



交通部臺灣鐵路管理局  
Taiwan Railways Administration



TRA

臺灣鐵路97年年鑑

Taiwan Railways Annual Report 2008

# 新臺鐵！邁步向前行。

121年來，循著既有的軌道，  
一步一步刻畫出臺灣的輪廓與樣貌，  
未曾歇息腳步，  
聯繫著東、西、南、北繁忙的交通與貿易，  
燃起臺灣經濟起飛的火焰，  
邁向新的世紀，在舊的足印裡，  
包容著新的經營思維，  
臺鐵，跟著創新的步履，一起大步邁前。



# TRA

## Moving Forward with the New TRA!

For 121 years Taiwan Railways Administration's services have linked the north, south, east and west of Taiwan, allowing the efficient transport of people and goods around the island and serving as the springboard for Taiwan's economic development.

A new era requires new management thinking and TRA will seek to continually innovate as it strides steadily towards to a brighter future.



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2008 Yearbook

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Taiwan  
Railways Administration

# 序 Preface



回首97年，在臺灣鐵路管理局全體同仁通力合作，以及交通部的政策指導之下，我們發揮了團隊優異的工作效率與效能，提供北花線返鄉及觀光旅客安全、準點及滿意的服務。多年以來一票難求的現象，藉由強化排班調度及票務改革等方式，已獲得大幅改善，在重要節日的疏運工作上，亦獲得社會大眾肯定，成功為臺灣鐵路管理局打造嶄新的企業形象。

同時去年臺灣鐵路管理局推出多項轉型創新的客製化服務，從兩鐵環保專車、雙環線「環島之星」觀光列車、青年自助旅行「壯遊臺灣」、郵輪式列車，到旅客攜帶自行車與寵物上車等，廣受社會大眾肯定；又為配合交通部電子票證整合政策，臺灣鐵路管理局與悠遊卡公司合作，首次推出基隆—中壢間「自動化電子票證」業務，一卡通便利旅客轉乘捷運和公車，不僅跨出無縫運輸的第一步，提供全方位關照旅客的創新貼心服務，也帶給旅客更周到的關懷與照顧，亦廣受各界好評。天下雜誌有感於臺灣鐵路管理局的革新作為，也主動安排專訪（407期，97年10月8日出刊），肯定臺灣鐵路管理局「在內憂外患的包夾下，要重啓引擎，衝出新局面」。



# 開創新局

## Creating a new situation 與時間賽跑 & Racing against the clock

Looking back on 2008, we can see that the TRA team, following MOTC policies, worked extremely efficiently, providing safe, on-time and satisfying services between Taipei and Hualien for people visiting home or tourists. For many years tickets were hard to come, however efforts have been made to improve on this situation through train schedule adjustments and reform of ticket sales methods, achieving substantial improvements. Efforts to improve services at holiday times have been welcomed by the public and have also helped create a new image for the TRA.

Last year the TRA initiated many new and innovative customized services as part of its transformation efforts. Eco-friendly train+bicycle trains, the “Formosa Express” round-the-island tour trains, “Youth Trekking Taiwan” youth travel scheme, cruise ship type tour trains, and allowing bicycles and pets on trains were received enthusiastically by the public. In coordination with the MOTC’s ticket integration policy, the TRA also began cooperating with the EasyCard Corporation and introduced “Easy Cards” on the Keelung to Zhongli commuter train line, allowing travelers to conveniently transfer to buses and the metro line in Taipei City and Taipei County using a single card. This new innovative and caring “passenger first” service, representing the first step on the way towards “seamless transport”, was widely praised. Impressed by TRA’s transformation efforts Taiwan’s influential business magazine Commonwealth chose the TRA as the subject of an article and published an article on October 8th, 2008 (Issue 407) praising the TRA for its efforts to “restart its engine” and create a new situation in difficult circumstances.

除了勵行遵守去年新頒訂的「公務人員倫理規範」，重新打造清廉、有效率的新臺鐵之外，在創造 e 化環境的同時，也要持續全面積極推動開源節流與節能減碳措施。又為有效解決臺灣鐵路管理局核心及技術人力斷層問題，臺灣鐵路管理局去年四月舉辦近八年來首次鐵路特考，錄取了近1,000名生力軍，期待新人帶來新氣象，為我們的組織注入活水。

為提升旅客對臺灣鐵路管理局服務的滿意度，去年對各車站做了三次「車站旅客滿意度評比暨意向調查」，但仍有「廁所清潔」、「環境美化綠化」、「自動售票機服務」與「等候空間設計」四項旅客滿意度未達80%標準，另一項「主動協助旅客態度」也有兩次未達標準，亟需全體同仁發揮愛心與同理心，積極落實「走動式服務」，向上提升臺灣鐵路管理局整體的服務水準，以符合旅客大眾的期望。

又面對高鐵、國道客運等多運具競合且瞬息萬變的未來，在營運方面，我們將進行改點最佳化作業，提供旅客最滿意的列車班次；普及金融電子化票證的實施層面與加強感動服務的理念，落實服務行銷之最佳實務，以提升旅客的滿意度；並繼續推出創新且獨特的客製化商業模式，以滿足各階層旅客的需求，並積極發展附屬事業，以增裕營收。在建設與維修方面，從今年起，更要充分利用政府振興經濟擴大公共建設經費補助，全方位改善及提升各項軟硬體設施與設備，推動電腦化材料管理與預防式維修，並以零事故為最高目標。更需要全體同仁全面落實執行績效管理的各項關鍵性指標，以有效改善財務日益惡化的窘境。

回顧過去，展望新的一年，不論在業務形態、服務品質及專業技術等不同面向，都要有創新思維，才能在競爭日益激烈的運輸市場上提升經營績效；惟有永不止息的求新求變求進步，方能繼續為老臺鐵開創新局面，真正實現永續經營的使命與願景。

局長 **范植谷** 謹識





As well as observing the Civil Servant Ethics Standards announced last year in an effort to mold a new clean, efficient image for the TRA, with regards to creating an Internet environment, the TRA is making every endeavor to limit expenditure, diversify sources of income while saving energy and decreasing carbon emissions. In order to make up for a shortage of core management and technical personnel, a special exam was held last April for the first time in eight years. Almost 1000 new workers were recruited through the exam and it is expected that they will inject new vitality to the TRA.

The results of three “TRA Passenger Opinion and Satisfaction Surveys” conducted by the TRA at various railway stations throughout Taiwan last year and intended to show how TRA can improve service satisfaction levels indicated that the 80% satisfaction standard was not met in four categories: restroom sanitation, environmental enhancement and greening, automatic ticket dispensing services and waiting room layout. TRA staff also failed to reach satisfaction standard in “taking the initiative in offering to serve passenger” on two occasions. It is essential that all of TRA staff provide caring and empathetic service to customers and engage in “mobile service” to raise the level of TRA service overall and meet the requirements of passengers.

In the face of challenges from the Taiwan High-speed Railway and highway buses and the rapidly changing environment, we hope to meet them by optimizing train schedules, providing a train timetable that satisfies passenger needs, expanding the use of e-tickets throughout the system and actively promoting the moving service idea and implementing service marketing effectively to increase the level of passenger satisfaction and will also actively develop affiliated businesses. In terms of construction and maintenance, from this year we will strive to make good use of government subsidies provided as part of the plan to improve infrastructure and boost the economy, improving various kinds of facilities, equipment and technology across the board and promoting electronic materials management and preventative maintenance, with zero accidents the target. Moreover, the TRA needs all employees to implement the Key Performance Indicators (KPI) Management across the board to effectively improve the worsening financial situation.

Looking back over last year, looking forward to the new year, we have to have innovative thinking with regards to business forms, service quality and specialized technology to improve business results in the face of fierce competition. Only by continually seeking to change and improve can good old TRA create a new, better situation and really achieve the goal of sustainable operations.

Director General

*Fan, Chih-ku*



為美麗的梦想，奠下穩固的基石，  
為美好的未來，許下堅定的誓言，  
於是，臺鐵藉著進步、蛻變、重整、再造的過程，  
蓄積更大的能量，使自我向上提升，讓前景得以實現。

啓動！向未來招手。

Start the Engine, Wave to the Future!

A firm foundation for a beautiful dream was laid.  
A vow to build a beautiful future was made.  
Then TRA started to move forward,  
changing to restructuring and reengineering.  
TRA is on the right track and is moving steadily towards its goals.

Expand the Wings



臺鐵的願景與組織架構  
TRA's Vision and Organizational Structure



to Fly to the Future



## ｜營造車站及週邊為地區生活機能中心｜

從縱貫線唯一的運輸動脈到擴展為環島鐵路網，臺灣鐵路管理局肩負公眾服務的使命，見證了臺灣的經濟發展，同時也承載了無數的歷史記憶。未來臺鐵將朝向雙核心事業前進—固守運輸本業，推展附屬事業，以營造車站及週邊為地區生活機能中心，以本業與附業雙核心並進發展，達成永續經營之目標。

### 一、臺鐵願景、營運目標與營運策略

#### ◎ 願景

經營運輸本業及相關附業之雙核心事業，以顧客滿意為導向之優質大眾運輸系統。

#### ◎ 營運目標

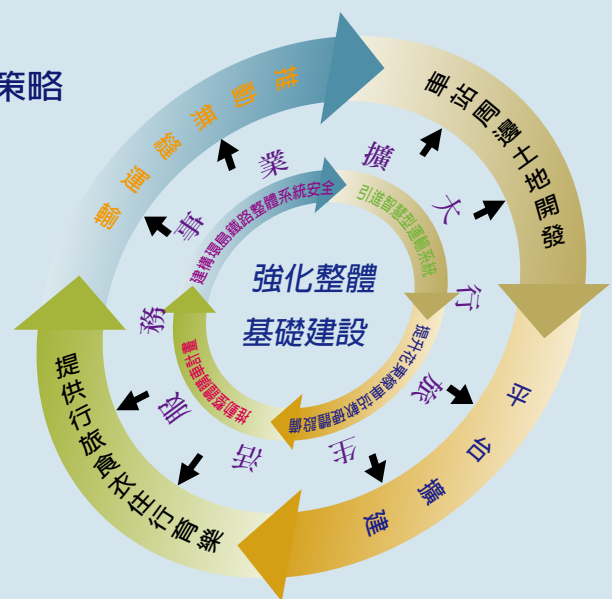
1. 創造 e 化環境
2. 提高經營管理績效
3. 全面提升服務品質
4. 推動服務行銷

#### ◎ 短期營運策略

以創新開源及勵行節流為主之行動方案，增加營運收入，縮小年度營運資金缺口，並以不擴大年度可歸責於經營者責任之營運虧損為目標。

#### ◎ 中長期營運策略

強化整體基礎設施→引進智慧型運輸系統、提升花東線車站軟硬體設施、推動整體購車計畫、建構環島鐵路整體系統安全→擴大行旅生活服務事業→推動無縫運輸、車站週邊土地開發、平台擴建、提供行旅食衣住行育樂服務。





## | Making Train Stations into Local Life Function Centers |

Through the expansion of Taiwan's north-south main line into an island-wide railway system, the TRA has fulfilled its mission to serve the public, witnessing Taiwan's economic development while carrying countless historical memories. In the future, the TRA's business operations will be dual core, continuing to energetically engage in the core transport business while developing affiliated businesses, the aim being to transform stations and the area around them into local "life function" centers, achieving our objective of sustainable operations through this dual core development approach.

### I. TRA's Vision, Operating Objectives and Operating Strategies

#### ◎ Vision

Double-core enterprise consisting of transport and affiliated businesses and a customer satisfaction oriented high quality mass transportation system

#### ◎ Operating objectives

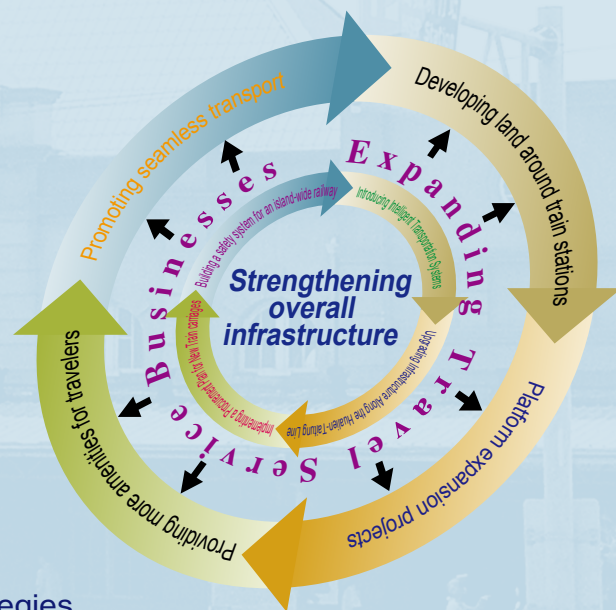
1. Creating an Internet environment
2. Increasing management performance
3. Improving overall service quality
4. Promotion of service marketing

#### ◎ Short-term Operating Strategies

Action plans are being implemented to increase income sources while reducing expenditure in order to increase overall earnings and reduce the annual operating capital deficit, the objective being to avoid an increase in operating losses that can be attributed to management.

#### ◎ Mid and Long-term Operating Strategies

Strengthening overall infrastructure → Introducing intelligent transportation systems, upgrading infrastructure along the Hualien-Taitung line, implementing a procurement plan for new train carriages and building a safety system for an island-wide railway → Expanding travel service businesses → Promoting seamless transport, developing land around train stations, platform expansion projects and providing more amenities for travelers.

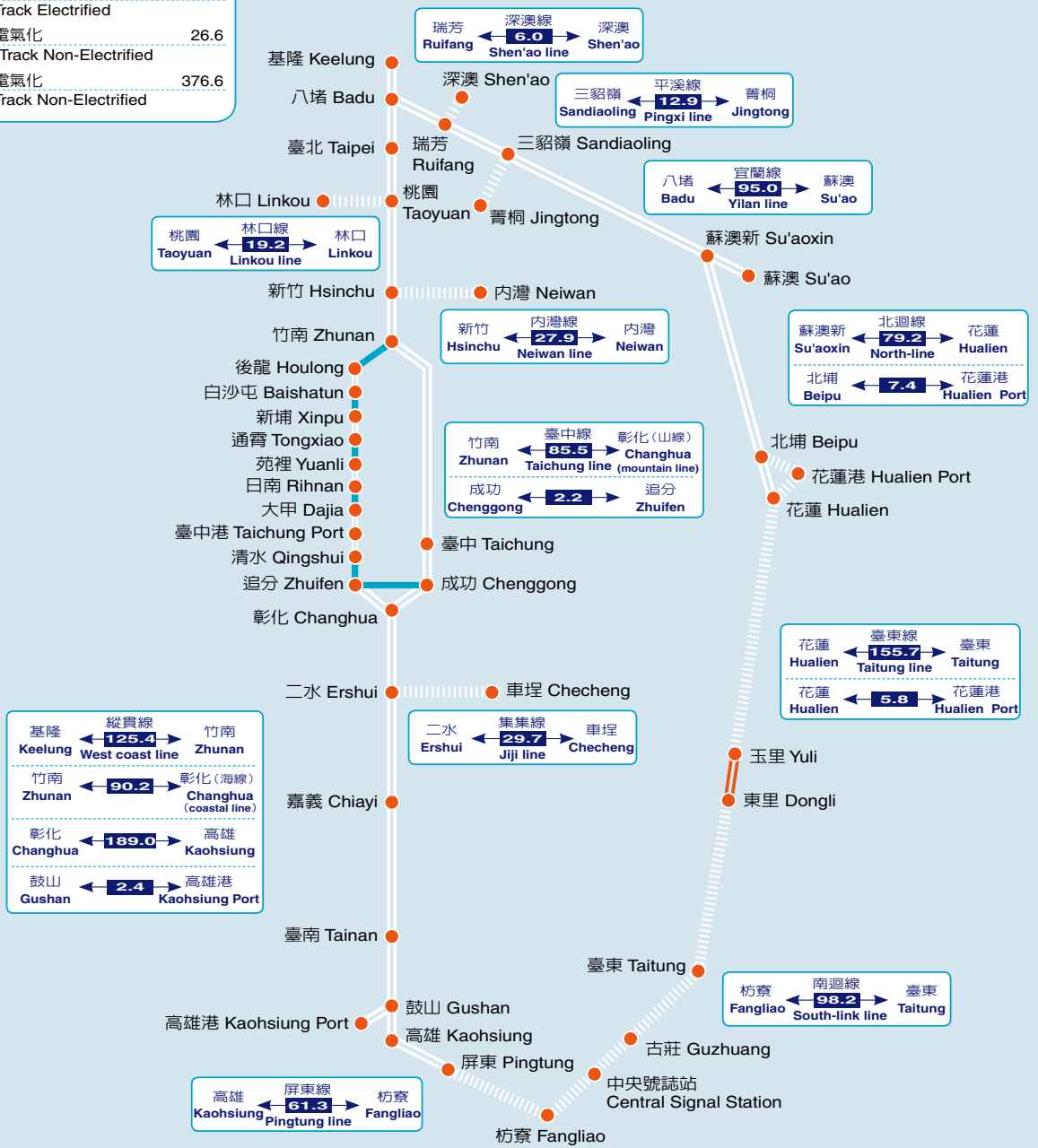


## 二、營業設施概況 Overview of Business Facilities

營業里程合計	1090.6
Operating Distance	
雙線電氣化	643.2
Double Track Electrified	
單線電氣化	44.2
Single Track Electrified	
雙線非電氣化	26.6
Double Track Non-Electrified	
單線非電氣化	376.6
Single Track Non-Electrified	

### 營業里程 Operating distance

單位：公里 Unit: km  
民國97年底 End of 2008





◎ 營業里程：1,090.6公里

- 雙線669.7公里
- 單線420.9公里
- 電化區間687.4公里
- 非電化區間403.2公里
- 車站：217站（特等站3站、一等站27站、二等以下187站）
- 平交道：590處（第一種14處、第二種2處、第三種486處、半封閉34處、手動控制28處、專用26處）



◎ Operating Distance: 1,090.6 kilometers

- Double-track: 669.7 kilometers
- Single-track: 420.9 kilometers
- Electric track: 687.4 kilometers
- Non-electric track: 403.2 kilometers
- Stations 217 (3 special grade stations, 27 grade 1 stations and 187 grade 2 and below)
- Level Crossings: 590 (14 type-one crossings, 2 type-two crossings, 486 type-three crossings, 34 semi-closed crossings, 28 manually-controlled crossings and 26 special-use crossings.)

