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

10041臺北市北平西路3號 總機：02-23815226
No.3 Peiping W. Road, Taipei 10041, Taiwan
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101年臺灣鐵路年鑑
Taiwan Railways Annual Report



101年
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2012

Taiwan Railways Annual Report

臺灣鐵路



TRA

Better life for you





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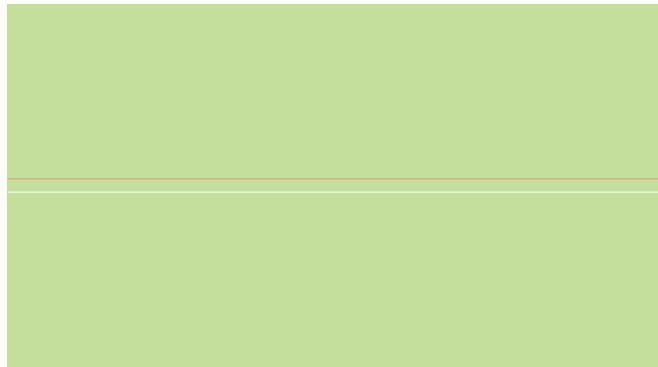
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Preface



101 年，對本局而言，是一個充滿活力又具意義的一年，在交通部毛部長治國的期勉下，正式啟動具有臺灣鐵路發展新意象的「新臺鐵元年」。

「快捷便利 - 新臺鐵」、「鐵路旅遊 - 新意象」、「行旅生活 - 新選項」、「深耕鐵道 - 新力量」是努力的新四大主軸方向，藉由「創新」、「感動」、「前瞻」、「文創」與「生活」的精進理念，積極建構及改善軟硬體設施，並戮力邁向成為顧客知己的優質大眾運輸系統，以追求永續美好的未來。

回顧 96 年高鐵通車以後，本局為因應市場變化，掌握環島路網及車站區位優勢，積極發展西部幹線中短途運輸，強化東線及跨線之長途運輸服務，因此使客運量與收入年年屢創新高。今 (101) 年的營運績效，每日平均客運人數達 60.2 萬人次，較去 (100) 年 56.4 萬人次，增加 3.8 萬人次 (+6.74%)；今 (101) 年客運收入 161.19 億元，較去 (100) 年 155.77 億元，增加 5.42 億元 (+3.48%)，顯示本業經營已呈向好轉趨勢。另自 98 年至 101 年止，每年虧損從 115.1 億元減至 97.7 億元，其中可歸責營運虧損從 31.25 億元降低至 17.81 億元，顯示本局開源節流的努力，已見初步成效。

今 (101) 年本局持續加強推動各項建設計畫與改善設施，在工程方面，舉凡都會區鐵路捷運化，共新 (興) 建 6 個具特色 (綠能暨多功能) 車站、路線與設備提升 (如：改建 3 座沿線老舊橋梁、改善車站月台高度、增建 40 站無障礙電梯、改善臺北車站廁所及指標、南港汐止間三軌化、花蓮港線電氣化及建置 217 個車站平交道遠端監視系統、臺北機廠遷建暨新建富岡維修基地等)；在營運方面，引進首批新自強號傾斜式電聯車 2 組 16 輛 (預計 102 年春節前投入營運)、客運創新服務 (如：開放 24 小時電腦訂票、推廣全線電子票證多卡通乘車服務、擴大客製化業務、QRcode 行動導覽與走動式服務等)、提升站車服務品質 (如：強化無障礙購票暨乘車服務及推動 SGS「QUALICERT」國際服務品質認證等)、防制平交道事故、提升列車準點率，以及落實風險管理建立正確安全文化等等，都是戮力於建構安全、可靠、穩定、效率與綠能的運輸服務環境。





This year (101) for the Council, is a vibrant and meaningful year, the Ministry of Transportation and Communications Minister Mao the rule. Urged, is officially launched with Taiwan Railway development of new imagery in "New Taiwan Railways First Year". "Quick and Easy - New Taiwan Railways ", " Railway Tourism - New Symbol for Itinerant Life - New Option", "The Deep Plowing Railways - New Force" the efforts of the new four spindle direction by "Innovation", "Moved Forward", "Cultural and Creative" and "Lifestyle" sophisticated concept, actively building and improving the software and hardware facilities, and is committed to high-quality public transport system towards customer confidant, in pursuit of a better future of sustainability.

Review the introduction of high-speed rail at 96 year, the Council in response to changes in the market, grasp around the island road network and station location advantages, and actively develop the short-distance transport in the Western Line, strengthen the Eastern Front and across the line of the long-distance transport services, so that the passenger traffic and revenue increase year by year high. This year (101) of operating performance, the average daily passenger number up to 602,000 people, compared to the last year(100) 564,000 people, an increase of 38,000 people (+6.74%); annual passenger revenue of 16.119 billion yuan, this year (101) compared to the last year (100) is 15.577 billion yuan, an increase of 5.42 million (+3.48%), of the operators has shown signs of improvement. The other from 98 to 101 year for annual losses from 11.51 billion yuan to 9.77 billion yuan, which may be attributable to operating loss reduced from 31.25 billion to 17.81 billion yuan, showing the efforts of the Council cut expenditure, see the initial results.

This year (101) the Council will continuously strengthen the promotion of various construction projects to improve the facilities, the engineering covers the metropolitan area rail rapid transit, new to build six distinctive (Green Energy & Multi-functions) stations, upgrade routes and equipment (such as: convert three old bridges along the lines, improve the station platform height, build accessible elevators of 40 stations, improve the toilets and signs at Taipei Main Station, build the third rail between Nankang and Xizhi, make the Hualien Harbor Line electrification and build level crossing remote monitoring system at 217 stations, relocate the Taipei Railway Depot and the newly-built Fu Gang Repair Base and so on); On the operational side, the introduction of the first new tilting Tze-Chiang Limited Express EMU 2 sets 16 cars (before the Spring Festival at 102 year is expected to put into operation), passenger innovative service (such as: open 24-hours automated booking, promote the full range of electronic multi-cards pass tickets on car-taking service, and expand customized business, QRcode action navigation and walking around service), enhance the quality of service at the stations and cars (such as: strengthen ticketing and car-taking service without obstacles and promote SGS "QUALICERT" International Service certification), control the level crossing accidents, enhance the train punctuality rate, as well as the implementation of risk management to establish the correct safety culture, and so on, are worked hard to build a safe, reliable, stable, efficient and green energy transportation service environment.





在資產活化利用方面，今(101)年總收益達 21.69 億元，且自 95 年至 101 年收益年平均成長率為 6.5%；在資產開發利用方面，今(101)年分別完成簽訂松山站、南港站 BOT 案及新左營站 ROT 案，每年將收取地租與營運權利金以增加收入，其餘尚有不少辦理中的促參建設案、都市更新案及設定地上權案等；今(101)年臺鐵便當營業收入達 5.25 億元，業績高度的成長(+35.31%)，這些都是具體的興利成效。

另今(101)年 3 月 12 日，首創臺灣鐵路國際結盟活動，本局 CK124 蒸汽機車與日本 JR 北海道釧路支社 C11 型蒸汽機車締結為姐妹車，除宣揚臺灣鐵路對蒸汽機車維護的成效以外，期藉促進國際鐵道文化交流，發展國際觀光鐵道業務，接軌國際以增廣視野，透過合作以開拓國外鐵道觀光旅次市場，並提升臺鐵廣泛又多元的服務，進而增進國際聲譽。

展望未來，本局仍持續朝向建構運輸本業及關聯事業並重的雙核心事業努力。在「安全」、「準確」、「服務」與「創新」核心價值基礎上，勵行開源節流措施，運輸本業強化花東運輸、推動西部幹線捷運化、推出觀光創新服務、掌握通勤與中短途市場、透過多面向營運改善策略與結構性變革措施，及強化基礎及車站服務設施，建構無縫運輸環境，俾以掌握環島鐵路網及區位優勢，提高旅次增加營收；另開創行旅關聯事業多角化經營、臺鐵便當擴大市場佔有率、善用商標開發鐵路商品，以及資產活化利用與開發等等，積極開拓新客源與新商機，並多元發展行旅生活服務事業。

「新臺鐵元年」(101 年)是臺灣鐵路發展新里程碑的一年，且在軟、硬體各方面都有顯著的建樹。未來，在「臺鐵中長程計畫」與「臺鐵償債計畫」的擘劃下，順利推動將漸展現臺灣鐵路「柳暗花明又一村」的美好境界。最後，期許所有臺鐵同仁秉持承先啟後以繼，日新月異以求的精神，共同努力開創新猷，並以實現永續璀璨的願景為志業，一起擦亮百年「臺鐵」的老招牌，讓它蛻變成為「新臺鐵」的經典品牌。





Activation and utilization of assets, this year (101) total annual income of 2.169 billion yuan, from a gain of 95 to 101 year, the annual growth rate of 6.5%; in the development and utilization of assets, this year (101), respectively, to complete the signing of Songshan Station, Nangang Station BOT project and Xinzuoing Station ROT project each year will be charged rent and fees of operating rights to increase revenue, the rest, there is a lot for Promotion of Private Participation in the construction of the case, in the case of urban renewal and superficies case; this year (101) Taiwan Railway lunch boxes revenue reaches 5.25 billion yuan, the results of a high degree of growth (+35.31%), these are the specific effectiveness of the Hennessy.

Another day on (101) March 12, the first Taiwan Railway International Twinning Program, Council CK124 steam locomotive and the JR Kushiro, Hokkaido, Japan branch office C11 steam locomotive conclude the sister car, except to promote the effectiveness of the Taiwan Railway steam locomotive maintenance period by promoting international railway and cultural exchanges, the development of international tourism railway business, standard the international augmented vision to open up foreign railway sightseeing trip markets through cooperation, and enhance the TRA wild and diverse service, thus enhancing international reputation.

Looking to the future, the Council continues toward the construction of the transport business and associated undertakings, and makes great efforts on both dual-core business. "Safe", "Accurate", "Service" and "Innovation" core value basis, the action to cut expenditure measures, strengthen the Hualien and Taitung transportation in transportation business, promote Western Line like MRT, offer the introduction of sightseeing innovative service, master commuter and in the short-haul market, through building the multi-faceted operational improvement strategies and structural reform measures, and strengthen the base and station service facilities, construct seamless transportation environment, serve to increase revenues in order to grasp the island railway network and location advantages, improve journey times; Also initiate tourism related career polygonal management, expand the TRA lunch boxes market share, make good use of the trademark development railway goods, as well as activation and utilization of assets and development, and actively explore new customers and new business opportunities and diversify development of the itinerant life service business.

"The first year (101) of New Taiwan Railways", Taiwan Railways develops new milestone year, and has a significant contribution in terms of hardware and software. The future, "the Taiwan Railways Administration's mid- and long-term plans" and "Taiwan Railways Administration's solvency plans" successfully promote a better state will gradually show Taiwan Railways "Vista". Finally, the expectations of all TRA's colleagues uphold continuity following, ever-changing spirit in order to work together to open up new initiatives, and to create a bright future in order to achieve sustainable development, together polish the century "Taiwan Railways" old sign, make it become a "New Taiwan Railways" classic brand.

局長
Director General

范植谷

Jan. Chih-ku

謹識

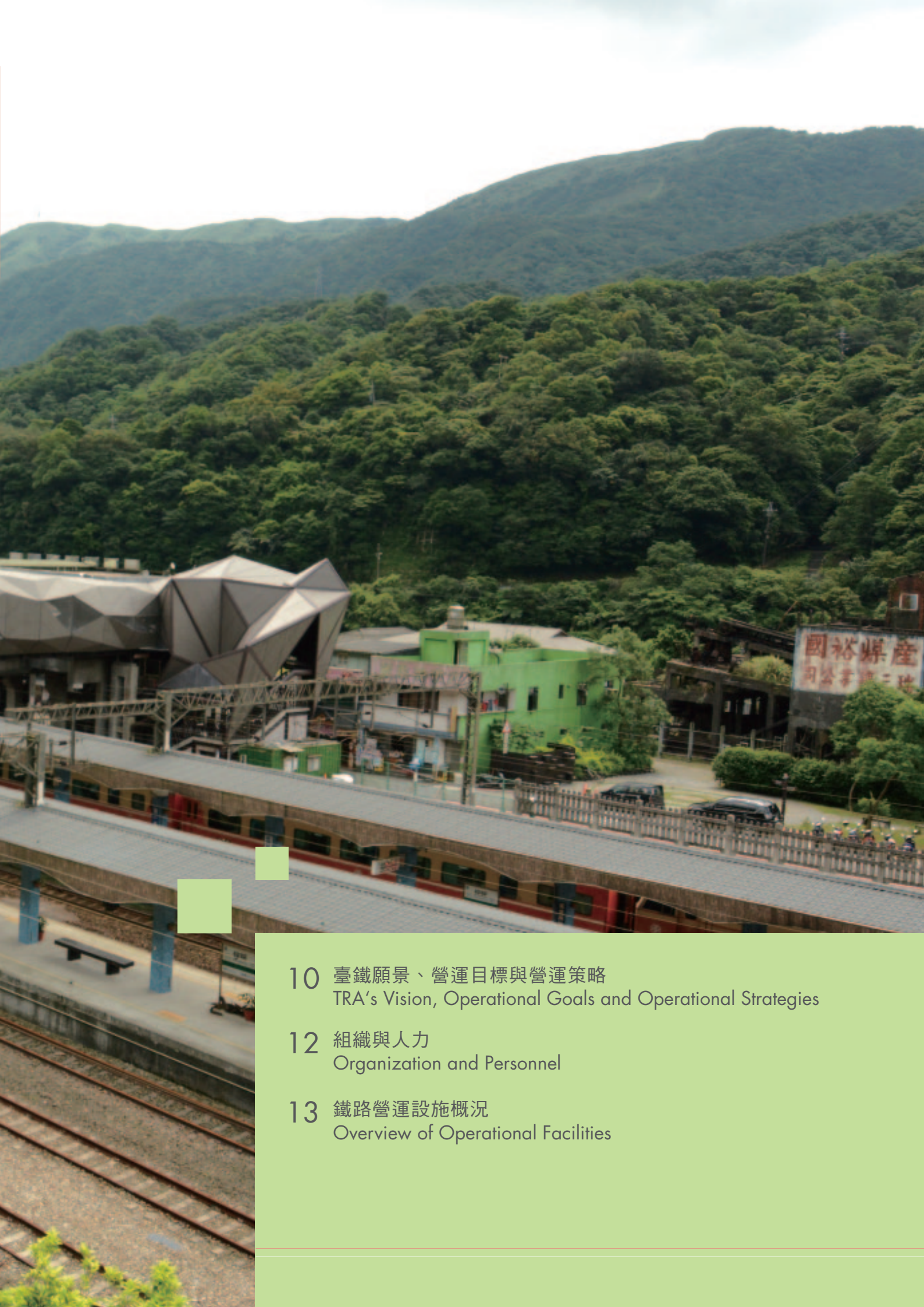
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臺鐵願景、組織與營運概況

TRA's Vision, Organization, and Operational Overview



侯硐車站 Houtong Station



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Overview of Operational Facilities

一、臺鐵願景、營運目標與營運策略

(一) 願景

以成為民眾知己之優質大眾運輸系統，經營運輸本業及關聯事業之雙核心事業。

(二) 營運目標

1. 建構安全、可靠、穩定、效率與綠能的運輸環境。
2. 營運設備通用化及友善化。
3. 創新運輸服務。
4. 提升車輛品質。
5. 發展關聯事業，資產活化利用。

(三) 營運策略

● 關於經營管理者：

- (1) 落實通用設計，逐步改善月台高度與車廂齊平及車站無障礙空間，建構現代化友善運輸環境。
- (2) 推動無縫運輸，與捷運、客運及公車進行電子票證整合，與高鐵及捷運進行場站班次及資訊整合，建構優質運輸服務。
- (3) 增加運能，強化東部幹線中長程及跨線運輸；西部幹線區域及通勤運輸。
- (4) 加強行銷策略，推動旅客會員制度；結合鐵道文化，進行異業結盟，提供客製化服務，開創新客群。
- (5) 有效利用既有資產，發展行旅生活服務事業，擴大關聯事業商機。
- (6) 推動資產活化利用，藉由都市更新、促參建設、設定地上權等多元開發方式，創造以交通建設與土地開發結合之 TOD（Transit-Oriented Development，大眾運輸導向發展）效益。
- (7) 加強企業內部溝通協調、強化勞資會議功能、建立和諧勞資關係。
- (8) 加強員工風險管理及危機處理等在職訓練、督導與考核，強化防災防恐機制，提升緊急應變能力，以維護行車及旅客安全。

● 關於供需配合者：

- (1) 廣續辦理臺鐵都會區捷運化後續建設計畫，增設車站及增開區間列車，以擴大臺鐵通勤服務範圍，縮短旅行時間及列車班距。
- (2) 加速購置及汰換營運車輛，簡化車種，提升服務品質。
- (3) 廣續辦理臺北機廠遷建計畫暨高雄機廠遷建潮州及原有廠址開發計畫，解決高鐵過軌問題及配合高雄市區鐵路地下化工程，確保行車安全並達成車輛維修技術與品質之提升。
- (4) 逐步推動自動化電腦排點作業系統，提升排班及調度功能，以促使運能之供給規劃可密切配合旅客之運輸需求。
- (5) 持續辦理號誌燈 LED 化、老舊繼電聯鎖號誌設備改良整修、行車調度無線電話系統優化、車站新設月台列車接近警示燈及擴充電力系統之供電容量，以提升行車號誌、通訊及電力供應之穩定性及可靠度，維護行車安全。

I. TRA's Vision, Operational Goals and Operational Strategies

1. Vision

To become a premium mass transit system that is welcomed by the general public, with a twin-core enterprise structure focusing on transportation and affiliated business.

2. Operational Goals

- A. Construct a safe, reliable, stable, efficient, and green transportation environment.
- B. Ensure the compatibility and ease of use of operational equipment.
- C. Provide innovative transportation service.
- D. Enhance the quality of the rolling stock.
- E. Develop affiliated business and revitalize underused property.

3. Operational Strategy

- About the management
 - a. Implement standardized design; gradually adjust platform height equal to the passenger car entrance and create a barrier-free environment; and build a modern and user-friendly transportation environment.
 - b. Promote seamless transportation; integrate electronic tickets with rapid transit systems, intercity and city buses; integrate station schedules, and other information with the Taiwan High Speed Rail and MRT in order to create a high quality transportation service.
 - c. Increase capacity; strengthen the mid- to long-distance and connecting transportation with other routes in the trunk line in the Eastern Taiwan; strengthen the trunk line and commuting transportation service in the Western Taiwan.
 - d. Enhance our marketing strategies by initiating a frequent passenger membership program; engage in strategic alliances with different industries; offer customized services; explore new customer bases.
 - e. Effectively utilize our existing assets; develop travel-related services; widen the scope of our affiliated business.
 - f. Enhance the revitalization of underused property; create Transit Oriented Development (TOD) benefits that come as a result of transportation construction and land development by various development methods such as urban renewal projects, construction projects defined in Act for the Promotion of Private Participation in Infrastructure Projects, and the use of superficies.
 - g. Improve business internal communication and coordination; enhance the functions of employer-employee conference; create a harmonious employer-employee relationship.
 - h. Enhance employee training, supervision, and evaluation in risk management and crisis handling training and supervision; improve disaster response provision and counter-terrorism mechanism; improve emergency response capabilities to protect the safety of train operation and passengers.
- In terms of matching supply with demand
 - a. Continue with the TRA's mass transit systematization in metropolitan areas; add stations and regional trains to expand the TRA's commuting service area and reduce travel time as well as train intervals.
 - b. Accelerate the purchase and replacement of cars; simplify the types of trains; improve the service quality.
 - c. Continue with the relocation project of the Taipei Railway Workshop. Continue with the project of relocating the Kaohsiung Railway Workshop to Chaozhou and development of the original site. The Kaohsiung project would solve the track crossing issue with the Taiwan High Speed Rail and in conjunction with Kaohsiung City's railway underground construction, ensure operational safety and improve the quality and skills of train maintenance.
 - d. Gradually introduce automated, computerized scheduling system; improve scheduling and management functions to ensure that the supply of transportation capacity closely matches the needs of passengers.
 - e. Continue to replace traditional signal lights with LED; improve and repair old electric relay interlocks; optimize train management radio systems; install approaching train warning lights; expand the capacity of power systems to improve the stability and reliability of signals, communication, and power supply systems to ensure operational safety.

二、組織與人力

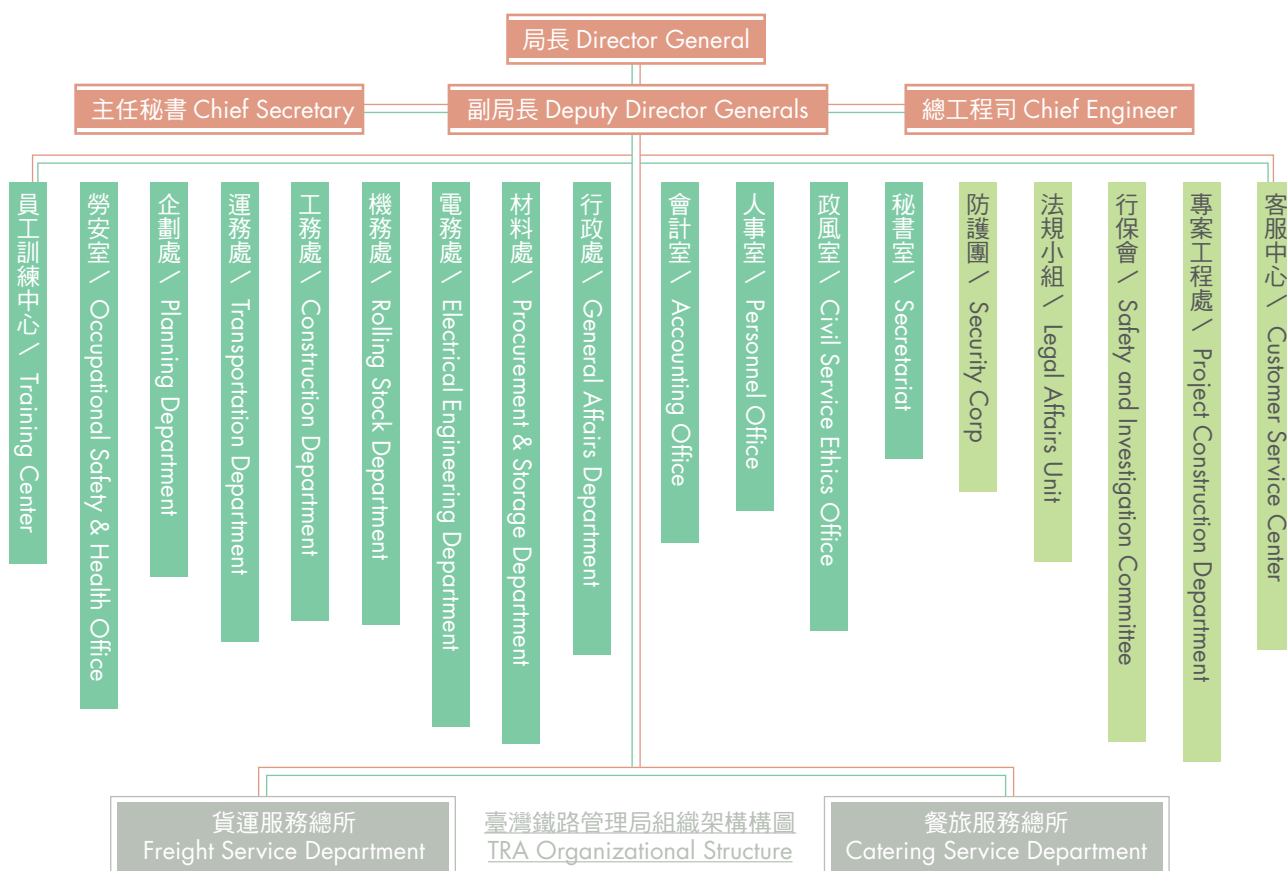
(一) 臺灣鐵路管理局編制

局長下置副局長 3 人、主任秘書及總工程司各 1 人，襄助局長處理局務，並設有運務處、工務處、機務處、電務處、企劃處、材料處、行政處、秘書室、人事室、政風室、勞安室、會計室、員工訓練中心等 13 個編制單位；法規小組、防護團、行保會、專案工程處、客服中心等 5 個任務編組單位與貨運服務總所、餐旅服務總所 2 個直屬機構及 43 個分支機構。

(二) 現有人員數

本局 101 年預算員額為 14,170 人，101 年 12 月底現有員額為 13,860 人。

13 個一級單位 grade 1 units **5** 個任務編組 mission-oriented organizations **2** 個直屬機構 directly subordinate bodies **43** 個分支機構 branch bodies



II. Organization and Personnel

1. TRA Organizational Structure

Below the Director General are three Deputy Director Generals, a Chief Secretary, and a Chief Engineer to assist the Director General in handling the affairs of the TRA. In addition, there are thirteen organizational units – the Transportation Department, Construction Department, Rolling Stock Department, Electrical Engineering Department, Planning Department, Procurement and Storage Department, General Affairs Department, Secretariat, Personnel Office, Civil Service Ethics Office, Occupational Safety and Health Office, Accounting Office, and Staff Training Center – as well as five mission-oriented entities – the Legal Affairs Unit, Security Corp, Safety and Investigation Committee, Project Construction Department, and Customer Service Center, two direct subsidiaries – the Freight Service Head Office and Catering Service Head Office – and 43 branch organizations.

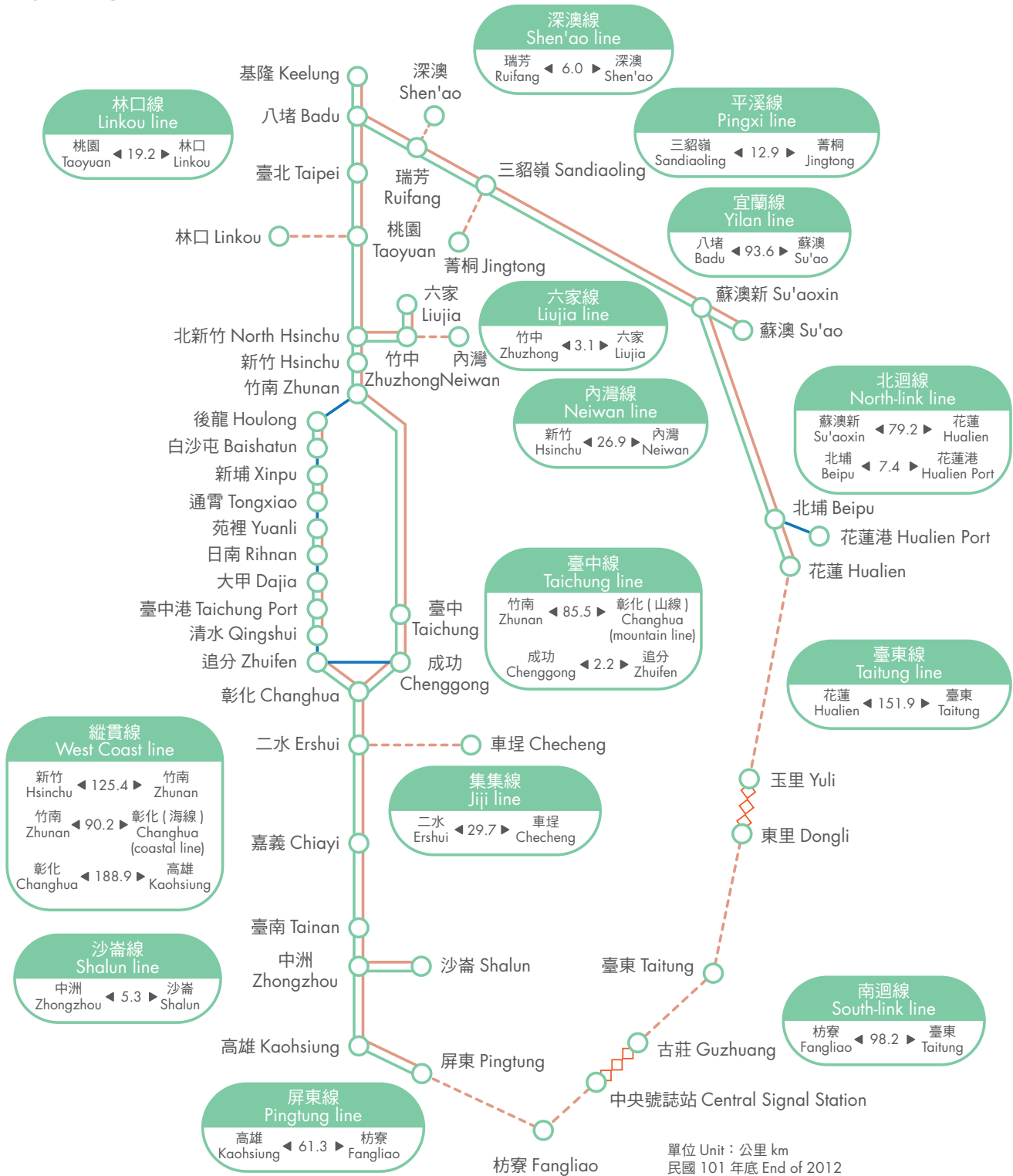
2. Current Employee Number

The TRA's budgeted employee number was 14,170 for 2012. As of the end of December, 2012, the headcount was 13,860.

三、鐵路營運設施概況 III. Overview of Operational Facilities

(一) 營業里程

1. Operating Distance



營業里程：1086.5 公里

— 雙線：683.9 公里

— 單線：402.6 公里

電化區間：708.3 公里

非電化區間：378.2 公里

車站：225 站

特等站 3 站，一等站 27 站，二等以下 195 站。

平交道：537 處

第一種 9 處、第二種 2 處、第三種 466 處、半封閉
32 處、手動控制 15 處、專用 13 處

Operating Distance 1086.5 Km

— Double track : 683.9 kilometers

— Single track : 402.6 kilometers

Electric track : 708.3 kilometers

Non - electric track: 378.2 kilometers

Stations: 225

(3 special grade stations, 27 grade one stations and 195 grade two and below stations)

Level Crossings : 537

(9 type one crossings, 2 type two crossings, 466 type three crossings, 32 semi-closed crossings, 15 manually-controlled crossings and 13 special-use crossings)



(二) 車輛數與運用效率

至 101 年年底計有車輛數：

機車 284 輛

- (1) 電力機車 91 輛
- (2) 推拉式電力機車 64 輛
- (3) 柴電機車 129 輛

另有客車 2,029 輛，貨車 1,896 輛。

運用效率：

本年動力車之可用率達到 88.77%。其中可供使用的電力機車達到全部該型車輛之 84.80%，推拉式電力機車 88.12%，柴電機車 88.76%，柴液機車 87.46%，電聯車 90.41%，傾斜式電聯車 96.3%，柴油客車 89.09%。

2.Total Number of Rolling Stock and Operating Efficiency

Number of rolling stock as of the end of 2012:

284 Locomotives

- a. 91 electric locomotives
- b. 64 push-pull electrical locomotives
- c. 129 diesel-electric locomotives

In addition, passenger cars and freight cars numbered 2,029 and 1,896, respectively.

Operating efficiency:

The usability ratio of locomotives reached 88.77% for this year. Of these, the electric locomotives available for use were 84.80% of the total; push-pull electric locomotives – 88.12%; diesel-electric locomotives – 88.76%, diesel-hydraulic locomotives – 87.46%; EMUs – 90.41%; tilting EMUs – 96.3%; and diesel passenger cars – 89.09%.



