



Sai Kung Tourism Potential Study

西貢區旅遊業潛力研究

Executive Summary Report

(Bi-lingual Version)

重點撮要報告

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研究小組希望藉此鳴謝以下曾經提供協助及意見以有助完成此研究的主要人士及機構。我們亦藉此多謝曾經參與社區諮詢表達意見、展望及關注的人士(看附件五)。對於西區議會的經濟及發展委員會，我們亦衷心表示感謝他們對草擬報告及建議所作出的寶貴意見。

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1) INTRODUCTION 介紹

1.0) Background 背景

1.1 The Sai Kung District Council, together with the support from various Government Departments and other organisations, has identified tourism development and promotion as a means to further improve the economy and employment opportunities within the District. The Council has proposed that a study be undertaken to formulate a strategy to identify and, more importantly, assess the tourism potential of the District.

西貢區議會聯同多個政府部門及其他機構的支持，確定以旅遊業的發展及推廣作為改善區內經濟及提供就業機會的途徑。因此，西貢區議會建議進行研究來制定策略以識別及更重要的是去評估西貢區的旅遊發展潛力。

1.2 The School of Hotel and Tourism Management (SHTM) was commissioned in early 2007 to undertake this study. 酒店及旅遊管理學院於2007年初受委派進去此研究。

2.0) Objectives 目標

2.1 The objectives of this consultancy project were to 此顧問報告的目標是：

- (a) Analyse the opportunities, constraints and potential of tourism development in Sai Kung; 分析西貢區旅遊發展的機會，限制及潛力。
- (b) Identify the uniqueness of Sai Kung as a district for possible tourism positioning and promotion; 識別西貢區的特質作為可發展旅遊的定位及推廣
- (c) Based on the above findings, through discussions with the Sai Kung District Council and its related committees and working groups and discussions with stakeholders, identify vision, theme and sub-themes for Sai Kung tourism development; 基於以上資料，透過與西貢區議會、有關委員會、其他工作小組及持份者之討論去識別他們對旅遊發展的看法、主題及副主題。
- (d) Based on the above, prepare a conceptual plan illustrated with perspectives and elevations. Prepare action plans, comprise both long and short terms actions for tourism development, enhancement and promotion; 基於以上資料來起草概念性計

劃、透視圖及正視圖去表述。起草行動計劃，涵蓋短至長期的旅遊發展、改善及推廣行動。

- (e) Prepare preliminary implementation programme. Recommend, in consultation with the Sai Kung District Council, relevant Committees and relevant Government Departments, on how to proceed to implement the project; and 起草落實計劃、建議及諮詢西貢區議會、有關委員會及政府部門怎樣去實踐各項目。
- (f) Present the conceptual plan to the Sai Kung District Council, stakeholders or other interested parties. 向西貢區議會、持份者及其他有興趣人士展示概念性計劃。

3.0) Study Area 研究範圍

3.1 The study brief designated that the study area focus on the Sai Kung town and Hebe Haven / Marina Cove areas. The study team advised that the study area should be extended beyond the boundaries of the designated area and this has been agreed to by the Tourism Working Group which has been overseeing this project on behalf of the Economic Development Committee.

3.1 這份研究計劃主要根據標書所提供的地圖上顯示的西貢市鎮和匡湖區地帶來構思。本研究小組建議將蠔涌谷地區作為研究範圍並獲得旅遊工作小組同意及代表經濟發展委員會(EDC) 監督。

3.2 While the study area shall focus on the Sai Kung town and Marina Cove areas as major tourism nodes of the Sai Kung District, to fully utilise the potential of the Sai Kung District for tourism, our attention cannot only focus on the Sai Kung township tourism node alone. Certain “tourism nodes” have been identified in previous tourism planning studies of Sai Kung and the study team shall review these nodes and/or identify new nodes to enable bundling and packaging of the District’s attractive tourism products.

3.2 當研究小組將焦點投放於西貢市中心及匡湖居一帶為西貢區主要旅遊中心點，並利用它的潛力的同時，我們的注意力不應只集中於西貢鎮區為主要的旅遊中心點。因為多個‘旅遊中心點’ 已於過往的研究中被確認，小組會就此再進行檢討並嘗試找出新的旅遊中心點，好讓我們能夠結集及包裝區內有吸引力的旅遊產品。

Figure 1. Map of Study Area

圖表 1 研究範圍地圖



4.0) Approach 方法

4.1 In terms of natural and cultural resources, the Sai Kung District is one of the richest in Hong Kong, especially when compared to most other districts. It is also known as Hong Kong's "Leisure Garden" and it has tremendous potential for tourism development which must be planned in a responsible and sustainable manner. The Sai Kung District deserves to be treated with respect and enjoyed by all future generations to come.

和其他區域相比，西貢區擁有的天然及文化資源可說是最豐富的地區之一。在香港，西貢區被譽為“香港的消閒花園”。有見及此，西貢區實在擁有極大的旅遊業發展潛力，在制定策略方面必須以可信賴及可持續性的原則為本。西貢應發展為一處備受歡迎及為後世帶來歡樂的地方。

4.2 The Sai Kung District has been the subject of previous tourism or tourism related studies. In 1996, the Sai Kung District Development Foundation Ltd. commissioned a major recreation and tourism development plan. The Planning Department has also given attention to the District when in 2001 it released the South East New Territories Development Strategy Review. The above-mentioned plans have some very interesting ideas and proposals, but to date, most of them have not been implemented. The challenge of any plan is to ensure that it is practical and implementable.

西貢區一直被用作旅遊業及相關的研究對象。在 1996，西貢區發展基金有限公司曾委託顧問公司推行一項旅遊及消閒計劃。本計劃的策劃人，葉博士及麥博士也曾參與這項計劃，並擔任副顧問一職。在 2001 年的新界東南發展策略檢討中，規劃署對此區亦相當重視。在發展策略當中，其中一項主要策略便是針對旅遊業，並建立了“旅遊及消閒框架”。以上提及的計劃當中包括不少有趣的建議和項目，但到現時為止，並不是所有項目都已成功推行。而這些計劃的最大挑戰就是如何能夠把計劃付諸實行。

5.0) Study Principles & Assumptions 基本的態度與哲學

In deriving the concept plan and action recommendations, the study team focused on the following principles and assumptions: 為了制定概念計劃及一系列建議，研究小組會根據以下準則：

5.1) The tourism plan and any development or services recommended must be sustainable and undertaken in a responsible manner. 這份旅遊研究計劃及所有建議的發展及服務項目必須是以可持續發展及可依靠為原則。

- 5.2) We plan for visitors, from a demand perspective 這個研究目的是爲了訪客亦即是從需求的角度來看。
- 5.1) If a project is not feasible, it will not be sustainable. The feasibility of a recommendation or a project must include not only site feasibility, but also market, financial, and political feasibility. 一個不可行的計劃必不會有持續性。可行性的建議或項目，不但需要具備可行性的地點，還需在市場、財政及政策方面可實行。
- 5.2) Sai Kung is rich in natural and cultural resources. We are responsible for protecting it and allowing use of these resources in a responsible manner. Not all natural and cultural resources are suitable as visitor or tourist attractions. 西貢擁有豐富的天然和文化資源。我們的責任是保護這些資源並在合理的情況下使這些資源得以善用。但並不是所有天然及文化資源都可作爲旅遊景點。
- 5.5) Tourism is really about creating “memorable experiences” and how we package it. We are in the business of developing and marketing memorable experiences. 旅遊的理念是製造“難忘的經歷”而我們正在爲這個目標作出努力。我們正務實地發展及將這個“難忘的經歷”推出市場。
- 5.6) We recognise that Sai Kung is not a mass market visitor destination. The objective is not necessarily to attract more visitors as more is not necessarily better. The objective should be to focus on attracting niche markets and high yield (spending) visitors. 我們可肯定的是西貢並不是一處大眾訪客的目的地。計劃的目的不在於吸引大量遊客到此處來。目標應著眼於發展另類市場並主力吸引高消費力的訪客。
- 5.7) In developing and/ or managing tourism, it is important to recognise that “If you do not control tourism, tourism controls you.” Therefore, the role of planning is to avoid and/or minimise any negative impacts. 至於旅遊業的發展與管理方面，我們必須知道“如果你不控制旅遊業，旅遊業便會控制你”。因此，策劃者的責任就是盡量避免造成不良的影響或將這個機會減至最低。
- 5.8) Targetting the needs of international tourists, not local domestic visitors; 目標是國際旅客的需要，而並不是本地訪客
- 5.9) Uniqueness & authenticity of experience are factors that attract tourists to any destination; 目的地的獨特性及真實性是真正能吸引遊客的原因

- 5.10) Addressing the non-peak / seasonal periods, especially during the week-days.; and 關注非繁忙/季節性時期，尤其是週日
- 5.11) Addressing the concept plans and recommendations from the tourist attractiveness and tourism operators' perspectives. 從對旅客的吸引力及旅遊營運者的角度去認識概念計劃及建議

6.0) Realities 實況

6.1) The study team is very much aware that over the past 10 to 15 years various ideas and plans have been put forward to develop tourism in Sai Kung. Despite the preparation of these tourism studies and plans, little progress has been made by way of implementation of these ideas and plans. As mentioned in the July 5, 2007 meeting of the Economic Development Committee, the Project Co-leader, Dr. John Ap, mentioned that **“the success of any plan lies not in the contents of the plan, but its implementation”**.

研究小組意識到，於這 10 至 15 年期間，提出了不少大大小小的概念及計劃發展西貢的旅遊業。除了旅遊研究及計劃的準備外，對於它們的實行大多是原地踏步。正如葉博士於 7 月的會議中提及過“任何計劃的成功不看重於它的內容，而是它的實踐”。

6.2) While a study or a plan with creative, grand, and novel ideas or projects may be appealing, if these creative and grand projects cannot be implemented, the value and worth of that plan becomes questionable. Therefore, some of the concepts and action plan recommendations may not be new as it is more important to identify ideas and projects that will work and can be readily implemented. One must be realistic and practical about what Sai Kung can offer to international tourists in addressing the constraints that Sai Kung currently faces, but also to explore opportunities to further develop its international tourism appeal.

當一個具有創意、偉大、新奇及有吸引力的計劃或項目不能被落實，它的價值便會成疑問。因此，部份概念計劃不是全新的，因為更重要的是找出一些能被即時實踐的。一個關於西貢區能提供給予國際旅客的計劃是要真實及實際，並意識到其限制；但又能有同時發掘機會來繼續提升其旅遊吸引力。

6.3) While the focus of this planning study is not directed at the local domestic market, it does not mean that the study team has ignored this market. It is recognized that Sai Kung is a popular attraction for local Hong Kong residents, but unfortunately their visit and use of Sai Kung's resources, facilities and services does create problems of crowding and traffic

congestion on the weekends and holiday periods. In developing Sai Kung for international tourists, both domestic Hong Kong visitors and local residents will also benefit and enjoy the facilities as a “win-win” situation will also arise for the Hong Kong community.

雖然此研究之重點不針對本地市場，但不代表研究小組將其忽略。因為西貢區對香港居民來說是一個受歡迎景點，但不幸的是在週末及假日，他們的到訪及設施的使用卻造成擠迫、交通阻塞等問題。在發展西貢區國際旅遊的同時，本地訪客及居民一樣受惠於這‘雙贏局面’。

7.0) OUTCOMES AND DELIVERABLES 結果與報告

Deliverables from this study will include a report which shall 研究報告最後內容將包括:

- 7.1) Recommend resources in the Sai Kung District that have potential for tourism development; 給西貢區議會建議有潛質的旅遊業發展資源
- 7.2) Recommend an appropriate market positioning for Sai Kung and its unique tourism resources, and also provide recommendations on promotion of these resources; 為西貢區建議適當的市場定位，並指出該區擁有的獨特旅遊資源及建議如何推廣這些資源
- 7.3) Identify and recommend to the District Council an appropriate vision and suitable themes or sub-themes; 為區議會確立及建議適當的發展目標和合適的發展主題及附屬項目
- 7.4) Recommend appropriate short-term, medium-term and long-term action plans for the development of tourism in Sai Kung; 為西貢的旅遊業發展建議適當的短期、中期及長遠的實施計劃
- 7.5) Provide recommendations on implementation of the action plan or action programme; and 為推行方案或實施計劃提供建議
- 7.6) Present the concept action plans to the District Council and interested stake-holders. 向區議會和有興趣持份者陳述構思的實施計劃。

A copy of the study tasks as presented in the inception report is presented in Appendix 1 於開端報告所提及的研究作業的備份已被展示於附件 1。

2) BASE-LINE REVIEW OF TOURISM ASSETS

旅遊資產的基線檢討

1.0) Background 背景

1.1) Before planning for new or improved tourism attractions it is imperative that the status quo of tourism assets is assessed. Such a base-line review provides a quick overview of the status of tourism assets and it provides a yardstick against which any future developments can be assessed.

在計劃全新的或改善現有的旅遊景點之前，評估其旅遊資產狀況是極其重要的。這種基本評估能為旅遊資產提供一個概要，以及為未來的發展提供一個評估的標準。

2.0) Assessment Criteria 評估標準

2.1) Tourism assets are assessed against a set of evaluation criteria. These include accessibility, economic, environmental, and social-cultural impact of development, as well as the importance of attractions/ features for visitors from Hong Kong and from abroad. The evaluation factors are rated as low/ medium/ high or negative/ neutral/ positive. These ratings are an adaptation of the 1-10 scale suggested by Inskeep (1991) for use in base-line assessment.

旅遊資產的評估是建基於一套評估標準。這套標準包括方便程度、有關發展對經濟、環境、社會文化的影響、以及景點對本地和外地訪客的重要性。評估的因素可被列為/中度/高度或負面/一般/正面。這套評估是採用 Inskeep (1991)所建議的一至十分的等級。

2.2) Evaluations are based on the collective experience and opinion of the study team. The feature “Urban / Built Environment” can be used as an illustration of how to interpret the information. The base-line review suggests that the urban area of Sai Kung is easily accessible to visitors, that it is economically developed but that, in common with all urban areas, the built up area does have certain negative impacts on the environment while socio-cultural impacts are largely neutral. The evaluation suggests that the built up area of Sai Kung in its current state is of medium importance for local visitors and that it is of very little importance to international visitors.

這次的評估是建基於研究小組各成員的共同經驗和意見。當中，“市區/建設環境”的部份可用作說明如何詮釋有關的資料。這個基本的檢討指出西貢的市區地方部份對旅客來說是十分方便的，但跟其他的市區地方一樣，這個屬經濟發展的建設地方部份對環境帶來一定的負面影響，而對社會文化的影響則可算是中性。這次的評估同時建議西貢區內的建設地方部份現時對本地旅客來說屬於中度重要，但對外地訪客來說則屬低度重要。

3.0) Summary 總結

3.1) The summary table of the base-line review of tourism assets show, the main tourist attractions in Sai Kung have fairly good accessibility for visitors. A significant number of tourism assets are of economic significance in particular the urban areas, outdoor recreation facilities and the public foreshore / promenade. It can also be noted that some of the local attractions are of greater interest to HKSAR residents than for international visitors, and that some of the influences on tourism such as air pollution are largely outside the control of Sai Kung District.

總括來說，這次對旅遊資產的基本檢討顯示西貢區內的主要旅遊景點對訪客來說也算十分方便。一定數量西貢區內的市區地方部份、戶外消遣設施和公眾海濱場地的旅遊資產是有經濟的重要性。有一點要注意的是香港居民對本區景點比外地訪客更感興趣，而當中部份對旅遊業的影響，如空氣污染等，大都是西貢區所不能控制的。

Table 1. BASE-LINE REVIEW OF TOURISM ASSETS

Attraction Feature	Evaluation Factor						Comments
	Accessibility	Economic Feasibility of Development	Environmental Impact of Development	Socio-cultural Impact of Development	SAR Importance	Regional/International Importance	
1) Urban / Built Environment	High	High	Negative	Neutral	Medium	Low	Low– rise, except for Tseung Kwan O & Sai Kung town.
2) Natural Environment	Low	Medium	Positive	Neutral	High	Medium	High quality
3) Cultural Resources	Medium	Low	Neutral	Positive	Medium	Low	Has local significance
4) Heritage / Historical Resources	Low	Low	Neutral	Positive	Medium	Low	Scattered
5) Outdoor Recreation Resources	Medium	High	Neutral	Neutral	High	Low	Plentiful
6) Entertainment Facilities	High	Medium	Neutral	Neutral	Low	Low	Limited
7) Restaurants and Bars	High	Medium- high	Neutral	Neutral	Medium	Low	Seasonality problem exists
8) Transportation / Transportation Accessibility	Low - medium	High	Negative	Neutral	Medium	Low	Cited as a problem
9) Tourist Signage	Low	Medium	Neutral	Neutral	Medium	Low	Insufficient at transport nodes
10) Visitor Amenities & Services	Low	High	Neutral	Neutral	Low	Low	Limited
11) Fish Markets & Fish Hawking	High	Medium	Neutral	Positive	High	Low- medium	Interesting for visitors
12) Boat / Marina Facilities	High	High	Negative	Neutral	Medium - high	Low	
13) Pollution	Na	Na	Negative	Negative	High	Medium	SAR-wide problem
14) Public Foreshore Areas / Promenade	High	High	Neutral	Neutral	High	Low	Interesting for visitors
15) Water Sports Resources	Low	High	Negative	Neutral	High	Low	Plentiful
16) Sports Facilities	High	High	Neutral	Neutral	Medium	Low	

Legend: Evaluation ratings - Low / Medium / High
 Negative / Neutral / Positive
 N.a. – Not applicable

圖表 1 西貢區旅遊資產評核表

景點特徵	評核因素						意見
	可達性	經濟上的可行性	對環境的影響	對社會文化的影響	對特區重要性	在地區/ 國際重要性	
1) 市區/建造環境	高	高	負面	中性	中	低	低密度 (將軍澳及西貢區除外)
2) 自然環境	低	中	正面	中性	高	中	高質素
3) 文化資源	中	低	中性	正面	中	低	有本地意義的
4) 遺跡及歷史資源	低	低	中性	正面	中	低	分散
5) 戶外康樂資源	中	高	中性	中性	高	低	大量
6) 娛樂設施	高	中	中性	中性	低	低	有限
7) 餐廳及酒吧	高	中-高	中性	中性	中	低	季節性問題出現
8) 交通/可達性	低-中	高	負面	中性	中	低	被指出是問題
9) 旅客指示牌	低	中	中性	中性	中	低	於交通點不足
10) 訪客設施與服務	低	高	中性	中性	低	低	有限
11) 魚市場及鮮魚小販	高	中	中性	正面	高	低-中	訪客感興趣
12) 小船/海上設施	高	高	負面	中性	中-高	低	
13) 污染	不適用	不適用	負面	負面	高	中	特區的問題
14) 公共海旁地方/海濱 行人道	高	高	中性	中性	高	低	訪客感興趣
15) 水上活動資源	低	高	負面	中性	高	低	大量
16) 運動設施	高	高	中性	中性	中	低	

評核級別 - 低 / 中 / 高
 負面 / 中性 / 正面
 不適用

3) COMMUNITY OPINIONS & EXPECTATIONS 社區意見及期望

1.0) Background 背景

1.1) This section presents the key findings obtained from the consultations undertaken with the community. In accordance with Part A (Task 3) of the study brief, a series of stakeholder consultations were conducted through:

這份重點撮要將描述在社區諮詢後得出的重點發現。按照研究概要的甲部份（作業3），一系列的諮詢將會與受持份者透過以下途徑進行：

1. Focus group interviews; 專題小組訪談；
2. Individual interviews; and 個人訪談；及
3. On-line website survey. 互聯網問卷調查。

1.2) The purpose was to raise awareness of the study being conducted, identify issues as well as to solicit expectations and opinions towards Sai Kung and tourism development in the area. The consultations provided preliminary input from the community, operators and stakeholders for the team to gain understanding and insights of the local situation.

此目的為提高對於研究調查的察覺性，確認問題以及徵集對於西貢旅遊業發展之期望及意見。此諮詢取得了社區，操作者及受影響人士的初步的意向，以協助研究隊伍加深對社區之認識及理解。

Five focus group interviews were held with representatives from:
訪談已跟以下五個專題小組代表進行：

- 1) Traditional local community leaders & organisations (x2); 傳統本地社區領袖及機構(x2)；
- 2) The English-speaking / expatriate community; 操英語／從外國移居的公眾；
- 3) Out-lying villages in the eastern sector of Sai Kung; 西貢東部小島上的村落；
- 4) Travel industry (both inbound & domestic tourism service providers) 旅遊業界（入境及本地旅遊服務提供者）

Views and inputs were solicited with respect to the following questions:
有關以下問題之看法及意向已被收集：

1. What are the reasons why they live in Sai Kung? 他們住在西貢的原因？
2. What concerns & issues do they face or experience living in Sai Kung? 他們住在西貢所面對及經歷過要關注的事及問題？
3. What and how they feel about tourism development in general? 他們怎麼看待普遍旅遊業的發展？
4. What types of tourism they would like to see in Sai Kung? 他們希望在西貢看到什麼性質的旅遊業發展？

5. Any concerns & issues they have in connection to tourism development.對於旅遊業發展的關注及問題。

1.3) Apart from the focus groups consisting of invited community leaders & organisations, the other group interviews were well attended and the participants were articulate. A website survey using similar questions to those used in the focus groups was conducted in the period between 26 March and 30 April with a total of 78 written submissions being received.

除了跟以受邀之社區領袖及機構組成的專題小組進行之訪談外，其他小組訪問亦有不俗的出席率而與會者亦能清晰地表達想法。一個使用專題小組相類似题目的互聯網上調查已在三月二十六日到四月三十日進行並收到七十八份回覆。

2.0) Community Opinions 社區意見

2.1) Overview 概要

From the community point of view, Sai Kung possesses an array of resources and unique characteristics such as the profile of a traditional rural town and fishing port, waterfront promenade, green hills and coastal marine geography, Country Park setting and pockets of remote villages, *al fresco* dining and recreational activities which serve as a local destination attractive to both local & international visitors. Residents generally welcome visitors provided that development of tourism is well-planned & well-managed, and does not erode the existing rural charm and environment of the area. For tourism to succeed, the resources need to be better developed, packaged and managed.

從社區的角度出發，西貢擁有一連串的資源及獨有的特色，例如傳統農村、漁場、海濱長廊、綠野山頭、海岸生態地理，郊野公園背景、偏遠小村落、戶外食肆及康樂活動，令西貢成為吸引本地及國際訪客的目的地。居民一般歡迎訪客，惟大前提是旅遊業的發展必須有良好的計劃及管理，並且不會侵蝕現有的農村特色及環境。要令到旅遊業成功，所有資源必須要有良好的計劃、包裝及管理。

2.2) Sai Kung as Viewed by the Community: 社區眼中的西貢

- They generally accept that Sai Kung is not just a place for the local community, but as the “leisure garden” of Hong Kong. Hence, they do not reject tourism, domestic or international.

他們一般接受西貢為不只給本地社區的地方，並且是香港的「閒暇花園」。故此，他們並不排斥旅遊業，包括本地及國際旅遊。

- Some want to see a unique small “green” community and township designed firstly for the people who live there, but they would welcome visitors to share the community resources. They are sensitive to any erosion of their relaxed lifestyles as well as the sustainability of the inherent natural-cultural environmental resources, values and charms of the area.

有一些想看到為當地居民所設計的獨有的小型「綠色」社區及小鎮，但他們亦歡迎與遊客分享社區資源。他們對於侵蝕到他們悠閒的生活方式，以及固有的自然與文化的還境資源、價值和吸引力的持續發展性是最敏感的。

- They perceive that tourism resources include: 他們對於旅遊資源的理解包括:
 - the surprising low density living and natural environment in close proximity to cosmopolitan urban Hong Kong;
出乎意料的低人口密度及自然環境並且鄰近香港大都會城市；
 - fresh air, sea views, green hills, islands and beaches;
新鮮空氣、海景、綠野山頭、島嶼及沙灘；
 - Country Parks and the presence of wildlife and ecological systems;
郊野公園及野生生物及生態系統的存在，
 - the existence of a “sense of place and belonging”
對於「地方的認同性及歸屬歸屬感」的存在
 - open spaces for family or pets, mingling with people including a friendly multi-cultural community;
露天地方供家庭及寵物使用、人與人之前的交往，包括一友善的多文化社區
 - multi-cultural gourmet and dining experiences offered by a variety of restaurants, café and bars
種類繁多的餐館，咖啡室及酒吧所提供的不同文化的美食及用餐機會
 - the endowment of traditional Chinese rural heritage and cultural features.
中國傳統農村文化遺產及文化特色

2.3) General Concerns & Negative Opinions 一般關注及負面意見

- Those who were negative towards the development of tourism seemed to base their concerns on the potential adverse impacts of increased tourism on the environment and quality of living as a result of poor planning and management.

