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OC DANA POINT HARBOR

2011 BUSINESS PLAN

December 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 2011 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 improve daily operations wherever possible, 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 hundreds of thousands of visitors every year. There are two marinas with approximately 2,400 boat slips, 516 vessel dry storage spaces 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, Mariner's Village, and Mariner's Alley for shopping and dining, the Marina Inn - a 136-room hotel, the County-operated OC Sailing and Events Center, Baby Beach, and the Ocean Institute. 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 having become a focal point for the surrounding communities. The need for revitalization is recognized by the community 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, revitalized 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, the City of Dana Point 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 20,000 boats are launched each year from the Harbor's boat launch ramp facilities, while roughly another 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 consumptive fishing and whale watching opportunities, shuttle services, as well as Harbor cruises and sightseeing trips. Each year the Catalina transportation service carries an average of 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 providing boating, and sailing education with an emphasis on safety around the water. The Sea Scouts, 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 75,000 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 ship, tide pool excursions and other marine/coastal educational programs. More than 115,000 students participate in the Institute's programs on an annual basis.

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 the many visitors from around the world. The restaurants and shops in Mariner's Village, Mariner's Alley, 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 cafés.

CHALLENGES:

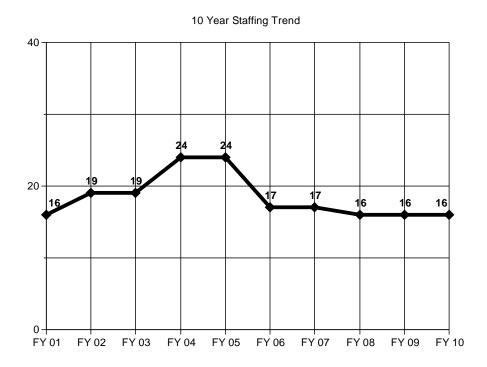
With so many diverse clients, the main challenges facing the department involve the various needs and interests of those clients. OC Dana Point Harbor recognizes this and makes every attempt possible to streamline operations, form appropriate coalitions, address issues appropriately and fairly, while 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.



OC Dana Point Harbor 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, the vessel dry storage area, and the Dana Wharf, Mariner's Village, 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 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.

OC DANA POINT HARBOR
2011 Business Plan

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.

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B. ACTION PLAN

OC Dana Point Harbor's 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 09-10 Results	FY 10-11 Plan	FY 10-11 Anticipated Results	FY 11-12 Plan	How are we doing?
 Surveyed analysis of Harbor infrastructure and facilities to identify areas requiring attention or in need of additional maintenance. Evaluated new OC SEC program opportunities based on greater public involvement and input. 	 Continue to perform deferred maintenance of facilities. Develop and review scenarios for management of OC SEC. Participate in promotion of new tricity trolley program once implemented. 	 Repairs to infrastructure programmed and budgeted as needed. Continue to monitor program usage and facility impact. Develop On-Call Architect and Engineering (A-E) list for support of Harbor Capital Improvement and Maintenance Projects. Provide Utility Inventory for use in future Capital Improvement and Maintenance Projects 	Consider potential improvements for program contracts at OC SEC.	 Currently addressing maintenance repairs of parking lots, drainage and some underground utilities. Prepared plans and specification for MOU Project with OC Parks. Reviewing 78 submittals for On-Call A-E List. Gathering and researching existing Utility Plans for the Harbor and have started electronic conversion. Program revenues for OC SEC increased over prior year.



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 (LCPA) 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 once the accompanying Implementation Plan is certified by the Coastal Commission.
- Complete the Waterside Improvements Project Supplemental Environmental Impact Report (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 09-10 Results	FY 10-11	FY 10-11 Anticipated	FY 11-12 Plan	How are we doing?
	Plan	Results		
 California Coastal Commission approved LCPA- LUP, and forwarded to the City of Dana Point. Completed draft SEIR for waterside project and undergoing internal review. Developed and distributed newsletter quarterly. 	 Work with CEO Public Financing to develop formal financing strategy options. Obtain final approval for LUP and IP completing the LCPA for the Harbor. Release SEIR for public review. Release RFP for A/E services to prepare CDP application for Phase 1. Work with Boater Focus Group as necessary to address issues that may be identified in Dana Point Harbor. Continue with presentations as requested by groups. Continue to develop newsletters and other communication and notifications. 	 Certified LCPA with LUP and IP components completed. SEIR draft finalized. Finance Plan Options prepared for consideration. Meet with Boaters Group on a regular basis. 	 Finalize LCPA for Dana Point Harbor. Submit CDP application to City of Dana Point for Phase 1 of project. Present SEIR for Marina Revitalization to BOS for consideration and certification. Finalize Finance Plan for presentation to PFAC and the BOS. 	 LCPA - LUP final certification obtained October 2010. Coastal Commission to consider LCPA – IP in January 2011. SEIR for waterside to be released for public comment 4th Quarter of FY 10/11. Continue to meet with Boater Focus Group as necessary/appropriate.



