

# DISCOVERY BAY FERRY SERVICE

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7 October 2008

Dear Residents & Owners,

## Survey on Discovery Bay Ferry Service Revamp

We, the Discovery Bay Transportation Services Limited (DBTPL), are planning to revamp our ferry service to better cater to the changing transportation needs and patterns of residents and to alleviate the continual operating losses and enormous financial difficulties the ferry operations face.

With due consideration to the interests of our stakeholders, 4 options are proposed to bring the ferry operations back to a financially sustainable mode, hence for the long-term benefits of the DB community (the adopted option will be subject to approval by the Transport Department). We have commissioned CityU Professional Services Limited of the City University of Hong Kong to conduct a survey of all residents and owners to gauge their views on the various options for reference.

### Operational Difficulties & Substantial Losses

The soaring fuel prices in recent year are a major contributing factor to the substantial deficit of the ferry operations. The annual fuel expenses of DBTPL would increase from \$20 million in 2001/02 to a projected \$80 million in 2008/09. As a result, DBTPL continues to record huge operating losses.

The costs of maintaining a high-speed ferry service has been augmented by the requirements of a full team of professionals, operations of two piers, and maintenance of a large fleet, making the service extraordinarily costly as compared to other transport modes, especially when the oil prices continue to surge and ridership is low.

With the opening of the Tunnel in 2000, DB residents are offered an external transportation link by land, in addition to the ferry service, and many passengers have shifted from ferry to bus service. Despite the 29% rise in population in the last 8 years, the annual ridership of ferry dropped **27%** (from 6.43 million in 1999/00 to 4.71 million in 2007/08). The average load factor of the ferry is only **31%** in the morning peak (from 7:00am to 9:00am), **23%** during non-peak hours and as low as **9%** at late night.

### Fares Not Adjusted for Over 7 Years

DBTPL has not adjusted its ferry fares for over 7 years since March 2001. We have exhausted every avenue to cut the operating costs, such as trimming the fleet size; reducing the schedules; introducing various energy saving measures, including closure of the upper deck during non-peak hours; and switching off lighting & air-conditioners at both piers to save energy whenever appropriate. However, the substantial deficit caused by the soaring oil prices and low ridership is by no means eliminated.

The DB ferry service has been operating under a deficit and an accumulated loss of **over \$120 million** has been recorded since 2001/02. More substantial losses are projected in the coming years, at over **\$60 million** and **\$70 million** in 2008/09 and 2009/10 respectively. The options proposed are meant only to mitigate our losses in the coming years with a view to sustaining the ferry service.

# DISCOVERY BAY FERRY SERVICE



## Environmentally Friendly Measures

What's more, with a much smaller load factor, under-utilization of gross capacity and a serious waste of energy / resources have resulted. In particular, it is NOT environmentally friendly to run near-empty ferries after midnight. And it is definitely against the GREEN spirit of DB.

## Service Revamp Urgently Needed

A service revamp is urgently needed in view of the substantial losses incurred. If the finances of the ferry operations cannot be improved by January 2009 with implementation of any of the proposed options, service level will inevitably deteriorate drastically.

To maintain the viability of the ferry operations, and with due consideration to our stakeholders' needs, we have proposed 4 options comprising different mix of measures like (1) fare increase, (2) replacing night ferry with frequent and direct coach service between DB and Central, and (3) reducing ferry service (*please refer to the attached questionnaire for details of the 4 proposed options*).

In fact, we have also considered the possibility of maintaining the current fare. But in that case, even if ferry schedule is to be reduced to every 70 mins during peak hours, DBTPL will still record huge losses in light of the high operating costs (including fixed costs) and soaring fuel prices. Therefore, it is not considered as a feasible option.

## Your Participation is Important

Please let us have your views on which option you prefer, by completing and returning the attached questionnaire to the professional research team of City University of Hong Kong by 15 October 2008, in accordance with the instructions given on the questionnaire.