## ◎ 各式鐵路車輛

### 1. 鐵路機車

現有機車294輛，平均車齡27.36年。為維持運能，已奉行政院核准「臺鐵汰換機車及貨車計畫」。其中貨車部分暫緩辦理，機車部分擬修正延長至民國103年辦理完成。

### 2. 鐵路客車

現有客車2,208輛，平均車齡20.47年。為徹底解決東部鐵路一票難求之問題及提高服務品質，除正辦理「臺鐵東線購置城際及區間客車計畫」外，並將「臺鐵都會區捷運化暨區域鐵路先期建設計畫」併入前案。至97年年底為止，該計畫已有148輛鐵路車輛正式投入營運。

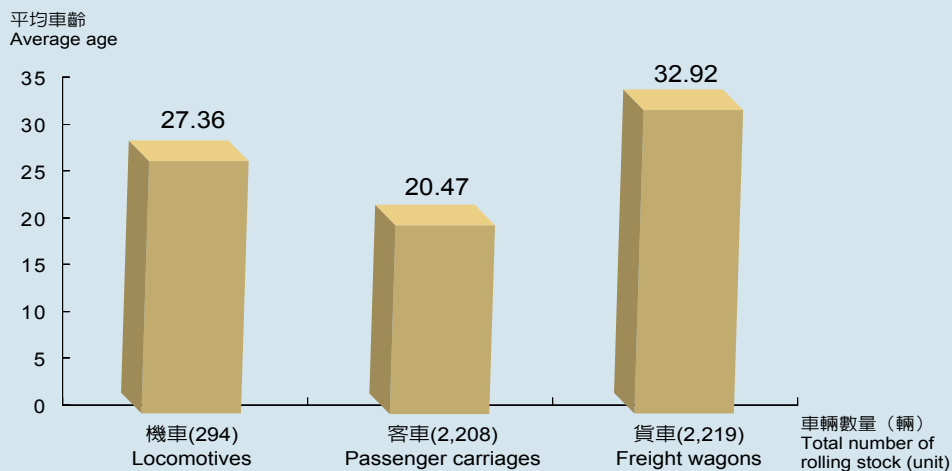
### 3. 鐵路貨車

現有貨車2,219輛，平均車齡32.92年，97年度共報廢貨車202輛，逐步以「貨主自備貨車運輸」為主。

### 4. 各式鐵路車輛運用效率

本年動力車運用效率84.64%，較上年減少1.27%，其中電力機車81.84%，推拉式電力機車82.76%，柴電機車79.28%，柴液機車75.40%，電聯車88.38%，柴油客車87.13%，新進的傾斜式電聯車（太魯閣號）則有96.8%。

臺鐵機車車輛平均車齡 Average Age of TRA's Rolling Stocks





## ◎ TRA Rolling Stock

### 1. Locomotives

The TRA's 294 existing locomotives have an average age of 27.36 years. To maintain operating capacity the Executive Yuan approved the "TRA locomotive and freight wagon renewal plan". The plan for replacing freight wagons has been suspended, while the completion time of locomotive replacement has been put back to 2014.

### 2. Passenger carriages

The TRA currently operates 2,208 passenger coaches, with an average age of 20.47 years. In order to ease the shortage of seats on the eastern line and raise the quality of service, the "TRA east main line inter-city and commuter train purchase plan" is being implemented. The "TRA rapid transit systematize in metropolitan area and regional railway primary construction project" has been merged into this plan. As of the end of 2008, 148 passenger carriages had entered service.

### 3. Freight wagons

The TRA currently operates 2,219 freight wagons that have an average age of 32.92 years old. In 2008, 202 freight wagons were taken out of service. The TRA is gradually promoting "Freight owners providing the freight wagons".

### 4. TRA Rolling Stock Operating Efficiency

Rolling stock operating efficiency in 2008 declined by 1.27% to 84.64%. The operating efficiency of electric locomotive was 81.84%, push-pull electric locomotives 82.76%, diesel-electric locomotives 79.28%, diesel hydraulic locomotives 75.4%, electric multiple units (EMUs) 88.38%, diesel passenger carriages 87.13% and 96.8% for the newly introduced tilting EMU (Taroko Express).





### 三、組織架構及人員

交通部臺灣鐵路管理局及所屬機構組織條例（通則）於93年7月1日實施，設一級單位13個、直屬機構2個、分支機構43個。臺灣鐵路管理局編制員額16,330人，預算員額14,172人，97年底之職工計有13,494人。

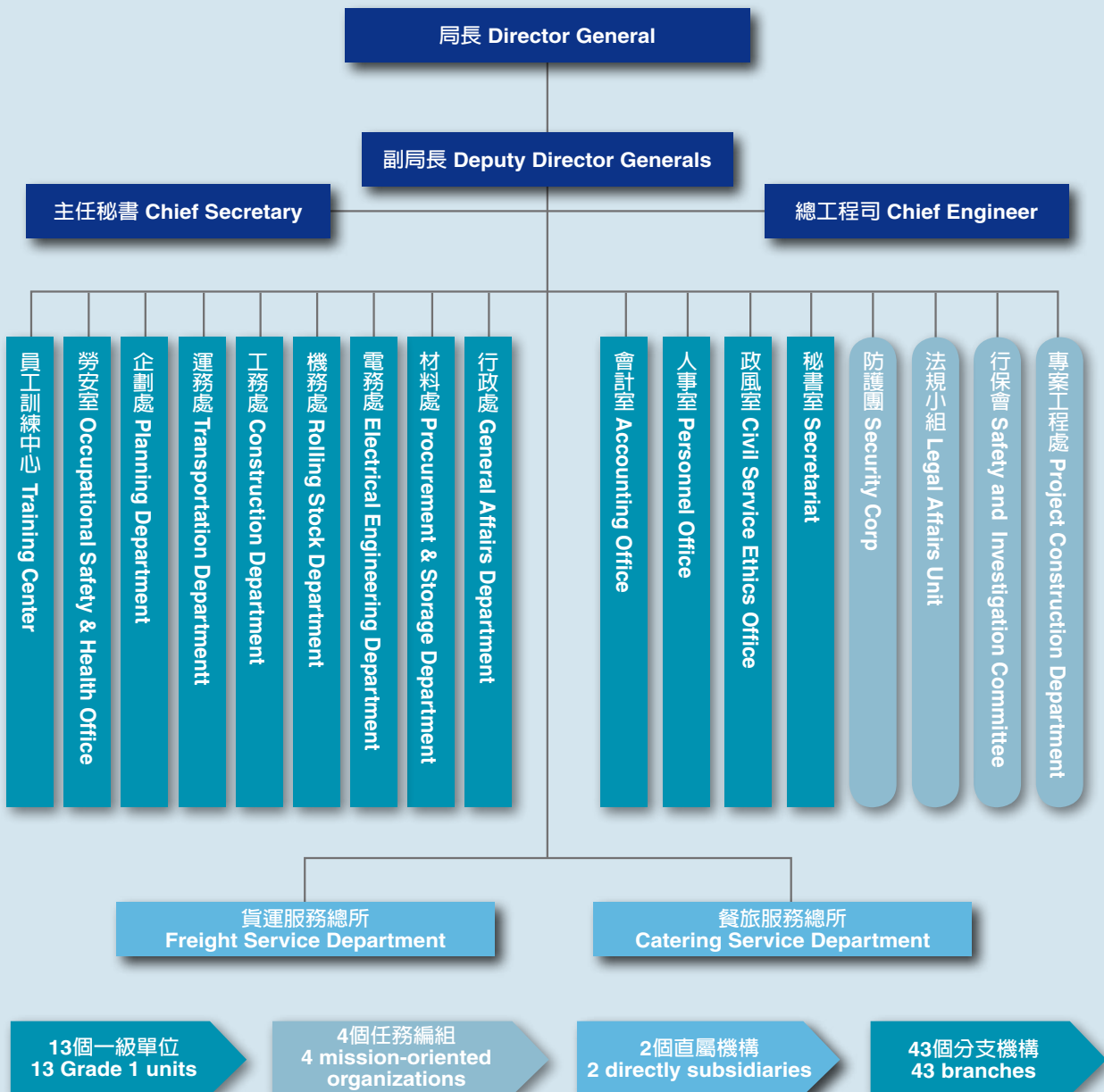
### III. Organizational Structure and Personnel

The “Organizational rules for TRA and branch bodies (general rules)” were implemented on July 1, 2004, authorizing it to set up 13 Grade 1 units, 2 directly subsidiaries and 43 branches. The authorized staff complement is 16,330. The budgeted number of staff is 14,172. At the end of 2008, the TRA’s staff totaled 13,494.





臺灣鐵路管理局組織架構圖 TRA Organizational Structure



依97年10月報奉交通部核定辦事細則修正案，將任務編組之產管處與企劃處合併，以積極發展附屬事業。  
 In October 2008, the Ministry of Transportation and Communications approved the merger of the Planning Department and the Property Management Department.

在這追求成長的路上，  
臺鐵總是願意在不斷總結與自省的過程中，  
尋找更多、更好的方法突破困境，  
於是，立穩步伐，為自己找到成功的座標，  
然後，以更快的速度達陣，成為下一個成長的典範。

突破！朝目標挺進。

Achieve breakthrough and advance toward the objectives

In the search for growth TRA is always willing  
to self-reflect to find more and better ways to overcome the difficulties faced.  
TRA is moving steadily forward and has found the coordinates for success.  
The aim is to achieve the goals quickly and make the TRA a model for growth.

Innovation



各事業體運作概況  
Business Division Operating Situation

creates advantages



## ｜川流不息的人潮彰顯了鐵路的人性價值｜

運輸是鐵路的主要功能，但最能彰顯鐵路價值的卻不是運輸，而是其間川流不息的人潮。人潮的展現靠互動，臺灣鐵路管理局除了提供運輸服務之外，在重大假節日，以旅客需求為導向，加開列車及加掛車廂，以滿足尖峰時段行旅驟增之需求，逐步解決一票難求之現象；在資產管理方面亦加強管有土地出租及ROT業務以加強服務及增裕營收；在餐旅服務方面更是推陳出新，如懷舊便當、客製化便當等業務，並積極拓展多樣化商品與開發商標授權，同時也配合交通部觀光局合作推動觀光產業發展，臺灣鐵路管理局希望每一位乘客都能感受到每一項貼心服務背後的用心付出，以及最可貴的人情味。

### 一、客運業務方面

◎ 配合運輸需要，調整列車班次時刻

1. 97年5月，配合太魯閣號列車及EMU700型列車全數投入營運，運能較改點前增加646,196客座公里，增加1.63%。
2. 97年10月，配合東部地區輸運需要，週五、六、日增開北迴線太魯閣號各4列次，運能增加257,488客座公里，增加5.11%。
3. 97年11月中旬為強化公共運輸（無縫運輸）政策，調整中南部列車時刻，以加強都會區銜接轉乘服務。
4. 97年12月下旬配合運輸政策及解決花蓮地區一票難求，逢週五、六、日加開臺北＝花蓮間自強號計16列次，東線運能增加1,600,427客座公里，增加10.74%。

◎ 因應多運具競合的時代潮流，積極投入創新服務，辦理「電子票證乘車業務」、「兩鐵業務」、「郵輪式列車」、「電腦售票終端機TPT背磁案」、並推動青年自助旅遊活動等，提供民眾更貼心、多元化的服務。



## | The endless crowds highlight the value of the human touch |

While transportation is the main function of railroads, the value of railroads is expressed best not by the transportation function, but by the crowds of people in and around the stations. To continue attracting the crowds passenger needs must be satisfied and service should have a human touch. Passenger-oriented TRA increases the number of trains and carriages during major holidays and peak hours to meet customer demand and has made big progress in terms of ticket availability. In the area of property management, through strengthened land leasing and ROT operations the TRA seeks to improve service and increase revenue. Meals services are innovative: the TRA has introduced meal boxes from days gone by and also offers custom-made meal boxes. It has actively developed a variety of TRA themed products and licensed the use of the TRA trademark. TRA also cooperated with the Tourism Bureau in promoting the development of tourism throughout Taiwan. The TRA hopes that everyone who rides on its trains appreciates the effort that is behind the warm and caring service that has a precious human touch.

### I. Passenger Transport Business

#### ◎ Schedule adjustments to meet needs

1. Train schedules were adjusted in May of 2008 in coordination with the entry into service of the new EMU700 and Taroko Express trains. Capacity was increased by 646,196 seat /km or 1.63%.
2. In October 2008, four Taroko Express trains were added on Friday, Saturday and Sunday on the north link line to meet travels needs to eastern Taiwan. Capacity increased by 257,488 seat/km or 5.11%.
3. Train schedules were adjusted for central and southern Taiwan in mid-November 2008 to strengthen public transport (a 'seamless travel policy') as well as making transfer more convenient in urban areas.
4. In the second half of December 2008, sixteen express trains between Taipei and Hualien were added on Fridays, Saturdays, Sundays and Mondays to coordinate with transport policies and ease ticket shortages. A total of 1,600,427 seat kilometers were added, increasing transport capacity by 10.74%.

- ◎ In response to the intense competition from other forms of transport innovative services have been introduced, including e-ticket services, bicycle-train eco-friendly travel business, cruise ship type trains and TPT ticket vending machines and a scheme for independent travel by train for young people, offering the public more caring and more diverse services.



## 二、貨運業務方面

### ◎ 提升貨運效率

1. 調整經營政策，充分運用資源，均衡發展鐵路貨物運輸。
2. 改善基本設施，適度補充基本運能、運用資訊作業系統改善車輛裝卸技術、完善站場規劃等方向改善，以提供優質的貨物運輸環境。
3. 爭取東砂西運業務，減少停開貨物列車，以避免現有貨源流失。
4. 鼓勵貨主自備貨車，協助貨主改進裝卸設備，以提高貨車運用效率。
5. 進行改造閒置貨車以增加運能，藉以滿足市場需求。
6. 縮短車輛週轉天數以提升利用率：為縮短裝卸與在站停留時間，藉以提高貨車運能及砂石運輸效率。
7. 配合大宗貨物輸運計畫需求，開行專列貨車，以提升運輸效率。

## 三、貨運服務與出租業務方面

### ◎ 承攬運送業務

傳統業務呈低度成長，承攬運送貨運已集中於水泥、石灰石、發電用煤、建築砂石等。



### ◎ 倉儲業務

本局倉儲業務已由倉儲保管業務轉型為倉庫出租業務。

### ◎ 停車場業務

為改善車站週邊交通秩序暨服務商旅，規劃車站區域土地設置停車場出租業務。

### ◎ 房地出租業務

在不影響房地開發或處分，利用本局沿線閒置土地，依據「交通部臺灣鐵路管理局經管公用不動產出租及利用作業要點」辦理標租，項目包括商店、倉庫、土地、辦公廳舍、基地臺、宿舍等。

### ◎ 促進民間參與公共建設營運（ROT）案

臺北站2樓商場營運案、板橋站2、24及25樓商場營運案、舊山線復駛營運案、新左營站商場營運案。



## II. Freight Transport Business

### ◎ Enhancing efficiency

1. Management policies have been adjusted to make full use of resources and bring about balanced development of rail freight transport.
2. In terms of infrastructure improvement, basic transport capacity has been suitably increased, information operating systems used to improve vehicular loading and unloading technology and station planning improved in order to provide a high-grade freight transport service.
3. Striving to transport gravel from east Taiwan to west Taiwan, reducing the number of cancelled freight trains to avoid losing freight business.
4. Encouraging freight owners to have their own freight wagons, helping freight owners improve loading and unloading equipment to improve freight transport efficiency.
5. Upgrade idle freight wagons to increase transport capacity and meet market requirements.
6. Increase use rate by shortening the number of wagon turnaround days: Reducing the time spent unloading and loading in stations to increase freight transport efficiency and gravel transport efficiency.
7. Running special freight trains in coordination with bulk freight transport plans to increase transport efficiency.

## III. Freight Transport Services and Rental Business

### ◎ Freight transport business

Traditional operations have seen little growth, with freight transport mostly centered on cement, limestone, coal for power plants and gravel for construction use.

### ◎ Storage Business

TRA's storage business has transformed into warehouse leasing business from storage business.

### ◎ Car parking business

In order to improve traffic around stations and provide services for the business traveler car parks for leasing have been established near stations.

### ◎ Real Estate business

Following the principle of not hindering the development or disposal of real estate, the TRA has leased out idle land and property along railway lines in accordance with the MOTC's "Guidelines for the leasing out and use of public use real estate by the TRA". The leased out real estate include shops, warehouses, land, offices, base stations and dormitories.

### ◎ Promoting Private Participation in Public Construction ROT Cases

Notable cases included the second floor commercial space in the Taipei Station, second, twenty-fourth and twenty-fifth floor commercial space in the Banqiao Station, restart of operations on the old mountain line and commercial space in the new Zuoying Station.



### ◎ 廣告業務

在不妨礙站車秩序與行車安全及破壞建物結構範圍內，充份利用空間規劃燈廂、多媒體及海報招貼等廣告出租。

## 四、餐旅服務方面

### ◎ 推出懷舊便當

### ◎ 拓展客製化便當盒業務

推出「客製化便當」，以及不銹鋼便當盒和懷舊餐盒業務，廣受民眾歡迎，銷售情況甚佳。

### ◎ 拓展多樣化商品銷售

97年鐵路節活動期間，推出公仔吊飾、第3代臺鐵先生公仔、臺灣鐵道史紀念相框、鑄銅火車模型CK124、東方美人號彩繪餐車模型系列、各式鐵道明信片、鐵道紀念幣、紀念郵票、驗票鉗、懷錶及便當空盒等30餘種鐵路商品，除自營販售外，並與統一超商公司共同辦理銷售活動。



客製化便當—交通部金路獎宣導品  
Custom-made meal boxes— MOTC Gold  
Way Award-winning Promotional Item

### ◎ 開發商標授權，創造附加價值

為開發具臺灣鐵路管理局品牌價值之鐵路商品，並拓展本局以外銷售通路，於96年9月3日公告「交通部臺灣鐵路管理局商標授權管理要點」等相關文件，以授權本局商標並收取授權金方式與廠商合作開發及銷售各類鐵路商品。

### ◎ 共同宣導東部觀光

為營造「2008-2009旅行臺灣年」氛圍並加強向國人宣導，交通部觀光局以東部地區2009年辦理之4項大型活動作為主題，贊助製作2萬5千條宣傳椅套於太魯閣號列車供本局使用，由交通部觀光局及本局共同具名之，以提升本局企業形象。

## 五、資產管理及活化業務方面

◎ 本局目前經管之土地資產約計42,522筆，面積約計5,284公頃，按97年公告現值計約5,408億元，惟其中以路線用地佔大宗，約68%，車站用地佔27%，其他非業務用地及宿舍用地佔5%。

◎ 持續推動促參建設、都市更新計畫、不動產開發以及場站多目標使用等業務。

◎ 積極處理各地區可騰空之眷舍房地，增裕本局營收。



#### ◎ Advertising business

Under the principles of not hindering station order, traffic safety or affecting building layout, light boxes, multi-media signs and poster advertising space was sold.

### IV. Catering Services

#### ◎ Nostalgic lunch boxes

#### ◎ Custom-made meal boxes

When the custom-made meal boxes, stainless steel meal boxes and nostalgic meal boxes were introduced they became instantly popular.

#### ◎ Merchandise Diversification

During the 2008 Railway Festival the TRA promoted a variety of merchandise, including hanging ornaments, 3rd generation Mr. TRA doll, Taiwan railways commemorative picture frames, brass model trains, Oriental Beauty Dining Car model series, postcards, railway commemorative coins, commemorative stamps, ticket punchers, pocket watches and commemorative meal boxes, a total of thirty items. The TRA sold these items in its own stores as well as in 7-Eleven convenience stores around the island.

#### ◎ Creating added value through trademark authorization

In order to better promote TRA brand merchandise and open more marketing channels, the Authorization Rules for TRA Trademark Utilization were announced on September 3rd, 2007. These rules lay the framework for companies to produce and market TRA trademark merchandise by making royalty payments to the TRA and for the joint development and sales of various railway products by the TRA and companies.