3

創新業務與成果實錄

Innovative Operations and Records of Achievements



板橋車站 Banqiao Station



18 創新業務
Innovations Business

24 成果實錄
Achievements

一、創新業務

(一) 拓展電子票證使用區間

本局繼 100 年元月起首推全臺多卡通電子票證乘車服務，於 101 年 3 月 30 日暖暖站啟用多卡通電子票證驗票設備，成為全臺第一座無人招呼站提供此服務，目前多卡通電子票證服務範圍為北部區段 (瑞芳 - 基隆 - 新竹) 延伸至六家站所有站及竹東、內灣站等 38 站、南部區段 (南科 - 中洲 - 沙崙間等 9 站) 共 47 站，另侯硐 - 福隆等 4 站提供悠遊卡乘車服務，全線計 51 站提供電子票證乘車服務。每日平均使用人數由啟用初期 13 萬 7,000 人次成長至 101 年 12 月底止 18 萬 5 千人次，成長約 35%。

(二) 提供乘車當日訂、取票服務

自 101 年 6 月 26 日起開放當日訂 (取) 票服務，旅客可於乘車當日預訂開車前 1 小時以上之班次車票，完成訂票後最遲於開車前半小時完成付款取票，提供民眾更便利之訂購票服務。

(三) 開放超商訂票服務

自 100 年 12 月 22 日起開辦統一、全家、萊爾富及 OK 便利超商取票服務，101 年 8 月 22 日起再開辦超商訂票服務，藉由擴大取票通路 (增加近 1 萬個據點)，以提供民眾訂購票便利性，節省購票時間與成本，提升本局服務水準，符合社會 E 化的潮流與趨勢，截至 101 年 12 月底止，每日約 1 萬 3,613 人次使用。

(四) 發展國際鐵道觀光業務

101 年 3 月 12 日本局以 CK124 蒸汽機車與日本 JR 北海道釧路支社之 C11 型蒸汽機車締結為姊妹列車，並配合日本 JR 北海道釧路支社 C11 「冬季濕原號」行程，每年夏季以 CK124 蒸汽機車附掛商務車廂、餐車、客廳車之夢幻列車組合，每週三於國內二水至車埕間開行「仲夏寶島號」蒸汽觀光列車，於 7 月 4 日至 8 月 29 日共計開行 18 列次，除為宣揚本局對蒸汽機車維護之成效，並期藉由締約行動，邁向國際，提升本局知名度，並透過陸空異業合作開創國外鐵道觀光旅次市場。



101 年 2 月 2 日范局長植谷率餐旅服務總所朱總經理來順、貨運服務總所賴總經理秋金、政風室邱主任宏達、工務養護總隊張隊長欽亮及餐旅服務總所黃協理振照等一行 6 人，赴日本考察日本鐵路公司 JR 鐵路附屬事業及地方支線經營並洽談締結姊妹列車事宜。除拜會 JR 北海道旅客鐵道株式會社小池 明夫社長外，並實際搭乘體驗冬季濕原號觀光列車。

On February 2, 2012, the TRA Director General, Fan Chih-ku led a group of six visitors, including the General Manager, Chu Lai-shun, of the Catering Service Department, the General Manager, Lai Chiu-chin, of the Freight Service Department, the Construction and Maintenance Team Captain, Chang Chin-liang, and the Associate Manager, Huang Chen-chao, of the Catering Service Department, on an official visit to Japan. They studied JR's affiliated business and the operation of local branch lines, and from meeting with the JR Hokkaido Railway company Branch Manager Akio Koike, they also took the Fuyu-no-Shitsugen.



101 年 3 月 2 日范局長植谷於辦公室簽署『CK124SL 列車・C11SL 列車「冬季濕原號」締結姊妹列車』同意書，並與 JR 北海道釧路支社次長 (營業) 佐々木大輔先生、本局鹿副局長潔身及日籍友人伊藤一己、峰雪 剛等合影。

On March 2, 2012, the TRA Director General, Fan Chih-ku, signed an agreement affirming the sister train status between the CK124SL and the C11SL Fuyu-no-Shitsugen in his office. He also took a photo with the JR Hokkaido Kushiro Branch Vice Director (Sales) Mr. Sasaki, the TRA Deputy Director General, Lu Chie-shen, and his Japanese friends, Kazumi Ito, Tsuyoshi Mineyuki.

I. Innovations Business

1. Expanding the Regions Where Electronic Tickets are Accepted

Since January 2011, the TRA has led the way to offer electronic ticket train ride service that accepts all electronic tickets in use. On March 30, 2012, the TRA activated the first Multi-Cards Electronic Ticket Verification equipment at Nuannuan Station, making it the first unmanned station in Taiwan that offered such service. Currently the service areas of Multi-Cards Electronic Ticket Verification are at the northern region (Ruifang-Keelung-Hsinchu extending to Liuchia Station and all stations in between, plus Chutung and Neiwan stations, totaling 38 stations); and the southern region (the nine stations in the Nanke – Zhongzhou – Shalun area), totaling 47 stations. Additionally, the four stations between Houtung to Fulong offer Easycard boarding service. Altogether, 51 stations offer electronic ticket service. Average daily usage grew from 137,000 when initially offered, to 185,000 at the end of December 2012.

2. Offering the Same-day Reservation and Ticket Pick-up Service

The Same-day ticket reservation and pick-up service has been available since June 26, 2012. Passengers can reserve tickets an hour before departure on the day of travel. After confirming the reservation, the passenger must make the payment and pick-up the tickets no more than half an hour before departure. This service will provide the more convenient ticket reservation and purchase to the general public.

3. Authorizing the Ticket Reservation at Convenience Stores

After offering the ticket pick-up service at four major convenience store chains – 7-Eleven, FamilyMart, Hi-Life, and OK Mart – since December 22, 2011, the TRA has offered the train ticket reservation services beginning on August 22, 2012. By increasing the channels of ticket pick-up (an increase of nearly 10,000 locations), the TRA provides the ease of ticket purchase, reduce the time and cost for ticket purchase, and raise the service quality. These measures are in-line with the social e-commerce trend. As of the end of December 2012, the daily average users were approximately 13,613.

4. Develop The International Rail Tourism

On March 12, 2012, the TRA concluded the Sister Train Agreement with Japan's JR Hokkaido, with the CK124 steam locomotive representing the TRA, and the C11 representing the JR Hokkaido. Corresponding to the JR Hokkaido's C11 Fuyuno-Shitsugen, each summer the TRA will operate the Midsummer Beautiful Island, a steam locomotive tour train, with the CK124 pulling a business class coach, dining car, and lounge car, making it a dream combination. Every Wednesday from July 4 to August 29, the train traveled between Ershui and Checheng. Altogether, eighteen trips were made. Aside from promoting the TRA's restoration efforts on steam locomotives, the TRA also wished to promote an international presence and increase name recognition by the agreement. Furthermore, the TRA wished to enter the market of international rail tourism by the air/ground cooperation.



101 年 3 月 12 日本局鹿副局長潔身與釧路支社矢崎支社長分別代表臺灣鐵路管理局及 JR 北海道旅客鐵道株式會社交換「CK124SL 列車・C11SL 列車『冬季濕原號』締結姊妹列車」同意書

On March 12, 2012, the TRA Deputy Director General, Lu Chie-shen and the Kushiro Branch Manager, Yazaki, represented the TRA and JR Hokkaido to exchange the "CK124SL and C11SL Fuyuno Shitsugen Sister Train Agreement."



101 年 3 月 12 日本局鹿副局長潔身與釧路支社矢崎支社長共同懸掛 C11SL 列車「冬季濕原號」上姊妹列車紀念頭牌 HEADMARK

On March 12, 2012, the TRA Deputy Director General, Lu Chie-shen, and the Kushiro Branch Manager, Yazaki, jointly affixed the commemorative headmark on the C11SL Fuyuno-Shitsugen.

(五) 開辦 24 小時網路及語音訂票服務

101 年 12 月 4 日零時起開放網路及電話語音 24 小時訂票服務，全天不打烊，提供更便利之訂購票服務，訂票後取票筆數截至 101 年 12 月底止約計 940 萬筆，較去年 717 萬筆成長 31%。

(六) 辦理服務品質認證

新左營站於 101 年 9 月 25 日正式獲得通過驗證，成為全亞洲第一個通過 SGS「QUALICERT 國際服務品質認證」的軌道運輸車站，未來將持續履行服務承諾，提供旅客更優質的運輸服務。



服務技巧訓練
Service Skills Training



角色扮演訓練
Role-play Training



書面資料查驗
Verification of Basic Information



頒發證書
Awarding the Certificates

(七) 規劃臺北車站大廳為多功能展演廳

配合臺北車站 ROT 案規劃臺北車站 1 樓多功能展演廳展覽計畫，目前由本局自行使用或出借政府機關辦理政令宣導或公益活動使用，未來規劃委外經營。

(八) 擴展鐵路紀念商品販售新通路

打造鐵路紀念商品及本局獨家商品專屬商店－「臺鐵夢工場」，首間旗艦店及網路商店於 101 年 5 月 25 日正式開始營業，配合明亮舒適的購物環境以及便利的網路購物（線上付款）服務，加強其消費便利性 & 多元選擇。



5. Launched the 24-hours Internet and Voice-Booking Service

Beginning at midnight, December 4, 2012, the TRA launched 24-hours internet and voice-booking service. This service runs without pause all-day, providing ticket reservation and purchase at greater ease. Ticket pick-up after reservation as of the end of December, 2012, totaled approximately 9.4 million, an increase of 7.17 million or 31% over the same period last year.

6. Engage in Service Quality Certification

Xinzuoying Station was certified on September 25, 2012, as the first SGS -QUALICERT compliant rail transportation station in Asia. In the future, the station staff will continue to honor their commitment to service and provide the better travel service to passengers.



服務承諾
Commitment to Service



標章
Logo

7. Taipei Railway Station Main Floor Designated as Multi-function Performance Hall

Corresponding to the ROT planning of Taipei Railway Station, the TRA has designated the first floor of the station as a multi-functional performance hall. Currently, the performance hall is reserved for the private use of the TRA or other government agencies to promote policies or public interest. In the future, the TRA plans to outsource the management of the performance hall.

8. Expand New Sales Channels of Merchandise with Railway Themes

The TRA opened the TRA Dream Workshop, a gift shop that features gifts and souvenirs with railway themes. The flagship store, and the store's website, were both launched on May 25, 2012. Along with a bright and comfortable environment, and convenient internet shopping (online payment) service, the gift shop makes shopping easier than ever and broadens the range of choices.



臺鐵夢工廠開幕
Opening of the TRA Dream Workshop



臺鐵夢工廠一隅
Corner view of the TRA Dream Workshop

(九) 推出仿阿福號造型的便當販賣車

繼 Q 版太魯閣號之後，6 月 17 日再推出仿阿福號列車車頭造型的便當販賣車，在站區內公開展示並販售便當，不僅為本局增裕營收，亦可供旅客觀賞並拍照留念。



仿阿福號造型便當販賣車
Boxed lunch push cart in the style of the "Afu" train



仿阿福號造型便當販賣車與樹林車站月台上阿福號造型便當販賣處

Boxed lunch push cart in the style of the "Afu" train, and the boxed lunch vending kiosk in the style of the "Afu" train on the platform of Shulin Station

(十) 首推碳足跡便當

配合行政院衛生署推動節能減碳政策，訂定臺鐵排骨便當碳足跡標準，101 年 7 月 10 日，行政院環境保護署正式頒發產品碳足跡標籤證書予本局，共同推動產品碳標籤標示之環保政策，成為便當界的領頭羊。

(十一) 舉辦臺鐵便當香滷排骨 PK 大賽及技術觀摩會

為維持臺鐵便當排骨之品質，於 101 年 10 月 25 日舉辦「臺鐵便當香滷排骨競賽」，藉由專業美食評審評選出最美味之排骨，及於 11 月 26 日舉辦技術觀摩會，引起媒體報導及社會廣泛討論，使得臺鐵便當大賣增裕營收。



臺鐵便當碳足跡標籤
TRA boxed lunch carbon footprint label



臺鐵便當香滷排骨 PK 大賽
TRA braised pork chop boxed lunch cooking competition

(十二) 首度發行「臺灣鐵路建設新里程紀念車票集」

富岡車輛基地為首，共有四大主軸：新紀元、新驛站、新氣象及新旅情，串接自民國 96 年起至 101 年間所興建之通勤車站、舊站房整建及通勤觀光兼備的路線通車復駛共 14 個主題，每個主題均含「復刻版紀念票」，每套紀念車票集更附贈百年首見且獨一無二「單程長版名片式車票」2 張（北湖—富岡及北湖—湖口）。自民國 101 年 12 月 30 日起開始販售，每套售價 1,368 元，全臺限量 1,200 套。

9. Launched the Boxed Lunch Push Cart in the Style of the "Afu" Train

After the "Q Edition" Taroko Express, on June 17 the TRA launched the boxed lunch push cart in the style of the "Afu" train. It was on display in the station area and held lunch boxes for sale. It not only increased revenue for the TRA, but also attracted the attention of tourists as they snap photos of the cart.

10. Launched the Boxed Lunch with Carbon Footprint Disclosure

The TRA complied with the carbon and energy consumption reduction policy of the Environmental Protection Administration, Executive Yuan and established a carbon footprint standard for the TRA pork chop boxed lunch.

On July 10, 2012, the Environmental Protection Administration, Executive Yuan formally issued the carbon footprint label certificate to the TRA, heralding the joint effort of carbon labeling on products with a policy that is environmentally friendly. Such certification made the TRA the bellwether in the boxed lunch industry.

11. Sponsored the TRA Braised Pork Chop Boxed Lunch Cooking Competition and Seminar

To maintain the quality of the TRA's braised pork chop boxed lunch, the TRA sponsored the "TRA Braised Pork Chop Boxed Lunch Cooking Competition" on October 25, 2012. Professional food critics were hired to choose the best tasting pork chops. Subsequently, a cooking technique seminar was held on November 26, attracting the attention of the media and the general public and boosted the sale of the TRA boxed lunch, adding the significant revenue.

12. Launched the First "Taiwan Railway Construction New Mileage Commemorative Tickets Brochure"

The first edition features the Fugang Depot. The brochure has four themes: new era, new station, new image, and new journey. The tickets link together the topics ranging from the commuter stations built between 2007 and 2012, to the renovation of old station buildings, to the revival of a route that serves both commuters and visitors. Each topic contains commemorative old-fashioned tickets. Each commemorative ticket brochure has two "one way, elongated version, business card style" tickets (Beihu to Fugang and Fugang to Hukou) never seen in the past century. The brochures went on sale December 30, 2012 at NT\$ 1,368 / brochure, with only 1,200 brochures produced.



臺灣鐵路建設新里程紀念車票集
Taiwan Railway Construction New Mileage Commemorative Ticket Brochure

二、成果實錄

臺鐵新廉心，服務最用心

(一) 臺灣燈會在鹿港

配合燈會加開之賞燈班車上，以 LED 燈字幕向乘客進行廉政宣導外，並於彰化火車站內張貼宣導看板、海報及布條等，以宣揚政府廉能政策、本局便民措施及推動廉政成果，並向遊客發放問卷，以瞭解遊客對本局服務滿意度及推動廉政之意見與看法。



填問卷送永保安康紀念套票
Those who fill out questionnaires will receive 『Permanent Well-Being』 Souvenir Tickets as the gift.

(二) 四格漫畫比賽

本次參賽作品計 143 件，為昭公信，特別邀請知名漫畫家劉興欽教授等 3 人擔任評審，共同評選出前 3 名及 10 名佳作，於 6 月 8 日鐵路節當天頒獎，得獎作品並展示於臺北車站大廳，並於當日結合本局「廉政志工」辦理「填問卷送好康」廉政宣導，頗獲往來民眾的好評。



四格漫畫參賽作品
Cartoon contest entries

(三) 廉政便當

交通部毛部長治國亦指示我們應思考如何發揮創意，將反貪議題與機關業務特性緊密結合，把握與民眾互動的機會，讓廉政理念深入各社會階層。鑒於「臺鐵便當」一向深受民眾喜愛，因此結合本局餐旅服務總所推出「廉政便當」，讓廉政理念自然融入大眾各階層。也請大家在咀嚼懷舊風味的同時，輕輕鬆鬆以「肚皮」來挺臺鐵，領略現代化廉能結合的臺鐵新風貌。

「廉政便當」盒蓋上特別邀請著名漫畫家劉興欽親繪手持廉政藍圖之「廉政鐵娃」，代表兢兢業業堅守工作崗位的臺鐵員工，成長為「廉政鐵人」擘畫本局廉政藍圖；便當內容則以傳統美味的排骨、滷蛋加上清淡養生的青菜豆腐，代表本局優良傳統加上創新的清廉行銷，取意「青菜豆腐，長保平安」的現代養生觀念，深蘊清廉不但養生，而且永保安康的意象。

II. Achievements

TRA's integrity offers sincere services

1. Taiwan Lantern Festival in Lukang

On the extra trains added for travel to the Lantern Festival, the TRA relayed anti-corruption messages to passengers with the in-car LED display. The TRA also placed boards, posters, and banners inside Changhua Station to promote the government's anti-corruption policy, TRA's public measures, and the results of implementing the government's anti-corruption policies. We also distributed questionnaires to the tourists for better understanding the tourist satisfaction with the TRA and their opinion on anti-corruption policies.

2. Cartoon Contest

The TRA received 143 entries for this contest. To earn the public trust, the TRA invited comic artist Professor, Liu Hsing-chin, and the two other comic artists as judges to choose the three winners and ten honorable mentions. The award ceremony was held on June 8. Award-winning entries were displayed in the main hall of Taipei Railway Station. Combined with the TRA's "Anti-Corruption Volunteers" asking passengers to fill out questionnaires on anti-corruption policies (gifts were given as incentives), these promotional measures received praise from passengers.



四格漫畫評選
Evaluation of the cartoons

3. The Anti-Corruption Boxed Lunch

Minister of MOTC, Mao Chih-kuo, advised us to be more creative and adhere to the anti-corruption business. We should seize the chance to interact with the public and promote the anti-corruption concepts to the society. As the TRA's boxed lunch has always been popular, the Catering Service Department launched the "Anti-corruption boxed lunch" to spread the ideas of anti-corruption among the general public. The TRA appealed to the public to support the TRA by simply eating. This way, we can experience the TRA's new image with anti-corruption and modernity combined.

For the Anti-corruption boxed lunch, the TRA invited the comic artist, Liu Hsing-chin, to draw "Anti-corruption Iron Kid," who holds an anti-corruption blueprint in his hand and represents the TRA staff diligently performs the duties. As the Iron Kid grows up to become Anti-corruption Iron Man, he shall implement the anti-corruption blueprint of the TRA. The boxed lunch features a traditional braised pork chop, a stewed egg, vegetables and tofu, representing the TRA's outstanding tradition working with anti-corruption marketing. With the modern concept that vegetables and tofu nurture a long and worry-free life, the boxed lunch reminds us that staying anti-corruption is not only healthy, but also gives people the permanent well-being.



臺鐵廉政便當
The Anti-Corruption Boxed Lunch

交通部 101 年創新提案制度獲獎提案

(一) 創新獎「工程類」甲等獎 - 鐵路絕緣接頭軌枕改良研究 (宜蘭工務段)

臺鐵之軌道電路設置於鋼軌上，為軌道電路分區需要，鋼軌必須於適當之處所切斷並設置絕緣接頭，而絕緣接頭枕一般採用木枕以避免短路，臺灣因氣候潮溼多雨，木枕受氣候環境影響極易腐蝕破裂，造成接頭強度降低，常發生號誌故障，木枕抽換週期短，因腐朽而使絕緣接頭劣化時新木枕常供應不及，為及時整修乃研究以現有 PC 枕抽換改善，以減少號誌故障，並維行車安全。

(二) 創新獎「工程類」甲等獎 - 道岔轉轍枕改良 (花蓮工務段)

本局花蓮工務段路線養護轄區內含和平站、和仁站、崇德站、新城站、北埔站、花蓮站及花蓮港站等七站，各站道岔均於 84 至 89 年間由東工處完成鋪設木枕型道岔，迄今十餘年已達抽換程度。而北迴線行車速度已達 130 公里，每日列車密度 160 餘次，然為了達到營收平衡，逐年精簡人力，造成路線養護工作吃緊，行車安全備感壓力，且由於目前環保概念及生態保護意識日增，軌道系統中所採用之木枕在價格節節高升，採購愈來愈不易之條件下，抽換成新式之預力混凝土 PC 枕來降低抽換頻率及維修成本。



實際安裝於嘉新站南端 #12PC 枕道岔
#12 turnout supported by PC ties installed at the south of Chiaxin Station



嘉新站南端 #12PC 枕道岔 (俯視圖)
#12 turnout supported by PC ties installed at the south of Chiaxin Station (the vertical view)

(三) 創新獎「管理類」甲等獎 - 「鐵道旅行 幸福 100」筆記書 (餐旅服務總所)

鐵道旅遊筆記書的構想初衷及期望

124 年的臺鐵，擁有許多文化意涵之車站，剛好配合建國百年，藉由筆記書的引導帶領旅客搭乘火車漫遊，並深入地方文化，探索城鄉的故事及景觀；一方面拉近旅客與臺鐵的關係，提高搭乘火車及購買鐵路商品意願，一方面亦可提升本局形象及增裕本局營收 (商標授權金、車票及鐵道商品收入)

創意的心路歷程

1. 尋找合作夥伴：

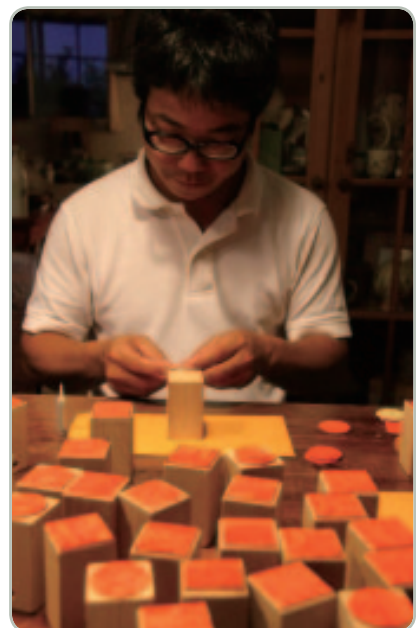
邀請鐵道旅遊暢銷書作者吳柏青先生，及請文創出版較有經驗的上旗出版社出版鐵道旅遊筆記書。

2. 結合建國百年精挑百站：

挑選 100 個車站代表，針對車站設計出「一眼就能辨識」當地風景或人文特色的章戳，並邀請藝術家陳士鉅先生，篆刻心動又極具珍藏價值的章戳，以幸福百站章戳活動，呼應建國百年意涵概念，推出鐵道旅遊筆記書，書名定為「鐵道旅行，幸福 100」。

3. 提升書的質感：

以高級的日本進口紙印刷，除了質感精緻外，旅客反覆蓋章時不易破損且油墨吸附良好，可保存最久，再對臺鐵形象加分的筆記書。



藝術家陳士鉅篆刻戳章
The artist, Chen Shih-chu, engraves the stamps.

MOTC 2012 Innovative Proposals Competition Award Winners

1.The Innovation Prize of Engineering Category, Class A – “The Railway Insulated Joint Ties Improvement Study” (Yilan Construction Section)

The TRA's track circuit is placed on a steel rail. In order to segregate the zones of the track circuit, the steel track must be cut off at the appropriate spot where insulated joints are installed. Usually, the insulated joint ties are wooden ties that prevent short-circuits. Due to the humid and rainy climate in Taiwan, wooden ties are prone to decompose and break apart in this environment. The result is reduced the strength of the joint and frequent signal malfunctions. Wooden ties have a short replacement cycle. Once the decomposition weakens the insulated joints, new wooden ties may not be replaced in time. To ensure the timeliness of repairs, a study was conducted to assess the possibility of using existing PC ties instead of wooden ones to reduce the signal malfunction and ensure the operation safety.



PC 接頭大枕托接
PC supported joint
on the tie



塑鋼絕緣接頭以 PC
軌枕懸接方式裝設
Insulated plastic
steel joint installed
with PC tie
suspension

2.The Innovation Prize of Engineering Category, Class A – “Turnout Switch Tie Improvement” (Hualien Construction Section)

The TRA's Hualien Construction Section covers seven stations – Hoping, Heren, Chongde, Xincheng, Beipu, Hualien, and Hualien Port – in its district of repair and maintenance. Between 1995 and 2000, turnouts supported by wooden ties have been installed at all stations by the East Construction Department. After more than a decade of use, the ties need to be replaced. The train speed at North Link line reaches 130 km/h, and more than 160 trains travel on this route each day. However, for the purpose of balancing the budget, employees have been reduced over the years, straining the resources available to track maintenance. Transportation safety is at stake. In addition, environmental friendliness and ecological awareness are increasing by the day. The wooden ties used in rail systems have become increasingly expensive and harder to acquire. As a result, new PC concrete ties should be used instead in order to reduce the frequency of replacement and maintenance costs.

3.The Innovation Prize of Management Category, Class A – Travel Journal “Train Travel Happiness 100” (Catering Service Department)

Initial Concept and Expectation of a Train Travel Journal

With 124 years of history, the TRA owns many station with rich cultural meanings. In line with the centennial commemoration of the Republic of China, a travel journal was published to guide passengers to travel throughout Taiwan on trains and immerse themselves in local culture, as well as exploring the history and scenes of cities and the countryside. On one hand, this travel journal can endear passengers to the TRA and encourage them to ride the trains and purchase TRA merchandise; on the other hand, it can also improve the TRA's image and increase revenue from royalties, ticket sales, and merchandise sales.

The Creative Experience

A. Seeking project partners:

The TRA invited the popular train travel writer, Wu Po-ching, and Sunkids Publishing Co., experienced in creative projects, to write and publish the train travel journal.

B. Selecting one hundred stations for the One Century Anniversary of the ROC:

The TRA chose one hundred stations and designed commemorative stamps for each one based on their local scenic or cultural features. The TRA invited the artist, Chen Shih-chu, to engrave the stamps. The “Happiness One Hundred Stamps” activity corresponded to the theme of the centennial celebration. The TRA launched the travel journal titled “Train Travel Happiness 100.”

C. Improve the quality of the book:

The book is printed with premium grade paper imported from Japan. Aside from the fine texture, the material can withstand repeated stamping without breaking, and the ink adheres well to the paper. This travel journal is durable and boosts the TRA's image.

4. 檜木戳章路局永收藏：

戳章印身為純臺灣檜木，散發濃濃香味，於活動結束後放回特別設計檜木箱，並存放在本局文獻室展示，讓蓋章的旅客感受圖章的珍貴。

5. 為車站蓋章服務辦理講習：

召集各站站長等現場服務主管，傳授感動服務的熱訣，激發員工服務熱情及創意，讓到車站蓋章的旅客，能感受員工的熱忱，以扭轉以往對本局的刻板形象。

6. 隨書附贈優惠卷：

為增加本書價值及實用性，內附臺鐵便當、鐵路紀念商品、TR PASS 週遊券、平溪線、東北角一日券及捷安特租車券等價值超過 500 元的折價券，讓鐵道旅行更經濟方便且環保。

7. 集滿百站送紀念品：

為提高活動的豐富性與趣味性，提出「完成 100 個車站紀念章戳蒐集致贈紀念品」前 50 名，另全國前 3 名再致贈高級精美紀念品並由交通部毛部長治國親自頒獎。



全國前 3 名交通部毛部長治國親自頒獎
No. 1 to no. 3 in nationwide contestant ranking received the award from the Minister.



完成 100 個車站章戳紀念品
The token of appreciation for collecting all one hundred station stamps

精采的過程

1. 媒體持續曝光銷售量大增：其中以「臺鐵百站章戳一對夫妻奪冠」、「臺鐵遊 8 天，北京女生集百章」、「不老騎士火車版，中年夫妻攜手環島集章」，最為感人。
2. 天下雜誌列為慶百年你不能錯過的 12 件事之一。
3. 辦理『鐵道旅行，幸福 100』成功到站活動：為了凝聚本紀念章戳蒐集活動的旅客，延續對本局未來辦理鐵道文化活動的支持，在 100 年 11 月 20 日辦理『鐵道旅行，幸福 100』成功到站活動。

實際執行成效

1. 本局收益增加：

車票款收入、授權金與銷售利潤、鐵路商品及便當銷售、無形收入（天下雜誌推薦為慶百年你不能錯過的 12 件事之一）。

2. 無形效益：

引導民眾搭乘大眾運輸系統做為旅遊的交通工具、推動雙鐵（鐵路 + 鐵馬）低碳旅遊、帶動民眾深入體認臺灣之美、改變民眾對本局刻板保守的印象。



天下雜誌「慶百年你不能錯過的 12 件事」

CommonWealth Magazine's "Twelve Events that Must Be Experienced for the Centennial Celebration."

D.The stamps are made from Taiwanese cypress with an intense aroma:

After the celebrations were over, they were placed in specially designed cypress boxes and stored in the Documents Room of the TRA, allowing passengers to appreciate the value of the stamps.

E. Lectures on the stamping stations:

Station Masters and other managers were summoned to be taught the essence of sincere service. The TRA motivated the enthusiasm and creativity of its employees, making the stamp-collecting passengers at the stations feel the enthusiasm of the employees and reversing the stereotypical image of the TRA in the past.

F.Coupons enclosed with the books:

To enhance the value and practicality of this book, it is enclosed with coupons for the TRA boxed lunch, railway souvenirs, TR PASS, day pass for the Pingxi line, day pass for the Northeast Coast Scenic Area, and Giant bike rental, valued at more than NT\$ 500, making train travel more economical and eco-friendly.

G.Rewards for collecting all one hundred stamps:

To enhance the variety and fun of this activity, the TRA rewarded the first fifty passengers who collected all one hundred commemorative stamps with gifts. The first three passengers received additional gifts in person from the Minister of MOTC, Mao Chih-kuo.

Interesting Journey

A.Extended exposure in the media increased sales: Of the media reports, the most impressive were: "The Couple Won Top Prize in Hundred Station Stamps of the TRA," "Eight Days on the TRA Brought A Hundred Stamps to a Lady from Beijing," and "Ageless Riders, Train Style, The Middle-aged Couple Toured the Island to Collect the Stamps."

B.CommonWealth Magazine listed this activity as one of the "Twelve Events that Must Be Experienced for the Centennial Celebration".

C.Launched the "Train Travel Happiness 100 Successfully Reaching the Station" activity: To gather the participants in this stamp-collecting activity and extend their support for the TRA's future activities related to the railway culture, the TRA sponsored the "Train Travel Happiness 100 Successfully Reaching the Station" activity on November 20, 2011.

Actual Results

A.TRA's Revenue Increased:

Ticket sales, royalties, gross profit from sales, railway merchandise, boxed lunch, and intangible revenue (as recognized by CommonWealth Magazine as one of the Twelve Events that Must Be Experienced for the Centennial Celebration)

B.Intangible Benefits:

Induce the general public to use the public transportation for travel; promote "Train and Bike", the low carbon travel; lead the population to appreciate Taiwan's beauty in depth; change the people's common perception that the TRA is conservative.



「鐵道旅行 幸福 100」紀念戳章

Train Travel Happiness 100 Commemorative Stamps



左起：餐旅服務總所陳視察世雄、宜蘭工務段陳副段長文德、花蓮工務段助理工務員黃志生與毛部長治國合影留念

From left: the Catering Service Department Inspector, Chen Shih-hsiung, the Yilan Construction Section Deputy Chief, Chen Wen-De, the Hualien Construction Section Engineering Assistant, Huang Chih-sheng, take pictures with the Minister of MOTC, Mao Chih-kuo.



101 年度經營績效

2012 Operating Report



十分車站 Shifen Station



32 營運暨損益分析
Profit and Loss Analysis

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Benefit from Subsidiary Business and Active Utilization of Assets

一、營運暨損益分析

I. Operations and Profit & Loss Analysis

101 年與 100 年損益比較表 Comparison of Profit and Loss, 2012 and 2011

單位：萬元 Uunit: In NT\$ 10,000s

項目 Items	101 年 2012	100 年 2011	比較 Comparison
總收入 Gross Income	2,354,185	2,232,554	5.4%
客運收入 Passenger Revenue	1,611,874	1,557,684	3.5%
貨運收入 Freight Revenue	96,932	98,505	-1.6%
其他營業收入 Other operating Revenue	451,455	418,959	7.8%
營業外收入 Non-operating Revenue	193,923	157,406	23.2%
總支出 Total Expenditures	3,331,395	3,255,797	2.3%
營業成本 Operating Costs	2,617,204	2,594,299	0.9%
營業費用 Operating Expenses	108,556	96,203	12.8%
營業外費用 Expenses	605,635	565,295	7.1%
損益 Profit/Loss	-977,210	-1,023,243	減虧 Loss reduced by 4.5%

* 本表 100 年 (2011) 為審定決算數，101 年 (2012) 為初編決算數。

*This table shows the audited final accounts for 2011 and the preliminary final accounts for 2012.

