>11.00 - 11.45 INVESTORS' SUMMIT</p> <p>Investment into the UK Session examining the current state of investment into the UK real estate market looking at where the money is coming from and what real estate sectors are benefiting.</p>	<p>11.00 - 11.45 AN AUDIENCE WITH ...</p> <p>Senior Member of HM TREASURY (tbc)</p> <p>BY INVITATION ONLY</p>	<p>10.00 - 12.00 OCCUPIER'S SUMMIT</p> <p>Office & workplace trends A look at trends such as wellness and healthy buildings, and how they impact the workforce. A look also into what employees really want from their working environment. Co-sponsor: RICS</p>	<p>13.00 - 14.00 INVESTOR'S LUNCH</p> <p>Opening speech from leading international economist.</p> <p>BY INVITATION ONLY</p>	
<p>14.15 - 15.15 INVESTORS' SUMMIT OFFICES & OCCUPIERS</p> <p>London Offices Are London offices still a core, safe, long-term investment?</p>	<p>14.15 - 15.15 INVESTORS' SUMMIT RISK & REWARD</p> <p>Keynote speech and Q&A with Charles Hecker Charles Hecker of Control Risks will present his 'Risk Map'. The map assesses geopolitical, global security, macroeconomics and political risk methodology issues, and their impact on international business and the subsequent effects on UK real estate.</p>	<p>14.15 - 15.00 INVESTORS' SUMMIT RESIDENTIAL</p> <p>The government's plans for its investment in housing & infrastructure How does the Government plan to deploy its £2.2 billion housing and infrastructure fund? Where are the opportunities in terms of partnerships, including the type of development being considered? Which cities and regions stand to gain most?</p>	<p>14.45 - 15.30 INVESTORS' SUMMIT RETAIL</p> <p>Investing in retail Is there still value to be found in bricks and mortar retail? Where still value to be found in bricks and mortar retail?</p>	<p>15.15 - 16.00 INVESTORS' SUMMIT RESIDENTIAL</p> <p>Investing in residential With a plethora of North American investors seeking to plough into the UK built-to-rent sector, is PRS the answer to the UK housing crisis? As home-ownership moves up the political agenda once again, will a new residential investment opportunity emerge?</p>	
<p>15.45 - 17.00 INVESTORS' SUMMIT OFFICES & OCCUPIERS</p> <p>Occupiers - what do they want and what do they need? Long gone are the days of a single tenant on a 20-year office lease. As occupiers change their requirements, workspaces need to change with them. How can landlords and investors ensure satisfaction and loyalty from their tenants? The session will start with a research presentation from Centric Lab on what today's occupiers want and need. Followed by a panel discussion looking at life after co-working and flexible working, and discussing the next steps for tomorrow's offices and workspaces.</p>	<p>15.30 - 16.15 INVESTORS' SUMMIT RISK & REWARD</p> <p>UK regions - what are the risks and where are the rewards Examining UK investment and development opportunities outside London. Sponsor: Truena & Hamble</p>	<p>15.15 - 16.00 INVESTORS' SUMMIT RESIDENTIAL</p> <p>Investing in residential With a plethora of North American investors seeking to plough into the UK built-to-rent sector, is PRS the answer to the UK housing crisis? As home-ownership moves up the political agenda once again, will a new residential investment opportunity emerge?</p>	<p>15.45 - 16.30 INVESTORS' SUMMIT RETAIL & LOGISTICS</p> <p>Last-mile logistics Last-mile logistics is one of the fastest-growing sectors in UK real estate. As retailers and service providers continue to innovate, and autonomous vehicles and same-day delivery offer new alternatives, the appetite for logistics shows no sign of abating. What are the new trends and investment opportunities for the sector?</p>	<p>16.30 - 17.15 INVESTORS' SUMMIT RESIDENTIAL</p> <p>Senior living, what next for the sector? The UK is sitting on an elderly care time bomb - by 2045 a quarter of the population will be 65 or older. The current provisions are not fit for purpose, and cannot accommodate the growing demand for different types of housing for the elderly. What is the future for senior living in the UK?</p>	
<p>16.30 - 17.15 INVESTORS' SUMMIT RISK & REWARD</p> <p>Specialist assets - redefining what constitutes a core, value-add or opportunistic risk profile.</p>	<p>16.30 - 17.15 INVESTORS' SUMMIT RISK & REWARD</p> <p>Specialist assets - redefining what constitutes a core, value-add or opportunistic risk profile.</p>	<p>16.30 - 17.15 INVESTORS' SUMMIT RESIDENTIAL</p> <p>Senior living, what next for the sector? The UK is sitting on an elderly care time bomb - by 2045 a quarter of the population will be 65 or older. The current provisions are not fit for purpose, and cannot accommodate the growing demand for different types of housing for the elderly. What is the future for senior living in the UK?</p>	<p>16.45 - 17.30 INVESTORS' SUMMIT URBAN LOGISTICS</p> <p>Sheds & beds and the new parameters for urban mixed-use With a shortage of land available for much-needed urban logistics developments, logistics companies are having to find new ways to build deposits. From partnerships on mixed-use schemes such as housing on top of logistics depots to multi-story warehouses and underground bunkers, this session will look at how logistics companies around the world are finding pioneering solutions to current planning restrictions.</p>	<p>16.30 - 17.15 INVESTORS' SUMMIT RESIDENTIAL</p> <p>Senior living, what next for the sector? The UK is sitting on an elderly care time bomb - by 2045 a quarter of the population will be 65 or older. The current provisions are not fit for purpose, and cannot accommodate the growing demand for different types of housing for the elderly. What is the future for senior living in the UK?</p>	

(二) 論壇演講

1. The Next Chapter- Keynote Speeches

- **Moderator** : Brundage Paul, Executive Vice President Senior Managing Director - Europe, Oxford Properties and President of the British Property Federation
- **Keynote speaker** : Harford Tim, Economist, Writer and Broadcaster

隨著英國脫歐的到來，英國產業即將面臨無法預測的變革時期。2017年的主講主題為「英國房地產-下一個章節」，分析和討論英國如何應對脫歐後的房地產市場。論壇中提及包括全球民粹主義政治的興起，英國的住房危機，基礎設施在國家和地方經濟中的角色，以及消費者的消費傾向如何將零售和物流推向革命的尖端。

主講者Mr. Harford分享了過去的經濟學家的幾個故事，以及是什麼使他們如此預測一些近代史上的市場事件。在演說的最後，主講者提到，政府不知道英國脫歐後將是什麼樣子，經濟學家也很難預測。所以Mr. Harford引用了著名經濟學家John Maynard Keynes 的話：When my information changes, I change my opinion... What do you do?

2. Next Chapter in Housing- The Government's housing strategy

- **Moderator** : Gilmore Grainne, Head of UK Residential Research
- **Speaker** : Downes Harry, Managing Director of Fizzy Living、Evans Robert, Partner of Argent Related

隨著英國住宅供應持續短缺，英國住房市場仍然是MIPIM UK的主要議題，來自私人 and 公共部門的專家小組討論了當前的住房策略及其侷限性。我們可以看到更多的公私部門合作的意願，以及私人租賃部門對提供英國未來住房供應的興趣，還有一些模組化和創新的施工方法，以及該如何加速完工卻能品質保證、節省經費的重點。

3. “The Next Chapter” - Innovation Keynote Speeches

- **Keynote speaker** : Sahar Hashemi, Co-founder Coffee Republic、Williams Gregory, Editor

此論壇由咖啡共和國聯合創始人，英國政府聯席主席Sahar Hashemi發表關於創業大賽的主題演講，她向創業者們建議：首次創立公司，主要就是不要害怕犯錯。演講中她也提到，新創公司的興起是能夠維持各行業蓬勃發展的原因

之一。今年度英國的創業大賽由Physee，Grid Edge和Disruptive Tech的團隊贏得，之後將代表英國參加2018年3月法國坎城的總決賽。除了創業大賽，創新論壇也介紹了新興的PropTech行業的最新趨勢，英國WIRED的編輯Williams Gregory說明當前數字化問題，以及技術和物聯網如何改變我們周圍的世界。在未來，PropTech將面臨「房地產創新挑戰」。

4. “Investor's Summit” - Emerging from an ultra-low interest rate environment and the risk or rising inflation

- **Moderator** : Richard Lowe, Editor of IPE
- **Speaker** : Vos Martijn, Senior Portfolio Manager、Politzer Kim, Senior Director - European Research、Stewart Paul, Director Research & Strategy

在短期內通貨膨脹可能衝擊英國房地產市場的一部分，但投資者應該更關注長期趨勢。論壇主持人Richard Lowe與Vos Martijn一致認為，英國將面臨的大趨勢可能會對房地產投資產生通貨膨脹和利率變動的影響。但Politzer Kim認為國際的趨勢最終會比短期的通貨膨脹因素影響更大，換句話說就是與英國脫歐和英鎊貶值有關。主持人Richard Lowe於論壇最後總結：現在是思考這個趨勢的好時機，因為投資房地產是一個長期的戰略，我們絕不會說市場是封閉的，總會有機會。在這樣的環境下，你不得不思考長遠的計畫以及是否有短期的機會。

(三) 2017 MIPIM UK活動照片



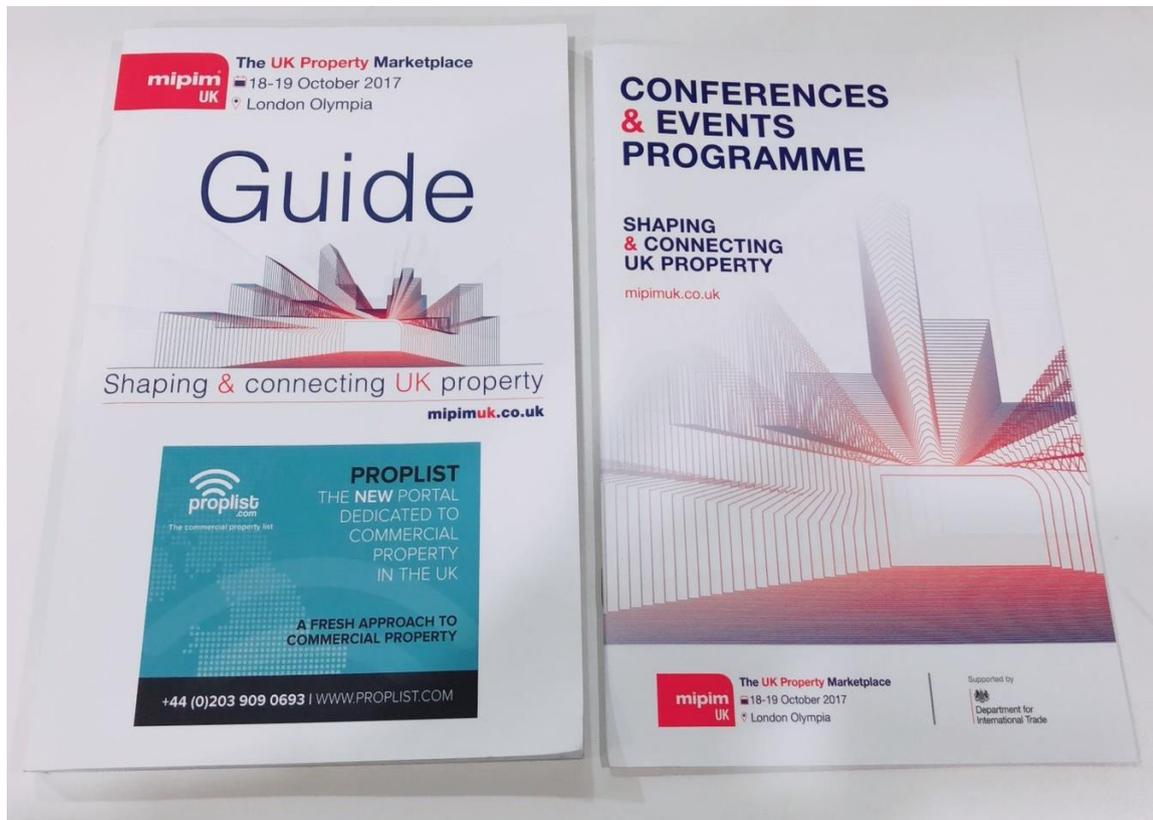
2017 MIPIM UK 大會報到區



2017 MIPIM UK 報到人員執行安檢確認身分



2017 MIPIM UK 會場配置圖



2017 MIPIM UK 導覽手冊



Keynote Speech論壇實景



The Government's Housing Strategy 論壇實景



Investor's Summit 論壇實景



MIPIM UK大會展覽實景-1



MIPIM UK大會展覽實景-2



MIPIM UK 大會展覽實景-3



MIPIM UK 大會展覽實景-4



MIPIM UK 大會展覽實景-5



MIPIM UK 大會展覽實景-6



臺灣代表團合照

參、拜會英國國際型及潛在開發商

一、 巴特西電站發展公司



(一)公司簡介

Battersea Power Station Development Company (BPSDC) 是 Battersea 都更案件的都更公司(Battersea Power Station 是一個退役的燃煤電站，位於南岸泰晤士河)。BPSDC 的領先專業團隊為該計畫帶來在倫敦和世界各地發展大規模開發的經驗。創建一個多功能的地區，使其成為倫敦的一個示範項目是主要目標。BPSDC 以提供倫敦最重要和標誌性的開發項目之一，將為首都建立新的發展標準。

(二)出席人員：

1. 臺灣代表團隊：內政部營建署王榮進副署長、林佑璘簡任技正、吳佩默副工程司，仲量聯行趙正義總經理，柏美國際有限公司曾美瑞總監、黃馨誼專案執行、隨行翻譯 Joyce Hill。
2. Battersea Power Station Development Company：Patrick Parsons, Representative for China Affairs

