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# OC DANA POINT HARBOR

# **2010 BUSINESS PLAN**

January 2010



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# I. EXECUTIVE SUMMARY

In April 2005, the Orange County Board of Supervisors unanimously approved the formation of OC Dana Point Harbor as a stand-alone department. This document will serve as OC Dana Point Harbor's 2010 Business Plan.

As part of the State of California Dana Point Tidelands Grant, OC Dana Point Harbor operates as a self sustaining special revenue fund. The main purpose of OC Dana Point Harbor is to complete the Revitalization Plan, maintain and where possible improve daily operations, while providing first class boating, recreational and commercial opportunities for everyone who uses this regional asset.

Dana Point Harbor has both landside and waterside components that provide services, opportunities, and enjoyment to thousands of visitors every year. There are two marinas with approximately 2,400 boat slips and a variety of recreational, sporting, and commercial boating amenities. The public launch ramp provides ocean access to many boaters. The pier in the west end of the Harbor is ADA accessible and is a place for people to fish and enjoy the scenery. There are also numerous programs offered in Dana Point Harbor to educate participants on the ocean, habitat, and boating.

The landside uses in the Harbor include Dana Wharf and Mariner's Village for shopping and dining, the Marina Inn - a 136-room hotel, the Ocean Institute, Baby Beach, and the County-operated OC Sailing and Events Center. There is a walking trail allowing people to walk the entire perimeter of the Harbor, and public parking on both the cove side and island. Benches and grassy areas provide relaxing resting areas next to the water.

Built almost 40 years ago, Dana Point Harbor has slowly progressed to a focal point for the surrounding communities. The need for revitalization is recognized by all and the vision and influence of local stakeholders, city, and County staff, with the oversight of the OC Dana Point Harbor, will result in Dana Point Harbor slowly emerging as a fresh asset dedicated to maintaining the spirit and character unique to Dana Point Harbor.



# II. AGENCY OVERVIEW

**VISION STATEMENT:** OC Dana Point Harbor will help enhance the quality of life in Orange County through effective management and development of the Harbor for the benefit of the community. We will oversee Harbor operations in order to preserve, develop and further enhance an integrated system of natural features, historical assets, and recreational and cultural opportunities while maintaining environmental integrity. By implementing the Revitalization Project, OC Dana Point Harbor will sustain economic prosperity and will strive to continuously develop relationships with citizens, interest groups, organizations, and businesses that foster meaningful involvement and exchange of ideas.

**MISSION STATEMENT:** To provide public coastal access, environmental stewardship, and a diverse regional recreational facility so all users and visitors may experience the unique Dana Point Harbor resource in a safe and enjoyable way.

**CORE SERVICES:** OC Dana Point Harbor's core services are: act as a responsible agent for the community by safeguarding Harbor environmental assets and the public's access to the coast and recreational boating, facilitating effective communication with our various stakeholder groups, and providing for commercial opportunities; implement the Dana Point Harbor Revitalization Plan; provide resources to commercial tenants to help them meet the County's standard for customer service; and continue to pursue improvements in harbor water quality.



### III. OPERATIONAL PLAN

### A. ENVIRONMENT

#### **CLIENTS**

Dana Point Harbor encompasses a variety of public, commercial, educational, and recreation facilities, which are available to all residents of the County of Orange and State of California, as well as residents from other states and even other countries. Specifically, OC Dana Point Harbor serves a wide array of clients including: Recreational and Commercial Boaters, Non-Boating Recreational Visitors, Educational Visitors, Commercial Businesses, and local Special Interest Organizations both boating and non-boating.

Recreational and Commercial Boaters: More than 2,400 boating enthusiasts from surrounding cities, various parts of Orange County, the State, and beyond rent slips in Dana Point Harbor. Approximately 3,000 boats are launched each year from the Harbor's boat launch ramp facilities, while another approximately 500 boats are stored on trailers in our dry storage lots. Launching opportunities for Human Powered Craft are available throughout the Harbor with the west end's Baby Beach being the epicenter for launching of these craft. Commercial boaters provide sportfishing and whale watching opportunities, shuttle services, as well as Harbor cruises and sightseeing trips. Each year the Catalina Express carries on average 100,000 passengers between Catalina Island and Dana Point Harbor.