#### ◎ Eastern Taiwan tourism promotion

In conjunction with the 2008-2009 Tour Taiwan Year, the Tourism Bureau held four large-scale events focusing on travel to eastern Taiwan. The Tourism Bureau donated 25,000 train seat covers bearing the TRA and Tourism Bureau logos for use on the eastern-bound Taroko Express to boost the TRA's corporate image.

### V. Consolidating Property Management and Utilization

◎ The TRA owns 42,522 lots of land with a total area of 5,284 hectares. The present value of the land was estimated at approximately NT540.8 billion as of 2008. Of this, 68% was used for railway lines, 27% for stations and 5% for non-business and dormitory purposes.

◎ The TRA actively promotes infrastructure projects with private participation, urban renewal and real estate development projects as well as station multiple use.

◎ The TRA has actively endeavored to find buyers for unused dormitories to increase revenues.

## 六、重要專案工作方面

### ◎ 持續推行電話禮貌改善運動

推動電話服務禮貌，以業務與民眾直接接觸之各車站為重點推動單位，以和藹及親切態度服務民眾，建立臺灣鐵路管理局良好服務形象；並依「臺鐵局電話禮貌測試實施辦法」每月不定期實施電話禮貌抽測，視抽測成績依規定予以獎懲。

### ◎ 提升及查核站車人員服務品質

提升考核標準，持續要求各站、車每月加強督導與落實執行各項業務並回報缺失及改善情形，97年下半年度已分赴各單位考核完畢並陳報交通部。

### ◎ 參加「政府服務品質獎」及「交通部服務品質獎」

依據行政院「政府服務品質獎評獎實施計畫」、「交通部服務品質獎實施計畫」，臺灣鐵路管理局參加行政院及交通部考評，作為未來服務品質評核的主要獎項。

### ◎ 推動「無障礙設施年度改善計畫」，提供身心障礙旅客最佳服務

制定「身心障礙旅客乘車服務作業要點」，各站據以擬定「無障礙設施年度改善計畫」，各運務段按月檢點無障礙設施並填寫檢修紀錄。



### ◎ 建置旅客整體服務諮詢系統，快速服務便捷

97年於臺北、松山、嘉義等60個車站建置分類檢索服務，並強化全文檢索相關功能，以期提供旅客更便捷的網頁資訊服務。成效包括：(1)中文網頁年度點閱率：11,883,656人次(2)英文網頁年度點閱率：118,760人次(3)兒童網頁年度點閱率：93,706人次(4)局長信箱旅客諮詢案件共回復10,006件(5)遺失物協尋資訊服務共9,421件。



### ◎ 辦理各項旅客滿意度調查，落實「以客為尊」之經營理念

1. 97年4月辦理「臺鐵旅客意向調查」，調查結果顯示，旅客對臺鐵整體服務滿意度評分（78分），創歷年新高，其中「車站服務」及「車上服務」滿意度均超過八成以上。
2. 97年3、6、9月辦理「車站旅客滿意度評比暨意向調查」，結果顯示，旅客對「窗口售票員服務態度」及「剪收票人員服務態度」均給予高度肯定，其滿意度均超過八成五以上。



## VI. Special Projects

### ◎ Telephone etiquette improvement campaign continues

The focus of this project is ensuring that telephone calls are answered in a warm and friendly way by TRA staff and is directed at the station personnel who have direct contact with the public. Calls are randomly monitored according to “TRA telephone etiquette monitoring rules” to ensure staff answers passenger questions in a courteous manner in order to establish a reputation for good service for the TRA. Merits or demerits are given to stations according to the result of monitoring.

### ◎ Raising and checking of train and station personnel service quality

In order to raise standards, stations and trains are required to strengthen supervision and implement various work items and report deficiencies and the steps taken to improve them on a monthly basis. Assessment reports were completed in the second half of 2008 and sent to the Ministry of Transportation and Communications.

### ◎ Service quality assessment: Government Service Quality Award and MOTC Service Quality Award

In accordance with the “Government Service Quality Award Plan” and the “MOTC Service Quality Award Plan”, the TRA was evaluated by the MOTC and Executive Yuan.

### ◎ The “barrier free facility annual improvement plan” was implemented to give the best service to physically and mentally disadvantaged people.

In accordance with the “Guidelines for serving physically and mentally disadvantaged people” every station set a “barrier free facility annual improvement plan”. Facilities are inspected monthly and a maintenance record kept.

### ◎ Passenger enquiry system established giving faster and more convenient service

Classified search services were introduced at sixty stations including Taipei, Songshan and Chiayi stations to provide passengers with more convenient TRA webpage information services. The results were: In 2008, the number of hits on the Chinese page was 11,883,656, 118,760 on the English page and 93,706 on the children’s page. The managing director’s mailbox made 10,006 replies and the lost and found service recovered 9,421 items.

### ◎ Conducting passenger satisfaction surveys to implement a “customer-first” management idea

1. In April of 2008, the TRA conducted a passenger opinion survey in which the score for satisfaction with TRA’s overall service was 78, the highest ever recorded. Satisfaction levels for station service and on-train service both exceeded 80 points.
2. The results of the “Station passenger satisfaction rating and opinion poll” conducted in March, June and September 2008 showed that passengers were highly satisfied with “ticket window staff service attitude” and “ticket collector service attitude”, both of which received scores of over 85.

### ◎ 配合業務需求，研編應用統計分析

完成96年「臺鐵重要業務統計指標分析」、「臺鐵客運人數結構與消長趨勢分析」、「高鐵營運後各階段臺鐵受影響狀況」、「北宜高通車後各階段臺鐵受影響狀況」、「高鐵及北宜雪隧通車後對臺鐵之影響」、「97年6月距離別客運人數分析」、「臺鐵捷運化通勤車站營運狀況分析」及「高雄捷運通車後對臺鐵營運之影響」等分析報告。

### ◎ 勵行開源及節流方案，以降低虧損

面對高鐵、捷運、雪山隧道陸續通車後影響臺灣鐵路管理局營收，為免增加年度虧損，除活化資產、加強場站出租及推動土地開發多元化經營，積極創造營收外，更應擷節各項支出，修定「臺灣鐵路管理局執行開源節流方案」以收成效。收入概較97年度初編決算數增收3億元，支出概較97年度初編決算數節支3.1億元，以減虧6.1億元為目標。

### ◎ 落實材料管制措施，提高供應績效

1. 訂定關鍵性材料計2,084項之安全存量並嚴格控管請購數量，俾降低庫存。
2. 督促存料單位辦理不定期盤點材料，並落實每年至少全面盤點材料1次，以增進管理效能。
3. 加強呆廢料標售處理，97年度共出售呆廢料收入計1億5,552萬元，對本局財務收入頗有助益。





### ◎ Compiling applied statistical analysis in coordination with work requirements

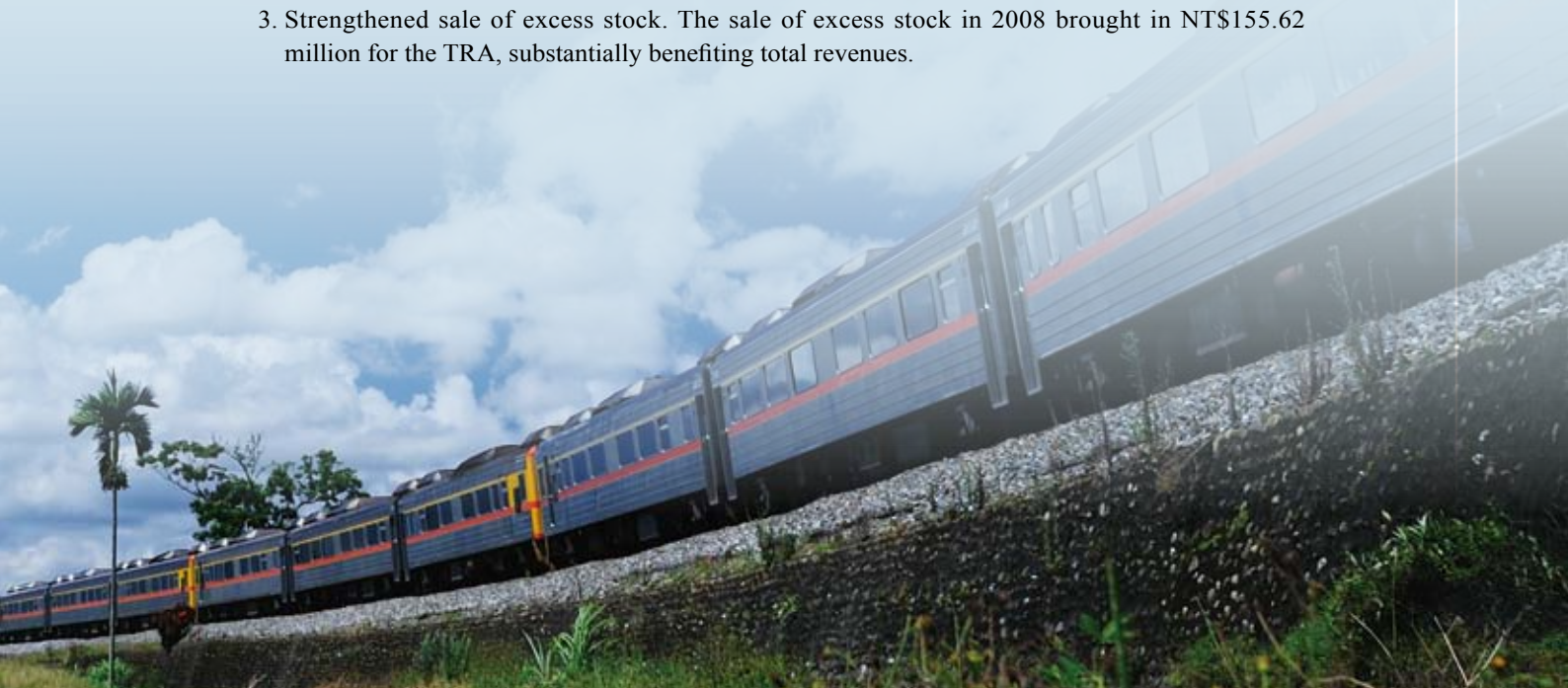
In 2007, some of the major statistical analysis projects completed included: “TRA Major Statistical Index Analysis,” “TRA Passenger Structure and Growth and Decline Tendency Analysis,” “Impact of Taiwan High Speed Railway’s Operation on the TRA,” “Impact of the Opening of the Taipei-Yilan Highway Xueshan Tunnel on the TRA,” “June 2008 Passenger Different Travel Distance Analysis,” “TRA Commuter Train Station Situational Analysis,” and “Impact Analysis of Newly Opened Kaohsiung MRT System on TRA.”

### ◎ Lowering deficit through expanding revenue sources and reducing expenditure to reduce losses

Facing decreased revenues as a result of competition from the High Speed Railway, urban MRT systems and the Taipei-Yilan Highway Xueshan Tunnel, the TRA has taken steps to make effective use of assets, increase the leasing out of commercial space in train stations and promoted land development in order to avoid an increased annual losses. Aside from increasing revenues, it is also important to cut down on expenditure, which is why the “TRA Income Increase and Expenditure Reduction Plan” has been revised. The initial estimate for 2009 revenue is NT\$300 million more than in 2008 with expenditure estimated to be NT\$310 million less, the objective being to reduce losses by NT\$610 million.

### ◎ Implementing of material control measures to improve supply performance

1. Setting safe stock levels for 2,084 key materials and carrying out strict control of purchases to reduce stock levels.
2. The Inventory Control Department is required to hold periodic stock checks and at least one overall stock check once a year in order to increase managerial efficiency.
3. Strengthened sale of excess stock. The sale of excess stock in 2008 brought in NT\$155.62 million for the TRA, substantially benefiting total revenues.



面對大環境的變動，  
臺鐵加速轉變與應變，  
調整腳步，把握問題核心，  
蓄勢待發，進攻新的機會，  
於是，藉由服務力的提昇，  
一點一滴創造出亮眼的事業績效。

改變！創造競爭力。

Change! Create competitiveness

In the face of changes in the wider environment.

The TRA accelerated its transformation and response.

Adjusting its steps, the core of the problem was grasped.

It is now poised to take advantage of new opportunities.

Service improvements will lead gradually to the creation of impressive business results.

Integrate services



# 創新業務與經營模式

Innovative Business and Management Models

for sustainable achievements





## ｜ 永續的成效來自服務的不斷提升 ｜

服務業最不能忽視的兩個聲音，一是來自顧客的需求，一是企業的效率。身為老字號的臺灣鐵路管理局，為了跟上時代更迭，追求卓越的第一步，就是要因應環境變動，調整企業的脚步。因此，我們透過兩鐵環保列車、環島觀光列車、寒暑期青年自助旅遊專案、郵輪式列車、整合電子票證業務等創新服務，追求臺灣鐵路管理局永續不衰的服務品質與經營效能。

### 一、兩鐵（臺鐵+鐵馬）環保列車

為響應政府推動「節能減碳」政策，並因應各地方政府及民間團體之需，自97年3月起開辦「兩鐵環保專車」業務，吸引7,000人次搭乘臺鐵專車至各地進行無碳零污染之自行車騎乘活動。

### 二、環島觀光列車

環島觀光列車以建構東、西線連網，使東、西、南、北大都會區有完整之環島套裝旅遊網，可擴展遊憩動線及層面，提供「套裝旅遊行程」與「自由行」旅客多樣性之服務，每年帶動超過18萬旅遊人潮。



兩鐵環保專車首航



環島之星啟航



鐵馬專車-花蓮運務段



## | Sustainable achievements come from constantly improving services |

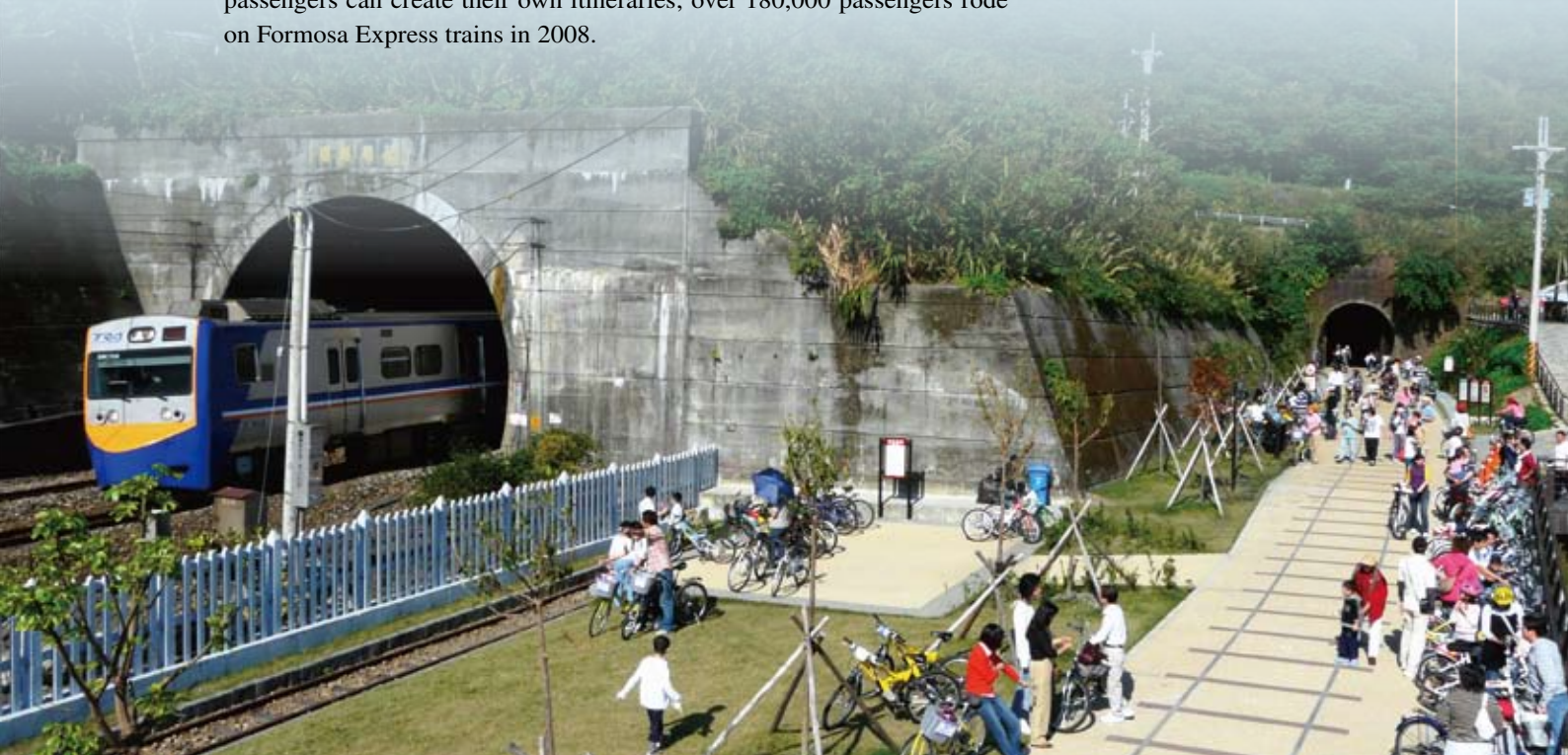
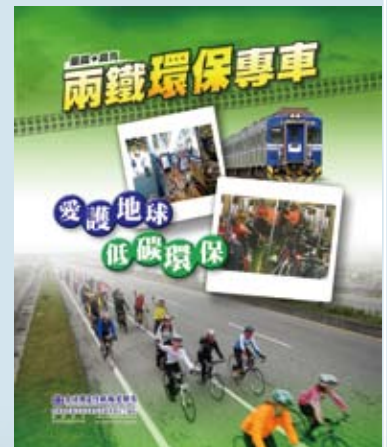
The two things the service sector can least ignore are customer requirements and business efficiency. As a long-standing enterprise in Taiwan, the TRA must keep up with the times and the first step towards excellence is adapting to changes in the environment and adjust our business strategy. Toward this end, we have formulated innovative services such as bicycle-train eco-friendly travel, round-the-island tour trains, summer and winter vacation youth tour packages, cruise ship type trains and integrated e-card ticketing services among others as part of the TRA's overall effort to achieve sustainable service quality and operating efficiency.

### I. Bicycle-train eco-friendly travel

In response to government policy calling for energy saving and the reduction of carbon emissions as well as to meet the needs of local governments and civic groups, a bicycle-train eco-friendly travel business was launched in March, 2008. Approximately 7,000 people have taken advantage of the special trains that take them and their bicycles to various places around Taiwan where they ride producing zero carbon emissions and zero pollution.

### II. Round-the-island tour trains

The round-the-island tour trains links the east and west coast lines and allows travel around Taiwan from the urban areas in the eastern, western, southern and northern regions of Taiwan. Tour packages are available or passengers can create their own itineraries; over 180,000 passengers rode on Formosa Express trains in 2008.