分析：

● 客運業務：

在油價居高不下及政府大力推廣節能減碳，鼓勵民眾搭乘大眾運輸之政策及本局西部幹線積極轉型中、短途通勤之服務下，民眾使用軌道運輸有成長之趨勢。西部幹線 101 年日平均載客人數較去年增加 29,946 人，其中短程旅客日平均就增加 26,813 人。

陸客、國際旅遊團來臺觀光持續成長，及蘇花公路先前受連續風災影響下，使陸客團由花蓮至宜蘭地區之往返改以搭乘火車方式，並自 101 年 5 月起與旅行公會全國聯合會建立陸客團花蓮 - 宜蘭間疏運列車加開、加掛申請機制，將陸客與一般旅客列車分流。另外配合觀光局台灣好行方案辦理區域型交通整合票券（如礁溪線、冬山河線及黃金福隆線），及各縣市地方政府舉行多項地方特色或主題活動（如福隆國際沙雕藝術季、宜蘭童玩節、花蓮夏戀嘉年華、臺東熱氣球等活動），本局加強列車運用，機動加開加掛列車，並以團體媒合方式，提高搭乘率，使觀光旅次增加。東部幹線 101 年日平均載客人數較去年增加 7,085 人。

惟受高鐵通車影響，西部長程旅客人數有微幅下降，101 年日平均數較 100 年減少 246 人。

● 貨運業務：

(1) 台電燃煤運送受困台電林口電廠發電機組歲修影響，1~2 月燃煤列車停駛；另受林口線沿線居民抗爭，本年度再增停 1 對夜間列車，致全年量減少 27 萬噸，年營收減少約 5,000 萬元。

(2) 東砂北運受蘭陽溪疏濬砂石料藉由公路進入北部市場之排擠及 8 月份水災礦區道路損毀全面停運近 1 個月影響，全年整體砂石運量減少 40 萬噸，年營收減少約 5,900 萬元。

(3) 執行蘇花公路運能移轉鐵路（中鋼案），全年貨櫃較 100 年增加 63 萬噸，年營收增加約 4,500 萬元。

(4) 黏土待運量每月近 15 萬噸，惟本局司機人力及敞車不足、月運量約僅 4 萬噸，101 年營收僅較 100 年增加 1,200 萬元。

(5) 「人車同行-小汽車上火車」101 年 1 月停駛「樹林-花蓮」間週五、六、日業務，改專辦「宜蘭-花蓮」間每日附掛業務，車輛利用率從 3% 顯著提升至 93%。

客貨運業務 Passenger and Freight Transport

年度 Year	客運 Passenger			貨運 Freight		
	人數 (人) (人)Number	延人公里 (延人) Passenger / km	收入 (元) Revenue (NT dollars)	噸數 (噸) Tonnage	延噸公里 (延噸) Ton/km	收入 (元) Revenue (NT dollars)
101 年 2012	220,296,656	10,185,548,911	16,118,743,272	10,873,146	828,474,559	969,319,595
100 年 2011	205,829,334	9,719,605,209	15,576,842,099	10,661,020	847,707,060	985,049,552
增減% 2012vs.2011	7.03%	4.79%	3.48%	1.99%	-2.27%	-1.60%

Analysis:

● Passenger Transport

The general public is increasingly turning to rail transportation due to the following factors: consistently high oil prices; the government's promotion of energy conservation, carbon emission reduction, and public transportation; and the TRA's transformation of Western trunk line into a mid- and short-range commuting service. The daily average passenger volume on Western trunk line has increased by 29,946 persons in 2012, while short-range daily average passenger volume grew by 26,813 persons.

The number of tourists from Mainland China and international tourist groups continues to grow. As the Suao-Hualien Highway suffered damage due to a series of typhoons, tourist groups from Mainland China were forced to ride a train between Hualien and Yilan. Beginning in May 2012, the Travel Agent Association of the ROC and the TRA developed a system that separated tourists from Mainland China and ordinary passengers by adding trains between Hualien and Yilan. Also, in order to coordinate the Tourism Bureau's Taiwan Trip program and issue regional traffic integration tickets (such as the Jiaoxi Line, Dongshan River Line, and Golden Fulong Line) with the festivals and activities of local governments (such as Fulong International Sand Sculpture Festival, Yilan Children's Folklore and Folkgame Festival, Hualien Summer Carnival, and Taitung Hot Air Balloon Festival), the TRA aggressively made use of rolling stock and added trains according to demand. With targeted marketing to groups, the TRA increased the usage rate and the number of tourism trips. The average daily number of passengers on the Eastern trunk line saw an increase of 7,085 over the last year. However, due to increased usage of the THSR, long distance travel in 2012 in Western Taiwan saw a slight decrease of 246 passengers/day compared to 2011.

● Freight Transport

- Coal transportation for Taipower declined by 270,000 tons, resulting in an approximately NT 50 million decrease in revenue for the year, due to the following reasons: Coal train operation was suspended in January and February because Taipower's Linkou power plant was undergoing annual maintenance; in addition, residents along the Linkou Line protested against the trains, and another pair of night trains were removed from the schedule.
- Sand and gravel transportation from Eastern Taiwan to Northern Taiwan declined by 400,000 tons, resulting in an approximately NT 59 million decrease in revenue for the year, due to the following reasons: An increase in the transportation of Lanyang River gravel via highways cut into the demand for trains, and the flood in August damaged the quarry zone, halting transportation for almost a month.
- The usage of TRA-operated trains(China Steel Corporation Plan) as a replacement for transport along the Suao-Hualien Highway increased container traffic by 630,000 tons and revenue by NT \$45 million compared to 2011.
- Despite nearly 150,000 tons of clay awaiting transportation each month, the TRA's monthly transportation capacity was only approximately 40,000 tons due to being understaffed and lack of available trains. As a result, revenue in 2012 increased by only NT\$ 12 million in comparison to 2011.
- Every Friday, Saturday, and Sunday departures of the Automobile-On-Train service serving the Shulin-Hualien route have been removed from schedule since January 2012. The resources have been diverted to the Yilan-Hualien daily automobile transportation attached service. Car utilization ration increased significantly from 3% to 93%.

二、附屬事業經營及資產活化利用效益

(一) 餐旅服務事業

1. 盈餘增加：101 年收入為 8 億 5,673 萬元，總支出為 5 億 431 萬元，盈餘為 3 億 5,241 萬元，較上年度盈餘 3 億 3,141 萬元，增加 2,100 萬元。
2. 積極拓展鐵路便當績效卓著：101 年度臺鐵便當銷售數量共計 749 萬餘個，每日平均銷售量 2 萬 465 個，已達 101 年度 2 萬個目標，較 100 年度增加約 182 萬餘個，成長率 32.29%；總營收合計 52,467 萬元，較 100 年度增加約 13,663 萬餘元，增加比率約 35.21%。
3. 配合節慶推出紀念便當盒組：101 年配合本局及節慶活動，推出「臺鐵薪火相傳、12 代同堂系列」第 3 代 -R20 型及第 4 代 -E100 型電力機車紀念不銹鋼便當盒及提袋，101 年共計銷售 32,146 個，營收 785 萬 7,900 元。
4. 積極開發鐵路商品商標授權業務：對維護本局形象（商譽）及提升商品多樣化與附加價值，目前已獲經濟部智慧財產局核准註冊商標共計 98 件。101 年度授權廠商之產品共計 140 項，授權金收入計 192 萬餘元。
5. 推動鐵道旅遊開辦郵輪式列車 2 天 1 夜行程：辦理郵輪式列車兩天一夜（或以上）行程，訂定地接業務工作說明書，公開招標選擇旅行社參與推動鐵路旅遊行程，101 年開行 12 列次，平均客座利用率約為 70.77%，增加營收約 285 萬餘元（含回饋權利金收入 60 萬元、便當及鐵路商品 450,261 元、車票收入 1,803,244 元）。



郵輪列車停靠山里站
Cruise ship train stopping at Shanli Station



郵輪列車旅客體驗花蓮蒸汽火車
Passengers on the cruise train experience a steam locomotive in Hualien

6. 設置旅遊服務櫃檯提供多樣化旅遊服務：為發展旅遊觀光業務，與旅遊業者合作於臺北、板橋、臺中、嘉義、高雄、花蓮等 6 站 7 個場所設置旅遊服務櫃檯，提供旅客多樣化旅遊服務，101 年總租金收入計 749 萬 2,947 元。
7. 結合地方政府設置各種資訊服務台以增加車站服務面：配合行政院「觀光客倍增計畫」，101 年度辦理全省各車站出租予各縣市政府設置旅遊服務中心、旅遊資訊服務站（或服務台）、公共資訊站及就業服務台等，101 年年租金收入計 90 萬 2,026 元。
8. 辦理自動存物箱出租業務：利用車站閒置空間，101 年度於全省各車站 27 站設置自動存物箱附業，101 年租金收入 730 萬 3,449 元。
9. 招商專業廠商經營各站賣店提升車站形象：本局委託統一超商、萊爾富、麥當勞等專業廠商經營全省各車站販賣部，101 年度純收益計 1 億 7,701 萬餘元。
10. 充分開發各車站商業空間增裕營收：辦理各車站候車室部分場地標租民間業者經營各類商店、設置自動櫃員機、飲料機、飲用水機、資訊查詢機、快照機及報紙機等各類機台等業務，101 年度租金收入共計 1 億 163 萬餘元。
11. 開發文化創意產業及具本局品牌價值之鐵路商品：鐵路商品銷售（含車勤部及各餐廳）總額全年共計 5,143 萬元。

II. Benefit from Subsidiary Business and Active Utilization of Assets

1. Catering Service Business

- A. Increase in Profit: Revenue in 2012 reached NT\$ 856.73 million, while the total expenditure was NT\$ 504.31 million, resulting in a profit of NT\$ 352.41 million. Compared to the profit of NT\$ 331.41 million last year, the increase was NT\$ 21 million.
- B. Effective the Promotion of TRA Boxed Lunches: Altogether, more than 7.49 million boxed lunches were sold in 2012, with daily average sales of 20,465 boxed lunches, reaching the target of 20,000 set for 2012. This result is an increase of 1.82 million boxed lunches, or a 32.29% growth compared to 2011. The total revenue from this segment was NT\$ 524.67 million, an increase of NT\$ 136.63 million, or 35.21%.
- C. The Launch of Lunch Box Set in Conjunction with the Holidays: The TRA launched "Passing the TRA Torch for Twelve Generations" commemorative stainless steel lunch boxes in the form of the third generation R20 and the fourth generation E100 electric locomotives and tote bags to coincide with the holidays in 2012. In total, 32,146 units were sold, generating revenue of NT\$ 7,857,900.
- D. Aggressive Promotion of Railway Trademark Licensing: This business segment preserves the TRA's image (business reputation) and enhances the diversity of the TRA's merchandise and added value. Currently, the TRA has 98 trademarks registered and approved by the Intellectual Property Office, Ministry of Economic Affairs. In 2012, 140 officially licensed products generated more than NT\$ 1.92 million in revenue.
- E. Promotion of Rail Travel and One-Night/Two-Days Packages on Cruise Trains: The TRA arranged One-Night/Two-Days (or more) tours on cruise trains, drafting a prospectus and openly soliciting bids from travel agencies to promote rail travel. Twelve departures were made in 2012, with a seat utilization ratio of 70.77%, increasing revenue by about NT\$ 2.85 million (including royalties of NT\$ 600,000, boxed lunch and railway merchandise revenues of NT\$ 450,261, and ticket revenues of NT\$ 1,803,244.)
- F. Establish Travel Service Desks to Facilitate Dynamic Travel Services: To promote tourism, the TRA cooperated with companies in the travel industry and established seven travel service desks in six stations: Taipei, Banqiao, Taichung, Chiayi, Kaohsiung, and Hualien. They provide diversified services to passengers. The total rent revenue in 2012 was NT\$ 7,492,947.
- G. Cooperate with local governments and establish tourist information desks in order to expand the range of services: In conjunction with the Executive Yuan's Plan for the Doubling of Tourist Arrivals, the TRA leased station floor space throughout Taiwan to county and city governments for the installation of tourist information kiosks or desks, public information kiosks, or employment service desks. The annual rent revenue in 2012 was NT\$ 902,026.
- H. Automated Locker Service: Utilizing underused space in stations, the TRA installed automated lockers in 27 stations throughout Taiwan. The rent revenue in 2012 was NT\$ 7,303,449.
- I. Invite Well-established Firms to Operate Retail Outlets at Stations in Order to Improve the Station Image: The TRA has engaged well-established firms, such as President Chain Store Corporation, HiLife, and McDonald's, to operate their retail outlets at stations throughout Taiwan. The net profit from this operation in 2012 was a little over NT\$ 177.01 million.
- J. Develop the Station Business Floor Space to Increase the Revenue: The TRA solicited bids from firms in the private sector to operate various types of retail stores and install ATMs, beverage vending machines, information search machines, photo booths, newspaper vending machines, and so on, in the waiting area of various stations. The rent revenue totaled slightly more than NT\$ 101.63 million in 2012.
- K. Develop the Cultural and Creative Industry with Railway Merchandise that Represents TRA's Brand Value: Railway merchandise sales (including the Train Service Department and all restaurants) totaled NT\$ 51.43 million.



郵輪列車旅客參觀野柳地質公園
Passengers on the cruise train visit Yehliu Geopark

2. Property Revitalization and Utilization Promote Private Participation in Rehabilitate-Operate-Transfer

- Promote Private Participation in Public Construction Projects:
 - a. Taipei Railway Station Building: The TRA signed the contract for the project "Promoting Private Participation in the Rehabilitation and Operation of the G+2, G+1, and U-1 Levels of the Taipei Railway Station Building" in December

(二) 資產活化利用

● 促參 ROT：

- (1) 臺北車站大樓促進民間參與整建營運案：臺北車站大樓 G+2、G+1、U-1 層促進民間參與整建營運案，已於 95 年 12 月簽約，G+2 層 96 年 10 月底整建完成開始營運，100 年 11 月 11 日 G+1 及 U-1 層開幕加入營運，101 年特許權利金 476 萬元，經營權利金收入 6,261 萬元，營運權利金收入 2,933 萬元，合計約為 9,670 萬元。較上年度同期增加 3,262 萬餘元。
- (2) 板橋車站大樓商場民間參與整建營運案：板橋車站大樓 U-1 員工餐廳、G+2、G+24 及 G+25 層商場民間參與整建營運案，於 98 年 4 月 1 日完成投資契約簽訂，一次收取特許權利金 2,500 萬元，分 16 年攤銷，101 年攤銷之實際收入為 156 萬元，101 年經營權利金扣除支付高鐵收益分配數後約為 3,172 萬元，營運權利金達 3,376 萬元，合計約為 6,704 萬元，較上年度同期增加約 270 萬元。
- (3) 新左營站旅運服務空間民間參與整建營運移轉案：新左營站旅運服務空間促進民間參與整建營運移轉案，已於 100 年 11 月 14 日完成投資契約簽訂，開發特許權利金 420 萬元為一次收取，分 12 年攤銷，101 年攤銷之實際收入為 35 萬元，經營權利金 33 萬元。

● 場站房地出租運用：

- (1) 設置停車場：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，截至 101 年底全線共有 104 處停車場，累計停車場租金收入為 2 億 6,570 萬元，比較去年同期收入 2 億 2,898 萬元，增加 3,672 萬元。
- (2) 辦理房地出租：基於資產活化再利用之理念，利用鐵路沿線閒置空地、站房、房舍等，在不妨礙原有使用原則下規劃辦理出租，101 年度共有房屋 246 件、辦公室 30 件、土地 307 件，累計租金營收 3 億 9,569 萬元，較上年度同期營收 3 億 9,078 萬元，增加 491 萬元。
- (3) 轉型倉庫出租：將倉儲保管業務轉型為倉庫出租業務，101 年度可供出租計有 175 間倉庫，其中已出租倉庫 162 間，出租率 92.6%，累計營收 6,961 萬餘元。相較於 100 年度營收 7,377 萬餘元，減少 416 萬元。

● 貨運服務：

PP 自強號快遞：101 年度營收約 1,188 萬餘元，相較於 100 年度營收 1,111 萬餘元，增加 77 萬元。

● 其他車站商務：

- (1) 拓展廣告空間出租業務：在不妨礙站車秩序與行車安全及破壞建物結構範圍內，妥善利用空間規劃廣告標的出租，車廂方面有平面海報及車體彩繪，車站內外有平面、燈箱、櫥窗及多媒體廣告等，本年度廣告因考量車站觀瞻，進行版面減量及美化，租金累計收入為 4,905 萬元，較上年度同期 5,470 萬元，減少 565 萬元。
- (2) 經營拍攝場地出租：本局為配合「中央機關推動電影攝製協助工作」單位之一，同時為活化本局相關資產之運用，訂有「交通部臺灣鐵路管理局拍攝場地設備出租作業要點」，受理拍攝申請，101 年度共計辦理 52 件，租金收入約 92 萬元。
- (3) 基地台空間出租：為方便行旅、改善通信品質並配合政府電信自由化政策，在不影響行車安全及行車通訊品質原則下，開放本局車站、房地供電信業者架設行動電話基地台，101 年度共計 102 處，租金收入約 1,139 萬元，相較於 100 年 919 萬元，增加 220 萬元。

(三) 土地開發經營業務

● 促參建設：

- (1) 臺北車站特定專用區交九用地開發經營案，93 年 12 月 27 日簽約，開發權利金 6 億 5,121 萬元、營運權利金為售價 6%、年租金興建期及營運期分別為公告地價 1.05% 及 3%，98 年 8 月 19 日轉運站正式啟用。
- (2) 南港車站大樓興建營運案，95 年 12 月 11 日簽約，開發權利金 8,000 萬元、營運權利金總金額現值約 16 億 4,711 萬元、年租金興建期及營運期分別為公告地價 1% 及 3%，於 101 年 9 月 27 日完成簽訂地上權契約，101 年 10 月 18 日收取土地租金 2,999,845 元，101 年 10 月 19 日完成基地交付，101 年 10 月 25 日完成設定地上權登記，101 年 11 月 15 日正式申報開工。

2006. G+2 has been rehabilitated and operational since October 2007. On November 11, 2011, G+1 and U-1 became fully operational. In 2012, the special permission royalty revenue was NT\$ 4.76 million, the business royalty revenue was NT\$ 62.61 million, and the operational royalty revenue was 29.33 million. The sum was about NT\$ 96.7 million, an increase of about NT\$ 32.62 million compared to the same period last year.

- b. Private Participation in Public Construction Projects of Retail Space: Banqiao Railway Station Building: The TRA signed the investment contract for this project, which covers the employee cafeteria at U-1, G+2, G+24, and G+25 retail space, on April 1, 2009. The TRA collected a special permitted royalty of NT\$ 25 million, allocated over 16 years. Allocated actual revenue in 2012 was NT\$ 1.56 million. The business royalty revenue in 2012, after deducting the THSR's share of revenue, was about NT\$ 31.72 million. The operation royalty revenue reached NT\$ 33.76 million. The sum was about NT\$ 67.04 million, an increase of about NT\$ 2.7 million compared to the same period last year.
- c. Private Participation in the Public Construction Projects of Travel Service Area: Xinzuoing Railway Station Building: The TRA signed an investment contract for this project on November 14, 2011. The TRA will collect a development special permitted royalty of \$4.2 million allocated over 12 years. The allocated amount in 2012 was NT\$ 350,000, and the business royalty was NT\$ 330,000.

● Lease the Underused Property:

- a. Establish Parking Lots: To improve traffic in the area surrounding the station and the better service for business travelers, the TRA has designated areas near many stations as parking lots. As of the end of 2012, 104 parking lots exist in the entire TRA system. The total parking rental revenue was NT\$ 265.7 million, a NT\$ 36.72 million increase over last year's revenue of NT\$ 228.98 million.
- b. Lease Buildings and Land: In order to revitalize the underused property and utilize idle land, stations, and buildings along the railway, the TRA offered property for rent so long as the existing use of the property is not hindered. In 2012, 246 buildings, 30 units of office space, and 307 parcels of land were in leasing agreements with tenants. The total rental revenue was NT\$ 395.69 million, an increase of NT\$ 4.91 million compared to last year's revenue of NT\$ 390.78 million.
- c. Lease Warehouses: The TRA has been transforming its warehouse storage business to a warehouse leasing business. 175 warehouses were available for rent in 2012. Of these, 162 have been leased, at a lease rate of 92.6%. The revenue from this business segment was slightly more than NT\$ 69.61 million. Compared to the revenue of NT\$ 73.77 million in 2011, there has been a decrease of NT\$ 4.16 million.

● Freight Service:

Push-Pull Tze-Chiang Limited Express Courier Service: Revenue in 2012 was about NT\$ 11.88 million, an increase of NT\$ 770,000 over 2011 revenue of NT\$ 11.11 million.

● Other Station Business Opportunities:

- a. Expand the Rental Service in the Advertisement Space: On the condition that traffic patterns, transportation safety, and building structure being not interfered with, the TRA aimed to lease its space for advertising use to the fullest. The cars can accommodate printed posters and the car body painting. The stations accommodate print advertisement, display light boxes, window displays, and multimedia advertising both inside and outside of the building. Due to aesthetic concerns for the stations, advertising space has been reduced and remodeled. The rental revenue totaled NT\$ 49.05 million, a decrease of NT\$ 5.65 million compared to the NT\$ 54.7 million last year.
- b. Lease Locations for Filming: The TRA is one of the government agencies that participates in the "Central Government Agencies Providing Assistance to Movie Production" agreement. To revitalize the TRA's relevant assets, the TRA has codified the "TRA, MOTC Filming Location Rental Operation Guidelines" to facilitate the application of film production. In 2012, 52 applications have been processed, resulting in NT\$ 920,000 of revenue.
- c. Lease Areas to Telecom Operators for Base Stations: To accommodate passengers, improve the quality of communications, and coordinate with the government's telecom industry deregulation, the TRA allowed telecom operators to install cellular phone base stations over TRA station buildings and land, on the condition that transportation safety and train communication quality are not compromised. In 2012, 102 locations have been leased, resulting in revenue of about NT\$ 11.39 million, an increase of NT\$ 2.2 million over the NT\$ 9.19 million in 2011.

3. Land Development Operation

● Construction Projects in Conformity with the Requirements in the "Act for the Promotion of Private Participation in Public Construction Projects":

- a. The TRA signed an agreement for the "Taipei Railway Station Specific Zone Transportation Class Nine Development Project" on December 27, 2004. The development royalty was NT\$ 651.21 million, while the operational royalty

- (3) 松山車站綜合大樓暨立體停車場大樓興建營運案，96 年 5 月 15 日簽約，開發權利金 1 億 2,000 萬元、營運權利金總金額現值約 13 億 5,996 萬元且不低於每年營業淨收入 4.4%、年租金興建期及營運期分別為公告地價 1% 及 3%，於 101 年 8 月 30 日與潤泰百益公司完成簽訂地上權契約，並於 101 年 9 月 28 日收取第 1 年營運權利金 2,223,780 元及第 1 年地租 3,336,883 元，亦於 101 年 10 月 22 日完成地上權之設定登記，於 101 年 12 月 18 日 1 樓商場開幕使用，101 年 12 月 28 日潤泰百益公司繳付 102 年土地租金 12,513,311 元，預計 103 年 6 月全面開幕營運。
- (4) 萬華（東、西）車站大樓民間參與興建營運案，98 年 3 月 10 日簽約，開發權利金 1 億 6,000 萬元、年租金興建期公告地價 1%、營運期（前 10 年）為公告地價 3%、營運期（後 40 年）為公告地價 4%，預計 102 年 12 月開工、105 年 2 月開幕營運。

● 都市更新：

- (1) 政府規劃都市更新案：共約南港調車場土地更新案等 11 處，其中蘭城之星、基隆火車站、南港調車場、新竹火車站後站、豐原火車站周邊、高雄港站等 6 處辦理招商檢討作業。
- (2) 民間自提都市更新案：已完成板橋舊宿舍區都市更新案 1 處，目前進行事業計畫或權變計畫者約臺北市大同區雙連段都市更新案等 7 處。
- (3) 設定地上權：板橋車站特定區（特專二）國際觀光旅館興建營運案，99 年 8 月 23 日簽約，開發權利金 5,000 萬元、營運權利金為每年營運總收入之 2.45%、年租金為特許期申報地價 5%，前開收益本局約佔 28.71%，預計 105 年 1 月開幕營運，預計 102 年 4 月開工。
- (4) 資產活化及償債計畫：資產活化及償債計畫 101 年 10 月 18 日經行政院同意備查，以活化資產及改善營運方式雙管方式達到償債目標，並以優先開發高效益關鍵資產以快速償債。又有關鐵路立體化開發淨效益部分，原則同意 50% 作為償債財源及 50% 挹注個案建設經費。

(四) 資產活化利用效益分析

本局積極拓展資產活化利用事業，其營運績效逐年提升，101 年收益已超出 20 億元，有效挹注鐵路運輸營運。

● 101 年資產活化效益分類概要表：

使用類型 Use Type	面積 (m ²) Area (m ²)	收益 (千元) Revenue (NT\$ 1,000)	備註 Remarks
出租 Rental	1896,323	1,450,930	
利用 Utilized	241,500	448,669	
委託經營 Outsourced Management	8,792	177,019	便利商店與餐飲服務 Convenience Stores and Restaurants
設定地上權 Superficies	79,881	87,768	促參建設權利金 Royalty from Promotion of Private Participation in Public Construction Projects
其他 Others		4,642	廣場與會議室租借 Plazas and Meeting Rooms Rental
共計 Total	2,226,496	2,169,028	

● 績效重點：

- (1) 依促進民間參與公共建設法及相關法令，戮力推動民間參與投資興建及營運車站大樓，俾節撙公務預算、強化車站功能、繁榮鐵路發展及增加車站開發效益。
- (2) 配合政府政策，積極辦理都市更新作業，以增加收益。
- (3) 開發知名連鎖公司於本局車站設賣店據點。

will be 6% of the sale price. The annual rent during construction and operation were 1.05% and 3%, respectively, of the announced land value. The transfer depot began operation on August 19, 2009.

- b. The TRA signed the agreement for the "Nangang Station Building Development and Operation Project" on December 11, 2006. The development royalty was NT\$ 80 million. The present value of the operational royalty is approximately NT\$ 1.64711 billion. The annual rent during construction and operation are 1% and 3%, respectively, of the announced land value. The contract governing the superficies was signed on September 27, 2012. NT\$ 2,999,845 of rent for the land was received on October 18, 2012, while the base of the project was delivered on October 19, 2012. The registration of the superficies was completed on October 25, 2012. The construction formally began on November 15, 2012.
- c. The TRA signed an agreement for the "Songshan Station Multi-Purpose Building and Parking Tower Construction and Operation Project" on May 15, 2007. The development royalty was NT\$ 120 million. The current value of the operational royalty is approximately NT\$ 1.35996 billion and cannot be lower than 4.4% of the net operating income. The annual rent during construction and operation was 1% and 3%, respectively, of the announced land value. The TRA signed the superficies contract with Ruentex Baiyi on August 30, 2012 and received NT\$ 2,223,780 in operational royalties and NT\$ 3,336,883 of land rent for the first year. The registration of the superficies was completed on October 22, 2012. The business space on the first floor began operation on December 18, 2012. On December 28, 2012, Runtex Baiyi paid NT\$ 12,513,311 in rent for the land in 2013. The building is expected to be fully operational in June 2014.
- d. The contract for the "Wanhua (East, West) Station Building -Private Participation in Public Construction Projects" was signed on March 10, 2009. The development royalty was NT\$ 160 million. The annual rent during construction (first ten years) and operation (subsequent forty years) is 1% and 4%, respectively, of the announced land value. The construction is scheduled to begin on December 2013. The project will be operational by February 2016.

● Urban Renewal:

- a. Government-Planned Urban Renewal: This category includes eleven locations, including the "Nangang Railway Yard Land Renewal Project." Six of the locations are undergoing evaluation of investment attractiveness : Lan Cheng Star, Keelung Railway Station, Nangang Railway Yard, Hsinchu Railway Rear Station, Fengyuan Station Vicinity, and Kaohsiung Port Station.
- b. Urban renewal projects proposed by the private sector: The "Outdated Banqiao Employee Residence Area Urban Renewal Project" has been completed. Currently, seven projects are running implement plans or contingency plans, including the "Shuanglien Section at Datung District in Taipei City Urban Renewal Project."
- c. Superficies: The contract for the "Banquiao Station Specified Zone (Special Exclusive II) International Tourism Hotel Construction and Operation Project" was signed on August 23, 2010. The development royalty was NT\$ 50 million. The operational royalty will be 2.45% of each year's total revenue. The annual rent will be 5% of the owner-declared value of the land for the duration of the permit. The TRA could receive about 28.71% of said revenue. The project is expected to be operational by January 2016. The construction is expected to begin in April 2013.
- d. Property Revitalization and Debt Repayment Plan: The Property Revitalization and Debt Repayment Plan was approved by the Executive Yuan on October 18, 2012. Repayment of debt is to be accomplished by revitalizing assets and improving operation at the same time. In order to pay off the debt as quickly as possible, the priority is on developing major high-yielding assets. Regarding the net benefit of Railway Grade -Separation Project, 50% would be used for debt repayment and 50% would reinforce the project funding.

4.The Cost-Benefit of Assets Revitalization Analysis

The TRA has aggressively expanded assets revitalization operations. Consistent improvement in this area resulted in more than NT\$ 2 billion in revenue in 2012, creating an effective stream of revenue in railway operation.

● 2012 Asset Revitalization Revenue Summary Table: See graph on the left page.

● Focus of Operation:

- a. Based on the "Act for Promotion of Private Participation in Public Construction Projects" and other relevant statutes, the TRA strives to promote private participation in the investment, construction, and operation of station buildings. Our goal is reducing the government budget, enhancing station functions, spurring railway growth, and increasing station development benefits.
- b. The TRA will coordinate with government policies and aggressively engage in urban renewal operations with a goal of increasing revenue.
- c. The TRA will invite well-established chain retailers to open stores inside its stations.