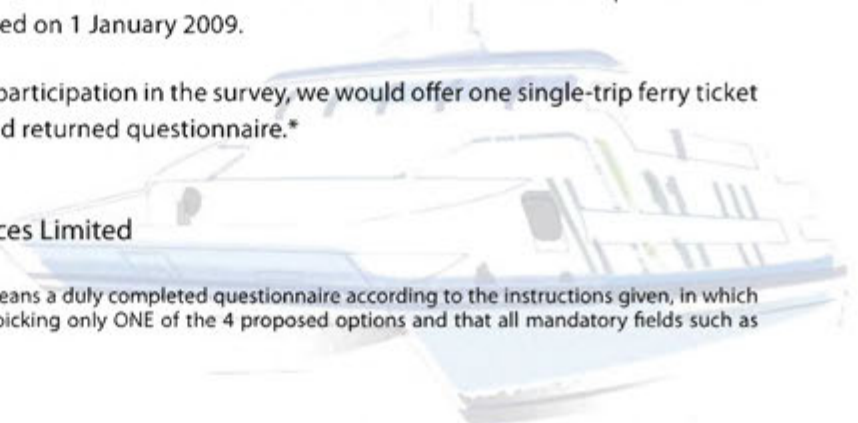
City University of Hong Kong will analyze your responses and report back. More details on the proposed options would be available in due course and we welcome comments and suggestions from different channels.

Since the ferry service has a direct impact on the daily lives of yourself and your family, we sincerely hope that you would participate in the survey. We will seriously consider the feedback of residents and owners, and work on the best revamp option that can cater to the needs of various stakeholders. It is planned that the adopted option will be implemented on 1 January 2009.

As a token of our appreciation of your participation in the survey, we would offer one single-trip ferry ticket to you for each properly completed and returned questionnaire.\*

## Discovery Bay Transportation Services Limited

\* Note: A properly completed questionnaire means a duly completed questionnaire according to the instructions given, in which preference of the respondent is indicated by picking only ONE of the 4 proposed options and that all mandatory fields such as address, etc are filled in.





## 愉景灣渡輪服務



致愉景灣各業戶：

### 有關愉景灣渡輪服務改革之意見調查

愉景灣航運服務有限公司(本公司)現正計劃改革渡輪服務，以配合居民對交通服務的需求和使用模式的轉變，同時紓緩本公司渡輪服務所面對的持續性營運虧損及巨大財務困難。

考慮到各方的不同需要，本公司現提出了4個令渡輪服務在財政許可下持續營運之建議方案，旨在讓愉景灣社區得到長遠裨益，惟最終獲採納的方案仍需經運輸署批准。本公司現委託香港城市大學城大專業顧問有限公司向業戶進行問卷調查，藉此收集大家對4個方案的意見，以作參考。

#### 營運困境，虧損嚴重

近年燃油價格飆升，是導致本公司渡輪服務出現龐大赤字的主要原因。本公司的燃油開支由2001/02年的2千萬元上升至2008/09年預期的8千萬元，因而持續錄得巨額營運虧損。

此外，由於提供優質渡輪服務需要規模龐大的船隊以及聘請不少專業技術人員，加上碼頭運作開支高昂，在現時油價高、客量少的情況下，若與一般公共交通比較，高速渡輪服務的營運成本無疑十分高昂。

再者，自愉景灣隧道於2000年通車後，除了渡輪服務外，愈來愈多居民選乘巴士出入。在過去8年，縱然愉景灣的人口增長了29%，渡輪乘客人次卻由1999/00年的643萬銳減27%至2007/08年的471萬。於繁忙時段（約早上7時至9時），渡輪的平均載客量僅為31%，在非繁忙時段亦只有23%，而通宵時段更低至9%。

#### 超過7年未有調整票價

本公司自2001年3月以來，超過7年未曾調整渡輪票價，期間已致力減低渡輪服務的營運成本，包括縮減船隊的規模、減少航班、採取各項節能措施，包括於非繁忙時段關閉上層船艙及把兩個碼頭的燈光及冷氣系統盡量關掉，但由於燃油價格漲幅太猛，及載客量過低，最終仍無法扭轉龐大虧損的情況。

其實愉景灣渡輪服務一直在虧損的情況下艱苦經營。自2001/02年度至今已累積虧損達1億2千多萬元，預料於2008/09年度及2009/10年度亦將會分別錄得超過6千萬元及7千萬元的虧蝕。而是次的建議方案亦只是希望可以盡量減少將來的虧損，令渡輪服務得以維持下去。