### 三、寒暑期青年自助旅行專案

爲了推廣國內青年旅遊，並鼓勵所有國內15至30歲的青年朋友們以簡約環保、節能減碳的方式慢活旅行，深度探索臺灣，在交通部和青輔會的政策指導下，結合中華民國國際青年之家協會舉辦「2008臺鐵FUN暑假—搭臺鐵，住YH，壯遊臺灣」專案活動，邀請國內青年背包客搭乘臺鐵環島壯遊臺灣，2008暑假特惠專案吸引1,500人參加。

### 四、郵輪式列車

郵輪式觀光列車是臺灣鐵路管理局在交通部指導之下，推出之新興旅遊方式，突破以往列車到站即開的模式，以類似遠洋郵輪停泊於各港口一段時間再續開往下一港口之方式，開行特定列車，選定數個特色車站，作一段時間之停留，並結合地方農特展品、溫泉、美食行銷，讓旅客下車（或車上）欣賞車站週邊風光後，再開往下一目的地。遊程將依季節變化適時調整，以增進多樣性，自97年8月至97年12月，計開行26列次，開辦以來已帶動約6,900人次觀光人潮。

開行路線如下：

1. 臺北＝蘇澳間「丟丟噹山海行～東北角一日遊」列車
2. 高雄＝臺東間「陸上新郵輪－秘境新探索」列車
3. 彰化＝竹南間「山海線之旅」列車
4. 臺北＝追分成功間「山海觀幸福之旅」列車
5. 臺北＝瑞穗間「瑞穗、安通溫泉美食嘉年華」列車
6. 臺北＝二水間「穿越時空集集支線懷舊之旅」列車



宜蘭縣郵輪式列車



郵輪式彩繪列車

### 五、開放旅客攜帶寵物及自行車隨乘列車

- ◎ 因應民眾飼養寵物風氣日益普遍，自97年10月10日起放寬旅客攜帶包裝完固、無糞便漏出之虞之貓、狗、兔、魚蝦類等寵物（寵物箱尺寸：長43公分、寬32公分、高31公分以下）搭乘各級列車。
- ◎ 爲配合政府推動節能減碳政策，自97年7月，開放旅客攜帶置於攜車袋自行車隨乘非對號列車，普獲好評；爲提高服務品質，更進一步於11月1日開放PP（推拉式）自強號之第13車作爲「自行車專用車廂」，以方便一般休閒民眾跨越城際騎乘活動，達到一日生活圈之目標。



### III. Summer/Winter Vacation Youth Travel Packages

In order to encourage fifteen to thirty year olds to explore Taiwan in an eco-friendly way, the TRA joined forces with the Chinese-Taipei (Taiwan) Youth Hostel Association in holding “2008 Fun summer vacation with the TRA, stay at the YH and tour Taiwan” scheme under the guidance of policies from the MOTC and National Youth Commission. Local young people were invited to strap on their backpacks and discover Taiwan by train. 1,500 young people took advantage of the scheme in the summer of 2008.

### IV. Cruise ship type tour trains

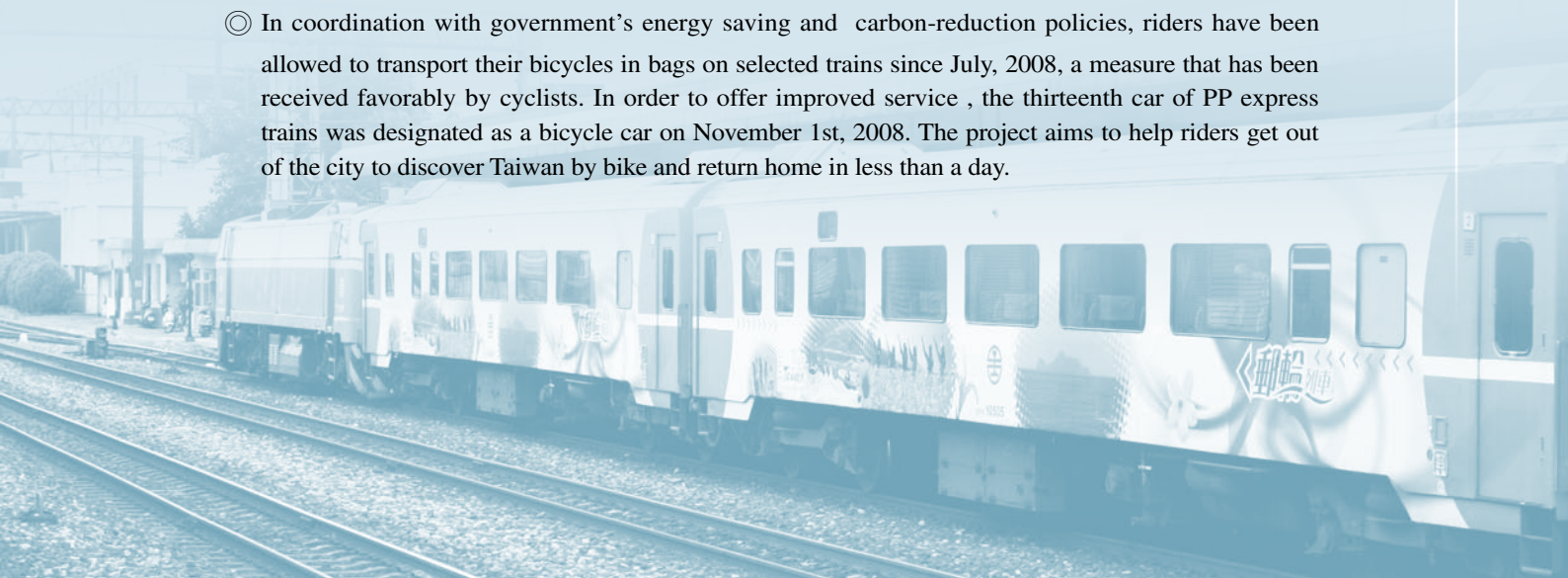
Cruise ship type tour trains are a new initiative by the TRA under the guidance of MOTC policies to try and break through old operational models in which trains would pull into stations and leave immediately. These special tour trains are like ocean liners that stop for a while at each port of call before traveling on to the next. The train stops at stations in places with character where agricultural products, hot springs, good food and the local sights are enjoyed. Passengers can enjoy the scenery either from the train or get off and explore before heading to the next destination. The tours are seasonal and varied. From August to December 2008, twenty six tours were arranged for approximately 6,900 travelers.

Routes include:

1. Taipei–Su’ao: A one-day tour of Northeast Taiwan
2. Kaohsiung–Taitung: A liner on land-Exploring secret lands
3. Changhua–Zhunan : A tour of the mountain and coastal lines
4. Taipei–Zhuifen Chenggong: Taking in the mountain and seas
5. Taipei–Ruisui: Hot springs and culinary carnival
6. Taipei–Ershui: A nostalgic tour of the Jiji branch line

### V. Making Trains Pet and Bicycle Friendly

- ◎ In view of the fact that more and more people are raising pets, cats, dogs, rabbits and fish from October 10th, 2008 pets have been allowed to travel on the TRA’s train in cages or containers (these must not exceed 43cm in length, 32 cm in width and 31 cm in height.)
- ◎ In coordination with government’s energy saving and carbon-reduction policies, riders have been allowed to transport their bicycles in bags on selected trains since July, 2008, a measure that has been received favorably by cyclists. In order to offer improved service , the thirteenth car of PP express trains was designated as a bicycle car on November 1st, 2008. The project aims to help riders get out of the city to discover Taiwan by bike and return home in less than a day.





## 六、悠遊卡電子票證整合

為配合交通部電子票證整合政策，臺灣鐵路管理局與悠遊卡公司合作，自97年6月20日開始試辦悠遊卡電子票證乘車業務，臺北-樹林間計4站上線啓用，8月1日起擴大至基隆—中壢間19個車站，大幅縮短旅客購票及進出站時間，提升服務品質。至97年底止，每天約8.1萬人次通勤族受惠。

## 七、對號列車團體EASY購

自97年11月10日起開辦對號列車團體票上網申購業務，並針對未能順利訂得團體票座位之團體申請人建立「需求單」制度，依團體申請人提出之需求，預先規劃加開列車或加掛車廂，滿足花東地區觀光旅遊團體之需求，預估每年為宜、花、東地區增加7萬人以上觀光團體。

## 八、發行花東悠遊券

自97年7月15日起常態性發行「花東悠遊券」【分為三日券（「新城站至富里站」及「玉里站至知本站」）及五日券（「新城站至知本站」）】，民眾只要持有悠遊券，便能在期間內，持悠遊券搭乘臺鐵列車，除了太魯閣號及觀光列車以外的車種，均不限次數開放持票民眾搭乘。





## VI. Easy Cards introduced

In coordination with MOTC policies, the TRA cooperated with the EasyCard Corporation and introduced easy cards at four stations between Taipei and Shulin on June 20th, 2008 on a trail basis. The scope of Easy card use was expanded on August 1st to include nineteen stations between Keelung and Zhongli. This measure has helped shorten the time needed by passengers to buy tickets and enter stations and has improved service. Approximately 81,000 people per day used their easy cards on these lines at the end of 2008.

## VII. Group Tickets

Group tickets have been available on line since November 10th, 2008 for express trains. There is also a “requirement system” for those groups unable to procure group tickets smoothly. Based on the requirements of a group, extra trains or train cars can be arranged in advance to meet the needs of groups wanting to go to eastern Taiwan. This measure is expected to lead to 70,000 more tourists going to Yilan, Hualien and other eastern Taiwan destinations by train per year.

## VIII. Easy Passes for the Hualien-Taitung Line

Hualien-Taitung Easy passes have been available since July, 15th, 2008 for travel on the Hualien-Taitung line. Three-day passes for stops between Xincheng and Fuli and Yuli-Zhiben are available as well as five-day passes between Xincheng and Zhiben. Passengers holding these passes can enjoy unlimited rides on these lines during the period of validity, however, the passes cannot be used to travel on the Taroko Express or special tour trains.



夢想多大，世界就有多大，  
不自我設限，丟棄矛盾和掙扎的絆腳石，  
衝破一道道標示著「機會」的大門，  
盡情發揮自我，完成每一份艱鉅的任務，  
於是，直上青天，看見門後的無垠蒼穹。

拓展！成長的契機。

Expansion, Opportunity for Growth!

The world is as big as we can dream.

Don't limit yourself.

Cast aside the contradictions and struggle that hold you back.

Break through every door with a sign saying "opportunity".

Bring your talent fully into play and accomplish every difficult mission,

Then, you will fly into the blue sky and see the rich pastures ahead.

Steadily



重大投資建設  
Major Investment and Construction

Laying Solid Foundations





## 如期如質，止於至善的各項工程與新建計畫

不論是否為國營事業，任何企業談「永續經營」，都不能忽略適地適性的投資與建設。如臺灣鐵路管理局每年設定短、中、長期重大專案計畫：包括臺灣鐵路更新軌道結構計畫、烏日新站興建工程計畫、增設捷運化通勤車站，既有場站與瓶頸路段改善工程等，各項工程與新建計畫的目標都在「如期如質，止於至善」。



優質無菸車站烏日—後續一期工程



後龍高架車站

### 一、重大專案計畫

#### ◎ 臺鐵烏日新站興建工程計畫

1. 本計畫年限自91年4月至97年12月完成，總經費11億8,571萬元。
2. 烏日新站站場工程已於95年7月28日完工。
3. 新烏日站東西正線軌道已於95年2月17日及3月完成切換，新烏日站南北道岔群已於95年8月4日鋪設完畢。
4. 與高鐵車站銜接之通廊已於96年10月24日施作完成。
5. 站房後續未完工程，正趨辦結構玻璃帷幕施作，預定98年2月完工。

#### ◎ 臺灣鐵路更新軌道結構計畫

計畫自87年7月至97年12月完成，總經費81億8,910萬元。執行重點大致如下：

1. 計畫改建橋梁共計36座，已完工有白沙屯橋等32座，其中97年完工2座為下新港溪橋、三汾溪橋；施工中有曾文溪橋。
2. 林內—新營UIC60鋼軌及PC枕抽換工程。
3. 50公斤鋼軌抽換工程117.420公里、60公斤鋼軌抽換工程150公里。
4. 道床改善工程370.67公里。
5. 軌道電路配合改善311.14公里。



## | Major investment projects |

On-time, good quality engineering and construction plans. Like any enterprise state enterprises cannot ignore suitable investment and construction projects with a view toward achieving sustainable operations. Each year the TRA draws up short, medium and long-term plans. These include: rail track replacement plan, plan for a new station for Wuri, a plan to increase mass rapid transport system style commuter stations and a bottleneck improvement plan. These projects are all aimed at achieving perfection.

### I. Major Projects

#### ◎ New Wuri Station construction plan

1. The project began in April 2002 and was scheduled for completion at the end of December 2008 at a cost of NT\$1,185,710,000.
2. New station construction was completed on July 28th, 2006.
3. The switches for the east and west trunk lines were completed in February and March 2006 respectively and the north-south turnouts were laid on August 4, 2006.
4. Construction of the corridor to the High Speed Rail Station was completed on October 24, 2007.
5. Follow-up work on the station, including installation of glass-curtain walls, was expected to be completed by February 2009.

#### ◎ TRA track structure renewal plan

The plan was carried out between July 1998 and December 2008 at a cost of NT\$8.1891 billion. Major projects included:

1. Reconstruction of thirty-six bridges, of which thirty-two have been completed including the Baishatun Bridge. Two bridges were completed in 2008, the Xiaxingang River Bridge and the Sanfen River Bridge. Work on the Zengwen River Bridge is still underway.
2. Replacement of UIC60 rails and PC sleepers between Linnei and Xinging.
3. Replacement of 117.420 km of 50-kg rail, and 150 km of 60-kg rail.
4. 370.67 km of railway bed improvements.
5. 311.14 km of rail power circuit improvement.



大林站



崎頂柵欄

### ◎ 臺鐵都會區捷運化暨區域鐵路先期建設計畫

1. 計畫期程自90年1月1日至98年12月31日止，計畫總經費由原提列之100億元刪減為89.67億元。
2. 斗六站跨站新建工程於97年8月16日完工啓用。
3. 大林站跨站新建工程於97年11月14日完工，97年12月5日啓用通車。

### ◎ 臺鐵都會區捷運化暨區域鐵路後續建設計畫（基隆—苗栗）

1. 計畫期程由94年1月1日至102年12月31日，總經費為122.2億元。執行重點大致如下：
  - (1) 談文站站場改善工程（土建部分）於97年3月完工。
  - (2) 新豐站南護坡、排水溝等景觀改善工程於97年7月完工。
  - (3) 基隆—埔心迴流系統改善工程於97年7月完工。
  - (4) 苗栗等站圍籬新建及改善工程97年12月完工。
2. 增設捷運化通勤車站：
  - (1) 樟樹灣站捷運化通勤車站委由鐵工局代辦，用地取得部分由臺灣鐵路管理局與相關所有權單位協調中。
  - (2) 浮洲站土建工程已決標，預定99年7月完工。
  - (3) 樹調站初步規劃定案報告於97年12月完成。
  - (4) 南新竹站委託規劃設計案於97年10月辦理招標作業，至年底尚未決標。
  - (5) 豐富新站委託規劃設計案編製預算中。
3. 既有場站改善工程：
  - (1) 香山站編製旅運設施改善工程預算中。
  - (2) 苗栗站跨站式站房新建工程申請建造執照中。
  - (3) 沿線環境景觀及安全設施改善工程：辦理板橋至香山間沿線景觀改善工程。



### ◎ TRA Rapid Transit Systematize in Metropolitan Area and Regional Railway Primary Construction Project

1. Work began on this project on January 1st, 2001 and is slated to be completed on December 31st, 2009. The overall budget for this project was reduced from its original NT\$10 billion to NT\$8.976 billion.
2. The Douliu Station overpass was completed on August 16th, 2008 and opened for use.
3. The Dalin Station overpass was completed on November 14th, 2008 and was open to traffic on December 5th, 2008.

### ◎ TRA Rapid Transit Systematize in Metropolitan Area and Regional Railway Follow-up Construction Project (Keelung-Miaoli section)

1. The plan will be implemented between January 1st, 2005 and December 31st, 2013 and has a total budget of NT\$12.22 billion. The main elements:
  - (1) Tanwen Station improvements (structural portion) completed March, 2008.
  - (2) Xinfeng Station landscape improvement (slope protection, drainage) was completed July, 2008.
  - (3) Keelung-Puxin external recycling system improvement was completed in July, 2008.
  - (4) Protective fencing construction and improvements completed for Miaoli and other stations in December, 2008.
2. Increasing number of commuter train stations:
  - (1) The Railway Reconstruction Bureau was commissioned to handle the construction of the Zhangshuwan commuter train station; partial land acquisition for the project is being coordinated by the TRA and the units that own the land.
  - (2) Structural construction bidding for the Fuzhou Station has been finalized with construction slated to be completed in July 2010.
  - (3) Preliminary planning reports for the Shudiao Station were completed in December, 2008.
  - (4) Bids for the design of the South Hsinchu Station began to be accepted in October, 2008. No bid had been chosen by the end of the year.
  - (5) The budget for commissioning design plans for the new Fengfu Station is in the process of being set aside.
3. Existing station improvement projects:
  - (1) A budget is in the process of being set aside Xiangshan Station transportation facility improvements.
  - (2) A building license application has been made for a new cross station station building for Miaoli Station.
  - (3) Projects to improve landscape and safety facilities along the Banqiao to Xiangshan line are underway.

#### 4. 瓶頸路段改善工程

- (1) 汐止—樟樹灣間擴建三軌工程：委由鐵工局代辦。
- (2) 樟樹灣—南港間擴建三軌工程提出期末報告。

#### 5. 系統機電設施改善工程：配合工務辦理沿線系統機電設施改善。

#### 6. 擴充機檢段設施改善工程：電聯車基地委託綜合規劃設計部份（新竹機務段遷段），其中委託專案管理97年12月開標；委託設計技術服務案於97年12月完成評選。

### ◎ 臺北機廠遷建設計畫

計畫期程由94年6月1日至100年12月31日，總經費為144億元。執行重點大致如下：

1. 蘇新基地：宜蘭機務分段與七堵檢車段合併為宜蘭機務段遷至宜蘭～蘇澳間。
2. 七堵基地：七堵檢車段遷至蘇新基地，原騰空之用地辦理線形改善工程。
3. 富岡基地：規劃於桃園縣楊梅鎮富岡里新建電聯車、柴電機車、電力機車維修廠、機務段及北區供應廠。
4. 潮州基地：併臺鐵高雄機廠遷建計畫設置推拉式機、客車維修廠。

## 二、工務工程

### ◎ 代辦彰化縣政府員林大排暨鐵路橋改建工程

自93年10月18日開工，97年11月17日竣工通車。工程效益包括：改建老舊員林大排鐵路橋，增加河川通水斷面。消除員林大排平交道，改建為穿越箱涵，避免平交道事故傷亡。

### ◎ 臺鐵捷運化計畫先期計畫斗六站、大林站跨站新建工程

因應臺灣高鐵通車之競爭，臺灣鐵路管理局乃積極轉型為「都會區捷運」的角色，朝向區域中短程鐵路運輸之發展，而斗六站和大林站正符合興建捷運化跨站條件，且經地方仕紳及民意代表努力爭取，經報交通部奉核後，將此二站列入「台鐵都會區捷運化暨區域鐵路先期建設計畫」中辦理改建。



員林大排鐵路橋旁原有平交道改建為地下道



PC枕型道岔鋪設接頭處銜接情形



#### 4. Improvements to bottleneck sections

- (1) The Railway Reconstruction Bureau was commissioned to handle the three-track expansion project between Xizhi and Zhangshuwan Stations.
- (2) The final report for the three-track expansion project between Zhangshuwan and Nangang Stations was submitted.