5

事業運作狀況

State of Business Operation



關山車站 Guanshan Station



42 運輸業務
Transportation Business

46 工務工程
Construction Engineering

48 電務工程
Electrical Engineering

50 餐旅服務
Catering Service

52 貨運服務及出租業務
Freight Service and
Leasing Business

54 行政管理及人員訓練
Administrative
Management and
Personnel Training

62 資產管理及資產活化
Property Management
and Active Utilization

一、運輸業務

(一) 客運業務

以成為民眾知己之優質大眾運輸系統，經營運輸本業及關聯事業之雙核心事業。

● 提升運輸服務效能

- (1) 強化內灣線運能：為提供通勤旅客較便利之疏運服務，自 101 年 4 月 25 日起，平日增開新竹 - 九讚頭間區間車 2 對 (4 列次)。另配合九讚頭站場交會功能設施啟用，自 101 年 11 月 15 日起平日再增開新竹 - 九讚頭間區間車 1 對 (2 列次)，新竹 (竹中) - 內灣 (九讚頭) 平日班次由 34 列次增為 40 列次、班距由 1 小時縮短為 53 分鐘。
- (2) 強化暑假期間花東線及南迴線運能：為達成旅客平安返鄉及出遊之疏運服務，本局籌措最大運能，自 101 年 6 月 27 日起至 9 月 2 日止，臺北 - 臺東 (花東線) 自強號 8 列次各加掛 1 組 (3 輛)、莒光號 4 列次各加掛 2~3 輛、復興號 2 列次各加掛 2 輛，每日平均較非暑假期間增加座位數 1,040 位 (+9%)；高雄 - 臺東 (南迴線) 自強號 8 列次各加掛 1 組 (3 輛)、莒光號 8 列次各加掛 1 輛、復興號 2 列次各加掛 1 輛，每日平均較非暑假期間增加座位數 1,257 位 (+11%)。

● 異業結盟，發展國際鐵道觀光業務

- (1) 擴大主題性旅遊之郵輪式列車：配合交通部觀光局與地方政府之年度主題活動加開專列疏運旅客，例如平溪線配合新北市政府舉辦「平溪國際天燈節」、集集線於暑假配合南投縣政府舉辦「火車好多節」及苗栗縣政府「舊山線鐵道文化季」之舊山線列車復駛活動等，配合開行專列及蒸汽火車體驗路線復古風情，增加活動宣傳度與提高旅客搭乘意願，提升觀光旅遊列車之附加價值。



冬季濕原號
Fuyuno Shitsugen

- (2) 進行異業結盟：與日本 JR 北海道釧路支社締結 SL 姊妹列車，並開行「仲夏寶島號」專列，結合觀光局與旅行業者宣傳，推廣國外旅客來臺進行鐵道旅遊之行銷業務，另與江之島電鐵配合雙方一日券提供無償兌換方案等，與國外鐵道公司建立合作行銷模式；國內部分則與 YH 國際青年之家合作，推動寒、暑假青年學子自助環島旅遊優惠券，另與國內旅行業者搭配季節性主題，持續辦理環島觀光列車之旅遊行程，自 101 年 4 月起擴大郵輪式列車兩天一夜之行程規劃及地接業務，符合多樣化之客源需求與旅遊行程。

I. Transportation Business

1. Passenger Transportation Business

● Enhance the Effectiveness of Transportation Service

a. Boost the Neiwan Line's Capacity: To offer more convenient service to commuters, beginning from April 25, 2012, two pairs (4 scheduled trains) of local trains between Hsinchu and Jiuzantou have been added on weekdays. Also, in order to utilize the train passing function just initialized to service at Jiuzantou Station, beginning from November 15, 2012, another pair of local trains (2 scheduled trains) between Hsinchu and Jiuzantou has been added on weekdays. Weekday trains between Hsinchu (Zhuzhong) and Neiwan (Jiuzantou) increased from 34 to 40 trains, and the headway is shortened from 1 hour to 53 minutes.

b. Increase Hualien-Taitung and Southlink Line's Capacity During Summer Vacation Months: To facilitate passengers' home visiting and leisurely travel, the TRA operated at its highest capacity during the summer. From June 27 to September 2, 2012, one set (three cars) was added to eight trains of the Taipei-Taitung (Huatung Line) Tze-Chiang Limited Express, two to three cars were added to four trains of the Chu-Kuang Express, and two cars were added to two trains of the Fu-Hsing Semi Express. Daily average increase of seats available was 1,040 seats, an 9% increase compared to non-summer vacation days; One set (three cars) was added to eight trains of the Kaohsiung-Taitung (Southlink Line) Tze-Chiang Limited Express, one car was added to eight trains of the Chu-Kuang Express, and one car was added to two trains of the Fu-Hsing Semi Express. Daily average increase of seats available was 1,257 seats, an 11% increase compared to non-summer vacation days.

● Develop International Rail Tourism and Strategic Alliances with Other Industries

a. Expanding Operation of Cruise Trains with Travel Themes: To coordinate with the MOTC Tourism Bureau and local governments' themed festivals, additional trains have been added to satisfy the demand on additional transport. For example, the Pingxi Line coordinated with the New Taipei City government's Pingxi International Sky Lantern Festival, the Jiji Line coordinated with the Nantou County Government's Multiple Train Festival during summer vacation, and the Maioli County Government held the Old Mountain Line Railway Culture Festival that old Mountain Line trains were brought back into service. The TRA ran special trains and steam locomotives for these events. These trains allowed passengers to experience a nostalgic ambience, bringing publicity for these festivals as well as enhancing the added value of tourism trains.

b. Engage in Strategic Alliances with Different Industries: The TRA entered into a Sister Steam Locomotive getting alliance with JR Hokkaido and launched the Midsummer Beautiful Island Train. In conjunction with the Tourism Bureau and travel industries, the TRA promoted rail tourism in Taiwan for the international visitors. The TRA also participated in joint marketing schemes with foreign railway companies, such as an agreement with Enoden of Japan that mutually honored the counterparty's one-day pass without any fee. Domestically, the TRA teamed up with the Youth Hostels, promoting individual round-the-island travel discounts for students during the winter and summer vacations. The TRA also teamed up with the domestic travel industries and continued to offer round-the-island tourism trains with seasonal themes. Beginning from April 2012, the TRA expanded the two-days/one-night travel arrangements and local hosting service to meet the needs of a diversified clientele with wide-range travel plans.



仲夏寶島號
Midsummer Beautiful Island Train



● 提升為民服務品質

- (1) 服務品質獲得交通部肯定：本局由臺中、新左營二站代表參評 101 年度交通部服務品質獎，經交通部委員考評後由新左營站獲頒此項殊榮，並經交通部提報參評 101 年度行政院「政府服務品質獎」。
- (2) 提升車站無障礙設施功能：逐站增設昇降設備，以本局進出站旅客數排名前 90 名之車站為對象，截至 100 年底已設置 52 站，101 年再設置 11 站。
- (3) 推行列車博愛座：增加區間車博愛座達 20%。
- (4) 實施走動式服務：101 年 4 月起，由各級主管、車站二線人員、志工等組成服務團隊，走出辦公室，提供「與旅客零距離」的服務，並由臺北車站率先利用平板電腦走動服務，提供動線引導、查詢列車即時資訊、時刻表、轉乘資訊及其他貼心服務等。
- (5) 旅客服務諮詢執行優良：
旅客整體服務諮詢系統 101 年度執行現況如下：
 - ①中文網頁年度點閱率：47,276,628 人次。
 - ②兒童網頁年度點閱率：133,234 人次。
 - ③局長信箱旅客諮詢案件計回復 14,914 件。
 - ④遺失物協尋資訊服務計 19,262 件。
- (6) 免費提供時刻表：101 年度為因應 4 月 25 日列車時刻調整，分別印製冊本式及摺頁式時刻表各 40 萬、20 萬份，分置於各車站供旅客免費索取。

(二) 貨運業務

1. 花蓮港支線電氣化完成

101 年 7 月起中鋼公司及亞泥公司貨物列車陸續以電力機車牽引，減少沿線環境噪音，並全數移轉中鋼公司和仁至花蓮港間公路運能（3,750 噸 / 日）。

2. 完成新馬等 6 站裝卸貨場及相關設備建置

配合蘇花改計畫之工程餘土運送，完成新馬、永樂、東澳、漢本、和平、和仁等 6 站裝卸貨場軌道、號誌及相關設備建置，可如期依計畫執行餘土運送政策。

3. 完成五堵貨場等 3 處公共貨場污染防治設備

為符合環境污染防治法之規範，101 年完成五堵貨場、蘇澳新站、和平站等 3 處公共貨場污染防治設備。



1	2	3
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- | | |
|--|--|
| <p>1 平板電腦走動服務
Tablet PC away-from-desk service</p> <p>3 主管親自執行走動式服務
Managers participate in away-from-desk service</p> | <p>2 行動服務台
information service</p> |
|--|--|

● Improve Service Quality:

- a. Our service quality has been approved by the MOTC: The TRA nominated Taichung and Xinzuoing stations to represent the TRA in a competition for the 2012 MOTC Service Quality Award. Based on the evaluation of the MOTC committee, Xinzuoing Station won this prestigious prize and has been nominated by the MOTC to participate in the 2012 Executive Yuan Government Service Quality Award Competition.
- b. Enhance station-wide barrier-free facility functions: Station by station, elevators have been added, with the priority given to the top 90 stations in terms of passenger numbers. As of the end of 2011, elevators have been installed in 52 stations. An additional eleven stations also added such equipment in 2012.
- c. Promote priority seats on cars: Increase the number of priority seats on regional trains by 20%.
- d. Implement Away-from-desk Service: Beginning from April 2012, various levels of managers, station support staff, and volunteers formed service teams and worked away from their desks, offering "zero distance" service to passengers. Taipei Railway Station spearheaded the effort of adopting tablet computers in the away-from-desk service, providing destination guidance, real-time train information, timetables, transfer information, and other thoughtful services.
- e. Excellent service record of handling passenger inquiries:
As a whole, the achievements of the passenger inquiry service system in 2012 are as follows:
 - ① Chinese website annual click through rate: 47,276,628 times.
 - ② Children's website click through rate: 133,234 times.
 - ③ 14,914 Passenger inquiries submitted to the Director General have been replied.
 - ④ 19,262 lost and found services have been performed.
- f. Free Train Schedules: Due to effective scheduling changes since April 25, 2012, 400,000 booklets and 200,000 folding timetables have been printed and free distributed to passengers at stations.

2.Freight Transportation Service

A.Electrification of the Hualien Port Branch Line was Completed

Since July 2012, cargo trains of China Steel Co. and Asia Cement Co. have been pulled by electric locomotives, reducing noise in the surrounding areas. In addition, the shift toward locomotive transport has completely absorbed the road transportation capacity of China Steel Co. between Heren and Hualien Port (3,750 tons / day).

B.Complete the Outfitting of Cargo Yards and Related Facilities at Six Stations, including Xinma.

Coordinating with the transportation of surplus soil in the Suao-Hualien Highway Renovation project, the TRA accomplished the outfitting of cargo yard tracks, signals, and related equipment at Xinma, Yungle, Tungau, Hanben, Hoping, and Heren stations. Surplus soil transportation can now be executed as planned.

C.Install Pollution Prevention Equipment at Three Cargo Yards, including Wudu Cargo Yard

To comply with regulations of environmental pollution prevention statutes, the TRA installed pollution prevention equipment at three public cargo yards, including Wudu Cargo Yard, Suao New Station, and Hoping Station, was completed in 2012.

二、工務工程

(一) 路線養護

辦理全線軌道路線改善 101 年度累計抽出枕木 31,138 根、換入枕木 7,022 根，抽出鋼軌 55,047 公尺、換入鋼軌 25,760 公尺，補充道碴：用碴 38,374 立方公尺；補充 246.96 公里、抽換道岔 164 套。

(二) 橋隧路基改善

1. 委託專業技術服務機構進行沿線 712 座重要橋梁檢測及耐震、耐沖刷評估，預計 102 年 4 月底前完成評估作業。未來將依檢測結果評估需求輕重緩急辦理改建或補強，俾提高橋梁結構安全。
2. 辦理南迴線多良 2-1 號等 18 座隧道，已完成加固工程之安全檢測評估及加固設計，俾作為日後補強加固執行參考依據，中央等 9 座隧道持續辦理加固施工作業，101 年度已完成南迴線 37 座老舊隧道安全檢測評估暨加固設計及集集線 7 座老舊隧道加固工程。

(三) 推動臺鐵通用設計化，打造無障礙交通環境

1. 增設車站無障礙電梯，提供高齡者、行動不便者以及攜帶重物等之旅客搭乘，推動更加完善且優質之鐵路運輸服務，截至 101 年度已完成 60 站，其餘車站預計分為兩階段辦理，第 1 階段預計於 102 年陸續再完成 27 站，第 2 階段 12 站納入各項鐵路改善計畫辦理，預計 106 年底前完成 99 站。
2. 改善月台與車廂齊平，配合列車進出台階，提高車站月台高度，第一階段提高至 92 公分。縮短旅客上下車時間，減少列車停靠站時間，提高列車準點，構建現代化友善運輸環境。101 年度完成 40 站，累計月台提高共完成 126 站。

II. Construction Engineering

1. Track Maintenance

The TRA maintained and improved the tracks in the entire system. In 2012, 31,138 ties have been withdrawn, while 7,022 ties were inserted. 55,047 meters of steel rails have been withdrawn, while 25,760 meters of steel rails were inserted. Ballast replacement: 38,374 cubic meters of ballast have been used, replenishing ballast along 246.96 km of tracks, 164 turnouts have been replaced.

2. Improvement to Bridges, Tunnels, and Foundations

- A. The TRA contracted professional technical service organizations to perform inspections and earthquake & flood resistance evaluations on 712 important bridges in the railway system. These evaluations are expected to conclude before April 2013. In the future, the TRA will rebuild or reinforce the bridges based on the results and priorities made by the evaluations to improve the structural integrity of the bridges.
- B. The TRA has performed a safety inspection evaluation and reinforcement design on 18 tunnels in the Southlink Line, such as the Duoliang 2-1 Tunnel, which will provide the basis for reinforcement projects in the future. The reinforcement construction is ongoing at nine tunnels, including the Chung-Yang Tunnel. In 2012, the TRA completed a safety inspection evaluation and reinforcement design on 37 old tunnels and bridges in the Southlink Line and a reinforcement construction in 7 old tunnels along the Jiji Line.

3. Promote TRA Universal Design and Create a Barrier Free Transportation Environment

- A. The TRA added elevators for the handicapped at various stations for use by senior citizens, those with disabilities, and passengers carrying heavy luggage, toward a goal of providing more thoughtful and higher quality rail transportation. As of the end of 2012, 60 stations have been equipped, while the improvement at other stations will be accomplished in two future stages. The first stage includes 27 stations that will have such construction completed in 2013. The second stage includes 12 stations to receive attention in various railway improvement projects. Before the end of 2017, 99 stations will have such facilities.
- B. The TRA has raised platforms to the height of passenger car entrances. During the first stage of such construction, platforms were raised to 92 cm. The TRA aimed to reduce boarding time for passengers, reduce the length of stopping intervals on trains, improve on-time performance, and construct a modern and friendly transportation environment. Forty stations have completed construction in 2012. Altogether, platforms at 126 stations are scheduled to be raised.



三、電務工程

(一) 號誌

1. 為配合富岡基地啟用新設北湖站，以供富岡基地轉運、調車、進出基地之用，其富岡基地之號誌設備採用自動號誌，基地內設置就地控制盤，由機廠調車運轉人員控制自動調車，為基地內完整建置之第 1 套自動號誌設備，可大幅減少調車人力，並提高運轉效率。
2. 負責列車變換運轉軌道之轉轍器，常因路基不穩、枕木腐蝕造成尖軌與基本軌位移，屢屢肇致號誌障礙，為改善此一現象，於高雄電務段轄區設置轉轍器締結裝置，固定轉轍器各組件之相對位置，確保轉轍器查核動作正常，藉以提升運轉效率。

(二) 電訊

1. 完成光纖監測系統軟、硬體設備更新，包含主監控中心監測設備、主副監測中心路由設備及全省 7 處監測站設備維護；並於各電務分駐所新設電子地圖軟體及各光纜資料座標建檔，強化中央監控及管理效能，使現場單位能於最短時間內找出故障點，有效縮短查修時間，確保本局有線通訊傳輸品質。
2. 完成本局行車調度無線電話系統網管軟體升級，提升系統網管穩定度。
3. 完成本局北迴線、南迴線、山線、海線及縱貫線等站間 26 組集中電話主機及電源、20 台有線調度電話觸控操作控制台設備更新工程，改善站間通訊品質，提升行車調度通訊可靠度及行車安全。
4. 完成新竹站裝設 750 組月台接近警示燈新設工程。

(三) 電力

1. 配合臺鐵都會區捷運化更新電車線設備，已完成基隆 - 竹南間 95 主吊線更換 133 單軌公里，以加強電車線系統之強度，進而提升系統之穩定性及可靠度。
2. 配合臺鐵都會區捷運化列車密度增加，擴增變電站容量，以提高供電之可靠度，完成甲南等變電站容量擴建工程，其容量由 30MVA 擴增為 50MVA，計增加約 66% 之容量。



電車線系統站間設備更新
Inter-station power line system equipment upgrade



變電站開關場及變壓器設備更新
Substation switchyard and transformer equipment upgrade



電車線系統站場設備更新
Power line system equipment upgrade



變電站氣體開關設備 (GIS) 更新
Substation gas insulated switch (GIS) equipment upgrade

III. Electrical Engineering

1. Signals

- A. The newly established Beihu Station allows easier transfer, shunting, and train movement to and from Fugang Base, as it was designed with Fugang Base in mind. The signal equipment in Fugang Base is fully automated, and a local control panel has been installed inside the base. Train workshop shunting personnel control the automatic shunting. It is the first automatic signal equipment on the base. It can greatly reduce the manpower of train shunting and increase operational efficiency.
- B. The turnouts that control the trains changing tracks often cause signal malfunction due to unstable track foundation, the decomposition of ties, and the corresponding displacement of point rails and base rails. To rectify this situation, the TRA has installed turnout coupling devices at the Kaohsiung Electrical Section to secure the relative positions of all components in a turnout. This device will ensure normal functions of the turnout checking process so that operational efficiency can be improved.

2. Telecommunications

- A. The TRA accomplished the upgrade of software and hardware in the fiber-optics monitoring system, including main monitoring center equipment, router equipment at the main and support monitoring center, and maintenance at seven monitoring stations in Taiwan. The TRA also installed new electronic map software and file for the coordinates of all fiber-optic cables at each electrical station. These steps strengthened centralized monitoring and management functions, allowing units in the field to locate the spot of malfunction in the shortest time possible, effectively reducing inspection and repair time and assuring the quality of wired communication at the TRA.
- B. The TRA upgraded the dispatch wireless telephone system network management software, enhancing the stability of the system's network management.
- C. The TRA completed the upgrade of 26 centralized telephone switchboards and power supplies and 20 landline dispatch telephone touchpad-operated control panels, thereby improving the communication quality between stations and increasing the dispatch communication reliability and train safety.
- D. The TRA completed the installation of 750 sets of train approaching warning lights on the platforms at Hsinchu Station.



光纖監測系統電子地圖監測畫面
Fiber-optic monitoring system, electronic map, monitoring



集中運轉站間電話
Centralized operation inter-station telephone screenshot

3. Electricity

- A. To coordinate with the TRA's mass transit systematization and replace overhead lines, the TRA has completed 133 single track kilometers of the 95 main messenger line replacement between Keelung and Chunan for the purpose of enhancing the strength of the overhead line system. Moreover, it can improve the stability and reliability of the system.
- B. To coordinate with the TRA's mass transit systematization and the corresponding increase in the density of trains, the TRA has expanded the capacity of substations to enhance the reliability of power supplies. The TRA has completed substation expansion projects at Chianan and other stations, increasing their capacity from 30MVA to 50 MVA, meaning an increase of capacity by 66%.

四、餐旅服務

(一) 拓展便當市場佔有率

於車站增設便當販賣點，同時兼具便當轉運站功能，101 年共增設桃園、新竹、彰化車站及高鐵臺南站 4 個販賣台，以加強服務旅客並增裕營收。

(二) 推展文化創意產業開發具本局品牌價值之鐵路商品

1. 慶祝鐵路 125 週年紀念活動，推出：『12 代同堂明信片及筆記本』、『真會跑動力火車系列』、『智慧型聲光古站轉運 3D 文創商品』。
2. 配合各項節慶活動推出經典商品，如：西洋情人節推出「破冰達陣 鐵定成功」道釘禮盒組、與日本冬季濕原號締結姊妹車發行紀念皮質鑰匙圈、紀念帽、紀念 T 恤及 2 款紀念戳章、父親節推出「彩色版 CK101 蒸汽火車模型」、中秋節首度與伊甸社會福利基金會攜手推出「花好月圓 鐵定團圓」公益月餅、「永保安康黃金紀念車票」、「102 年『蒸蒸日上』蒸汽機車專輯月曆」等。



彩色版 CK101 蒸汽火車模型
Color Painted CK101 Steam Locomotive Model



102 年『蒸蒸日上』蒸汽機車專輯月曆
“Full Steam Ahead” 2013 steam locomotive calendar

3. 慶祝新自強號列車到路營運，開發多種紀念商品，如：新自強號列車包裝之月餅及手工餅乾、新自強號列車孩童用餐具組、新自強號列車 L 型文件夾、新自強號列車造型童襪及船型襪、新自強號列車造型磁鐵及勳章、新自強號造型環保筷及釘書機及新自強號列車紙火車等週邊商品。

(三) 開發商標授權，創造鐵路附加價值

為維護本局形象（商譽）、提升商品多樣化與附加價值及保存鐵路文化亦有助益，將持續開發商標授權。

IV. Catering Service

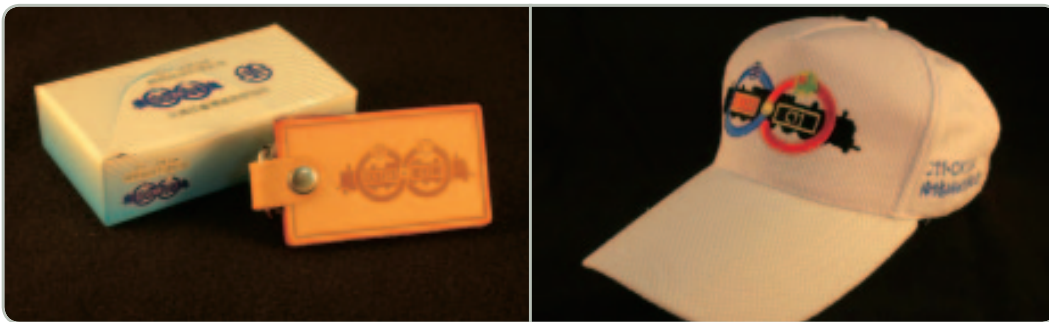
1. Increase Boxed Lunch Market share

The TRA added boxed lunch sales locations at various stations and these sales locations also serve as boxed lunch transfer points. In 2012, the TRA added four sales locations (Taoyuan, Hsinchu, Changhua, and THSR Tainan) to better serve passengers and increase revenue.

2. Promote the Creative Industry and Develop Railway Merchandise with TRA Brand Value

A. To celebrate the 125th year of Taiwan railways, the TRA launched "Twelve Generation Postcards and Notepads," "Strong Runner Power Locomotives," "Smart Transfer 3D Creative Merchandise."

B. The TRA made classic merchandise available for sale, such as the "Nailing Success and Reaching the Goals" rail spike gift set for sale on Valentine's Day; leather key chains, commemorative baseball caps, T-shirts, and two commemorative stamps for the Sister Train Agreement with Japan's Fuyuno Shitsugen. For Father's Day, the TRA launched the "Color Painted CK101 Steam Locomotive Models". For the Mid-Autumn Festival, the TRA partnered with Eden Foundation for the first time and promoted moon cakes named "Fine Flowers and Round Moon – Railway to Reunion"; "Golden Commemorative Tickets – Forever Safe and Sound"; and the 2013 "Full Steam Ahead" steam locomotive calendar.



與日本冬季濕原號締結姊妹車紀念皮質鑰匙圈及紀念帽

Leather key chains, commemorative baseball caps, T-shirt, and two commemorative stamps for the Sister Train Agreement with Japan's Fuyuno Shitsugen

C. To celebrate the delivery and operation of the new Tze-Chiang Limited Express, the TRA developed many types of merchandise, such as moon cakes and handmade cookies with packaging in the form of the new Tze-Chiang Limited Express, children's silverware, L-shaped document holders, children's socks, ankle socks, magnets, pins, reusable chopsticks, staplers, and paper trains with the new Tze-Chiang Limited Express themes.



「破冰達陣 鐵定成功」道釘禮盒組
"Nailing Success and Reaching the Goals" rail spike gift set

3. Develop Licensing Agreements; Create Added Value from the Railway

To preserve the TRA's image (business reputation), increase the diversity and added value of merchandise, and preserve railway culture, the TRA continues to seek trademark licensing.





(四) 發展旅遊觀光業務

為拓展旅遊觀光產業，規劃 2 日以上之鐵路旅遊行程，行程安排停靠各站文創景點及各地觀光景點，不僅結合鐵路旅遊與文創產業，帶動臺鐵的資產活化，並促進各地觀光產業發展。

(五) 打造實體商店並設置網路購物系統

精心打造鐵路商品專賣店 - 臺鐵夢工場，以明亮活潑的店面設計，設置於三鐵共構、人潮眾多的臺北車站不僅凸顯其質感，更能提升鐵路商品價值；網路購物系統不僅便利民眾線上選購商品，更達成「購物免出門、商品送到家」之服務。

五、貨運服務與出租業務

(一) 車站商場 OT/ROT

依據「促參法」相關規定活化資產，規劃引進民間充沛資金及創意，使車站成為地區商業重心，提供完整行旅服務，成為匯集人文與凝聚商機之絕佳地點，配合大環境改變及法規之妥適修訂，並調整營運策略，多元開發擴大市場，以期附業收益逐年提高。

(二) 出租業務

1. 全面普查沿線各車站周邊可供出租之房地，朝整體規劃考量，在不妨礙原有使用目的原則下，以多元化經營開發利用鐵路沿線閒置空地、站房、房舍、辦公室、土地、停車場、倉庫等。
2. 推動鐵道文化與觀光產業發展事項，依法配合臺東、新竹縣政府發展之「競爭型國際魅力據點示範計畫」，重新形塑車站新商圈並將帶動週遭商業發展，更能增加就業機會及經濟效益與臺東縣政府共同創造車站嶄新的未來。
3. 配合花東郵輪式列車騎乘自行車，辦理提供兩鐵旅遊暨自行車活動相關配套商業服務。

(三) 傳統大宗貨運承攬與快遞業務

目前配合公、民營業者，承攬煤炭、水泥、砂石等大宗貨物運送。並與運務處合作推動推拉式自強號快遞服務。

(四) 廣告業務

廣告建置以站體融合一致為原則，並納入通用設計概念，劃定版面，並以內建、嵌入、圓滑等設計方式，採融入站體設計風格之優質表現方式呈現。在不妨礙站車秩序與行車安全及破壞建物結構範圍內，妥善利用空間規劃平面、燈箱、多媒體等廣告標的出租。

(五) 拍攝場地出租

配合政策推展文化產業，提升本局形象，同時為活化本局相關資產之運用，規劃本局場地設備出租，作為戲劇、電影、紀錄片、廣告等拍攝用途。

(六) 基地台空間出租

為方便行旅、改善通信品質並配合政府電信自由化政策，在不影響行車安全及行車通訊品質原則下，積極辦理鐵路沿線基地台增設，開放本局車站、房地供電信業者架設行動電話基地台。

4. Promote Tourism Business

To promote tourism business, the TRA designed railway tour packages with a duration of at least two days. The tours take travelers to cultural and sightseeing destinations. The tours combine railway travel and creative industries, to revitalize TRA's property and promote development of the tourism industry in various regions.

5. Build physical retail outlets and launch online stores

The TRA crafted the TRA Dream Workshop, an exclusive retail shop for railway merchandise. With a bright and vibrant storefront design and strategically located at Taipei Railway Station where three types of rail transportation and thousands of travelers converge, the store represents quality and enhances the value of railway merchandise. The online store system facilitates merchandise sales for the general public and offers stay-at-home shopping and courier delivery to residences.

V. Freight Service and Rental Business

1. Station Retail Space OT/ROT

According to the regulations codified in the Act for Promotion of Private Participation in Infrastructure Projects, the TRA revitalized underused property and planned the introduction of abundant private sector funds and innovation that could turn stations into regional business hubs – in other words, a prime location that offers well-rounded travel service, attracts talent, and consolidates business opportunities. The TRA evolves with the changes in macroeconomic conditions and the revision of laws. The TRA also fine-tunes its operating strategies and expands markets in various ways, hoping that revenue from affiliated business will increase by the year.

2. Rental Business

A. The TRA thoroughly surveys buildings and land available for rent near all stations in the railway system. With the big picture in mind, and on the condition that the original use is not interfered with, the TRA manages and develops underused land, stations, buildings, offices, parking lots, and warehouses in the entire railway system in diversified ways.

B. The TRA promotes railway culture and tourism industry development. According to law, the TRA cooperates with the "Paradigm Plan for a Competitive International Attraction Site", a project spearheaded by the county governments of Taitung and Hsinchu that reshapes the new business areas near the stations and leads regional business development. It can further increase job opportunities and economic benefit, shaping a brand new future of the station with the Taitung County Government.

C. The TRA cooperates with Hualien-Taitung cruise trains that include bicycle trips and offers bike travel-related services.

3. Traditional Bulk Cargo Transportation and Courier Service.

At this moment, the TRA transports bulk cargo such as coal, cement, sand, and gravel for clients in the public and private sectors. The TRA also promotes courier service with the push-pull Tze-Chiang Limited Express, with the Transportation Department in charge of this operation.

4. Advertising Business

The guideline for advertisements calls for the integration of advertising space and station structure. Advertisements should incorporate general design concepts, layouts, and present built-in, embedded and smooth designs that integrate the advertisement with the station style. Without interfering with traffic, train safety, or creating structural damage, the TRA should use its space to arrange plane, display light box, and multimedia advertisement rental.

5. Filming Location Rental

To coordinate with the policy that promotes the cultural industry, promote the TRA's corporate image, and revitalize the TRA's relevant assets, the TRA has planned the rental of its locations and equipment for use in television dramas, feature films, documentaries, and commercial productions.

6. Base Station Space Rental

To provide convenience to passengers, improve communication quality, and comply with the government's telecom deregulation, under the condition that transportation safety and train communication quality are not compromised, the TRA aggressively arranges the addition of base stations along the railway and allows telecom firms to set up cellular phone base stations at the TRA's stations and property.