Non-Boating Recreational Visitors: A vast number of individuals visit the Harbor each month to enjoy a variety of recreational pursuits, including fishing, picnicking, shopping, dining, walking, jogging, and bicycling. A loyal contingent of area residents get their daily exercise by walking around the Harbor, taking advantage of the beautiful setting and perimeter walkway path. The Harbor also includes Mariner's Village, Mariner's Alley, and Dana Wharf, which consist primarily of small retail specialty shops and restaurants and attract many weekday and weekend shoppers.

**Educational Visitors:** The educational facilities in the Harbor include the OC Sailing and Events Center and the Ocean Institute. Dana Point Harbor's Youth and Group Facility changed its name in early 2008 to the OC Sailing and Events Center, which better reflects the services it provides to the community. The Center is dedicated to promoting boating, sailing and safety around the water. The Boy Scouts, Girl Scouts, Saddleback College, and the Coast Guard Auxiliary are just a few of the organizations that use the facility for public instruction and recreation. The OC Sailing and Events Center serves



over 80,000 individuals each year. The Ocean Institute facilities provide a hands-on marine sciences experience for children and adults, including RV/Sea Explorer cruises, tours of the historical Brig "Pilgrim" and "Spirit of Dana Point" tall ships, tide pool excursions and other marine/coastal educational programs. More than 120,000 students annually participate in the Institute's programs.

City of Dana Point: Dana Point Harbor is a County-owned regional facility that is located within the city limits of Dana Point. Every landside Harbor visitor must travel through Dana Point to get here. Events held in the Harbor, as well as issues occurring in the Harbor, have an impact on the surrounding City community. OC Dana Point Harbor coordinates with the City staff on many occasions, and partners with them when appropriate to formulate decisions and maintain a cohesive Harbor and community.

**Special Interest Groups:** With the many amenities and opportunities in Dana Point Harbor, many special interest groups contact the department to promote their goals. Issues ranging from new private facilities to water quality programs have been presented to the department for consideration.

Commercial Tenants: Dana Point Harbor has 59 lessees (4 long term property leases and 55 building leases) covering a wide range of categories including restaurant, shipyard, retailer, and yacht broker. These businesses serve the Dana Point Harbor community as well as many visitors from around the world. The restaurants and shops in Mariner's Village and at Dana Wharf have become points of gravitation for locals, and points of interest for visitors. Thanks to the diversity of our tenants, a visitor to the harbor could rent a sailboat or personal water craft, have many choices for lunch or dinner, shop for clothing, gifts and many other items and visit our harbor-side café.

#### **CHALLENGES:**

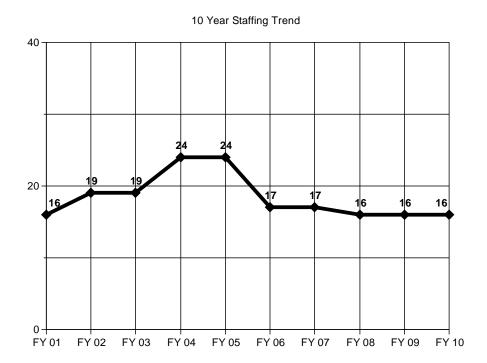
With so many diverse clients, the main challenges facing the department involve the various needs and interests of those clients. OC Dana Point Harbor recognizes this and makes every attempt possible to streamline operations, form coalitions, address issues appropriately and fairly, while encouraging community involvement and an awareness of other perspectives, all the while maneuvering through the State and local permitting process in an effort to continue progress on the Dana Point Harbor Revitalization Plan.