#### 環保與效益

此外，載客量過低造成了資源和燃料的嚴重浪費，渡輪在深夜時分只有十數乘客的情況下開行更是極不環保，與愉景灣注重環境的信念與精神背道而馳。



## 愉景灣渡輪服務



### 服務改革刻不容緩

基於渡輪服務長年錄得巨額虧蝕，如果本公司的財政狀況未能於短期內(2009年1月)透過推行所提出的方案而作出改善，渡輪服務的質素將無可避免地急劇惡化。

為改善渡輪服務的財政狀況，達至長遠持續正常營運，及考慮各方不同需要，本公司現提出4個方案，內容包括（一）調整票價、（二）以班次頻密的豪華直通巴士服務代替深夜渡輪服務，以及（三）減少渡輪班次等措施的不同組合（詳情請參閱隨函附上之調查問卷）。

其實我們也考慮過維持票價不變的可能，但如果票價不作調整，鑑於營運成本（包括固定成本）高昂以及油價高企，即使渡輪班次於繁忙時間削減至每70分鐘一班，我們仍將會錄得巨額虧損，因此這並不是一個可行的方案。

### 閣下的參與極為重要

我們懇請 閣下於10月15日前按問卷上的指示填妥並交回問卷予香港城市大學的專業研究團隊，向本公司表達 閣下的寶貴意見。

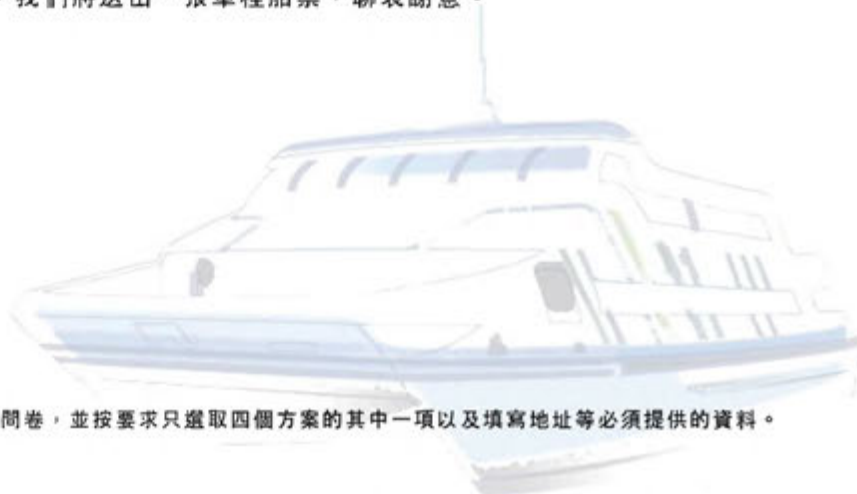
香港城市大學在收回問卷後，將會進行分析及提交報告。同時，本公司亦計劃就有關建議方案提供進一步資料及透過不同渠道聽取居民的意見。

由於渡輪服務直接影響 閣下及家人的日常生活，本公司懇請 閣下積極回應是次的問卷調查。我們將會認真考慮 閣下的意見，從而決定最切合各方需要的交通服務。計劃中，被採納的方案將於明年1月1日起實行。

閣下只需填妥及交回有效的問卷\*，我們將送出一張單程船票，聊表謝意。

愉景灣航運服務有限公司

2008年10月7日



\*註：有效問卷指受訪者須根據指示填妥的問卷，並按要求只選取四個方案的其中一項以及填寫地址等必須提供的資料。

Important Document  
Please Read  
重要文件 懇請細閱

SURVEY ON  
FERRY SERVICE REVAMP & FARE INCREASE  
IN DISCOVERY BAY

愉景灣渡輪服務改革及票價調整  
之  
問卷調查



#### OPTION 1 :

To maintain the existing ferry schedule, ferry fare has to be adjusted to \$38 per trip (for 50-trip adult ticket). In view of the huge increase in operating costs, Option 1 proposes the highest fare increase to maintain the service level. Passengers will be able to enjoy the same frequent ferry service.