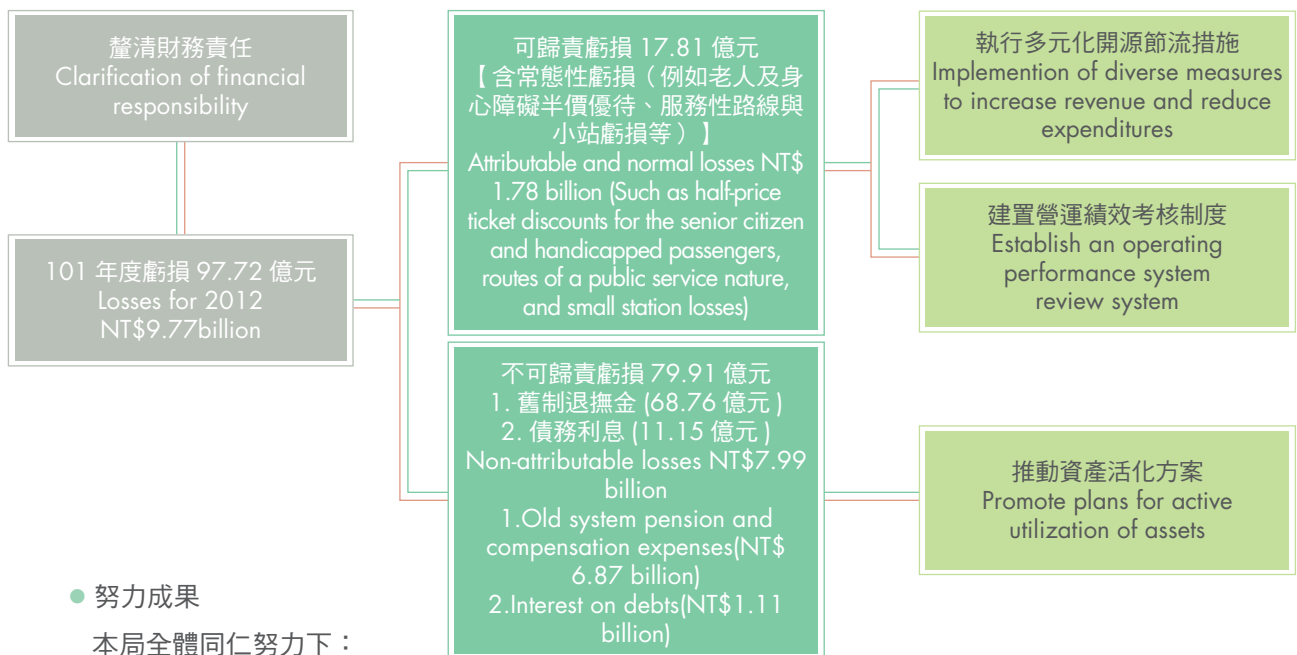
六、行政管理及人員訓練

(一) 推動經營績效責任制

● 建置營運績效帳，以評核財務改善成果

(1) 為合理考評經營者經營責任，依交通部指示，將虧損屬性區分為可歸責與不可歸責，可歸責虧損含常態性虧損（例如老人及身心障礙半價優待、服務性路線與小站虧損等）；不可歸責虧損包括「舊制退撫金」、「債務利息」等不可歸責現任經營者，以考核經營者年度經營責任，並責成本局執行多元化開源節流措施，建置營運績效帳，以評核財務改善成果；另為解決龐大債務，推動資產活化方案，以創造收益，改善財務，逐步清償債務，達成永續經營目標。

(2) 以 101 年度「年度虧損」為例，劃分責任歸屬後，如圖所示：



● 努力成果

本局全體同仁努力下：

101 年度客運量與營收雙雙再創高鐵通車以來新高，客運收入 161 億 1,874 萬元（每日平均 4,404 萬元）較 100 年度成長 3.48%；客運人數 2 億 2,030 萬人次（每日平均 60 萬人次），較 100 年度成長 7.03%。

(二) 會計與統計業務

● 提升營運績效

為創新收益，透過營運業務別、收入產品別、支出部門別等績效面向之劃分，發展多元、客製化之商業創新模式、加強 e 化措施、提升售票服務效能，包括積極推動票務無縫（多卡通整合平台）、資訊無縫（整合旅運資訊）、加強與高鐵之轉乘接駁、結合觀光推動創新服務及發展多元乘車旅遊方式等便民措施，使得運量穩定成長，有效拓展財源增裕營收。由 99 年客運績效顯示，不僅旅客人數創下 10 年新高，客運收入亦恢復到高鐵通車前之水準，而 100 年度仍持續成長，客運收入較 99 年度增加 6.5%，營運量成長 8.47%，101 年度客運收入亦較去年增加 5.42 億元，成長 3.48%，營運量成長 7.03%，顯見本局近年來的運輸營運策略已逐步奏效，創造新市場發展方向。

● 持續推動「整合性策略成本管理資訊系統」建置

「臺鐵整合性策略成本管理資訊系統」係以雙構面作業基礎成本／管理為骨幹，建立鐵路營運相關設備設施產能成本及其生命週期成本與品質成本，並以「會計作業」為核心，將各部門暨各分支機構之營運業務，包括營業管理與業務會計作業、實體配送管理與運輸成本會計作業、基礎工程管理與工程會計作業、材料管理與材料會計作業、財產（物）管理與財產（物）會計作業、資金管理與財務出納會計作業、車輛修造管理與工廠會計作業、人力資源管理與人力資源會計作業、一般支出與普通會計作業等業務活動及會計事務之處理，建構一「資訊平台」，供各部門業務活動資訊交換與共享，拉近作業距離、縮短作業時間、加速作業速度和提升作業效率之即時營運狀態監控管理與分析環境，奠定實施平衡計分卡（BSC）基礎，深化整體營運管理與決策品質。將分兩階段完成，第一階段為財務會計部分，第二階段完成成本與管理。

VI. Administration and Personnel Training

1. Promote Accountability of Business Results

- Create Business Result Accounts to Evaluate Financial Improvement Results

- As directed by the MOTC, in order to reasonably evaluate the operational responsibilities of management, losses have been divided into attributable and non-attributable losses. Attributable losses include regular losses (such as half-price ticket discounts for the senior citizen and handicapped passengers, routes of a public service nature, and small station losses); non-attributable losses include pension and retirement benefits under the previous system and interest accrued on debts, which are not attributable to the current management. Such division of losses helps with the evaluation of annual management responsibility and reviews that the TRA increases revenue and reduces costs in various ways. In addition, promoting asset revitalization in order to increase revenues and pay down debts will improve finances and aid in the goal of achieving operation sustainability.
- Taking the annual loss in 2012 as an example, after dividing the responsibilities, losses can be categorized as the graph below: See graph on the left page.

- Operating Outcome

With the effort of the entire TRA staff:

In 2012, passenger volume and passenger transportation revenue both reached new heights. Passenger transportation revenue was NT\$ 16.11874 billion (daily average NT\$44.04 million), a 3.48% increase over 2011. Passenger volume was 220.3 million persons (daily average 600,000 persons), a 7.03% increase over 2011.

2. Accounting and Statistics Operation

- Improve Operational Results

To generate new revenue streams, the TRA examined its business operations, product revenue, and expenditures in order to develop a diversified and customized business innovation model, enhance e-commerce and boost the effectiveness of ticket sales service. Measures include seamless ticket service (multi-pass integration platform), seamless information technology (integrated transportation information), enhanced transfer and shuttle service with the THSR, coordination with the tourism industry, promoting innovative service, and developing various train travel packages. These measures resulted in the stable growth of passenger volume and effectively increased revenue. As the results from 2010 shown, not only was passenger volume at a ten-year high, passenger transportation revenue also rebounded to the level prior to the open-to-traffic of the THSR. 2011 saw continuous growth. Passenger transportation revenue increased 6.5 % compared to 2010, while passenger volume grew by 8.47%. In 2012, passenger transportation revenue also increased by NT\$ 542 million, an increase of 3.48%, while passenger volume grew by 7.03%. Obviously, the TRA's recent transportation operational strategy has been showing effect and creating a new direction of development.

- Continue to Promote the Adoption of "Integrated Strategic Cost Management Information System"

The "TRA Integrated Strategic Cost Management Information System" uses two-dimensional activity-based costing/management as its base and establishes railway operational equipment capacity cost, life cycle cost, and quality cost. With accounting operation as the core, the system builds an "information platform" for the operation of all departments and branch organizations, such as: operational management and accounting, physical goods logistics management and transportation cost accounting, infrastructure management and construction accounting, material management and material accounting, property management and property accounting, fund management and financial accounting, rolling stock repair and maintenance management, workshop accounting, human resources management and human resources accounting, and general disbursement and accounting. This "information platform" permits the exchange and sharing of information from the operational activities of all departments, thereby reducing operational distance and time, increasing operational speed and efficiency, achieving real-time operational monitoring and analysis. This "information platform" lays the groundwork for implementing the Balanced Score Card (BSC), improving operational management and decision quality. The "information platform" will be built in two stages. The first stage is financial accounting, while the second stage is cost and management accounting.



● 導入國際財務報導準則及國際會計準則

(1) 101 年度依據中央主計機關 99 年 3 月 26 日處孝一字第 0990001768A 號函「國營事業導入國際會計準則實施計畫」，國營事業須自 102 年度正式導入國際財務報導準則及依據國際會計準則與相關解釋函令，爰修訂本局會計制度，修訂草案業經本局各業務單位研討完成，並經會計師覆核後於 101 年 6 月 26 日陳報交通部審核完成轉報行政院主計總處，於 101 年 12 月 24 日奉行政院主計總處主會財字第 1010500845D 號函核定，修訂重點說明如次：

① 改變編排架構

依中央法規標準法第九條規定法規章節之劃分，將原「第某目」修改為「第某款」。

② 導入國際財務報導準則及國際會計準則觀念

本局會計事務處理程序依國際財務報導準則及國際會計準則與相關解釋函令進行修訂。

③ 提高內部審核功能

配合新訂之內部審核處理準則，修訂內部審核處理程序，以發揮內部控制之功能。

④ 配合中央主計機關相關規定，修訂會計科目名稱、定義及編號。

(2) 為因應本局自 102 年度起依國際會計準則（以下簡稱 IFRSs）編製財務報告，101 年度以兩套制度（ROC GAAP 及 IFRSs）雙軌並行，並自 101 年 1 月份起實施及每月產製雙軌報表。

● 配合最新市場情勢，辦理各項民意調查，落實「以客為尊」之經營理念

(1) 辦理「臺鐵內灣線旅客意向調查」

瞭解臺鐵六家／內灣線復駛後旅客對列車時刻需求情形，以及內灣線整體服務之滿意程度等，俾供檢討內灣線營運缺失及業務改進之參酌。本次調查之內灣線整體滿意度高達八成九。

(2) 辦理「臺鐵六家／竹中站旅客導引意向調查」

瞭解旅客對六家站及竹中站導引及轉乘指標服務之看法，俾供檢討六家站及竹中站導引轉乘指標缺失及業務改進之參酌。根據調查結果顯示六家站及竹中站整體滿意度近八成。

(3) 辦理「臺鐵週休二日旅客搭乘北迴線列車情形調查」

瞭解搭乘北迴線列車旅客，對目前臺鐵週休二日北、西部往返花東地區之乘車、訂購票情形看法，俾供檢討花東線營運缺失及業務改進之參酌。

(三) 採購業務

1. 工程採購統計

101 年度辦理預算逾公告金額十分之一以上之工程採購案件計 304 件，合計預算金額為新臺幣 26 億 4,667 萬元，決標金額計新臺幣 21 億 5,197 萬元，為預算金額之 81.31%，結餘新臺幣 4 億 9,470 萬元。

2. 勞務採購統計

101 年度辦理預算逾公告金額十分之一以上之勞務採購案件計 181 件，合計預算金額為新臺幣 19 億 222 萬元，決標金額計新臺幣 16 億 7,878 萬元，為預算金額之 88.25%，結餘新臺幣 2 億 2,344 萬元。

3. 財物採購統計

101 年度辦理財物採購案件共計 231 件，合計預算總金額新臺幣 14 億 4,858 萬元，決標總金額新臺幣 11 億 6,206 萬元，為預算金額之 80.22%，節餘金額新臺幣 2 億 8,651 萬元。

(四) 提升材料管理改善作業，加強員工專業知識訓練

1. 積極落實「材料請購責任制實施要點」：經查 1 至 3 年未使用材料已由 96 年之 2 億 6,500 萬元，下降至 101 年 12 月之 1 億 2,490 萬元。

2. 執行材料管理聯合稽核計畫：以落實庫存材料、維修及工程拆收材料、報廢財產之管理，避免弊端發生。101 年度按季分北、中、南、東四區共 40 個存料單位辦理聯合稽核作業。

● Introducing IFRS and international accounting standards

a. In 2012, the TRA revised its accounting system as directed by Official Letter 0990001768A Xiao One, March 26, 2010, "Implementation plan of introducing international accounting standards for government-owned business" which came from the central governmental accounting office and stated that government-owned business must formally introduce IFRS. Based on this letter, international accounting standards, and other relevant interpretive letters, the TRA has engaged in the revision of its accounting system. The draft of the revision was ratified after research and discussion from the TRA's various business units. After reviews by CPAs, the draft was submitted to the MOTC on June 26, 2012. Upon MOTC's approval, it was submitted again to the Directorate General of Budget, Accounting and Statistics (DGBAS) of the Executive Yuan. The draft was approved by Letter 1010500845D Chu Kuai Tsai from the Directorate General of Budget, Accounting and Statistics (DGBAS) of the Executive Yuan, dated December 24, 2012. The key points of the revision are as follows:

① Change the Compilation Structure

Based on Article 9 of the Central Regulation Standard Act, which regulates the division of sections in a legal statute, the original "category" is changed to "item".

② Introduce IFRS and the Concepts of International Accounting Principles

The TRA's accounting processing procedure is to be revised according to IFRS and international accounting standards and relevant interpretive letters.

③ Improve the Functions of an Internal Audit

In conjunction with revised internal audit process standards, the TRA is to revise internal audit procedures so that internal control can work as planned.

④ Revise account titles, definitions, and coding numbers according to relevant regulations of the central accounting office.

b. As the TRA is required to compile financial statements according to IFRS since 2013, in 2012 the TRA will produce two sets of monthly financial statements, in both ROC GAAP and IFRSs. The dual financial statements will be compiled beginning on January 2012.

● To embrace the newest trends in the market, the TRA conducts various types of surveys to implement "Customer First" operational concepts

a. Conducted "TRA Neiwan Line Passenger Intention Survey"

The TRA sought to understand passengers' demand for train scheduling after the Liujia /Neiwan Line resumed service and the service quality of the Neiwan Line as a whole, and conducted the survey in order to examine the Neiwan Line's operational deficiencies and areas that required improvement. The survey showed that the satisfaction rate reached 89%.

b. Conducted the "TRA Liujia/Zhuzhung Passenger Direction Survey"

The TRA sought to understand passengers' views on the direction and transfer signage at Liujia and Zhuzhung stations in order to examine their deficiencies and seek improvement. The survey showed passenger satisfaction rate for Liujia and Zhuzhung stations as a whole approached 80%.

c. Conducted the "TRA Two-day Weekend North Link Line Ridership Survey"

The TRA sought to understand passengers' views on the train ride and ticket reservation process from the northern and western Taiwan to the Hualien-Taitung area during two-day weekend so that the TRA can improve upon the deficiencies in the Hualien-Taitung line.

3.Procurement Business

A.Construction Procurement Statistics

In 2012, a total of 304 construction procurements were made where the budget exceeded 10% of the announced amount. The budget in total was NT\$ 2.64667 billion. The total of tenders awarded was NT\$ 2.15197 billion, or 81.31% of the budget. The surplus was NT\$ 494.7 million.

B.Service Procurement Statistics

In 2012, a total of 181 service procurements were made where the budget exceeded 10% of the announced amount. The budget in total was NT\$ 1.9222 billion. The total of tenders awarded was NT\$ 1.67878 billion, or 88.25% of the budget. The surplus was NT\$ 223.44 million.

C.Tangible Asset Procurement Statistics

In 2012, a total of 231 tangible asset procurements were made. The budget in total was NT\$ 1.4858 billion. The total of tenders awarded was NT\$ 1.16206 billion, or 80.22% of the budget. The surplus was NT\$ 286.51 million.



材料管理聯合稽核 - 落實防竊 5E 政策 (監視器監視畫面)
Joint material management audit – implementing theft deterrence 5E policy (surveillance camera screenshot)



材料管理聯合稽核 - 落實 6S 作法
Material management joint audit – implementing the 6S approach

3. 加強 PA 系統，以利材料 e 化管理：101 年度已完成 PA82 在建工程材料及 PA83 自購料作業輔助帳管理系統並分北、東、南三區辦理系統說明會以利各存料單位有效管理在建工程材料及自購料。
4. 加強呆廢料標售處理：101 年度廢料標售金額合計 2 億 1,757 萬 3,505 元，為年度執行目標 2 億 2,400 萬元之 97.13%。
5. 辦理員工在職訓練：101 年 8 月間於員工訓練中心辦理管料人員材料管理訓練班計 2 梯次，參訓人數 143 人及 101 年 10 月間於員工訓練中心辦理採購基礎專業訓練課程計 1 梯次，參訓人數 76 人，以強化同仁專業知識；另於北、中、南、東四區辦理採購作業研討會，宣導採購法令及作業規定，以增進本局經辦採購同仁對政府採購法及相關規定的了解。

(五) 人事業務

未婚聯誼活動

為配合交通部擴大分區辦理未婚聯誼活動政策，於宜蘭縣北關農場舉行「勇闖幸福關卡～鐵定成功之旅」，參加人員有交通部及本局等 10 個單位，共有 29 對男女參加。活動在專業團康老師的親切活潑帶領下，透過團康活動拉近彼此間的距離，並在真情告白活動後圓滿畫下完美句點。

員工在職訓練

101 年 6 月 26 日員工在職訓練，請范局長植谷專題演講，講授「啟動新臺鐵元年」。

法治教育

於 3 月 16 日邀請法務部法律事務司李科長世德，講授「淺談政府資訊公開法」；5 月 30 日邀請行政院大陸委員會法政處吳處長美紅，講授「兩岸交流趨勢與公務員赴大陸地區注意事項」。



法務部法律事務司李科長世德專題演講
Section Chief Lee Shih-De, Department of Legal Affairs, Ministry of Justice, giving a speech



行政院大陸委員會法政處吳處長美紅專題演講
Director Wu Mei-Hung of Legal Affairs Department, Mainland China Commission, Executive Yuan, giving a speech

4.Improve Material Management Operation. Enhance Employee Professional Training

- A.Implement the “Material Request Accountability Guideline”: Based on our review, materials that remained idle for one to three years has declined from \$265 million in 2007 to \$124.9 million in December 2012.
- B.Execute the material management joint audit plan: This plan is required for managing materials in inventory, repair and construction materials, and obsolete property, as well as avoiding fraud. In 2012, on a quarterly basis, joint audits were conducted in 40 storage units in the northern, central, southern, and eastern districts.
- C.Enhance the PA system to facilitate the on-line management of materials: In 2012, the TRA constructed the PA82 construction-in-progress materials and PA83 self-purchased material auxiliary ledger management system. System overview seminars were conducted in the northern, eastern, and southern districts to facilitate the effective management of construction-in-progress materials and self-purchased materials at each storage unit.
- D.Improve the auction of idle and obsolete materials: In 2012, the auction of obsolete materials totaled \$217,573,505, or 97.13% of the \$224 million budgeted for the year.
- E.Conduct employee on-the-job training: The TRA conducted two material management training classes for the material management personnel at the Employee Training Center in August 2012. 143 persons participated. A basic procurement professional training class was conducted in October 2012 at the Employee Training Center for 76 employees. The goal of these classes was to increase the employees’ professional knowledge. The TRA also conducted procurement operation seminars in the northern, central, southern, and eastern districts to clarify procurement laws and operational regulations, enhancing the procurement personnel’s understanding of procurement laws and regulations.

5.Personnel Operation

Single Employee Social Activities

To respond to the MOTC’s policy on increasing the scope of social activities for unmarried employees, the TRA sponsored the “Passing the Checkpoints of Happiness – Railway to Success” tour. Twenty-nine pairs of single employees from ten government units such as the MOTC, TRA, and other units participated in this activity. With the guidance of professional activity leaders, the single employees got to know one another better, and the festivities drew to a perfect close.



未婚聯誼活動

Single employee social activities

Employee On-the-job Training

On June 26, 2012, Director General Fan Chih-ku gave a speech during an employee on-the-job training session. The topic was “Starting Year One of the New TRA.”

Legal Education

On March 16, the TRA invited Section Chief Lee Shih-De, Department of Legal Affairs, Ministry of Justice, to give a speech titled “An Introduction to the Freedom of Government Information Law.” On May 30, the TRA invited Director Wu Mei-Hung of Legal Affairs Department, Mainland China Commission, Executive Yuan, giving a speech titled “The interactive tendency between Taiwan and China and the notice affairs of civil servants going to Mainland China.”



范局長植谷專題演講

Director General Fan Chih-ku giving a speech

招募 60 名約僱人員協助阿里山森林鐵路營運

阿里山森林鐵路行經高山地區，為我國珍貴之文化資產，為期森林鐵路動態保存與永續經營，本局於 101 年 5 月 11 日對外公告招募 60 名約僱人力支援阿里山森林鐵路營運，第 1 試體能測驗於 101 年 8 月 13、14 日舉辦，共有 673 人參加，盛況空前，展現國人對阿里山森鐵營運之熱忱，並於 101 年 9 月 1 日舉辦第 2 試筆試測驗後錄取行車管理組 12 名，作業組 16 名，道班組 32 名，共計 60 名約僱人力，於 101 年 10 月 2 日報到，並實施為期 10 天的職前訓練，以期共同實現永續經營阿里山森林鐵路之理念。



新進人員報到海報
New recruit reporting to job poster



正在進行體能測驗之甄試者
Candidates performing physical fitness test

(六) 專業人力培訓

為推動顧客滿意經營理念，提供社會大眾安全、準確之鐵路運輸服務及多角化經營發展等，必須積極培育各種專業人才，使臺鐵永續經營發展，因此，除由員工訓練中心專責辦理在職員工之鐵路專業、風險管理與工作知能教育訓練，新進人員之職前教育訓練，及適時配合各業務單位設備更新、業務改善、制度改革等，在工作現場實施教育訓練外，並遴選具有發展潛力之員工，參加學術機構或公、民營訓練機構之進修、研討或訓練。

為提升工程品質管理效能，員工訓練中心於 98 年經行政院公共工程委員會核准為「公共工程品質管理訓練班」代訓機構。本訓練班主要目的為灌輸臺鐵工程人員品質管理系統之新知，預防工程缺失之發生，提升公共工程施工品質。參訓學員受訓成績及格者，由行政院公共工程委員會核發合格證書，截至 101 年底共計訓練 350 人次，合格人數 331 人，合格率 95%。101 年經公共工程委員會評鑑，將員工訓練中心由第二級調升為「第一級」代訓機構。

員工訓練中心 101 年共計開辦 86 班次，訓練 4,431 人次，46,227.5 人日，詳細分述如下：

1. 儲備人員專業訓練

共計開辦 11 班，訓練 450 人次，17,051 人日。班別如下：

運輸班、司機員班、工程維修車司機及指揮員班、電車線維修車指揮員班、電車線維修車司機員班、勞工安全衛生管理員班等。

2. 知能補充訓練

共計開辦 64 班，訓練 3,058 人次，16,065.5 人日。班別如下：

第一線服務人員講習班、運轉班、路線實務班、土木建築實務班、軌道管理班、車輛維修班、變電及遙控設備養護維修技術班、電力專業技術班、號誌技術基礎班、號誌風險管理班、電訊技術基礎班、採購專業人員基礎訓練班、材料管理班、價值工程研習班、公共工程品質管理班、丙種勞安衛生業務主管訓練班、甲種勞安衛生業務主管訓練班、風險管理班、急救人員安全衛生教育訓練班、現場作業主管安全訓練班、局內密件登記桌作業、分支機構密件登記桌訓練班、局內檔管人員訓練班、資通安全訓練班、分支機構檔管人員訓練班、分會理監事研習班、國有財產管理研習班、站車英語會話班、站車日語會話班、中高階主管職務管理核心能力班、人事資訊系統研習班、性騷擾防治研習班、政風人員學習成長共識營、不動產經營管理班、整合性會計系統訓練班等。

3. 職前訓練

100 年鐵路特考新進人員（高員級、員級、佐級）專業研習班、101 年鐵路特考新進人員（高員級、佐級）專業研習班，共計開辦 11 班，訓練 923 人次，13,111 人日。

Recruiting 60 Contract Workers to Assist with the Operation of the Alishan Forest Railway

The Alishan Forest Railway winds through mountainous terrain and has been a precious cultural legacy of this country. In an effort to carry out conservation and achieve sustainability of the Forest Railway, the TRA announced the recruitment of 60 contract employees on May 11, 2012 to support the operation of the Alishan Forest Railway. The first test – a physical fitness test – was performed on August 13 and 14, 2012, with 673 candidates participating. The enthusiastic participation demonstrated the general public's passion for the operation of the Alishan Forest Railway. After the second test – a written test – was performed on September 1, 2012, the TRA recruited 12 employees for the train management section, 16 for the operation section, and 32 for the track section. In sum, 60 contract workers were hired, and they reported to their posts on October 2, 2012 to participate in a ten-day training prior to the beginning of work. The TRA wishes to share the goal of perpetual management of the Alishan Forest Railway with these new hires.

6. Professional Staff Training

In order to increase customers' satisfaction, provide safe and punctual rail transportation service to the general public, and practice diversified management, the TRA must train all types of professional staff to ensure the perpetual management of the TRA. Therefore, aside from the assortment of training that takes place at the Employee Training Center, including risk management, pre-employment training for new recruits, and on-site education due to equipment replacement, the TRA also appoints promising employees to attend classes, seminars, or training at academic institutions or public/private training institutions as business improvement and regulations reforming. Except the education training in the working places, the TRA also selects potential employees to attend the advanced studies, research or training in the scholar institutions or public/private training institutions.

To improve the effectiveness of construction quality management, the Employee Training Center has been approved by the Public Construction Commission, Executive Yuan as a training facility for the "Public Construction Quality Management Training" classes. The goal of this class is imparting new knowledge to the TRA's construction staff, preventing construction defects, and raising the quality of public construction. The trainees who passed the training were given qualification certificates. As of the end of 2012, 350 persons have been trained, with 331 qualified, for a qualification rate of 95%. The Employee Training Center, previously classified as a Class II training facility, has been reclassified as a Class I training facility following evaluation by the Public Construction Commission in 2012.

The Employee Training Center held 86 classes in 2012, training 4,431 persons, totaling 46,227.5 person-days. Details are as follows:

A. Reserve Employee Professional Training

Eleven classes were held, offering training to 450 persons, totaling 17,051 person-days. The classes are as follows: Transportation, train driver, maintenance train engineer and conductor, power line maintenance train conductor, power line maintenance train engineer, and labor safety and health manager.

B. Skill Supplementary Training

Sixty-four classes were held, offering training to 3,058 persons, totaling 16,065.5 person-days. The classes are as follows:

Front line service personnel, dispatching, routing, civil engineering, track management, rolling stock maintenance, substation and remote control equipment maintenance, electrical professional skill, basic signal skill, signal risk management, telecom foundational training, procurement foundational training, aterial management, value engineering, public construction quality management, Class C labor safety and health management, Class A labor safety and health management, risk management, first-aid personnel safety and health training, on-site operation manager safety and training, TRA confidential document registration desk operation, branch confidential document registration desk operation, information safety training, branch file management training, council director and supervisor seminar, government-owned property management, station and train English conversation, station and train Japanese conversation, mid- to high-level management core proficiency, HR IT system, sexual harassment prevention, employee ethics training, property management class, and integrated accounting system.

C. Pre-Employment Training

Eleven professional studies classes were held for new employees recruited from the special civil service exam in 2011 (senior officer, officer, and junior officer grades) and 2012 (senior officer, junior officer), and 923 persons were trained in an average of 13,111 persons a day.

(七) 建立系統化安全衛生管理機制

1. 完成 TOSHMS 及 OHSAS18001 建置與驗證

嘉義工務段、高雄工務段、高雄機廠、高雄機務段、嘉義機務段、嘉義電力段、臺南電力段、高雄電務段、高雄運務段、高雄檢車段、花蓮運務段、花蓮機廠、臺東工務段、臺東機分段、花蓮機務段、花蓮電務段及局本部等 17 個單位於 101 年通過 TOSHMS 及 OHSAS18001 建置與驗證。

2.20 名勞安人員於 101 年完成 OHSAS18001 暨 TOSHMS 職業安全衛生管理系統主導稽核員訓練課程並通過考試。



七、資產管理及資產活化

為因應環境變遷，積極運用交通建設與資產開發結合之利基，以發揮最大公共利益，本局透過資產開發及附屬事業經營等機制，依循促參法、都市更新條例及都市計畫公共設施用地多目標使用辦法等法令，配合政府鐵路建設計畫、行政院加速推動都市更新方案及地方政府都市發展計畫，辦理各項開發案。

(一) 促參業務

● 已簽約案

(1) 臺北車站特定專用區交九用地開發經營案

簽約日期：2004.12.27 特許期限：50 年

(2) 南港車站大樓興建營運案

簽約日期：2006.12.11 特許期限：50 年

(3) 松山車站綜合大樓暨立體停車場大樓民間參與興建營運案

簽約日期：2007.05.15 特許期限：52 年

7. Establish Systemic Safety and Health Management Mechanisms

A. Accomplish the introduction and certification of TOSHMS and OHSAS18001.

The seventeen business units that passed the certification processes of TOSHMS and OHSAS18001 in 2012 include: Chiayi Construction Section, Kaohsiung Construction Section, Kaohsiung Workshop, Kaohsiung Locomotive Section, Chiayi Locomotive Section, Chiayi Electric Section, Tainan Electric Section, Kaohsiung Electric Work Section, Kaohsiung Transportation Section, Kaohsiung Inspection Section, Hualien Transportation Section, Hualien Workshop, Taitung Construction Section, Taitung Locomotive Branch Section, Hualien Locomotive Section, Hualien Locomotive Section, Hualien Electric Work Section, and TRA Headquarters.

B. Training 20 Occupational Safety Health Management System Lead Auditors

20 labor safety personnel have completed the OSHAS18001 and TOSHMS occupational safety health management system lead auditor training and passed the exam in 2012.



1	2	3
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- | | |
|---|---|
| <p>1 101 年 8 月 22 日南區授證
Southern district certification granting on August 22, 2012</p> | <p>2 101 年 11 月 20 日東區授證
Eastern district certification granting on November 20, 2012</p> |
| <p>3 101 年 9 月 26 日結訓
Completion of training on September 26, 2012</p> | |

VII. Asset Management and Property Revitalization

In response to changes in the macroeconomic environment, and to aggressively utilize the niche that combines traffic infrastructure and property development to achieve the greatest public good, the TRA engages in all types of property development projects with the following principles: Developing property and operating affiliated business; following laws such as the Promotion of Private Participation in Infrastructure Projects Act, Urban Renewal Act, and Urban Planning Public Use Space Multi-use Regulations.