#### **RESOURCES:**

# Staffing:

OC Dana Point Harbor is physically located in the center of the jurisdictional area. With 16 current positions, OC Dana Point Harbor has 2 vacancies and plans to fill 1 current vacancy by the end of this calendar year.



Dana Point Harbor Department formed April 2005.

#### **Other Resources:**

OC Dana Point Harbor also manages 4 operating agreements, each of whom have responsibility over different sections of Dana Point Harbor. Vintage Marina Partners manages the launch ramp and the Wharf and Mariner's Alley properties where a majority of our harbor lessees' businesses are located. Great Western Hotels manages the Marina Inn, the small hotel located near the water. There are two marina operators – Dana Point Marina Company and Dana West Marina Company – which

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manage the marinas and the 14 boater service buildings. The two marinas are divided by the island bridge.

There are currently 4 long-term leased properties in Dana Point Harbor – the shipyard, fuel dock, Ocean Institute, and the Dana Point Yacht Club in addition to the 55 building leases.

#### Fiscal:

The Dana Point Tidelands fund is a special revenue fund and operates at zero net County cost. Currently, leases and rents from the operators and tenants of the Harbor (shops and restaurants) account for 90% of the OC Dana Point Harbor recurrent revenues. Parks and Recreation fees account for about 4% of recurrent revenues. The remaining OC Dana Point Harbor revenue consists of grants, interest earned, and miscellaneous revenue.



#### **B** - ACTION PLAN

OC Dana Point Harbor's (OC DPH) goals are derived from the identified core services:

Act as a responsible agent for the community by safeguarding harbor environmental assets and the public's access to the coast and recreational boating, facilitating effective communication with our various stakeholder groups, and providing for commercial opportunities;

Implement the Dana Point Harbor Revitalization Plan;

Provide resources to commercial tenants to help them meet the County's standard for customer service; and

Continue to pursue improvements in harbor water quality.

<u>Goal #1:</u> Act as a responsible agent for the community by safeguarding this County's public resources including environmental assets, access to the coast, and recreational boating, facilitating effective communication with our various stakeholder groups, and providing for commercial opportunities.

# **Strategy:**

- Maintain the Harbor in optimal boating condition.
- Offer a wide variety of programs and services to meet the needs of our varied audiences.
- Maintain open and ongoing communication.
- Manage OC Sailing and Events Center (OC SEC) and programs.
- Develop a variety of communications vehicles to keep the community informed of maintenance items, projects, and other events occurring in the Dana Point Harbor.



# **PERFORMANCE MEASURE:** Ensure a responsibly functioning County facility.

WHAT: Perform needed maintenance and upkeep, and stay involved as a community.

WHY: Responsibility of OCDPH to provide the public with maritime and coastal opportunities.

FY 08-09 Results	FY 09-10 Plan	FY 09-10 Anticipated Results	FY 10-11 Plan	How are we doing?
<ul> <li>Maintenance Dredge         Project completed         February 2009.</li> <li>Implemented         program         enhancements for OC         SEC and streamlined         processes using data         from internal         analysis.</li> <li>ADA improvements         were made in many         public facilities         throughout the         Harbor.</li> </ul>	<ul> <li>Survey analysis of         Harbor infrastructure             and facilities to             identify areas             requiring attention or             in need of additional             maintenance.     </li> <li>Evaluate new OC             SEC program             opportunities based             on greater public             involvement and             input.</li> </ul>	<ul> <li>Develop program to repair or replace infrastructure with safety-identified issues as priority items.</li> <li>Develop efficient process for implementing new programs based on community expectations.</li> </ul>	<ul> <li>Continue to perform deferred maintenance of facilities.</li> <li>Develop and review scenarios for management of OC SEC.</li> <li>Participate in promotion of new tricity trolley program once implemented.</li> </ul>	<ul> <li>Repairs to infrastructure programmed and budgeted as needed.</li> <li>Continue to monitor program usage and facility impact.</li> </ul>