那些對於旅遊業抱負面態度的，似乎是關注到在不良的計劃及管理下增加的旅遊活動對於環境及生活質素潛在的影響。

2.4) Major Specific Concerns 主要的特定關注點

The specific concerns raised include: 這些特定關注點包括：

- Potential excessive infrastructural developments especially further construction of highways and medium/high-rise buildings that would spoil the unique rural small town ambience of Sai Kung;
潛在的過量基建發展，尤其是進一步的公路及中／高層大廈的建設會破壞西貢獨有的農村小鎮的格調；
- Pollution and despoliation of the natural areas;
對於自然環境的污染及掠奪；
- Promotion of mass tourism that could erode the enjoyment of the place by residents as well as compound the inadequate public transport services particularly on weekends;
推廣旅行團將饑食居民對地方的享受以及加重不完善的公共交通服務的問題，尤其於週末；

- Commercialisation such as introduction of chain stores, contrived tourism decorations and attractions, including development of theme parks that are not consistent with the natural profile of Sai Kung.

商業化的項目，例如連鎖商店的引入，刻意做作的旅遊裝飾及景點，包括主題公園的發展，都與西貢的自然背景不一致。

2.5) Different Type of Residents' Opinions 不同類型的居民意見

- Between the traditional community/district leaders and the new residents (mainly English speaking & expatriate), the two groups have different views of the notion of development. The English-speaking community tend to be oriented in conservationism and seek to protect the rural ambience of Sai Kung, whereas the traditional local Chinese tend to interpret development in terms of growth, construction or renovation.

傳統社區／區域領袖及新居民〈大部份是操英語 / 從外國移居的公眾〉這兩組人士對於發展有不同的看法。操英語的社區趨向以保育及保護西貢的農村格調為方向，而傳統的本地中國人則趨向將發展分類解讀為增長，建設或翻新。

- Conservation-minded new residents as well as villagers from out-lying areas share the concern of excessive development that would erode the rural charm and natural environment of Sai Kung.

保育意識強的新居民以及邊遠村民都對於過份發展對於農村特色及自然環境的侵蝕表示關注。

2.6) Community Vision 社區意向

The community's vision and hope for Sai Kung as a tourist destination area would:

社區意向及期望西貢區成爲一個旅遊景點：

- be graced with large patches of trees, green plants and flowers, which project a garden-city sensation;
歡迎大量樹木、植物及花卉等構成花園城市的效果
- keep public places clean and in good repair;
保持公共環境清潔及良好維修
- have a culturally vibrant community, including an outdoor theatre for street-level cultural performances;
文化動感社區，包括提供戶外劇場給街頭文化表演
- offer something for all ages, including educational experiences for the serious eco-tourists, with education as part of nature and cultural tourism;
提供不同年齡的；包括提供生態旅遊人士一些教育經驗，作爲自然文化旅游的一環。
- renovate the Old Town and to restore the Fish Market and former market area for the merchandising of traditional food and goods, as well as merchandising of arts and crafts;
翻新舊市中心及整修魚市場和前市集地區成爲售賣傳統食品、貨品、及手工藝品的地方。
- provide budget lodging in town as well as in some remote villages;
於市中心及偏遠村莊提供較經濟的旅店
- provide access to the out-lying green areas with eco-friendly transportation;
提供環保交通工具到偏遠綠色地帶

- operate boat tours to the out-lying islands and beaches;
經營船隻往返外島及沙灘
- develop more inter-linked walking trails and bicycle paths throughout the area;
建立多些相互連接的步行徑及單車徑
- have extensive coastal-marine fishery protection areas that could re-generate fish stock for the sea as well as foster recreational fishing activities; and
廣泛的海岸“禁捕區”能讓魚類繁衍及推動消閒釣魚活動
- provide some low density, low impact high-end exclusive resort hotels in out-lying locations.
於外島提供低密度、低影響的高級渡假屋酒店

3.0) Tourism Service Providers 旅遊服務提供者

Their input may be summarised as follows: 他們的意見被歸納如下:

- They find the higher costs of transportation to Sai Kung a major impediment;
往西貢區的交通成本昂貴
- Foreign Individual Tourists (FITs) would find it difficult to master the public transport interchange;
外國自由行旅客對於轉乘交通工具會感困難
- They also see a need to bundle or package the attractions for ease of tourist consumption;
為方便旅客使用，有需要將景點結集及包裝
- Due to its location and the issue of accessibility, Sai Kung would need to be a half-day tour package, and a dedicated destination rather than serve as a stopover point;
因為位置及可達性問題，西貢需要一個半日團及一個專門景點多於一個停留點
- There were complaints of a general lack of a hospitality culture in the Chinese restaurants to serve foreign tourists;
有投訴關於一些中式酒家對於招待外國遊客缺乏“好客文化”
- A combined coach-boat tour would be attractive, but the cost could be too high and impractical due to travel time and rough seas;
車船組合是吸引人的，但成本太高及不可行因為需時太久及風浪太大
- A tall icon could be effective in drawing tourists, particularly the huge South-east Asian market. The icon has to be complemented by bundling with other cultural tourism facilities as well as exotic shopping such as Chinese dried seafood and traditional snacks;
一個高的地標能吸引遊客，尤其大量的東南亞市場，但地標必需有其他文化旅遊設施及特色商店的輔助例如：中式乾貨海味及傳統小吃
- The development and promotion of Bed & Breakfast (B&B) rural lodges could attract and cater to the niche market of long-haul European tourists on extended stay which will enable them to explore Sai Kung leisurely; and
(B&B) 旅店的发展及宣傳能吸引及迎合少數長途歐洲旅客，延長逗留讓他們悠閒地探索西貢區
- Sai Kung needs to form a Destination Management Organisation to co-ordinate and co-operate with the travel agencies and tour operators, as well as the Hong Kong Tourism Board to promote Sai Kung vigorously to international tourists.
西貢區需要組成目的地管理機構去協調及與旅行社、香港旅遊發展局合作去大力推廣西貢區給國際旅客

4.0) Analysis of Community & Tourism Industry Consultations 社區及旅遊業界諮詢的分析

Based upon an analysis of the contributions provided in the consultations, it was concluded by the study team that: 基於諮詢結果所得來的分析，研究小組總結以下要點：

- Sai Kung possesses resources and characteristics such as its natural resources and rural community atmosphere, which is certainly of interest for local Hong Kong residents and there is some potential for tourism;
西貢擁有資源及特質，例如：天然資源、農村社區氣氛，這些都是本地居民感興趣的，並有潛質發展旅遊
- Currently, tour operators do not find Sai Kung as an attractive proposition to operate tours for international tourists;
現在，旅行社認為西貢區對於國際旅客來說不是一個吸引的景點
- Sai Kung is not yet a destination area for international tourists, although it can attract a niche market segment;
西貢區對於國際旅客來說雖然它可吸引少數市場，但不是一個吸引的景點
- At present, Sai Kung appeals mainly to the youthful local visitors;
現在，西貢區主要吸引年青本地訪客
- Visitors also perceive Sai Kung as relatively undeveloped, reclusive and its inherent resources and features inconvenient to access;
訪客都認為西貢區較落後及不容易到達那些獨特內在的資源及特色
- For many people, Sai Kung is remote and the notion of “remoteness” apparently stems from inconvenience and high costs of public transport, as well as traffic congestion on the week-ends;
對大多數人來說，西貢區是偏遠的，這是因為交通不便、交通費較高及於週末塞車
- While Sai Kung has some unique advantages, there are alternatives at other locations such as Lantau Island, Yuen Long, Lai Yue Mun, and Stanley which are more accessible and better geared for tourism;
西貢雖有獨特優勢，但不難找到其他代替品例如：大嶼山、元朗、鯉魚門及赤柱等較易到達及裝備完善的景點
- Local residents wish to preserve and enhance the rural community lifestyle of Sai Kung and will vigorously defend it;
本地居民希望保留、改善及大力保衛農村社區生活模式
- How to balance the needs and priorities of the different community and resident groups is a challenge;
如何去平衡不同社區及居民的需要及優先次序是個挑戰
- Development in Sai Kung should be in keeping with its natural & rural characteristics; and
發展西貢的同時，雖然保留其自然及農村特色
- The accessibility of Sai Kung presents another challenge. On the one hand it is viewed as a problem, but if accessibility is vastly improved it may lead to negative impacts including crowding, traffic congestion and in terms of low cost-benefit returns. On the other hand, if one seeks to retain and enhance the rural characteristics of the area and protect the environment, then it would be appropriate to maintain the status quo. In addition, the crowding and traffic congestion problem that exists is very much a week-end and peak period phenomena.

另一個挑戰是西貢的可達性；一方面，它是問題所在，但一經改善後，一些負面影響便出現例如：擠迫、交通阻塞、低成本效益回報；另一方面，如果人們希望保持及改善農村和大自然一切不便，那就認該保持原狀。此外，擠迫、交通阻塞多是未及高峰時期現象。

5.0) Concluding Remarks 總結評論

- The principles of Sustainable Tourism Development provide a means to balance the competing values and priorities and to resolve concerns and issues in a mutually agreeable manner;
可持續旅遊發展提供措施以平衡有爭議的價值觀及優先權以達至一個雙方都同意的方式解決所涉關注及問題；
 - It is necessary to engage in honest stake-holder dialogue to allay suspicion and engender mutual understanding and respect, and build community consensus;
與受影響人士保持誠懇的溝通以減低疑慮及促進雙方了解及尊重，以及建立社區一致性是必需的。
 - To effectively address the above, it is acknowledged that Sai Kung needs to have a clear tourism policy and plan in place to guide and provide direction for the future development of tourism.
要有效的回應上述所提及的，西貢是公認的需要有一個清晰的旅遊政策及計劃以指導及提供未來的旅遊發展的方向。
 - There is also a lack of co-ordination and co-operation among the various stake-holders trying to promote tourism at the district level in Hong Kong and consideration needs to be given to establishing a tourism implementation organisation that provides a governance framework to plan, develop, and manage tourism in Sai Kung.
不同的受影響人士對於香港區域性的旅遊業的推廣之間的合作性及協調性不足，所以必需考慮成立一旅遊落實機構以提供一套管理骨架來計劃、發展及管理西貢的旅遊業。
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4) VISITOR BEHAVIOUR - VISITOR & TELEPHONE SURVEYS

1.0) Background

1.1 As part of the Tourism Study Potential of Sai Kung, the Sai Kung District Council commissioned the PolyU's School of Hotel & Tourism Management to undertake two surveys.

1.2 The Sai Kung Visitor Survey was conducted on 5, 7 and 8 April of 2007 primarily to develop a profile of visitors; examine visitor perceptions and their satisfaction towards the environment and resources of Sai Kung, its facilities and services; and to solicit suggestions for enhancing Sai Kung. Information was obtained by administering a questionnaire with a non-random sample of visitors at the Sai Kung Water Front Promenade and Pak Tam Chung. Respondents included both visitors from Hong Kong and abroad and local Sai Kung residents.

1.3 The Sai Kung Telephone Survey was a random sample telephone survey of Hong Kong residents conducted between 5 July and 11 July, 2007. This survey complements the visitor survey and many of the questions asked were the same as those used in the visitor survey. For example, visitor perceptions and their satisfaction with their last visit towards the environment and resources of Sai Kung, its facilities and services, and suggestions for enhancing Sai Kung. Respondents who had not visited Sai Kung in the previous 5 years were also asked to cite the reasons why they had not visited the area. Information was collected by the Computer Assisted Survey Team (CAST), Centre for Social Policy Studies, The Hong Kong Polytechnic University.

1.4 The data collected from both surveys has provided a fairly comprehensive overview of Hong Kong residents' and on-site visitors' characteristics and their opinions about Sai Kung.

Visitor Survey data that were collected included:

- a) Visitor activities and places visited
- b) Visitor perceptions of and satisfaction with visit to Sai Kung
- c) Visitor profile and characteristics

Telephone Survey data that were collected included:

- a) Visitor activities and places visited
- b) Visitor perceptions of and satisfaction with last visit to Sai Kung
- c) Visitor profile and characteristics
- d) Reasons for respondents not visiting Sai Kung in the past 5 years

2.0) Results

2.1 The following summary is based on the combined results of the Sai Kung Visitor and the Telephone Surveys conducted in March and July, 2007, respectively. This report presents the combined results comprising the common data collected in both surveys. It provides a holistic view of respondents' characteristics and their opinions about Sai Kung.

➤ More than 50% of the respondents were aged in the of 25-49 year age group with the

highest percentage (14%) in the 40-44 year age group.

- Half of the total respondents live in the New Territories (50%). Most respondents came from the districts of Sai Kung (15%), Sha Tin (11%) and Kwun Tong (9%).
- Respondents were mainly homemakers, clerks, professionals or students, which comprised 15%, 15%, 14% and 12% of total, respectively.
- The top 5 purposes for visiting Sai Kung were:
 - 1) General leisure / recreation (27%); 2) Hiking / walking (24%); 3) Dining (13%);
 - 4) Sightseeing/ organized group tour (7%); and 5) BBQ / picnicking (7%).
- The single most popular activity which respondents participated in was dining (29%). The next 2 most popular activities were outdoor activities e.g. hiking / walking (18%), and sailing / boating / water-based activities (12%). It was noted that visiting cultural, heritage and historical attractions rated very low with only 2%.
- Over 70% of the total respondents knew about Sai Kung through: 1) their friends and relatives; and 2) past experience.
- Nearly one quarter of respondents (23%) indicated that they face barriers that hinder their participation in undertaking activities in Sai Kung.
- The most frequently mentioned barrier was weather / climate (24%) which is an uncontrollable factor. This was followed by poor transportation access (20%), no time (19%) and too many work / family or outside commitments (11%).
- Approximately, one quarter (24%) of respondents visited Sai Kung Old Town and this is not surprising given that it is the main hub of the Sai Kung area. Pak Tam Chung ranked the second most visited place (18%) and this is attributed to it being one of the venues where the Visitor Survey was conducted. About 20% of respondents had visited various islands such as Kau Sai Chau, Kiu Tsui (Sharp Island) and Hap Mun Wan (Half Moon Bay).
- The top 5 attributes that respondents liked best about Sai Kung were: 1) Scenery; 2) Environment; 3) Air quality; 4) Seafood; and 5) Nature.
- Poor accessibility (24%) and crowds (14%) were the two most cited attributes that respondents liked least about Sai Kung.
- When asked what suggestion they would like to provide, 28% of respondents said “improve the transportation network” followed by cleaner toilets (10%).
- The majority of respondents agreed that “Sai Kung is a popular attraction in Hong Kong”

2.2 Most respondents were satisfied with their previous or current visit (for telephone & visitor survey, respectively); were likely to make another visit to Sai Kung; and would recommend it to their friends and relatives.

4) 訪客行爲-西貢區訪客及電話問卷調查

1.0) 背景

西貢區的旅遊業潛力研究當中，西貢區議會委派香港理工大學酒店及旅遊管理學院進行兩項問卷調查。

訪客問卷已在二零零七年四月五、七及八日於西貢區進行，主要爲了建立訪客背景資料、去細查訪客對西貢區的設施、服務感覺和對遊覽的滿意程度及尋求他們的意見去改善西貢。資料是透過訪問者填寫問卷及非隨機抽樣方式於西貢海旁及北潭涌進行。受訪者包括香港、海外訪客及西貢居民。

電話問卷已在二零零七年七月五至十一日傍晚期間以電話進行隨機抽樣訪問。此問卷只爲輔助訪客問卷，當中有相當的問題是一樣的，例如：去細查訪客對西貢區的設施、服務感覺及對遊覽的滿意程度及尋求他們的意見去改善西貢。如訪客於過去 5 年未曾到訪西貢會被問及不到訪西貢的原因。資料由香港理工大學社會政策研究中心電腦支援調查小組收集。

兩份問卷所得的結果能相當全面地提供一個關於香港居民及訪客的特質及意見。

訪客問卷所收集得來的資料：

- a) 訪客於西貢區曾參與過的活動及遊覽過的地方
- b) 訪客對西貢區的感覺及對遊覽的滿意程度
- c) 訪客背景資料及特質

電話問卷所收集得來的資料：

- a) 訪客於西貢區曾參與過的活動及遊覽過的地方
- b) 訪客對西貢區的感覺及對遊覽的滿意程度
- c) 訪客背景資料及特質
- d) 訪客於過去 5 年不到訪西貢的原因

2.0) 結果

以下重點撮要是根據二零零七年西貢區訪客及電話問卷調查在三月及七月期間所進行得來的結果而總結出來的。此報告展示以上兩份問卷所蒐集得來的聯合資料從而提供一個全面的受訪者特質及他們的意見

- 超過 50% 受訪者年齡介乎 25-49 歲，其中 14% 是 40-44 歲
- 半數受訪者居住於新界(50%)，主要來自西貢區(15%)，其次是沙田(9%)及觀塘(8%)
- 受訪者多數是持家的人、文職、專業人士及學生，它們分別佔 15%，15%，14% and 12%
- 他們的主要遊覽目的是爲了 1)一般消閒娛樂(27%)，2)遠足及步行(24%)，3)用膳(13%)，4)觀光及旅行團(7%)，及 5)燒烤野餐(7%)
- 主要活動包括用膳(29%)，其次遠足及步行(18%)及水上活動(12%)。但遊覽文化、遺跡及歷史建築仍然很低，只有 2%
- 超過七成受訪者從從親戚朋友口中得知或過往經驗認識西貢
- 接近四分一受訪者承認遇到阻礙或限制
- 主要阻礙或限制包括天氣情況(24%)，交通(20%)，欠缺時間(19%)及與其他約會衝突(11%)
- 大約四分一受訪者曾到訪西貢舊墟，因爲它是交通樞紐；其次是北潭涌，因爲訪客問卷曾在此進行。約四分一受訪者曾到外島如溚西洲、橋咀及廈門灣
- 受訪者對西貢區的風景，環境，空氣質素，海鮮及自然最感滿意
- 交通不便，擠迫是他們最不满意的
- 當被問到有甚麼建議可提供，28% 受訪者改善交通是最重要的一環，其次是增加潔淨的洗手間(10%)
- 大部份受訪者同意“西貢區是香港其中一個受歡迎旅遊景點”
- 他們普遍滿意於過往或是次遊覽西貢區的經驗，而他們是非常願意再次遊覽西貢區及將西貢區推介給他們的親戚朋友

5) CONSTRAINTS & OPPORTUNITIES ANALYSIS

限制及機會

1.0) Introduction 介紹

1.1 Following analysis and evaluation of Tasks 1 to 3 (i.e. Base-line Review of Tourism Assets, Visitor Survey, & Community Consultations) the constraints and opportunities for the development of tourism in Sai Kung were identified in accordance with Part A (Task 4) of the study brief. This executive summary presents a list the constraints and opportunities as well as the weaknesses.

承接著分析與評核作業 1 至 3 (旅遊資產的基礎檢討、訪客問卷調查及社區諮詢)，甲部份 (作業四) 列出的西貢區旅遊發展的限制及機會已被指出。此重點撮要會提出一連串的限制、機會及弱項。

2.0) Constraints (external influencing factors)

限制 (外在影響因素)

2.1 The constraints presented below are primarily viewed in the context of factors that externally impinge or impose upon the development of tourism in Sai Kung. Such constraints are often beyond the control and influence of the local Sai Kung authorities and the community. They need to be understood as factors that may hinder the development of tourism. The constraints identified were:

以下指出的限制主要基於一些外在衝擊或建基於西貢區的旅遊發展的因素。此等因素乃不能被西貢區權力及社區所控制及影響。所以，人們只需了解這些因素或會影響旅遊業的發展，那些限制如下：

2.2 Limited facilitation role provided by government agencies for the development of tourism due to: 政府部門對於旅遊業發展只作有限度的促進

- Government regulations with unintended consequences that affect tourism & may discourage promotion of tourism services (e.g. “kaito” & fish hawking).
政府規則的非故意後果打擊了某些旅遊及可能阻擋旅遊服務的推廣(“街渡”服務及魚販於海旁擺賣)
- Red tape & inward-looking / territorial approach of government agencies.
繁文縟節及對外界不關心的政府部門的地區性態度

2.3 Lack of a holistic tourism plan for the Sai Kung District
西貢區缺乏一個全面整體的旅遊發展計劃

- Ad-hoc type approach with a number of tourism-related initiatives currently underway.
現時在進行中的臨時短期的處理方法：如多項旅遊業相關的構思

- For example – Housing Society Re-vitalisation Project; Sai Kung Waterfront Renewal Project; Planning Department proposals for Sai Kung town; Architectural Services Department’s proposal to enhance the temple and car park area; Institute of Vocational Education’s (IVE’s) design proposals for the Sai Kung waterfront; AFCD’s proposal to operate water tour services; and WWF’s SOS “no take” proposal for Inner Port Shelter.
例如：房協的翻新項目、西貢海旁翻新項目、規劃署對西貢的建議、建築署對改善廟及停車場的建議、香港專業教育學院的西貢海旁設計、漁農自然護理署建議營運水上接載服務及世界自然基金會建議於內港設立的“禁捕區”
- Geographic focus on Sai Kung town and selected areas.
於西貢區及選定地點的地理焦點

2.4 “Land-use Issues” 土地用途的爭議

- Conflict / competition / availability / prioritisation in Sai Kung Town and surrounding areas. 西貢區及其周邊地區的土地用途的衝突、競爭、供應及優先次序。

2.5 Lack of co-ordination and organization of district-level tourism

地區層面的旅遊發展缺乏協調及組織

- At the HKSAR Government level, the attention and resources are primarily focussed at the macro level via the Tourism Commission and Hong Kong Tourism Board. While some attention has been focussed on tourism in Northern Lantau Island & the Northern New Territories, it appears to be ad-hoc in nature. Limited resources are provided on a systematic basis for tourism organisation & co-ordination at the district level.
在香港特別行政區政府層面，注意力及資源主要投放在旅遊事務署及旅遊發展宏觀層面。其次是北大嶼山及新界北的發展亦是臨時短期的。較少有系統性的提供資源予地區性旅遊機構及協作

2.6 Limited carrying capacity of resources during peak periods

資源於繁忙時段/高峰時期的容納量不足

- For example - accessibility via public transport, Sai Kung Town, car parking on week-ends and public holidays.
例如：公共交通、西貢墟、停車場（週末及公眾假期）

2.7 Conflict of viewpoints among stakeholder in terms of the:

持份者的觀點與角度的衝突：

- Size and scale of tourism development;
關於旅遊業發展的大小和規模；
- Type of tourism development; and
關於旅遊業發展的類型；及
- Pace of tourism development.
關於旅遊業發展的步伐。

2.8 Limited financial resources & institutional support for tourism activities such as promotions, organized activities, & facilities at district level.

有限的財政資源及機構性支持去推動地區層面的旅遊發展，例如：宣傳、有組織的活動等

2.9 Limited potential of district resources as attractions.

地區資源缺乏發展成為旅遊景點的潛力

- Resources are scattered.
分散的資源
- Accessibility to many resources is a problem.
資源點的可達性成問題
- Alternative attractions elsewhere in Hong Kong which would compete for tourists and/ or are more accessible and tourist-friendly (e.g. Lantau Island, Lei Yue Mun, & Stanley).
其他在香港的景點替代品例如：大嶼山、鯉魚門及赤柱等較易到達及旅客友善都具有競爭力。

3.0) Weaknesses (internal influencing factors)

弱項 (內在影響因素)

In addition to the constraints, weaknesses were also identified. Weaknesses differ slightly from constraints in that they are internally focussed. Weaknesses can be addressed internally and are subject to the control and influence of the local Sai Kung authorities and the community. It is important to acknowledge the existence of the weaknesses and not confuse them with constraints which, as mentioned earlier, have an external focus. The weaknesses identified were as follows:

除限制被列出外，弱項是稍微地有別於限制因為它們是內在的。弱項容易受到西貢當局社區所控制及影響。因此，承認弱項的存在是非常重要的，千萬不要與較早前提及過的限制混淆，弱項如下：

3.1) Primary 首要的

3.1.1. Culture 文化

- Lack of cultural identity due to diversity of cultural and ethnic groups.
因為不同背景文化的族群的多樣性造成欠缺文化身份
- Scattered resources.
分散的資源
- No large scale local/festival event (except the Tin Hau festival).
沒有大型的本土或節日活動 (天后誕除外)
- Loss of traditional culture and heritage as people who have such knowledge progressively die in their old age.
文化及遺跡的遺失因為對此有認識的人已隨著年老續漸消失
- Lack of featuring of Sai Kung's heritage - origins, fishing, & major ethnic group such as the Hakka.
西貢的遺跡缺乏特色化：起源、捕魚及主要族群，例如客家

3.1.2. Appearance 面貌

- Presentation / appearance of Sai Kung Town area. 西貢墟的面貌
- Seafood restaurants along promenade/ *Al Fresco* - inappropriate experience and “tacky” due to clutter, untidiness and unhygienic conditions & appearance.
位於海旁的海鮮酒家及戶外餐廳：不適當的經驗及“俗不可耐的”源于凌亂、不潔及不衛生的情況及外觀

Figure 2a & b. Untidiness of Restaurants

插圖 2a & b 酒家的不整潔



2a



2b

- Poor appearance and run-down condition of buildings. 建築物的粗劣外觀及失修情況
- General untidiness. 整體不整潔
- Lack of landscaping. 缺乏景觀美化
- Pollution – litter / visual / appearance; buildings; streetscape, & promotion boards/ banners. 污染：廢物、視覺、面貌、建築物、街道、宣傳板及橫額

3.2) Secondary 其次的

3.2.1. Inadequate & unclean public toilets. 公共洗手間不足及不潔

3.2.2. No staffed information center. 沒有員工運作的資訊中心

- Location is poor. 位置不當
- Little information provided or information is unavailable. 所提供的資訊不足
- No staffing provided. 沒有員工
- Little and limited availability of a comprehensive guide to Sai Kung's attractions & services.
- 較少及有限的全面指引往景點及服務

3.2.3. Signage: lack of directional signage at MTR (Choi Hung and Hang Hau stations) and at transport interchange. 指示牌：地下鐵路的彩虹站及坑口站欠缺指示牌

3.2.4. Touting along the promenade by “kaito” operators, fish mongers, and restaurant staff – is excessive and a source of annoyance, especially for international tourist.