(三)Battersea Power Station 開發案介紹：

Battersea Power Station 開發案，耗資約 80 億英鎊打造，開發面積達 5.1 萬坪，預計開發案完成後將提供 4,000 個新住宅單位，超過 250 間的商家、餐廳、辦公大樓、休閒娛樂及約 2.2 萬坪的公共空間。

Battersea Power Station 開發案是泰晤士河西南岸 Nine Elms 未來的城鎮重心，與倫敦西區 Chelsea 及 Sloane Square 僅一橋之隔，離新建的美國大使館僅數步之遙，更難得的是本案基地長 450 公尺，便捷的交通更為 Battersea Power Station 開發案奠定良好的投資利基。

興建中的地鐵延伸線即為 Battersea Power Station 車站，連結倫敦西區、往返倫敦金融城僅需 15 分鐘，乘坐地鐵 60 分鐘即可抵達倫敦主要機場。

Battersea Power Station 第一期的複合式開發案於 2016 年中落成，整個開發案將於 2025 年全部完工，屆時整個 5.1 萬坪的開發案將能容納 25,000 人的住商混和區。預計每年有 4,000 萬人次的觀光來客數，將會是倫敦最大規模的商家、娛樂與文化的匯集地，預估開始營運後前 20 年每年將會挹注英國經濟約 10 億英鎊。

(四)交流情形：

由 Representative for China Affairs, Patrick Parsons 介紹 Battersea power station 開發與規劃。透過此次的交流，在過程中藉由本案建築模型及影片觀賞，更深入了解開發商的運作及規劃方向，並提出相關問題及意見回饋，讓與會人員更加了解 Battersea power station 目前建設、未來的規劃及附近地區的發展。

Battersea Power Station 實景-1





Battersea Power Station 實景-2



接待員介紹 Battersea Power Station



Battersea Power Station 實景-3



Patrick Parsons, Representative for China Affairs 說明 Battersea Power Station 規劃



臺灣代表團與 Battersea Power Station
Development Company 與會團隊合影



臺灣代表團與 Battersea Power Station Development Company 與會團隊合影

二、仲量聯行



(一)公司簡介

仲量聯行是專注於房地產領域的專業服務和投資管理公司，致力於為客戶持有、租用和投資房地產的決策實現增值。仲量聯行名列《財富》500強企業，業務遍及全球80個國家，擁有逾280個分公司，員工總數約60,000人。仲量聯行在亞太地區開展業務超過50年，目前在亞太地區16個國家中擁有92個分公司，員工總數超過33,000人，並在「2016年國際物業獎」亞太區評選中囊括十五項大獎。此外，在著名的《歐洲貨幣》雜誌2015年房地產獎項評比中獲得「亞洲第一房地產諮詢公司」的頭銜。

(二)出席人員

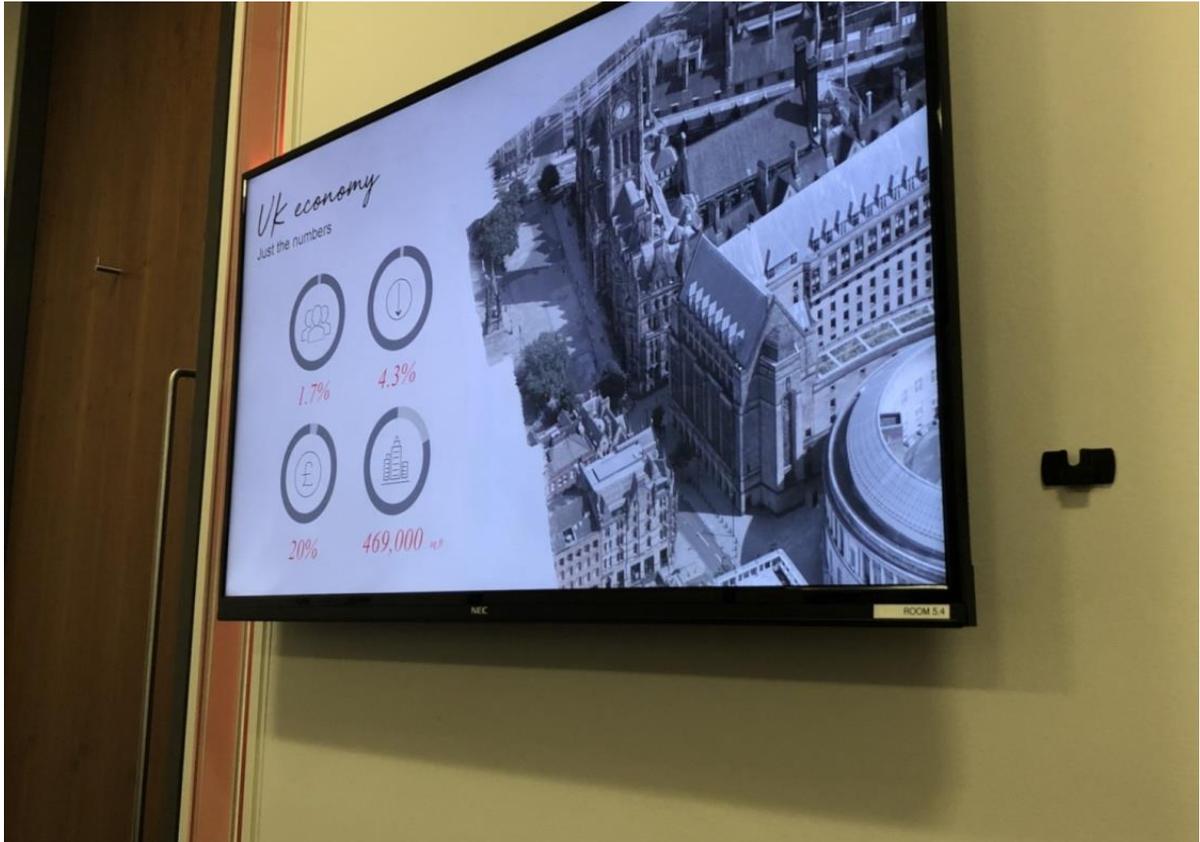
1. 臺灣代表團隊：內政部營建署王榮進副署長、林佑璘簡任技正、吳佩默副工程司，仲量聯行趙正義總經理，柏美國際有限公司曾美瑞總監、黃馨誼專案執行、隨行翻譯 Joyce Hill
2. Jones Lang LaSalle(JLL)：Adam Challis, Head of Residential Research、Jason Collier MRICS, Surveyor Office Agency

(三)交流情形

由 Head of Residential Research, Adam Challis，針對英國目前的房地產概況，公司合作及特別的建案進行深度分享，會議中提及西倫敦住宅規劃比較著重保存，幾乎都是舊建築保存建築外觀，只整理建築內部；相反地在東倫敦的建案大部分是新建築開發案較多。一開始必須要先整地(原都是工業地)，確認土地沒有受到汙染，整體規劃後通過政府部門審核計畫批准後，才能開發興建房屋。

在案例分享係以英國 Grenfell Tower 公寓大樓及 King's Cross 社會住宅為例做簡報說明。會議交流過程中，我方提問英國在都市更新操作上，政府是否會要求開發商於建案規劃時，提供社會住宅數量呢？Adam Challis 回饋說明得知，英國政府通常會要求民間開發案，提供大約 25-45% 的社會住宅為回饋目標，並依

照每個案子財務狀況做評估。透過此會議，藉此了解到英國都市計畫的開發及回饋制度，以此作為未來臺灣都市更新努力方向之參考。



Jones Lang LaSalle 會議簡報



會議交流實景



臺灣代表團與 Jones Lang LaSalle 與會團隊致贈禮品及合影



臺灣代表團與 Jones Lang LaSalle Adam Challis 合影

三、金絲雀碼頭集團



CANARY WHARF

(一)公司簡介

Canary Wharf Group 是一家英國國際型房地產公司，總部位於英國倫敦，負責辦公室、住宅和零售業的發展，是一個集房地產開發商、建設者、業主和經營者角色的多面向集團公司，在過去十年中，它在倫敦建造的辦公空間比任何其他開發商都要多。將曾經被遺棄的東倫敦港區轉變為知名的 Canary Wharf，實現了民營工程最偉大的壯舉之一。集團的員工人數超過 1200 人，共有三家子公司。分別為 Canary Wharf Group、Canary Wharf Limited 以及 Canary Wharf Contractors Limited。

(二)出席人員

1.臺灣代表團隊：內政部營建署王榮進副署長、林佑璘簡任技正、吳佩默副工程司，仲量聯行趙正義總經理，柏美國際有限公司曾美瑞總監、黃馨誼專案執行、隨行翻譯 Joyce Hill

2.Canary Wharf Group：John Garwood, Managing Director、Brian De'ath, Director Residential Sales

(三) Canary Wharf 介紹

英國倫敦的碼頭區是全世界最大的都市更新地區，其中最受國際矚目的莫過於 Canary Wharf 的更新開發計畫。這塊 81 英畝(約 32.8 公頃)的土地於 1987 年由全世界最大的開發商－奧林匹亞約克公司(Olympia & York)從英國政府手中買下，第一期的計畫預計興建全歐洲最高的 50 層國際金融大樓(One Canada Square)及其他 13 棟大樓與購物商場，其目標是要將倫敦塑造為歐洲的金融中心。

但隨著全歐洲不動產市場的低迷，此一更新計畫並不如預期地吸引企業進駐，終於在 1993 年拖垮了開發商，奧林匹亞約克公司宣佈破產。英國政府不得

不接手這些資產，也使得民間與學界大肆抨擊市場導向的都市更新政策不可行。

Canary Wharf 似乎成為民營化政策失敗的象徵。

1995 年十二月英國政府終於重新找到買主接手 Canary Wharf，新公司稱為 Canary Wharf Group，是一個國際性投資開發集團。經過英國政府及投資人的努力，今天的 Canary Wharf 不再是英國都市更新的恥辱，而是相當成功的開發案。現有營運的大樓幾乎已經達到 100% 的出租率，興建中的大樓也已經達到 70% 的預租率，國際性的金融公司紛紛進場。

目前全案已經開發完成三分之二，現已建成的資產包括 37 棟大廈及 5 個零售商場，現有樓板面積約有 25 萬坪，包括 16 萬坪的辦公室加上 9 萬坪的零售及服務設施空間，剩餘的部分將在 5 至 7 年內全部完成，包括 IBM 及花旗集團的公司歐洲總部大樓，預計未來住宅、辦公大樓及零售業發展合計 45 棟大廈，將成為倫敦最大的混合發展地區，當全部開發完成時，Canary Wharf 可提供 375,000 坪的 A 級金融辦公大樓及商場設施，預計創造就業人口將達 12 萬人。

(四)交流情形

在本次拜會行程中，由 Canary Wharf Group 的 Managing Director, John Garwood, 及 Director Residential Sales, Brian De'ath 介紹 Canary Wharf 開發與規劃。過程中透過建築模型、影片及解說，讓與會者更了解此案的規劃及發展願景，該公司積極爭取大眾運輸之交通捷運建設延伸至該地區，並引入國際性及金融企業總部，規劃商業服務設施，並提供街區的經營管理。本案開發基地範圍內高達 1 萬多支監視器，保全及清潔人員高達 1,200 位，希望提供良好的街區管理及安全服務；因當地有捷運站的設置，故高達 9 成 9 就業人口幾乎搭乘大眾運輸至此地區就業上班。

另該公司於開發過程中回饋高額交通建設經費、提供 600 多戶社會住宅及闢建 1 所小學等設施，藉以健全社區服務及環境發展。該公司前於 2013 年 3 月在集團大樓第 39 樓有 1 處青創服務空間，提供金融、網路安全、零售和智慧城

市等技術公司設置，提供小企業的緊密連接和空間，以實現快速成長，數年來已接待了超過 10 萬遊客和 1200 場次活動。藉此機會除了解 Canary Wharf 的建設外，更加了解該公司全方位的用心規劃及十幾年來努力的成果，非常值得借鏡學習。