#### 5. Improvement of system electrical and mechanical facilities

It will be carried out in coordination with improvements to system electrical and mechanical facilities along tracks.

#### 6. Expansion and improvement of mechanical inspection and testing facilities

The planning and design for the construction of an EMU train base (Hsinchu rolling stock branch relocation) was contracted out through public tender in December 2008 with the design technology service case finalized in December 2008.

#### ◎ Taipei Railway Workshop relocation

The plan to relocate the Taipei Railway Workshop will be carried out from June 1st, 2005 to December 31st, 2011 at a cost of NT\$14.4 billion; the following are the major components of the plan:

1. Suxin Base: The Yi Lan rolling stock branch will merge with the Qidu Maintenance Branch and Testing Division under the name Yilan Division of Machinery and will be relocated to between Yilan and Su'ao.
2. Qidu Base: The Qidu Maintenance Branch will be moved to the Suxin Base with the vacated site used for linear improvement construction.
3. Fugang Base: An EMU, diesel and electric locomotive repair and maintenance base for northern Taiwan will be established in the Fugang District of Yangmei Township, Taoyuan County.
4. Chaozhou Base: The TRA Kaohsiung Machinery Works will merge with this base to provide maintenance for push-pull and passenger trains.

## II. Construction Engineering

#### ◎ Yuanlin Dapai Railway Bridge rebuilding project for Changhwa County government

Reconstruction of the bridge began on October 18th, 2004 and was completed and open for traffic on November 11th, 2008. The benefits included: rebuilding the old Yuanlin Dapai Bridge helped increase river flow and the Dapai level crossing was also eliminated, being replaced by a box culvert, which helps avoid accidents.

#### ◎ TRA commuter train initial plan: Douliu and Dalin cross-station construction

In response to the competition from the Taiwan High Speed Rail, the TRA is actively transforming so that it plays a mass rapid transport system type role in urban areas and short and medium-distance transport services are developed. Douliu and Dalin stations are suited for this type of mass rapid transport style development. Local officials and figures lobbied hard to get MOTC approval for these two stations and, after MOTC approval, they have been included in the "TRA Rapid Transit Systematize in Metropolitan Area and Regional Railway Primary Construction Project.

- ◎ 辦理路線木枕型道岔抽換為PC枕型道岔  
為積極推動道岔PC化，以改善軌道穩定性，提升行車安全性，降低養護頻率，將全線木枕型道岔逐步抽換為PC枕型道岔。
- ◎ 花工段轄區九車站無障礙設施改善工程於97年8月31日完工，增進旅客上下車之便利。
- ◎ 南迴線臺東至大武間橋梁新建維修步道及欄杆工程於97年12月10日完工，確保同仁工作時之安全。
- ◎ 南迴線K57+764~K58+064路基排水及邊坡防護工程於97年7月25日完成，改善隧道排水及邊坡強度，增進行車安全。
- ◎ 田中站月台延長及提高工程於97年11月1日完工，增進旅客搭車安全。
- ◎ 縱貫線談文溪橋台因辛樂克颱風造成損壞，於97年12月29日修護，增進行車安全。
- ◎ 臺中線大甲溪橋樑基因辛樂克颱風造成基礎裸露加深，於97年10月10日辦理橋基加固完成，增進行車安全。

### 三、機務工程

#### ◎ 車輛改善

各型柴聯車（DR2800-3100型）及EMU300型電聯車設備更新工程已決標籤約，正由中鋼公司承辦中。集集線列車車廂（DR1000型6輛）安裝旅遊導覽系統工程已竣工。

#### ◎ 車輛增購

東線購置城際及區間客車計畫增購車輛部份，已正式購置傾斜式電聯車太魯閣號48輛及EMU700型通勤電聯車100輛，該兩批車輛已全數投入營運。都會區捷運化暨區域鐵路先期建設計畫增購通勤電聯車部分，已引進電聯車EMU700型共60輛。

#### ◎ 廠段設備部分

已完工部分計有花蓮機務段空調機檢修室新建工程等51件及CNC輪對加工專用機等維修設備案等34件。



南港變電站  
Nangang transformer substation



- ◎ Wooden sleepers replaced with PC sleepers for railway switches  
The benefits of using PC sleeper are that they improve track stability thus increasing train safety, while also requiring less maintenance. All railway switches will eventually be changed to PC sleepers.
- ◎ Improvement work on no-barrier facilities was completed at nine stations by the Hualien Construction depot on August 31st 2008, helping to make it easier for passengers to get on and off trains.
- ◎ New walkways and railings on the bridges between Taitung and Dawu on the South-Link Line were completed on December 10th 2008, helping to ensure safety for TRA staff when working.
- ◎ Drainage and side slope protection work was completed on the K57+764~K58+064 road beds on July 25th 2008. Improving drainage and strengthening the side slopes will help increase train safety.
- ◎ Lengthening and raising work was finished on the Tianzhong Station platform on November 1st 2008, helping to ensure passenger safety.
- ◎ Repair work was finished to the Tanwen Bridge on December 29th 2008. The bridge suffered damage during Typhoon Sinlaku and the repair work helped ensure continued traffic safety.
- ◎ The exposure of the base of Dajia Bridge on the Taichung line was worsened due to Typhoon Sinlaku. Work on reinforcing the bridge base was completed on October 10th 2008, helping ensure continued traffic safety.

### III. Mechanical Engineering

#### ◎ Rolling stock improvement

A tender was issued for equipment replacement on various types of diesel locomotives (DR2800-3100) and EMU (EMU300) was conducted with the China Steel Corporation winning the contract. Tourist guide systems were also installed in coaches (six DR1000 type trains).

#### ◎ Rolling stock procurement

The TRA has purchased 48 tilting EMU (Taroko Express) and 100 EMU 700 carriages for inter-city and inter-regional transportation on the eastern Taiwan line. The trains are all in operation. All the 60 EMU commuter carriages purchased as part of the TRA Rapid Transit Systematize in Metropolitan Area and Regional Railway Primary Construction Project have been delivered.

#### ◎ Equipment for workshops and depots

51 projects including the new air-conditioned examination and maintenance facility of the Hualien depot were completed and 34 pieces of wheel processing equipment purchased.



### ◎ 代辦工程

1. 七堵貨物編組業務移轉至新竹站與蘇澳新站站場改善工程總經費計1億363萬元，鐵工局已撥付全數費用，且於97年全部竣工。
2. 南港專案代辦工程部分（全權代辦）部分，七堵機務段駕駛模擬機房新建工程，預計98年4月發包施工，98年12月底竣工。

## 四、電務工程

### ◎ 號誌

1. 全線平交道遮斷桿改採醒目的紅白相間反光標識，強化用路人對平交道警示的辨識度；重點平交道加裝錄影監視設備。
2. 列車自動防護系統（ATP）地面相關設備功能、系統連結均已完成驗證，全部啓用，列車防護已由原設ATW/ATS單點式防護提升至新設ATP連續性防護。

### ◎ 電力

1. 69KV輸電線路改以非自備用戶供電，降低本局維護保養成本。
2. 配合臺鐵都會區捷運化列車密度增加，辦理南港、新竹、善化及岡山等4處變電站擴建容量工程，容量由30MVA擴增為50MVA，其供電容量可增加66%。



行車調度無線電話系統中央調度設備  
Central dispatch equipment of the train  
dispatch wireless phone system

### ◎ 電訊

1. 完成本局54個光纖通訊機房安全監控系統建置，集中監控光纖通訊機房設備，以維設備正常運作並縮短修復時程。
2. 行車調度無線電話系統鐵路沿線訊號不良區段增設中繼器，提高通訊品質，以維行車安全。
3. 配合臺鐵都會區捷運化工程，辦理山佳站、湖口站及新豐站等電力設備改善工程。



### ◎ Commissioned Works

1. Qidu freight affairs have been transferred to the Hsinchu and Su'ao New Stations. The Railway Reconstruction Bureau appropriated NT\$103.63 million for the project and all work for it was completed in 2008.
2. Construction was slated to begin in April 2009 on the Nangang construction case (full authority outsourcing) and the Qidu Maintenance and Driver Simulation Control Room. The target date for the completion of work is the end of December, 2009.

## IV. Electrical Engineering

### ◎ Signals

1. The colors of the bars at railway crossings have been changed to light reflective red and white for easier pedestrian recognition, with surveillance cameras installed at key crossings.
2. The Automatic Train Protection (ATP) system's ground equipment functions and system connections have been tested and the system is now in use. The train protection system has been upgraded from ATW/ATS to ATP continuous protection.

### ◎ Power

1. 69KV power transmission circuits were changed to non-single user power supply equipment, lowering the TRA's maintenance costs.
2. In coordination with increased frequency of electric commuter trains in urban areas as a result of making TRA's urban system like a mass rapid transport system, the TRA expanded transformer station capacity at the Nangang, Hsinchu, Shanghua and Gangshan Stations from 30 MVA to 50MVA, increasing power supply capacity by 66%.

### ◎ Communications

1. TRA has completed 54 fiber optic communications machine room safety-monitoring installations and concentrated fiber optic communications machine room safety monitoring equipment to ensure normal operation and reduce repair time .
2. In the sections of track where the dispatch wireless phone signal is poor relay stations have been added to increase communication quality and ensure the safety of trains.
3. In coordination with construction that will make the TRA's urban system like a mass rapid transport system, Shanjia, Hukou and Xinfeng stations' power equipment has been improved.

那些待實現的夢想，已經逐步的收成，  
一串串晶瑩剔透、熟成的果實，  
代表著一整年的辛勤與勞苦，  
沒有持續的努力，便沒有今日的收穫，  
因為彼此同心齊力，  
才能為臺鐵再創新的里程。

收成！灌溉新希望。

Harvest and Nurture New Hopes !

The dreams we waited for have been realized one by one.

Bunches of shiny ripe fruit represent a whole year of hard work.

Without continuous effort there would be no harvest today.

Only when we all work together can we set new milestones for the TRA.

Building Efficiency



97年營運績效報告  
2008 Operating Report

for a Brighter Future

## 攤在陽光底下的臺鐵營運績效

營運量增減分析、未來「運輸本業」與「附屬事業」營收預估比率、營運損益分析、運輸效率評估等攤在陽光底下的各項數據，乃至於專業人力培訓，回顧與前瞻，均是策勵未來與績效管理的最佳借鏡。

### 一、客貨運業務

97年與96年客貨運營收比較表

A Comparison of 2008 and 2007 Revenues

單位：萬  
Unit:NT\$10,000

	項目 Item	96年 2007	97年 2008	比較 Comparison
客運 Passenger transport	人數 Persons	16,969	17,866	5.29 %
	延人公里 Person/km	893,739	871,778	-2.46 %
	收入 Revenue	1,456,118	1,412,076	-3.02 %
貨運 Freight transport	噸數 Tonnage	1,143	1,111	-2.84 %
	延噸公里 Ton/km	88,174	92,529	4.94 %
	收入 Revenue	101,414	104,704	3.24 %
客貨運收入合計 Total passenger and freight transport revenue		1,557,532	1,516,781	-2.62 %

97年營運量較去年增減原因分析如下：

#### ◎ 客運

高鐵通車營運後，中長程旅客流失，本局為因應整個運輸市場的變化，利用既有設施調整轉型，改以短途通勤運輸市場為主，並在都會區域路段設置捷運化通勤車站，提升旅運服務品質，使短途旅客增加，致97年客運人數較上年明顯成長，可見臺鐵捷運化策略已逐漸奏效。

1. 國道5號北宜高速公路通車，開放大客車營運，宜蘭線呈現下滑趨勢。
2. 綜合上述因素，本年客運人數較上年增加5.29%，延人公里及客運收入，則較上年分別減少2.46%及3.02%。

#### ◎ 貨運

1. 因「臺鐵汰換機車及貨車計畫」未能奉准實施，貨運運能逐年下降。
2. 因機車、貨車等運能不足及配合路線維修工程，嚴重影響營收。



## | TRA Operating results there for all to see |

Showing its willingness to keep its business operations transparent, data relating to the TRA's operations, including business volume analysis, core transportation and subsidiary business future revenues, Profit and loss analysis and transportation efficiency analysis is freely available to interested parties. The continual training of specialized personnel as well as reflecting on past performance and making sound plans for the future are the best way to achieve effective management.

### I. Passenger and Freight Transportation Business

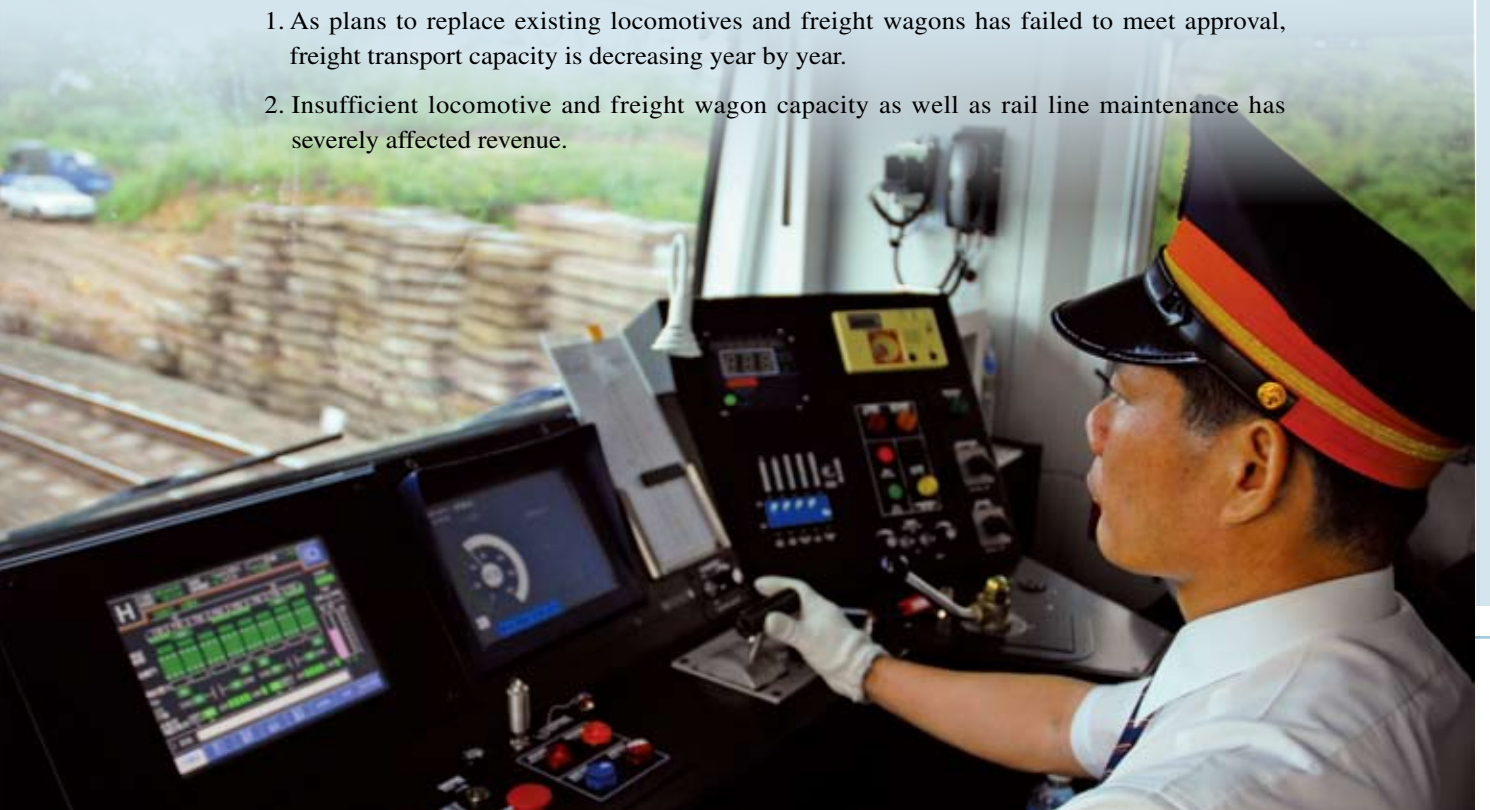
#### ◎ Passenger Transport

The advent of the High Speed Railway in Taiwan has led to the TRA losing many mid and long distance passengers. In response to this major market change the TRA has changed business models, putting more emphasis on short-distance commuter travel. More mass rapid transport system type stations have been added in urban areas and service quality improved, which has helped increase the number of short-distance passengers. There was a marked increase in the number of short distance passengers in 2008 over the previous year, which shows that the transformation to a mass rapid transport system type service is gradually producing results.

1. A drop in passenger traffic on the Yilan line has occurred since the Taipei-Yilan Highway (National Highway No. 5) was opened to large passenger vehicles.
2. The combination of the aforementioned factors has helped to increase the number of passengers by 5.29% over the previous year, however, the average distance traveled in kilometers and passenger revenue dropped 2.46% and 3.02% respectively over the same period.

#### ◎ Freight Transport

1. As plans to replace existing locomotives and freight wagons has failed to meet approval, freight transport capacity is decreasing year by year.
2. Insufficient locomotive and freight wagon capacity as well as rail line maintenance has severely affected revenue.



3. 配合政府鐵路地下化政策，北部各站因貨場被迫取消而停辦貨運業務，肇使貨櫃、水泥、砂石等貨源流失。
4. 受國內部分產業生產線外移，原物料需求降低，致運量銳減。
5. 配合高鐵興建六家站銜接路線，停辦內灣線貨運業務。
6. 綜合上述因素，貨運噸數較上年度分別減少2.84%；延噸公里及貨運收入分別增加4.94%及3.24%。

## 二、附業經營

臺鐵目前所經營的附屬事業大致分為四類：

### ◎ 貨運服務方面

#### 1. 承攬運送業務

本年度鐵路承攬運送量為680萬公噸，比上年度減少109萬公噸，成長率為-13.8%。

#### 2. 倉儲業務

截至97年底共有245間倉庫，其中出租173間，其他為自用、借用或閒置，本年度倉儲業務累計營收9,363萬元，比較上年同期增加1,506萬元。

### ◎ 場站房地出租運用方面

#### 1. 停車場業務

截至97年底全線停車場共有91處，年收入為2億696萬元，比較去年同期增加10%。

#### 2. 房地出租業務

97年度營收2億5,600萬元，比較去年同期增加6%。

#### 3. 促進民間參與公共建設營運（ROT）案

##### (1) 臺北站2樓商場營運案

特許權利金6,000萬元，特許期間12年，營利權利金5,000萬/年，另若年營業額超過5億，營業抽成再另計。

##### (2) 板橋站2、24及25樓商場營運案

特許權利金2,500萬元，特許期間15年，營利權利金2,520萬/年，另若年營業額超過5億，營業抽成再另計。



板橋車站 Banciao Station



臺北車站ROT案—微風廣場  
Taipei Station ROT case-Breeze Plaza



臺北車站ROT案—微風廣場  
Taipei Station ROT case-Breeze Plaza



3. Government policy to move rail tracks underground has meant that many stations in the north have terminated freight business because their freight yards have been forced to close, resulting in the loss container, cement and gravel transport business.
4. Many domestic industries have shifted production overseas, meaning there is less demand for raw materials and this has led to a decrease in transport volume.
5. The TRA stopped freight operations on the Nei Wan line in coordination with the construction of the High Speed Rail's Liu Jia connection.
6. The combination of the above factors has contributed to a 2.84% drop in freight tonnage volume in 2008 compared to the previous year, though distance traveled in kilometers and total freight revenue increased 4.94% and 3.24% respectively over the same period.