街渡營運者、魚販及餐廳員工在海旁行人道兜售：從國際遊客角度來說，這是過份的騷擾

4.0 Opportunities 機會

Despite the constraints and weaknesses, there are opportunities to further develop tourism in the Sai Kung District. The opportunities have been grouped according to themes, products etc., as appropriate.

儘管有著上列的限制及弱項，西貢還是有發展旅遊的機會。機會被分組基於主題、產品特性等。

4.1) Enhancing Tourist Attractions and Planning 提升旅遊景點及規劃

4.1.1) Create a cluster of attractions with Sai Kung Town serving as a gateway which adopts the “hub-and-spoke” concept. (see figure 6a & 6b)

採用樞紐與線的概念，於西貢市中心建立一組旅遊景點作為門戶。(看插圖 3a 及 3b).

4.1.2) Use the waterfront area north of the Jockey Club public car park as a catalyst for the further development and modernization of Sai Kung Town which is tourist-friendly.

以海旁北及賽馬會停車場作為未來西貢墟發展及現代化的催化劑（並確保以遊客為先）

- 4.1.3) Create a Sai Kung District “logo” & “tag-line.” 創造代表西貢區的徽號及口號
- 4.1.4) Create an icon for Sai Kung. For example, the world’s tallest Tin Hau statue, and 創造代表地區性的地標，例如：全球最高的天后像
- 4.1.5) Develop the islands for tourism purposes. For example Yim Tin Tsai, Kiu Tsui, and others 發展附近島嶼：鹽田仔、橋咀及其他等

4.2) Tourist Infrastructure 旅遊基建

- 4.2.1) Re-develop the Jockey Club public car park to its full potential with commercial & tourism uses. 重新發展賽馬會停車場作為提供商業及旅遊用途
- 4.2.2) Develop a board walk linking the waterfront promenade with Yeung Chau. 建立步行橋連接西貢新市中心及羊洲
- 4.2.3) “Bring the Beach to the People” - develop an artificial beach along the foreshores of Tsam Chuk Wan at the northern end of the Sai Kung waterfront promenade. “為人們帶來沙灘”-於斬竹灣對出及海旁北面建立人造沙灘
- 4.2.4) Provide an amphitheatre / open-air performance area. 提供具有擴音設備的劇場或露天公開表演場地
- 4.2.5) Develop specialized accommodation such as: 發展特色住宿：
- Up-scale “boutique” hotel / resort / spa; 高級精緻小型酒店/渡假屋/水療中心
 - Bed & Breakfast (B&B) for the budget and backpacking market; and 為較經濟型市場及背囊者提供(B&B)旅店
 - Commission site feasibility studies to identify suitable & appropriate sites for the above specialised forms of accommodation.
 - 委托進行選址可行性研究，找出適合的地點來建特色住宿
- 4.2.6) Organise and control the “kaito” service. 組織及控制“街渡”服務



Figure 3. Illegal Fish Hawking along Promenade
插圖 3 於海濱長廊非法售賣魚類

4.3) Environmental Preservation and Conservation 環境保護及保育

- 4.3.1) “Bring Nature to the People” - develop Yeung Chau and as a wooded park with a nature walking trail and connect it to the promenade. “為人們帶來自然”- 於羊洲發展樹木公園及自然步行徑及連接西貢海旁。
- 4.3.2) Feature Sai Kung’s origins and heritage in general. 以一般西貢的本土文化及遺跡特色。
- 4.3.3) Review & evaluate WWF’s SOS proposal for a “no-take” zone in Inner Port Shelter. This initiative has merit and is supported in principle. 檢討及評核世界自然基金會 (WWF) 所建議於內港避風塘的“漁業保育區”。原則是值得支持的
- 4.3.4) Incorporate Housing Society re-vitalisation projects such as linking the temples to the pier and streetscape enhancements as part of the development of tourism for Sai Kung town. 融合房協的美化/翻新項目- 聯繫天后廟與碼頭及街道改善工程成為西貢區旅遊發展的一環

4.4) Others 其他

- 4.4.1) Establish a local tourism ambassador programme for Sai Kung residents/ community / schools to provide guided tours (e.g. old town tour which links the temples to the fish market & pier) & provide information centre support. 於西貢社區、居民及學校設立“旅遊大使”計劃，協助帶領步行團(舊市中心、天后廟、魚市場及碼頭)及作遊客服務中心的支援。
- 4.4.2) Feature Sai Kung-based businesses such as the Four Seas Mercantile Holdings Ltd. 將紮根於西貢區的商業機構特色化，例如：四洲集團有限公司。
- 4.4.3) Organize and hold special events such as site-specific artistic events and carnivals. 組織及舉辦地區性的藝術活動及嘉年華
- 4.4.4) Establish an “artists-in-residence” program. 設立藝術人駐區計劃
- 4.4.5) Organize a concerted local community “tidy up” &/or “healthy city” campaign for Sai Kung to become Hong Kong’s cleanest, healthiest, & tidiest district. 組織一個社區“清潔”/“健康城市”運動，將西貢變成香港最清潔、最健康及最整齊的地區

Figure 4. Tidy up the Sai Kung Waterfront

插圖 4 將西貢海旁清潔



4.4.6) Examine the feasibility of using the former Sai Kung Primary School site as a cultural / community / tourist centre. 查察將前西貢公立小學改變成為文化或遊客中心的可行性

5.0) Committed or Proposed Projects 付諸行動的/建議的計劃

In conducting the study, the study team has been alerted to a number of tourism-related projects in the district. The following list is not exhaustive and serves to highlight projects that are currently known to exist. (see figure 7a & 7 b)

在研究進行其間，研究小組察覺到數個於西貢區有關於旅遊發展的計劃。以下是指出那幾項現正被推出：(看插圖 7a 及 7b)

5.1) Committed or Under Construction 付諸行動的/進行當中的

- Kau Sai Chau golf course extension. 溔西洲高爾夫球場的擴建
- Housing Society Re-vitalisation of Sai Kung Town Project.
房協美化/翻新西貢市中心計劃

5.2) Planned or Proposed Projects 規劃的/建議的計劃

Government Sponsored 政府資助

- Sai Kung North New Town Centre Project (see figure 5). 西貢北新市中心計劃(看插圖 5)
- Development of a 2nd public pier for Sai Kung Town. 在西貢市興建第二個公共碼頭
- Sai Kung Waterfront Renewal Project. 西貢海旁重建計劃
- High Island Spa Resort Project (Tourism Commission). 糧船灣水療渡假屋計劃 (旅遊事務署)
- Extension of the Waterfront Promenade to the south of Sai Kung town.
海旁走廊擴建至市中心南端
- Architectural Services Department's enhancement of the Tin Hau temple area.
建築署的天后廟的改善

Other (Private Sector / NGO) 其他 (私人的/非政府機構)

- WWF "SOS" no-take zone proposal for Inner Port Shelter.
世界自然基金會建議的“禁捕區”
- Re-development of the Beach Resort Hotel (recently sold).
重新發展沙灘渡假村酒店
- Re-development of the Hebe Haven restaurant / wedding function centre (recently sold) 重新發展白沙灣餐廳/婚宴場地 (售出)
- Re-development of "Little Havana" (up for sale). 重新發展“小夏灣拿”(待售)
- Re-development of Star Plaza (up for sale). 重新發展“星際廣場”(待售)
- Pak Lap hotel/resort project. 白臘酒店/渡假屋計劃
- Various hotel/resort projects proposed for Kiu Tsui (Sharp Island), Lap Pak, Tai She Wan, & Yim Tin Tsai. 多個酒店/渡假屋計劃建議在橋咀、白立大樹灣及鹽田仔

Figure 5. Map of New Town Centre Area
插圖 5 西貢新市中心地圖

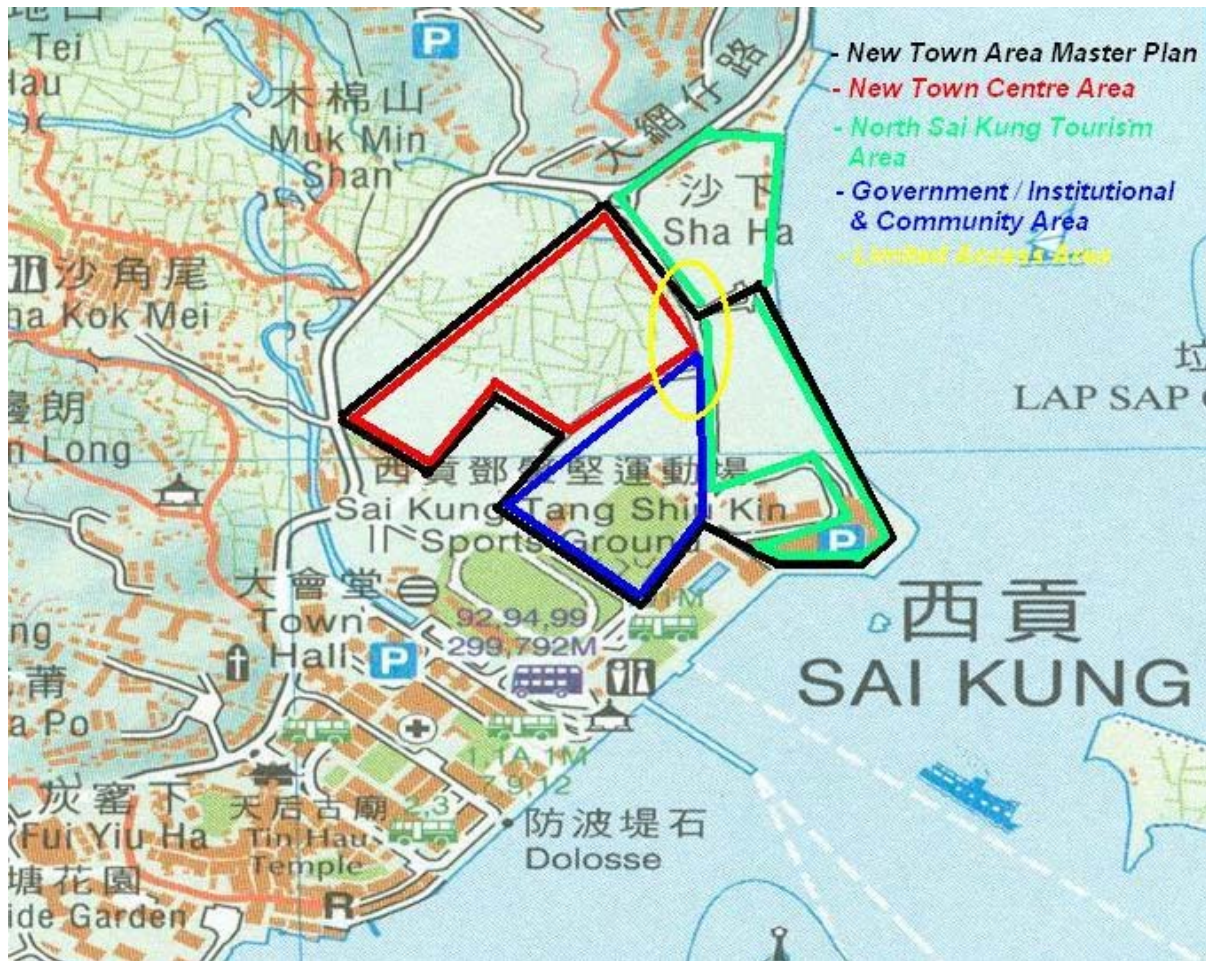


Figure 6a. Hub and Spoke Concept
 插圖 6a 樞紐與線概念

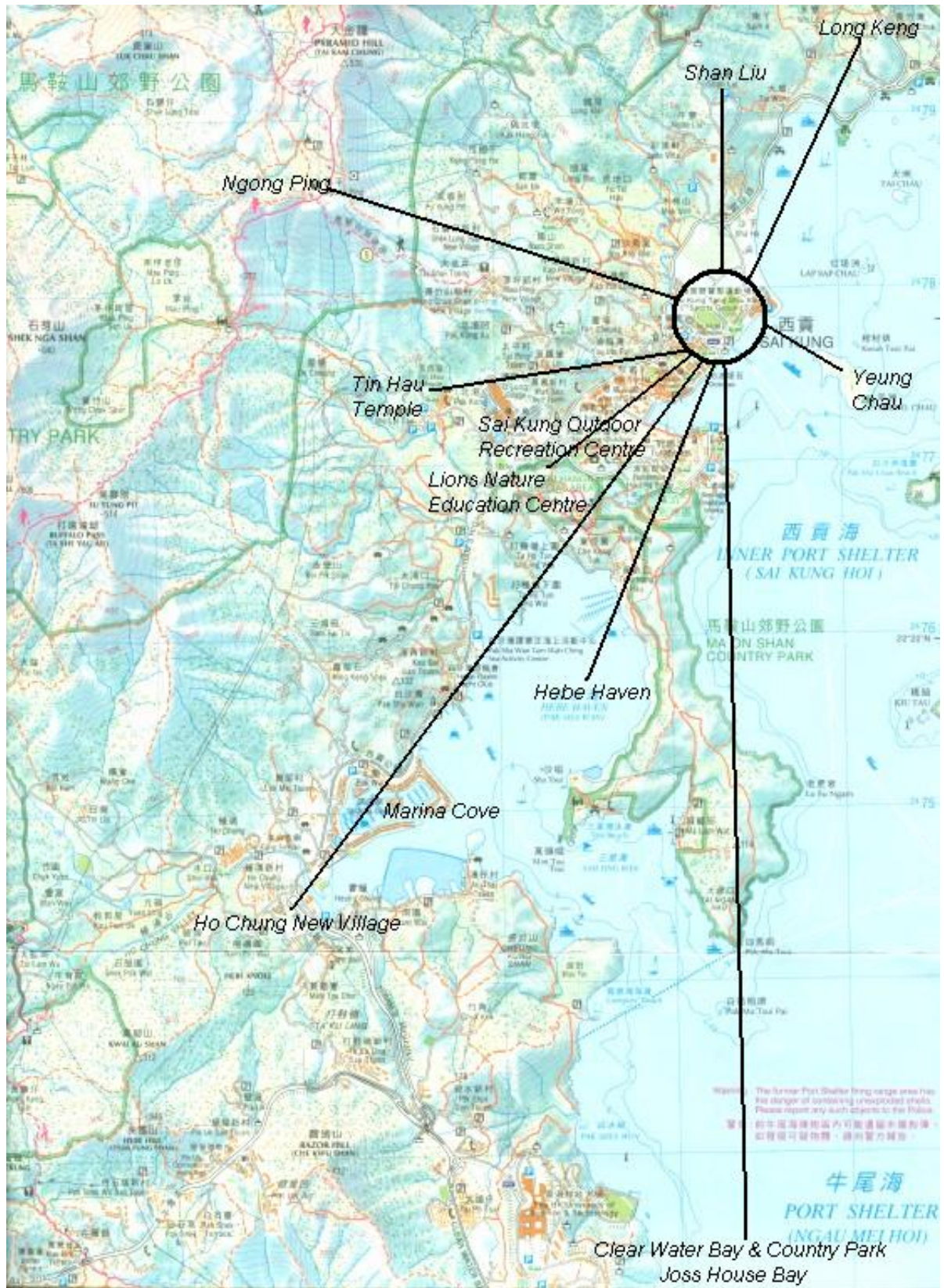


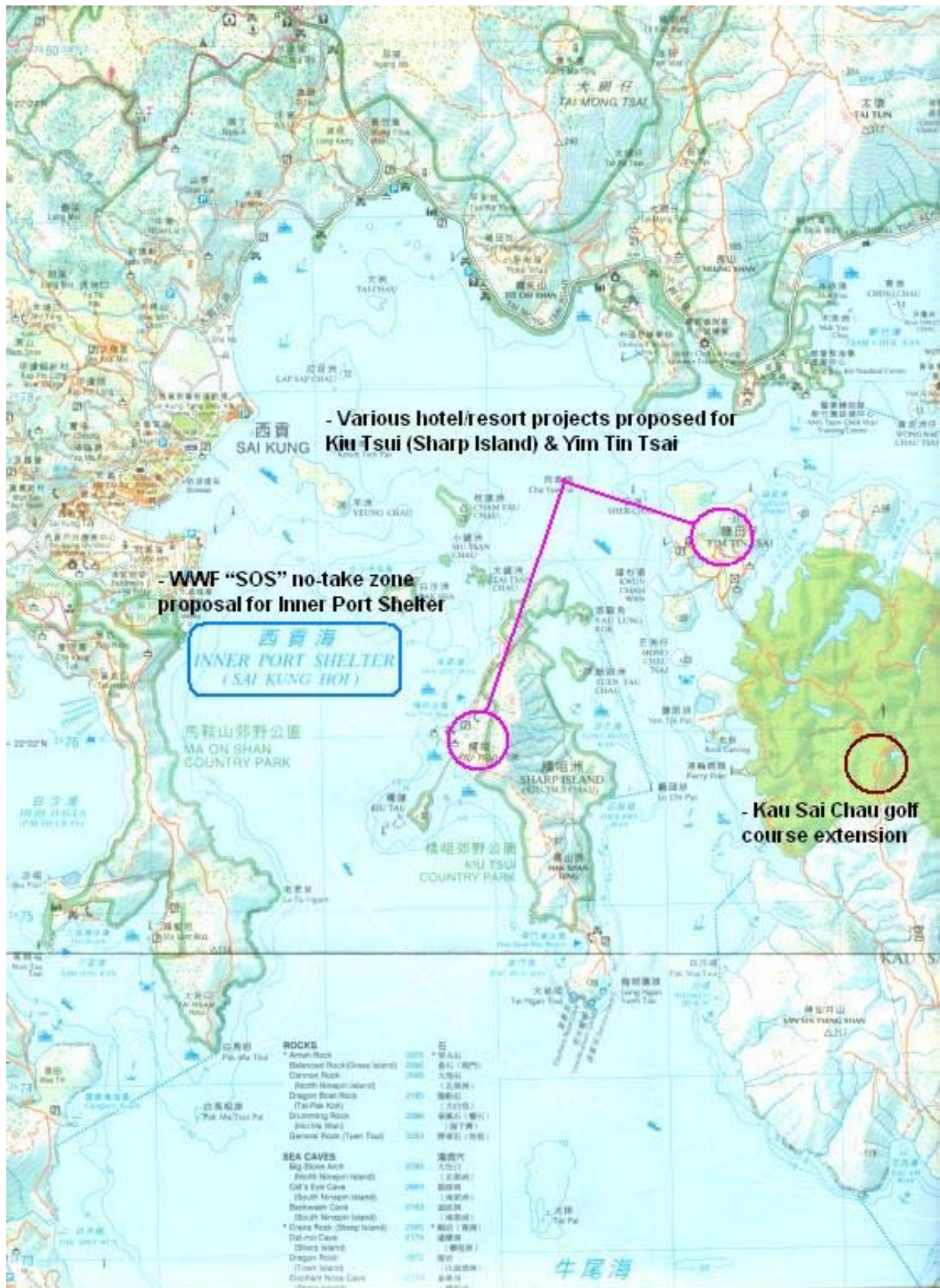
Figure 6b. Hub and Spoke Concept
插圖 6b 樞紐與線概念



Figure 7a. Map of Projects in Progress / Committed and Planned Projects
插圖 7a 進行中/已承落及已計劃的項目



Figure 7b. Map of Projects in Progress / Committed and Planned Projects
插圖 7b 進行中/已承落及已計劃的項目



6.0) Conclusion 結論

6.1 While Sai Kung is blessed with many natural and cultural resources and it is famed for these resources, it must be recognized that while attractive, their potential as tourism attractions is limited.

西貢區擁有那麼多天然及文化資源並因此而響乎勝名，就更應當了解它們雖吸引，但發展旅遊業時的潛力是有限的

6.2 The constraints and weaknesses that have been identified in Sections 2 & 3 need to be examined to see to what extent they can be addressed and resolved. Particular attention should be paid to the weaknesses which are internal influencing factors.

第 2 及 3 部份所提及的限制及弱項需詳細查察可否被正視及解決。注意力應集中投放在弱項上。

6.3 The opportunities mentioned in Section 4 serve as examples of various initiatives and activities that may be pursued in any effort to develop tourism in the Sai Kung district.

第 4 部份所論及的機會正是一些活動及倡議的例子能夠被發展成爲西貢區的旅遊點

6) OVERVIEW OF PHASE 1 OF THE STUDY

第一期研究之綜述

6.1 Phase 1 of the study involved the primary tasks of conducting a base-line review of Sai Kung's tourism assets, soliciting community opinions and expectations, conducting a visitor survey, and identifying constraints and opportunities.

第一期研究主要涵蓋了對西貢區旅遊資產的基線檢討、徵求社區意見及期望、進行訪客問卷及辨清限制及機會。

6.2 The natural environment features as the most prominent asset of the Sai Kung area. Its coastal setting and also its cultural heritage as a fishing village provides a high degree of attractiveness for both local & international visitors. While Sai Kung's cultural heritage is of importance to the local community, it is noted that it will have little appeal to international visitors. Locally, a prominent feature of Sai Kung is seafood dining. However, action needs to be taken to improve the 'al fresco' dining experience currently offered along the Sai Kung waterfront promenade as it is less than desirable and not up to accepted international standards.

自然環境是西貢區的最突出的資產。它的海岸環境及作為漁村的文化遺跡提供了本地及國際旅客一個相當高的吸引力。當西貢的文化遺跡對當地人來說是重要是，它對國際旅客的吸引力則較低。本地來說，品嚐海鮮是西貢區的突點，但對於改善西貢海旁戶外用膳區所提供的經驗的措施是需要的，因為它們是低於期望的及未達國際水準的。

6.2 The two surveys were conducted to obtain information about visitor behaviour and their opinions have confirmed Sai Kung's role as Hong Kong's "Leisure Garden" with nature and water-based activities as the popular activities that people engage in. Seafood was also a key image that survey respondents had of Sai Kung. Respondents who had visited Sai Kung were by and large satisfied with their visit and they indicated they were likely to visit again and recommend it to their friends. A major concern identified by the survey respondents related to transport accessibility. However, it is noted that this is very much a Hong Kong resident and seasonality issue as the problem primarily arises during the weekends and public holiday periods. From an international visitor's perspective, Sai Kung would be regarded as quite close and accessible by public transport. Besides the issue of transportation accessibility, reasons given by telephone survey respondents why they have not visited Sai Kung were: no time; no interest; and too many family or work commitments etc.

兩份問卷的進行是爲了取得資料關於訪客的行爲及他們的意見以確實西貢的角色作爲香港的‘消閒公園’ 備有自然及水上活動等活動讓人們參與。海鮮是人們對西貢區的主要印象。大部份曾到訪西貢區的受訪者表示他們滿意過往到訪經驗及表示有可能再次到訪西貢區及將其介紹給親戚朋友。受訪者主要指出的關注是有關交通可達性。但是，它是一個香港居民及季節性的問題，主要出現於週末及假日。從國際旅客的角度，西貢其實是一個鄰近及可透過公共交通工具到達的地方。除此之外，電話問卷的受訪者指出沒有時間、沒有興趣、其他家庭及工作等因素，都是他們不到訪西貢的原因。

6.3 As for community opinions and expectations, it was found that most favoured development that is in keeping with the area's natural and rural characteristics. Residents are also seeking to preserve the rural community lifestyle that the area offers. Tour operators do not find Sai Kung as a viable proposition to attract international tourists citing concerns about accessibility, poor service and high prices. For the seafood dining experience, other suitable alternatives such as Lei Yue Mun were preferred. It should be noted that balancing the needs and priorities of the various community and resident groups is a challenge and this means that on-going dialogue is essential to ensure that mutual understanding and consensus is achieved in any attempt to develop and promote tourism.