# Goal #2: Implement the Dana Point Harbor Revitalization Plan.

#### **Strategy:**

- Ensure continued progress of the Revitalization Plan with construction anticipated to commence in FY 11-12 (subject to permitting agency's schedule and approval timeframe).
- Continue communications to the Dana Point Harbor community as local permits are obtained for the Revitalization Landside Project.
- Local Coastal Program Amendment approval with modifications was received from the California Coastal Commission in October 2009; LCPA was adopted by the City of Dana Point in February 2010. This approval will allow OC Dana Point Harbor to pursue Coastal Development Permits.
- Complete the Waterside Improvements Project SEIR and permitting phase.
- Develop a strategy for the final waterside marina plan including information gathering and dissemination, construction phasing, temporary docks, and final slip layout.
- Work with a coalition of interested parties for the waterside portion of the Revitalization Project as well as other boating and harbor issues.

# **PERFORMANCE MEASURE:** Project – landside and waterside - completion.

**WHAT:** Manage the Revitalization process from entitlements through construction.

WHY: Revitalize Harbor facilities and improve infrastructure.

FY 08-09 Results	FY 09-10	FY 09-10 Anticipated	FY 10-11 Plan	How are we doing?
	Plan	Results		
<ul> <li>Provided staff and technical support to the City of Dana         Point and the         California Coastal         Commission in anticipation of an         October hearing for application approval.</li> <li>Presented the most up-to-date information, video footage, and schedules for the Revitalization Project.</li> <li>Newsletters continued to provide current and valuable information to         Harbor community.</li> </ul>	<ul> <li>With California Coastal Commission approved LCPA, to be adopted by the City of Dana Point, finalize designs and application(s) for Coastal Development (CDP) Permit(s).</li> <li>Complete draft SEIR for waterside project and prepare for public review.</li> <li>Release SEIR for public review.</li> <li>Develop and distribute newsletter quarterly.</li> </ul>	<ul> <li>Receive California         Coastal Commission         approval of LCPA.</li> <li>Develop Boater Focus         Group to obtain         boater perspective on         relevant Harbor         issues.</li> </ul>	<ul> <li>Develop formal financing strategy for construction of Phase I to present to Board of Supervisors.</li> <li>Obtain all City approvals for landside project.</li> <li>Take steps to have SEIR certified by Board of Supervisors.</li> <li>Begin preparing CDP for consideration by California Coastal Commission for Waterside project.</li> <li>Finalize designs for Commercial Core and Marina projects.</li> <li>Work with Boater Focus Group as necessary and practical to address issues that may be identified in Dana Point Harbor.</li> <li>Continue with presentations as requested by groups.</li> <li>Continue to develop newsletters and other communication and notifications.</li> </ul>	<ul> <li>LCPA approval with modifications obtained by California Coastal Commission October 2009.</li> <li>City of Dana Point adopted LCPA in February 2010.</li> <li>SEIR for waterside to be released for public comment 4th Quarter of FY 09-10.</li> <li>Continue to meet with Boater Focus Group as necessary/appropriate.</li> </ul>



<u>Goal #3:</u> Provide the necessary resources for the Harbor tenants to meet the County's standard for customer service in a pleasant environment.

# **Strategy:**

- Perform high-priority projects as identified to ensure maximization of physical resources.
- Prepare a useful life expectancy analysis for harbor structures and equipment.
- Initiate the Parking Management Plan.
- Develop and complete the Sign Program.
- Fill one vacant position to optimize department output.
- Develop maintenance and safety standards for public serving facilities.

### PERFORMANCE MEASURE: OCDPH fully capable of providing needed resources and a safe environment.

WHAT: Responsibly managing the Harbor operations and planning for the future.

WHY: As a County facility the Harbor must meet standards for user ease and safety.