John Garwood, Managing Director詳細介紹
Canary Wharf開發與規劃-1



John Garwood, Managing Director詳細介紹
Canary Wharf開發與規劃-2



John Garwood, Managing Director 詳細介紹
Canary Wharf 開發與規劃-3



Newfoundland



One Bank Street



Ten Bank Street



The Arts Club

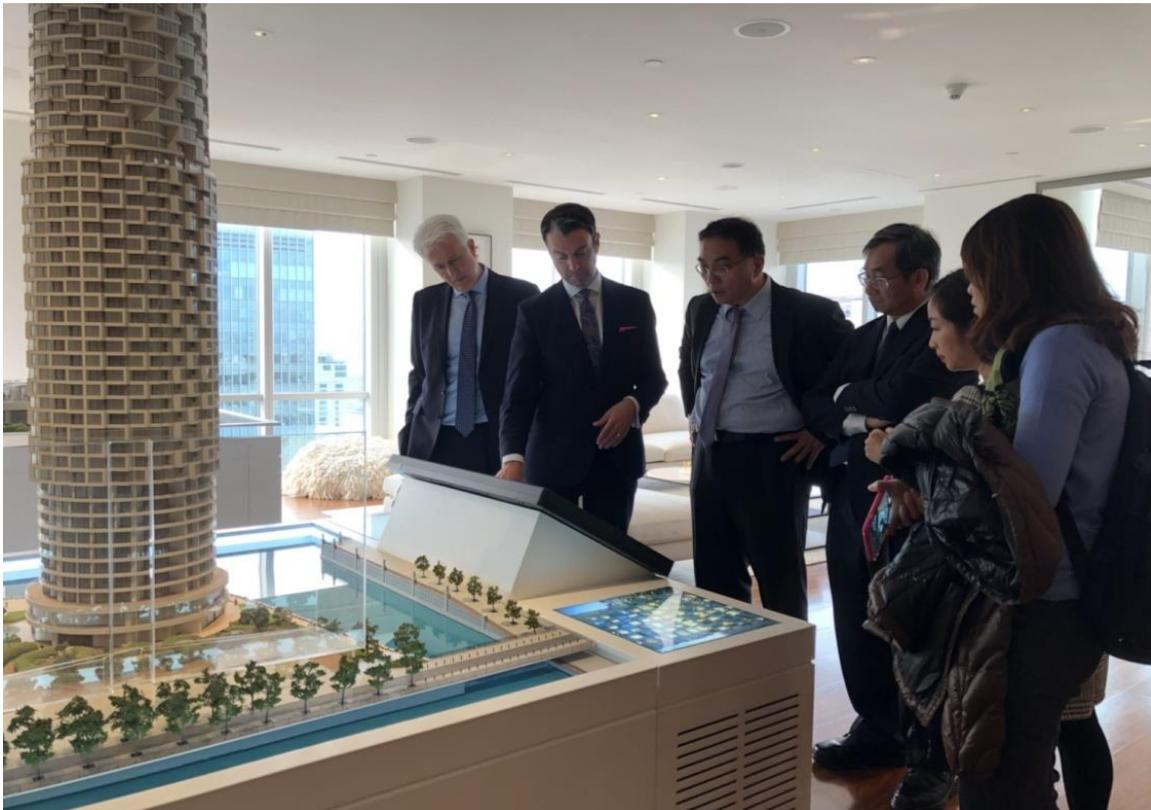


Canary Wharf
New Phase: 1

Canary Wharf 開發計畫範圍示意圖



Canary Wharf 住宅規劃模型



Brian De'ath, Director Residential Sales
介紹 Canary Wharf 住宅規劃



39 樓青創中心-1



39 樓青創中心-2



臺灣代表團與 Canary Wharf Group John Garwood, Managing Director 青創中心合影



臺灣代表團與 Canary Wharf Group 與會團隊合影



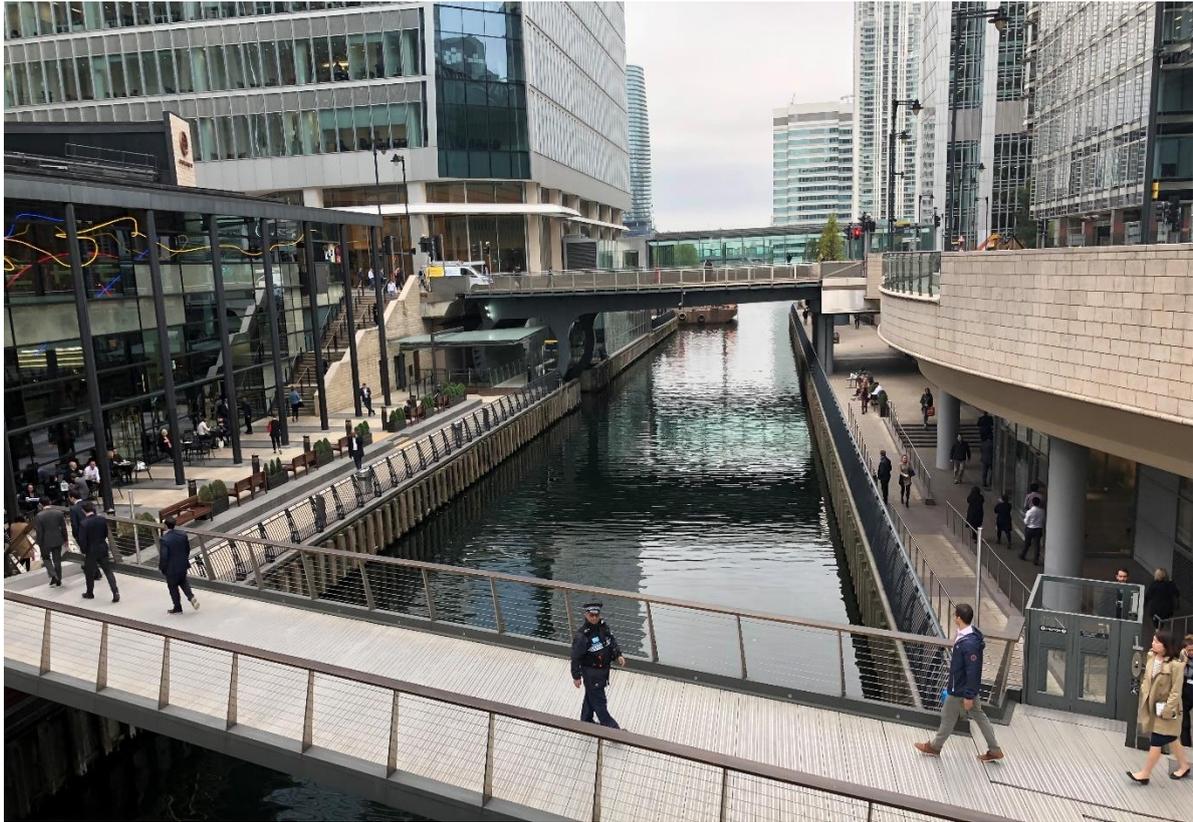
Canary Wharf 夜景照



Canary Wharf 實景-1



Canary Wharf 實景-2



Canary Wharf 實景-3



Canary Wharf 實景-4

肆、 拜會都市更新公司及地方政府

一、都市更新公司：Old Oak and Park Royal Development Corporation

(一)公司簡介：



OPDC 是倫敦的第二個由市長設立的發展公司，創立於 2015 年 4 月 1 日。致力於推動英國再生項目，目前正為倫敦西部開發一個全新的社區，將倫敦最難接近的地區轉變為一個世界級交通樞紐，提供新的住宅和商業發展，建造一個繁榮的社區和有價值的舒適空間，以及保護和改善 Wormwood Scrubs。希望為該地區的居民創造新的機會，確保倫敦在該地區獲得最大利益。

(二)出席人員：

1.臺灣代表團隊：內政部營建署王榮進副署長、林佑璘簡任技正、吳佩默副工程司，仲量聯行趙正義總經理，柏美國際有限公司曾美瑞總監、黃馨誼專案執行、隨行翻譯 Joyce Hill

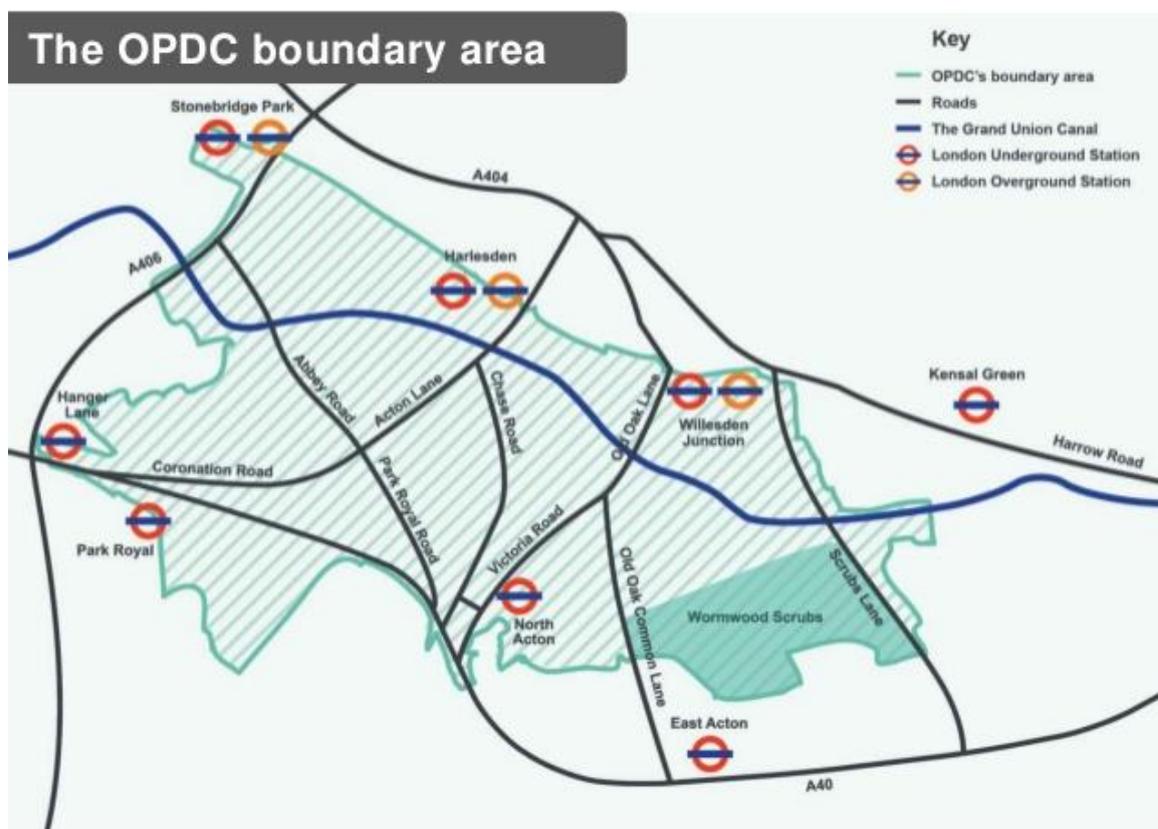
2.Old Oak and Park Royal Development Corporation：CEO, Victoria Hills，Chief

Finance Officer, Doug Wilson，Commercial Director, Simon Wainberg

(三)交流情形：

OPDC 發展公司是由倫敦的第二個市長所成立，代表倫敦市政府執行都市更新計畫，包含遺產及古蹟的保存。他們是市長所成立的公司，不屬於公家機關，經費來自於倫敦市政府挹注，所負責的案件很多都是沒有獲利的。會議上 OPDC 準備當地規劃文件，介紹西倫敦都市更新規劃，政府措施跟規定，為何以西倫敦這區做介紹，是因為此區為倫敦最大區，貫穿倫敦交通核心區，也是當地老舊發展的地區，亟待推動都市更新，引入產業發展及提供住宅需求，以改善地區環境品質。

根據 CEO, Victoria Hills 的說明，都市更新是可以與私人廠商合作開發，在都市計畫變更(例如：住宅區變更商業區)過程中，也需要土地捐贈或是回饋，但是可以與政府達成協議，先簽後付，開始動工之後才需繳納回饋金。另都市更新的過程中，事前一定會先與當地居民做溝通，有必要時是可以強制徵收土地，於規劃及開發過程中，也會要求開發商必須提供 30%-35%的社會住宅需求。



OPDC 規劃範圍示意圖



OPDC 規劃核心發展地區現況示意圖



會議交流實景-1



會議交流實景-2



臺灣代表團與 Old Oak and Park Royal
Development Corporation 與會團隊合影

二、都市更新公司：London Legacy Development Corporation

(一)公司簡介：



The Legacy Development Corporation 成立於 2012 年 4 月，一開始創立目的是因 2012 年倫敦奧運會，倫敦市政府希望為倫敦東部地區創造一個充滿活力的新地標，並建造英國女王伊麗莎白二世奧林匹克公園，提升都市機能並達到都市永續發展目標。The Legacy Development Corporation 是第一個倫敦市長所設立的遺產發展公司。負責範圍涵蓋整個奧林匹克公園及周邊地區之長期規劃、開發、管理和奧運遺產的維護。

(二)出席人員：

- 1.臺灣代表團隊：內政部營建署王榮進副署長、林佑璘簡任技正、吳佩默副工程師、柏美國際有限公司曾美瑞總監、黃馨誼專案執行、隨行翻譯 Joyce Hill
- 2.London Legacy Development Corporation：Director of Planning Development, Irene Man，Director of Design, Peter Maxwell

(三)交流情形：

London Legacy Development Corporation 是倫敦市長所創立的第一個都更公司，董事是直接由倫敦市長指派，政府給他們權利做整合及發展的計畫，這樣可以加速工作效率，但是還是得跟四個行政區的市議會配合。

會議上主要以奧運地區的土地整合、規劃構想及開發內容做介紹，在過去東倫敦曾經是現代工業的發源地，聚集了一些工業與加工業製造廠、瓦斯和污水處理廠、垃圾掩埋場和鐵路設施等鄰避設施。不僅存在著污染和安全的疑慮，也影響著周邊地區的發展。為了東倫敦的永續性都市再生，整個奧運公園開發案橫跨四個行政區，佔地約 2.5 平方公里，公部門總投入金額約 125 億英鎊，並吸引了

大量的民間投資與開發。規劃內容包括奧運場館、戶外公共空間、興建社會住宅及超過 300 間新的商店、餐廳、酒吧等服務設施。

London Legacy Development Corporation 將公園綠地予以保留，規劃住宅單員，包含社會住宅(分為可租及可售住宅單元)。整體規劃跟開發都是由該公司執行，總共包括 4 個區塊，奧運體育場、游泳場館、綜合球場以及自行車賽車場。其中倫敦奧運體育場賣給了 West Ham United 足球隊使用，其他的場館則是於奧運活動舉辦結束後，將部分設施改建，換成其他用途使用，例如娛樂中心、演唱會等等，總共花了 3 年時間整理，再開放予民眾使用。奧運選手村也在賽後進行營運管理，目前選手村已被改建成 2,818 間公寓住宅，其中 1,379 間為「可負擔住宅」。