至於社區意見及期望，大多數喜愛那些發展能保持地區的自然及鄉郊特色。居民亦尋求去保留地區所提供的鄉郊社會的生活模式。旅行社不認為西貢區具有可行條件去吸引國際遊客，因為可到達性的問題、服務差及價格高。例如：品嚐海鮮，其他適合選擇有鯉魚門。還有，平衡各方面社區及市民需要及優次是一項挑戰，因此需要持續的對話以確保互相了解及達至共識去發展及推廣旅遊。

6.4 With respect to the constraints faced in developing more international tourism in Sai Kung, there are both external factors (e.g. lack of holistic tourism planning and limited co-ordination of tourism activities at the district level; limited carrying capacity of resources during peak periods which lead to crowding; conflicting viewpoints among various stake-holders about the size and scale, type, and also the pace of tourism development; and the scattering of tourism assets) and internal factors (e.g. scattered cultural resources; litter; and the run-down appearance of the Sai Kung town area). For the internal constraints, most of these can be readily addressed and remedied at the local district level provided the necessary resources are provided.

在西貢區正面對發展國際旅遊的限制，它們主要有外在因素(例如：缺乏全面的旅遊規劃、地區層面上旅遊活動的有限協調、於高峰期時的資源缺乏乘載量導致擠迫、各個受影響人士意見的衝突關於旅遊發展的大小、規模、種類及步伐、旅遊資產的分散)及內在因素(例如：文化資產的分散、廢物、西貢墟破舊的面貌)。對於此等內在限制，其實如果配合適當的資源的提供，大部份能即時被地區層面找出及修補。

6.5 Based upon the assessment of tourism assets, community opinions, visitor needs, and identification of constraints, a number of opportunities were initially identified. These opportunities were grouped as: enhancing tourist attractions and planning; tourist infrastructure; environmental preservation and conservation; and others. The identification of these opportunities provided the basis for the development of concept and action plan recommendations for this study. These concepts and recommendations are presented next.

基於對西貢區旅遊資產的基線檢討、徵求社區意見及需要、及辨清限制，多個機會能被找出的。它們被總括成爲：改善旅遊景點及規劃、旅客的基礎建設、環境保護及保育、其他。以上機會的辨清成爲建立概念及行動計劃建議的根基。那些概念及行動計劃建議將於下部份被展示。

7) MARKET POSITIONING 市場定位

1.0) Background 背景

1.1. Having regard to the Phase 1 of the Sai Kung Tourism Potential Study Report which provided base-line information, community and visitor needs and opinions, and the identification of constraints and opportunities in developing tourism, the study team undertook an in-depth analysis of Sai Kung's resources to derive concept plans together with a set of action plan recommendations.

西貢區的旅遊業潛力研究中期報告提供了基線資料、社區及訪客的需要及意見與以及發展旅遊業的限制及機會。研究小組對西貢的資源進行了一次深入的分析，並從而制定概念計劃及一系列行動計劃建議。

Tasks 作業

1.2 In accordance with the study agreement, the study team was commissioned to undertake the following tasks: 根據簽定的合約授予研究小組負起本研究項目：

Task 5 – Concept Formulation, which involved:

- a) Developing short, medium and long term action programme for potential projects.
- b) Conducting follow-up site inspections & consultations of potential projects.
- c) Undertaking preliminary feasibility analyses of potential projects.
- d) Holding Working Session 2 with District Council/ Economic Development Committee / Tourism Working Group members etc.
- e) Analysing Working Session input, comments and feedback.
- f) Prepare preliminary cost estimates.
- g) Undertaking action plan recommendation(s) consultations / meetings.

工作五) 制定概念

- a) 對有潛質的發展項目，制定短期、中期及長遠的措施
- b) 跟進實地考察及對有潛質項目進行諮詢
- c) 對有潛質的項目進行初步可行性分析
- d) 與區議會／經濟發展委員會／旅遊業工作小組成員等召開工作第二次會議。
- e) 分析各工作會議所得出的意見、回應及有關資料
- f) 準備初步成本預算
- g) 確定實施建議／諮詢工作／會議

Task 6 - Implementation Programme & Concept Report

- a) Prioritising action plan / programme.
- b) Finalising tourism study plan and report.

工作六) 總結方案及概念報告

- a) 按優先順序處理實施計劃／方案
- b) 最後完成旅遊業研究及報告

1.3 Based on the community consultations, visitor and telephone surveys, identification of Sai Kung's weaknesses & opportunities, and the study team's professional opinion, the branding and market positioning of Sai Kung should focus and be based on its natural resources. For want of a better acronym, we believe the essence of Sai Kung is encapsulated in the acronym - "SIMS" (Sea, Islands, Mountains, & Seafood). Further refinement and fine tuning of this positioning is expected, as it is recommended that there is need to eventually identify a distinctive (and preferably unique) logo and tagline for Sai Kung.

根據社區諮詢、訪客及電話問卷調查、西貢區的弱項及機會及研究小組的專業意見，西貢區的品牌及市場定位應集中於及基於天然資源。因此，我們相信西貢的精髓能被壓縮成-'SIMS'(S-海，I-島嶼，M-山及S-海鮮) 這個首字母縮略字。這裡建議再精煉及調教這定位，至最終識認一個有特色的圖像及口號來代表西貢。

1.4 Other considerations that accompany this positioning are that Sai Kung is a niche market (not mass market) and that it is more likely to appeal to repeat visitors to Hong Kong. Given the relatively short length of stay of tourists of just over three nights, it is unrealistic to attract first-time visitors to Sai Kung. First-time visitors will primarily visit Hong Kong's main attractions of Victoria Peak, Victoria Harbour, Wong Tai Sing Temple, Po Lin Monastery, Ocean Park or HK Disneyland, and the street markets at Stanley or Temple St & Ladies (Tung Choi) St. Attracting first time international tourists to Sai Kung would be challenging and it would be more appropriate to target repeat visitors to Hong Kong.

其他於這定位相關的考慮是西貢區是給少數市場(不是大眾市場) 及有可能吸引香港的重複到訪訪客。正因旅客逗留香港的時間只有3晚，要求初次到訪客遊覽西貢是不切實際的。初次到訪客多數遊覽香港的主要景點如：山頂、維多利亞港、黃大仙、寶蓮寺、海洋公園、香港迪士尼、赤柱市集、廟街及女人街等。吸引初次到訪旅客遊覽西貢是具挑戰性的，因此，吸引重複到訪旅客是比較洽當。

1.5 For the international tourists, niche market groups which are likely to find Sai Kung appealing and interesting would include the following:

會被西貢吸引或對此感到興趣的國際旅客、縫隙(少數)市場組別，他們是：

Activity / Interest 活動/興趣:

Nature-based tourists & eco-tourists 自然為主旅客及生態旅客

Hikers 遠足人士

Bird watchers 觀鳥者

Divers 潛水人士

Seafood lovers / Food connoisseurs 海鮮愛好者/美食鑑賞家

Cultural tourists 文化旅客

Type of Tourists 旅客種類:

Repeat visitors 重複訪客

Individual / Independent travelers 個人或獨立遊覽者

Backpackers 背背包的徒步旅行者

Country / Area of Origin 國家或來源地:

North America 北美

Europe 歐洲

United Kingdom 英國

Australia / New Zealand 澳洲或紐西蘭

1.6 With respect to the local Hong Kong market, the niche markets which would find Sai Kung appealing include:

就本地香港市場而言，會感西貢有吸引力的縫隙市場有：

Activity / Interest 活動/興趣:

Nature-based tourists / Eco-tourists 自然為主旅客及生態旅客

Seafood lovers / Food connoisseurs 海鮮愛好者/美食鑑賞家

Picnickers 野餐人士

Hikers 遠足人士

Campers 露營人士

Bird watchers 觀鳥者

Snorkellers / Divers 浮潛/潛水人士

Fisherman / Anglers 漁民/垂釣者

Type of Local Visitor 本地訪客種類:

Young & middle-aged adults 年青及中年人士

Students / School groups 學士/學校團體

Families with children 有小孩的家庭

1.8 Besides the “SIMS” (Sea, Islands, Mountains, & Seafood) main theme, sub-themes were also considered and these were derived from the grouping and packaging of some of the concept and action plan recommendations. The sub-themes recommended are nature and sightseeing. The type of marketing and promotional activities surrounding the main theme and sub-themes are not addressed here and will need to be addressed by the Tourism Implementation Organization (see Section 10b)

除了‘SIMS’（海、小島、山及海鮮）的主題外，其他副主題亦曾被考慮，它們是由概念及行動計劃建議中的分組及包裝中衍生而來的。那些被建議的副主題都是關於自然及觀光的。有關這些主題及副主題的市場策劃及推廣活動並沒有在此提及，而應有旅遊落實機構負責。（看部份 10b）

1.9 The implementation of many of the recommendations contained in this study report will help develop Sai Kung into an appealing and attractive destination for international tourists. While the main target markets are the niche markets and repeat visitors, it is possible that there will be some potential for Sai Kung to have an appeal for the mass group tour market. If this market develops then it will be necessary to put visitor management controls and measures into place so that “tourism does not control us, but that we control tourism.”

此研究報告中所提及的建議的落實能令西貢成為吸引國際旅客的有吸引力目的地。正當主要目標市場是縫隙市場及重複訪客，就有可能有一定潛力去令西貢變得更吸引。要是這個市場被建立，就有必要去實施旅客管理控制及措施，使旅遊業不會控制我們，但我們可以控制它。

8) CONCEPT & ACTION PLAN RECOMMENDATIONS 概念計劃及建議

1.0) Background 背景

1.1 The project concept and action plan recommendations primarily revolve around and are designed to reinforce the market positioning statement. The concept and recommendations are grouped under nine headings which are primarily based on the tourism market positioning of “SIMS” (Sea, Islands, Mountains, & Seafood).

項目概念及行動計劃建議主要圍繞及用來強化市場定位句子。項目概念及行動計劃被歸納於九個標題中，並建基於‘SIMS’(S-海，I-島嶼，M-山及S-海鮮)這個市場定位。

1.2 Seven of the 36 recommendations were treated in more detail with the preparation of preliminary feasibility studies.

在 36 個建議中，其中七個被詳細處理並提供了初步項目可行性研究。

1.3 The presentation of the project concepts and recommendations is very much about packaging your resources and products which appeal and are attractive to your target markets. Both existing & new projects and products are presented. This is done in order to present a comprehensive and holistic picture of Sai Kung’s tourism product offerings.

概念及建議主要用作包裝資源及產品，令它對目標市場更具吸引力。現有及新的資源及產品也一同被處理，務求展示一個詳細及全面的西貢區的旅遊產品的景象。

1.4 As mentioned previously, Sai Kung is a niche market and repeat visitor market destination. The recommendations are grouped under ten headings. Seven of the 36 recommendations were treated in more detail with the preparation of preliminary project feasibility studies (See Section 9).

正如之前所提及，西貢是個少數/重複訪客市場的目的地。以下 36 個建議被歸納於十個標題中，其中七個被詳細處理並提供了初步項目可行性研究。(詳情看第 9 部份)

1.5 In presenting the concept and action plan recommendations under the various headings, some recommendations do apply to more than one heading. To provide a holistic picture of the packaging of Sai Kung as a tourist destination, some recommendations may appear more than once in the following listing.

爲了展示概念及行動計劃建議於多個標題下，有些建議會被重複提及。爲了西貢作爲一個遊客目的地提供一個全面的包裝，有些建議會被重複提及。

1.6 Details of each project are not presented in this executive summary report. However, are presented in the technical report.

每項計劃的詳情不會被刊載於此報告，但會被展示於技術性報告中。

A) Branding & Theming 品牌及主題

- 1) Identify a logo & tagline through a community competition: 透過設計比賽找出圖像及口號
 - Chinese (for locals) 中文 (為本地人)
 - English (for International visitors) 英文 (為國際訪客)
- 2) Establish an Icon / Big Thing / Tallest Tin Hau Statue attraction. 豎立標誌性的東西/大型建築 /最高天后像
- 3) Identify or develop a signature food & snack (with demonstration manufacturing line) 找出或建立一款特色食品小食 (生產線示範)
 - E.g. Hakka – Cha Kwo 客家 -茶果
- 4) Reinforce Sai Kung as a ‘Healthy City’. 強化西貢區成爲一個‘健康城市’
- 5) Adopt a ‘Bring Nature to the People’ tourism node/ cluster for the Sai Kung Town area. 採用‘帶自然給人們’ 旅遊點/組群於西貢市中心

B) Planning & Development Recommendations 規劃及發展建議

- 6) Adopt the “Hub & Spoke” concept 採用樞紐與線概念
- 7) Ensure user / tourist-friendly connection & access between the waterfront and New Town. Centre area 確保海旁與新市中心位置的接駁和通道是以用家/遊客爲先

C) Nature-Oriented Attractions 自然爲主的景點

- 8) Pursue the “Greening” of Sai Kung Town. 持續進行西貢市的綠化
- 9) Establish & develop the Yeung Chau Nature Park. 建立及發展羊洲自然公園
- 10) Develop the Sai Kung Board Walk, Promenade & Yeung Chau. 發展西貢步行橋，海濱行人道及羊洲
- 11) Pursue beach improvement e.g. Sai Sha Beach 持續改善沙灘環境，例如：西沙海灘
- 12) Encourage & promote organic farming & garden nurseries, Ho Chung Valley. 鼓勵及推廣在蠔涌有機耕種及護苗圃發展
- 13) Support, in principle, the WWF’s SOS “no-take zone” proposal, Inner Port Shelter. 原則上支持世界自然基金會的禁捕區的建議

D) Sightseeing Attractions 觀光景點

- 14) Develop the Sai Kung Look Out or “Shan King Toi” (Mountain View Terrace), Shan Lui with feasibility study. 發展西貢瞭望臺 / 山景臺，山寮配合可行性研究
- 15) Organise & control Fish Hawking in boats along the waterfront promenade. 組織及控制海濱行人道沿岸的船上魚類販賣
- 16) Develop and promote Island-hopping itineraries (via ferry, charter boat, “kaito”* services). 發展及推廣環島遊路線 (小輪, 小艇或街渡*服務)
- 17) Further investigate the Islands & their development for tourism purposes. 持續研究島嶼的發展供旅遊業使用

E) Tourist Services 旅客服務

- 18) Enhancement of Jockey Club Car Park site. 改善賽馬會停車場
- Establish a tourist information centre* and an aquarium, at Jockey Club Car Park site. 於賽馬會停車場建立一個旅客資源中心及水族館

Figure 8. Aquarium

插圖 8 水族館



- Establish a Roof-top viewing deck, at Jockey Club Car Park site. 於賽馬會停車場建立天臺瞭望臺
 - Establish an Icon / Big Thing / Tallest Tin Hau Statue attraction (See # 2). 豎立標誌性的東西/大建築 /最高天后像
- 19) Establish the Local Sai Kung Tourism Ambassador Programme. 建立西貢旅遊大使計劃
- Old Sai Kung Town walking tour (temple, fish market etc.). 西貢舊墟步行團 (廟宇及漁市場等)

20) Develop and promote land-based coach sightseeing itineraries. 發展及推廣陸上旅遊巴士觀光行程

Ferry / charter boat sightseeing (island-hopping, see #16). 包船觀光環島遊

Organise & control Kaito services* (island-hopping, see #16). 組織及控制街渡服務

21) Improve service standards*. 改善服務水平

22) Provide more & cleaner toilets*. 提供更多及清潔洗手間

F) Specialized Accommodation 特色住宿

Figure 9. Yim Tin Tsai

插圖 9 鹽田仔



23) Develop an up-market Boutique Hotel / Resort / Spa, Yim Tin Tsai (with feasibility study). 於鹽田仔發展高級精緻酒店 / 渡假屋 / 水療中心

Figure 10. Chinese Style Resort
插圖 10 中式設計渡假屋



(source from: Banyan Tree)

24) Develop a House Boat Hotel, Yim Tin Tsai. 於鹽田仔發展船屋

25) Promote the establishment of Bed & Breakfast accommodation. 推廣小型旅店(B&B)的建立

G) Sai Kung Town Enhancement 西貢區的改善

26) Open-air amphitheatre. 戶外開放表演場地

27) Provide Street & Open-air Cultural Performances. 提供街頭及戶外文化表演

28) Paint Murals on Sai Kung Buildings (see figure 5). 於西貢建築物畫上壁畫(看插圖 5)

29) Develop an Artists-in-Residence Programme. 發展藝術者駐區計劃

30) Sai Kung Town Beautification 西貢區美化

- Housing Society Improvements 房協改善工程
- Architectural Services Department (ASD) Tin Hau temple area enhancement. 建築署天后廟的改善
- Institute of Vocational Education's (IVE's) designs for Sai Kung Town waterfront area. 香港專業教育學院的西貢海旁設計
- Implement a clean & tidy up of the town, promenade, & al fresco dining areas *.
落實市中心、海濱行人路、及戶外用膳區的清潔*
- Pursue the "Greening" of Sai Kung Town (as HK's Leisure Garden – See # 8).
持續進行西貢市的綠化 (香港的後花園)

I) Hebe Haven (Pak Sha Wan) 白沙灣

31) Reinforce Hebe Haven's role as a marine / dining node with a Boat Club e.g. Sampan dining experience. 加強白沙灣的角色成為船舶及用膳中心並備有船會，於舢舨上用膳

32) Reinforce Hebe Haven's role as a marine / tourist node with a Light-house Restaurant / Hotel/ Event Venue. 加強白沙灣的角色成為船舶及用膳中心並備有燈塔餐廳 / 酒店 / 節目場地

J) Other Facilities 其他設施

33) Develop a Kid's Play Centre 發展一個小童玩樂中心

34) Support the establishment of the Cultural / Community Centre, at the site of the former primary school 支持於前公立小學建立文化 / 社區中心

35) Develop a "Fun Island". (with coral reef) 發展一個有珊瑚礁的 '繽紛島'

36) Establish a temporary "Dog Park", vacant hotel zoned site next to Jockey Club car park 建立臨時狗公園於賽馬會停車場旁邊的空置酒店用地

** Recommendations derived from Phase 1 of the study as a result from community consultations & identification of Sai Kung's weaknesses.*

**建議是由第一期報告中所提及的社區諮詢及針對西貢區弱點而衍生出來的。*

An existing initiative currently under planning or implementation, or a service that currently exists.

現在計劃中或進行中的倡議 / 現有服務

Figure 11a & b. Murals
插圖 11a & b 壁畫



11a



11b

9) PRELIMINARY FEASIBILITY STUDIES OF SELECTED PROJECTS

所選擇項目之初步可行性研究

1.0) Background 背景

1.1 This section of the report presents a selection of preliminary project feasibility studies for seven high priority projects. With the exception of the Sai Kung Tourism Ambassador Scheme that could be implemented fairly quickly, all projects are envisaged to be implemented at least over the medium to longer term (4 years or more).

此部份展示了七個較高優先項目的初步可行性研究。除了西貢區旅遊大使計劃可以較快被落實外，其他項目均被認為需時達 3-5 年或以上才可得以實行，屬中長期。

1.2 In preparing the preliminary feasibility study, the study team examined four types of feasibility. They were: 1) Site & physical feasibility; 2) Market feasibility; 3) Financial feasibility; and 4) Political feasibility. The template used in preparing the preliminary feasibility is presented in Appendix 4.

爲了準備此初步可行性研究，小組細查了四類可行性。它們是：位置及物質的可行性、市場可行性、財政可行性及政治可行性。初步可行性研究的樣板已展示於附件 4。

1.3 The study team has selected these projects carefully and the team is of the opinion that if the projects are implemented in a timely fashion, significant benefits to tourism in Sai Kung will arise. Implementation of the project proposals will significantly enhance the appeal of Sai Kung as a tourist destination and this in turn will lead to increased visitor numbers. Measures such as the Tourism Ambassador Programme will also greatly enhance visitor satisfaction.

研究小組已小心地選擇了多個項目，亦認為如果它們能及時被落實的話，將會爲西貢區帶來相當的好處。各項計劃的實行能顯著地改善西貢區作爲一個旅遊目的地的吸引力及增加到訪旅客人數。西貢區旅遊大使計劃亦能大大提升旅客的滿意度。

1.4 When reading this document, readers are advised that this is a pre-feasibility document and that for reasons of clarity the study team have deliberately kept their comments on the seven projects brief. A summary of the projects & their feasibility are presented below

當閱讀此文件時，讀者需注意此乃初步可行性研究，爲了保持清晰，小組特意將其意見簡化。七個初步可行性研究的撮要將稍後被展示。

2.0) Summary of Preliminary Project Feasibility Studies

初步項目可行性研究撮要

2.1 The projects for which preliminary studies were undertaken are: (see figure 12a & 12b)
以下是已進行初步項目可行性研究的項目 (看插圖 12a 及 12b)

- 1) Sai Kung Local Tourism Ambassador 西貢區旅遊大使計劃
- 2) Enhancement of Jockey Club Public Car Park Site 賽馬會公共停車場改善計劃
- 3) Kid's Play Centre 小童玩樂中心
- 4) Specialized Accommodation – Resort on Yim Tin Tsai 特色住宿 - 鹽田仔渡假村
- 5) Yeung Chau Nature Park 羊洲自然公園
- 6) Sai Kung Boardwalk 西貢步行橋
- 7) Sai Kung Lookout at Shan Liu (Phases 1 & 2) 在山寮的西貢瞭望臺 (第 1 和 2 期)

2.2 A summary of each project is presented. Details of each preliminary feasibility study are not presented in this executive summary report, but they are provided in the technical report.