##### Highlights:

- The existing ferry schedule on weekdays is to be maintained, i.e. 113 sailings on weekday.
- The soaring fuel prices have increased the operating costs sharply. DBTFL's expenditure on fuels would increase from \$20 million in 2001/02 to a projected \$60 million in 2006/09. In light of the current annual ridership of 4.71 million, even if DBTFL is only to cover the \$60 million increase in fuel costs and ignores other factors like inflation, salary increase and rise of repair and maintenance costs due to a strong Euro, a fare increase of at least \$15 per trip is required.
- Ferry fare has to be increased to at least \$38 per trip (for 50-trip adult ticket) in order to sustain viable ferry operations.

#### OPTION 2 :

If the DAY ferry schedule is maintained and the NIGHT ferry service is to be replaced by night coach service, the resulting mild ferry service reduction will allow a lower fare increase to \$36 per trip (for 50-trip adult ticket).

##### Highlights:

- Option 2 aims to maintain the DAY ferry schedule at its present service level and only replaces NIGHT ferry service with night coach service in order to minimize disturbance to most passengers, i.e. over 90% of passengers would not be affected.
- Passengers travelling at night will be offered a night coach service of higher frequency (please refer to "Details on Direct Night Coach Service between DB & Central").
- While the number of sailings on weekdays is maintained at 95 per day, the high operating costs has to be offset by a higher ferry fare at \$36 per trip (for 50-trip adult ticket).

#### OPTION 3 :

Modest fare adjustment to \$31 per trip (for 50-trip adult ticket) with ferry schedules moderately reduced (including evening peak and non-peak hours) and night ferry service replaced by night coach service. Such arrangement can achieve saving in operating costs, allowing a more affordable increase in fare.

##### Highlights:

- Under Option 3, the ferry schedule will be maintained at its present service level in the morning peak, and reduced to every 20-30 mins in the evening peak & every 30-40 mins during non-peak hours.
- Passengers travelling at night will be offered a night coach service of higher frequency (please refer to "Details on Direct Night Coach Service between DB & Central").
- In view of the improvement in operational efficiency of Option 3, the fare adjustment is much lower than Options 1 & 2, i.e. to \$31 per trip (for 50-trip adult ticket).

#### OPTION 4 :

Slight fare increase to \$27 per trip (for 50-trip adult ticket) with significantly reduced ferry schedule during peak and non-peak hours due to resource limitation. Night ferry service is to be replaced by night coach service to save costs (please refer to "Details on Direct Night Coach Service between DB & Central"). Option 4 aims to cap the fare increase to a minimum. But this has to be achieved at the expense of service level.

##### Highlights:

- If the ferry fare increase is to be capped at \$27 per trip (for 50-trip adult ticket), i.e. a 15% increase, the number of ferries has to be cut down to a bare minimum of 3 and ferry service has to be reduced to every 35 mins during the morning peak; every 35-70 mins during evening peak & every 70 mins during non-peak hours.
- Number of sailing will be reduced to 40 sailings from the 113 sailings at present. With the small fleet of ferries, if there is any breakdown, service will be further reduced. As a result, service will become very unstable.

### 方案一

為維持現有的渡輪班次，票價須加至每程\$38（50程成人船票）。在成本大幅飆升的情況下，方案一建議最高的票價加幅，以維持現時的渡輪班次，讓乘客繼續享用方便的渡輪服務。

#### 摘要：

- 維持目前的渡輪班次，即平日航班數目為113班。
- 由於近年油價升幅驚人，令營運成本大幅飆升。燃油費由2001/02年的2千萬元上升至2008/09年預期的8千萬元左右。單是此每年6千萬的燃油費增幅，以目前每年471萬乘客人次計算，即使不計入這7年的通脹、工資增長及船隻運半變動所引致的維修費上升等其他因素，每程船票最少需要調高\$15。
- 渡輪票價將最少需要增加至每程\$38（50程成人船票），以確保渡輪服務可以持續運作。