在交通建設上有歐洲之星連接倫敦和巴黎只需要一個半小時多，附近還有城市機場，預計在 2018 年開通的 Crossrail 捷運線連接東西倫敦。該地區的其他公共建設，則包括興闢 1 所大學、2 所中小學校、醫療中心及其他公共設施等建設已陸續展開，以因應新移居人口住戶使用需求。



會議交流實景-1



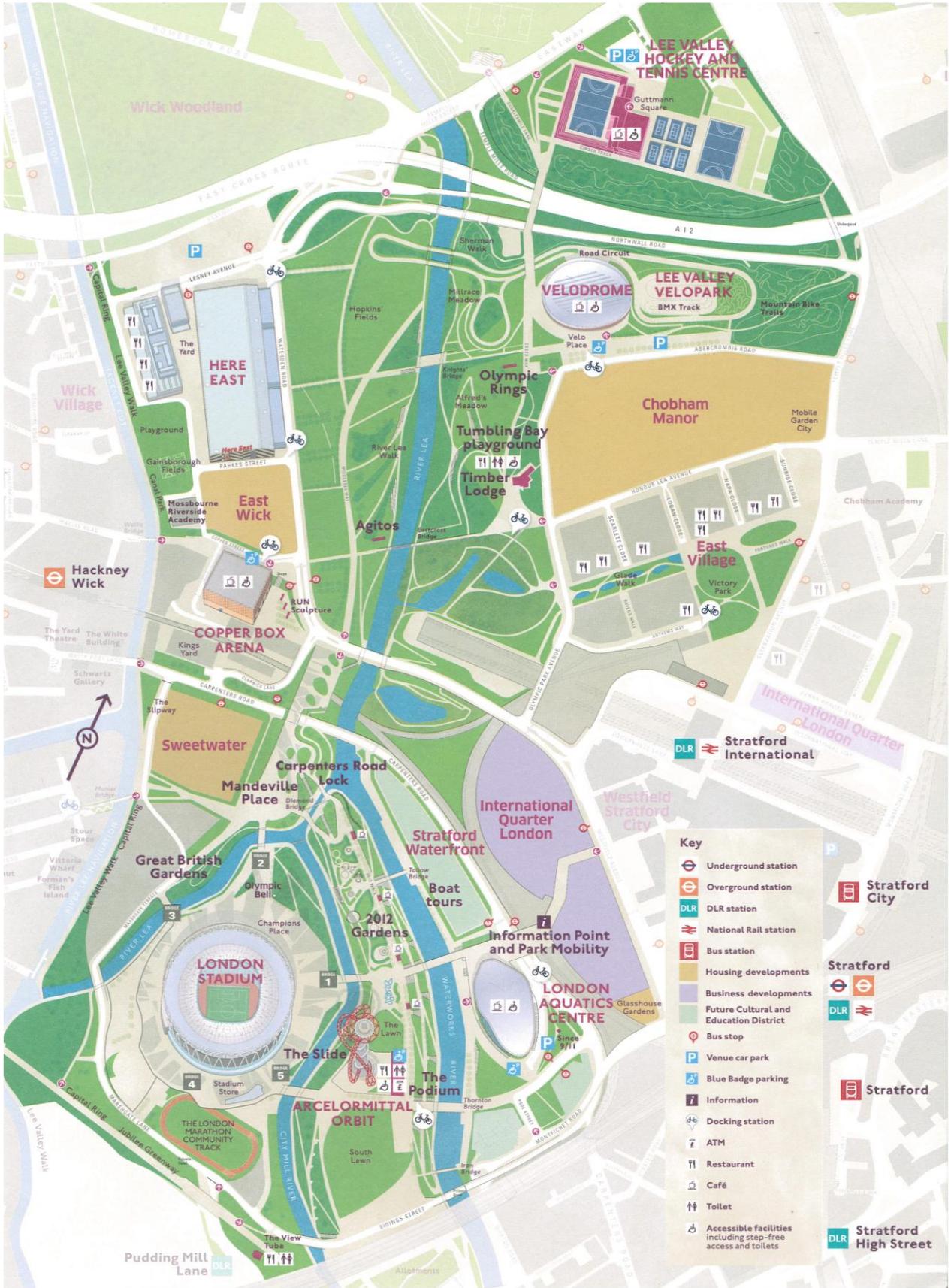
會議交流實景-2



會議交流實景-3



臺灣代表團與 The Legacy Development Corporation 與會團隊合影



奧林匹克公園整體規劃配置示意圖

三、地方政府：Birmingham City Government



(一)機關簡介：

Birmingham City Government 是負責英國 Birmingham City 治理的地方政府機構，自 1974 年以來一直是英國的大都會區，它是英國人口最多的地方議會。市議會總部在市中心的議會大廈，除了聯合委員會管理的服務外，該委員會幾乎負責管理所有的本地服務。近年來，某些服務的提供已經轉移到了幾個議會選區，每個選區都有一個由該區議員組成的選區委員會。

(二)出席人員：

- 1.臺灣代表團隊：內政部營建署王榮進副署長、林佑璘簡任技正、吳佩默副工程司，柏美國際有限公司曾美瑞總監、黃馨誼專案執行、隨行翻譯 Joyce Hill
- 2.Birmingham City Government：Senior Development Planning Officer, Jacob Bonehill, Head of Investor Relations-China and SE Asia, Andrew Dunbar

(三)交流情形：

Birmingham 為英國第二大城，人口規模上僅次於倫敦，在都市發展過程中，Birmingham 逐漸從單一的製造業轉為多種產業並存的複合經濟結構，包括商業和金融服務、展覽、會議、旅遊以及傳統製造業。

會議中提到 Birmingham 政府花了長的時間規劃出一些調整及都更計畫，保存市中心的珍貴遺產(運河及其他古蹟建築物)，並發展新的觀光設施，以吸引觀光人潮。交通部份匯集了許多的高速公路，New Street 火車站連接全英各地，藉此前往倫敦僅需一個半小時。此外，Birmingham International Airport 是僅有的倫敦以外的可以直飛中國的機場，這點能吸引更多外地人居住於 Birmingham。為了讓 Birmingham 吸引更多年輕人或是外來客來到此地，政府提高行政效率，希望創造一個環境讓投資

商願意投資，吸引人才來到 Birmingham 工作。其他的誘因是倫敦發展已趨近於飽和，Birmingham 土地便宜，較多住宅單元可提供，以及生活品質也伴隨著各項建設改善很多。

政府所規劃社區發展計畫是針對當地居民，政府做為輔導者角度，要經過當地社區的投票，爭取在地人的建議。在都市更新部分 Birmingham 市議會要配合在地國家計畫，如建設商業區或是廢除工業地、都市社區的規劃等，都是由 Birmingham 政府提出大綱及草案。會議中也提到都市更新整合也是花很長的時間，每個案件執行時間都有所不同，很多因素影響。以電車開發的案例來說，總共花了 15 年時間，主要原因是資金不足，規劃也花了很長時間，而且要避開古蹟建築。這些發展已使得 Birmingham City 從一個環境不佳、基礎建設不足的衰退製造業城市，轉型成為一個在經濟上以專業和商業服務為基礎的現代化都市，以成為世界級的國際化城市目標邁進。



Birmingham 市議會實景



會議交流實景-1



會議交流實景-2



臺灣代表團與 Birmingham City Government 與會團隊合影

伍、案例參訪

一、行程表

時間	景點	地址
10/17(二) 14：00-15：30	The Shard(碎片大廈)	32 London Bridge St, London SE1 9SG
10/17(二) 16：00-17：30	King's Cross(國王十字)	Argent (Property Development) Services LLP 4 Stable Street, London, N1C 4AB
10/20(五) 10：00-12：00	Queen Elizabeth Olympic Park(英國女王伊麗莎白 二世奧林匹克公園)	Queen Elizabeth Olympic Park, London E20 2ST
10/20(五) 13：00-15：00	Westfield Stratford City (西田斯特拉特福德市)	Montfichet Road, Olympic Park East London LONDON E20 1EJ

二、案例介紹

(一)The Shard：

The Shard於2010年開工，於2012年7月竣工，當年7月5日揭幕，建設時間達12年，耗資15億英鎊，是全歐洲最高的建築，倫敦地標建築之一。The Shard位於倫敦橋塔橋附近，高310米，共95層樓。之所以取名為The Shard，是因為建築表面由向內傾斜並依次向上生長的玻璃片覆蓋，自下而上由粗變細，最終形成一個晶瑩剔透的玻璃金字塔。塔尖的玻璃板互不接觸，形成一個「讓大廈在天空呼吸」的開放空間。這座72層的多功能大廈還開創了一個令人驚歎的夜間燈光秀，使得鄰近地標聖保羅大教堂及英國國會大廈都相形失色。The Shard是由義大利著名建築師皮亞諾設計，安德魯王子為其揭幕，現在已成為英國倫敦的新地標。



JLL, Jason Collier 詳細介紹 The Shard-1



JLL, Jason Collier 詳細介紹 The Shard-2



The Shard 觀景



臺灣代表團與 JLL, Jason Collier 合影

(二)King's Cross(國王十字)：

倫敦市King's Cross的都市更新區域介於King's Cross與St Pancras車站之間，位於倫敦市中心偏北，地鐵一環的邊界。於1996年英國鐵路正式私有化，國會通過海底隧道連接鐵路計劃，英法海底隧道通車之後，緊鄰King's Cross的St Pancras車站確定成為歐洲之星列車的終點站。負責開發整個King's Cross都市更新區域的開發商為Argent。Argent在2004年五月向倫敦肯頓自治市政府提交了都市更新規畫案。2005年提交修改版本後，在2006年三月取得規劃許可；2007年海底隧道連接鐵路正式完工，St Pancras車站重新營運；2008年開始拆除整建工作，預計此大型都市更新開發案件，將建造50棟新建築，2,000個新住宅單元，20條新馬路以及10個廣場。



Argent LLP, Partner, William Colthorpe 詳細介紹 King's Cross 都更規劃-1



Argent LLP, Partner, William Colthorpe 詳細介紹 King's Cross 都更規劃-2



King's Cross 整體規劃成果示意圖-1

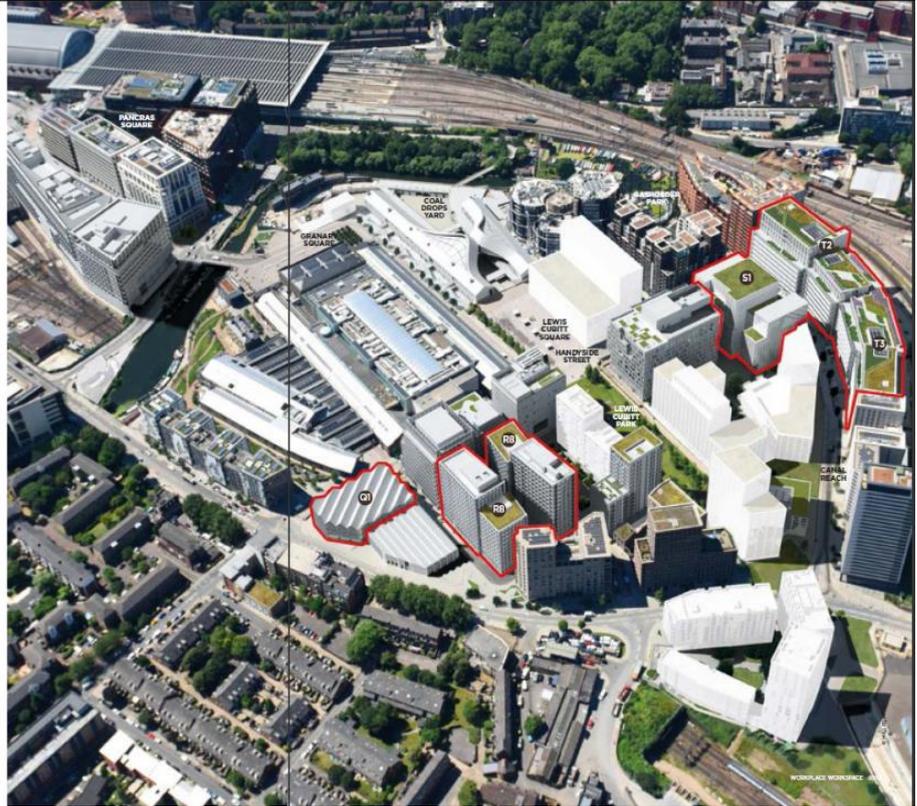
OFFICES	BUILDING SIZE (NET) SQ FT (NET) SQ M	FLOORS NO.	BUILDING STATUS
10	Handyside Street 30,000 2,787	3	Delivery from early 2019
11	Beaconsfield Street 67,000 6,224	13	Delivery mid 2019
12	Handyside Street 175,000 16,257	11	Delivery from late 2019
13	11 Canal Reach 234,835 18,580	11	Delivery early 2019
14	21 Canal Reach 169,808 15,775	9	Delivery from late 2019

With the Pancras Square office cluster complete, the next opportunity is the development around Handyside and Canal Reach. The beautiful new public spaces off Handyside, Lewis Cabot Park and Square, are already open and being enjoyed by the public. Gasholder Park on Canal Reach opened November 2018.

The offices at 11-21 Canal Reach are being designed by Bennetts Associates, 01 by Coffey Architects and 02 by Plericy & Company.

New housing, educational and cultural facilities are also being developed here and the shopping and leisure destination, Coal Drops Yard, opens in 2018. This will complement the homes, leisure and educational facilities that are already at King's Cross. This once derelict railway land is now a thriving community for all.