每項項目的撮要會被展示。初步可行性研究的詳情不會被刊載於此，但將會被展示於技術性報告中。

Figure 12a. Map of Proposed Locations of 7 Selected Project Recommendations

插圖 12a 七項項目建議的建議選址

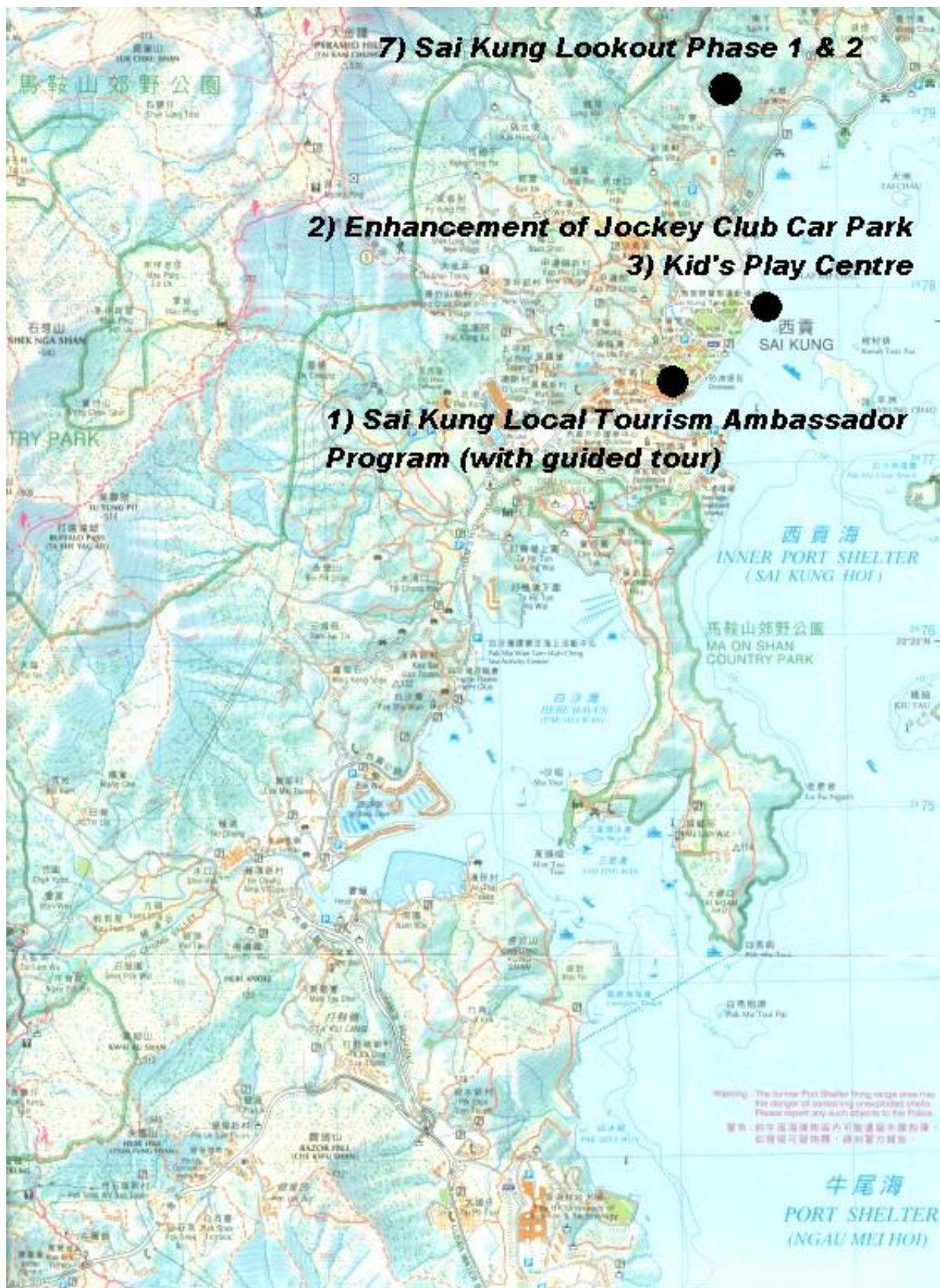
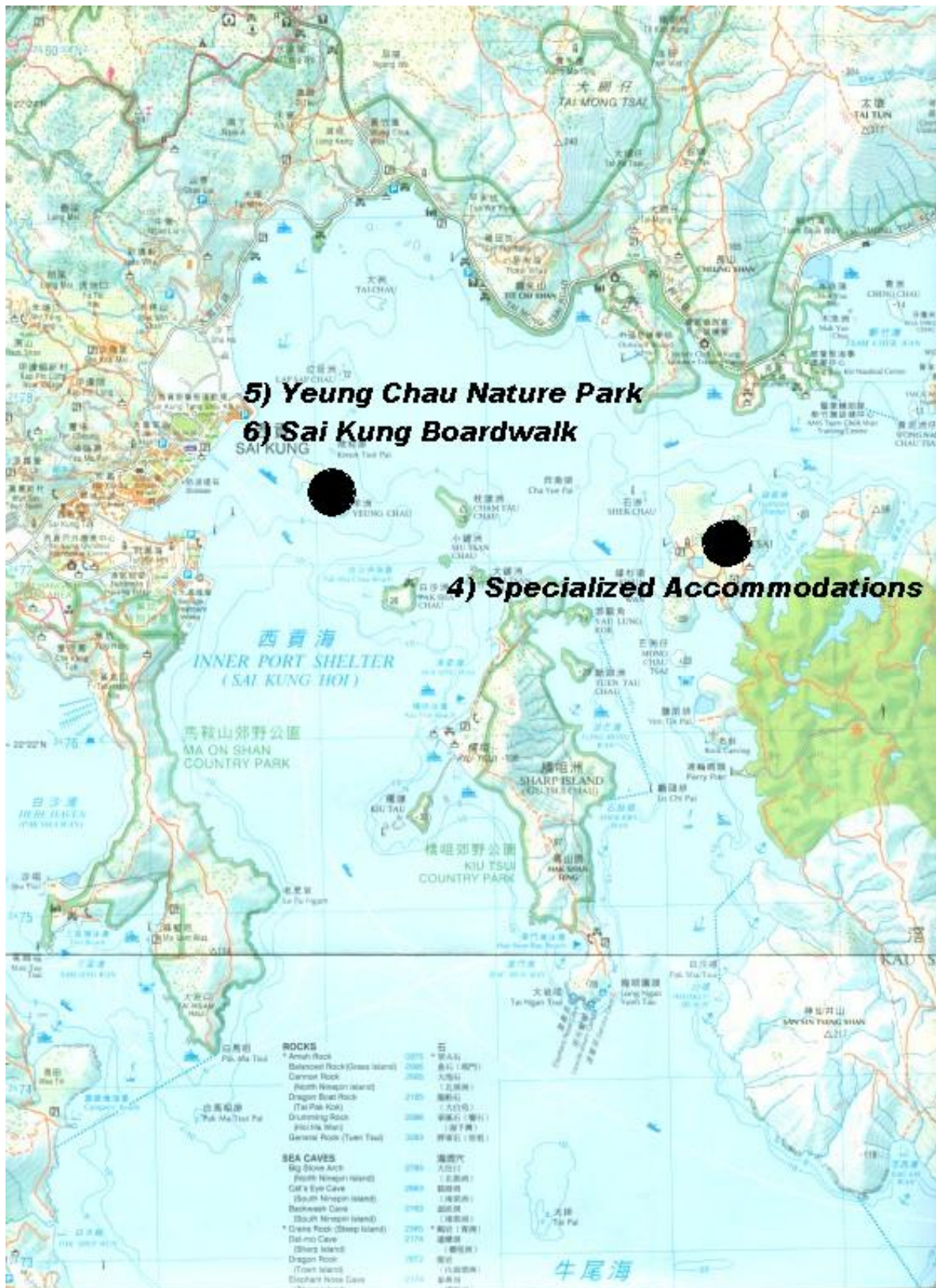


Figure 12b. Map of Proposed Locations of 7 Selected Project Recommendations

插圖 12b 七項項目建議的建議選址



3.0) PRELIMINARY PROJECT FEASIBILITY STUDY

Project 1

1) Project Title: Sai Kung Local Tourism Ambassador

2) Project Description: Establish to provide guided tours & provide information centre support.

3) Project Status: High Priority; Short term; High Impact for international tourism

4) Site / Physical Feasibility:

a) location / setting - assemble point of the walking tour is at the Tourist Information Centre

5) Market Feasibility:

a) need & demand

market size (if appropriate) – approximately 160 visitors per day on weekends & public holidays.

b) target market(s) - foreign independent visitors & local tourists.

c) tourist / visitor (i.e. market) appeal - enhances the image & promotes culture & its characteristics.

d) marketing approach (strategy & promotion) - promote through the website of HK Tourism Board & Sai Kung District Council through media publicity, posters & flyers .

6) Financial Feasibility:

a) estimated operating costs (if any) - posters: \$10,000 for 500 pieces; Leaflets: \$20,000 for 2,000 pieces

b) source(s) of finance - selling of souvenirs at the Tourist Information Centre.

7) Management:

a) management support required – Tourism Implementation Organization (see Section 10b).

b) management / staffing structure – TIO staff will act as the supervisor of the programme & coordinate with the volunteers & visitors.

c) mode & hours of operation - Saturdays, Sundays & Public Holidays; 1:00 p.m. to 4:00 p.m. Departure every half-an-hour with a maximum of 20 visitors.

8) Political Feasibility:

a) project acceptability -very acceptable to the community.

b) stake-holders involved - Sai Kung community.

c) concerns & issues - supply & availability of volunteers; seasonality.

Project 2

1) Project Title: **Enhancement of Jockey Club Public Car Park Site**

2) Project Description:

- Facilities recommended include: one level with tourism & commercial facilities & services; tourist information centre; two levels of car parking; & a roof-top deck with viewing platform & a feature aquarium.

3) Project Status: High Priority; Medium Term; Medium Impact for international tourism.

4) Site / Physical Feasibility:

- a) **location / setting** - prime location; site is adjacent to the waterfront.
- b) **access** – very good.
- c) **site attractiveness / visual appeal** – current car park facility; high potential with enhancement.
- d) **site suitability** – prime site for tourism activities.
- e) **land tenure** – Jockey Club.
- f) **hazards / special considerations** – current zoning has a 3 storey height limit.

5) Market Feasibility:

- a) **need & demand** - Sai Kung town currently lacks retail & tourism shopping facilities.
- market size (if appropriate)** – currently these figures are not available & unknown.
- b) **target market(s)** – local & international tourists; nature-based enthusiasts, eco-tourists; & school / educational groups.
- c) **tourist / visitor (i.e. market) appeal** – enhance services & amenities for visitors in a convenient waterfront location.
- d) **marketing approach (strategy & promotion)** – promote as one of Sai Kung Town's tourist nodes.

6) Financial Feasibility:

- a) **estimated capital costs** - \$136,847,000 (see Technical Report).
- b) **estimated operating costs (if any)** – unknown.
- c) **source(s) of finance** – Jockey Club or as a Joint-venture project with a local developer.

7) Management:

- a) **management support required** – run professionally & commercially.
- b) **management / staffing structure** – to be determined by centre management.
- c) **mode & hours of operation** - 7 days a week.

8) Political Feasibility:

- a) **project acceptability** – medium to high.
- b) **stake-holders involved** - HK Jockey Club; District Council; District Office; Lands Department.
- c) **concerns & issues** – resistance from the Jockey Club; inconvenience created for golfers & car park users during re-development; environmental or community groups raising objections; a catalyst to develop a new tourism node for Sai Kung town.

Project 3

1) Project Title: Kids' Play Centre

2) Project Description:

- Play / fun museum-type facility for kids;
- a unique kind of small-size themed attraction / museum / indoor recreational centre.

3) Project Status: High Priority; Medium Term; Medium Impact for international tourism.

4) Site / Physical Feasibility:

- a) location / setting** – number of possible locations e.g. Jockey Club Car Park site; Star Plaza; Converted warehouse at Industrial Estate; LCSD site.
- b) access** - convenient walking access from downtown core or transport hub.
- c) site attractiveness / visual appeal** - ideally view of the outdoor scenery complemented by “edu-tainment” & interactive items.
- d) site suitability** – depends upon identification of a suitable site.
- e) land tenure** – depends upon selected site.
- f) hazards / special considerations** - Very rigorous child-proofing & safety measures; Use fee differentiation depending upon time; Group visits from schools; & Carrying capacity & public announcement when reached.

5) Market Feasibility:

- a) need & demand** - “Guilty Golfers / Spa-goers/ Conference-goers Syndrome” – provide things to do indoor for young children (2-10); indoor activities for family vacationers & local visitors on hot & rainy days.
- b) target market(s)** - young children between ages of 2-10 years.
- c) tourist / visitor (i.e. market) appeal** - domestic young families; resort family vacationers.
- d) marketing approach (strategy & promotion)** - kids bring parents to Sai Kung; Learning-with-Fun.

6) Financial Feasibility:

- a) estimated capital costs** - land premiums; cost of building structure & out-fittings; contents design, installations, & updating.
- b) estimated operating costs (if any)** - to be paid for by the operator.
- c) source(s) of finance** - investment & loans; major / corporate donations; fund raising (for operational costs); entry fees.

7) Management:

- a) management support required** – experienced play / kid’s centre staff.
- b) management / staffing structure** – Government-LCSD-operated or as a Joint Venture; supervising staff needs to be well-qualified.
- c) mode & hours of operation** - daily 10 am-6pm; impose higher fee for popular & weekend hours.

8) Political Feasibility:

a) project acceptability - project fits with HKTB's aim to market Hong Kong as a family destination.

b) stake-holders involved - Jockey Club KSC Golf Course; owners of other optional sites; LCSD; Planning Dept; Lands Dept., Transport Dept.

c) concerns & issues - child protection issues.

Project 4

1) Project Title: **Specialized Accommodation – Resort on Yim Tin Tsai**

2) Project Description:

- Whole Island as one resort featuring a diverse range of accommodation.
- Meeting facilities, F&B outlets, shops, function rooms.
- Nature-trail boardwalk (over salt pans, mudflats, & mangrove swamps).
- Boardwalk to Kau Sai Chau Golf Club.

3) Project Status: High Priority; Medium Term; High Impact for international tourism.

4) Site / Physical Feasibility:

a) **location / setting** - Port Shelter beside the larger Sharp Island (Kiu Tsui).

b) **access** - easy access from Sai Kung Town (10 minutes boat ride); adequate pier & network of footpaths / boardwalks around island.

c) **site attractiveness / visual appeal** –

- Gentle rising hill.
- Oldest Catholic church in HK.
- Good views.
- Native trees & floral species.

d) **site suitability** -

- Public utilities – electricity, fresh water, telephone available.
- Short distance from Sai Kung Town.
- Sewerage & drainage system needed.
- Fire safety measures needed.
- Manageable size for comprehensive resort development.

e) **land tenure**

- Church & grounds belongs to Catholic Diocese.
- Old village has 50 houses held by a close-knit community (the Chan clan):
- Agricultural land mostly sold to a couple of land developers (not yet identified).
- Majority of land probably belongs to Government.

f) **hazards / special considerations**

- Village houses are in very poor conditions.
- Introduction of drainage & sewerage systems as well as other on-site environmental-friendly measures.
- Special consideration to physical security as well as licensing requirement of hotel & holiday villas.
- Comprehensive zoning required.
- Government policy support & administrative facilitation.

5) Market Feasibility:

a) **need & demand** - provide a full range of accommodation; diversify tourism products.

b) **target market(s)** - international tourists & domestic visitors; corporate resident meetings

c) **tourist / visitor (i.e. market) appeal** - unique architecture of hotel, heritage church, & Houseboat Hotel.

d) **marketing approach (strategy & promotion)** – Tourism Implementation Organization & the HKTB; the owners / operators of the various accommodation places.

6) Financial Feasibility:

a) estimated capital costs – TOTAL = HK\$591,000,000 (see Technical Report); subject to master layout Plan, engineering conditions & functional components.

b) source(s) of finance – villagers; developer & co-operators; hotel investment; Government; Grant & subsidies from the Jockey Club.

7) Management:

a) management support required

- Experienced resort hotel operator;
- Village Co-op to manage villager affairs;
- Sub-contractor to manage the Spa;
- Houseboat Hotel & marina could be managed by separate operator;

8) Political Feasibility:

a) project acceptability:

- Villagers should be willing to form Village Co-op.
- The Catholic Diocese may appreciate using the old church for weddings for both Christian & Non-Christian couples.
- Land owners would welcome modifications of the use of their land for a resort.

b) stake-holders involved

- Villagers & land owners.
- Catholic Diocese.
- Resort developer & operator.
- Sai Kung Tourism Implementation Organization.
- Environmental conservation groups.
- Jockey Club KSC Golf Course.
- The inter-departmental community.
- Fire Services Dept – fire safety.
- Transportation providers – shuttle services & charter boats.
- Co-operating service providers / subcontractors.

c) concerns & issues

- Villager ability to consolidate properties under a Village Co-operative.
- Sustainability of the village community, Catholic heritage, natural environment.
- Compatibility of tourism activities with Catholic values.
- Green Resort measures.
- Adequate financial viability & incentives.
- Continuous marketing.
- Public reactions.
- Interdepartmental community acceptance.

Project 5

1) Project Title: Yeung Chau Nature Park

2) **Project Description:** “Bring Nature to the People” – develop Yeung Chau as a wooded nature park with walking trails; Low key development.

3) **Project Status:** High Priority; Long-Term; Medium Impact for international tourism.

4) Site / Physical Feasibility:

a) **location / setting** - Yeung Chau.

b) **access**- now: accessible by boat; future: to be linked by the Sai Kung Boardwalk (see project 6).

c) **site attractiveness / visual appeal** - the island is heavily wooded.

d) **site suitability** - suitable for a family walk.

e) **land tenure** - the island is currently leased out & the lessee has paid rent to end of 2007.

f) **hazards / special considerations** - subject to water & wind damage caused by strong typhoons.

5) Market Feasibility:

a) need & demand

market size (if appropriate) - provide visitors with the opportunity to experience nature.

b) **target market(s)** international & domestic visitors; bird watchers.

c) **tourist / visitor (i.e. market) appeal** - an additional activity in Sai Kung town area to experience nature.

d) **marketing approach (strategy & promotion)** - integrate in the overall destination marketing of Sai Kung.

6) Financial Feasibility:

a) **estimated capital costs** – TOTAL = HK\$10,350,000 (see Technical Report).

b) **estimated operating costs (if any)** - primarily limited to maintenance.

c) **source(s) of finance** – Government; Corporate sponsor; Entry fee.

7) Management:

- **management support required** - support from District Council & Agriculture, Fisheries & Conservation Department (& perhaps Marine Department) will be required.

- **management / staffing structure** - requires minimal staffing.

- **mode & hours of operation** - the Yeung Chau Nature Park can be open 24 hours, but if night visitation is envisaged and security must be provided.

8) Political Feasibility:

a) **project acceptability** - only minimal damage will occur to the natural environment.

b) **stake-holders involved** - local community; nature & conservation organizations.

District Council; Agriculture, Fisheries & Conservation Department / kaito operators.

c) **concerns & issues** - current leaseholder; nature groups; maintenance.

Project 6

1) Project Title: Sai Kung Boardwalk

2) **Project Description:** - Boardwalk or pier-like structure linking the Waterfront Promenade to Yeung Chau with pontoons attached which can offer hire of facilities for water-based activities (e.g. row or paddle boat hire).

3) **Project Status:** High Priority; Long-Term; Medium Impact for international tourism.

4) Site / Physical Feasibility:

a) **location / setting** - prime location.

b) **access** - very good.

c) **site attractiveness / visual appeal** - shoreline setting; provide photo opportunities; provision of commercial-based water activities.

d) **land tenure** – status unknown.

e) **hazards / special considerations** - impact on the water & marine environment; maintenance; the durability & type of material used.

5) Market Feasibility:

a) need & demand

market size (if appropriate) – unknown, but provides an additional facility for walkers

b) **target market(s)** - both locals & international tourists.

c) **tourist / visitor (i.e. market) appeal** – enhance services & amenities for visitors in a convenient waterfront location.

d) **marketing approach (strategy & promotion)** – promote as one of Sai Kung Town's tourist node attractions.

6) Financial Feasibility:

a) **estimated capital costs** – TOTAL = HK\$8,300,000 (see Technical Report).

b) **estimated operating costs (if any)** – depends upon material used.

c) **source(s) of finance** - District Council; Relevant government department (e.g. LCSD, AFCD); corporate sponsor who will be given naming rights.

7) Management:

a) **management support required** – can be managed by the Tourism Implementation.

Organisation (see Section 10b); District Council, or relevant government department.

b) **management / staffing structure** – minimal, primarily related to maintenance.

c) **mode & hours of operation** - 24 hours; a nominal fee may be charged for users (say \$30 to \$40) or more if it includes a refreshment from a kiosk.

8) Political Feasibility:

a) **project acceptability** – enhances & complements the Sai Kung tourism “hub & spoke” concept & an opportunity for some commercial activity.

b) **stake-holders involved** - Marine Department; Civil Engineering & Development Department; Agriculture, Fisheries & Conservation Department; District Council; & Environmental & community groups.

c) **concerns & issues** - Environment Protection Department; environmental & community groups; kaito & boat owners.

Figure 13. Sai Kung Board Walk
插圖 13 西貢步行橋



Project 7

1) Project Title: Sai Kung Look Out at Shan Liu (Phases 1 & 2)

2) Project Description:

- Phase 1 - Develop look out & Chinese Tea House with shuttle bus service (for restricted public access).
- Phase 2 - Provide covered chair-lift from Sai Kung new town centre to look out & fine dining restaurant.

3) Project Status: High Priority; Long-term; High Impact for international tourism.

4) Site / Physical Feasibility:

a) location / setting - Shan Liu.

b) access - controlled vehicular access is necessary; restricted to 20-seater shuttle buses, walking or cycling; impose carrying capacity limits; in the long term – provide a covered chair lift or cable-way.

c) site attractiveness / visual appeal - spectacular views from Shan Liu.

d) site suitability - The site is on a gentle slope.

e) land tenure - exact location of the viewing platform needs to be determined.

f) hazards / special considerations - soil tests will be required; heavy rain may impact on the site.

5) Market Feasibility:

a) need & demand

market size (if appropriate) - There is no similar outlook available in Hong Kong

b) target market(s) – international tourists and hikers.

c) tourist / visitor (i.e. market) appeal - the project will add to the visitor experience.

d) marketing approach (strategy & promotion) - in the first instance the project will be marketed together with the rest of Sai Kung.

6) Financial Feasibility:

a) estimated capital costs – TOTAL = \$40,350,000 (see Technical Report).

In Phase I the viewing platform & the catering facilities can be established. In Phase II the chair-lift can be added.

b) estimated operating costs (if any) – depends upon nature & size of lookout & catering facilities; and hours of operation.

c) source(s) of finance - Government funding; Private sector funding.

7) Management:

a) management support required - collaboration with AFCD may be required.

b) management / staffing structure - to be determined by the operator.

c) mode & hours of operation - to ensure viability of the Chinese Tea House, it is proposed that all visitors will be charged a fee (say \$100 or \$120) which covers the shuttle bus service, a beverage, & maintenance of the look out.

8) Political Feasibility:

a) project acceptability - it should be acceptable to all stakeholders.

b) stake-holders involved - AFCD; Fire Services Department; District Council; Local residents along Wong Chuk Yeung Road in particular in the Shan Liu cluster of villages; environmental organizations.

c) concerns & issues - strict & proper management plan required; carrying capacity restriction should be imposed; and residents in the Shan Liu cluster of villages must be consulted.

Figure 14. Shan Liu Lookout

插圖 14 山寮瞭望臺



3.0) 初步項目可行性研究

項目一

1)項目名稱: 西貢旅遊大使計劃

2)項目說明:

- 提供導賞團及支援旅客資訊中心

3)項目地位: 優先, 短期, 對外國際旅遊有重要的影響

4)地點/環境可行性:

- a)位置/四周 - 於旅客資訊中心作導賞團的集合點

5)市場可行性:

- a)需要及需求 - 大約每天 160 訪客於週末及假日參與
- b)目標市場 - 國際個人遊訪客及本地個訪客
- c)旅客/訪客(市場)的吸引力 - 改善形象及推廣文化及其特色
- d)市場營銷方法(策略及推廣) - 香港旅遊發展局及區議會網站, 傳媒推銷, 海報及傳單

6)財政可行性:

- a)預計營運成本(如有) - 海報: \$10,000 / 500 份; 傳單: \$20,000 / 2,000 份
- b)財政來源 - 紀念品的銷售

7)管理:

- a)需要的管理支持 - 旅遊落實機構(看部份 10b)
- b)管理層/員工架構 - 旅遊落實機構員工於營運時間監察此計劃及協調義工
- c)營運模式及時間 - 星期六、日及公眾假期; 1:00 p.m. 至 4:00 p.m.; 每 40 分鐘出發, 最多限 20 人

8)政治可行性:

- a)項目認受性 - 高認受性
- b)參與的持份者 - 西貢區居民
- c)關注及問題 - 義工的供應; 季節性問題

項目二

1)項目名稱: 賽馬會停車場改善工程

2)項目說明: 建議設施包括: 一層作為旅遊及商業設施及服務; 訪客資訊中心; 兩層停車場; 天臺觀景臺及水族館

3)項目地位: 優先; 中期; 對國際旅遊有中度影響

4)地點/環境可行性:

- a)位置/四周 - 主要地點; 相接著海旁
- b)到達 - 非常好
- c)地點吸引力/視覺吸引力 - 現有停車場設施; 高提升潛質
- d)地點適合度 - 主要地段供旅遊業使用
- e)土地佔有權 - 香港賽馬會
- f)危害/特別考慮 - 現有規劃准許 3 層樓高

5)市場可行性:

- a)需要及需求 - 西貢市缺乏零售購物設施
- b)目標市場 - 本地及國際旅客
- c)旅客/訪客(市場)的吸引力 - 於海旁方便的地點為訪客改善服務及配套
- d)市場營銷方法(策略及推廣) - 推廣西貢市成為旅客中心

6)財政可行性:

- a)預計資金成本 - 總金額 = 136,847,000 (詳情看技術性報告)
- b)預計營運成本(如有) - 未知
- c)財政來源 - 賽馬會或與本地發展商的合資企業

7)管理:

- a) 需要的管理支持 - 應專業及商業化地營運
- b) 管理層/員工架構 - 由中心管理公司決定
- c) 營運模式及時間 - 一星期七天

8)政治可行性:

- a)項目認受性 - 中至高
- b)參與的持份者 - 香港賽馬會; 區議會; 區議會辦事處; 地政署
- c)關注及問題 - 香港賽馬會的阻攔; 重建期間對高爾夫球玩家及停車場使用者造成不便; 環境或社區組織的反對; 作為西貢市發展旅遊點的催化劑

項目三

1)項目名稱: 小童玩樂中心

2)項目說明: 玩樂/樂趣式兒童設施; 一個獨特小型主題景點/博物館/室內消遣中心

3)項目地位: 優先; 中期; 對國際旅遊有中度影響

4)地點/環境可行性:

- a)位置/四周 - 多個地點例如: 地香港賽馬會停車場地; ‘Star Plaza’ ; 於工業村改建的貨倉; 康文署地點
- b)到達 - 能輕易地由市中心或交通點抵達
- c)地點吸引力/視覺吸引力 - 戶外景觀配合 ‘教育娛樂’ 及互動項目
- d)地點適合度 - 需取決於適合地點的確認
- e)土地佔有權 - 取決於選址
- f)危害/特別考慮 - 嚴謹的小童安全檢驗條例; 不同時間的收費; 學校團隊參觀; 當額滿時向公眾宣佈

5)市場可行性:

- a)需要及需求 - “高爾夫球者 / 水療享受者 / 會議參與者罪惡感症候群”; 提供室內嬉戲活動予 2-10 小童及在炎熱和雨天的家庭度假人士和本地訪客
- b)目標市場 - 迎合 2-10 歲小童
- c)旅客/訪客(市場)的吸引力 - 本地年輕家庭; 家庭渡假者
- d)市場營銷方法(策略及推廣) - 孩子帶家長到西貢; 學習加上歡樂

6)財政可行性:

- a)預計資金成本 - 地價; 建築費; 設計、安裝及更新費
- b)預計營運成本(如有) - 營運者支付
- c)財政來源 - 投資及借貸; 主要/公司捐款; 籌款(營運成本); 入場費