<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 09-10 Results	FY 10-11	FY 10-11 Anticipated	FY 11-12 Plan	How are we doing?
	Plan	Results		
 Reviewed and evaluated parking needs as necessary. Continued maintenance on buildings and equipment. Developed sign mockups for internal consideration. 	 Complete sign program median sign element. Continue to responsibly address maintenance requirements. 	 Sign mockups constructed. Parking Management Program in place for special events. Certified LCPA will outline requirements for Tree Maintenance Plan and Parking Management Plan. 	 Once LCPA certified, prepare CDP for new signs. Continue to monitor and update Parking Management Program for special events. Develop formal Parking Management Plan as identified in adopted LCPA. Develop Tree Maintenance Plan as identified in adopted LCPA. 	 Final LCPA anticipated in mid 2011. Parking Management Program effectively managing parking requirements for special events. Maintenance performed as required for safety and operations.



<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 to discuss 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.

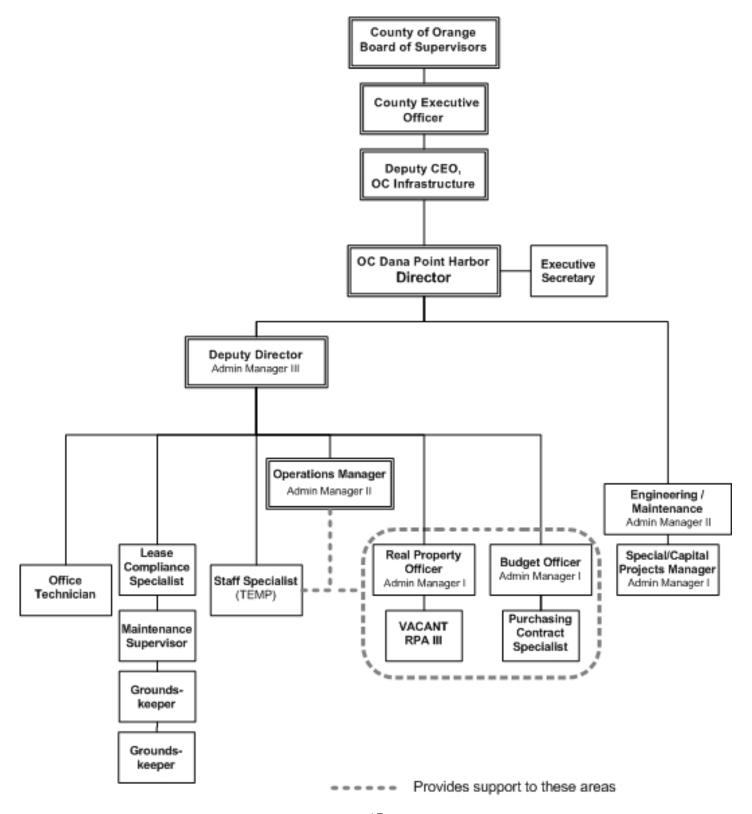
WHAT: Pursuing new ideas to approach water quality issues in the Harbor.