Right: THE NEXT OPPORTUNITY
The sites outlined in red indicate office cluster development. The white lines indicate sites yet to begin.



King's Cross 整體規劃成果示意圖-2

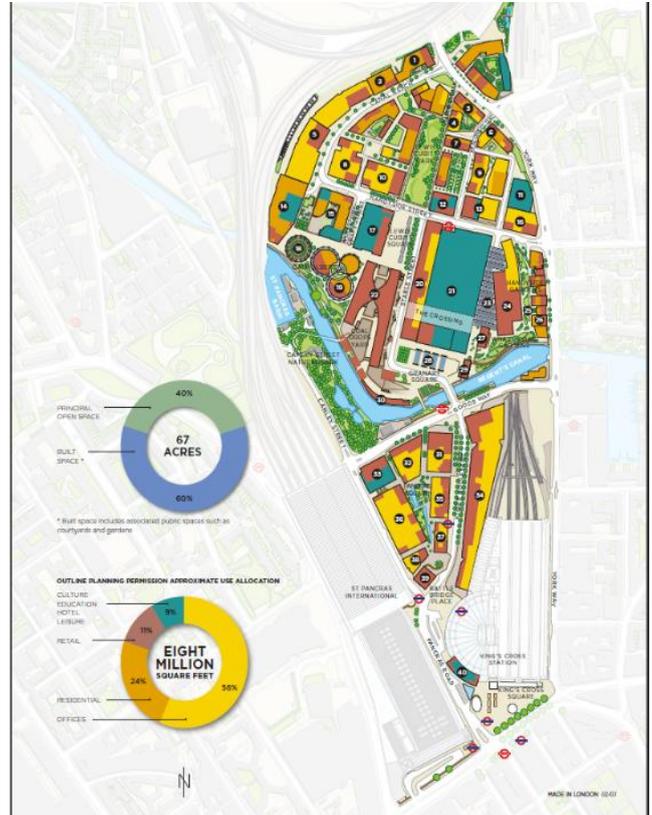
50 new and restored buildings and structures, 20 new streets and 10 new public spaces are being created

In 2006, planning permission was granted for 8 million sq ft gross of mixed-use development. Spread over a site that totals 67-acres, there will be 3 million sq ft net of new workspace, up to 500,000 sq ft of retail, cafes, bars, restaurants and leisure facilities; close to 2,000 new homes; a new university; and a range of educational, hotel and cultural facilities. All set in a massive 26 acres of public space.

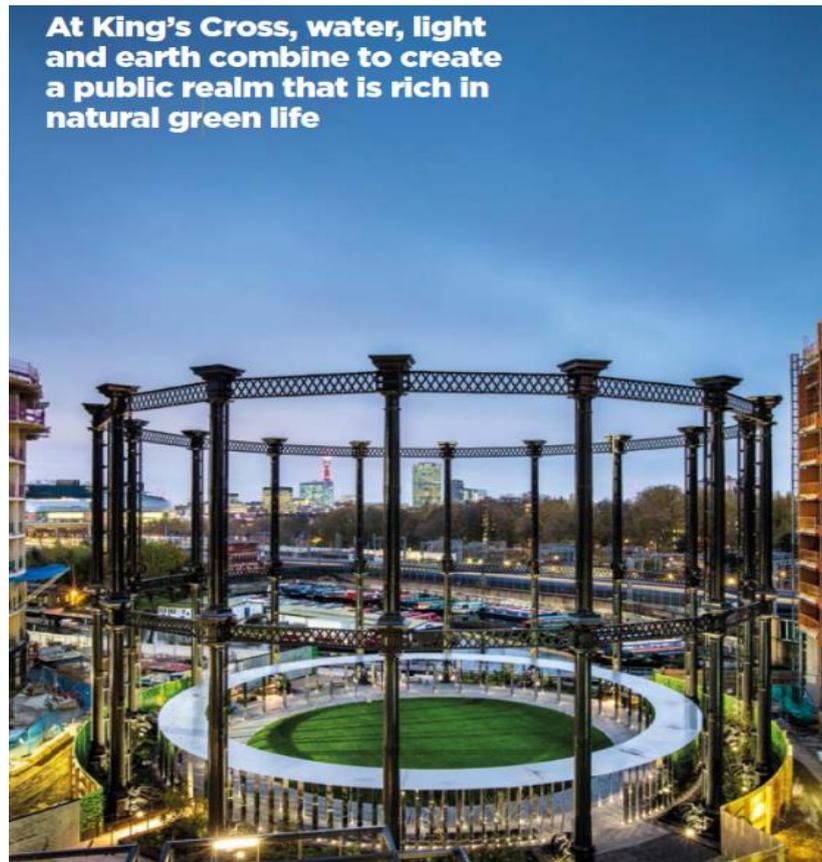
COMMITTED BUILDINGS AND OCCUPIERS

- | | |
|---|---|
| 1 URBANIST, STUDENT HOUSING AND RETAIL | 26 HANDYSIDE GARDENS |
| 2 ARKIN, STUDENT HOUSING AND RETAIL | 27 ARTHOUSE, RESIDENTIAL, RETAIL, LEISURE (BAR) AND RESTAURANT (THE GREEN LARDERS) |
| 3 SAUND COURT, RESIDENTIAL, RETAIL AND OFFICE | 28 TWO GRANARY SQUARE, CULTURE AND OFFICE (HOUSE OF ILLUSTRATION AND ARTFLUND) |
| 4 ROSEBERRY MANNSON, RESIDENTIAL | 29 GRANARY SQUARE |
| 5 11-21 CANAL REACH, OFFICES AND RETAIL | 30 DANULON RESTAURANT AND BAR (THE LIGHTHOUSE) |
| 6 RUBICON COURT, RESIDENTIAL, RETAIL AND OFFICE | 31 FISH & COAL, RETAIL AND OFFICE |
| 7 FIDRMAN HOUSE, RESIDENTIAL AND RETAIL | 32 THREE PANCRAS SQUARE, OFFICE (PARAS) AND RESTAURANT (PRICE AND KINGS) |
| 8 01, OFFICES AND RETAIL | 33 FOUR PANCRAS SQUARE, RETAIL AND OFFICES (UNIVERSAL MUSIC) |
| 9 02, RESIDENTIAL, OFFICES AND RETAIL | 34 FIVE PANCRAS SQUARE, OFFICE AND LEISURE (LE CARPON OFFICES, ACCESS CENTRE, LEISURE CENTRE, PUBLIC LIBRARY) |
| 10 03, OFFICES (GOOGLE) AND RETAIL | 35 KING'S ROULETTE, OFFICES (GOOGLE) AND RETAIL |
| 11 ARKIN, EDUCATION AND RETAIL | 36 TWO PANCRAS SQUARE, OFFICES (PPE FOR MUSIC, CIRCLE HOLIDAY, VISTAPART, HOLO AND TROJAN, RESTAURANT (DUMKED) AND RETAIL (ONIC)) |
| 12 04, OFFICES, RETAIL AND CINEMA | 37 SIX PANCRAS SQUARE, OFFICES (GOOGLE) AND RESTAURANT (ORRIS & MORRIS, WINGS, LEON AND TORTILLA) AND RETAIL (EVANG CYCLES) |
| 13 TAPESTRY, RESIDENTIAL, ENERGY CENTRE, RESTAURANT, LEISURE AND CAR PARK | 38 ONE PANCRAS SQUARE, OFFICES (THE OFFICE, GOSLUR LOUIS VUITTON, RESTAURANT (CONICAL NOTE)) |
| 14 RUMFOLD BUILDING, RESIDENTIAL, PRIMARY ACADEMY AND PRINCE HARRIS SCHOOLS, FOR DEAF CHILDREN, COMMUNITY AND RETAIL | 39 SEVEN PANCRAS SQUARE, OFFICE (THE OFFICE GROUP), RESTAURANT (BRANDBER & CO.) |
| 15 05, OFFICES AND RETAIL | 40 GERMAN OYSTERHOUSE, RESTAURANT (D&D LONDON) |
| 16 ARKIN, CULTURE, EDUCATION, HOTEL AND RETAIL | 41 GREAT NORTHERN HOTEL, HOTEL AND RESTAURANT (PULP, SPY, MILA, QMI BAR, WOODS) |
| 17 GASHOLDER PARK, URBAN PARK | |
| 18 GASHOLDER LONDON, RESIDENTIAL AND RETAIL | |
| 19 WESTERN TRANSIT SHED, RESIDENTIAL, MARKET PLACE, 03 RESIDENT, SINCE CROSS VICTOR CENTRE, RESTAURANT, BAR/CAFE (BONCHON) AND OFFICES (ARGENT, YOGATE USA, ZONE) | |
| 20 THE GRANARY COMPLEX, EDUCATION (CENTRAL SAINT MARTINE SCHOOL OF ART AND DESIGN) AND RESTAURANT (CARMONA, VUNCHKA, GREEN STORE) | |
| 21 COAL DROPS YARD, RETAIL | |
| 22 WEST HANDYSIDE CANOPY, EVENTS SPACE | |
| 23 HILLARD GOODS SHED, RETAIL, COOKERY SCHOOL, CWAITROSE AND OFFICE | |

NOTE: The Age that Development Network (ADEN) is a group of development agencies with mandates that include the environment, health, education, architecture, culture, microfinance, rural development, disaster reduction, the promotion of private sector enterprise and the revitalisation of historic cities. ADEN agencies conduct their programmes without regard to faith, religion or gender.