7)管理:

- a)需要的管理支持 - 有經驗的員工
- b)管理層/員工架構 - 康文署或合資營運; 合資格託管人員 -
- c)營運模式及時間 - 每日早上 10 時至下午六時; 收費於繁忙/週末時段較高

8)政治可行性:

- a)項目認受性 - 此項目切合香港旅遊發展局所推廣香港成為家庭目的地
- b)參與的持份者 - 香港賽馬會; 其他地點的持有者; 康文署、規劃署、地政署、運輸署
- c)關注及問題 - 小童保障問題

項目四

1)項目名稱: 於鹽田仔建立特色住宿

2)項目說明:

- 整個地區配合多種住宿選擇
- 會議場地、餐飲設施、商店、功能房間
- 自然步行徑(於鹽田、泥地、紅樹林及沼澤上)
- 步行徑至溔西洲高爾夫球場

3)項目地位: 優先; 中期; 對外國際旅遊有重要的影響

4)地點/環境可行性:

- a)位置/四周 - 橋咀側的內港附近;
- b)到達 - 由西貢市中心乘船 10 分鐘; 足夠碼頭、聯繫、小徑
- c)地點吸引力/視覺吸引力 -
 - 山丘
 - 香港最舊的天主教堂
 - 美好的景觀
 - 天生的樹木及花卉種類
- d)地點適合度
 - 公共設施, 例如: 電力、食水及電話網絡
 - 近西貢市中心
 - 需要污水處理及渠務系統
 - 可管理的綜合渡假村發展
- e)土地佔有權
 - 教堂及其用地屬於主教轄區
 - 有陳氏宗親擁有的一個緊密交織社區, 有 50 座舊村屋
 - 多數農地已轉讓給幾個發展商
 - 其他用地多是屬於政府
- f)危害/特別考慮
 - 村屋狀況較差
 - 需要污水處理及渠務系統及其他環保設施
 - 特別考慮實際環境保安問題及酒店渡假村發牌要求
 - 綜合規劃
 - 政府政策支持及行政上的促進

5)市場可行性:

- a)需要及需求 - 提供全面住宿; 使旅遊產品多元化
- b)目標市場 - 國際及本地訪客; 大機構的會議
- c)旅客/訪客(市場)的吸引力 - 獨特的酒店建築、教堂遺址及船屋酒店
- d)市場營銷方法(策略及推廣) - 旅遊落實機構及香港旅遊發展局; 特色住宿的發展商

6)財政可行性:

- a)預計資金成本 - 總金額\$591,000,000(看技術性報告)視乎總體佈局規劃、工程條件及功能組件
- b)財政來源 - 村屋居民; 發展商及其他營運者; 酒店投資者; 政府; 賽馬會提供資助或津貼

7)管理:

- a) 需要的管理支持
 - 有經驗的酒店渡假村營運者
 - 農村合作社處理村民事務
 - 分判商管理水療中心
 - 其他營運者管理船屋

8)政治可行性:

- a)項目認受性
 - 村民應該會願意組成合作社
 - 主教轄區可能歡迎舊教堂成為基督或非基督徒進行婚禮
 - 地皮持權人歡迎變更地皮用途
- b)參與的持份者
 - 村民及地皮持權人
 - 主教轄區
 - 渡假村發展商及營運者
 - 西貢旅遊落實機構
 - 環境保護組織
 - 滯西洲高爾夫球場
 - 政府團體
 - 消防署
 - 運輸提供者(接駁巴士及包船)
 - 合作服務提供者/分判商
- c)關注及問題
 - 在農村合作社之下, 居民的能力可否鞏固房產
 - 農村社區、天主教遺跡及自然環境的持續性
 - 旅遊活動與天主教價值的兼容性
 - 環保措施
 - 足夠財政可能性及獎勵
 - 持續的推廣
 - 政府團體的認受

項目五

1)項目名稱: 羊洲自然公園

2)項目說明: ‘帶自然給人們’ 發展羊洲成爲樹木林蔭的自然公園並配有步行徑; 低調發展

3)項目地位: 優先; 長期; 對國際旅遊有中度影響

4)地點/環境可行性:

- a)位置/四周 - 羊洲
- b)到達 - 現在: 乘船; 未來: 步行橋連接 (詳情看可行性研究六)
- c)地點吸引力/視覺吸引力 - 樹木多
- d)地點適合度 - 適合一家大小一齊步行
- e)土地佔有權 - 現時租約直至 2007 年年底
- f)危害/特別考慮 - 視乎颱風造成的水浸及強風

5)市場可行性:

- a)需要及需求 - 提供訪客感受大自然的機會
- b)目標市場 - 觀鳥者; 國際及本地旅客
- c)旅客/訪客(市場)的吸引力 - 作爲附加的感受大自然的活動
- d)市場營銷方法(策略及推廣) - 需要被結合於整體西貢區的目的地推廣

6)財政可行性:

- a)預計資金成本 - 總金額\$10,350,000(詳情看技術性報告)
- b)預計營運成本(如有) 主要爲維修費
- c)財政來源 - 全由政府資助; 機構贊助商; 入場費

7)管理:

- a) 需要的管理支持 - 西貢區議會及漁農自然護理署(及海事署)
- b) 管理層/員工架構 - 只需少量員工
- c) 營運模式及時間 - 可作 24 小時開放(如果晚間遊覽是可設想的)

8)政治可行性:

- a)項目認受性 - 只有少量對自然環境的影響
- b)參與的持份者 - 本地社區; 自然及保護組織 西貢區議會/漁農自然護理署/街渡營運者
- c)關注及問題 - 現在租用者; 自然保護組織; 維修

項目六

1)項目名稱: 西貢步行橋

2)項目說明: 步行橋或碼頭似的建築物連接海濱行人道和羊洲; 繫上浮筒使能夠提供出租水上活動設施 (如划船出租)

3)項目地位: 優先; 長期; 對國際旅遊有中度影響

4)地點/環境可行性:

- a)位置/四周 - 主要地點
- b)到達 - 非常好
- c)地點吸引力/視覺吸引力 - 海岸景觀; 提供拍照機會; 提供商業化水上活動;
- d)土地佔有權 - 未知
- e)危害/特別考慮 - 海水及海事環境的影響; 維修; 物料的耐用性

5)市場可行性:

- a)需要及需求 - 未知但提供步行者新增設施
- b)目標市場 - 國際及本地訪客
- c)旅客/訪客(市場)的吸引力 - 於海旁方便位置提升旅客服務及設施
- d)市場營銷方法(策略及推廣) - 推廣成爲其中一個西貢區旅遊景點

6)財政可行性:

- a)預計資金成本 - 總金額\$8,300,000(詳情看技術性報告)
- b)預計營運成本(如有) - 視乎步行橋的建築材料
- c)財政來源 - 區議會; 有關政府部門, 例如: 康文署、漁農自然護理署; 機構贊助(有命名權)

7)管理:

- a) 需要的管理支持 - 由旅遊落實機構(看 10b)、區議會或有關政府部門
- b) 管理層/員工架構 - 只需少量員工主要爲維修
- c) 營運模式及時間 - 24 小時; 可能收取\$30-\$40 入場費; 或包含小食亭小食

8)政治可行性:

- a)項目認受性 - 改善及輔助西貢旅遊樞紐概念及提供商業活動機會
- b)參與的持份者 - 海事處; 土木工程拓展署; 漁農自然護理署; 西貢區議會; 綠色及社會團體
- c)關注及問題 - 環保署; 綠色及社會團體; 街渡或船家

項目七

1)項目名稱: 西貢瞭望臺, 山寮(第一及二期)

2)項目說明:

- 第一期: 建立瞭望臺配合中式茶室及接駁巴士(限制公共車輛使用)
- 第二期: 提供有蓋吊椅有西貢市中心到山寮配合高級餐廳

3)項目地位: 優先; 長期; 對外國際旅遊有重要的影響

4)地點/環境可行性:

- a)位置/四周 - 山寮
- b)到達 - 需限制車輛到達; 限制只可20座位車輛; 步行及踏自行車進入; 實施可負荷極限; 長遠: 提供有蓋吊椅或纜車
- c)地點吸引力/視覺吸引力 - 於山寮看到令人壯觀的美景
- d)地點適合度 - 有較平坦的斜坡
- e)土地佔有權 - 需要再準確判斷確實位置
- f)危害/特別考慮 - 泥土測試; 可能受豪雨影響

5)市場可行性:

- a)需要及需求 - 香港沒有相似的瞭望臺
- b)目標市場 - 國際及本地旅客
- c)旅客/訪客(市場)的吸引力 - 提升旅客經驗
- d)市場營銷方法(策略及推廣) - 與其他西貢旅遊項目一同宣傳

6)財政可行性:

- a)預計資金成本 - 總金額\$40,350,000(看技術性報告)
 - 第一期: 建立瞭望臺配合中式茶室; 第二期: 提供有蓋吊椅有西貢市中心到山寮
- b)預計營運成本(如有) - 視乎瞭望臺的大小、種類; 及飲食和服務設施; 營運時間
- c)財政來源 - 政府資金; 私人資金

7) 管理:

- a) 需要的管理支持 - 與漁農自然護理署合作
- b) 管理層/員工架構 - 營運者決定
- c) 營運模式及時間 - 為確保中式茶室的可行性和存在, 因此建議收取訪客\$100-\$120
作車費、飲料費及維修費

8)政治可行性:

- a)項目認受性 - 理應受到持份者的接受
- b)參與的持份者 - 漁農自然護理署; 消防署; 西貢區議會; 黃竹洋路旁居民及山寮居民; 綠色團體
- c)關注及問題 - 嚴謹及正當管理規劃; 實施乘載量限制; 諮詢山寮居民

10) IMPLEMENTATION PROGRAMME

落實計劃

“The success of any plan lies not in its contents, but its implementation”
“任何計劃的成功不看重於它的內容，而是它的實踐”

A) ACTION PLAN PRIORITISATION

行動計劃的優先次序

1.0) Background 背景

1.1 Upon the formulation and development of the concept and action plan recommendations, and with feedback from members of the District Council’s Economic Development Committee, the study team embarked upon a prioritisation of the recommendations as required in Task 6 of the study brief.

根據概念的發展和規劃、行動計劃的建議、以及區議會經濟發展委員會成員的回應，研究小組以研究紀錄的第六項工作要求作出對有關建議的優先次序。

1.2 In deriving the priorities, the rationale used was to examine how each recommendation would facilitate and enhance the development of tourism in Sai Kung in an orderly, systematic and practical manner. The over-riding principle adopted was how the prioritisation of the action plan recommendations would enable Sai Kung to become an attractive and appealing place to visit by international tourists.

在訂出優先次序時，我們會以有條理、有系統、實際的原則來檢視每項建議如何促進和加強西貢區的旅遊發展，最大的條件是行動計劃的優先次序如何能令西貢區成爲一個外地遊客眼中具吸引力的地方。

There will always be room for the on-going improvement of Sai Kung’s attractions, facilities and services, and a primary objective of the study recommendations is to bring its tourism products and services up to international standards. One of the basic requirements is to ensure that Sai Kung’s products and services are presented in such a manner that it is inviting, appealing and attractive.

西貢區的景點、設施、服務依然有其進步的空間，研究建議的主要重點就是要將區內的旅遊產品及服務帶到國際級的程度，其中一個基本的要求是要肯定西貢的產品和服務能表現出其吸引人之處。

2.0) Assessment Criteria 評核準則

2.1 In presenting the study report, the study team was required to:

- a) recommend appropriate short-term, medium-term and long-term action plans; and
- b) prioritise the action plan/ programme.

在研究報告中，研究小組需要：

- a) 建議適合的短期、中期、和長期的行動計劃；以及
- b) 為行動計劃/方案訂出先後之次序。

2.2 The former requirement addresses the time-frame for the projects/ recommendations, while the latter calls for identifying the priority & importance of each project. Besides considering the two above-mentioned criteria, the study team added another criterion in their assessment and that was to evaluate and determine the impact of the recommendation on international tourist arrivals.

第一項要求是提出了有關方案/建議的時間表，而第二項的要求則確認了每個計劃的先後次序和重要性。除了以上兩項要求外，研究小組還在評估中加入了另一個標準，這便是評估及確定有關建議對遊覽西貢的國際遊客人數的影響。

2.3 For the prioritisation criteria, the following were adopted:

先後次序方面，研究小組採納了以下的標準：

Category

Criteria

High priority

- A primary attraction; key project / recommendation.
- Relatively easy to implement.
- Resources are available. Require less cost & resources to effectively implement.
- Politically acceptable.
- Can be acted upon immediately (i.e. start tomorrow).
- Requires no Government policy change.
- Upon implementation, has an immediate effect in enhancing the visitor experience.

Medium priority

- A secondary attraction or service; a supplementary project recommendation.
- More complex to implement.
- Need some lead time to start (up to 3 years).
- Resources may not be readily available & need to be obtained to enable implementation.
- Have some stake-holder concerns to address.
- Somewhat easy to moderate to implement.
- May require some change to Government policy.

- Upon implementation, has a longer term effect in enhancing the visitor experience.

Low priority

- A supporting tourism project / recommendation.
- May be a basic or expected facility, amenity, or service that should have been provided.
- May be either easy or complex to implement.
- Time required to implement will vary depending upon the nature of the project/ recommendation.
- Resources required to implement will vary depending upon the nature of the project/ recommendation.
- Upon implementation, will bring facilities & services up to accepted international standards or may have a marginal effect in enhancing the visitor experience.

種類

標準

高度優先考慮

- 重點的旅遊景點；計劃 / 建議
- 較容易執行
- 資源已提供，能以較少的成本和資源並有效地執行
- 政治上可接受的
- 能夠立即開展（如可在翌日開始）
- 不需要政府修改政策
- 如落實，能有即時提升訪客經驗的效能

中度優先考慮

- 次要景點或服務；補充性的旅遊計劃 / 建議
- 落實起來較複雜
- 需要一點時間（至少三年）來執行
- 所需要的資未能即時提供，有待獲取後才可落實
- 持份者有一定的關注
- 稍為容易或以中等難度執行
- 或需要政府修改政策
- 如落實，能有長期提升訪客經驗的效能

低度優先考慮

- 支持性的旅遊計劃 / 建議
- 可以是一個基本但理應早以提供的設施、福利設施或服務
- 常對較易或較難去實行
- 執行的時間有異，建基於計劃/建議的性質
- 執行所需的資源有異，建基於計劃/建議的性質
- 如落實，能令設施及服務提升到國際水準或對提升訪客經驗有著邊際性的效能

2.4 In terms of time frame, the study team adopted the following criteria:

時間表方面，研究小組採納了以下的標準：

<u>Category</u> 種類	<u>Time Frame</u> 標準	
Short-term 短期	3 years or less 三年或以下	(i.e. < 36months) (如少於三十六個月)
Medium-term 中期	4 to 6 years 三至六年	(i.e. 37 – 72 months) (如三十七至七十二個月)
Long-term 長期	more than 6 years 六年或以上	(i.e. > 72 months) (如多於七十二個月)
On-going 正在進行的	continuous 連續性的	

2.5 In arriving at these time-frame criteria, the study team took into account the nature and characteristics of land / project development in Hong Kong, which involves the following:

- 1) Conceptualisation & preliminary feasibility
- 2) Detailed feasibility study
- 3) Land-use approval & land consolidation (if required)
- 4) Determination of land premium
- 5) Construction
- 4) Opening

在製定時間表上的標準時，研究小組考慮了香港的土地/計劃發展的本質和特性，包括：

- 1) 概念化 和初步可行性
- 2) 詳細的可行性研究
- 3) 土地用途的准許和土地合併 (如有需要的話)
- 4) 地價的決定
- 5) 建築期
- 4) 時機

2.6 It is expected that it will take up to 3 years to reach the land premium stage for most recommendations involving construction of a development project. This study has provided a series of concept and action plan recommendations, which provide the conceptualisation and packaging of 36 study recommendations. For seven of these recommendations preliminary feasibility studies were conducted as presented in the preceding Section.

我們預計大部份牽涉土地建築的發展計劃建議可能需要三年的時間來確定地價。這次的研究提供了一系列的概念和行動計劃建議，包括三十六項研究建議，當中七個建議的初步可行性研究經已完成，詳見之前的部份。

2.7 With respect to impact on international tourist arrivals, this criterion serves as a reminder of the main target market of this study. The criteria were used were as follows:

至於對遊覽西貢的外地遊客人數的影響，亦是這項研究報告的主要目標，當中包括以下數點：

Category 種類

Criteria 標準

High priority
高度優先考慮

- A key tourism recommendation with a high impact on attracting international tourists.
一個能吸引外地遊客的重點旅遊建議
- Likely to have an important impact on international tourist arrivals.
很可能對外地遊客人數有重要的影響

Medium priority
中度優先考慮

- A supplementary tourism recommendation with a moderate impact on attracting international tourists.
一個對吸引外地遊客有中度影響的補充性旅遊建議

Low priority
低度優先考慮

- A supporting tourism recommendation which may not necessarily attract more tourists.
一個或者不能吸引外地遊客的輔助性旅遊建議
- The recommendation may be considered as an essential facility, amenity or service that is lacking.
- 有關建議可當作成一個必要但現時所缺乏的設施、福利設施或服務

2.8 With the three criteria, the study team undertook a systematic assessment of each recommendation. Not all recommendations may be given a classification because the project or recommendation may be one that currently exists or represents a study principle. Therefore, a “not applicable” comment may be given for some recommendations. It might also be noted that all recommendations were either classified as high or medium priority given that they all have undergone an extensive review and screening process.

研究小組以這三個標準來為每項建議作出有系統的評估，但並非所有建議都會獲得分類，因為有些計劃或建議現已存在，或只是代表是次研究的原則。所以有些建議將會得到“不適用”的評價。另外，由於所有的建議已經進行了大量的檢討和篩選，故此所有的建議只會得到高度或中度優先考慮的評分。

3.0) Summary of Prioritisation 優先次序的總結

3.1 Rather than provide a specific prioritisation for each recommendation, a menu has been provided with the packaging of the recommendations under nine sub-themes. Many of the recommendations can be implemented concurrently with some taking longer than others to implement.

這份報告不會為每項建議提供一個特定的優先次序，而是提供一個包括由九個副主題所組成的建議的項目表。當中很多建議能同時進行，雖然有些建議所需的時間會較長。

3.2 Recommendations with a high priority, short-term or on-going time frame, and high impact on international tourist arrivals should receive immediate attention. Recommendations with a medium priority, long-term time frame, and low impact would be given less priority, but should not be ignored because they are complementary and serve to support the development of Sai Kung as an attractive and appealing place to visit. The assessment of the projects/ recommendations is presented in the following table.

那些得到高度優先考慮、短期時間或正在進行中的、以及對外地旅客人數有高度影響的建議應該立即獲得正視；至於那些得到中度優先考慮、中期時間、以及對外地旅客人數有低度影響的建議，雖然不會是較次的考慮，但也不應被忽視，因為他們的互補性可以支持西貢發展成爲一個吸引遊客到訪的地方。計劃/建議的評估刊於下列的列表。

Table 2. ACTION PLAN PRIORITISATION

圖表 2 行動計劃的優先次序

ACTION PLAN PRIORITISATION 行動計劃的優先次序	Priority 優先次序	Time Frame 時間框架	Impact on International Visitor Arrivals 對國際訪客人數影響
A) Branding & Theming 品牌及主題			
1) Identify a logo & tagline through a community competition. 透過設計比賽找出圖像及口號 • Chinese (for locals). 中文 (為本地人) • English (for International visitors). 英文 (為國際旅客)	high 高	short 短期	medium 中
2) Establish an Icon / Big Thing / Tallest Tin Hau Statue attraction. 豎立標誌性的東西/大型建築/最高天后像	high 高	long 長期	high 高
3) Identify or develop a signature food & snack (with demonstration manufacturing line). 找出或建立一款特色食品小食 (生產線示範) • E.g. Hakka – Cha Kwo 如: 客家 -茶果	medium 中	short 短期	low 低
4) Reinforce Sai Kung as a ‘Healthy City’. 強化西貢區成爲一個‘健康城市’	NA 不適用		
5) Adopt a ‘Bring Nature to the People’ tourism node/ cluster for the Sai Kung Town area. 採用‘帶自然給人們’旅遊點/組群於西貢市中心	NA 不適用		
B) Planning & Development Recommendations 規劃及發展建議			
6) Adopt the “Hub & Spoke” concept. 採用樞紐與線概念	NA 不適用		
7) Ensure user / tourist-friendly connection & access between the waterfront and New Town Centre area. 確保海濱行人道/新市中心位置是用者/旅客友善的接駁及到達	high 高	short 短期	low 低
C) Nature-Oriented Attractions 自然爲主的景點			
8) Pursue the “Greening” of Sai Kung Town. 進行西貢市的綠化	high 高	ongoing 持續	medium 中
9) Establish the Yeung Chau Nature Park. 建立羊洲自然公園	high 高	long 長期	medium 中
10) Develop the Sai Kung Board Walk to link the Promenade & Yeung Chau. 發展西貢步行橋連接海旁及羊洲	high 高	long 長期	medium 中
11) Pursue beach improvement e.g. Sai Sha Beach. 進行沙灘改善, 如西沙海灘	medium 中	medium 中期	low 低

12) Encourage & promote organic farming & garden nurseries, Ho Chung Valley. 鼓勵及推廣在蠔涌的有機耕種及護苗圃	medium 中	medium 中期	low 低
13) Support, in principle, the WWF's SOS "no-take zone" proposal, Inner Port Shelter. 原則上支持世界自然基金會的禁捕區的建議 (內港區)	NA 不適用		
D) Sightseeing Attractions 觀光景點			
14) Develop the Sai Kung Look Out or Shan King Toi" (Mountain View Terrace), Shan Lui with feasibility study. 發展西貢瞭望臺 / 山景臺 , 山寮配合可行性研究	high 高	long 長期	high 高
15) Organise & control Fish Hawking in boats along the waterfront promenade. 組織及控制海濱行人道沿岸的船上魚類販賣	medium 中	long 長期	medium 中
16) Develop & promote island-hopping itineraries (via ferry, charter boat, "kaito"* services). 發展及推廣環島遊路線(小輪, 包船或街渡服務)	NA 不適用		
17) Further investigate the Islands & their development for tourism purposes. 進一步調查島嶼的發展	NA 不適用		
E) Tourist Services 旅客服務			
18) Enhancement of Jockey Club Car Park site. 改善賽馬會停車場 <ul style="list-style-type: none"> Establish a tourist information centre* & an aquarium, at Jockey Club Car Park site. 建立一個旅客資源中心及水族館, 於賽馬會停車場 Establish a Roof-top Viewing Deck, at Jockey Club Car Park Site. 於賽馬會停車場建立天臺瞭望臺 Establish an Icon / Big Thing / Tallest Tin Hau Statue attraction (See # 2). 豎立一尊標誌性的東西 / 大建築 / 最高天后 像 	high 高	medium 中期	medium 中
19) Establish the Local Sai Kung Tourism Ambassador Programme. 建立西貢旅遊大使計劃 <ul style="list-style-type: none"> Old Sai Kung Town walking tour (temple, fish market etc.). 西貢舊墟步行團 (廟宇及漁市場) 	high 高	short 短期	high 高
20) Develop & promote land-based coach sightseeing itineraries. 發展及推廣陸上旅遊巴士觀光行程 <ul style="list-style-type: none"> Organise & control Kaito services* (island-hopping, see #17). 組織及控制街渡服務 Ferry / charter boat sightseeing (island-hopping, see #17). (小輪, 包船) 環島遊 	high 高	short 短期	high 高
21) Improve service standards*. 改善服務水平	high 高	ongoing 持續	low 低
22) Provide more & cleaner toilets*. 提供更多清潔洗手間	high 高	ongoing 持續	low 低
F) Specialized Accommodation 特色住宿			
23) Develop an up-market Boutique Hotel / Resort / Spa, Yim Tin Tsai (with feasibility study). 於鹽田仔發展高級精緻酒店 / 渡假村 / 水療中心	high 高	medium 中期	high 高

24) Develop a House Boat Hotel, Yim Tin Tsai. 於鹽田仔發展船屋	high 高	medium 中期	high 高
25) Promote the establishment of Bed & Breakfast accommodation. 推廣小型旅店的建立	high 高	medium 中期	high 高
G) Sai Kung Town Enhancement 西貢市的改善			
26) Open-air Amphitheatre. 戶外開放表演場地	NA 不適用		
27) Provide Street & Open-air Cultural Performances. 提供街頭及戶外文化表演	medium 中	short 短期	medium 中
28) Paint Murals on Sai Kung Buildings. 於西貢建築物畫上壁畫	high 高	short 短期	medium 中 – high 高
29) Develop an Artists-in-Residence Programme. 發展藝術家駐區計劃	medium 中	short 短期	medium 中
30) Sai Kung Town Beautification. 西貢市美化 - Housing Society Improvements. 房協的改善工程 - Architectural Services Department (ASD) Tin Hau temple area enhancement. 建築署的天后廟的改善 - Institute of Vocational Education's (IVE's) designs for Sai Kung Town waterfront area. 香港專業教育學院的西貢海旁設計 - Implement a clean & tidy up of the town, promenade, & al fresco dining areas *. 落實市中心、海濱行人道、及戶外用膳區的清潔* - Pursue the “Greening” of Sai Kung Town (as HK’s Leisure Garden – See # 8). 進行西貢市的綠化 (香港的後花園)	NA 不適用		
D) Hebe Haven (Pak Sha Wan) 白沙灣			
31) Reinforce Hebe Haven’s role as a marine / dining node with a Boat Club e.g. Sampan dining experience. 加強白沙灣的角色成為船舶及用膳中心並備有船會，於舢舨上用膳	medium 中	medium 中期	medium 中
32) Reinforce Hebe Haven’s role as a marine / tourist node with a Light-house Restaurant / Hotel/ Event Venue. 加強白沙灣的角色成為船舶及用膳中心並備有燈塔餐廳 / 酒店 / 節目場地	medium 中	medium 中期	medium 中
J) Other Facilities 其他設施			
33) Develop a Kid’s Play Centre. 發展一個小童玩樂中心	high 高	medium 中期	medium 中
34) Support the establishment of the Cultural / Community Centre at the former primary school site. 支持在前公立小學位置建立文化 / 社區中心	NA 不適用		
35) Develop a “Fun Island” (with coral reef). 發展一個有珊瑚礁的‘繽紛島’	medium 中	long 長期	medium 中
36) Establish a temporary “Dog Park”, vacant hotel zoned site next to Jockey Club car park. 建立臨時狗公園於賽馬會停車場旁邊的空置酒店用地	medium 中	medium 中期	low 低

B) TOURISM IMPLEMENTATION ORGANIZATION

1.0) Introduction

1.1 The study team is aware that over the past 15 years various plans & projects have been put forward to develop tourism in the Sai Kung District. This has, unfortunately, created false hope & disappointment in the community as it strives to identify ways to develop & improve Sai Kung, & its economy. The community, District Council, and Hong Kong Government need to make a conscious decision on what they must do to preserve the assets of Sai Kung and its rural and community character while at the same time developing Sai Kung as a place that Sai Kung residents and Hong Kongers can be proud of, and more importantly, as an inviting and attractive place for international tourists to visit.

