



Photo courtesy of George Briggs, G&L Estate Photography

# **DANA POINT HARBOR DEPARTMENT**

## **2008 BUSINESS PLAN**

February 2008



## Table of Contents

I. EXECUTIVE SUMMARY _____	3
II. AGENCY OVERVIEW _____	4
A. VISION STATEMENT	
B. MISSION STATEMENT	
C. CORE SERVICES	
III. OPERATIONAL PLAN _____	5
A. ENVIRONMENT	
1. CLIENTS	
2. CHALLENGES	
3. RESOURCES	
B. ACTION PLAN _____	9
1. STRATEGIC GOALS	
2. STRATEGIES TO ACCOMPLISH GOALS	
3. KEY PERFORMANCE MEASURES & REPORTING	
IV. APPENDICES	
A. ORGANIZATION CHART _____	16
B. SIGNIFICANT ACCOMPLISHMENTS _____	17
C. CRITICAL DEMOGRAPHICS/SERVICE EXPECTATIONS _____	19



## I. EXECUTIVE SUMMARY

In April 2005, the Orange County Board of Supervisors unanimously approved the formation of the Dana Point Harbor Department (DPHD) as a stand-alone department. This document will serve as the Dana Point Harbor Department's 2008 Business Plan.

As part of the State of California Dana Point Tidelands Grant, DPHD operates as a self-sustaining special revenue fund. The main purpose of the Dana Point Harbor Department is to complete the Revitalization Plan, maintain and in some cases 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 Youth and Group Facility. 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 35 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 DPHD, will result in Dana Point Harbor slowly emerging as a fresh asset focused on maintaining the spirit and character unique to Dana Point Harbor.



## II. AGENCY OVERVIEW

**VISION STATEMENT:** The Dana Point Harbor Department 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, the DPHD 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 a first class Harbor, marina and public recreational facility by ensuring public access to boating, fishing, picnicking, shopping, dining, jogging, and bicycling. The Department will offer private business and marine educational opportunities, while managing a delicate coastal resource.

**CORE SERVICES:** The Department'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, the Department 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 even neighboring states rent slips in Dana Point Harbor. Another 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. Commercial boaters provide sportfishing and whale watching opportunities, shuttle services, as well as Harbor cruises and sightseeing trips.

**Non-Boating Recreational Visitors:** A vast number of individuals visit the Harbor each month to enjoy a variety of recreational pursuits, including boating, 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 110,000 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 100,000 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. DPHD 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 65 lessees (5 long term property leases and 60 building leases) covering a wide range of categories including restaurant, shipyard, retailer, 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.