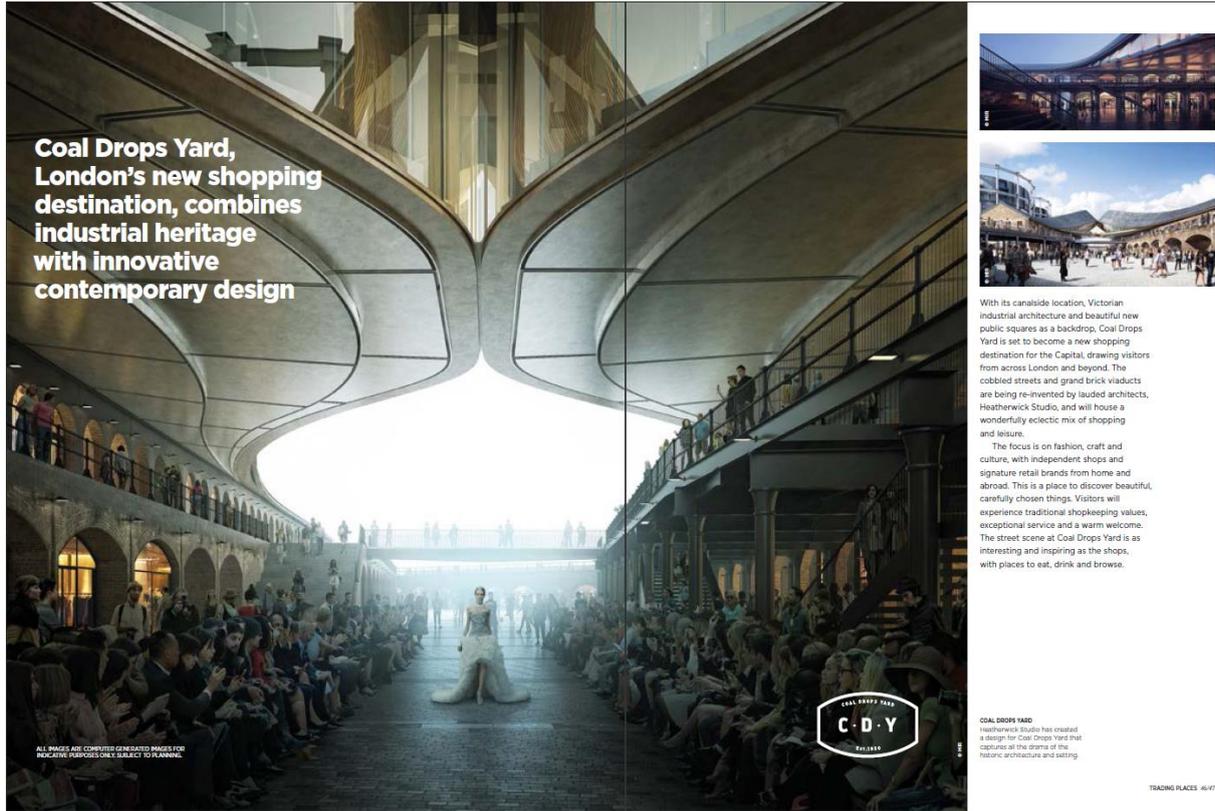
King's Cross 整體規劃土地使用管制內容示意圖



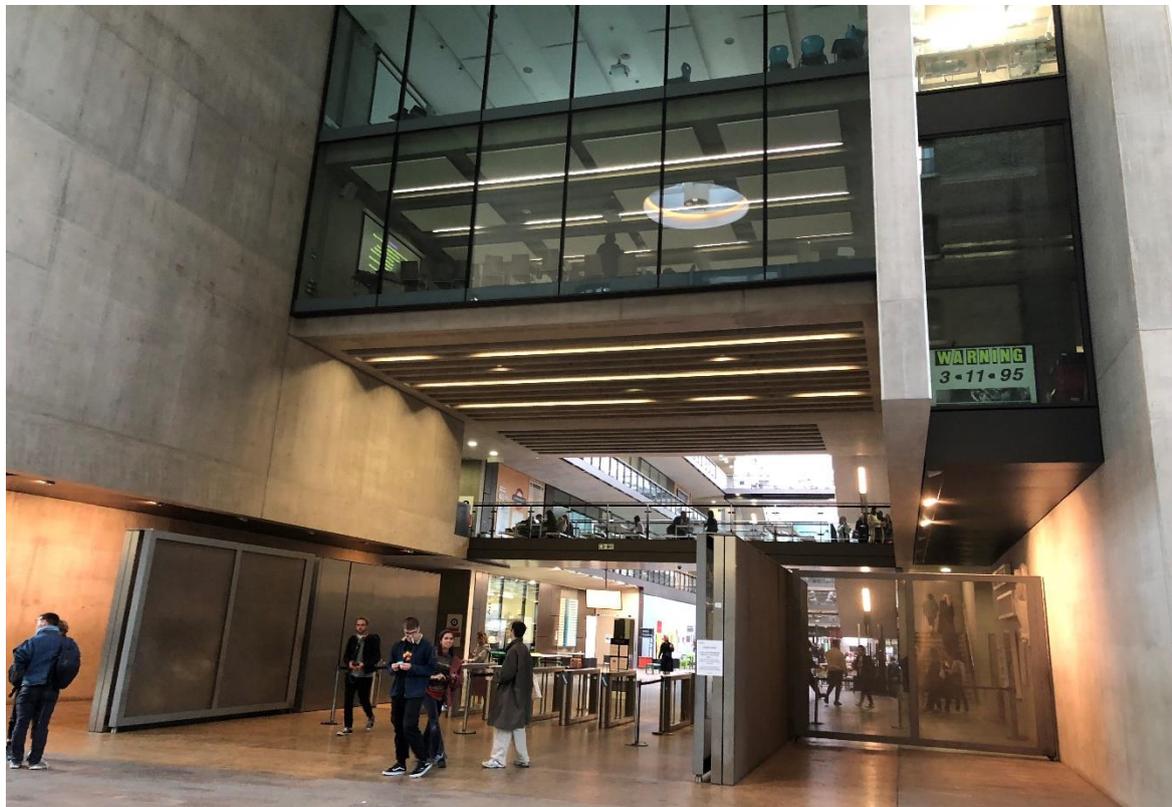
King's Cross 天然氣儲存槽外觀保留規劃鄰里公園成果圖



King's Cross 天然氣儲存槽外觀保留規劃鄰里公園及住宅單元實景



King's Cross 調車場活化利用，引入設計學院舉辦時裝成果展示意圖



King's Cross 調車場活化利用，引入設計學院入口實景



King's Cross 調車場保存活化利用外觀實景



King's Cross 調車場保存活化利用，引入超級市場及室內通道實景



臺灣代表團與 Argent LLP, Partner, William Colthorpe 合影-1



臺灣代表團與 Argent LLP, Partner, William Colthorpe 合影-2

(三) Queen Elizabeth Olympic Park :

倫敦的東部，長久以來是較衰敗的地區。2005 年，倫敦獲得 2012 年夏季奧運會及夏季殘奧會舉辦權。當初，倫敦在申辦奧運時，所做的最重大承諾，就是「奧運園區與其周邊地區的長期規劃、發展、管理與維護」，而園區預定地就在東倫敦。為兌現該承諾，在奧運會開幕三個月前，倫敦市長宣布創立 London Legacy Development Corporation，於奧運期間及其後，管理奧運園區跟園內的場館設施，並且推動東倫敦的活化再生。

東倫敦 Stratford 佔地約 2.5 公頃，包含了倫敦奧運幾個體育場和選手村的所在地 Olympic Park，其實原本是一塊受到嚴重污染的工業用地，長期受到化學藥劑和重金屬等工業廢料的汙染，附近的河流也曾經是工廠傾倒污水的排水溝，倫敦政府希望能藉由奧運淨化這塊土地，進行了大量的「洗土」與「淨水」的工程。賽事結束後，這座公園將轉換用途為一座自然生態公園，也將更名為「Queen Elizabeth Olympic Park」。



Queen Elizabeth Olympic Park 服務處接待人員介紹



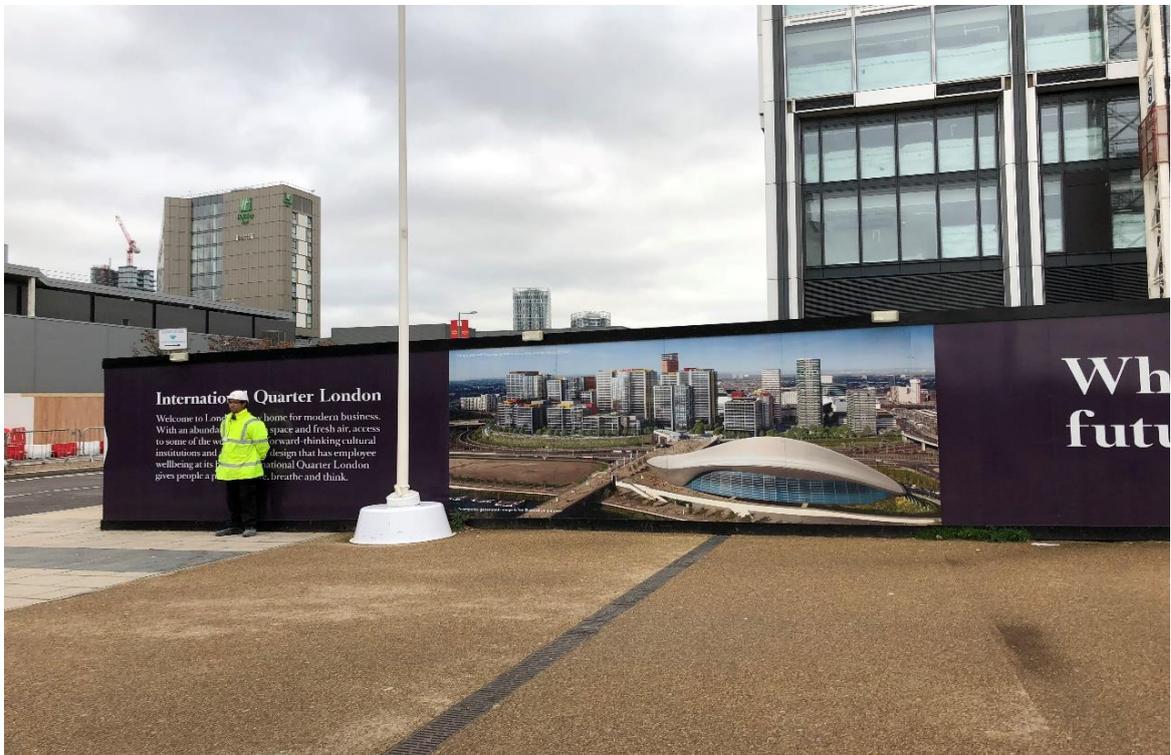
Queen Elizabeth Olympic Park 配置示意圖立牌



Queen Elizabeth Olympic Park 實景



Queen Elizabeth Olympic Park 附近商場實景



Queen Elizabeth Olympic Park 周邊國際辦公及商場大樓構想圖



Queen Elizabeth Olympic Park 周邊國際辦公及商場大樓施工現況

(四)Westfield Stratford City：

在1960年代Stratford第一波的都市更新計畫，此時期拆除許多老舊街區並且建立了新穎的購物中心。1986年通過的英倫海峽海底隧道高速鐵路法案將Stratford設定為一重要的更新發展區；經過地方居民的努力，1990年代Stratford進行了多項重要的更新計畫，Stratford City是把原來的鐵道用地空間，重新作商業性開發，開放給公眾使用，同時提昇經濟效益，此區緊鄰奧運公園旁，負責運輸奧運時大量的遊客及參賽者。2012年奧運開幕期間，所有參與者都會透過特設的奧運專線高速鐵路從倫敦市中心快速抵達Stratford City這一區，再以步行或接駁車抵達各活動會場。

其中Westfield是一個歐洲最大的城市購物中心，以及英國第三大購物中心的零售空間，後面地鐵中心和特拉福德中心。考慮周邊購物區，是歐盟最大的城市購物中心。最初由Westfield集團全資擁有，2010年11月，ABP基金會和CPP投資委員會各自購買了25%的股權，Westfield保留了50%的股權。這個購物中心是Stratford City的一個大型多用途開發項目的一部分。Westfield購物中心的開發興建，對當地經濟作出相當重大貢獻，所創造出的1萬個工作機會中，有2,000多個是當地人。



Westfield 購物商場都市更新案實景-1



Westfield 購物商場都市更新案實景-2



Westfield 購物商場都市更新案實景-3



Westfield 購物商場都市更新案實景-4

陸、心得及建議

2017年參加及觀摩MIPIM UK(英國房地產投資交易會)，主要觀摩英國主要城市不動產發展，學習不同城市開發專案的思維與潮流，同時拜訪英國都市更新公司及國際性投資開發及潛在廠商，並充分利用出國行程時間，參訪重要都市更新及再生案例。現謹就本次參與之心得及建議，整理、歸納與摘要如下：

一、心得

- (一) 經由參加並觀摩 MIPIM UK 不動產交易舉辦模式，一方面透過舉辦主題論壇外，提供不同類型之多元策展方式，擴大不動產相關產業之串聯及媒合平台增加交流機會，促進臺灣了解與國外廠商合作機會。
- (二) 透過國際性開發及潛在廠商間的拜會交流，促進臺灣公部門推動公辦都市更新與國外廠商合作機會，強化了解相關活化再生思潮，透過引進相關技術、管理方法及創新概念，有助未來邀請國外廠商投資建設臺灣各城市的都市更新開發案。
- (三) 藉由此次拜會英國政府相關官方單位，以瞭解其相關運作模式、法令制度、經費來源、遭遇的困難及開發成果等內容，進行互動交流與回饋，以作為我國成立相關組織推動之借鏡參考。
- (四) 實際參訪當地土地開發更新活化利用案例，觀摩學習其優缺點，有助未來臺灣推動都市更新規劃及學習參考。
- (五) 由於英國倫敦地區百年及老舊建物數量眾多，亦面臨都市再生、活化利用及重建問題，經與相關單位交流後，發現各單位多有完整的地區整體規劃願景、彈性與活化策略、不斷地溝通協調、彈性的回饋機制（如開發案回饋30%~45%比例的社會住宅單元，搭配彈性多元住宅政策，只租不售、可出售、半租半買及免費租屋等措施），以滿足地區住宅、產業及社會發展需求。

二、建議

- (一) MIPIM每年多會吸引眾多國際投資者，是臺灣主要於國際招商的媒介與平台，未來可考量推出臺灣重大之投資開發招商案件，或與其他部會及地方政府合作前往參展，持續與國際接軌，吸引外資投資。例如MIPIM CANNES (坎城)、MIPIM JAPAN(日本)、MIPIM ASIA(香港)以及MIPIM UK(倫敦)等活動，除爭取曝光外，更能直接與主要投資者對接，深入說明臺灣之投資開發優勢所在。因MIPIM CANNES為全世界最大的房地產交易會，未來可提早規劃召集各部會及地方政府前往MIPIM CANNES參展。
- (二) 本次拜會已建立相關溝通橋梁及窗口，建議後續可強化長期聯繫管道，甚至打造雙方交流合作關係，並汲取英國都市再生與專責機構發展經驗，以納入我國籌組相關專責機構及推動都市更新執行參考。
- (三) 未來我國應積極建立更優良的投資環境，包括法律透明、高信任度政府、合理稅制、優惠獎勵、良好基礎建設、退場機置、優秀人才及商業夥伴等改善，始能持續在國際間更有競爭優勢。
- (三) 未來應持續推動大型都市更新個案開發，提出整體規劃構想及願景，除可帶動營建產業發展外，引入相關產業及公共設施服務機能提升，更能創造就業機會、增加地方稅收及活絡經濟發展，未來可檢討如何吸引外資投資之相關優惠措施，以期吸引優質及體質健全之開發商經營開發。
- (四) 為協助社會經濟弱勢民眾及青年人口回流到都會地區就學、就業，除滿足居住需求外，更應提高都市土地運用效益，增加多元且因應時代需求之社會福利等措施，以強化都市服務機能。近年來我國政府積極推動大面積公有土地、國營事業土地、港口、車站等周邊地區之公辦都更及四、五層老舊公寓重建，以協助民間自力更新，提供整合及專業技能。為強化政府職能，落實居住正義，亟需由中央單位創設具有興辦社會住宅與都市更新專業組織的專責機構，支援政府持續執行社會住宅興辦業務，以及增加公辦更新案執行能量，輔以協助民間推動具公共利益之更新案，企盼加速推展臺灣都市再生及永續發展之城市。

附錄 1、招商案中英文及簡報資料

一、臺北市中山區中山女中南側地區都市更新案

(一) 標的介紹(中文版)

本案由內政部營建署擔任主辦機關整體規劃推動都市更新案，以「智慧型生態社區」為發展定位，採分期分區方式，導入生態社區、藝文休閒、保存臺鐵宿舍歷史文化風貌及推動公共住宅政策，建構歷史風貌共存及具公益性之社區典範。

本案為一個更新單元、四個重建區段，面積為3.46公頃。開發方式以權利變換方式實施都市更新事業，實施者負責完成全區公共設施(公園及道路拓寬)、歷史建築區段之歷史建築修復營運與東南區段房地興建。辦理權利變換後，營建署分回之西北與東北區段公有地以設定地上權方式進行開發與經營，設定地上權期限為50年。

1.投資優勢

- 本案基地位居臺北市正中心，重要商業或捷運設施位於 500 公尺範圍內。
- 本基地為臺北市區完整大面積土地，更新開發可帶動臺北市八德路商圈再發展。引入適當之商業、辦公、旅館及文化創意產業等活動型態，提昇基地周邊地區之發展效益及促進歷史建築之活化利用。