1. Promotion of Private Participation in Infrastructure

● Projects Ratified

- a. Taipei Station Specially Designated Area Jiao Jiu (Transportation Class IX) Land Development and Operation Project
Contract Ratification Date: December 27, 2004 Duration of Permit: 50 Years
- b. Nangang Station Building BOT
Contract Ratification Date: December 11, 2006
Duration of Permit: 50 Years
- c. Songshan Station Mixed-Use Building and Parking Tower Private Participation BOT
Contract Ratification Date: May 15, 2007
Duration of Permit: 52 Years

- (4) 萬華（東、西）車站大樓民間參與興建營運案
簽約日期：2009.03.10 特許期限：54 年
- (5) 板橋車站大樓商業樓層民間參與整建營運案
簽約日期：2009.04.01 特許期限：16 年
- (6) 臺北車站 1、2 樓及地下 1 樓商場營運案
簽約日期：2006.12.25 特許期限：12 年
- (7) 板橋車站特定區（特專二）國際觀光旅館興建營運案
簽約日期：2010.08.23 特許期限：50 年
- (8) 新左營車站旅運服務空間民間參與整建營運案
簽約日期：2011.11.14 特許期限：13 年

● 規劃招商案

- (1) 三支線民間參與整建營運案
- (2) 舊山線鐵道復駛及民間參與整建營運案
- (3) 花蓮市六期重劃旅館區興建營運案
- (4) 民間參與彰化車站扇形車庫古蹟保存區及周邊地區興建營運案
- (5) 苗栗鐵道文物展示館促參建設營運案

(二) 都市更新業務

● 政府規劃案

- (1) 蘭城之星都市更新開發案
- (2) 基隆車站暨西二西三碼頭都市更新案
結合鐵路火車站、城際客運轉運站、市公車站、海運客貨中心與廣場等公共設施，另規劃商旅設施，引進民間投資開發，並發揮帶動周邊商圈再發展，振興地區觀光與產業經濟。
- (3) 臺北車站特定專用區 E1、E2 區都市更新案
- (4) 南港調車場土地都市更新案
- (5) 新竹車站後站地區都市更新案打造金融、辦公、商務、會展、觀光飯店、百貨、餐飲與文化結合之「新竹都會時尚中心」
- (6) 臺中車站周邊地區都市更新案
- (7) 豐原車站周邊地區都市更新案
- (8) 彰化車站北區都市更新計畫案
- (9) 員林車站周邊地區都市更新案
- (10) 嘉義車站附近地區都市更新案
- (11) 高雄港站都市更新再開發案



- d. Wanhua (East, West) Station Building Private Participation BOT
Contract Ratification Date: March 10, 2009 Duration of Permit: 54 Years
- e. Banqiao Station Building Commercial Floor Private Participation Rehabilitate- Operate Project
Contract Ratification Date: April 01, 2009 Duration of Permit: 16 Years
- f. Taipei Railway Station First, Second, and First Underground Floor Shopping Area Operation Project
Contract Ratification Date: December 25, 2006 Duration of Permit: 12 Years
- g. Banqiao Station Specially Designated Area (Special Exclusive Class Two) International Hotel Build Operate Project
Contract Ratification Date: August 23, 2010 Duration of Permit: 50 Years
- h. Xinzuoing Station Passenger Service Area Private Participation BOT
Contract Ratification Date: November 14, 2011 Duration of Permit: 13 Years
- Planned Invitation of Investment
 - a. Private Participation in the Rehabilitation and Operation of Three Branch Lines
 - b. Old Mountain Line Railway Revival and Private Participation in Rehabilitation and Operation
 - c. Hualien Sixth Rezoning District Hotel Area BOT
 - d. Private Participation of Changhua Station Roundhouse Historic Preservation Site and Surrounding Area BOT
 - e. Miaoli Railway Museum Promotion of Private Participation Operation Project

2. Urban Renewal Business

- Government Planning
 - a. Lancheng Star Urban Renewal Development Project
 - b. Keelung Train Station and West Two, West Three Wharves Urban Renewal Project
Combining the train station, bus depot, local bus station, marine passenger and cargo center, and a plaza with business traveler facilities planned along with this project, the TRA invites private sector investment and development, and hopes to lead the re-development of the surrounding business area, boosting tourism and related industries in the vicinity.
 - c. Taipei Railway Station Specifically Designated Zone E1, E2 Urban Renewal Project
 - d. Nangang Railway Yard Urban Renewal Project
 - e. Hsinchu Railway Station Rear Station Area Urban Renewal Project
The TRA will craft a "Hsinchu Metropolitan Fashion Center" that combines finance, office space, business travel, exhibition space, hotel, retail, dining, and culture.
 - f. Taichung Railway Station Surrounding Area Urban Renewal Project
 - g. Fengyuan Railway Station Surrounding Area Urban Renewal Project
 - h. Changhua Railway Station Northern Area Urban Renewal Project
 - i. Yuanlin Railway Station Surrounding Area Urban Renewal Project
 - j. Chiayi Railway Station Surrounding Area Urban Renewal Project
 - k. Kaohsiung Port Station Urban Renewal and Redevelopment Project



● 民間自提案

除上述都市更新案件外，本局參與民間自提都市更新案，目前正進行事業計畫規劃或權利變換或協調分配土地及建築物作業。有臺北市大同區雙連段一小段、臺北市中山區正義段三小段、臺北市中山區正義段一小段、臺北市大安區懷生段一小段、新北市新店區碧潭段及高雄市三民區大港段七小段等多筆都市更新案。

(三) 不動產開發前置規劃作業

為利土地資產活化及管理之先期規劃與效益評估，截至 101 年底，本局已陸續完成「資產總體利用及管理目標、策略報告」、「具開發效益資產活化、開發、營運研析規劃」、「資產管理及應用資訊擴充建置建議方案」、「高雄機廠資產開發評估報告」、「臺南車站資產開發評估報告」、「北投員訓中心資產開發評估報告」、「花蓮市六期重劃區資產開發評估報告」等，並辦理「資產活化及管理總顧問」委託技術服務案。

另為辦理都市計畫變更、都市更新權利變換及招商作業，本局 101 年陸續辦理「臺北機廠及毗鄰工業區土地都市計畫變更案」、「臺北車站特定專用區（E1、E2 及 D1 西半街廓）都市更新整體規劃」、「高雄機廠遷建後土地開發策略規劃暨都市計畫變更」、及「臺中都會區鐵路高架車站、高架橋下空間及新北市汐止車站站區更新再發展規劃暨多目標使用申請作業」、「北湖（中國科大）車站、湖口車站、新豐車站及竹北車站站區多目標使用整體規劃暨許可申請」、「高雄火車站站東舊宿舍區都市更新開發暨招商規劃」等委託技術服務案。

(四) 資產管理利用

- 本局目前經管之土地資產約計 49,345 筆，面積約計 5,345 公頃，公告現值約 5,961 億元。
- 本局經管被占用土地處理，經檢討符合「本局經管公用不動產出租及利用作業要點」者，積極辦理出租作業；經檢討不符合「本局經管公用不動產出租及利用作業要點」承租者，或仍有業務使用需要者，依法提起訴訟排除。
- 處分情形
 - (1) 本局配合國家重大交通建設及地方政府都市計畫更新需要，由各公務機關依規定辦理有償撥用土地，計得款新臺幣 12.19 億元。
 - (2) 本局 101 年度標、讓售高雄市三民區長明段 293 地號地號等國有土地，計得款新臺幣 1.03 億元。

(五) 宿舍處理業務

● 眷屬宿舍收回

依行政院訂定「中央各機關學校國有眷舍房地處理要點」，位於都市計畫商業區、住宅區及工業區之國有「眷屬宿舍」之退休人員，至 96 年 4 月 1 日起均應返還宿舍，如拒不返還，應依法訴追，並提返還不當得利之訴；位於處理範圍外之眷舍，依行政院 74 年 5 月 18 日臺七十四人政肆字第 14927 號函規定，准予續住至宿舍處理時為止。

● 收回處理情形

- (1) 截至 101 年 12 月 31 日止經管宿舍總戶數 2,662 戶，已收回計 1,891 戶，未收回 771 戶（使用中 669 戶、非法占用 102 戶）。為利資產活化，對於已收回之宿舍，因目前臺北市區停止標售，以參與都市更新為主，在都市更新辦理前，則以短期出租或暫時作出租停車場使用。
- (2) 未收回宿舍中非法佔用戶計 102 戶，較 100 年 12 月底減少被占用 74 戶，將續辦理被占用宿舍排除事宜。

● Private Sector Proposals

Aside from aforementioned urban renewal projects, the TRA participated in private sector proposals. Currently, the TRA is engaged in business planning, rights transfer, or coordinating the allocation of land and building. Urban renewal projects include: Taipei City Datung District Shuanglien Section One Subsection, Taipei City Chungshan District Chengyi Section Three Subsection, Taipei City Chungshan District Chengyi Section One Subsection, Taipei City Daan District Huaisheng Section One Subsection, New Taipei City Hsindien District Bitan Section and Kaohsiung City Sanmin District Dagang Section Seven Subsection.

3. Property Pre-development Planning

To facilitate the revitalization of land assets and advance planning and benefit analysis of land management, as of the end of 2012, the TRA has accomplished the following: Report on asset use and management target strategy; analysis and planning on the revitalization, development, and operation of property with development benefit; proposal for property management and applied information expansion and installation; Kaohsiung workshop development analysis; Tainan Railway Station development analysis; Beitou Employee Training Center property development analysis; and Hualien sixth rezoning area property development analysis. The TRA also performed a "property revitalization and management consulting" technical service engagement.

To participate in urban planning, rights transfer in urban renewal, and the invitation of investments, in 2012, the TRA has conducted the following technical service engagements: Taipei Workshop and nearby industrial zone urban planning revision; Taipei Railway Station specifically designated zone (E1, E2, and the western half of block D1) urban renewal planning; Kaohsiung Workshop land development strategy and urban planning revision after the relocation of workshop; Mixed-use application for Taichung Metropolitan Area elevated railway station and the space beneath elevated tracks, and New Taipei City Xizhi Station area renewal and redevelopment planning; Beihu (China University of Technology), Hukou, Hsinfeng, and Chubei stations mixed-use planning and permit application; and Kaohsiung Railway Station outdated east employee residence area urban renewal and investment invitation.

4. Property Management and Utilization

- The TRA currently manages 49,345 parcels of land assets, with a combined area of 5,345 hectares. The announced land value of such assets is approximately NT\$ 596.1 billion.
- The illegally occupied land parcels that are managed by the TRA may be rented to the current occupier if the situation conforms to the "TRA Managed, Government Owned Property Rental and Utilization Principles." If not, or if the TRA has an immediate business need for the land, the TRA shall take legal action to remove the occupier.
- Disposal of Land Assets
 - a. The TRA cooperated with major national transportation construction projects and urban renewal projects of local governments and transferred land to other governmental units with compensation. The revenue from such transfer was total NT\$ 1.219 billion.
 - b. The TRA auctioned off government-owned land parcels in 2012, such as Lot No. 293, Chang Ming Section, San Min District, Kaohsiung City, for a total of NT\$ 103 million.

5. Employee Residence Management

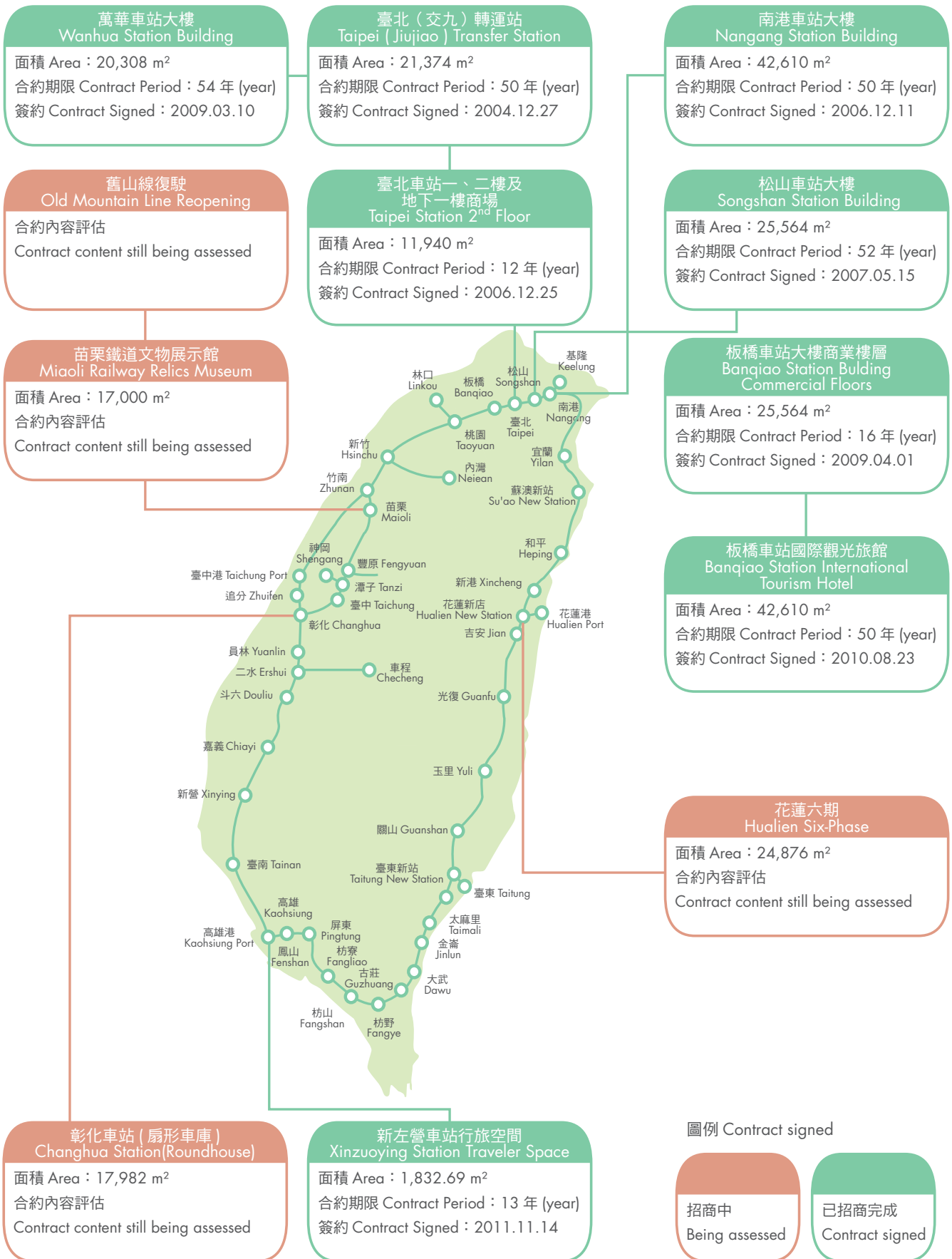
● Repossession of Employee Family Residence

Based on the "Management Principles of Central Government Organizations and Educational Institutions Government Owned Employee Family Residence" enacted by the Executive Yuan, retirees living in employee family residences in business, residential, and industrial zones must return the residences they occupy as of April 1, 2007. The TRA will take legal action against those who refuse to do so and sue for ill-gotten gains. Employee family residences outside the scope of this statute may remain occupied until the disposal of the employee residence, per Official Letter No. 14927, Taiwan Seventy-Four Ren Cheng Sze, Executive Yuan, dated May 18, 1985.

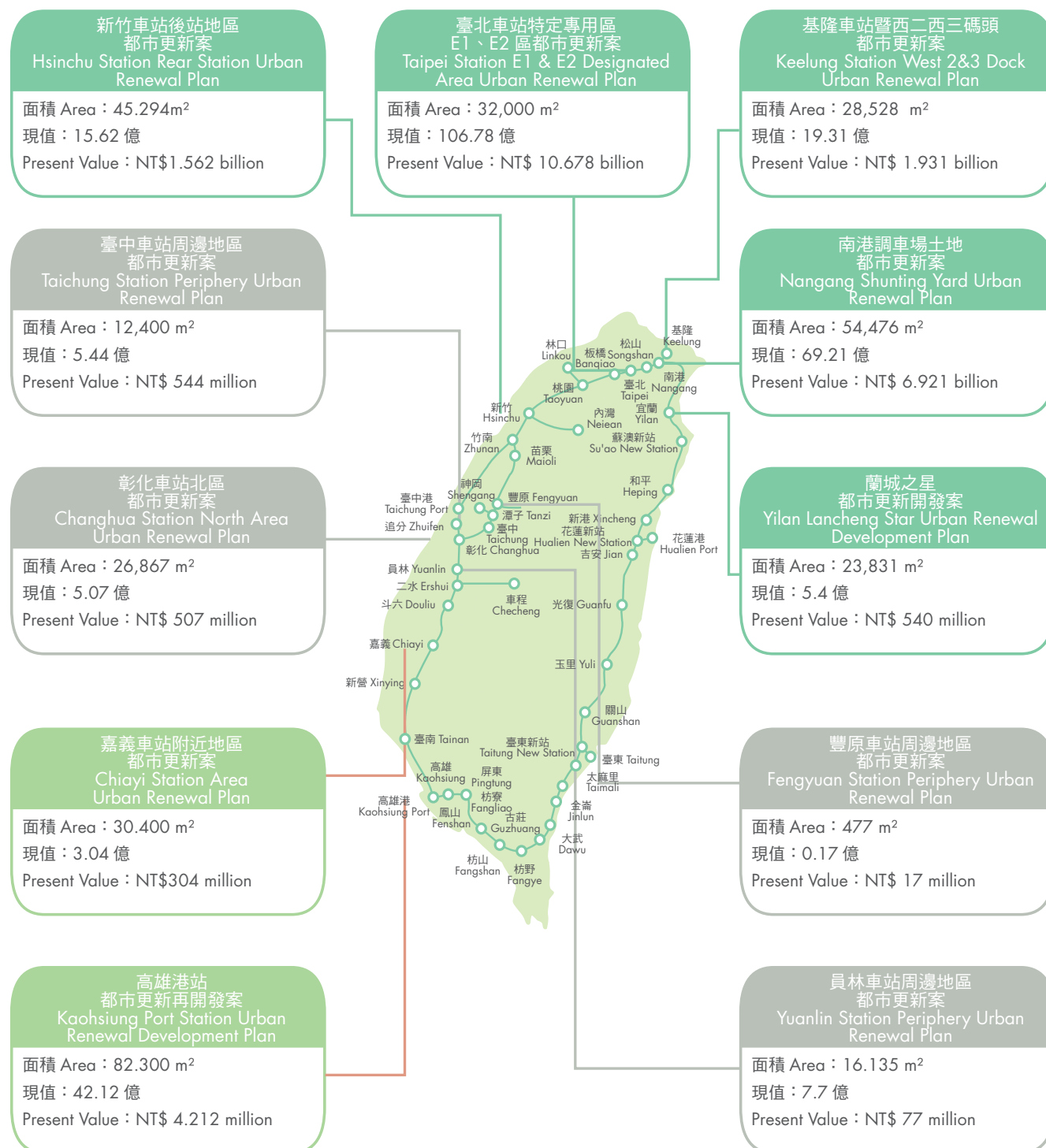
● Condition of Repossession

- a. As of December 31, 2012, 2,662 employee residence units fell under the scope of said Management Principles and have been duly recorded in a roster. Of these, 1,891 units have been repossessed, and 771 have not yet been repossessed (669 are in use, while 102 have been illegally occupied). To benefit property revitalization, the repossessed employee residence units are used for urban renewal, due to the ban on auctioning government property in Taipei City. Before the urban renewal plan is ratified, said property is used for short-term rental or parking lot for rent.
- b. The TRA will continue to take action against the 102 employee residence units not yet repossessed, a decrease by 74 in comparison with the number at the end of December in 2011.

促參業務 Promotion of Private Participation in Projects



都市更新 Urban Renewal Projects Underway



區位 Region	件數 Number	面積 (m ²) Area	公告現值 (億) Assessed Present Value(NT\$ hundred million)
北區 North	5	183.859	216.32
中區 Central	4	55.879	18.38
南部 South	2	112.700	45.16
合計 Total	11	352.438	279.86



新臺鐵元年新氣象

2012 Brings Renewed Energy to the New TRA



冬山車站 Dongshan Station

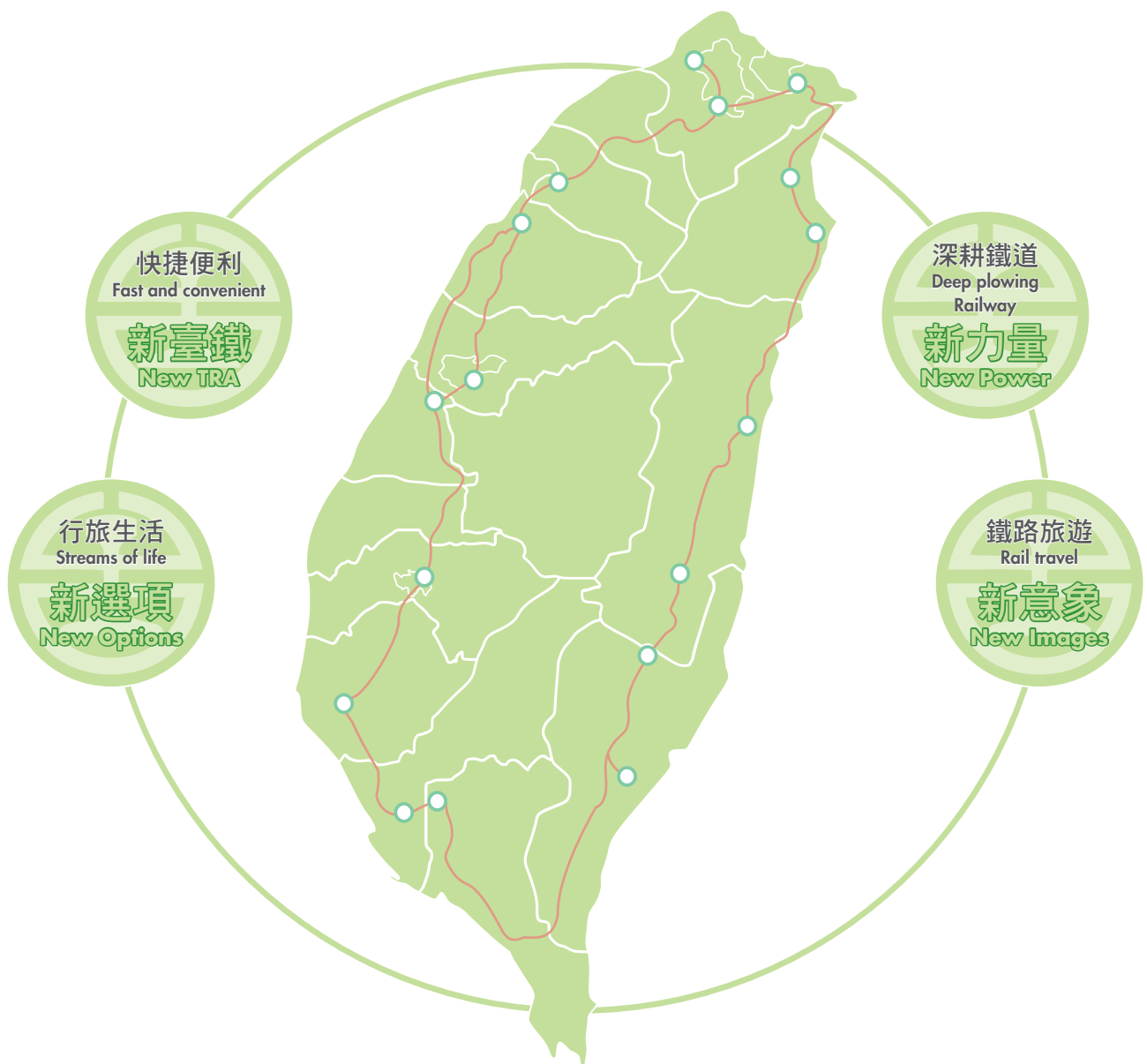


72 薪火相傳 125 週年 啟動新臺鐵元年
Passing the Torch for 125 Years, A New Year for the New TRA

73 各站鐵路節相關活動
Events of Railway Day at Various Stations

76 新購城際列車 - 新自強號
Newly Acquired Inter-city Trains – the New Tze-Chiang Limited Express

78 電務系統提升與改善
Electrical System Upgrade and Improvement



一、薪火相傳 125 週年 啟動新臺鐵元年

I .Passing the Torch for 125 Years, A New Year for the New TRA

慶祝臺灣鐵路 125 週年大會，於本局臺鐵大樓 5 樓演藝廳舉行，由本局范局長植谷親自主持，並以「新臺鐵、新選項、新意象、新力量」之創新元素加以呈現。

Taiwan Railway's 125th Anniversary Ceremony was held in the auditorium on the fifth floor of the Taiwan Railway Building. TRA Director General Dr. Fan Chih-ku presided over the event and presented the innovative themes of "New Taiwan Railway, New Options, New Images, New Power".



本局范局長植谷、交通部毛部長治國、鐵路警察局王局長隆及鐵路工會謝會長勝明共同啟動新臺鐵元年
TRA Director General Fan Chih-ku, Minister of Transportation and Communication Mao Chi-kuo, Chief of Railway Police Bureau Wang Long, and Railway Union Chairman Hsieh Sheng-ming ushered in a new year for the new TRA.

二、各站鐵路節相關活動

II. Events of Railway Day at Various Stations

(一) 花蓮站

為慶祝臺鐵 125 週年，於 6 月 9 日假花蓮前站舉辦一系列慶祝活動，許多退休的臺鐵老前輩包括前企劃處葉日洋處長、花蓮機廠江樹德廠長等亦特別趕來參加這個屬於臺鐵人的節日，且邀請「歷任站長」回娘家一同慶生活動，象徵臺鐵「承先啟後、代代相傳」的優良傳統。

此次活動花蓮站開放 LDK59 蒸汽火車供鄉親、遊客免費體驗，由於參加蒸汽火車體驗的民眾超乎預期的踴躍，為了不讓遠道而來的旅客失望，使得原定計畫開行 4 趟次的蒸汽火車體驗，最後為滿足旅客需求再增開二個趟次；整個鐵路節活動就在旅客大呼過癮聲中畫下圓滿的句點。

1. Hualien Station

To celebrate the 125th anniversary of the TRA, a series of celebrations were held in front of Hualien Station. Many retired TRA employees participated in this TRA festival, including former Planning Department Director Yeh Jih-yang and Hualien Workshop Director Jiang Shu-de. The station also invited previous station masters to a homecoming for the celebration, signifying the proud tradition that is passed from generation to generation.

For this festival, Hualien offered free rides on the LDK59 steam locomotives for local residents and tourists. As the number of visitors to the steam locomotive experience far exceeded expectation, two additional trips were added to the planned four steam locomotive trips so as not to disappoint out-of-town visitors. The entire railway festival ended with the excitement of passengers.



供鄉親和遊客免費體驗 LDK59 蒸汽火車
Free rides on the LDK59 steam locomotives for local residents and tourists

(二) 新左營站

2.Xinzuoying Station

1. 發售紀念月台票套票組

A.Launching Commemorative Platform Pass Sets



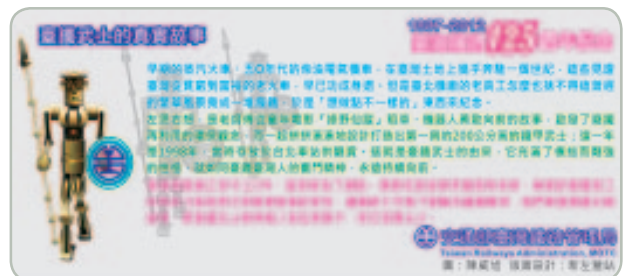
上午月台票正面
Morning Platform Pass (Front)



上午月台票背面
Morning Platform Pass (Back)



下午月台票正面
Afternoon Platform Pass (Front)



下午月台票背面
Afternoon Platform Pass (Back)

2. 配合活動設計 3 款紀念戳章供旅客自行蓋用

B.Three Commemorative Stamps Designed for the Festivities for Use by Passengers



款式 1
Style 1



款式 2
Style 2



款式 3
Style 3

3. 臺鐵家族慶生活動

臺鐵家族成員鐵娃佐佐、鐵娃盈盈，以及由員工用環保材料花費 5 個月時間創作的「臺鐵武士」，在「臺鐵家族慶生會」中正式和大家見面，並與現場旅客分享一起分享蛋糕。

C. TRA Family Birthday Celebration

TRA employees spent five months crafting TRA family members "Iron Doll Zuo Zuo", "Iron Doll Ying Ying", and "TRA Warrior" with environmentally friendly materials. They were formally introduced to the public in the TRA Family Birthday Party and slices of birthday cakes were shared with passengers.

臺鐵家族
TRA Family



鐵娃佐佐
Iron Doll Zuo Zuo

臺鐵武士
TRA Warrior

鐵娃盈盈
Iron Doll Ying Ying



臺鐵家族慶生會
TRA Family Birthday Party



現場民眾紛紛與臺鐵家族合照
Photos opportunities with the TRA family

4. 『戀戀眷村』健行活動

參加人員於臺鐵家族慶生會活動後搭乘區間車至左營站，再健行至眷村文化館由專人導覽。

D. "Nostalgia for Military Dependents Village"

After the TRA Family Birthday Party, participants rode the local train to Zuoying Station and hiked to the Museum of Military Dependents Village to join a guiding tour.



健行活動參加人員抵達左營站
Participants arrived at Zuoying Station



眷村文化館
The Museum of Military Dependents Village

(三) 嘉義站

懷舊火車照片及文物展

展示本局各型列車、鐵路風光照片及舊版乘車票券，喚起民眾對百年鐵路懷舊之情。還於大廳展示鐵路舊文物，由專人解說功用，成功發揚鐵路文化之美。



懷舊火車照片及月台票展
Exhibition of nostalgic train photos and platform passes



懷舊文物展
Display of cultural relics from the old days

三、新購城際列車 - 新自強號

新購城際列車新自強號 17 組 (136 輛)，10 月 25 日首批原型車 2 組 (16 輛) 運抵基隆港碼頭亮相。

新自強號為鋁合金車體，外觀設計流線造型，以雪白車體搭配原住民圖騰之豔紅線條，展現其速度感及現代感。運行於花東油菜花海，襯托熱情、歡聚、愉悅、豐收之意象，更代表新臺鐵活潑新氣象。為新車創意，代表臺鐵局之『TRA』，採中西合璧的草書體設計，飛躍於車體兩側，呈現活躍的風貌與嶄新氣象。

新自強號首批原型車 2 組交車後，將試運轉 3 個月，其中安全性及乘坐舒適性等旅客乘坐服務品質，將由第三人獨立公正公司 (IV&V) 執行驗證與認證，在確保新車運轉安全無虞之下，於民國 102 年春節投入營運。

新自強號服務規劃為車上增設自動販賣機販售飲料、配備新的車銷推車、規劃新增咖啡銷售服務、配合新車營運推出相關鐵路商品銷售。



新車外觀 - 設計圖
The new train – artist rendition



新車外觀 - 實照
The new train – actual photo

3. Chiayi Station

Initial Concept and Expectation of a Train Travel Journal

The exhibition displayed photos of various types of trains of the TRA, railway scenery, and old-fashioned tickets, bringing back memories to the visitors. The station displayed artifacts from the TRA's old days, with experts explaining their functions. This activity promoted the appreciation of railway culture.



火車模型展
Train model exhibition



火車畫家作品展
Train painting exhibition

III. Newly Acquired Inter-city Trains – the New Tze-Chiang Limited Express

Two sets (16 cars) of the newly purchased inter-city train, the new Tze-Chiang Limited Express, have been shipped to Keelung Port and displayed before the public on October 25. In total, seventeen sets, or 136 cars, have been purchased. The train has an aluminum alloy body and features a sleek exterior design. Its snowy-white color with bright red lines is inspired by aboriginal symbols, demonstrating both speed and modernity. Passing through fields of rapeseed flowers in full bloom highlights its image of passion, festivity, joy, abundance, and above all, the vibrant new energy of the TRA. To further demonstrate the creativity associated with the new train, the letters "TRA" are painted in cursive script along both sides of the train, demonstrating a vibrant image and new energy.

After delivery of the two New Tze-Chiang Limited Express prototypes, the trains will undergo trial runs for three months. Passenger service quality indicators such as safety and seating comfort will be tested and certified by a third-party independent evaluator, IV&V in this case. After safety assurance of the new trains is given, the trains will enter service during Chinese New Year in 2013.

On-board service on the new Tze-chiang Limited Express includes: Additional beverage vending machines, new vending push carts, coffee service, and railway merchandise related to the new trains.



四人對坐附桌座椅
Opposing seats for four with table



博愛區客室
Priority seating area



育嬰室
Nursing room



客室
Passenger cabin



圓弧形多功能廁所
Multifunctional restroom (exterior)



圓弧形多功能廁所
Multifunctional restroom (exterior)

四、電務系統提升與改善

(一) 專業技術提升

1. 辦理大型號誌研討會，針對號誌系統故障原因分析，由現場養護工作人員及與會專家共同研討改善，以風險管理的觀念提出防範對策，期使達成零故障目標。
2. 配合各電務段轄區號誌、電訊設備，辦理現場實地進階訓練，由熟悉轄區設備之工程司操作、解說，以達到技術提升目標。
3. 為確保電力設備供電穩定，辦理「電力設備安全總體檢」，有效降低電車線故障件數。

(二) 設備提升與改善

1. 為降低平交道事故發生率，完成 421 處平交道遠端錄影監控設施，24 小時攝錄平交道路口畫面，即時瞭解、掌控現場情形，在 77 處高危險平交道設置障礙物自動偵測設備，減少事故危害，並於交通流量大之平交道設置 138 套大型列車方向指示器，整合鐵路平交道安全標語，傳達用路人穿越平交道時有關行車安全訊息，提升平交道交通安全。
2. 為提升服務品質，完成全線 217 個車站錄影監控設備裝設，提升民眾遺失物協尋效率，維護車站旅客安全，強化打擊犯罪效能。
3. 因應臺鐵捷運化電力行車密度之增加，擴充變電站及線路供電容量，以滿足負載與提升供電品質。



平交道遠端錄影畫面
Level Crossing Remote Video, Screenshot



平交道障礙物自動偵測設備
Crossing Obstacle Automatic Detection Equipment



大型列車方向指示器
Large Indicator of Train Direction



車站遠端錄影畫面
Train Station Video Monitoring, Screenshot

IV. Electrical System Upgrade and Improvement

1. Improvement of Professional Skills

- A. The TRA held a seminar on large signals, analyzing the causes of signal system malfunction. Front-line maintenance crews and experts exchanged ideas of improvement, offering preventative strategies guided by risk management concepts, toward a goal of eliminating all malfunction.
- B. The TRA offered on-site advanced training on signals and telecommunication equipment in the electrical work sections. Engineering department personnel familiar with the section's equipment operated them and lectured on the methods of use and maintenance, toward a goal of improving maintenance techniques.
- C. To ensure stable power supply from electrical equipment, the TRA performed an "Electrical Equipment Total Inspection" in order to effectively reduce power line malfunctions.