FY 08-09 Results	FY 09-10	FY 09-10 Anticipated	FY 10-11 Plan	How are we doing?
	Plan	Results		
<ul> <li>Replaced roofs on all West Basin boater service buildings.</li> <li>Sign program median sign element - 90% complete.</li> <li>Sought public input on proposed new median signs.</li> </ul>	<ul> <li>Review and evaluate parking needs as necessary.</li> <li>Continue maintenance on buildings and equipment.</li> <li>Develop sign mockups for internal consideration.</li> </ul>	<ul> <li>Formal Parking         Management Plan         draft to be developed.</li> <li>Sign mockups         presented for public         input.</li> </ul>	<ul> <li>Complete sign program median sign element.</li> <li>Continue to responsibly address maintenance requirements.</li> <li>Develop Tree Maintenance Plan as identified in the adopted LCPA.</li> <li>Develop final Parking Management Plan as identified in the</li> </ul>	Sign mockups constructed.     Parking Management Program in place for special events.
			adopted LCPA.	



<u>Goal #4:</u> Continue to pursue opportunities for water quality improvements in the Harbor.

# **Strategy:**

- Advocate for a comprehensive water quality program that incorporates input, suggestions and participation from various stakeholders.
- Schedule a collaboration meeting with other County and non-county agencies and on ways in which water quality can be improved in the Harbor.
- Develop outreach programs to educate both water and landside Harbor users on best practices aimed at improving water quality and the results of such efforts.
- Work with marina operators to continue Clean Marinas California Certification Program.

#### PERFORMANCE MEASURE: Less harbor postings for bacteria level exceedances.

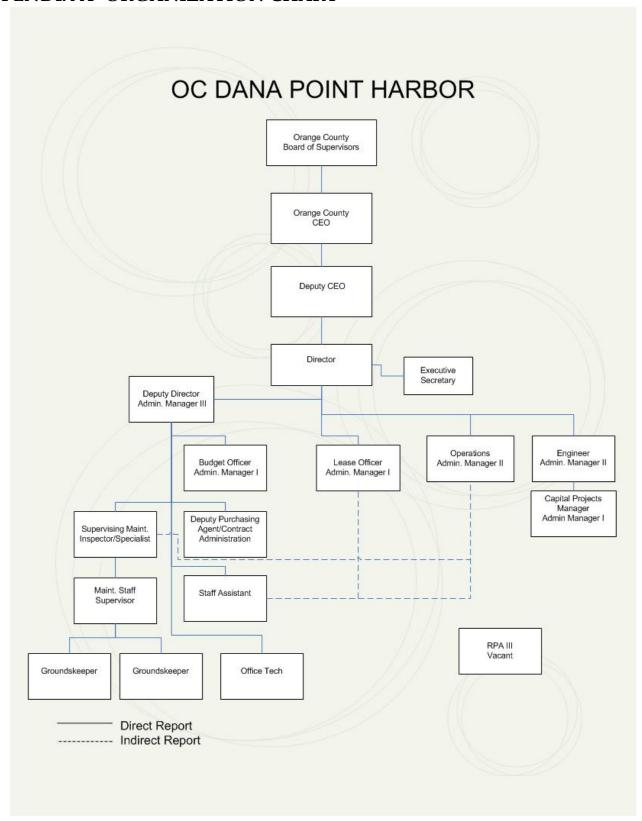
WHAT: Pursuing new ideas to approach water quality issues in the Harbor.

WHY: Cleaner water allows for safe use by the many user groups.