2.投資誘因

本案基地公有地占86.98%，公私共有地占2.00%，私有地占11.02%，位於臺北市行政與交通中心，更新單元內各區段基地完整。八德路延線從華山藝文特區、三創數位生活園區、建國碑酒廠更新計畫區、本案基地、中崙商業區至小巨蛋為藝文及商業發展地帶，且毗鄰本案基地西側與南側之私人都市更新案已陸續動工，並預定於三年期間內陸續完工。

3.基地條件

項目	臺北市中山區中山女中南側地區都市更新案	
計畫面積	3.46 公頃	
各區段 開發面積	西北重建區段	面積 0.4 公頃
	東北重建區段	面積 0.9 公頃
	歷史建築重建區段	面積 0.5 公頃(歷史建築修復與營運由實施者負責)
	東南重建區段	面積 0.54 公頃 (私人優先分回更新後房地；餘由營建署與實施者分回)
容許使用項目	依細部計畫土地使用管制規定內容	
申請人資格	<p>I. 一般資格：依公司法設立股份有限公司，可為單一公司或企業聯盟。不論以單一廠商或企業聯盟申請，均得於提出申請階段以新設公司之方式參與，其新設公司應與申請人負連帶責任。</p> <p>II. 能力資格：</p> <ul style="list-style-type: none"> ● 申請人或其團隊應具有都市更新實施開發經驗；樓地板面積總和應高於 60,000 平方公尺，且單一個案之建築樓地板面積不低於 24,000 平方公尺。 ● 財務能力： <ul style="list-style-type: none"> ➢ 單一公司實收資本額為新臺幣 5 億元(含)以上。 ➢ 企業聯盟申請人實收資本額合計須在新臺幣 5 億元以上，且領銜公司之實收資本額應在新臺幣 2 億元以上。 ● 最近 3 年內無退票紀錄或重大喪失債信之情事。 	

4.利益願景/預估投資報酬率

- A. 本案更新單元(四區段)總投資額預估約新臺幣 100 億。
- B. 東南重建與歷史建築重建二區段投資額預估約新臺幣 38 億。

5.政策獎勵：依政府相關政策及法條規定。

(二)英文版

Taipei Municipal Zhongshan Girls High School South Area Urban Renewal Project

Project Overview

Construction and Planning Agency (CPAMI) as the competent authority takes in charge of the total planning and promoting the urban renewal projects. Taking the smart Eco-Community as the development orientation, the project staged development, introduces in ecological community and art and literature leisure, preserves historical and cultural features of Taiwan Railway Dormitory and promotes policies of Public Housing to build a model community with historical features coexisting with public welfare.

This project contains 1 renewal unit and 4 rebuilt zones, with an area of 3.46 hectares. The development method is to execute urban renewal via the right transformation method. The implementer is responsible for accomplishing communal facilities (parks and road widening) of the entire region, repair operation of historical buildings in the zone of historical buildings and construction of buildings in the southeast zone. After completing the right transformation, public lands of northwest and northeast returned for CPAMI, and shall be operated by creation of superficies. The use period for the land superficies is 50 years.

A. Investment Advantages

- The project is located in the center of Taipei City, with important business or MRT facilities within a scope of 500 meters.
- The project is a large area which contains 4 reconstruction sections in Taipei City. The renewal and development of the project can drive redevelopment of Taipei Bade Rd. Shopping District in Taipei City. It improves the development benefits of surrounding areas of the base and promotes active utilization of historical buildings by introducing proper types of activities like commercial, business, hotels and cultural creative industries.

B. Investment Incentives

The public land of the project accounts for 86.98%, the public and private shared land account for 2.00% and the private land accounts for 11.02%. Located in the administrative and traffic center of Taipei City, each zone within renewal units are complete. Along the extension line of Bade Rd., Huashan 1914 Creative Park, Syntrend Creative Park, Taiwan Beer Factory urban renewal area, Zhonglun Business Center, Taipei Arena to the project base are the development zones of art, cultural and business. Furthermore, several private urban renewal projects next to the west and south sides of the project base have been constructed in succession and are predicated to be accomplished within three years successively.

C. Base Conditions

Project	Taipei Municipal Zhongshan Girls High School South Area Urban Renewal Project	
Area	3.46 acres	
Developing Area of Each Section	Northwest reconstruction section	0.4 acres
	Northeast reconstruction section	0.9 acres
	Historic buildings reconstruction section	0.5 acres (Restoration and operation of historic buildings is the responsibility of the implementer)
	Southeast reconstruction section	0.54 acres (Private area section have the priority right to request the premises after the renewal; other area is belong to the CPAMI and the implementer.)
Permitted Land Use	The content of Regulations on Land Use Control shall be set out in Taipei City Detail Plan.	
Qualifications	<p>I. General Qualifications: Limited companies are established based on Company Act, which can be single company or enterprise alliances. It is required to be a newly-founded company during application stage, and the newly-founded company shall bear joint responsibility with the applicant.</p> <p>II. Competence Qualifications:</p> <ul style="list-style-type: none"> ● Experience of participation in urban renewal; Floor area of the building should be higher than 60,000 square meters, and a single case of the building floor area of not less than 24,000 square meters. ● Financial Strength: <ul style="list-style-type: none"> ➢ For applicants of single company : A paid-in capital shall be above USD 15.63 million. ➢ For applicants of enterprise alliances : A paid-in capital shall be above USD 15.63 million, and with a paid-in capital shall be above USD 6.25 million of its leading company. ● No record of a bounded check or violation of credibility in recent 3 years. 	

D. Estimated Return on Investment

- The total investment amount for renewal units is estimated to be USD 31.25 million.
- The investment amount for two zones-reconstructions of the southeast region and historical buildings in the two zones is estimated to be USD 118.75 million.

E. Policy reward in accordance with relevant government policies and regulations.

計畫目標

- 本案由內政部建築署委任主辦機關辦理都市更新案，以「智慧型生態社區」為發展定位。
- 融入生態社區、藝文休閒、保存臺灣眷舍歷史文化風貌及推動公共住宅政策，建構歷史風貌共存及具公益性之社區典範。

全區發展定位與構想

智慧型生態社區

開發規模

- 本案計畫範圍共約3.46公頃
- 土地使用分區：高二特(佔三之二)、高二特(佔三之一)、住三、公
- 建築方式：樓中樓
- 使用計畫：採案設地上樓層其他方式開發區段面積：0.4公頃
- 土地使用分區：高二特(佔三之二)、高二特(佔三之一)、住三特
- 建築方式：樓中樓
- 使用計畫：採案設地上樓層其他方式開發區段面積：0.9公頃
- 土地使用分區：高二特(佔三之三)、住三特(佔三之一)
- 建築方式：樓中樓
- 使用計畫：住宅大樓、住宅大樓
- 開發區段面積：0.5公頃
- 土地使用分區：高二特(佔三之三)、住三特(佔三之一)
- 建築方式：樓中樓
- 使用計畫：住宅大樓、住宅大樓
- 開發區段面積：0.54公頃

投資人收益

- 本案更新單元(四區段)總投資額預估約100億。
- 東南重建與歷史建築重建二區段投資額預估約38億。

投資人特別要求

- 全區辦理權利變換後，屬建署分回之西北與東北區段公有地以設定地上權方式進行開發與經營，設定地上權期限為50年。
- 實施者負責完成全區公共設施(公園及道路拓寬)，歷史建築區段之歷史建築修復暨建築與東南區段房地興建。

投資優勢

- 本案基地位處臺北市正中心，重要商業或康樂設施位於500公尺範圍內。
- 本基地為臺北市區完備大面積土地，更新開發可帶動臺北市八德路商圈再發展，引入適當之商業、辦公、旅館及文化創意產業等活動型態，提昇基地周邊地區之發展效益及促進歷史建築之活化利用。

都市更新招商投資人資格

一般資格

- 係依法設立股份有限公司，可為單一公司或企業聯盟，不論以單一廠商或企業聯盟申請，均得於提出申請階段以新設公司之方式參與，其新設公司應與申請人負連帶責任。

能力資格

- 申請人或實施者應具有都市更新實施經驗，樓地板面積總和應高於60,000平方公尺，且單一個案之建築樓地板面積不低於24,000平方公尺。

財務能力

- 單一公司實收資本額為新台幣5億元(含)以上
- 企業聯盟申請人實收資本額合計須在新台幣5億元以上，且聯盟公司之實收資本額應在新台幣2億元以上
- 最近3年內無退票紀錄或重大損失債信之情形

投資誘因

- 本案基地公有地占86.98%，公私有地占2.00%，私有地占11.02%
- 位於臺北市行政與交通中心，更新單元內各區段基地完整。
- 八德路沿線從華山藝文特區、三創數位生活園區、建商與酒廠更新計畫區、本案基地、中港商業區至小巨蛋為藝文及商業發展地帶，且與鄰近本案基地西側與南側之私人都市更新案已陸續動工，並預定於三年內陸續完工。

2. 英文版

Taipei Municipal Zhongshan Girls High School South Area Urban Renewal Project

臺北市中山區中山女中南側地區都市更新案

International Location

- Taiwan Taoyuan International Airport is the closest airport to Hong Kong.
- Flights and sailings have a number of routes to Hong Kong.

Taiwan Location

- Good transportation facilities, and it takes 35 minutes by car to International Airport.

Project Overview

Construction and Planning Agency (CPAM) as the competent authority takes in charge of the total planning and promoting the urban renewal project. Taking the smart Eco-Community as the development orientation.

Important Historical Processes in Early Stages

- Bade Road along the border of the project is an important and east-west direction provincial road for Taipei in early stages.
- In the history of city planning in Taiwan, this region is a representative case of readjustment of urban lands during the Period of Japanese Occupation.
- In the 12th year of Showa, Taipei City conducted the No. 9 Region in the Readjustment and Consolidation of Lands for the first time.
- In July of the 10th year of Showa, it was announced that the lands belong to the planning scope of Surroundings of the Third Girls High School.
- Before the end of war, the land readjustment was executed at Surroundings of the Third Girls High School prior to Taipei City.

Project Overview

- Construction and Planning Agency (CPAM) as the competent authority takes in charge of the total planning and promoting the urban renewal projects.
- North to Sec. 2, Chang'an E. Rd., East to Ln. 199, Sec. 2, Bade Rd., South to Sec. 2, Bade Rd., West of the Sec. 1, Jiaqiao N. Rd. surrounded by parts of the region, renewal district has an area of 4.21 hectares, renewal unit has an area of 3.46 hectares.

二、新北市板橋浮洲商業區都市更新招商案

(一)標的介紹(中文版)

本案為配合新北市板橋浮洲地區發展及產業定位，串聯商業活動，並確實帶動浮洲地區的再生計畫，包括原舊社區之都市更新與地區產業引進，提供浮洲居民便利的商業與服務業功能。本案都市更新事業計畫主要配合公有土地活化政策及浮洲地區再發展整體開發計畫，結合浮洲火車站、捷運轉運站、水岸空間與綠化的都市更新再生構想，並藉由公開甄選實施者提升浮洲地區商業、服務業機能。

考量本案空間發展軸之角色、周邊重要開發計畫關聯性與基地屬於地區商業區之都市功能，包括人文創意、都市商業服務機能、綠建築都市意象與民間參與更新事業，發展定位為「浮洲創意商業中心」。本案都市更新地區範圍(實施者負責開發範圍)包含新北市板橋區力行段408、408-23計2筆土地，面積合計20,178.98平方公尺，全部為公有土地比例佔100.0%，無私有土地。開發方式以設定地上權方式實施都市更新事業，由實施者進行開發與經營，設定地上權期限為50年，若營運績效良好者，得再優先申請繼續營運20年，其建蔽率不超過50%、容積率不超過300%，未來可申請都市計畫及都市更新容積獎勵。

1.投資優勢

- 合宜住宅計畫興建 4,455 戶合宜住宅及 376 戶店鋪，總興建戶數為 4,831 戶，已於 2017 年 6 月底陸續完工交屋，將可帶動浮洲地區之整體發展與地區商業需求。
- 本案周邊道路及橋梁已於 2015 年 6 月底陸續完工通車，有利於地區交通聯外便捷性。
- 本案串聯板橋浮洲合宜住宅、臺鐵浮洲車站、捷運亞東醫院商圈之商業活動發展，位於三大商圈之中心位置，可建立地區型商業中心，活絡浮洲商業契機引導作用。

2.投資誘因

本案基地公有土地佔100%，無私有地，位於板橋浮洲核心地區，且基地完整，政府配合辦理合宜住宅，協助周邊道路及橋梁完成闢建，提高交通便捷性。

3.基地條件

項目	新北市板橋浮洲商業區都市更新招商案
面積	20,178.98平方公尺
建蔽率	不得超過 50%
法定容積率	不得超過 300%
開發容積獎勵	可依法申請都市計畫及都市更新容積獎勵
容許使用項目	<ul style="list-style-type: none">● 以商業設施使用為主，使用項目則依「變更板橋(浮洲地區)(配合榮民公司及其周邊地區興建合宜住宅)主要計畫及細部計畫」規定辦理。● 依都市計畫法新北市施行細則規定，商業區作住宅使用之基準容積不

	<p>得超過都市計畫住宅區之基準容積 (240%)。</p> <ul style="list-style-type: none"> ● 依新北市都市設計審議原則，商業區申請建築使用從地面層起至少三層以上應為商業使用，平面應以商業使用規劃，並不得作住宅使用。
申請人資格	<p>I. 一般資格：依公司法設立股份有限公司，可為單一公司或企業聯盟。不論以單一廠商或企業聯盟申請，均得於提出申請階段以新設公司之方式參與，其新設公司應與申請人負連帶責任。</p> <p>II. 能力資格：</p> <ul style="list-style-type: none"> ● 申請人或其團隊應具有大型住宅社區、大型商業購物中心、百貨、量販店或飯店之開發、興建經驗。 ● 財務能力： <ul style="list-style-type: none"> ➢ 單一公司實收資本額為新臺幣 8 億元(含)以上。 ➢ 企業聯盟申請人實收資本額合計須在新臺幣 8 億元以上，且領銜公司之實收資本額應在新臺幣 5 億元以上。 ➢ 最近 3 年內無退票紀錄或重大喪失債信之情事。 <p>註：以上資料應以正式公告為準。</p>

4.利益願景/預估投資報酬率

- 本案開發權利金約新臺幣 6.78 億元，營運權利金依每年總營業收入之 1.0%收取。
- 設定地上權租金於興建期為申報地價年息 1%，營運期間按申報地價年息 3%計收。
- 本案設定地上權 50 年 (含興建期)，興建總樓地板面積約 150,000 平方公尺，預估投資總額新臺幣 80.5858 億元，投資回收年期 26.31 年，投資效益：70 年 IRR5.05%。

5.政策獎勵：依政府相關政策及法條規定。

(二)英文版

The New Taipei City, Banqiao, Fuzhou Commercial District Urban Renewal Project

Project Overview

The New Taipei City, Banqiao, Fuzhou commercial district urban renewal project is carried out to cooperate with the regional development and industry orientation of Fuzhou District, Banqiao, New Taipei City, connect to the commercial activities together and actually drive the regeneration plan of Fuzhou District. It proposes the urban renewal with regional industries into original communities, and provides citizens of Fuzhou with convenient business and service functions. The project mainly cooperates with the Activating Strategies of Public Lands and the total development project of Fuzhou redevelopment. By combing with the urban regeneration idea of Fuzhou Railway Station, MRT transfer station, waterfront space and green city, the project will select implementers in public to improve functions of business and service industries in Fuzhou district.