### 方案二

如維持現有的日間渡輪班次，而深夜時分別以豪華巴士代替渡輪服務。由於渡輪服務輕微削減，建議票價將調整至每程\$36（50程成人船票）。

#### 摘要：

- 方案二維持日間的所有渡輪班次，只選擇於深夜以豪華巴士代替渡輪服務，預期大部份乘客（超過90%的乘客）將不會受到影響。
- 夜間乘客反而可以享用更方便、更頻密的豪華巴士服務（請參閱“愉景灣 / 中環深夜豪華直達巴士服務詳情”）。
- 由於平日航班數目仍維持於95班，故營運成本仍然十分高，渡輪票價調整幅度仍維持於較高水平，即調整至每程\$36（50程成人船票）。

### 方案三

適度削減渡輪班次（包括黃昏繁忙時段及非繁忙時段）而令整體營運效益得以提高，深夜時份以豪華巴士取代渡輪服務，加價幅度相對溫和，即每程\$31（50程成人船票）。

#### 摘要：

- 在方案三之下，平日早上繁忙時段的渡輪班次會維持不變，黃昏繁忙時段會削減至每30至30分鐘一班，非繁忙時段則減至每30至40分鐘一班。
- 夜間乘客反而可以享用更方便、更頻密的豪華巴士服務（請參閱“愉景灣 / 中環深夜豪華直達巴士服務詳情”）。
- 由於營運效益提升，方案三的渡輪票價調整幅度會低於方案一及方案二，即調整至每程\$31（50程成人船票）。

### 方案四

經營加價至每程\$27（50程成人船票），但由於資源有限，繁忙時段及非繁忙時段的渡輪班次必須大幅削減。至於深夜時份以豪華巴士取代渡輪服務（請參閱“愉景灣 / 中環深夜豪華直達巴士服務詳情”）。方案四旨在議至最低的票價加幅，但無可避免會令服務質素大幅下降。

#### 摘要：

- 如果渡輪票價只可增加約15%至每程\$27（50程成人船票），則船隊只可維持3艘渡輪以提供最基本的服務，平日早上繁忙時段的渡輪班次將會延長至每35分鐘一班，黃昏繁忙時段班次為每35至70分鐘一班，而非繁忙時段將大幅削減至每70分鐘一班。
- 平日的航班數目將由現時的113班削減至40班，如有渡輪需要進行例檢或出現機件故障，由於船隊規模太小，將無備用船隻調動，航班即時受到影響，令服務水平變得極不穩定。



## RESPONSE FORM 回應表格

The residents / owners are cordially invited to complete and return this questionnaire to CityU Professional Services Ltd. of the City University of Hong Kong by dropping it into the collection boxes located at D60C, any local management office, or D6 Plaza. Closing date for response is 18 October 2008.

As a token of appreciation, a properly completed questionnaire<sup>1</sup> returned by the closing date will entitle you to a single trip ferry ticket.

The following 4 service revamp options<sup>2</sup> have been put forward with a view to maintaining viability of the DB ferry service operations. Please indicate which option (one only) you prefer and put a "✓" in the appropriate box.

Since the ferry service has direct impact on the daily lives of your family and yourself, Discovery Bay Transportation Services Limited (DBTPL) hopes that you will actively participate in the survey and the company will consider your opinions seriously, with a view to deciding on the best option to cater to the needs of various parties.