## II. Subsidiary Business Operations

TRA's subsidiary business operations can be divided into four categories:

### ◎ Freight Service

#### 1. Freight Transport Business

A total of 6.8 million tons of freight were transported in 2008, 1.09 million tons less than the previous year, accounting for a negative growth rate of 13.8%.

#### 2. Storage Business

As of the end of 2008, 173 out of 245 warehouses were rented out, with the remainder either being used by the TRA, lent for other purposes or left idle. Revenue from warehouse operations totaled NT\$93.63 million, an increase of NT\$15.06 million over the previous year.

### ◎ Station Property Rentals

#### 1. Car park business

As of the end of 2008, ninety-one parking facilities were being operated the entire railway network, which brought in NT\$269.6 million in revenue, a ten percent increase over the previous year.

#### 2. Property Rentals

In 2008, revenue from property rentals totaled NT\$ 256 million, a six percent increase over the previous year.

#### 3. Promoting Private Participation on Public Construction ROT Cases

##### (1) Taipei Station Second Floor Commercial Space Case

Operating rights for twelve years for commercial space on the second floor of the Taipei Station were awarded for NT\$60 million. The profit royalty is NT\$50 million per year with additional royalties to be paid on profits in the excess of NT\$500 million.

##### (2) Banqiao Station Second, 24th and 25th Floor Commercial Space Case

Operating rights for fifteen years have been awarded for NT\$25 million for commercial space on the second, 24th and 25th floors of the Banqiao Station. The profit royalty is NT\$25.2 million per year with additional royalties taken on profits in excess of NT\$500 million.





停車場 A car park



車體廣告 Car advertisements

97年鐵路節部分商品  
Some products on sale in Railway  
Festival 2008

## ◎其他車站商務

### 1. 廣告業務

97年度廣告租金收入5,646萬元，比較去年同期增加7%。

### 2. 餐旅服務業務

97年度臺鐵便當銷售數量共計359萬8,277個，較96年度增加22萬1,033個，成長率6.5%。另亦成功完成香港商信可股份有限公司臺灣分公司訂製600套之不銹鋼便當盒及懷舊餐盒；97年度交通部舉辦之金路獎，主辦單位交通部公路總局亦向本局訂製800套做為金路獎宣導品。配合97年鐵路節暨縱貫線通車100週年慶祝活動，設計本年度不銹鋼紀念便當盒及提袋樣式與圖案，製作2萬3,000套。因銷售情況甚佳，於8月底辦理後續擴充採購1萬1,500套。

### 3. 多樣化商品銷售業務

97年度銷售總額共計2,061萬餘元。

### 4. 開發商標授權業務

97年度共授權155種鐵路商品（含追加鐵路商品部分），授權金收入共計144萬5,823元。

## ◎資產管理與活化業務方面

### 1. 推動促進民間參與公共建設案：

萬華車站大樓開發案、板橋車站大樓開發案、臺北車站二樓開發案、臺北車站交九用地開發案、松山車站大樓開發案、南港車站大樓開發案、苗栗車站展示場、彰化車站扇形車庫案、新左營車站開發案、花蓮六期重劃區開發案、舊山線復駛案等11案。

### 2. 推動都市更新案：

- (1) 優先更新單元：基隆站、臺北站E區、宜蘭站、新竹站、臺中站、彰化站、嘉義站等6站。
- (2) 參與更新單元：八堵站、萬華站龍山寺、樹林站、豐原站、潭子站、民雄站、員林站、臺南創意文化、臺南轉運站、臺南舊臺汽站、臺南標準局、新營站、高雄港站、鳳山站等14站。
- (3) 配合國家重大交通建設及地方政府都市計畫更新需要，依規定辦理有償撥用土地，計收益新臺幣10億4,404萬元。

3. 97年度標、讓售臺北市中正區臨沂段1小段485地號等國有土地，計收益臺幣13億3,627萬元。

4. 積極處理各地區可騰空之眷舍房地，97年度計標售11筆眷舍房地，收益約新臺幣6,000餘萬元。



## ◎ Other Station Businesses

### 1. Advertising

A total of NT\$56.46 million in revenue was received from advertising in 2008, a seven percent increase over the previous year.

### 2. Old-time Meal Boxes

In 2008, 3,598,277 meal boxes were sold, an increase of 221,033 boxes from 2007, a growth rate of 6.5%. The Schenker (HK) Limited Company Taiwan branch placed an order for 600 stainless steel meal boxes and nostalgic meal boxes. The Taiwan Highway Bureau also ordered 800 of these meal boxes as a promotional item for the Ministry of Transportation and Communications Golden Way Award ceremony. In celebration of the Railway Festival and the trunk-line centennial in 2008, 23,000 commemorative stainless steel meal boxes and bag sets were made. Sales were so good that an additional 11,500 were ordered in August.

### 3. Merchandise Diversification Sales

Sales from various railway items totaled NT\$20.61 million in 2008.

### 4. Developing Trademark Licensing Business

In 2008, 155 railway-related products received trademark authorization, generating NT\$1,445,823 in royalties.

## ◎ Property management and Active Utilization

### 1. Promoting Private Sector Participation in Public Works Projects:

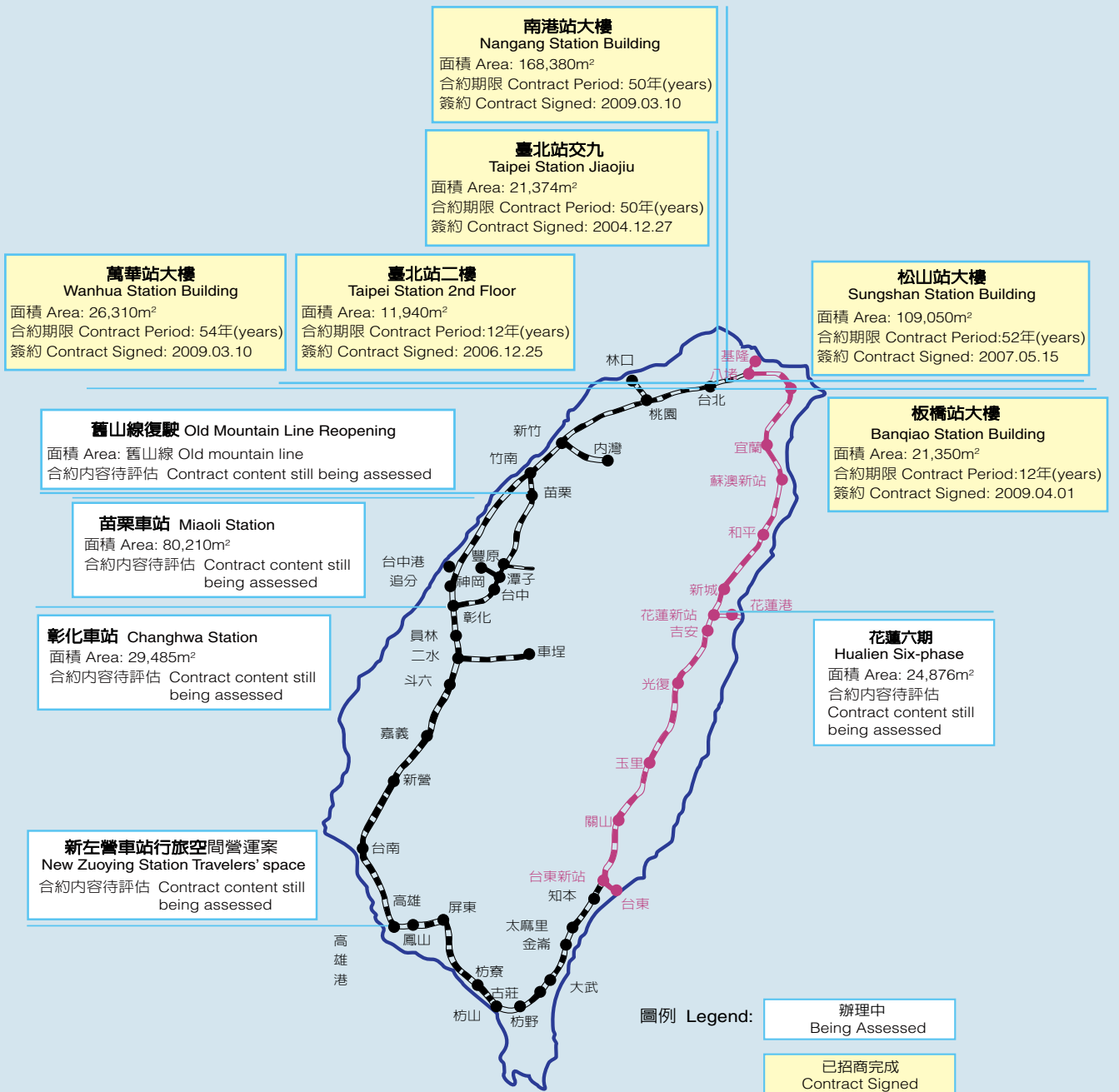
Eleven development cases that include private sector participation are the Wanhua Station building development, Banqiao Station building development, Taipei Station second floor development, Taipei Station Jiaojiu land development, Sungshan Station building development, Nangang Station building development, Miaoli Station display space, Changhwa Station fan-shaped garage, new Zuoying Station development, Hualien six-phase replanned zone development and the old mountain line reopening cases.

### 2. Urban Renewal Cases:

- (1) Priority renewal cases include: Keelung Station, Taipei Station E section, Yilan Station, Hsinchu Station, Taichung Station, Changhwa Station and Chiayi Station.
  - (2) Other TRA renewal cases include: Badu Station, Wanhua Station Longshan Temple, Shulin Station, Fengyuan Station, Tanzi Station, Minhsiung Station, Yuanlin Station, Tainan Innovative Culture, Tainan Transfer Station, Tainan Former Taichi Station, Tainan Standards Bureau, Hsinying Station, Kaohsiung Harbor Station and Fengshan Station.
  - (3) In coordination with major national transportation construction projects and local government urban renewal plan needs, the TRA sold land according to the regulations and received NT\$104.404 million.
3. In 2008, state owned land was sold in the Zhong Zheng section of Taipei City by auction or by negotiation for NT\$133.627 million.
  4. As part of active efforts to dispose of vacant employee accommodation that is now no longer required eleven parcels of real estate were sold in 2008, bringing in approximately NT\$60 million.

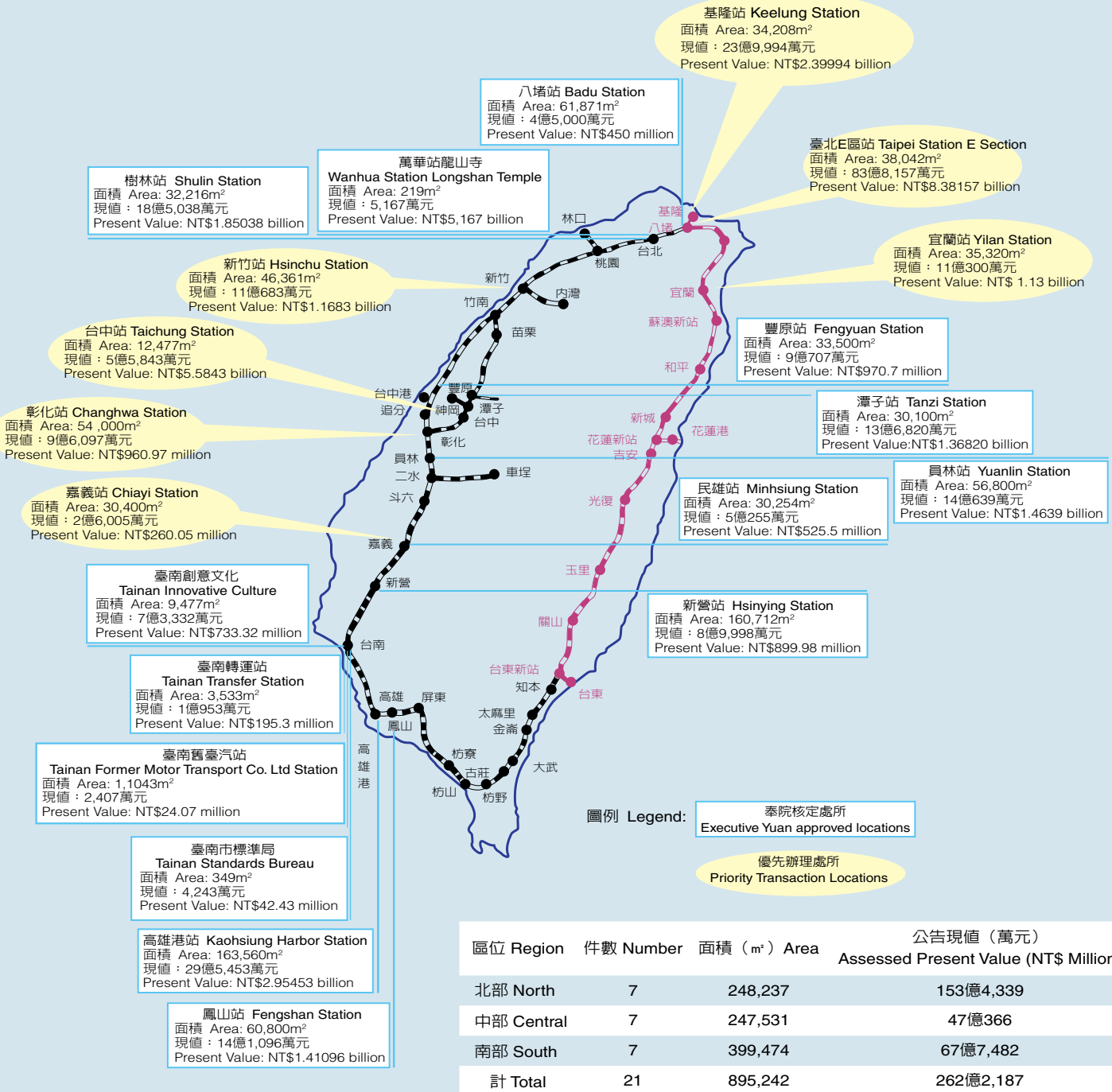
## 推動促進民間參與公共建設案

## Promoting Private Sector Participation in Public Works Projects





## 推動都市更新案 Urban Renewal Cases



<b>基隆站 Keelung Station</b> 面積 Area: 34,208m <sup>2</sup> 現值: 23億9,994萬元 Present Value: NT\$2.39994 billion	<b>臺北E區站 Taipei Station E Section</b> 面積 Area: 38,042m <sup>2</sup> 現值: 83億8,157萬元 Present Value: NT\$8.38157 billion
<b>宜蘭站 Yilan Station</b> 面積 Area: 35,320m <sup>2</sup> 現值: 11億300萬元 Present Value: NT\$ 1.13 billion	<b>八堵站 Badu Station</b> 面積 Area: 61,871m <sup>2</sup> 現值: 4億5,000萬元 Present Value: NT\$450 million
<b>萬華站龍山寺 Wanhua Station Longshan Temple</b> 面積 Area: 219m <sup>2</sup> 現值: 5,167萬元 Present Value: NT\$5,167 billion	<b>樹林站 Shulin Station</b> 面積 Area: 32,216m <sup>2</sup> 現值: 18億5,038萬元 Present Value: NT\$1.85038 billion
<b>新竹站 Hsinchu Station</b> 面積 Area: 46,361m <sup>2</sup> 現值: 11億683萬元 Present Value: NT\$1.1683 billion	<b>豐原站 Fengyuan Station</b> 面積 Area: 33,500m <sup>2</sup> 現值: 9億707萬元 Present Value: NT\$970.7 million
<b>台中站 Taichung Station</b> 面積 Area: 12,477m <sup>2</sup> 現值: 5億5,843萬元 Present Value: NT\$5.5843 billion	<b>潭子站 Tanzi Station</b> 面積 Area: 30,100m <sup>2</sup> 現值: 13億6,820萬元 Present Value: NT\$1.36820 billion
<b>彰化站 Changhua Station</b> 面積 Area: 54,000m <sup>2</sup> 現值: 9億6,097萬元 Present Value: NT\$960.97 million	<b>員林站 Yuanlin Station</b> 面積 Area: 56,800m <sup>2</sup> 現值: 14億639萬元 Present Value: NT\$1.4639 billion
<b>嘉義站 Chiayi Station</b> 面積 Area: 30,400m <sup>2</sup> 現值: 2億6,005萬元 Present Value: NT\$260.05 million	<b>民雄站 Minhsiung Station</b> 面積 Area: 30,254m <sup>2</sup> 現值: 5億255萬元 Present Value: NT\$525.5 million
<b>臺南創意文化 Tainan Innovative Culture</b> 面積 Area: 9,477m <sup>2</sup> 現值: 7億3,332萬元 Present Value: NT\$733.32 million	<b>新營站 Hsinying Station</b> 面積 Area: 160,712m <sup>2</sup> 現值: 8億9,998萬元 Present Value: NT\$899.98 million
<b>臺南轉運站 Tainan Transfer Station</b> 面積 Area: 3,533m <sup>2</sup> 現值: 1億953萬元 Present Value: NT\$195.3 million	<b>臺南舊臺汽站 Tainan Former Motor Transport Co. Ltd Station</b> 面積 Area: 1,1043m <sup>2</sup> 現值: 2,407萬元 Present Value: NT\$24.07 million
<b>臺南市標準局 Tainan Standards Bureau</b> 面積 Area: 349m <sup>2</sup> 現值: 4,243萬元 Present Value: NT\$42.43 million	<b>高雄港站 Kaohsiung Harbor Station</b> 面積 Area: 163,560m <sup>2</sup> 現值: 29億5,453萬元 Present Value: NT\$2.95453 billion
<b>鳳山站 Fengshan Station</b> 面積 Area: 60,800m <sup>2</sup> 現值: 14億1,096萬元 Present Value: NT\$1.41096 billion	

### 三、營運損益分析

#### ◎ 與前一年度損益比較 Comparison with previous year

##### 97年與96年損益比較表

##### A Comparison of the 2008 and 2007 Balance Sheets

單位：萬元

Unit : NT\$10,000

項目 Item	96年 2007	97年 2008	比較 Comparison
客運收入 Passenger revenue	1,456,118	1,412,076	-3.0%
貨運收入 Freight revenue	101,414	104,704	3.2%
其他營業收入 Other revenues	483,087	484,994	0.4%
營業外收入 Non-operating revenue	252,882	297,622	17.7%
總收入 Total revenue	2,293,502	2,299,396	0.3%
營業成本 Operating costs	2,624,862	2,621,765	-0.1%
營業費用 Operating expense	90,186	96,390	6.9%
營業外費用 Non-operating expense	1,067,700	737,972	-30.9%
總支出 Total expenditure	3,782,748	3,456,127	-8.6%
損益 Balance	-1,489,246	-1,156,731	減虧 Lossed reduced 22.3%

\*本表96年（2007）為審定決算數，97年（2008）為初編決算數。

Note: The figures for 2007 are final while those for 2008 are preliminary.