After considering the role of spatial development, the relevance of important development plan and metropolitan functions in the commercial district, including cultural creativity, metropolitan functions of commercial service, the metropolitan image of green buildings and urban renewal businesses with public participation, the project orientation is planned to be Fuzhou Creative Business Center. The urban renewal areas (the scope developed by implementers) contains two pieces of lands in the 408 and 408-23 sections, Lixing, Banqiao District, New Taipei City, with a total area of 20, 178.98 square meters. All of them are public lands (account for 100.0%) without any private land. The urban renewal development method is to set the superficies rights, and shall be developed and operated by implementers. The term for set superficies rights is 50 years. Those with good operating performance could preferentially apply for a continual operation of 20 years. The building coverage ratio is less than 50% and the building bulk ratio is less than 300%. In future, implementers could apply urban plan and bulk reward for the urban renewal project.

a. Investment Advantages

- Affordable housing project will build 4,455 households of residential and 376 stores of commercial uses. The total constructed households are 4,831. It is estimated that they would be completed in succession by March to the end of June in 2017. It will drive the total development and regional business requirements of the Fuzhou District.
- The road and bridge surrounding the project had been successively completed by the end of June of 2015. It facilitates the convenience of regional transportation when connecting with the outside.
- The project connects development of commercial activities in affordable housings of Fuzhou in Banqiao, Fuzhou Train Station and MRT Far Eastern Hospital shopping district together. Located in the central position of three major business areas, the project base is available for the construction of regional business center to active guiding functions of Fuzhou commercial opportunities.

b. Investment Incentives

In the base of the project, the public land accounts for 100%, without any private land. Located in the central district of Fuzhou district, Banqiao, the base is completed. The government assists in carrying out Affordable Housing, as well as the development of related public projects which have been completed successively to facilitate transportation.

c. Base Conditions

Project	The New Taipei City, Banqiao, Fuzhou Commercial District Urban Renewal Project
Area	20,178.98m ²
Building Coverage Ratio	Not exceeding 50%
Building Bulk Ratio	Not exceeding 300%
Bulk Reward	Urban plan and bulk reward for urban renewal shall be allowed to apply.
Permitted Land Use Item	<ul style="list-style-type: none"> ● Mainly used for commercial facilities. Apart from social residential, it could not be developed for the use of general residential. The use item shall be conducted according to the “major plan and detailed plan of changed Banqiao (Fuzhou District) (cooperate with Veteran Company and its surrounding areas in building affordable residential).” ● According to provisions of implementation rules of Urban Renewal Act in New Taipei City, the standard bulk of commercial districts that used as residential shall not exceed the standard building bulk ratio of residential districts (240%) in the urban plan. ● According to review principles of urban design in New Taipei City, the building usage application in commercial districts shall be used for commercial utilization from the ground floor to at least third floor. The plane shall be used for commercial utilization project instead of residential application.
Qualifications	<p>I. General Qualifications: Limited companies are established based on Company Act, which can be single companies or enterprise alliances. It is required to be a newly-founded company during application stage, and the newly-founded company shall bear joint responsibility with the applicant.</p> <p>II. Competence Qualifications:</p> <ul style="list-style-type: none"> ● Experience of participation in developing residential, mall, department stores, supermarkets, hotels or large-scale business.

	<ul style="list-style-type: none"> ● Financial Strength: <ul style="list-style-type: none"> ➤ For applicants of single company : A paid-in capital shall be above USD 25 million. ➤ For applicants of enterprise alliances : A paid-in capital shall be above USD 25 million, and with a paid-in capital shall be above USD 15.63 million. ➤ No record of a bounded check or violation of credibility in recent 3 years. <p>※The above information is subject to the official announcement.</p>
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d. Estimated Return on Investment (shall be based on the latest declaration)

- The development royalty of the project is estimated USD 21.19 million and the operation royalty shall be collected according to 1.0% of the gross operating income per year.
- The rent of set superficies rights shall be calculated according to 1% of the annual interest of declared land price during the construction period and 3% during the operation period.
- The period for the set surface right of the project is 50 years (including the construction period).The total floor area of constructed buildings is about 150,000 square meters. The estimated total investment amount is USD 251.83 million. The term of investment recovery is 26.31 years. The IRR for 70 years is 5.05%.

e. Policy reward in accordance with relevant government policies and regulations.

(三)簡報資料

1. 中文版

新北市板橋浮洲商業區都市更新招商案
The New Taipei City, Banqiao, Fuzhou URBAN RENEWAL

內政部營建署

國際區位

- 新北市為臺灣最北端都市，全境環繞臺北市，東北則三面環繞基隆市，東南鄰宜蘭縣，西南鄰桃園市
- 屬於直轄市，為台灣人口排名第一(397萬人)都市

地區區位

- 新北市政經中心
- 交通樞紐
- 人文歷史景觀資源豐富

台北都會區：700萬人口

基地區位

- 基地位於新北市板橋區浮洲地區合宜住宅北側街廓

基地範圍

- 新北市板橋區力行段408、408-23地號2筆土地，面積20,178.98㎡，土地100%為公有(內政部營建署管有)

地號	面積(㎡)	土地用途	土地類別	建築率	容積率
408	20,048.29	內政部第一種商業區	第一種商業區	50%	300%
408-23	132.69	內政部第一種商業區	第一種商業區	50%	300%
20,178.98					

基地現況

- 基地原有歷史建築B、C、D三棟及新亞建設承租搭建工商所，除B棟原址保留外，C、D棟將由營建署辦理遷移，工商所配合招商取標拆除

發展構想與定位

- 重構浮洲地區商業結構，建立地區型商業中心，活絡浮洲商業契機
- 打造地區商業中心，提供地區休閒、購物、餐飲與產業競爭力
- 強化交通轉運機能，創造浮洲車站周邊與亞東醫院捷運站區之再發展
- 建立以人為本、延伸至親水空間、綠能及綠化優質都市環境

市場發展潛力

- 引入多元產品，創造複合式商業機能

開發規模

- 總開發樓地板面積約150,000平方公尺
- 總投資金額預估新台幣80億元

投資人收益

- 設定地上權區：50年經營權利(含興建期)·營運續效佳，可延長一次20年
- 投資效益：70年IRR 5.05%

投資人資格

一般申請

- ✓ 可單一廠商或企業聯盟方式參與
- ✓ 國外公司者，須依我國公司法認許營業
- ✓ 需以新設公司之方式參與

其他能力

- ✓ 公司實收資本額符合規定之廠商才能參與申請
- ✓ 應具有大型社區住宅、大型商業不動產開發和營運之經驗

投資誘因

- 合宜住宅計畫興建4,455戶合宜住宅及376戶店舖，總興建戶數為4,831戶，預計106年3~6月底完工陸續交屋，可帶動浮洲地區之整體發展與地區商業需求。
- 本案周邊道路已於104年6月底陸續完工，未來將有利於地區交通聯外便捷性。
- 本案申聯板橋浮洲合宜住宅、臺鐵浮洲車站、捷運亞東醫院商團之商業活動發展，位於三大商團之中心位置，可建立地區型商業中心，活絡浮洲商業契機引導作用。

開啟板橋新焦點-浮洲創意商業中心

2. 英文版



The New Taipei City, Banqiao, Fuzhou Commercial District Urban Renewal Project
 新北市板橋浮洲商業區都市更新招商案

Construction and Planning Agency
 Ministry of the Interior

International Location

- The whole district of New Taipei City surrounds Taipei City, with the northeast side surrounding Keelung City, the southeast side next to Yilan County and the southwest side next to Taoyuan City.
- Belongs to a municipality. It is a city that has the NO. 1 population (3.97 million) in Taiwan.



Taiwan Location

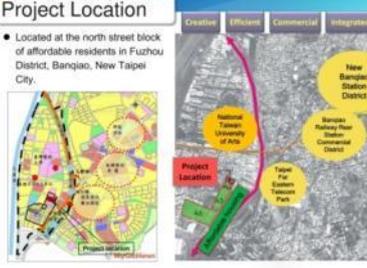
- Economic center of New Taipei City
- Transportation hub
- Rich resources of historical and cultural landscapes



New Taipei City: a population of 3.97 million

Project Location

- Located at the north street block of affordable residents in Fuzhou District, Banqiao, New Taipei City.



Labels: Creative, Efficient, Commercial, Integrated, National Taiwan University of Arts, New Banqiao Station District, Banqiao Train Flow Station Commercial District, Taipei Far Eastern Hospital, Project Location, Fuzhou MRT Station.

Project Scope

- Two pieces of lands in the 408 and 408-23 sections, Lixing, Banqiao District, New Taipei City, with a total area of 20,178.98 square meters. All of them are public lands (account for 100.0%) without any private land.

Number	Area(m ²)	Proprietary of land	Land use sub-use	Building Coverage Ratio	Building Use Ratio
408	20,046.28	CPAMI	First commercial	50%	50%
408-23	132.69	CPAMI	Urban	30%	30%
	20,178.98				



Current Situations

The current base is used for 4 historical buildings of A, B, C and D and the offices rented by Xinya Construction Corporation. Besides the preservation of historical building B, CPAMI would in charge of the relocation and revitalization of historical building A, C, D to Taipei Municipal Zhongshan Elementary School, the preservation of junior high school, and the parkland used for revitalization. The office will be demolished the subject to the investment schedule.



The historical buildings A and D temporarily preserve in the preservation of historical building C. It will subject to the investment schedule for the relocation and revitalization.

Project Orientation

- Reshape the commercial structure of Fuzhou District and build a regional business center to activate business opportunities of Fuzhou.
- Establish a regional business center to improve regional recreation, shopping, catering and industrial competitiveness.
- Reinforce functions of transportation transfer and create the redevelopment of surroundings of Fuzhou Station and Far Eastern Hospital MRT Station.
- Build a people-oriented and superior urban environment which extends to hydrophilic space, energy-saving and green aspects.



General Conception

- Introduce diversified products to create composite functions.

Spatial development concepts:

- Complex function: Daily Experience, Fuzhou Creative Commercial Center, Complete commercial center.
- Sustainable development: High quality & livability, Green space, Combine texture and public space.



Development Scale

- The total floor area of constructed buildings is about 150,000 square meters.
- The estimated total investment amount is USD 251.83 million.



Estimated Return on Investment

- The period for the set surface right of the project is 50 years (including the construction period)
- The IRR for 70 years is 5.05% (for reference only)



Qualifications

General Qualifications:

- Limited companies are established based on Company Act, which can be single companies or enterprise alliances. Foreign companies shall operate according to the Cooperation Law of Taiwan.
- The newly-founded company shall bear joint responsibility with the applicant.

Competence Qualifications:

- Experience of participation in developing residential, mall, department stores, supermarkets, hotel or large-scale business.
- For applicants of single company: A paid-in capital shall be above USD 25 million.
- For applicants of enterprise alliances: A paid-in capital shall be above USD 25 million, and with a paid-in capital shall be above USD 15.63 million.
- No record of a bounded check or violation of credibility in recent 3 years.

Investment incentives

- Affordable housing project will build 4,455 households of residential and 376 stores of commercial uses. The total constructed households are 4,831. It is estimated that they would be completed in succession by March to the end of June in 2017. It will drive the total development and regional business requirements of the Fuzhou District.
- The road and bridge surrounding the project had been successively completed by the end of June of 2015. It facilitates the convenience of regional transportation when connecting with the outside.
- The project connects development of commercial activities in affordable housings of Fuzhou in Banqiao, Fuzhou Train Station and MRT Far Eastern Hospital shopping district together. Located in the central position of three major business areas, the project base is available for the construction of regional business center to active guiding functions of Fuzhou commercial opportunities.

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