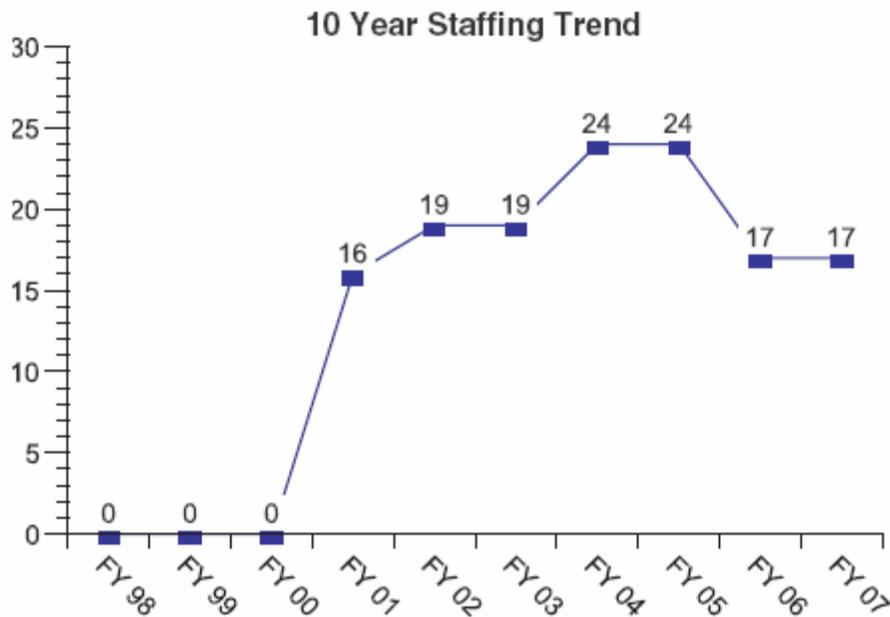
**CHALLENGES:**

With so many diverse clients, the main challenges facing the department involve the various needs and interests of those clients. DPHD recognizes this and makes every attempt possible to streamline operations, form coalitions, address issues appropriately and fairly, and encourage community involvement and an awareness of other perspectives.

**RESOURCES:**

**Staffing:**

The Dana Point Harbor Department is physically located in the center of the jurisdictional area. The Department has 17 current positions and 3 extra-help positions. DPHD plans to fill 2 current vacancies by the end of this fiscal year.



Dana Point Harbor Department formed April 2005.



**Other Resources:**

DPHD 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 Mariners Alley properties where a majority of our harbor lessees' businesses are located.

Great Western Hotels manages the Marina Inn, the small hotel located on the water. And there are two marina operators – Dana Point Marina Company and Dana West Marina Company – each manages a portion of the marina and the 14 boater service buildings. The two marinas are divided by the island bridge. There are 5 long-term leased properties in Dana Point Harbor – the shipyard, fuel dock, Ocean Institute, the Dana Point Yacht Club, and the Beach House Restaurant in addition to the 60 building leases.

**Fiscal:**

The DPHD fund is a separate fund from County government 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 DPHD recurrent revenues. Parks and Recreation fees account for about 4% of DPHD recurrent revenues. The remaining DPHD revenue consists of grants, interest earned, and miscellaneous revenue.



## B - ACTION PLAN

The Department'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.

**Goal #1: 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.

### Actions:

- Commence the dredging project in 2008.
- Expand OC Sailing and Events Center programs.
- Develop a variety of communications vehicles to keep community informed of maintenance items, projects, and other events occurring in the Dana Point Harbor.

DANA POINT HARBOR DEPARTMENT  
2008 Business Plan



**PERFORMANCE MEASURE:** Ensure a responsibly functioning county facility.

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

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

FY 06-07 Results	FY 07-08 Plan	FY 07-08 Anticipated Results	FY 08-09 Plan	How are we doing?
<ul style="list-style-type: none"> <li>• Dredge permitting 20% complete.</li> <li>• New manager was hired to manage operations at the OC Sailing and Events Center. Center is 80% staffed.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue support for the CCC and DBW in anticipation of a hearing date set for final permits.</li> <li>• Work with new manager of OC Sailing and Events Center to better understand and meet the needs of the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Dredge permits expected prior to summer 2008.</li> <li>• Analysis of programs offered to increase involvement by 30%.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance dredge 100% completion.</li> <li>• Implement program enhancements for OC Sailing and Events Center.</li> </ul>	<ul style="list-style-type: none"> <li>• Required permit hearing dates have been set.</li> <li>• Staff is putting approach strategy together for OC Sailing and Events Center.</li> </ul>



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

**Strategy:**

- Ensure continued progress of the Revitalization Plan with construction commencing in Fall 2009.

**Actions:**

- Continue communications to the Dana Point Harbor community as the Revitalization Landside Project advances to the California Coastal Commission.
- Continue to provide staff and technical support to the City of Dana Point and the California Coastal Commission in anticipation of a hearing for application consideration.
- Once final approval is received from the CCC and City of Dana Point, the Department will 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 mitigation of slip loss in the final layout.
- Work with a coalition of interested parties through a facilitator for the waterside portion of the Revitalization Project.