#### ◎ 開拓附屬業務的契機

由於客貨運受限於市場競爭因素，成長空間有限，唯附業收益擴展空間可期，尤其土地開發方面，臺灣鐵路管理局目前經管之土地資產約42,525筆，面積約5,284公頃，97年公告現值約5,409億元。展望未來，在資產活化利用方面，應強化出租及出售作業，增加收益。可積極開拓的業務如下：

1. 重大開發專案計畫：鐵路法修正作業未完成前，僅能引用「促參法」及「都市更新條例」為土地開發法源。
2. 在促參建設方面：完成簽約6案，包括臺北車站二樓商場ROT案與南港車站大樓BOT案等，總計216.84億元。
3. 在都市更新方面：97年度行政院辦理推動愛臺12建設，有關營建署優先推動都市更新地區20處，臺灣鐵路管理局占10處，面積約56公頃，公告現值約445億。
4. 未來努力方向：加速推動不動產開發利用。鐵路法修正後，初步評估可開發面積約181公頃，公告現值約800億元，預估開發效益約1,600億元。
5. 未來「運輸本業」與「附屬事業」營收預估比率（如圖表所示）。



### III. Profit and loss Analysis

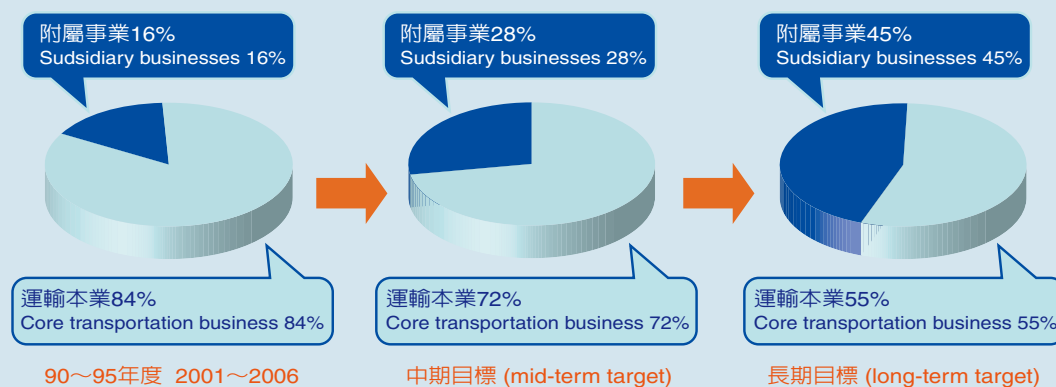
#### ◎ Subsidiary business opportunities

There is little room left for growth as market conditions are limiting passenger and freight business, however, revenue increases can be expected through the development of subsidiary operations. The TRA owns 42,525 parcels of land with a total area of approximately 5,284 hectares, worth an estimated NT\$540.9 billion. Looking to the future, in terms of making effective use of assets, the TRA can increase revenue by strengthened asset leasing and sales. The following businesses can be actively developed :

1. Major development plans: Before the revision of the Railway Act is complete, the TRA can only utilize the Public-Private Partnership Act and the Urban Renewal Act as the legal basis for land development.
2. Public-Private Partnership construction: The TRA has signed contracts for six projects including an ROT commercial development project for Taipei Station's second floor and a BOT construction project for Nangang Station. Total revenue from these projects is NT\$21.684 billion.
3. Urban renewal projects: In 2008 the Executive Yuan approved twelve major infrastructure projects. Of the 20 priority urban renewal projects being implemented by the Construction and Planning Agency, Ministry of the Interior, ten of the parcels of the land involved belong to the TRA, totaling 56 hectares, with an estimated value of NT\$44.5 billion.
4. Future direction: Efforts are ongoing to accelerate real estate development; once revisions to the Railway Act are complete, preliminary estimates show that 181 hectares of TRA owned land with present value of NT\$80 billion can be developed and that income from land development will be NT\$160 billion.
5. The following table shows estimated revenue ratios for core transportation and subsidiary operations:

未來「運輸本業」與「附屬事業」營收預估比率

Future Revenue Ratio Between Core Transport Business and Subsidiary Business



## 四、運輸效率評估

### ◎ 客貨列車統計 Passenger and freight train statistics

項目 Item		96年 2007	97年 2008	比較 Comparison
列 車 Train	列車次數 Number	392,180	406,781	3.45 %
	列車公里 Train/km	40,530,000	44,010,000	8.31 %
	客車準點率 Punctuality rate of passenger trains	91.21 %	94.96%	3.75 %
	貨車準點率 Punctuality rate of freight trains	100 %	100 %	-
客 車 Passenger train	每日客車公里 Daily train/km of passenger trains	808,485	845,484	4.58 %
	每日客座公里 Daily seat/km of passenger trains	40,220,000	41,400,000	2.93 %
	客座利用率 Seat occupation rate of passenger trains	60.89%	57.54%	-5.5 %
貨 車 Freight train	每日貨車公里 Daily freight train/km	194,333	194,120	-0.11 %
	每車平均週轉日數 Average turnaround days per train	1.68	1.70	1.19 %
	每車平均停站時間 Average train stop time at stations	10.91時(hr)	9.71時(hr)	-11 %
	每列車平均載重噸數 Average tonnage carried	186	208	11.83 %

### ◎ 行車事故

1. 事故總件數：本年為825件，較上年減少10件，減少率為1.21%。
2. 事故類別：以電車故障153件最多，占18.54%；其次為電力機車故障127件，再次為號誌故障件數92件，其餘各類件數所占則均在7%以下。
3. 傷亡人數：死傷人數105人，較上年減少77人。肇事原因以行走路線死傷44人最多，占41.90%；其次依序為強越平交道死傷22人、列車未停跳車15人，其餘各類均在9%以下。

## 五、專業人力培訓

臺灣鐵路管理局正積極轉型為經營運輸本業及相關附業之雙核心事業，為因應運輸市場的激烈競爭，因此為加強員工專業能力的培養與提昇，員工訓練中心特別針對97年鐵路特考新進人員辦理職前訓練，以及在職人員之專業人力培訓、工作知能補充及提升主管人員領導能力等訓練，97年總計訓練134班，5,956人次，297,840人時。



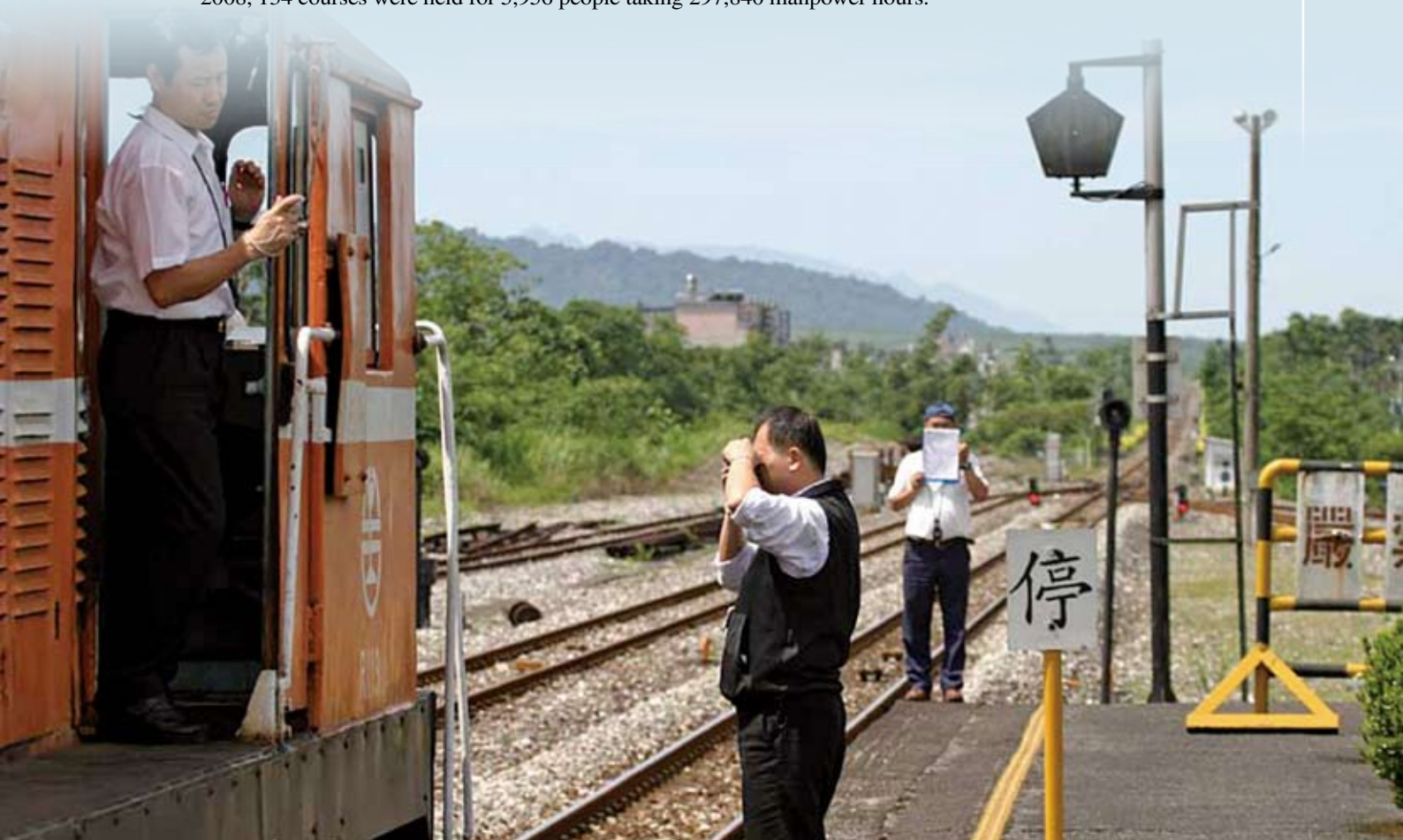
## IV. Transport Efficiency Assessment

### ◎ Train incidents

1. The total number of incidents: The total number of incidents involving trains in 2008 was 825, ten less than the previous year, showing a decrease of 1.21%.
2. Accident Category: EMU train faults accounted for the most with 153 or 18.54% of the total, followed by 127 electric locomotive faults and 92 signal malfunctions. All other types of incident accounted for less than 7% of the total.
3. The number of casualties: The number of casualties caused by train accidents was 105 in 2008, seventy-seven fewer than the previous year. Topping the list were forty-four casualties were pedestrians who walked on tracks, accounting for 41.9% of the total. Twenty-two casualties were people who forced their way across level crossings and fifteen were people who jumped from trains before they came to a full stop. All other causes accounted for less than 9% of the total.

## V. Specialized Personnel Training

The TRA is actively transforming into a dual core main transport business and subsidiary business operation. To respond to the fierce competition within the transportation sector, professional training for all levels of personnel has been stepped up. The Personnel Training Center handled pre-job programs for new employees who passed exams to work for the TRA in 2008 as well as in-service training for existing employees, including specialized training, job skill enhancement and leadership skills upgrading for managers. Courses include knowledge enrichment as well as leadership ability training for directors. In 2008, 134 courses were held for 5,956 people taking 297,840 manpower hours.







優質無菸車站  
High quality smoke free station



勞安在職訓練  
In service safety training for employee

## 六、勞工安全與衛生

### ◎ 工安週系列活動

1. 邀請專家學者演講，以增進員工之健康保健觀念。
2. 以工安金句「全民做工安，健康又平安」為主題，製作宣傳布條並於列車LED字幕顯示，喚起員工重視工安共創安全、舒適及健康的職場環境。
3. 與行政院衛生署國民健康局，共同辦理「無菸鐵支路，發現真幸福」，擇定10個車站裝置大型風車設置宣導公共場所禁菸，並建置網站票選臺灣無菸火車站（巴洛克風新竹車站領先）。

### ◎ 加強勞工安全衛生教育訓練

97年度規劃由員工訓練中心辦理勞工安全衛生教育訓練，並依「勞工安全衛生教育訓練」規定擔任急救人員每3年至少3小時的勞工安全衛生在職教育訓練，共分4區辦理：東、北、中、南區一共612人參訓，頗獲好評。

### ◎ 落實執行勞工安全衛生管理工作

持續辦理交叉查核業務推動臺灣職業安全衛生管理系統TOSHMS的建置及輔導臺北機務段取得認證等。97年度愛滋病防治重點工作計劃，加強員工的宣導與認知，對一般旅客利用站、車之LED顯示愛滋病防治重點，並配合衛生主管機關提供宣導手冊。





## VI. Labor Health and Safety

### ◎ Labor Safety Week Activities

1. Experts were invited to speak to personnel on issues related to health care to improve the related knowledge of TRA staff.
2. The theme of health and safety for all workers was used as lettering on banners and LED displays for rail stations to remind personnel to attach importance to creating a safe, healthy and comfortable working environment.
3. The TRA collaborated with the Bureau of Health Promotion, Department of Health, Executive Yuan to hold activities promoting smoke-free stations. Promotional windmills were set up in ten stations to promote smoke-free public spaces and an on-line vote was held to choose the station in Taiwan that has implemented the smoke-free policy most effectively (the Baroque-style Hsinchu East Station came top.)

### ◎ Augmenting Labor Health and Safety Education and Training

In 2008 the Personnel Training Center held labor health and safety education and training courses. In accordance with regulations calling for first-aid personnel to receive at least three hours of on-the-job labor health and safety education and training every three years, four courses were held: one each in the northern, southern, eastern and western regions, in which 612 people received training. The training course was well received.

### ◎ Implementing Labor Health and Safety Management

The TRA will continue to make cross checks and push for the establishment of TOSHMS (Taiwan Occupational Safety and Health Management System) as well as provide guidance to Taipei Railway Workshop so that it can be certified. In 2008, we implemented an AIDS prevention plan to enhance personnel knowledge of the issue and used LED signs in stations to help raise public awareness. We also made pamphlets related to AIDS awareness produced by a government agency responsible for health available to the public.



迎接每一個新的開始，  
總不忘在那中途歇腳的驛站，整裝滿袋的行囊，  
回味一路的喜樂甘苦，  
卻也不忘為日後的挑戰預做準備，  
即使未來的日子瞬息萬變，  
臺鐵的每一份子，依舊攜手共進，  
打造更璀璨幸福的明天。

## 回顧！攜手來時路。

Look back! Stride Forward Hand-in-Hand to a better future

In preparation for every new start,  
never forget to pause for a rest and arrange your heavy baggage.  
Relishing the joy and hardship that have gone before,  
but preparing for the challenges ahead.  
The future will be full of rapid change.  
But the members of the TRA family will continue move forward hand in hand.  
Towards a brighter future.

Remembering yesterday,



# 年度大事紀要

Major Events of the Year

facing the future with a smile



## 永無止境的挑戰與追求

逝者已矣，來者可追。臺灣鐵路管理局年度大事紀，看似另類流水帳，但「凡走過，必留下痕跡」，回眸與凝視，不為留戀，只為珍惜，在既有的基礎與永無止境的挑戰中，肯定自我，追求卓越。

### 臺灣鐵路管理局大事日誌紀要

民國97年1-12月

月	日	大 事 紀 要
1	25	竹南～談文間，海西線切換完成啓用，竹南～談文南號誌站間改為雙單線中央控制式行車，談文站不辦行車業務。
	29	基隆～八堵間，竹子嶺隧道段東正線切換啓用。
2	4	春節疏運期間（2月4日~2月12日）共計加開527列次加班車，客運收入為4億9,165萬920元，共疏運384萬1,644人次。
	25	空調通勤電聯車160輛購案繼續交車8輛（累計交車120輛）。
3	7-8	辦理97年第1季「臺鐵車站旅客滿意度評比暨意向調查」實地訪查作業，以本局12大站為評比受查車站。
	17	空調通勤電聯車160輛購案，交車8輛（累計交車128輛）。
	27	為應業務需要，海端站（三等站）自97年3月27日起調整為招呼站，其管理站為關山站。
4	28	空調通勤電聯車160輛購案，交車8輛（累計交車136輛）。
	1	為應業務需要，談文站（甲種簡易站）自97年4月1日起調整為招呼站，其管理站仍為竹南站。
	7	臺東線（花蓮-臺東間）行車方式由自動閉塞式（ABS）改為中央控制行車式（CTC）。
	7	空調通勤電聯車160輛購案，交車8輛（累計交車144輛）。
	11	空調通勤電聯車160輛購案，交車8輛（累計交車152輛）。
	17-29	辦理97年4月「臺鐵旅客意向調查」實地訪查作業，抽取自強號及莒光號列車計40車次於車上進行調查工作。
	18	空調通勤電聯車160輛購案，交車8輛（累計交車160輛）。
24	於臺鐵大樓演藝廳舉行慶祝五一勞動節模範勞工表揚大會，會中表揚本局97年模範勞工計70名。	





## | Endless Challenges and pursuit |

2008 marked another year of challenges met for the TRA. It is said that “Wherever you pass you leave a trace”. We look back not due to a reluctance to move on, we do so to cherish what has passed by. Face the endless challenges and, in doing so, find yourself and achieve excellence. The major events involving the TRA in 2008:

### TRA Major Events

January to December, 2008

Month	Day	Major events
<i>Jan.</i>	25	The new west coastal line between Zhunan Station and Tanwen Station is completed and open for service. The traffic control system between the two stations is changed to a CTC one. Tanwen Station stops conducting train control operations from now on.
	29	The new east line of the Zhuziling tunnel section between Keelung and Badu is completed and open for service.
<i>Feb.</i>	4	Over Chinese New Year holidays (February 4-February 12) 527 extra trains were added, 3,841,644 passengers are served, and NT\$491,650,920 passenger transport revenue was earned.
	25	Another eight of the air-conditioned EMU carriages ordered by the TRA are delivered bringing the total to 120 out of the 160 ordered.
<i>Mar.</i>	7-8	The first quarter “TRA station passenger satisfaction and opinion survey” was conducted at twelve major TRA stations.
	17	Another eight of the air-conditioned EMU trains ordered by the TRA are delivered bringing the total to 128 out of the 160 ordered.
	27	In order to meet operational needs, the Haiduan (third class) Station becomes an unmanned station under the administration of Guanshan Station.
	28	Another eight of the air-conditioned EMU carriages ordered by the TRA are delivered bringing the total to 136 out of the 160 ordered.
<i>Apr.</i>	1	In order to meet operational needs, Tanwen station (Class A Simple Station) becomes an unmanned station under the administration of Zhunan Station.
	7	Control of trains on the Taitung Line (between Hualien and Taitung) is changed from an Automatic Block System (ABS) to Centralized Traffic Control (CTC).
	7	Another eight of the air-conditioned EMU carriages ordered by the TRA are delivered bringing the total to 144 out of the 160 ordered.
	11	Another eight of the air-conditioned EMU carriages ordered by the TRA are delivered bringing the total to 152 out of the 160 ordered.
	17-29	In April 2008 the “TRA passenger opinion survey” is conducted on forty Tzu-Chiang and Chu-Kuang trains.
	18	Another eight of the air-conditioned EMU carriages ordered by the TRA are delivered bringing the total to 160 out of the 160 ordered.
24	TRA holds a May 1 Labor Day Model Worker Commendation Assembly in the concert hall of the TRA head office. During the assembly 70 outstanding TRA employee are commended.	