2. Equipment Upgrade and Improvement

- A. To reduce accidents at level crossings, the TRA installed remote video monitoring equipment at 421 level crossings, aiming to monitor and record traffic at level crossings 24 hours a day. The equipment offers real-time information of the situation in the field. The TRA also installed automatic obstacle detection equipment at 77 high-risk level crossings to reduce the danger of accidents. The TRA placed in service 138 large indicators of train direction at various level crossings with heavy traffic, and integrated safety signs at level crossings. This way, the TRA can relay travel safety information to drivers as they cross the tracks and improve safety.
- B. To improve service quality, the TRA installed video monitoring equipment at 217 stations throughout the system. The equipment is expected to help the general public recover lost possessions, keep passengers safe at the stations, and fight crime.
- C. As the mass transit systematization of the TRA increased the frequency of electric trains, the TRA expanded substations and the capacity of the power lines to fulfill the load and improve the quality of the power supply.



重大工程及投資建設

Major Engineering Projects and Investments



新左營車站 Xin Zuoying Station



- 82 環島鐵路整體系統安全提升計畫
Round-the-Island Railway System Safety Upgrading Project
- 84 臺鐵都會區捷運化桃園段高架化建設計畫
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- 86 臺鐵都會區捷運化暨區域鐵路後續建設計畫（基隆－苗栗段）
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Regional Railway Follow-up Construction Project (Keelung-
Miaoli Section)
- 87 臺北機廠遷建建設計畫
Taipei Railway Workshop Relocation Project

一、環島鐵路整體系統安全提升計畫

(一) 計畫內容

為強化臺灣地區軌道運輸系統功能，提高全國民眾對大眾運輸工具之使用率，經建會於 98 年審議通過「環島鐵路整體系統安全提升計畫」，自 98 年至 101 年，分 4 年辦理「車站整體更新工程」、「橋梁更新工程」、「隧道檢測及更新工程」、「潛在高風險脆弱路段強化工程」、「軌道結構強化」、「危險路段安全圍籬設施工程」、「通訊及號誌系統可靠度提升」、「電力系統更新」、「車輛動力機電系統更新」等 9 個分項計畫，總經費為 149.49 億元。



(二) 執行成果

101 年度主要辦理內容包括：車站建築及服務設施更新、橋隧基礎結構物改良、站場及路線可靠度提升及機電設施可靠度提升。

- 完成湖口站跨站式站房新建工程

站體以斜屋頂及老街元素為造型，塑造地標意象，營造出老湖口懷舊的場所氛圍。新站於 101 年 12 月 18 日落成啟用，車站連結東西兩側，提供居民搭乘火車的嶄新節點及乘車便利，提供安全、舒適、低污染、高運量兼具節能減碳的綠色運輸。

- 完成沙鹿站跨站式站房新建工程

原有車站建築物保留並增建西站候車大廳，以促進沙鹿鎮東、西兩側都市均衡發展，有效提升生活機能及交通轉運便利性。跨站式站房於 101 年 7 月 13 日完工，站內提供多用途空間，配合需求內容作彈性使用，結合各種商業活動，賦予站區觀光商業契機，活絡整體車站機能。

- 完成仁德站跨站式站房新建工程

配合臺鐵捷運化增設都會區通勤車站，於保安站及中洲站之間設置仁德站，提供當地工業區上班族及學生通勤族等交通便利性。新建車站工程於 101 年 8 月 10 日完工，未來啟用後將可有效提升當地生活機能及交通轉運便利，促進區域繁榮發展。

- 完成五堵汐止間路線容量擴充

完成五堵汐止間第 3 軌道路線容量擴充，適時有效紓解行車瓶頸，提升列車準點可靠度，大幅提升該路段列車運轉調度功能。

I.Round-the-Island Railway System Safety Upgrading Project

1.Project Content

In order to enhance the capabilities of rail transportation systems in Taiwan and increase the usage of public transportation among the general public, the Council for Economic Planning and Development has approved the Round-the-island Railway System Safety Upgrade Project in 2009. From 2009 to 2012, over a span of four years, the TRA engaged in nine sub-projects at a total budget of NT\$ 14.949 billion, listed as follows: Station-wide Improvement Construction, Bridge Improvement Construction, Tunnel Inspection and Improvement Construction, Potentially High-risk and Fragile Railway Segment Reinforcement Construction, Track Structure Reinforcement, Safety Barrier and Equipment Construction in Dangerous Railway Segments, Communication and Signal System Reliability Enhancement, Power System Upgrade, and Train Power Electrical and Mechanical System Upgrade.



1	2	3
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- | | |
|---|--|
| <p>① 湖口站跨站式站房
Hukou Elevated Station</p> <p>③ 仁德站跨站式站房
Rende Elevated Station</p> | <p>② 沙鹿站跨站式站房
Shalu Elevated Station</p> |
|---|--|

2.Project Achievements

The projects undertaken in 2012 were: Station Building and Service Facility Improvement, Bridge and Tunnel Foundation Structure Improvement, Station Yard and Line Reliability Enhancement, and Electrical and Mechanical Equipment Reliability Enhancement.

● Completion of the New Hukou Elevated Station Construction

The station structure features a sloping roof and aesthetic elements from old town streets, and was built with the intention of forming a landmark and crafting a nostalgic ambience for old-time Hukou. The new station entered service on Dec. 18, 2012. The station straddles in an east-west direction, providing local residents with a brand new stop and convenience for train travel, and with safe, comfortable, low pollution, high transportation capacity and carbon-reduced green transportation for all.

● Completion of the New Shalu Elevated Station Construction

The original station building has been preserved, and a west side waiting area has been added for balanced development on both sides of the tracks in the Shalu District, effectively improving functionality and passenger transfer convenience. The Elevated Station building was completed on July 13, 2012. The station offers a multi-use space and can be flexibly reconfigured as needed. In conjunction with various business activities, the station will open the entire area to tourism opportunities and perk-up the station's functions.

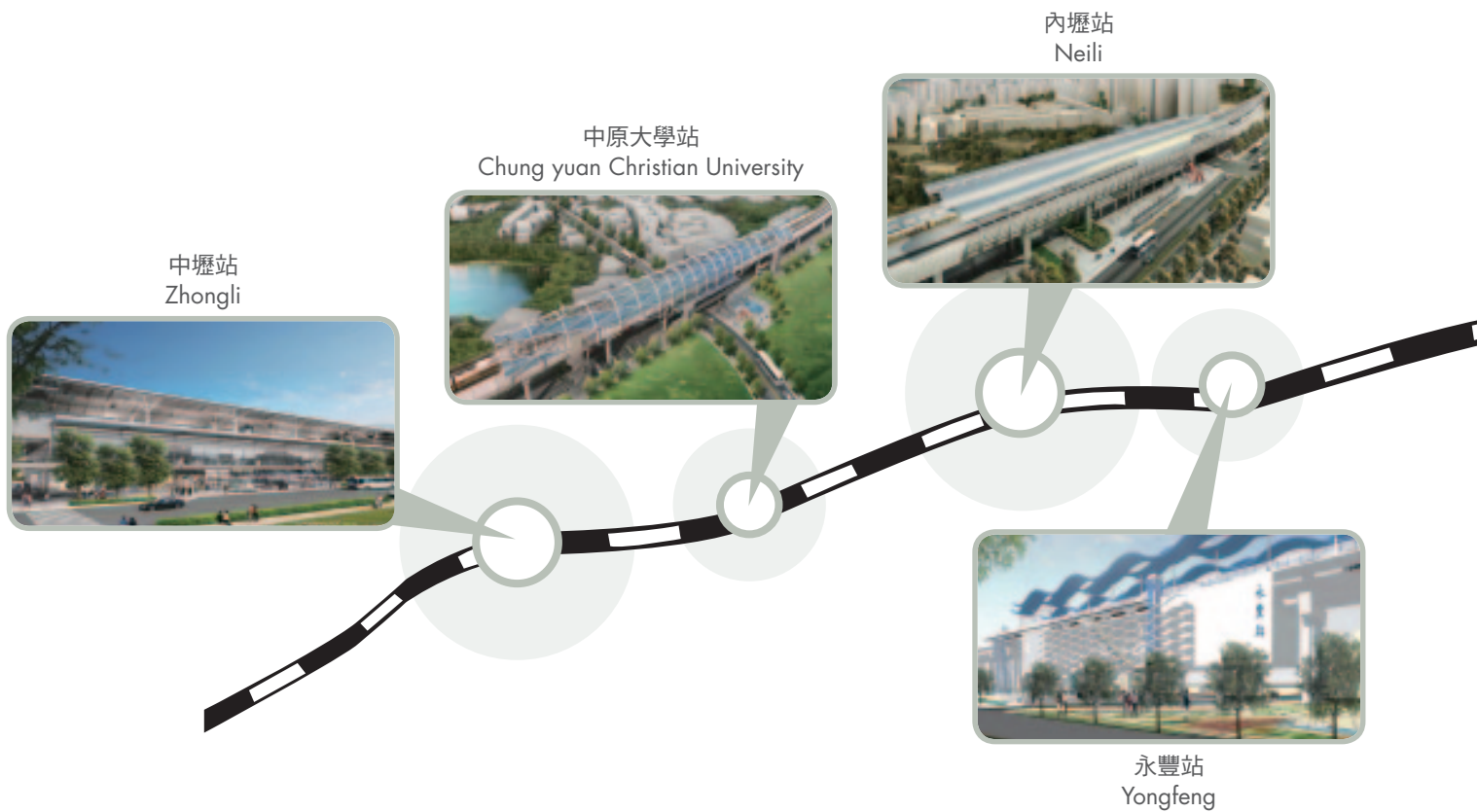
● Completion of the New Rende Elevated Station Construction

As part of the TRA Rapid Transit Systematization, additional commuter stations in metropolitan areas have been constructed. Between Baoan Station and Zhongzhou Station, the TRA has added Rende Station, providing convenience to workers in the local industrial area and students. Station construction was completed on August 10, 2012. After the station is placed in service, it will effectively improve the quality of life and ease of travel, thereby boosting regional growth.

● Completion of Capacity Expansion between Wudu and Xizhi

The TRA has completed a capacity expansion project by adding a third track between Wudu and Xizhi. This project will relieve traffic bottlenecks with measurable effectiveness, increase train on-time performance, and greatly improve the train dispatching functions of this segment.

二、臺鐵都會區捷運化桃園段高架化建設計畫



(一) 計畫內容

奉行政院 98 年 2 月 27 日院臺交字第 0980000793 號函核定辦理，總經費 308.45 億元，計畫期程自 98 年 1 月 1 日至 106 年 12 月 31 日止。主要內容包含：

鐵路降挖段及高架段合計 15.95 公里，其中桃園站以北擴建為三軌正線，桃園站以南為二軌正線。

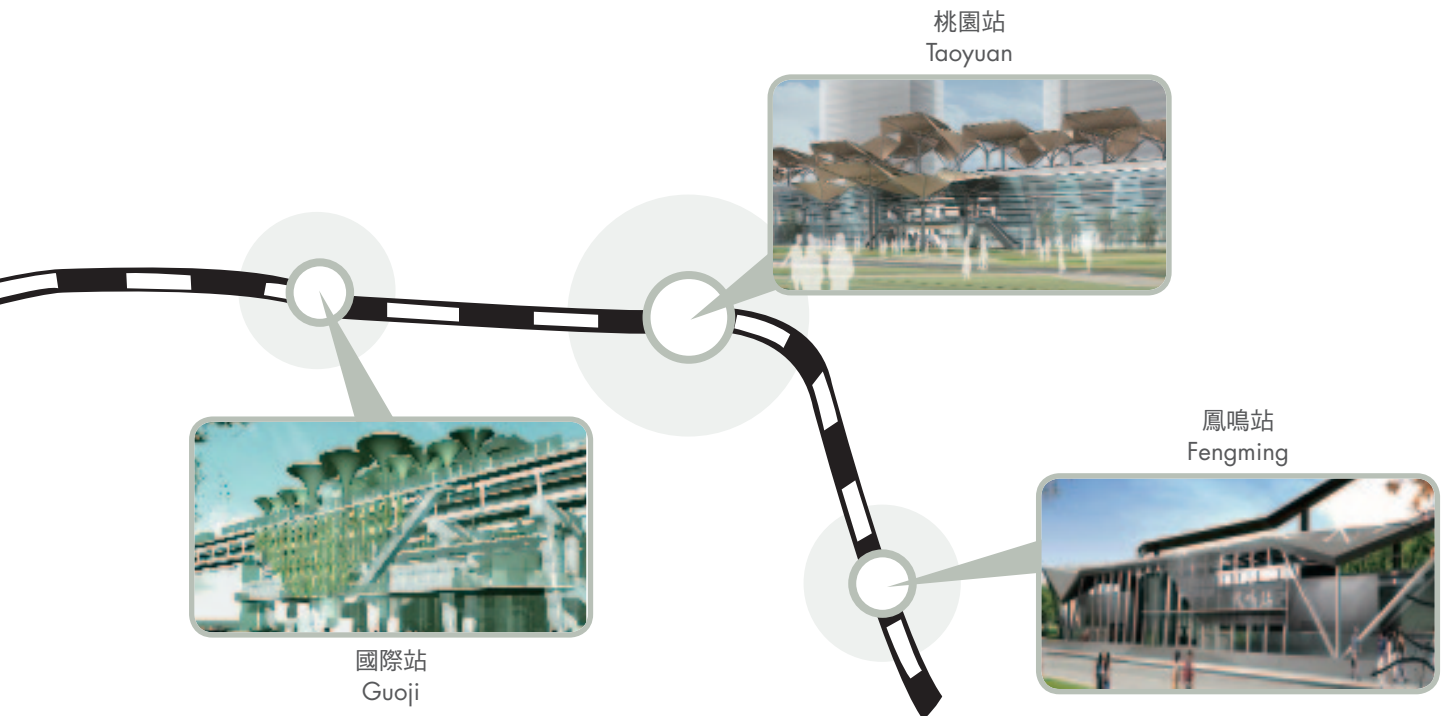
桃園站、內壢站、中壢站改建為高架車站。增設鳳鳴站、國際路站、永豐路站、中原大學站等 4 座通勤車站。其他設施同時配合辦理改善，工程完工後可消除 17 處平交道。

(二) 執行成果

101 年度為計畫第四年，仍以辦理各項前置作業為主：

1. 工程專案管理持續辦理設計、招標及決標之諮詢及審查。
2. DL01 標鳳鳴降挖段（含鳳鳴、桃園臨時站與臨時軌部分）：
 - DL121/122 標臨時軌道路路基工程 101 年 1 月 2 日開工。
 - CL141/142/143 標臨時軌道號誌工程規劃設計完成。
3. DL02 桃園段（含桃園車站、國際路站、永豐路站）：CL211 標桃園段高架橋梁工程規劃設計完成。
4. DL03 中壢段（含桃園車站、國際路站、永豐路站）：完成期中設計成果，接續辦理期末設計作業。
5. 辦理臨時軌用地租用事宜。
6. 永久軌用地徵收作業由桃園縣政府辦理都市計畫變更中。

II. TRA Rapid Transit Systematization in Metropolitan Area on the Taoyuan Section of Elevated Track Project



1. Project Content

This plan is carried out pursuant to its ratification in Executive Yuan official document Tai-Jiao-Zih No. 0980000793, released on February 27, 2009. With a budget totaling NT\$ 30.845 billion, the plan is to be carried out between January 1, 2009 and December 31, 2017. The major components include:

A total of 15.95 kilometers of excavated and elevated railways sections, including expansion to a three-track main line north of Taoyuan Station, with a two-track main line to the south of the station. Taoyuan, Neili, and Zhongli stations are remodeled as elevated stations. Four commuter stations are added: Fengming, Guoji Road, Yongfeng Road, and Chung yuan Christian University. Improvements to other facilities are carried out in conjunction with the above. Seventeen level crossings will be eliminated when the project is completed.

2. Project Achievements

2012 marks the fourth year of the plan. Preparatory work is still our main focus at this stage:

A. Construction project management involves design, invitation to tender, consultation evaluation on awarding the contracts.

B. Project DL01, excavated section (including Fengming, Taoyuan temporary stations, and temporary tracks):

Projects CL121/122, temporary track foundation commenced on January 2, 2012.

Projects CL141/142/143, the planning and design for the signal engineering of temporary tracks, has been completed.

C. DL02 Taoyuan Section (including Taoyuan, Guoji Road, and Yongfeng stations): The planning and design for the elevated tracks of the Taoyuan section of Project CL211 has been completed.

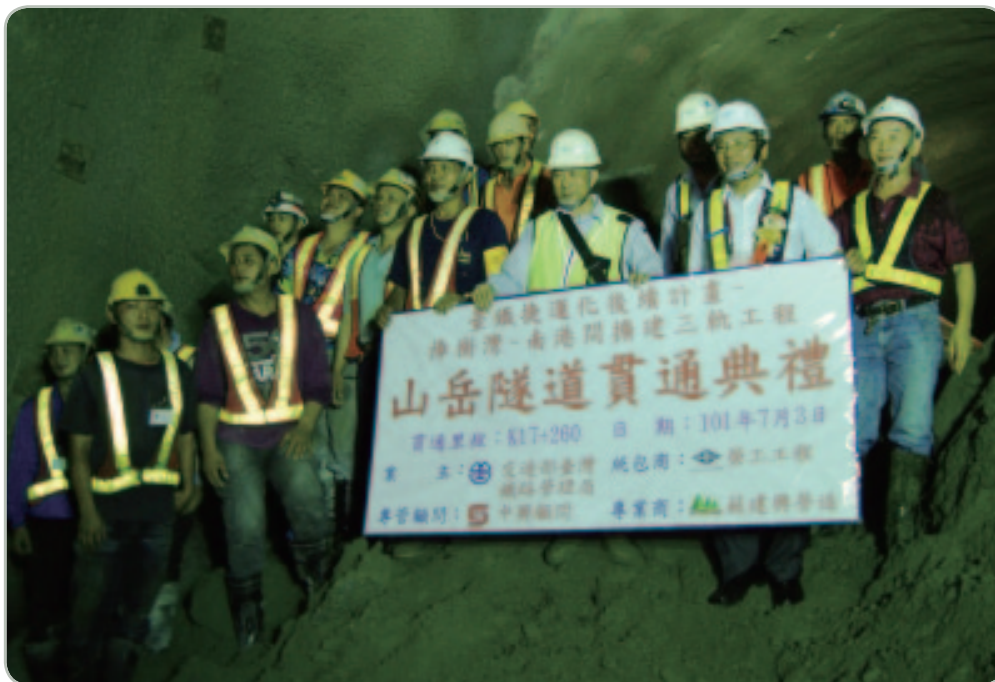
D. DL03 Chungli Section (including Taoyuan, Guoji Road, and Yongfeng stations): Interim design has been completed, and final design work will follow.

E. Negotiating land lease for temporary tracks.

F. The expropriation of permanent track lands is underway, according to the Taoyuan County Government's urban planning modification.

三、臺鐵都會區捷運化暨區域鐵路後續建設計畫（基隆 - 苗栗段）

1. 樟樹灣 - 誠正國中擴建三軌工程已於 101 年 6 月 24 日完成山岳隧道貫通，於 101 年 7 月 3 日邀請交通部毛部長治國至現場舉行貫通典禮。俟工程完工後將使八堵 - 南港間鐵路三軌化路段，路線容量將大幅增加，縮短列車發車間距，減少旅客候車時間，並確保路線穩定性，降低列車誤點風險。
2. 汐止 - 樟樹灣間擴建三軌工程已於 101 年 8 月 20 日竣工，並於 12 月 28 日完成辦理切換 (五堵 - 汐止段)。
3. 上揭工程完工後將使八堵 - 南港間鐵路三軌化路段，路線容量將大幅增加，縮短列車發車間距，減少旅客候車時間，並確保路線穩定性，降低列車誤點風險。路線容量由 332 列次 / 日增為 381 列次 / 日，可增加約 15% 班次，有效解決北基及花東列車在該瓶頸路段壅塞問題。



101 年 7 月 3 日山岳隧道貫通典禮
The Completion of Tunneling Ceremony, Shanyue Tunnel, July 3, 2012

III .TRA Rapid Transit Systematize in Metropolitan Area and Regional Railway Follow-up Construction Project (Keelung-Miaoli Section)

- A.The Shanyue Tunnel, part of the three-track expansion project between Zhangshuwang and Cheng Zheng Junior High School, was completed on June 24, 2012. Minister of MOTC Mao Chih-kuo was invited to the completion ceremony on July 3, 2012. Once the entire project is finished, the railway between Badu and Nangang will possess three tracks, greatly expanding route capacity, shortening the departure interval of trains, and reducing the waiting time of passengers. Furthermore, this project ensures the stability of the route and reduces the risk of train delays.
- B.The three-track expansion between Xizhi and Zhangshuwang was completed on August 20, 2012, and since December 28, trains have been directed to the new tracks (Wudu-Xizhi section).
- C.After the completion of the aforementioned projects, the TRA will have a three-track section between Badu and Nangang, greatly expanding route capacity, shortening the departure interval of trains, and reducing the waiting time of passengers. Furthermore, this project ensures the stability of the route and reduces the risk of train delays. Route capacity will increase from 332 trains /day to 381 trains /day, an increase of about 15%, and effectively reduce congestion of Taipei-Keelung and Hualien-Taitung trains at this bottleneck section.

四、臺北機廠遷建設計畫

1. 北湖車站於 101 年 9 月 28 日正式啟用，該車站採全罩式太陽能屋頂，塑造成「輕耗能」、「開放」、「輕巧」新風格之車站，除響應綠色能源措施，並提供地方舒適及環保乘車環境，同時亦作為富岡車輛基地進廠轉運接駁。
2. 富岡車輛基地依據部頒「鐵路運輸系統履勘作業要點」於 101 年 12 月 7 日完成第一階段各棟廠房與建物現地履勘與模擬演練，未來打造一個現代化的維修機廠，期以安全且人性化的工作環境、順暢的維修流程及高效率的新穎設備提升修車效能，並以提供旅客更加安全舒適可靠的行車服務品質為目標，將以修車設備現代化、流程合理化、基地觀光化、教育化及社區化的特色帶領本局邁向新的紀元。



北湖站啟用典禮之剪綵儀式
Ribbon-cutting Ceremony of Beihu Station Inauguration



北湖站
Beihu Station



電聯車體工場 (二)- 頂升設備測試
EMU Body Workshop (II) Jack Lifting Equipment Testing



生態景觀園區 - 風力發電路燈、太陽能發電路燈
Ecological Scenic Area – Wind- and Solar-powered Streetlamps

IV. Taipei Railway Workshop Relocation Project

- A. Beihu Station was officially inaugurated on September 28, 2012. In terms of architectural style, the station features an enclosed solar panel roof, characterizing the station as low energy-consumption, spacious, and elongated. Aside from responding to green energy initiatives, the station provides a comfortable and environmentally friendly transportation environment. At the same time, it also serves as a shuttle point for Fugang Base.
- B. On December 7, 2012, Fugang Base completed the first stage of inspections on buildings and structures, as well as simulated drills according to the "Guidelines for the Inspection of Rail Transportation Systems" set by the MOTC. In the future, the TRA will build a modernized maintenance facility, with the goal of improving repair and maintenance capabilities in a safe and humane work environment, and implementing a smooth maintenance and repair process with highly efficient new equipment. Our objective is providing passengers safe, comfortable, and reliable train service. We hope to achieve this objective by modernizing repair equipment, rationalizing the workflow, and opening the base to visitors for education and community out-reach. With these goals leading our way, the TRA will speed toward a new age.

8

年度大事紀要

Major Events of the Year





彰化扇形車庫 Changhua Roundhouse

一月 JANUARY

01.08	<p>臺北市立圖書館繼總圖外設置「FastBook 24 小時自助借書站」後，選在臺北車站地下一樓臺鐵暨高鐵候車區增設第二座「FastBook 24 小時自助借書站」，方便旅客 24 小時隨時借書還書，提升車站服務品質。</p> <p>The Taipei City Library added the second FastBook 24-hours Self-service Book Borrowing Station on B1 of Taipei Train Station and the Taiwan High Speed Rail (THSR) waiting area, after setting up the first one outside its main library. This service makes it convenient for passengers to borrow and return books at any time of the day and improves the station's quality of service.</p>
01.10	<p>交通部毛部長治國親臨主持林邊高架車站的啟用典禮，鐵工局許局長俊逸、屏東縣曹縣長啟鴻、本局范局長植谷及多位貴賓出席共襄盛舉。高架化林邊站啟用及林邊溪橋提高築堤等治水防洪措施，除改善市容景觀外，更提升林邊鄉民環境生活品質。</p> <p>Minister of MOTC Mao Chih-kuo presided over the inauguration ceremony of Linbian Elevated Station. Director of Railway Reconstruction Bureau Hsu Chun-yi, Mayor of Pingtung County Tsao Chi-hung, TRA Director General Fan Chih-ku and other honored guests also participated in the ceremony. The inauguration of the elevated Linbian Station and flood management provisions such as the high levee near the Linbian River Bridge would not only enhance the scenery of the city, but also improve the quality of life for the residents of Linbian.</p>
01.13	<p>臺東縣政府與本局共同辦理「臺東國際觀光魅力據點示範計畫 - 鐵道新聚落」合作經營契約儀式。由本局提供舊宿舍區與臺東縣政府合作開發建構嶄新鐵道文化，並結合臺東故事館共築文創、藝文等觀光市集特色。</p> <p>The Taitung County Government and the TRA entered into an agreement under the project named "Taitung International Tourism Paradigm – Railway New Community." On land occupied by an old TRA employee residential compound, the TRA and the Taitung County government would jointly develop a brand-new railway culture that along with the Taitung Story House, including an open-air marketplace for tourists that combines cultural ventures and the arts.</p>
01.17	<p>本日 8 時 42 分 278 次太魯閣號 (田中開往花蓮，車上旅客 300 人) 於埔心 - 楊梅站間幸福水泥平交道與闖越平交道之砂石車相撞，肇致太魯閣號前 3 車出軌，本局彰化機務段機車長蔡崇輝不幸因公殉職。</p> <p>On this day at 8:42 AM, Taroko Express train no. 278, departing from Tienchung to Hualien with 300 passengers on board, collided with a dump truck passing through the Lucky Cement level crossing between Puxin and Yangmei. The collision derailed the first three cars of the Taroko Express. Train Engineer Tsai Chung-hui of the TRA's Changhua locomotive section was killed in the line of duty.</p>
01.18	<p>為迎接祥龍壬辰年級慶祝臺鐵百年文物特展策展成功，在臺北、新竹、追分、永康、高雄、臺東、吉安等車站發售「吉祥如意」名片式紀念套票，全套 6 張，每套售價 100 元。</p> <p>To welcome the Year of Dragon and celebrate the successful exhibition of the TRA's Centennial Historic Artifacts, the TRA offered business card-sized ticket packages with the theme "Peace and Dreams Come True." Each package contains six tickets and costs NT\$ 100. It is available in Taipei, Hsinchu, Chuifen, Yongkang, Kaohsiung, Taitung, and Jian stations.</p>
01.30	<p>101 年春節疏運期間全線加開 564 列次，加掛 1,638 輛次，加開、加掛運能較平日增加 14.8%；每日平均上車人數 60 萬 8,017 人，較去年增加 3.32%；收入 5,863 萬 6,101 元，較去年減少 2.48%；延人公里 3,425 萬 7,322 人公里，較去年減少 0.7%。</p> <p>During the Chinese New Year Holiday extended transportation period, the TRA provided 564 additional departures on all lines and added 1,638 cars. The additional departures and cars marked an increase over the regular days' capacity by 14.8%. Each day, an average of 608,017 passengers boarded the train, an increase of 3.32% over the previous year. Revenue, at NT\$ 58,636,101, decreased from the previous year by 2.48%. Total passenger-kilometers were 34,257,322 passenger-km, a 0.7% reduction from the previous year.</p>

- 01.31 為配合台灣高鐵通車至南港車站，解決過軌問題需要，臺北機廠進廠線於本日凌晨起封閉，該廠員工上下班通勤火車及臺北市區僅有之地面月台，隨之走入歷史。
- To coordinate with the THSR's extension to Nangang Station, and meet the needs of rail crossing, the Taipei Railway Workshop's entry tracks were closed at dawn on this day. The commuting train for the workshop's employees together with the only ground-level train platform in Taipei are now a part of history.

二月 FEBRUARY

- 02.02 本局范局長植谷率團赴日本北海道考察 JR 鐵路附屬事業及地方支線經營，並洽談臺日雙方蒸汽火車結盟相關事宜。
- TRA Director General Fan Chih-ku led a group of administrators to Hokkaido, Japan to study JR's affiliated business and local branch line operation. In addition, they discussed an alliance of steam locomotives between Taiwan and Japan.

- 02.14 2 月 10 日本局召開「破冰達陣 鐵釘成功」紀念商品記者會，本商品係由廢棄鉤頭道釘製成，歷經歲月風雨淬鍊數十年，磁場力強，極具收藏價值，於本月西洋情人節率先推出 1,400 組；餘 1,600 組將於 3 月 14 日白色情人節接續推出。至 2 月底共計銷售 899 組，營業額增加 134 萬 7,601 元。
- On February 10, the TRA held a press conference for gift merchandise with the theme "Nailing Success and Reaching the Goals." The merchandise, fabricated from retired rail spikes tempered by age and weather for decades and possessing strong magnetic force, is a great value for collectors. On Valentine's Day this month, 1,400 sets were introduced to the market. The remaining 1,600 sets would be rolled out on March 14, the so-called "White Day." By the end of February, 899 sets have been sold, adding NT\$ 1,347,601 to our revenue.

- 02.27 新竹車站首次引進 QR Code 行動導覽服務，旅客可利用智慧型手機照相功能掃描候車大廳公布欄內的 QR Code 二維條碼，即可下載時刻表、路線配置圖、交通轉乘…等，把需要的乘車資訊隨身攜帶，輕鬆自在搭火車。
- Hsinchu Station introduced the QR Code mobile tour guide service for the first time. Passengers can use a smart phone to snap a shot of the QR Code in the waiting area to download timetables, route maps, transfer info, etc. All necessary travel information would then be accessible from the smart phone, making the train ride easier than ever.



三月 MARCH



03.02

JR 北海道釧路支社次長佐佐木大輔先生蒞臨本局，並親送 JR 北海道小池社長已簽署之同意書陳遞請本局范局長植谷簽署，雙方正式締結聯盟。

Mr. Sasaki, Vice Director of JR Hokkaido Kushiro Branch, paid a visit to the TRA and presented the agreement signed by JR Hokkaido CEO Mr. Koike to TRA Director General Fan Chih-ku for signing. Both sides have formally ratified the alliance.

03.06

為提供便民服務，於全省開放設 24 個「服務台車站」，提供充電台插座供旅客臨時使用，另未設有「服務台車站」之各車站，遇有旅客急需充電服務時，亦可請站方協助。

To provide greater convenience for travelers, 24 "Help Desk Stations" have been designated throughout Taiwan with electrical outlets for passenger use. At stations without "Help Desks", station attendants will assist passengers who require recharging their electronic devices.

03.12

為發展國際鐵道觀光業務，本局「CK124 蒸汽機車」與日本 JR 北海道旅客鐵道株式會社「C11 型蒸汽機車」締結為姊妹車，並由本局鹿副局長潔身率團赴日與釧路支社長矢崎義明，舉行遞交同意書交換典禮。

To promote international railway tourism, the TRA's CK124 steam locomotive and JR Hokkaido's C11 have been recognized as sister locomotives. TRA Deputy Director General Lu Jie-shen led the official group to Japan for the agreement document exchange ceremony presided by Kushiro Branch Manager Yoshiaki Yazaki.