FY 08-09 Results	FY 09-10	FY 09-10 Anticipated	FY 10-11 Plan	How are we doing?
	Plan	Results		
<ul> <li>Development of Harbor program to protect and improve water quality.</li> <li>SCWD Maintenance Agreement finalized January 2009.</li> <li>Modifications made to landscape areas and irrigation significantly reduced runoff into the Harbor as well as addressed water conservation concerns.</li> <li>Organized first underwater clean up event to retrieve debris from Harbor floor.</li> </ul>	<ul> <li>Continue to collaborate with the County, non-County agencies, and community on new ideas for water quality improvements.</li> <li>Develop policies and procedures for Water Quality Control Program.</li> <li>Consider ways to address runoff issues.</li> <li>Decrease floating trash and oil sheen in marina waters.</li> <li>Continue organizing underwater clean up events.</li> </ul>	<ul> <li>Install 1 Marina         Trash Skimmer to         collect and retain         debris.</li> <li>Receive all "A"         postings in the Heal         the Bay Summer         Report Card.</li> <li>Hold a second         underwater clean up         event.</li> <li>Have dry boat         storage operations         certified by the Clean         Marinas California         Program.</li> </ul>	<ul> <li>Continue to evaluate and implement new programs.</li> <li>Educate Harbor operators, users, and the general public of new procedures.</li> <li>Continue to consider new opportunities to address runoff issues.</li> <li>Monitoring Breakwater Condition study.</li> <li>Implement Water Quality Control Program.</li> <li>Obtain additional Marina Trash Skimmers.</li> <li>Underwater clean up in conjunction with state beach clean up day.</li> </ul>	<ul> <li>Skimmer operating as expected.</li> <li>Underwater clean up becoming an anticipated event.</li> <li>Baby Beach cleaned daily.</li> <li>Dry Boat Surface storage certified by California Clean Marina Program.</li> </ul>



# APPENDIX A- ORGANIZATION CHART





#### APPENDIX B- SIGNIFICANT ACCOMPLISHMENTS

OC Dana Point Harbor accomplished many of its goals identified in the 2009 Business Plan. They are as follows:

- Obtained unanimous approval by the California Coastal Commission for the Harbor Local Coastal Program Amendment, followed by unanimous support by the Dana Point City Council. This adoption allows for the next steps in the Coastal Development Permit application process for the Revitalization Plan.
- SEIR for waterside plan drafted; anticipated for public distribution in mid 2010.
- 2008 Harbor Maintenance Dredging Project completed; Dana Wharf Restroom Renovation Project designs finalized and construction completed.
- OC Dana Point Harbor's leasing activities have resulted in the Fuel Dock providing more attractive fuel prices for the Boating community.
- Numerous lease transactions were completed that have each strengthened and enhanced the Harbor's leases and community.
- Documented Parking Management programs for each special event held in Dana Point Harbor.
- Developed and began the ongoing Underwater Cleanup Events in our continued efforts to improve water quality in the Harbor.
- Developed the Boater Focus Group to gain Dana Point Harbor boaters' perspective on issues pertaining to boating in the Harbor as well as the upcoming marina improvement plans.
- Successfully scheduled summer programs for the benefit of the community at the Orange County Sailing and Events Center, adding new Stand Up Paddleboard programs.
- 4 newsletters distributed to approximately 5,000 recipients.
- Worked collaboratively with the CAPS+ Team and the Auditor-Controller for the implementation of the new CAPS+ Financial System for OC DPH.



# APPENDIX C- CRITICAL DEMOGRAPHICS/SERVICE EXPECTATIONS

- Dana Point Harbor currently stores 3,022 boats on both land and in the water.
  - 2,476 permanent and temporary wet slips including the guest/visitor docks.
  - 516 dry storage spaces between Embarcadero and the shipyard.
- The City of Dana Point has 36,765 residents, all with very easy access to Dana Point Harbor and its many amenities.
- Surrounding cities include Laguna Beach (25,131 residents), Laguna Niguel (64,669 residents),
   San Juan Capistrano (34,793 residents), and San Clemente (68,316 residents) all of whose residents are able to visit Dana Point Harbor.
- 1,640 boaters who rent space in the Harbor are local residents.
- 740 boaters who rent space in the Harbor are from Orange County.
- 500 boaters who rent space in the Harbor are from other California counties.
- 54 boaters who rent space in the Harbor are from other states.
- On average, 25,903 boaters use the launch ramp every year.
- It is estimated that 2,000 3,000 human powered craft are launched from Baby Beach each year.
- On average, 120,000 students and visitors go to see the Ocean Institute every year.
- On average, 80,000 people use the OC Sailing and Events Center facilities annually.
- The Marina Inn was host to approximately 74,069 visitors in 2009.