1.2 Many of the ideas that have previously been put forward for consideration have some merit & would probably warrant further investigation to determine their ultimate feasibility. It is noted, however, that ideas & projects put forward in these tourism plans may not receive any follow up if it is left up to either the private developer or government alone to pursue. In addition, Hong Kong lacks local district level-type community development programmes to facilitate the development of various initiatives in the community. Community development programmes are commonly found in Western developed countries such as Australia, UK, & USA.

1.3 In many Western countries & even in China, communities often have a local tourist or convention & visitors' bureau which provide a range of tourism services at the local level. It is suggested that Sai Kung create an organisation to follow up & co-ordinate the implementation of the Sai Kung Tourism Potential Study recommendations. There is a well known saying – “Action Speaks Louder Than Words”. Over the years, there have been many words written about plans to develop tourism in Sai Kung, including the report and recommendations of this current study. It is now time for ACTION!

2.0) Implementation of Study Recommendations Through The Tourism Implementation Organisation (TIO)

2.1 Tourism is a multi-disciplinary economic activity that, above all else, requires co-ordination, planning, development, & active marketing. Furthermore, with community-based tourism & developing it in a rural setting, demands extra attention as it requires the management of multiple stake-holder relations.

2.2 The main role of TIO is to effectively implement the study recommendations through the planning, development, management, & marketing of tourism in Sai Kung.

2.3 Functions of this implementation organisation are to:

Primary & Initial:

- 1) Facilitate & co-ordinate the implementation of the study recommendations

- 2) Manage stake-holder relations & external liaison.
- 3) Administer the implementation organisation.
- 4) Execute decisions of the implementation organisation.
- 5) Prepare a tourism master plan for Sai Kung (*Note- this study is not a master plan per se, but a study of the tourism potential of Sai Kung*).

Later:

- 6) Update tourism strategies, & conduct tourism research & planning.
- 7) Market & promote Sai Kung.
- 8) Set up a website which includes advertising media & business sponsorship.
- 9) Manage & operate the Visitor / Tourist Information Centre & provide a booking agency service for small & medium-size tourism businesses.
- 10) Jointly operate various tourism facilities & services.
- 11) Raise funds & sourcing finance for the on-going development of tourism.

3.0) Partnership Network

3.1 A critical aspect to the success of the TIO is to have close links with the community and various stake-holders. This will facilitate co-operation and harmonious relationships within the community as it pursues the development and promotion of tourism.

3.2 The TIO should establish a partnership network which comprises links with the following partners:

- Sai Kung Tourism Forum (SKTF) – a primary forum to be created for dialogue with all stakeholders.
- Tourism Partners – a working group co-ordinating various tourism services providers.
- Technical Partners – liaison with a group of technical solution providers & academia for ready advice, particularly over environmental & complex tourism issues.
- District Office & Government Agencies.
- District Council.
- Hong Kong Tourism Board.
- Green Partners – collaboration with environmental groups as partners & advisors.
- Community groups & NGOs.
- Others - “spin-off” forums or working groups with special focus, programmes or event organisation.

4.0) Set Up & Governance of the Tourism Implementation Organisation

4.1 In proposing the TIO organisation, one must recognise that there is a need for such an entity otherwise the study recommendations may end up “on the shelf”. Although such a facilitation and co-ordination body has not been widely adopted in Hong Kong, it has been practiced successfully in other countries. While it may be a novel idea for Hong Kong, there is need for “out of the box” thinking to examine practical ways to ensure the effective implementation of the study recommendations.

4.2 If the District Council is able to identify a practical means to implement the package of study recommendations within the existing system and structure this would be an asset. However, the study team believes that it will be quite difficult for either the Government or the private sector on its own to implement the recommendations. A number of options which may be considered are presented next.

4.3) Option 1 – District Office/ Sai Kung

Features

- The recommendations and future management of tourism through the District Office (DO), that is, a government organisation.
- Government accepts the tourism proposals of the District Council (DC) as it sees fit.
- Work is assigned to the various related departments or the District Office may solicit and facilitate private sector involvement for applicable project recommendations.
- Set up a local section within the District Office to oversee, manage and promote tourism products, facilities and services.
- Close co-operation and assistance to be provided by the Tourism Commission (TC) and Hong Kong Tourism Board (HKTB).

Issues:

- Funded mainly by Government.
- Is the District Office willing to undertake this responsibility?
- The District Council may feel detached from the implementation work other than to act in an advisory capacity.

4.4) Option 2 – Tourism Commission / Hong Kong Tourism Board

Features:

- The recommendations and future management of tourism are overseen and implemented through the TC / HKTB.
- Set up a sub-regional office local section within the District Office to oversee, manage and promote tourism products, facilities and services.
- The Government accepts the tourism proposals of the DC as it sees fit.
- Work is assigned to the various related departments or the TC/ HKTB may solicit and facilitate private sector involvement for applicable project recommendations.
- Close co-operation and assistance to be provided by the DO.

Issues:

- Funded through the resources of the TC and HKTB.
- Are the TC / HKTB willing to undertake this responsibility?
- Does the HKTB / HKTC have the capacity to undertake the work of promoting a sub-regional destination area and not just a tourism product?
- The DC may feel detached from the implementation work other than to act in an advisory capacity.

4.5) Option 3 – Government Appointed Social Enterprise:

Features:

- Government vests the implementation of the study recommendations and responsibilities to oversee and manage tourism to a Social Enterprise.
- The Social Enterprise establishes an agreement with the Government for service performance.
- The Social Enterprise endeavours to operate profitably to sustain itself and finance its development.
- Government accepts tourism proposals from the DC as it sees fit.
- Government is a major shareholder of the social enterprise.
- Government provides the fund for its start-up and underwrites its long term viability.

Issues:

- Is Government willing to participate in a social enterprise venture and underwrite it?
- The DC is detached from the implementation work other than to act as an advisory body of the DO.

4.6) Option 4 – Non-Government Organisation (NGO)

Features:

- An independent non-profit organisation is established as an operational and advocacy organisation to oversee and implement the study recommendations and future management of tourism.
- Funding sources may come from a mixed bag of sources such as membership fees, government grants and subventions, public and private sector donations, as well as fees and sale of goods and services.
- May be funded by Government and if so, accountability for the use of public funds is required. The NGO may have to accept certain conditions and directions from the Government.
- Government accepts tourism proposals from the DC as it sees fit.

Issues:

- The DC is detached from the implementation work other than to act as an advisory body of the DO.
- Is Government willing to provide a subvention for NGO operations?
- Would the NGO, with its non-profit in status, be constrained on how much revenue and profits can be derived from its tourism-related commercial activities?

- Would the NGO responsible for tourism development, marketing and management be able to attract public donations?

4.7) Option 5 – Public-Private-Partnership (PPP) Organisation

Features:

- A charitable non-profit organisation is set up with the participation of the District Office the District Council, Hong Kong Tourism Board, and Tourism Commission, as well as others in the community to oversee the implementation of the study recommendations and future management of tourism.
- Funding is by a mixed bag of government funding and subventions, private sector donations, as well as fees, operating revenues and even profits from divestment of tourism enterprises.
- The PPP can be composed of the same members of the District Council's Economic Development Committee including the District Office, thereby ensuring consistency of policies, synergies over efforts, as well as optimal facilitation by the administration.
- As a charitable non-profit organisation the PPP can encompass a role to distribute benefits derived from tourism for community development and welfare purposes.
- The PPP organisation can have the ability and clout to rally the community behind local economic development initiatives and issues.

Issues:

- Not a widely known or used mechanism in Hong Kong.
- Would its charitable non-profit status constrain how much revenue and profits can be derived from its tourism-related commercial activities?

4.9 Regardless of which organisational structure is adopted for the implementation of the tourism study recommendations, the partnership network for stake-holder dialogue and participation should not change for community-based tourism in the sensitive rural sub-region of Sai Kung.

4.10 The District Council will have to further investigate and discuss what will be needed to explore the different options mentioned. There is no easy solution, but there must be recognition that for the study recommendations to be implemented, a TIO should be established.

5.0) Funding

5.1) As a locally based organisation, funds will need to be raised to support the operations of the TIO. Sources of funding may include:

- Direct grant & subventions from the Hong Kong Government
- Sourcing from various public funds
- Collaboration with various funded programmes of the SKDC, e.g. publicity, poverty alleviation, rural improvements, & public amenities
- Collaboration with funded marketing, programmes & projects of the HKTB & other public institutions
- Public donations
- Agency commission revenues from the referral & booking service at the Visitor Centre
- Revenues & profits generated from the operation of tourism businesses, events or programmes
- Revenues from advertising media sales in the Website, printed collateral, outdoor media as well as event or programme sponsorships;
- Service fees from providing support services to community organisations;
- Rental fees for use of implementation organisation managed premises;
- Consultation fees for private projects as approved by the implementation organisation;
- Merchandising of souvenirs, printed materials, CDs, etc. at the Visitor Centre;

6.0) Summary & Conclusion

6.1 While the idea of having a Tourism Implementation Organisation (TIO) may be novel and daunting, such organisations have operated successfully elsewhere around the world.

6.2 The Government or a private developer alone cannot implement many of the recommendations contained in this study & there is need for an entity or mechanism to facilitate & co-ordinate implementation of the recommendations. Therefore, one of the first things to be done to ensure effective implementation of the action plans & recommendations is the setting up of an entity as the facilitator & co-ordinator.

6.3 In creating a TIO, there will be challenges & issues to deal with such as:

- Recognising that tourism is a multi-faceted & fragmented industry with many small to medium-size businesses & service providers involved. The industry requires a high degree of co-ordination & support to implement community-based or industry-wide initiatives;
- The need for policy support & facilitation by the Hong Kong Government & District Council for effective public-private-community collaboration
- Recognising that given Sai Kung's assets & resources, its promotion is not consistent with the typical image that tourists have of Hong Kong as a heavily populated & urbanised destination. Thus, promoting Sai Kung to the international market will be a very challenging task;
- Balancing interests & channelling benefits in the community & various stakeholders will be a daunting task;

- Development of community-based tourism involves good management of multiple stakeholder dialogue & relationships;
- If set up as an charitable and non-profit body, the TIO can also serve an important function, not only for tourism, but also as a vehicle to support and promote community development;
- The need for the TIO to raise funds to support its operations;
- Appointing staff of the TIO with multiple skills & having a general manager who is high calibre with good knowledge of tourism, sustainable development, & public affairs.

Whilst a number of challenges and issues exist in having a TIO, the situation of preparing tourism studies and plans which remain largely unimplemented should not be tolerated and allowed to persist. If the current systems, in place, do not effectively facilitate the implementation of the study recommendations, then action is required to “think outside the box” and explore mechanisms that will.

B) 旅遊落實機構

1.0) 背景

研究小組意識到，於這 15 年期間，其實有不少大大小小的計劃、項目曾被提倡於西貢區發展。可是，不幸地令社區造成錯誤的期望及失望，以為可以透過旅遊去改善西貢區及其經濟。社區、西貢區議會及香港政府需要一個有意識的決定去發展西貢成爲一個西貢居民及香港居民喜愛的地方的同時，亦能保育西貢的資產及其鄉郊社會特色，令西貢變成一個歡迎及吸引國際旅客會到訪的地方。

其實被推行項目當中有不少有著優點或可於日後作進一步研究調查它們的可行性。但是，那些被推行的旅遊項目如落入私人或政府部門去落實，就可能得不到任何跟進。再者，香港缺乏地區層面的社區發展計劃去促進社區各方面的發展。可是，社區發展計劃在西方國家裡如澳洲、英國及美國，是很普遍的。在很多西方國家裡，以至中國；社區都有著各自的旅客或會議及訪客局，主要提供一系列本土旅遊服務。

我們建議建立西貢區建立一個機構爲‘西貢遊覽計劃’去負責跟進及協調西貢區旅遊規劃研究建議的落實。此乃是因爲“行動遠勝于說話”。這麼多年來，已有不少書面建議關於怎樣於西貢區發展旅遊業，包括此報告及建議。所以，現時是時候行動了！

2.0) 透過旅遊落實機構(TIO)去落實研究建議

旅遊業是一種多個原則性的經濟活動，因此需要合作、規劃、發展及活躍的市場推廣。除此之外，要於鄉郊環境發展社區性旅遊，更需要額外的注意力去管理不同持份者之關係。

TIO 的主要角色是有效地透過規劃、發展、管理及推廣去實踐於西貢區的旅遊發展。

落實機構的功能如下：

首要：

1. 促進及合作研究建議的落實
2. 管理持份者的關係及對外聯繫
3. 掌管落實機構
4. 執行落實機構的決定
5. 準備西貢區的總體旅遊規劃（注意 - 此報告並不是西貢區的總體旅遊規劃，而是西貢區的旅遊潛力研究）

其後：

6. 更新旅遊策略及進行旅遊研究及規劃
7. 推廣及宣傳西貢
8. 設立網站包括廣告媒體及商業贊助商
9. 管理及營運訪客或旅客資源中心並提供一個中小型旅行社作預訂代理服務
10. 共同營運多項旅遊設施及服務
11. 籌集資金及營運經費去持續發展旅遊

3.0) 合作關係網絡

TIO 的成功取決於一個決定性的方面，就是要與社區及多個持份者作緊密聯繫。這樣能促進社區之間的合作及建立和諧的關係從而進行旅遊的發展及推廣。

TIO 需要成立一個合作關係網絡，它由以下組成：

- **西貢區旅遊討論會(SKTF)**：此會的建立是爲了與持份者對話
- **旅遊業夥伴**：是工作小組，負責協調各個旅遊服務提供者
- **技術夥伴**：聯絡一群技術支援提供者及學者就環境或複雜多旅遊問題作出即時意見
 - 區議會辦事處及政府代表
 - 區議會
 - 香港旅遊發展局
- **綠色夥伴**：與環保組織合作成爲夥伴或顧問
- **社區組織及非政府團體**
- **其他**：附加討論會、其他特別工作小組或節目策劃機構

4.0) 旅遊落實機構的成立及管理

4.1 在建議 TIO 時，有必要認識到成立一個這樣的實體的必要。要不然，所有研究建議最終只會被擱置。雖然這麼一個促進及協調組織未被廣泛地於香港採用，但其實已於多個國家成功地實行。雖然它對香港來說是個新奇構思，但亦有需要‘跳出框框’的想法去查察一些實際方法去確保研究建議的有效實行。

4.2 如果區議會(DC)能找出實際方法於現有機制去落實一連串研究建議將會是一種資產。但是，研究小組認爲無論是政府或私人去落實建議都是困難的。因此，多個選擇將於以下展示。

4.3 選擇一 - 地區辦事處(DO)/西貢

特質

- 透過地區辦事處(DO)，即政府組織去建議及管理旅遊業
- 政府接受區議會(DC)認爲適合的旅遊建議
- 工作被分派給多個有關部門或區議會(DC)尋求及促進私人參與一些可套用的項目建議
- 於地區辦事處(DO)成立一個本地部門去監督、管理及推廣旅遊產品、設施及服務

- 旅遊事務署(TC)及香港旅遊發展局(HKTB)提供緊密的合作及協助

議題

- 主要由政府資助
- 地區辦事處(DO)是否願意承擔此項責任?
- 區議會(DC)可能由實行工作上感到被分拆

4.4 選擇二 - 旅遊事務署(TC)及香港旅遊發展局(HKTB)

特質

- 透過旅遊事務署(TC)/ 香港旅遊發展局(HKTB), 去建議及管理旅遊業
- 於地區辦事處(DO)成立一個分區辦事處本地部門去監督、管理及推廣旅遊產品、設施及服務
- 政府接受由區議會(DC)提出並認為適合的旅遊建議
- 工作被分派給多個有關部門或旅遊事務署(TC)/ 香港旅遊發展局(HKTB)尋求及促進私人參與一些可套用的項目建議
- 地區辦事處(DO)提供緊密的合作及協助

議題

- 主要由旅遊事務署(TC)/ 香港旅遊發展局(HKTB)的資源去資助
- 旅遊事務署(TC)/ 香港旅遊發展局(HKTB)是否願意承擔此項責任?
- 旅遊事務署(TC)/ 香港旅遊發展局(HKTB)是否有能力去進行推廣一個分區目的地, 而不是單一件旅遊產品?
- 區議會(DC)可能由實行工作上感到被分拆

4.5 選擇三 - 政府任命的社會企業

特質

- 政府授予社會企業去落實旅遊建議及有責任去監督及管理
- 社會企業與政府為服務表現成立一份協意書
- 社會企業盡力營運及創利, 以支持其存在及提供發展資金
- 政府接受由區議會(DC)提出並認為適合的旅遊建議
- 政府是社會企業的主要股份持有者
- 政府提供成立資金並保證它的長期存在

議題

- 政府是否願意參與此項社會企業合作並作出保證?
- 區議會(DC)可能由實行工作上感到被分拆

4.6 選擇四 -非政府機構(NGO)

特質

- 成立一個獨立非謀利組織作為營運及提倡機構去監督旅遊建議的落實及管理
- 資金來自多個來源例如: 會員費、政府資助及津貼、公眾及私人捐助、產品及服務銷售。

- 可能由政府資助，使用公眾捐助需要負上責任的。非政府機構(NGO)需要接受一定的條款及政府的指示
- 政府接受由區議會(DC)提出並認為適合的旅遊建議

議題

- 區議會(DC)可能由實行工作上感到被分拆
- 政府是否願意參對非政府機構(NGO)提供資助?
- 非政府機構(NGO)是非謀利的，會否被限制於旅遊有關商業產品所衍生出來的收入/利潤?
- 非政府機構(NGO)需負責旅遊發展、推廣及管理去吸引私人捐款嗎?

4.7 選擇五 - 公私型合作關係(PPP)

特質

- 一個慈善非謀利機構配合地區辦事處(DO)、區議會(DC)、香港旅遊發展局(HKTB)、旅遊事務署(TC)及其他團體的參與去監督落實旅遊建議及管理
- 資金來自多個來源例如：政府資助及津貼、私人捐款、收費、營運收益及從奪得其他旅遊企業的收益。
- 公私型合作關係(PPP)可由區議會(DC)、經濟發展委員會(EDC)、地區辦事處(DO)的會員組成。這樣可以確保政策的一致性，結集力量及利用行政達到最理想的協同效應
- 作為一個慈善非謀利機構，公私型合作關係(PPP)可包含作用去分配從旅遊衍生出來的好處給社會發展及福利用途
- 公私型合作關係(PPP)可以有能力及力量去團結社區來處理本地經濟發展倡議和議題

議題

- 公私型合作關係(PPP)於香港並不是一個廣為人知或使用的機制
- 公私型合作關係(PPP)會否被限制於旅遊有關商業產品所衍生出來的收入/利潤

4.9 不論哪種組織架構被採用作為落實旅遊研究建議，合作關係網絡供持份者對話及參與是不應於西貢這個鄉郊地區改變的。

4.10 區議會(DC)將需要就著上面所提出的不同選擇繼續研究及討論甚麼是需要去探究的。這裡沒有簡單的解決方法，但一定要深明的是研究建議的落實，成立 TIO 是必需要的。

5.0) 經費

作為一個地區性機構，所用作營運 TIO 之經費是需要籌集的。經費來源包括：

- 香港特別行政區政府提供的補助金或資助
- 不同的公營基金
- 與多個西貢區議會資助計劃合作，例如：宣傳、減貧、鄉郊改善及公共福利設施
- 與香港旅遊發展局及其他公共機構的資助計劃、項目合作
- 公眾捐款

- 訪客資源中心提供介紹及預訂服務所收取的佣金
- 營運旅遊生意、節目及計劃所賺的收益
- 網站、印刷宣傳品、戶外宣傳活動及贊助商的廣告收益
- 對社會組織提供支援服務所收取的費用
- 旅遊管理機構管轄下樓宇的租務收益
- 旅遊管理機構管允許的私人計劃的顧問費
- 訪客中心售賣紀念品及印刷刊物的收益
- 其他(有待探討).

6.0) 總結

6.1) 提議設立 TIO 這個想法可能是較新奇或令人怯步的,但它們的確能成功地於其他世界各地被推行。

6.2) 單靠政府或私人發展商是不能將大部份報告內所提及的建議落實,因此有需要一個實體或機制去促進及協調建議的實踐。有見及此,成立一個實體作為促進者及協調者是第一步能夠確保行動計劃及建議的有效落實。

6.3) 設立落實機構的挑戰及議題,例如:

- 認識旅遊業是一個多層面及零碎的行業,有著很多中小型企業及服務提供者。此行業要求高度的合作及支持去實行社區或行業的倡議
- 需要香港政府及區議會的政策去支持及促進有效的公私營合作
- 認識西貢區的資產及資源,有關它的宣傳跟旅客認為香港是個嚴重污染、市區化的都市的一貫概念是背道而馳的。因此,在推廣西貢區給國際旅客是個挑戰
- 在社區和不同持份者中平衡各方面的興趣及將利益是個使人氣餒的工作
- 發展社區為本旅遊需要良好管理多個持份者的對話及關係
- 假若成立非謀利組織,TIO 還是支持及推廣除了旅遊和社區發展的動力
- TIO 需籌募經費以支持其營運
- 委派擁有多項技能的職員及有才幹的、對旅遊業、可持續發展及公共事務有認識的負責人

成立 TIO 當中有多個挑戰及議題出現,大部份旅遊研究及規劃建議都不能被落實的情況是不能容忍及持續下去的。如果現有的機制是不能有效地促進及幫助研究計劃的實行,這就是時候行動去‘跳出框框’想想發掘新的機制。

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APPENDIX 1

附件一

STUDY BRIEF

The following is an extract from the original study brief and inception report.

1) Background

- 1.1 Sai Kung District Council, working together with various Government Departments and other organisations, has resolved to explore possibilities to further expand and promote tourism in Sai Kung, both as an effective means to improve local economy and employment opportunities in the District.
- 1.2 The Economic Development Committee of the Sai Kung District Council established a Tourism Working Group (TWG) with an aim to formulate a sustainable tourism development strategy in identifying the tourism potential of the District, possible development themes and sub-themes, improvement required, promotion opportunity and to map out an implementation plan.
- 1.3 In order to bring this forward, the TWG proposed to commission a study on the tourism potential of Sai Kung District. This was approved by the Economic Development Committee of the Sai Kung District Council on 4 July 2006.