## 月 日 大 事 紀 要

- 5**
- 15 為應業務需要，濁水站（招呼站）自97年5月15日起調整為丙種簡易站，其管理站為二水站。
- 15 97年5月15日觀光列車連接「枋寮＝知本」段，形成環島觀光列車（逆向2079次，順向2080次）。
- 15 配合太魯閣號及EMU700型電車加入營運，實施97年度改點案。
- 28 基隆-七堵間西正線（竹子嶺隧道）段切換完竣啟用。
- 6**
- 1 車站現場窗口預售乘車票，由7天前提前至10天前開放。
- 4 臺灣鐵路管理局環島之星觀光列車正式推出，東西向每日各開行一列次，於本日舉辦首航記者會，交通部毛部長蒞臨指導。
- 8 配合9日鐵路節活動暨縱貫線通車100週年紀念，推出「2008年縱貫線通車100週年不銹鋼圓形紀念餐盒」。
- 9 於臺鐵大樓演藝廳舉行121週年暨縱貫線通車100週年慶祝大會，行政院劉院長蒞臨致詞，會中並表揚連續服務交通機構40年資深人員計技術助理王文義等55人、各類績優人員67人、優良志工7人暨臺鐵之友6人。
- 13 97年鐵路特考於4月12日至14日考試，6月13日榜示，計錄取各資位各類科979人，預定7月29日分北、中、南、東4區公開分發，7月31日統一報到。
- 20 試辦悠遊卡電子票證乘車案第1階段，臺北一樹林間計4站上線啟用。
- 20 辦理三坑站北端人行步道通行典禮。由基隆市長張通榮、基隆市議會副議長曾水源及局長范植谷等親臨剪綵。
- 20-21 辦理97年第2季「臺鐵車站旅客滿意度評比暨意向調查」實地訪查作業，以本局12大站為評比受查車站。
- 7**
- 1 試辦開放「旅客攜帶寵物」搭乘對號列車。
- 1 試辦開放「旅客攜帶置於攜車袋之自行車」搭乘非對號列車。
- 15 為配合花蓮、臺東兩縣推動「觀光鐵路計畫」，自本日起於花蓮、臺東間16站發行3款「花東悠遊券」。
- 15 由范局長主持邀集國內專家學者及局內一級單位主管共同研討「推動臺鐵運輸系統智慧化」之建置研討會。
- 25 與中華民國國際青年之家協會合作推出「2008臺鐵FUN暑假－搭臺鐵，住YH，壯遊臺灣」青年自助旅行特惠專案活動。
- 29 97年鐵路特考人員於本日辦理分發，31日辦理報到。
- 8**
- 1 試辦電子票證乘車計畫案基隆－中壢間共計19站上線啟用。
- 1 配合高雄－潮州捷運化工程需要，潮州站自本日起暫停辦理貨運業務。
- 4 辦理本局鐵路特考新進人員高員級、員級、佐級專業研習班。
- 10 與觀光局合作舉辦福隆舊草嶺隧道自行車道啟用典禮，本日加開「新竹至福隆」間兩鐵環保專車1往復，共計運送240人及240輛自行車。



Month	Day	Major events
<i>May</i>	15	In order to meet operational needs, the Zhuoshui Station (an unmanned station) is upgraded to a Grade 3 simple station under the administration of the Ershui Station.
	15	The two Formosa Express tour trains (train number 2079 and 2080 running counter-clockwise and clockwise respectively) begin to provide round-the-island services.
	15	Changes are made to the 2008 train schedules to coordinate with the running of the Taroko Express and EMU700 trains.
	28	The new west line of the Zhuziling tunnel section between Keelung and Qidu is completed and open for use.
<i>Jun.</i>	1	The number of days advanced tickets can be purchased from train station ticket windows has been increased from seven to ten days prior to departure.
	4	The Formosa Express round-the-island tour train is formally launched after a press conference. Trains run once a day both east and west. MOTC Minister Mao is on hand for the launch.
	8	2008 round stainless steel meal boxes commemorating the 100th anniversary of Taiwan's north-south trunk line are issued in coordination with the Railway Festival on the 9th.
	9	The TRA holds a party to commemorate the 121st anniversary of the TRA and the 100th anniversary of the trunk line. Premier Liu is on hand to deliver a speech and honor technician Wang Wen-yi and fifty-five other employees who have worked for the TRA for forty years. Sixty-seven other employees are honored for their outstanding service to the company as well as seven volunteers and six friends of the TRA.
	13	Results from the Special Examination for Railway workers held from April 12th-14th are announced on June 13th. A total of 979 people pass the exam and are recruited to fill various positions in northern, central, southern and eastern Taiwan. New employees were to start work on July 31st.
	20	The first phase of trial use of EasyCards begins at four stations between Taipei and Shulin.
	20	A ceremony to open the walkway on the northern side of the Sankeng Station is conducted. Keelung City Mayor Zhang Dong-rung, Keelung City Council Deputy Speaker Zeng Shui-yuan and TRA director general Fan Chi-ku are on hand for the ribbon cutting.
20-21	The second quarter "TRA station passenger satisfaction and opinion survey" is conducted at twelve major stations.	
<i>Jul.</i>	1	Trials allowing passengers to bring pets aboard trains with numbered seats begin.
	1	Trials allowing passengers to bring bicycles packed away in bags on trains with unnumbered seats begin.
	15	In coordination with the "Tour Train Plan" being promoted by Hualien and Taitung Counties, three types of "Hualien-Taitung Easy pass" are issued for sixteen stops between Hualien and Taitung Cities
	15	TRA director general Fan invites local experts and TRA department chiefs to hold a symposium to discuss "TRA Intelligent Transportation System, ITS".
	25	The TRA and Chinese-Taipei Youth Hostel Association jointly promote the '2008 Taiwan Railway Fun Package' encouraging the youth of Taiwan to explore the island and stay at youth hostels.
	29	Successful candidates from the 2008 Special Exam for Railroad Workers are allocated positions and report for duty on July 31st.
<i>Aug.</i>	1	Trials begin for the use of EasyCards for nineteen stations between Keelung and Zhongli.
	1	The Chaozhou Station suspends freight transport in coordination with construction work designed to make the service between Kaohsiung and Chaozhou more like a mass rapid transport system.
	4	The TRA holds a training course for successful candidates of the Special Examination.
	10	To celebrate the opening of the Old Caoling Tunnel bicycle trail with the Tourism Bureau, the TRA runs a round-trip eco-friendly train between Hsinchu and Fulong, carrying 240 passengers and their bicycles.





## 月 日 大 事 紀 要

- 8**
- 11 花蓮、宜蘭與高雄運務段試辦「郵輪式列車」計畫，於花蓮線、宜蘭線、南迴線各開行2個班次。
- 12 97年交通事業鐵路人員升資考試報名日期自8月12日至21日止。
- 18 交通部毛部長於下午蒞臨臺灣鐵路管理局聽取業務簡報。
- 25 電話語音訂票系統加入「驗證數字碼」1碼，防止程式訂票行爲。
- 27 交通部97年金路獎頒獎典禮假本局演藝廳舉行，今年本局得獎類別爲路況養護類、站場環境維護類及傑出工程類，共計15個單位獲獎。
- 29 范局長率一級主管赴臺北大眾捷運股份有限公司進行標竿學習。
- 9**
- 7-8 辦理97年第3季「臺鐵車站旅客滿意度評比暨意向調查」實地訪查作業，以本局14大站爲評比受查車站。
- 16 因應后豐大橋中斷，自本日起加開該區間旅客列車。班次如下：(1)彰化=后里間，增開4列次(2)后里=豐原間，增開12列次區間車。
- 20-24 自本日起至24日辦理「臺鐵與高鐵轉乘旅客服務滿意度調查」實地面訪工作，於調查期間內圓滿完成。
- 21 「南港專案」鐵路地下化（K15+455-K23+540）永久軌及南港、松山車站啓用，行政院劉院長親臨主持。
- 10**
- 3 鐵路警察局于局長建中本日榮調保二總隊長，遺缺由警政署公關室警政委員王隆接任，並於本日辦理交接典禮。
- 10 開放旅客攜帶寵物搭乘「各級列車」並放寬「寵物箱」尺寸。
- 24 自本日起，逢週五、六、日加開花蓮=臺北間太魯閣號直達列車12列次，解決一票難求現象。
- 29 臺北鐵路餐廳價值工程研析團隊赴日本東京參加「第41屆日本價值工程（SJVE）會議」及榮獲工程類第1名之高雄工務段價值工程研析團隊赴香港參加「2008年中大中華地區價值管理年會」會議。
- 30 提報工程類及非工程類各3項參加「交通部96年度價值工程實施成果考評」，經評選結果榮獲「工程類」第2名、第3名及3項優等獎殊榮。
- 31 與中華民國國際青年之家協會合辦「2009臺鐵FUN寒假自遊行—搭臺鐵，住YH，騎鐵馬，瘋臺灣」專案活動，首次參與臺灣觀光協會於世貿中心舉辦之國際旅展，成果豐碩。
- 11**
- 1 自本日起開放「旅客攜帶置於攜車袋自行車」搭乘PP（推拉式）自強號。
- 1 11月1日至9日本局與高雄市政府舉辦「摩登高雄·百年風華」活動，出動S200型柴電機車頭，帶領遊客來往左營與高雄港站之間。
- 8-9 辦理97年交通事業鐵路人員升資考試於97年11月8日至9日舉行，因參加人員眾多，影響正常營運，爲應減班後旅客需求，首度協調高鐵國道及地方客運等協助疏運。
- 9 臺灣鐵路管理局竹東站遊客中心落成啓用典禮。
- 10 爲創新服務及簡化對號列車團體申購程序以符合團體旅客需要，自本日上午9：00起，開辦對號列車團體票e化上網申購服務。



Month	Day	Major events
<i>Aug.</i>	11	Cruise-style trains begin operation on a trial basis on Hualien Line, Yilan Line and South Link Line. Two cruise-style trains will be operated on each of them.
	12	Application for the 2008 Rank Promotion for Transportation Enterprise Railroad Employees is accepted from Aug. 12 to Aug. 21.
	18	MOTC Minister Mao Chi-kuo visits the TRA to hear a business operations briefing.
	25	A verification number is added to the automated telephone booking system to help guard against computer program ticket buying.
	27	The MOTC holds the 2008 Golden Way awards ceremony in the auditorium of the TRA building. The TRA win awards in Road Maintenance, Station Environment Maintenance and Outstanding Construction Works categories.
	29	Director general Fan leads a team of department directors to Taipei MRT Corporation to engage in benchmark learning.
<i>Sep.</i>	7-8	The third quarter "TRA station passenger satisfaction and opinion survey" is conducted at twelve major stations.
	16	Four trains are added between Changhwa and Houli and twelve are added between Houli and Fengyuan in response to increased passenger demand following the collapse of the Houli Bridge.
	20-24	An on-site survey is conducted to gauge passenger satisfaction rates for transfer services between TRA and HSP trains.
	21	The Nangang Project permanent underground tracks (K15+455-K23+540) and the new Nangang and Sungshan Stations are open for use with Premier Liu presiding over opening ceremonies.
<i>Oct.</i>	3	National Police Agency Public Relations Commissioner Wang Long replaces Yu Jian-zhong as Railway Police Commander. Yu was promoted to commander of Special Police Second Headquarters.
	10	Passengers are now allowed to bring pets onto any train and size restrictions on cages or containers for pets are relaxed.
	24	Twelve more Taroko Express trains are added on Fridays, Saturdays and Sundays to help alleviate ticket shortages.
	29	The Taipei Railway Restaurant Value Engineering Group takes part in "the 41st Society of Japanese Value Engineering Congress in Tokyo." The prize-winning Kaohsiung Value Engineering Group takes part in the 2008 Greater China Value Engineering Conference held in Hong Kong.
	30	The TRA has three engineering and non-engineering entries in the 2007 MOTC Value Engineering Evaluation, winning second and third place in the engineering category as well as three special citations.
	31	The TRA and Chinese-Taipei Youth Hostel Association team up to promote the 2009 FUN Winter Vacation Travel package, encouraging youth to take the train around Taiwan, stay in youth hostels and ride bicycles. The TRA takes part in the Taiwan Visitors Association-organized international travel exhibition at the Taipei World Trade Center for the first time and achieves good results.
<i>Nov.</i>	1	Passengers are allowed to bring bicycles stored in bags on push-pull Tze Chiang express trains.
	1	November 1-9, the TRA and Kaohsiung City government hold a centennial carnival activity with the TRA providing a S200 electric diesel train to carry passengers between Zuoying and the Kaohsiung Harbor stations.
	8-9	The 2008 railway personnel promotion exams are slated for November 8th and 9th; due to the large number of TRA personnel taking part train services are reduced and, for the first time, coordination with the Taiwan High Speed Rail and local transportation companies is undertaken to fill the temporary service gap and transport passengers.
	9	The TRA Zhudong Station Travelers' Center is completed and open for use.
	10	In order to meet the demands of group travelers and simplify the process for ticket purchases for trains with numbered seats, on-line booking services for group tickets begin operating from 9am on November 10th.

月	日	大 事 紀 要
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| 19 | 0時01分起停用拆除鼓山1~6股、高雄—鼓山間小運轉線及高雄港第一臨港線西段（前鎮車場—高雄港間）、高雄港—鼓山間路線。           |
| 22 | 范局長率一級主管陪同交通部毛部長赴福隆站及舊草嶺隧道參加青輔會舉辦青年團隊一日見習首長體驗活動。                       |
| 27 | 本日辦理完成「97年品管圈活動全局成果發表會暨頒獎典禮」，參賽圈隊計有運務處、工務處、機務處、電務處及材料處等10圈。            |
| 30 | 交通部毛部長及范局長陪同馬總統首次搭乘2035次太魯閣號赴花蓮下鄉訪問，馬總統並依民意反映，要求本局於一個月內解決臺北=花蓮間一票難求問題。 |

12


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|-----|--|
| 5   | 由范局長主持辦理大林站啓用典禮，該站房係為配合政府節能減碳政策，首座採用站房空間以自然通風與自然採光為主要設計理念，並施設太陽能及省電照明設備，採綠建築設計。    |
| 5-8 | 辦理「臺鐵旅客搭乘東線（臺北—花蓮—臺東）列車狀況調查」實地訪查作業，抽取東部自強號列車計14車次於車上進行調查工作。                        |
| 9   | 完成臺東、花蓮、羅東、宜蘭、基隆、萬華、竹南、豐原、田中、斗六、新營、新左營及屏東等13站背磁式TPT裝機作業，並開始售票。                     |
| 16  | 為應業務需要，高雄港站（一等站）及其管理之新光站（招呼站）自本日起裁撤，高雄港站所屬之前鎮車場業務移至高雄站管理。                          |
| 19  | 慶祝斗六站跨站式站房落成啓用辦理啓用典禮，典禮由本局范局長親臨主持，並邀請交通部毛部長等長官貴賓蒞臨指導。                              |
| 20  | 於桃園縣建國東路平交道前辦理「鐵公路平交道安全宣導活動」，馬總統親自出席，並頒發鏡屏及就職紀念錶予本局與鐵路警察局所聘先鋒公司保全人員涂人成先生。          |
| 24  | 行政院第9屆公共工程金質獎之「臺鐵捷運化計畫（大林站跨站式新建工程）」，首次經評選為「設計品質優良獎（永續及節能減碳類）」優等獎。                  |
| 25  | 為應業務需要，拔林站（簡易站）自本日起調整為招呼站，其管理站仍為隆田站。   |
| 26  | 針對臺北=花蓮間週休假日尖峰時段，加開自強號13列次，將尖峰時段之自強號班距縮短在30分鐘以內，同時縮短取票時間及加強取締黃牛等票務改革措施，大幅改善一票難求問題。 |
| 30  | 完成98年度旅客運送責任保險招標案，履約期限為98年1月1日~98年12月31日。  |





Month	Day	Major events
Nov.	19	From 12:01 am, services on the 1-6 tracks in Gushan station, the section between Kaohsiung Station and Gushan Station, the section between Chenzhen depot and Kaohsiung Harbor Station and the section between Kaohsiung Harbor Station and Gushan Station were terminated, and all the tracks will be dismantled.
	22	The “2008 TRA Quality Control Circle Result Report and Award Presentation Ceremony” is held with participating ten circles from Transportation Department, Construction Department, Electrical Department, Rolling Stock Department and Procurement and Storage Department.
	27	The TRA 2008 Quality Control Report and Award Ceremony is held with ten departments taking part including the Transportation Department, Civil Engineering Department, Electrical Engineering Department and the Materials Department.
	30	MOTC Minister Mao and TRA director general Fan accompany President Ma Ying-jeou on a visit to eastern Taiwan aboard the 2035 Taroko Express. In response to requests from the public, President Ma tells the TRA to alleviate the ticket shortage problem between Taipei and Hualien within a month.
Dec.	5	TRA director general Fan presides over the Dalin Station opening ceremony. In order to meet government policies on saving energy and reducing carbon emissions, the building is the first to use natural ventilation and lighting designs. The building also makes use of solar energy and energy-saving lighting in keeping with the overall green design.
	5-8	Passenger surveys are conducted on fourteen Tze Chiang express trains on the eastern line (Taipei-Hualien-Taitung).
	9	The installation of magnetic ticket printing terminals (TPT) is completed at 13 stations, including Taitung, Hualien, Luodong, Yilan, Keelung, Wanhua, Hsinnan, Fengyuan, Tianzhong, Douliu, Xinying, Hsin Zuoying and Pingtung, beginning the sales of magnetic tickets.
	16	In order to meet operational needs, the Kaohsiung Harbor Station (a grade 1 station) and the Xinguang Station (an unmanned station) under its administration are deactivated. Management of the Qianzhen yard under Kaohsiung Harbor administration is transferred to the Kaohsiung Station.
	19	TRA director general Fan presides over the opening ceremony for the cross station building of Douliu Station, with MOTC Minister Mao and other high-ranking officials in attendance.
	20	President Ma Ying-jeou personally attends level crossing safety activities in Taoyuan County and presents a plaque and a commemorative watch to TRA and Railway Police Bureau employee security guard Tu Ren-cheng.
	24	The Dalin Station new cross-station building wins a quality design award (in the sustainable and energy-saving category) in the Executive Yuan 9th Public Works Golden Quality Award contest.
	25	In order to meet operational needs, the Baling Station (a simple station) becomes an unmanned station under the continued administration of the Longtian Station.
	26	Thirteen Tze Chiang express trains are added during peak holiday and weekend times from Taipei to Hualien, shortening the headway between these express trains to under half an hour and, at the same time, measures also taken to shorten the time taken to buy a ticket and eliminate ticket scalping, making tickets much easier to obtain than before.
	30	Bids for 2009 passenger liability insurance are completed; the term for the insurance will go from January 1st to December 31st, 2009.





## 交通部臺灣鐵路管理局年鑑編輯委員會

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ISSN 1728-3243



9 771729 324005

GPN：2005000023 NT\$400