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

FY 09-10 Results	FY 10-11	FY 10-11 Anticipated	FY 11-12 Plan	How are we doing?
	Plan	Results		
 Continued to collaborate with the County, non-County agencies, and community on new ideas for water quality improvements. Developed policies and procedures for Water Quality Control Program. Considered ways to address runoff issues. Decreased floating trash and oil sheen in marina waters. Continued organizing underwater clean up events. 	 Continue to evaluate and implement new programs. Educate Harbor operators, users, and the general public of new procedures. Continue to consider new opportunities to address runoff issues. Monitoring Breakwater Condition study. Implement Water Quality Control Program. Obtain additional Marina Trash Skimmers. Underwater clean up in conjunction with CCC Coastal Clean Up day. 	 Skimmer operating as expected. Underwater clean up becoming a bi-annual event. Baby Beach cleaned daily. Dry Boat Surface storage, Dana Point Yacht Club and OC Sailing & Events Center certified by California Clean Marina Program. Implemented humane bird-preventive measures at Harbor Patrol Pump out Dock to keep it cleaner at a lower labor cost. 	 Additional Skimmer being acquired to improve the collection of trash & marine debris. Continuing the Underwater Cleanup events; areas next covered include Harbor Patrol and Commercial Fishing Docks. Implement additional humane measures to keep birds away from frequently used public dock areas. 	 More marine trash, debris and small amounts of petroleum are being collected with less labor due to the skimmer. Harbor Water Quality improving due to Clean Marina certification and practices, including Best Management Practices (BMP) in East and West Basin Marinas as well as the Launch Ramp/Embarcadero area. Baby Beach bacteria postings nearly eliminated. Heal the Bay's latest report card gives us two A grades and five A+
	Op day.			card gives us two A



APPENDIX A- ORGANIZATION CHART





APPENDIX B- SIGNIFICANT ACCOMPLISHMENTS

OC Dana Point Harbor accomplished many of its goals identified in the 2010 Business Plan. They are as follows:

- Obtained final certification by the California Coastal Commission for the Harbor Local Coastal Program Amendment Land Use Plan. This adoption allows for the next steps in finalizing the LCPA for Dana Point Harbor and allowing for the Revitalization Plan to progress in the permitting phase.
- Developed Balanced Scorecard for Department for monitoring and reporting on Department strategic initiatives.
- SEIR for waterside plan drafted for internal screencheck; anticipated for public distribution in mid 2011.
- OC Dana Point Harbor's leasing activities have resulted in uniformity in commercial merchant leases, and the addition of new leases in previously vacated Boater Service Buildings.
- Parking Management programs implemented and effectively managed for each special event held in Dana Point Harbor throughout the year.
- Continued the ongoing Underwater Cleanup Events in our efforts to improve water quality in the Harbor.
- Continued 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.
- Created the Market Study Focus Group including several boaters to consider enhancements to current Market Study Analysis prepared for consideration of boat slip fees.
- Completed plans and specifications for Island Way Bridge Drainage Repairs and performed successful competitive bidding process.
- Completed remodel of public restrooms within the Sailing and Event Center's Cove Room building.
- Developed and advertised Statement of Qualifications for on-call engineering services.



APPENDIX B- SIGNIFICANT ACCOMPLISHMENTS continued

- Assisted in Maintenance Projects to include Emergency repairs of Fire Service Lines, and planned repairs of Sewer and Water Utility lines and Storm Drain repairs
- Successfully scheduled summer programs for the benefit of the community at the Orange County Sailing and Events Center, adding new Stand Up Paddleboard programs and Vendor Demo Agreements.
- 4 newsletters distributed to approximately 5,000 recipients and two customer surveys completed.
- Established Operation Safety Guidelines for Human Powered Craft (HPC) in the Harbor including safety signs, stickers for HPC equipment, and on-site education on the importance of using a personal flotation device while on the water.



APPENDIX C- CRITICAL DEMOGRAPHICS/SERVICE EXPECTATIONS

- Dana Point Harbor currently stores 2,968 boats on both land and in the water.
 - 2,409 permanent and 43 temporary marina wet slips available to the general public, including guest/visitor docks.
 - 516 dry storage spaces between Embarcadero and the shipyard.
- The City of Dana Point has 35,851 residents, all with very easy access to Dana Point Harbor and its many amenities.
- Surrounding cities include Laguna Beach (24,131 residents), Laguna Niguel (64,680 residents), San Juan Capistrano (35,142 residents), and San Clemente (61,610 residents) all of whose residents are able to visit Dana Point Harbor.
- 1,539 boaters who rent space in the Harbor are local residents.
- 2,203 boaters who rent space in the Harbor are from Orange County.
- 478 boaters who rent space in the Harbor are from other California counties.
- 73 boaters who rent space in the Harbor are from other States or Countries.
- On average, 20,000 boaters use the launch ramp every year.
- On average, 115,000 students and visitors go to see the Ocean Institute every year.
- On average, 110,000 people use the OC Sailing and Events Center and Baby Beach facilities annually.
- The Marina Inn was host to approximately 69,700 visitors in 2010.
- It is estimated that approximately 2 million visitors combined come to the Harbor for year round activities and special events.