2) Objectives

- 2.1 The objectives of this assignment are:
 - a. Analyse the opportunities, constraints and potential of tourism development in Sai Kung;
 - b. Identify the uniqueness of Sai Kung as a district for possible tourism positioning and promotion;
 - c. Based on the above findings, through discussions with the Sai Kung District Council and its related committees and working groups and discussions with stakeholders, identify vision, theme and sub-themes for Sai Kung tourism development;
 - d. Based on the above, prepare a conceptual plan illustrated with perspectives and elevations. Prepare action plans, comprise both long and short terms actions for tourism development, enhancement and promotion;
 - e. Prepare preliminary implementation programme. Recommend, in consultation with the Sai Kung District Council, relevant Committees and relevant Government Departments, on how to proceed to implement the project; and

- f. Present the conceptual plan to the Sai Kung District Council, stakeholders or other interested parties.

3) Structure of Study Report and Scope of Work

3.1 Two inter-related tasks are identified for this study:

- Part A – Supply and Demand Analysis (Tasks 1 to 4)
- Part B – Concept Plan Formulation, and Planning Report (Tasks 5 to 6)

3.2 The study involves six major tasks which are divided into two parts. Part A, which has been categorised as “Supply and Demand Analysis” will address matters raised in Tasks 1 to 4. This also includes the solicitation of community opinions from local residents, local commercial operators, and also tour operators. Part B, “Concept Plan Formulation, and Planning Study Report” will address issues raised in Tasks 5 & 6.

3.3 Supply and Demand Analysis

A summary of the tasks involved in the Supply and Demand Analysis part is provided below:

Task 1) Base-line Review of Tourism Assets

- 1a) Collect, inventory, and analyse resources
- 1b) Compile, review and analyse proposed, planned, committed projects

Task 2) Review on Visitor Behaviour

- 2a) Undertake market survey of visitors
- 2b) Analyse survey findings

Task 3) Review of Local Resident’s/ Community Expectations

- 3a) Conduct focus group meetings with local residents, local commercial operators, and relevant stake-holders
- 3b) Conduct in-depth interviews, either in person or by telephone, with key and relevant stake-holders
- 3c) Solicit input and opinions from the general public via written submissions, internet and through schools etc.
- 3d) Analyse focus group and public input and feedback

Task 4) Opportunities & Constraints

- 4a) Undertake opportunities and constraints analysis (including uniqueness) of resources
- 4b) Hold Working Session 1 with District Council/ Economic Development Committee / Tourism Working Group members etc.
- 4c) Identify and evaluate preliminary theme(s), products, product packaging, enhancements, and marketing direction

3.4 Concept Plan Formulation and Planning Study Report

In summary, Part B tasks include:

Task 5) Concept Formulation

- 5a) Develop short, medium and long term action programme for potential projects
- 5b) Conduct follow-up site inspections & consultations of potential projects
- 5c) Undertake preliminary feasibility analyses of potential projects
- 5d) Hold Working Session 2 with District Council/ Economic Development Committee / Tourism Working Group members etc.
- 5e) Analyse Working Session input, comments and feedback
- 5f) Prepare preliminary cost estimates
- 5f) Undertake action plan recommendation(s) consultations / meetings

Task 6) Implementation Programme & Concept Report

- 6a) Prioritise action plan / programme
 - 6b) Finalise tourism study plan and report
-

APPENDIX 2 附件二

VISITOR SURVEY 訪客問卷調查

1) Introduction 介紹

1.1 In accordance with Part A (Task 2) of the study brief, an on-site visitor survey was conducted. It should be noted that this is the first ever visitor survey that has been conducted in Sai Kung.

為依照研究進度表裡的 A 部份 (第二項任務) , 西貢區訪客問卷調查已經進行。此訪客問卷調查乃是首次於西貢區進行。

1.2 The objectives of the survey were:

訪客問卷調查的目的是:

1. To identify the activities undertaken by visitors in Sai Kung and where they went;
去確定訪客於西貢區曾參與過的活動及遊覽過的地方;
2. To examine visitor perceptions towards Sai Kung and their satisfaction with their visit;
and
去細查訪客對西貢區的感覺及對遊覽的滿意程度; 及
3. To obtain a visitor profile.
去獲取訪客背景資料

1.3 The visitor survey was conducted at the Sai Kung Town waterfront promenade and at Pak Tam Chung Visitor Centre on April 5, 7 & 8, 2007. A total of 420 completed questionnaires were collected. Due to technical reasons and limited resources, a non-random / convenience sample was used and this is a study limitation. While the results cannot be generalised to all visitors to Sai Kung, the findings do provide valuable information and insights about the visitors, their characteristics, and opinions.

訪客問卷已在二零零七年四月五、七及八日於西貢海旁及北潭涌進行。合共獲取四百二十份有效問卷已成功訪問得來。因為技術原因及資源有限, 所以採取了一個非隨機的/ 方便的抽樣方式來進行, 這是研究當中的局限。雖然結果不能被廣泛套用于每個訪客, 但亦提供了有價值的資料及啓發關於訪客們及其特質和意見。

2) Results 結果

2.1 The key findings from the survey are as follows: 主要的發現如下:

- Most respondents agreed that Sai Kung is a popular attraction in Hong Kong (82%).
- 大多數受訪者贊同西貢區是香港其中一個受歡迎旅遊景點(82.1%)。
- In terms of satisfaction, 60% of respondents were satisfied with the service quality provided, while 75% were satisfied with their overall visit experience in Sai Kung.

- 他們普遍滿意所享受過的服務質素(60%)及於西貢區遊覽的整體經驗(75%)。
- Survey respondents are predominately repeat visitors. They indicated that they are likely to re-visit Sai Kung (85%) and recommend Sai Kung to their friends & relatives (80%).
- 多數受訪者不是第一次到訪西貢區，而他們是非常願意再次遊覽西貢區(85%)及將西貢區推介給他們的親戚朋友(80%)。
- The typical profile of the respondents is as follows: aged between 20 to 44 years (57%) who is a HK resident (93%); day visitor (85%); and with a professional / clerical / service occupation (43%). They are New Territory residents (54%) who predominantly live in the Sai Kung, Shatin, & Kwun Tong districts (46%) and they take less than 60 minutes to access or travel to Sai Kung (86%)
- 受訪者的典型背景如下：年齡界乎 20 至 24 歲 (57%)，香港居民(93%)；即日訪客(85%)；受訪者多數是專業人士，文職及服務業人士(43%)。他們多是居住於新界(54%)，尤其西貢區、沙田、觀塘(46%)，用少于一小時到達西貢。
- Their main motives or reasons for visiting Sai Kung was for hiking / walking (34%) and general leisure / recreational (27%). Other motives include: sightseeing & touring (7%), BBQ/picnicking (7%), dining (6%), and camping (4%).
- 他們的主要遊覽目的是為了遠足及步行(34%) 及一般消閒娛樂(27%)，其他目的包括觀光及旅行團(7%)；燒烤及野餐(7%)；用膳(6%)及露營(4%)
- Dining was the major activity undertaken by the respondents (31%), followed by hiking/walking (21%), water-based activities (11%) and sightseeing (8%).
- 主要活動包括用膳(31%)；遠足及步行(21%)；水上活動(11%)及觀光(8%)。
- Over one quarter of respondents (28%) said they faced barriers visiting Sai Kung. The major barriers that prevent respondents visiting Sai Kung were: time constraints (23%); weather or climate (23%); transportation (16%); and conflicts with other commitments (12%).
- 四分之一受訪者承認遇到阻礙或限制。主要阻礙或限制包括欠缺時間(23%)；天氣情況(23%)；交通(16%)；與其他約會衝突(12%)。
- Respondents knew about Sai Kung through past experience (45%), referral from friends & relatives (29%), while the mass media was only mentioned by 11%.
- 近半數受訪者從過往經驗認識西貢(45%)；或從親戚朋友口中得知(29%)；及透過大眾傳播媒介(11%)。
- Aspects of Sai Kung that respondents liked most were its: environment (16%); scenery (15%); air quality (14%); nature (9%); and waterfront promenade (9%).
- 受訪者對西貢區的環境(16%)；風景(15%)；及空氣質素(14%)；大自然(9%)；及海旁(9%)最感滿意。
- Aspects of Sai Kung that respondents liked least were: poor accessibility (23%); and crowding (18%), followed by dogs (9%); inadequate toilets (8%); insufficient car parking (7%); & dirty toilets (6%).
- 交通不便(23%)；擠迫(18%)；狗隻(9%)；洗手間不足(8%)；停泊車位不足(7%)；及洗手間不潔(6%)是不滿意的地方。
- In terms of improvement, transportation was the most important area suggested for improvement (21%), which was followed cleaner toilets (10%), more tourist facilities (10%), more parking spaces (9%) and cleaning the pedestrian paths more often (7%). ‘Keep everything as it is’ received some support (7%).
- 受訪者指出幾方面最需要改善地方：當中改善交通是最重要的一環(21%)；其次是設立多些潔淨的洗手間(10%)；多些旅遊設施(10%)；增設泊車位置(9%)及加密清洗行人路(7%)。此外，“保持一切不變”也獲得一定的支持(7%)。

- Suggested improvements for the Sai Kung town area were: having a tourist center and imposing restrictions on the construction of high rise buildings.
- 除此之外，對於改善西貢市區，受訪者尤其注意建設旅客服務中心的必要性及限制新建樓宇高度。

3) Analysis 分析

3.1 In general, most survey respondents had a positive visitor experience, are repeat visitors, and live relatively close to Sai Kung. They come to Sai Kung for the food and to experience various aspects of the natural environment such as the scenery, country parks, beaches, and cleaner air etc. but find transport accessibility and crowding an issue. Besides improving accessibility, the provision of visitor amenities (i.e. more & cleaner toilets, cleaner pedestrian paths, more parking spaces) were suggested.

基本上，大多數受訪者都不是第一次遊覽西貢，有過正面的經驗及居住於西貢區或附近。他們主要爲了用膳及體驗不同自然環境，例如：風景、郊野公園、海灘及清新空氣等。但交通不便及擠迫是其中的問題。此外，建議亦包括改善交通，增設旅遊設施(多些潔淨洗手間，潔淨的行人路及停車位) 亦被建議。

3.2 The survey was conducted during a public holiday & week-end period, which may account for the concerns raised about crowding. It must be recognised that Sai Kung does have a seasonality problem with most visitors coming during the week-end or public holiday periods, but with few visitors during the week-days.

訪客問卷於公眾假期及週末進行，因此較爲擠迫。我們需承認西貢區有著一個季節性問題，就是訪客於公眾假期及週末時候較多，但週日較少。

3.3 The problem and issue of accessibility is acknowledged, however, nearly half of the respondents (53%) took less than 30 minutes to travel to Sai Kung. By Hong Kong standards this may seem a little long or inconvenient as most travelling to Sai Kung by public transport require a change of transport mode. While this may seem inconvenient to Hong Kong residents, by international standards, the transport accessibility and travel time would be regarded as acceptable.

交通不便是其中一個問題及議題。但是，過半數受訪者用少於三十分鐘到達西貢區。以一般香港準則來說，這可能已算是時間太長或不便，因爲訪客雖轉乘不同交通工具。對香港人來說，這可說是不便，但對於國際旅客而言，所需時間是可接受的。

APPENDIX 3 附件三

TELEPHONE SURVEY OF HONG KONG RESIDENTS 香港居民電話問卷調查

1) Introduction 介紹

1.1 In accordance with the request of the Sai Kung District Council, an additional study task was contracted for the study team to conduct a telephone survey. It should be noted that this is the first ever telephone survey of Hong Kong residents that has been conducted about Sai Kung.

為應西貢區議會的要求，西貢區電話問卷調查已依照新簽訂的附加合約進行。此電話問卷調查乃是主要訪問香港居民並是首次為西貢區進行。

1.2 The objectives of the survey were: 電話問卷調查的目的是：

- 1) To identify the activities undertaken by visitors in Sai Kung and where they went;
去確定訪客於西貢區曾參與過的活動及遊覽過的地方
- 2) To examine visitor perceptions towards Sai Kung and their satisfaction with their visit;
and 去細查訪客對西貢區的感覺及對遊覽的滿意程度
- 3) To obtain a visitor profile. 去獲取訪客背景資料
- 4) To identify the reasons why HK residents have not visited Sai Kung in the past 5 years
去確定訪客於過去 5 年不到訪西貢的原因

1.3 The Sai Kung Telephone Survey was conducted between 5 July and 11 July of 2007 using a random sample of household respondents. A total of 616 completed interviews were collected.

電話問卷已在二零零七年七月五至十一日傍晚期間以電話採取了隨機抽樣的方式來進行。合共成功訪問了六百一十六人。

2) Results 結果

2.1 The following summary is based on the results of the Sai Kung Telephone Surveys conducted between 5th and 11th July, 2007. This report presents the results of respondents who have or have not visited Sai Kung in the past 5 years. It provides a slightly different view of respondents' characteristics and their opinions about Sai Kung.?

以下重點撮要是根據二零零七年西貢區電話問卷調查在七月五至十一日傍晚期間所進行得來的結果。此報告展示那些訪客於過去 5 年曾到訪西貢及訪客於過去 5 年未曾到訪西貢的意見。由此提供受訪者不同的特質及意見

- More than half of the respondents (56%) have visited Sai Kung (except Tseung Kwan O) in the past 5 years.
過半數受訪者於過去 5 年曾到訪西貢(將軍澳除外)
- More 70% of respondents visited Sai Kung within the past 2 years (2006 & 2007)
過七成受訪者於 2006 年或 2007 年到訪西貢
- Nearly 70% of respondents have visited Sai Kung less than 3 times in the past 12 months
近七成受訪者於過去 12 個月遊覽少於三次
- When asked why they would not like to visit Sai Kung; 35% of the respondents thought poor accessibility is the major problem, followed by no time (20%), no interest (14%) and too many work/family or outside commitments (10%), etc
當被問到為何不遊覽西貢時, 35% 受訪者認為交通不便, 其次是沒有時間(20%), 無興趣(14%)及太多家庭及其他聚會(10%)等
- Forty five percent (45%) of the respondents were aged in the of 25-49 year age group with the highest percentage (14%) in the 40-44 year age group.
45% 受訪者年齡介乎 25-49 歲, 其中 14% 是 40-44 歲
- More than half of the respondents live in the New Territories (54%). However, most respondents came from the Eastern District (10%) which is different from the Visitor Survey, and followed by Sha Tin (9%) and Kwun Tong (8%).
他們多是居住於新界(54%), 但居住港島東的人較多(10%), 有別於訪客問卷, 其次是沙田(9%)、觀塘(8%)
- Respondents were mainly homemakers, retired, students or clerks which comprised 18%, 17%, 15% and 12% of total, respectively.
受訪者多數是持家者, 退休人士, 學生, 及文職, 它們分別佔 18%, 17%, 15% and 12%
- Nearly half of the respondents travelled to Sai Kung by bus / coach (46%); and nearly a quarter of them drove their own cars (27%); that were followed by mini bus (16%). Ten percent (10%) took more than one transport mode
近半數受訪者乘搭巴士或旅遊巴士(46%)到西貢, 接近三分之一人士會駕駛私家車(27%), 其次是小巴。當中 10% 受訪者要轉乘多種交通工具
- The top 5 purposes for visiting Sai Kung were:
1) General leisure / recreation (27%); 2) Dining (23%); 3) Hiking / walking (12%); 4) Sailing / Boating / Water-based activities (11%); and 5) Sightseeing / Organized Group Tour (8%).
他們的主要遊覽目的是為了 1) 一般消閒娛樂(27%), 2) 用膳(23%), 3) 遠足及步行(12%), 4) 出海及水上活動(11%), 及 5) 觀光及旅行團(8%)
- The single most popular activity which respondents participated in was dining (27%). The next 2 most popular activities were outdoor activities e.g. hiking / walking (15%), and BBQ / picnicking (10%). It was noted that visiting cultural, heritage and historical attractions rated very low with only 2%.
主要活動包括用膳(27%), 其次遠足及步行(15%)及燒烤野餐(10%)。但遊覽文化、遺跡及歷史建築仍然很低, 只有 2%
- Seventy percent (70%) of the total respondents knew about Sai Kung through: 1) their friends and relatives; and 2) past experience.
七成受訪者從親戚朋友口中得知或過往經驗認識西貢

- Less than one fifth of respondents (17%) indicated that they face barriers that hinder their participation in undertaking activities in Sai Kung.
少於五分之一受訪者承認遇到阻礙或限制
- The most frequently mentioned barrier was poor transportation access (28%). This was followed by weather / climate (25%), no time (13%), and too many work / family or outside commitments (9%).
主要阻礙或限制包括交通(28%)，天氣情況(25%)，欠缺時間(13%)及與其他約會衝突(9%)
- Approximately two fifths (39%) of respondents visited Sai Kung Old Town and this is not surprising given that it is the main hub of the Sai Kung area. Kau Sai Chau ranked the second most visited place (10%) and this is attributed to it being one the only public golf course in HK.
大約四成受訪者曾到訪西貢舊墟，因為它是交通樞紐，其次是窩西洲，因為它是有名的高爾夫球場
- The top 5 attributes that respondents liked best about Sai Kung were: 1) Scenery; 2) Air quality; 3) Dining; 4) Beach; and 5) Environment
受訪者對西貢區的風景，空氣質素，用膳，沙灘及環境最感滿意
- Poor accessibility (31%) and crowds (10%) were the two most cited attributes that respondents liked least about Sai Kung.
交通不便，擠迫是他們最不滿意的。
- When asked what suggestion respondents would like to provide, 38% of respondents said “improve the transportation network” followed by strengthening marketing and promotion strategy (6%).
當被問到有甚麼建議可提供時，38%受訪者改善交通是最重要的一環，其次是強化市場及推廣策略(6%)
- The majority of respondents (82% & 63% of visitor and telephone survey respondents, respectively); agreed that “Sai Kung is a popular attraction in Hong Kong”
大多數受訪者(82%旅客問過及 63%電話問卷)贊同西貢區是香港其中一個受歡迎旅遊景點
- When asked the first image of Sai Kung, a quarter of respondents thought of ‘seafood’ (25%). Other natural characteristics such as nature, beach, sea, and country parks have 8%, 7%, 5% and 5% respectively.
當被問到對西貢區的第一印象，四分之一受訪者想起海鮮(25%)。其他特質包括自然，沙灘，海，郊野公園等
- Most respondents were satisfied with their previous visit (75% & 59% of visitor and telephone survey respondents, respectively); were likely to make another visit to Sai Kung; and would recommend it to their friends etc.
- 他們普遍滿意於過往遊覽西貢區的經驗(75%旅客問過及 59%電話問卷)，而他們是非常願意再次遊覽西貢區及將西貢區推介給他們的親戚朋友

3) Analysis 分析

In general, most survey respondents had a positive visitor experience, are repeat visitors, and live relatively close to Sai Kung. They come to Sai Kung for the food and general leisure. What they liked best about Sai Kung were the scenery, clean air, dining, beaches, and the environment. But they found transport accessibility and crowding as issues. Besides improving accessibility, strengthening the market and promotion strategy was suggested.

基本上，大多數受訪者都不是第一次遊覽西貢，有過正面的經驗及居住於西貢區或附近。他們主要爲了用膳及一般消閒娛樂，他們最喜愛西貢區的風景，空氣質素，用膳，沙灘及環境等。但交通不便及擠迫是其中的問題。除了改善交通，強化市場及推廣策略亦被建議。

When asked why they would not like to visit Sai Kung; 35% of the respondents thought poor accessibility was the major problem. It is acknowledged; however, most of the respondents took less than 30 minutes to travel to Sai Kung. By Hong Kong standards this may seem a little long or inconvenient as most travelling to Sai Kung, by public transport, require a change of transport mode. While this may seem inconvenient to Hong Kong residents, by international standards, the transport accessibility and travel time would be regarded as acceptable.

當被問到爲何不遊覽西貢，35%受訪者認爲交通不便。交通不便是其中一個主要問題。但是，過半數受訪者用少於三十分鐘到達西貢區。以一般香港準則來說，這可能已算是時間太長或不便，因爲訪客雖轉乘不同交通工具。對香港人來說，這可說是不便，但對於國際旅客而言，所需時間是可接受的。

APPENDIX 4

附件四

PRELIMINARY PROJECT FEASIBILITY STUDY TEMPLATE 初步項目可行性研究樣板

1) **Project Title** 項目名稱:

2) **Project Description** 項目描述:

3) **Project Status** 項目狀態:

4) **Site / Physical Feasibility** 地點/環境可行性:

- a) location / setting 位置/四周
- b) access 到達
- c) site attractiveness / visual appeal 地點吸引力/視覺吸引力
- d) site suitability 地點適合度
- e) land tenure 土地佔有權
- f) hazards / special considerations 危害/特別考慮
- g) other 其他 (Please specify 請注明_____)

5) **Market Feasibility** 市場可行性:

- a) need & demand 需要及需求
- b) target market(s) 目標市場
- c) tourist / visitor (i.e. market) appeal 旅客/訪客(市場)的吸引力
- d) marketing approach (strategy & promotion) 市場營銷方法(策略及推廣)

6) **Financial Feasibility** 財政可行性:

- a) estimated capital costs 預計資金成本
- b) estimated operating costs (if any) 預計營運成本(如有)
- c) source(s) of finance 財政來源

7) **Management** 管理:

- a) management support required 需要的管理支持
- b) management / staffing structure 管理層/員工架構
- c) mode & hours of operation 營運模式及時間

8) **Political Feasibility** 政治可行性:

- a) project acceptability 項目認受性
- b) stake-holders involved 所受影響人士
- c) concerns & issues 關注及問題

APPENDIX 5

附件五

LIST OF COMMUNITY CONSULTATION & ORGANIZATIONS 社區諮詢及組織名單

The study team gratefully acknowledges the many contributions provided by various members of the community. 研究小組衷心鳴謝多個社區代表所提供的貢獻

Focus Group Meetings 專題小組會議

- Cantonese Speaking Group (x 3) 廣東話組別(x 3)
 - 溫悅昌先生
 - 劉麗嬋女士
 - 袁土星先生
 - 劉容先生
 - 黃樹外先生
 - 湛錦生先生
 - 陳啓明先生
 - 張雄先生
 - 陳嘉惠女士
 - 何漁生先生

- English Speaking Group 英語組別
 - Ms Alison Smith
 - Mr Damian Ryan
 - Mr George Salamon
 - Mr Guy Shirra
 - Mr Jerry Patchell
 - Ms Julie King
 - Mr Paul Etherington
 - Mr Nigel Snell
 - Mrs Sandra Snell
 - Mr Steve Beech
 - Ms Trudy Frost

- Tour Operators / Travel Agents 旅行社/旅遊代理或營辦商
 - Mr Edmund Tsang 曾錫耀先生 (Swire Travel)太古旅遊
 - Mr Wing Wong 王維永先生 (Vacation Asia HK Limited)亞洲觀光(香港)有限公司
 - Mr Oscar Li 李仲勳先生 (Cosmo Travel Company Limited)宇宙旅遊有限公司
 - Mr Peter Lee 李金昌先生 (Wing On Travel and Tour Limited)永安旅遊及觀光有限公司
 - Ms Jenny Wong 黃玉珍女士 (Grand Holiday International Limited)發達旅遊(國際)有限公司
 - Mr Ronnie Tai 戴毅傑先生 (Southsea Tours Limited) 南海旅遊有限公司

Respondents to the Pro-forma Information Sheet & Questionnaire

形式上資料表格及問卷受訪者

- Ms Ann Wong (Planning Department)
- Mr Dennis Mok (Agriculture, Fisheries and Conservation Department)
- Ms Annie Fung (Leisure and Cultural Services Department)
- Mr Yuen Cheuk Man (Fire Services Department)
- Mr Ngai Shiu Kei, Joseph (Hong Kong Police Force)
- Ms K.H. Ng (Transportation Department)
- Mr Edmond Wu (Calbee Four Seas Co. Ltd.)
- Ms Wong Sung King, Dorothy (Greenlife Corporation Ltd.)

Individual Interviewees 個別受訪者

- Ms Margaret Brooke, Professional Property Services Ltd.
- D. Andy Cornish, WWF Hong Kong
- Ms Judy Love-Eastham, Explore Sai Kung
- Ms Ann Wong, Planning Department
- Chairman, WWF Hong Kong

Economic Development Committee Members who provided written comments & feedback on

Phase 1 Study Report 由經濟發展委員會會員就第一期報告所提交的書面意見

- 邱全先生
- 陳錦亮先生
- 方國珊女士
- 溫悅昌先生
- 陳權軍先生.
- 黃崇瓊女士
- 林漢華先生(代梁振輝)
- 范國威先生
- 羅祥國博士
- 梁乃倫先生
- 王愛儀女士
- 吳錦嫻女士

Economic Development Committee Members who provided written comments & feedback on

Phase 2 Study Report 由經濟發展委員會會員就第二期報告所提交的書面意見

- 陳權軍先生.
- 劉偉章先生.
- 羅祥國博士.
- 成漢強先生.
- 方國珊女士.
- 洪忠興先生.
- 梁美智女士
- 李子芸先生
- 伍仕明博士
- 蕭赤虹先生
- 黃崇瓊女士.
- 胡子釗先生
- 莫景光先生