雖然這項重要的問卷旨在探討愉景灣服務中心、各分區管理處、或愉景灣碼頭的管理，以便交由香港城市大學城大專業服務有限公司，截止日期為2008年10月18日。

為答謝 閣下參與問卷調查，於截止日期前交回有效問卷<sup>1</sup>者可獲單程船票一張。

以下為中城大城大運輸服務中心所提出的4個建議方案<sup>2</sup>，請選取其中一個，並對該方案格內加上“✓”。

由於這項服務直接影響 閣下及家人的日常生活，愉景灣交通服務有限公司懇請 閣下積極回應是次問卷調查，該公司會認真考慮 閣下的意見，從而訂出最能切合各方需要的方案。

### Summary of the Revamp Options 建議改革方案一覽表

I intend to choose 我傾向選擇		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Existing 現時	Option 1 方案一	Option 2 方案二	Option 3 方案三	Option 4 方案四
<b>A. Adult fare<sup>3</sup> 成人票價<sup>3</sup></b>					
1. 30-trip ticket 30程票價 (average fare 平均票價)	\$23.2	\$28	\$28	\$21	\$27
2. Single trip 單程	\$27.8	\$44	\$42	\$27	\$32
<b>B. Substitute night ferry service with coach service 以豪華巴士服務取代深夜渡輪服務</b>	N/A 不適用	N/A 不適用	✓	✓	✓
<b>C. Reduced service 削減服務</b>	N/A 不適用	N/A 不適用	N/A 不適用	✓	✓
<b>1. Morning peak 早上繁忙時段</b>	10-12 mins/分鐘	10-12 mins/分鐘	10-12 mins/分鐘	10-12 mins/分鐘	25 mins/分鐘
<b>2. Evening peak 晚上繁忙時段</b>	15-30 mins/分鐘	13-20 mins/分鐘	15-30 mins/分鐘	30-30 mins/分鐘	20-70 mins/分鐘
<b>No. of sailings on weekdays 平日航程數目</b>	112 <small>Slender the huge deficit, existing service level cannot be maintained. 削減服務對服務量下，現時的服務水平不能維持現狀。</small>	112	95	74	40 <small>Subject to availability of ferry/ Unusable Service / 視乎渡輪供應情況而定，無單程輪船服務作準。</small>
<b>Morning peak ferry schedule on Mon - An except Public Holidays (from Discovery Jet)</b> 於星期一至五(除公眾假期外)早上繁忙時段渡輪開行時間表	7:22 7:34 7:46 7:58 8:08 8:18 8:30 8:42 8:54		Same as Option 1 與方案一相同	Same as Option 3 與方案三相同	7:25 8:10 8:45
Please refer to the enclosure for full ferry schedule 全日航程時間參考對照					

#### Details on Direct Night Coach Service between DB & Central

- After ferry suspension at night, luxury 50-seat coaches will depart from Central at intervals of no more than 15 mins until midnight, after which the frequency will be at least on par with the existing night ferry schedule. On Friday and Saturday nights, departure interval from Central will be enhanced to no more than 10 mins before midnight and no more than 20 mins before 2:00am respectively, and the coach service will be extended to about 8:00am in the next morning.
- Coach terminus in Central will be in front of Pier 3.
- Journey time between Central & Discovery Bay by coach will be about 40-45 mins.
- DB-bound coaches will stop at villages along the way before terminating at D6 Plaza.
- Coach fare will be charged at the same level of the proposed ferry fare.

#### 輪船與中環深夜豪華直達巴士服務詳情

- 於晚上渡輪停航後，由中環開出的50個豪華巴士在午夜前每隔15分鐘或以以下開出一班，午夜後則視乎不少於現時的渡輪班次。在星期五及星期六晚上，由中環開出的巴士在午夜前每隔10分鐘開出一班，凌晨2時後則不少於20分鐘一班。兩巴士服務在早晨五時至翌早上8時。
- 豪華巴士的中環總站將設於士嘉堡碼頭。
- 豪華巴士將駛向D6-43碼頭。
- 由愉景灣開往豪華巴士以愉景灣碼頭為總站，可停泊各村落。
- 豪華巴士服務收費將與建議之渡輪服務相同。

1. Properly completed questionnaire. Respondent can choose only ONE of the 4 proposed options and has to fill in the mandatory fields such as address.

2. The adopted option will be subject to approval by the Transport Department.

3. 票價以港幣為準，適用於由愉景灣碼頭開往中環的單程票。

4. 豪華巴士服務由愉景灣碼頭開往。

5. Usually, vehicles are allocated on a priority for concessionary fares, which is not of this case here.

6. 豪華巴士服務收費與建議之渡輪服務相同。



Reference No. \_\_\_\_\_

Personal Particulars (for ferry ticket redemption) 個人資料 (用以聯絡 閣下換領船票)

Name 姓名 \_\_\_\_\_ (Mandatory 必須填寫)

Telephone Number 電話號碼 \_\_\_\_\_ (Mandatory 必須填寫)

Address in Discovery Bay 柏翠灣物業地址 \_\_\_\_\_

\_\_\_\_\_ (Mandatory 必須填寫)

You are an owner  You are a tenant  (please tick the appropriate box) (Mandatory)

閣下是單位的業主  租戶  請於適當地方加 "✓" 必須填寫

Thank you very much for your valuable response!

多謝 閣下的寶貴回應！