03.12

為慶祝本局「CK124 蒸汽機車」與日本 JR 北海道釧路支社之「C11 型 (編號 C11171SL) 蒸汽機車」於本日締結姊妹車，本局「仲夏寶島號 - 內灣之旅」(由 CK124 與 CK101 牽引) 於上午 10 時 09 分在新竹站與遠在日本的「冬季濕原號」(由 C11171SL 牽引) 同步鳴笛啟航，啟航典禮由本局范局長植谷主持，並邀請新竹縣邱縣長鏡淳及新竹市許市長明財等貴賓蒞臨參加。

To celebrate the sister locomotive agreement between the TRA's CK124 steam locomotive and JR Hokkaido's C11 (serial number C11171SL) ratified on this day, the TRA's Midsummer Beautiful Island - Neiwan Tour (led by CK124 and CK101) commenced its journey simultaneously with Japan's Fuyuno Shitsugen (led by C11171SL) at 10:09 A.M. The departure ceremony was presided by the TRA Director General, Fan Chih-ku, with the Mayor of Hsinchu County, Chiu Ching-chun, and the Mayor of Hsinchu City, Hsu Ming-Tsai, in attendance.

03.26

日本鐵道連載漫畫「駅弁一人旅」編輯小組，包括知名鐵道攝影師櫻井寬先生 (SAKUIHROSHI)、漫畫家早瀨淳先生 (HAYASEJUN) 及編輯涉谷祐介先生 (SHIBUTANYUSUKE) 等人，來臺採訪製作「臺灣篇」，參訪本局「便當本舖」、鐵路週邊商品、月台便當叫賣、車上便當銷售服務等業務，及拍攝車站畫面，以製作「臺鐵便當」漫畫集。

The editors of Japanese railway comics "Ekiben Hitori Tabi" - including the renowned railway photographer Sakurai Hiroshi, the comic artist Hayase Jun, and the editor Shibutani Yusuke - visited Taiwan to gather information for the production of "Taiwan Chapter." They took in the sights including the Boxed Lunch Store, railway-related merchandise, vendors hawking boxed lunches on the platform, and the sales service aboard the trains. They also photographed the stations to produce the TRA Boxed Lunch comic stories.

03.29	<p>1 月 17 日駕駛 278 次太魯閣號列車因公殉職之機車長蔡崇輝，由彰化縣政府辦理入忠烈祠安位典禮，儀式莊嚴肅穆。</p> <p>The Changhua County Government honored Train Engineer Tsai Chung-hui, who was killed in the line of duty while operating Taroko Express No. 278 on January 10, by enshrining him in the Martyr's Shrine. The ceremony was solemn and serene.</p>
03.31	<p>臺北市政府文化局於 3 月 31 日至 4 月 10 日止，假臺北車站多功能展演廳舉辦「第八屆漢字文化節」活動，吸引大批民眾前來體驗漢字文化之美。</p> <p>From March 31 to April 10, the Cultural Affairs Bureau of the Taipei City Government hosted the Eighth Chinese Character Festival at Taipei Railway Station's Multi-functional Performance Hall, drawing a large number of visitors.</p>

四月 APRIL

04.13	<p>交通部於 4 月 13 日至 4 月 22 日止，假臺北車站多功能展演廳舉辦「世界地球日 Eco House 綠能保島總動員」活動。</p> <p>From April 13 to April 22, the Ministry of Transportation and Communications hosted "World Earth Day - Eco House Green Energy Island-Saving General Mobilization" at Taipei Railway Station's Multi-functional Performance Hall.</p>
04.21	<p>黃副局長民仁與新竹縣湖口鄉張鄉長春鳳，共同主持湖口鄉東成街道路拓寬地下道通車典禮。</p> <p>The Deputy Director General, Huang Min-ren, and the Mayor of Hukou Township Chang Chun-feng presided over the inauguration ceremony of the Tungcheng Road Widened Underpass in Hukou Township.</p>
04.21	<p>配合行政院客委會辦理「2012 客家桐花祭」活動，本局提供 8 輛區間電車辦理車體彩繪以增加宣傳廣度，並在臺北車站舉行彩繪列車啟動儀式，由客委會黃主委玉振及本局范局長植谷聯袂主持路牌授受儀式。</p> <p>In conjunction with the 2012 Hakka Tung Blossom Festival executed by the Hakka Affairs Council, the TRA offered eight regional EMUs for car body painting to appeal to a wider audience. The opening ceremony of the painted trains was held at Taipei Railway Station. The Track Circuit Loop-Key awarding ceremony was presided over by Minister of Hakka Affairs Council Huang Yu-chen and the TRA Director General Fan Chih-ku.</p>



五月 MAY

- 05.10 本局范局長植谷獲邀參加第一屆臺英軌道論壇圓桌會議 (First UK-Taiwan Railway Forum)，與英國交通部部長暨英國工程建設高階官員，共同探討關於臺灣軌道的未來，臺灣鐵路網如何結合、如何分工合作等議題。
- The TRA Director General Fan Chih-ku was invited to attend the First UK-Taiwan Railway Forum, discussing topics ranging from Taiwan railway's future to how Taiwan's railway networks cooperate with one another and delegate tasks effectively. Also in attendance were the UK's transportation minister and high-ranking officials currently overseeing various construction projects in the UK.
- 05.14 因應蘇花公路中斷，自本日起至 5 月 19 日止每日加開宜蘭－花蓮間區間車，上下行共計 12 列次，並視旅客輸運情形機動加開列車；又接洽花蓮農會、國防部運輸署，以駝背運輸方式（平車載運卡車）載運農漁產及蔬果北上，運費以五折計收，中斷期間共載運蔬果卡車 24 輛，計約 720 噸農漁產品。
- Due to the closure of the Suao-Hualien Highway, from this day until May 19, the TRA added 12 local trains between Yilan and Hualien, both directions combined. Depending on passenger transportation needs, additional trains would be dispatched. Also, we coordinated with the Hualien Farmers' Association and the Agency of Transportation of the Ministry of Defense and transported fresh produce northbound in camelback transportation mode (flatbed car carrying trucks). Freight charges were 50% off. During the period of road closure, 24 trucks transported approximately 720 metric tons of fresh produce.
- 05.25 首座鐵道商品旗艦店「臺鐵夢工場」，在臺北車站隆重開幕，推出全新的設計商品，並將鐵道元素融入生活，以符合流行趨勢的文創概念，發揚鐵路文化之美。同時網路商店（<http://shopping.railway.gov.tw>）亦同步開賣。
- The first railway flagship store the TRA Dream Workshop opened at Taipei Railway Station, rolling out brand new merchandise with edgy designs and integrating elements of railway culture into daily life. This move corresponds with the boom of the creative cultural industry and extols the beauty of railway culture. The online store (<http://shopping.railway.gov.tw>) was also launched.

六月 JUNE

- 06.06 慶祝臺灣鐵路 125 週年紀念，於 6 月 6 日至 6 月 10 日止同步於松山、臺北、臺中、高雄及花蓮等站展開鐵路商品特賣會。另本局政風室配合推出「廉政便當」，特以漫畫大師劉興欽親繪之「廉政鐵娃」作為便當封面。
- To celebrate the 125th Anniversary of Taiwan Railways, the TRA initiated a railway merchandise sale from June 6 to June 10 at Songshan, Taipei, Taichung, Kaohsiung, and Hualien stations. Additionally, our Civil Service Ethics Office also designed an "Anti-Corruption Lunch Box", featuring comic maestro Liu Hsing-chin's "Anti-Corruption Railway Kid" on the cover.





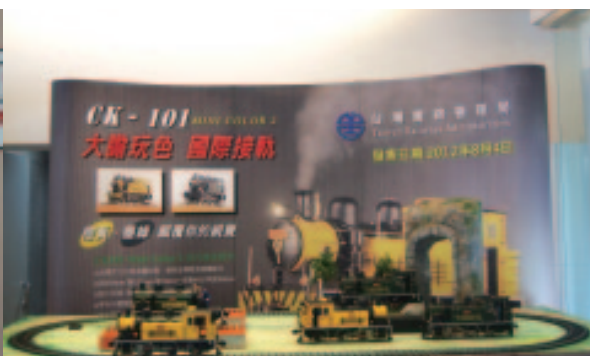
06.07	<p>為慶祝 125 週年鐵路節暨「臺、日蒸汽機車締結姊妹列車」，由本局范局長植谷與貴賓新竹縣邱縣長鏡淳及日本 JR 北海道旅客鐵道株式會社矢崎義明支社長於新竹站共同進行路牌授受儀式。並由本局范局長植谷陪同新竹縣邱縣長鏡淳及日本 JR 北海道旅客鐵道株式會社矢崎義明支社長帶領的日本鐵道愛好者訪問團一起共襄盛舉，搭乘「CK124- 仲夏寶島號」蒸汽觀光列車體驗內灣支線人文風情。</p> <p>To celebrate the 125th Anniversary and the Sister Train Agreement Between the Steam Locomotives of Taiwan and Japan, the TRA Director General Fan Chih-ku accompanied the honored guest, Mayor of Hsinchu County Chiu Ching-chun and the group of railway enthusiasts led by JR Hokkaido Branch Manager, Yoshiaki Yazaki, for a ride on CK124 Midsummer Beautiful Island steam locomotive to experience the sights and culture of Neiwan branch line.</p>
06.08	<p>慶祝臺灣鐵路 125 週年大會，於本局臺鐵大樓 5 樓演藝廳舉行，由本局范局長植谷親自主持，並以「新臺鐵、新選項、新意象、新力量」之創新元素加以呈現。交通部毛部長治國、日本 JR 北海道旅客株式會社矢崎義明支社長等蒞臨慶賀，共同見證「薪火相傳 125 週年 啟動新臺鐵元年」。</p> <p>Taiwan Railway's 125th Anniversary Ceremony was held in the auditorium on the fifth floor of the TRA Building. The TRA Director General, Fan Chih-ku, presided over the event and presented the following innovative elements: "New TRA, New Options, New Images, New Power." Minister of MOTC, Mao Chih-kuo, and JR Hokkaido Branch Manager, Yoshiaki Yazaki were also in attendance to congratulate the TRA and witness the ceremony with the theme "Passing the torch over 125 years - Initiating the New Era of the TRA."</p>
06.22	<p>花蓮港站及花蓮港支線電氣化自 6 月 22 日 0 時起全線通車。</p> <p>Hualien Port Station and Electric Hualien Port Branch Line became operational in its entirety beginning at 12 A.M. on June 22.</p>
06.26	<p>為提供更便利之訂購票服務，自本日起開放旅客乘車當日預訂開車前一小時以上之班次車票，訂票後最遲於開車前半小時完成付款取票。旅客可至車站售票窗口、對號列車自動售票機、郵局、超商付款取票，或使用網路付款後至前述窗口辦理取票。</p> <p>To better facilitate ticket reservation and payment, from this day on, passengers may reserve tickets up to an hour before departure on the day of travel. After confirming the reservation, the passenger must make payment and claim the tickets no later than half an hour before departure. Passengers may make payment and claim the tickets at the station ticket window, express train ticket vending machine, the Post Office, convenient stores, or make payment over the internet and claim the tickets at said locations.</p>

七月 JULY

07.03	<p>辦理都會區捷運化暨區域鐵路後續建設計畫「樟樹灣-南港間擴建三軌工程」穿越山岳隧道段貫通典禮，由本局范局長植谷親臨主持、並邀請交通部毛部長治國、鐵路改建工程局許局長俊逸、鐵路警察局王局長隆、立法委員費鴻泰、李慶華等貴賓共同剪綵。</p> <p>The drilling completion ceremony of Shanyue Tunnel in the Triple Track Expansion Project Between Changshuwan and Nangang, which was the subsequent project of the TRA Mass Transit Systematization in Metropolitan Area, was presided by TRA Director General Fan Chih-ku. VIP guests who participated in the ribbon-cutting ceremony included Minister of MOTC, Mao Chih-kuo, Railway Reconstruction Bureau Director, Hsu Chun-yi, Chief of Railway Police Bureau, Wang Long, and Legislators, Fei Hung-tai, and Lee Ching-hwa.</p>
07.05	<p>集集線於暑假期間逢週六、日開行 DT668 蒸汽懷舊列車，以配合南投縣政府舉辦「2012 南投火車好多節」活動，假臺北車站多功能展演廳辦理全國記者會，由李縣長朝欽主持，並邀請吳副總統敦義、林立法委員明濤及本局范局長植谷等與會共襄盛舉。</p> <p>The Jiji Line operated old-fashioned DT668 steam locomotives on weekends during the summer vacation in cooperation with the Nantou County Government's 2012 Nantou Multi-train Festival. A national press conference was held at Taipei Railway Station's Multi-functional Performance Hall and hosted by the County Mayor, Lee Chao-chin, with the Vice President Wu Dun-yi, the Legislator, Lin Ming-chen, and the TRA Director General Fan Chih-ku in attendance.</p>
07.10	<p>為慶祝 CK124 蒸汽機車與日本 JR 北海道鐵道釧路支社 C11「冬季濕原號」締結姊妹列車，推出限量紀念戳章 2 款，自 7 月 11 日起至 8 月 29 日止，每週三於二水—車埕間之「仲夏寶島號」列車上販售，以供民眾購買蒐藏。</p> <p>To celebrate the sister train agreement between steam locomotive CK124 and Japan's JR Hokkaido C11 Fuyuno Shitsugen, the TRA offered a limited edition of commemorative rubber stamps. From July 11 to August 29, they were for sale on the Midsummer Beautiful Island Train between Ershui and Checheng every Wednesday to fulfill the public's appetite for collectibles.</p>
07.10	<p>為響應環保，與行政院環境保護署合作，推動產品碳標籤制度，在臺鐵便當上標示碳足跡，成為國內第 1 家取得碳標籤認證的便當業者。</p> <p>To show our concern for the environment, the TRA joined efforts with the Environmental Protection Administration to promote carbon labeling on products. Labels on TRA lunch boxes would disclose their carbon footprints, making the TRA the first carbon label certified lunch box vendor in the nation.</p>
07.13	<p>本局張副局長應輝，不幸於 101 年 6 月 21 日病逝，於本日舉行奠禮，交通部毛部長治國親臨主持公祭，並頒贈「一等交通專業獎章」及證書，本局范局長植谷頒發鐵路局褒揚狀，並舉行鐵路最高榮譽之「覆路旗」儀式，以表彰張故副局長應輝對臺灣鐵路發展貢獻厥偉。</p> <p>The TRA Deputy Director General, Chang Ying-hui, passed away on June 21, 2012. Funeral services were held today and presided over by Minister of MOTC Mao Chih-kuo. The late Deputy Director General Chang was honored with a "First Class Order of Transportation Profession" and a certificate. TRA Director General Fan Chih-ku presented a certificate of honor and draped the Deputy Director General Chang's coffin with the "Railway Flag", a ritual signifying the highest honor in the railway profession, in order to pay homage to the late Deputy Director General's tremendous contribution to railways in Taiwan.</p>



07.26	<p>與臺東縣政府共同主辦全國性「臺鐵局新購傾斜式電聯車命名活動」結果出爐，由「普悠瑪」號脫穎而出，本日在臺北車站共同召開記者會，宣布該項命名結果。</p> <p>The TRA and Taitung County Government jointly sponsored the "Naming the Recently Purchased Tilting Train" activity. The name "Puyuma" received the highest number of votes. The two organizations held a joint press conference today at Taipei Railway Station, announcing the result of the naming activity.</p>
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八月 AUGUST

08.04	<p>為歡慶父親節推出橙黃、墨綠兩款「彩色 CK101 蒸汽機車模型」，供愛好者收藏，各限量 188 組，每組售價 8 萬 8,000 元。於上午 10 時起在臺北車站臺鐵夢工場、臺中鐵路餐廳、高雄鐵路餐廳同步販售。</p> <p>To celebrate Father's Day, limited edition models of "Color CK101 Steam Locomotive" were offered in orange and dark green, 188 units each. The price was NT\$ 88,000/each. Sales began at 10AM in Taipei Railway Station Dream Workshop, Taichung Railway Restaurant, and Kaohsiung Railway Restaurant.</p>
08.13	<p>阿里山森林鐵路甄試第 1 試體能測驗，共有 673 人參加，501 人及格，得進入第 2 試筆試。</p> <p>673 candidates participated in the physical fitness test, which is the first round of the Alishan Forest Railway recruiting examination. 501 candidates passed and advanced to round two, the written test.</p>
08.22	<p>為提供民眾便利訂購車票，本日上午 10 點起開放統一、全家、萊爾富、ok 等 4 大超商訂票服務。</p> <p>To facilitate ticket purchase, beginning today at 10AM, four major convenience store chains – 7-Eleven, FamilyMart, Hi-Life, and OK Mart – now offer train ticket purchases.</p>
08.22	<p>行政院青輔會委由本局舉辦 101 年度政策研發優勝青年團隊「一日首長見習體驗」活動，由本局提供「幸福停看聽-平交道闖越防治之探討」及公路總局提供「3G Project-低碳樂活啪啪照」等議題，並由本局范局長植谷陪同交通部毛部長治國與青年團隊交流座談。</p> <p>The "Job-shadowing the Leader for a Day" event, planned by the National Youth Commission and executed by the TRA for winning contestants in the 2012 policy research initiative, took place today. The TRA and the Directorate General of Highways, gave the winning contestants the agenda "Stop, Watch, and Listen – Discussion on Preventing Running Level Crossings" and "3G Project – Low Carbon Emission and Snapping Pictures." The TRA Director General, Fan Chih-ku, and Minister of MOTC Mao Chih-kuo also held a discussion session with the young teams.</p>

08.27	<p>為歡慶中秋節及幫助弱勢朋友，特與「伊甸社會福利基金會」合作「愛在中秋 伊甸臺鐵逗陣走」，推出「鐵定團圓」中秋月餅禮盒，並首次以新傾斜式「普悠瑪」列車造型製作鐵盒，美觀大方且可重複使用，符合環保實用概念。</p> <p>To celebrate Mid-Autumn Festival and assist disadvantaged individuals, the TRA joined forces with the Eden Social Welfare Foundation and sponsored the "Love at Mid-Autumn – Eden and TRA Together" program. The TRA placed moon cake gift packages, which were named "Railway to Reunion," in iron boxes shaped like Puyuma trains. The boxes are beautiful and can be reused, contributing to environmental friendliness.</p>
08.27	<p>8月27.28.29日等三天，越南鐵路公司（VNR）由該公司島（TAO）副總裁帶隊共17人蒞臨本局，參訪本局電氣化發展歷程、現行號誌控制及列車調度作業等主題，並拜會本局范局長植谷。</p> <p>From August 27 to 29, the Vice President Tao of Vietnam National Railway led a team of 17 visitors on a visit to the TRA. The agenda of their visit was the TRA's electrification, current signal control, and train management. They also met with the TRA Director General Fan Chih-ku.</p>



九月 SEPTEMBER

09.06	<p>為期阿里山森林鐵路永續經營及動態保存，林務局李局長桃生與本局范局長植谷等共同研商有關協助營運阿里山森林鐵路行政契約，規範雙方責任、義務、經費之支用暨盈虧之享有負擔等事項。</p> <p>To ensure ongoing operation and dynamic preservation of the Alishan Forest Railway, Director General Lin Tao-sheng of the Forest Bureau and the Director General Fan Chih-ku of the TRA discussed the administrative contracts pertaining to the operation of the Alishan Forest Railway. Those contracts regulate the rights, obligations, expenditures of budgets, and division of profit and losses for the two parties.</p>
09.25	<p>101年阿里山森林鐵路契約僱用人員，錄取行車管理組12名，作業組15名，道班組31名，共計58名。</p> <p>2012 Alishan Forest Railway contract recruits included 12 new employees in the train management section, 15 in the operation section, 31 in the track section, totaling 58 new employees.</p>
09.27	<p>101年鐵路特考參加第二試體能測驗錄取人員榜示，佐級車輛調度、機械工程、機檢工程、養路工程、正額錄取371名、增額錄取45名、共計416名。</p> <p>The result from the second stage of the 2012 railway special civil service exam, which was a physical fitness test, has been disclosed. Junior officer level of train management, mechanical engineering, machinery inspection engineering, and track maintenance engineering positions were filled with 371 regular position acceptances. An additional 45 acceptances resulted in a total of 416 acceptances.</p>

09.28	<p>北湖站於上午 9 時辦理啟用典禮，由本局范局長植谷主持，並邀請交通部許次長俊逸及湖口鄉張鄉長春鳳等共同參與。</p> <p>The inauguration ceremony of Beihu Station was held at 9 AM and presided by the TRA Director General, Fan Chih-Ku. The Deputy Minister of MOTC, Hsu Chun-yi and the Mayor of Hukou Township, Chang Chun-feng, were also invited to participate.</p>
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十月 OCTOBER

10.02	<p>本局支援阿里山森林鐵路第二階段復駛 60 名契約僱用人員，於本日在嘉義林管處辦理報到。</p> <p>The TRA recruited 60 contract employees for the second stage of the Alishan Forest Railway service restoration project. Those employees reported to their posts at the Chia-yi Forest District Management Office on this day.</p>
10.05	<p>為緬懷功在南迴鐵路的人員，上午 8 時 30 分至 12 時，在臺東車站舉辦「南迴鐵路通車 20 周年慶祝活動」；並邀請當年興建南迴鐵路工程人員及因公殉職人員的家屬參與追思祭典活動。</p> <p>To commemorate employees who contributed to the South Link Line, from 8:30 AM to 12 noon, the 20th Anniversary of the South Link Line Celebration was held at Taitung Station. The construction crew and the family members of those who perished in the line of duty were invited to the memorial service.</p>
10.10	<p>上午 9 時於日南火車站舉行「通車 90 周年慶祝活動」，由本局范局長植谷親臨主持，邀請立法委員蔡其昌、林佳龍暨臺中市文化局葉局長樹嫻等貴賓共同參與活動。</p> <p>At 9 AM, the 90th Year of Train Operation Celebration was held at Jihnan Station and presided over by the TRA Director General, Fan Chih-ku. The Legislators, Tsai Chi-chang, Lin Chia-lung, and The Cultural Affairs Bureau of Taichung City Director, Yeh Shu-shan, were invited to participate.</p>





10.18	<p>下午 2 時日本愛媛縣松山市參與 (中文：參事) 武智喜代德一行 10 人蒞臨本局拜會范局長植谷；翌日同行之日本 JR 四國鐵道營業部長矢田榮一及松山駅駅長石田毅等 7 人參訪本局松山車站。</p> <p>At 2 PM, the Counselor of Matsuyama City, Ehime Prefecture in Japan, Kiyonori Takechi and his group of ten visitors met with the TRA Director General, Fan Chih-ku. On the following day, seven of those in the group, including JR Shikoku Sales Manager, Eiichi Yada, and the master of Matsuyama Station, Tsuyoshi Ishida, visited Songshan Station.</p>
10.21	<p>上午 9 時 50 分由本局范局長植谷陪同行政院江副院長宜樺、交通部毛部長治國及花蓮縣傅縣長崑其等貴賓，共同參與鐵工局主辦之本局花蓮新城車站開工祈福典禮</p> <p>At 9:50 AM, the TRA Director General, Fan Chih-ku, accompanied the Deputy Premier Jiang Yi-hua, Minister of MOTC Mao Chih-Kuo, and the Mayor of Hualien County Fu Kun-chi to participate in the construction commencement and blessing ceremony, hosted by the Railway Reconstruction Bureau at TRA's Hsincheng Station in the Hualien County.</p>
10.25	<p>上午 10 時本局新購傾斜式電聯車 136 輛案第 1 批 2 組 (16 輛) 車在基隆港舉行下船接車儀式，由本局范局長植谷親臨主持，並邀請劉委員權豪、謝委員國樑、蕭委員美琴、王委員廷升、廖委員國棟、鄭委員天財、臺東縣黃縣長健庭、臺灣港務股份有限公司蕭董事長丁訓、基隆港務分公司鄧總經理世昌、鐵路警察局王局長隆及基隆港務警察局顏局長德麟等貴賓共同參與慶祝活動。</p> <p>At 10 AM, the unloading and receiving ceremony for the first two sets (16 cars) of the 136 newly purchased tilting EMUs was presided over by the TRA Director General Fan Chih-ku. Honored guests including Legislators Liu Chao-hao, Hsieh Kuo-liang, Hsiao Mei-chin, Wang Ting-sheng, Liao Guo-dong, Cheng Tien-tsai, the Mayor of Taitung County Huang Jian-ting, Chairman of Taiwan International Ports Corporation Hsiao Ting-shun, Port of Keelung General Manager, Teng Shih-chang, the Chief of Railway Police Bureau, Wang Long, and the Chief of the Keelung Port Police Bureau, Yan De-lin, participated in the celebration.</p>
10.25	<p>臺鐵便當於下午 15 時至 17 時在七堵車勤服務部舉辦香滷排骨競賽，由餐旅總所各便當製供單位廚師參賽，並聘請 6 位學者專家試吃評分，經評選後由車勤服務部奪冠，將分享經驗給其他餐廳參考。</p> <p>The TRA sponsored a Braised Pork Chop Contest at the Qidu Train Service Department between 3 to 5 PM. Chefs from all boxed lunch production units under the Catering Service Department participated in the competition. Six culinary experts were hired as judges. After the evaluation, the Train Service Department won the first prize and shared its experience with other railway restaurants.</p>

本局用心打造無障礙專用車廂，並配備特製渡板及客制化服務，提供身心障礙學生及團體使用，國立和美實驗學校自 9 月 7 日起，固定每週 (176 次列車及 135 次列車) 利用該項無障礙服務，讓學生們到校返家更加安全與舒適，溫馨接送深獲好評。特於本日下午 16：00 假彰化火車站舉辦「臺鐵輪椅專用車廂和美學子樂活返鄉」記者會，感謝本局提供的愛心服務。

10.26

The TRA has remodeled the barrier-free cars, with special gangways and customized service on board for disabled students and groups. Beginning on September 7, National Homei Experimental School used this service on a weekly basis (Train No: 176 and 135) to make the students' journeys to and from school safer and more comfortable. The thoughtful transportation service was highly praised. The school hosted a press conference with the theme "TRA's wheelchair-exclusive car allowed Homei's students to return home happy" at 4 PM inside Changhua Train Station to show its appreciation for the TRA's kind service.



十一月 NOVEMBER

舉辦「臺灣鐵道舊站戳章之旅」活動記者會，並販售「臺灣鐵道小旅行」書籍，期讓民眾重新探訪臺灣許多有意思的小站。

11.07

The TRA hosted the "Stamps from Taiwan Railway's Old Stations" press conference and began selling a travel guide entitled "Taiwan Railway Trips" in hope of rekindling the general public's interest in exploring the various unique, small stations in Taiwan.



11.08	<p>新左營站正式通過驗證，成為亞洲第一個通過 SGS「QUALICERT 國際服務品質認證」的軌道運輸車站，未來將持續履行服務承諾，提供旅客更優質的運輸服務。</p> <p>Xinzuoying Station has just been certified as the first SGS QUALICERT compliant rail transportation station in Asia. In the future, the station staff will continue to honor their commitment to service and provide the better travel service to passengers.</p>
11.09	<p>101 年鐵路特考正額錄取人員第 2 次分發報到計 355 人。</p> <p>The second batch of recruits, totaling 355 persons, from the 2012 special civil service exam for railway were assigned to their positions today.</p>
11.22	<p>交通部毛部長治國頒獎『交通部 101 年度創新提案制度』獲獎提案單位，本局獨占鰲頭囊括 3 項首獎：</p> <ol style="list-style-type: none"> 1. 餐旅服務總所「『鐵道旅行，幸福 100』筆記書」獲得創新獎管理類甲等獎。 2. 宜蘭工務段「鐵路絕緣接頭軌枕改良研究」獲得創新獎工程類甲等獎。 3. 花蓮工務段「道岔轉轍枕改良」獲得創新獎工程類甲等獎 <p>Minister of MOTC, Mao Chih-kuo, presented the prizes to the units that presented proposals to the "2012 MOTC Innovation Proposal" competition. The TRA won three prizes, including:</p> <ol style="list-style-type: none"> 1.The Catering Service Department's Notepad-book "Train Travel Happiness 100" won the Innovation Prize, Management Category, and Class A. 2.Yilan Construction Section's "Insulation Flange Railroad Ties Improvement Study" won the Innovation Prize, Engineering Category, Class A. 3.Hualien Construction Section's "Turnout Switch Tie Improvement" won the Innovation Prize, Engineering Category, Class A.

十二月 DECEMBER

- 12.07 為關懷及幫助弱勢朋友，與「喜憨兒社會福利基金會」合作，推出「新自強號手工餅乾」禮盒，限量 2000 組，每組售價 249 元，發售期間自 101 年 12 月 7 日起至售完為止。
- To care for and help disadvantaged people, the TRA joined forces with Children ARE US Foundation in offering "New Tzu-chiang Express Handmade Cookies" gift packages. Total production is limited to 2000 units, sold at NT\$ 249 / each. The gift packages will be on sale from 2012.12.7 until sold out.





12.09	<p>本局職工福利委員會於本日在臺北車站多功能展演廳舉辦員工集團結婚活動，計有 33 對新人報名參加，由證婚人范主任委員植谷、主婚人陳副主任委員永和、介紹人楊總幹事正德共同主持活動典禮。</p> <p>The TRA's Employee Welfare Committee hosted a group wedding ceremony for employees at Taipei Railway Station's Multi-function Performance Hall. Altogether 33 couples registered and participated. The wedding ceremony was jointly officiated by: Witness - the Employee Welfare Committee Chairman, Fan Chih-ku, Officiator - the Vice Chairman of Employee Welfare Committee, Chen Yung-he, and Introduction Agent -the Manager of Employee Welfare Committee, Yang Cheng-de.</p>
12.11	<p>本局為慶祝元旦特製作「102 年『蒸蒸日上』蒸汽火車專輯月曆」，限量 500 組，每組售價 299 元，發售期間自 101 年 12 月 11 日起至售完為止。</p> <p>To celebrate the upcoming New Year, the TRA has produced the "2013 Full Steam Ahead" steam locomotive calendar, with limited production of 500 units at NT\$ 299 each. The calendars will be on sale from 2012.12.11 until they are sold out.</p>
12.18	<p>湖口站舉辦跨站式站房啟用典禮，由本局范局長植谷主持，並邀請交通部許常務次長俊逸、新竹縣邱縣長鏡淳及湖口鄉張鄉長春鳳等貴賓共同參與。</p> <p>Hukou Station hosted the inauguration ceremony for elevated station. The TRA Director General presided over the ceremony accompanied by honored guests including the Administrative Deputy Minister of the MOTC, Hsu Chun-yi, the Mayor of Hsinchu County, Chiu Ching-chun, and the Hukou Township Mayor, Chang Chunfeng.</p>
12.22	<p>101 年鐵路特考增額錄取第一次派補 113 人辦理報到作業</p> <p>The first batch of additional recruits admitted through the 2012 special civil service exam for railway, totaling 113 persons, reported to the TRA.</p>
12.28	<p>汐止 - 樟樹灣間擴建三軌工程完成辦理切換 (五堵 - 汐止段)。</p> <p>The transition to the triple track expansion between Xizhi and Changshuwan has been completed. (Wudu - Xizhi section)</p>
12.30	<p>首度發行「臺灣鐵路建設新里程紀念車票集」，限量 1000 套，每套售價 1,368 元，發售期間自 101 年 12 月 30 日起至售完為止。</p> <p>For the first time, "The New Mileage Commemorative Ticket Packages for Taiwan Railway Construction" went on sale. The production is limited to 1000 packages and sold at NT\$ 1,368 / package. They will be on sale from 2012.12.31 until sold out.</p>



張富佳創作篆刻

交通部臺灣鐵路管理局年鑑編輯委員會名冊

主任委員	范植谷
副主任委員	黃民仁、鹿潔身、鐘清達
委員	徐仁財、杜微、陳仕其、陳三旗、楊正德、高明鑒、郭寶珠、徐明金、 陳錫賞、廖錦旌、何進郊、朱來順、賴秋金、鄧家琦、林治平
總編輯	何獻霖
副總編輯	黃振照
執行編輯	王傳馨、林維澤、蔡睿明、林庭瑄、姜林明孝