DANA POINT HARBOR DEPARTMENT  
2008 Business Plan



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

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

**WHY:** Revitalize Harbor facilities and improve infrastructure.

FY 06-07 Results	FY 07-08 Plan	FY 07-08 Anticipated Results	FY 08-09 Plan	How are we doing?
<ul style="list-style-type: none"> <li>• The LCPA was approved by the City of Dana Point and presented to the CCC for consideration.</li> <li>• Community meetings were held to gather information from boaters on needs and expectations for the waterside improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Support CCC and City of Dana Point staff in anticipation of a CCC hearing date.</li> <li>• Issue NOP/IS to begin CEQA process for waterside improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• CCC to deem application 100% complete.</li> <li>• Complete 20% of Subsequent EIR for the waterside project.</li> </ul>	<ul style="list-style-type: none"> <li>• Work collaboratively with the City and respond to CCC staff's request for information within 5 working days of requests.</li> <li>• Conduct at least three public meetings to provide updates on the approval process and receive community input on issues raised by CCC staff.</li> <li>• Conduct at least three working sessions with key stakeholders to enhance distribution of collateral information in support of the Revitalization Plan permit approval.</li> <li>• Hire facilitator and conduct 3 town hall meetings to continue the Waterside Improvements Project SEIR and permitting phases.</li> <li>• Develop focus group whose goal is to provide constructive input towards development of a waterside design.</li> <li>• Meet with a coalition of interested parties through a facilitator to provide updates and encourage productive feedback on the waterside project.</li> <li>• Develop a DPHD survey utilizing an established on line survey service.</li> <li>• Continue and enhance the use of email notifications to the DPH community.</li> <li>• Update the <a href="http://www.dphdplan">www.dphdplan</a> website to provide up-to-date information as it becomes available.</li> </ul>	<ul style="list-style-type: none"> <li>• CCC has deemed our application complete for the landside and is scheduling a hearing to request a 12 month extension for review.</li> <li>• Scoping meeting for NOP/IS was held in early December 2007.</li> </ul>



**Goal #3: 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.
- Perform actions necessary to ensure needed human resources.

**Actions:**

- Prepare a useful life expectancy analysis for Harbor structures and equipment.
- Initiate the Parking Management Plan
- Develop and complete the Sign Program
- Fill two vacant positions to obtain a fully staffed department
- Develop maintenance and safety standards for public serving facilities.

**PERFORMANCE MEASURE:** DPHD fully capable to provide 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 06-07 Results	FY 07-08 Plan	FY 07-08 Anticipated Results	FY 08-09 Plan	How are we doing?
<ul style="list-style-type: none"> <li>• Parking Management Plan was updated in collaboration with Harbor user groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to update PMP as necessary.</li> <li>• Life expectancy report for Harbor structures and equipment will be prepared.</li> <li>• Sign program to be proposed for new and improved signage in the Harbor.</li> <li>• Recruitments continue to fill all vacancies in DPHD.</li> </ul>	<ul style="list-style-type: none"> <li>• PMP will be complete for summer season, to be reviewed again post summer.</li> <li>• Buildings report to be considered and acted upon as appropriate.</li> <li>• Sign program to be reviewed and acted on as appropriate.</li> <li>• Vacancies to be filled within DPHD.</li> </ul>	<ul style="list-style-type: none"> <li>• 5% Increase in available parking for harbor customers.</li> <li>• 100% completion for Maintenance Plan.</li> <li>• Work with sign design consultants to develop proposed sign concepts.</li> <li>• Finalize a 90% complete product and review with key stakeholders in 4-5 private sessions.</li> <li>• Roll out designs during two public meetings.</li> <li>• Obtain necessary approvals for installation of new signs.</li> <li>• 100% Vacancies to be filled.</li> </ul>	<ul style="list-style-type: none"> <li>• PMP was recently reviewed and suggested changes made on a trial basis, next scheduled review will be early 2008.</li> <li>• Structures and equipment are being analyzed.</li> <li>• Sign program being developed.</li> <li>• Recruitments continue.</li> </ul>



**Goal #4: 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.

**Actions:**

- 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 better practices aimed at improving water quality.
- Work with marina operators to continue Clean Marina Certification Program.

DANA POINT HARBOR DEPARTMENT  
2008 Business Plan



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

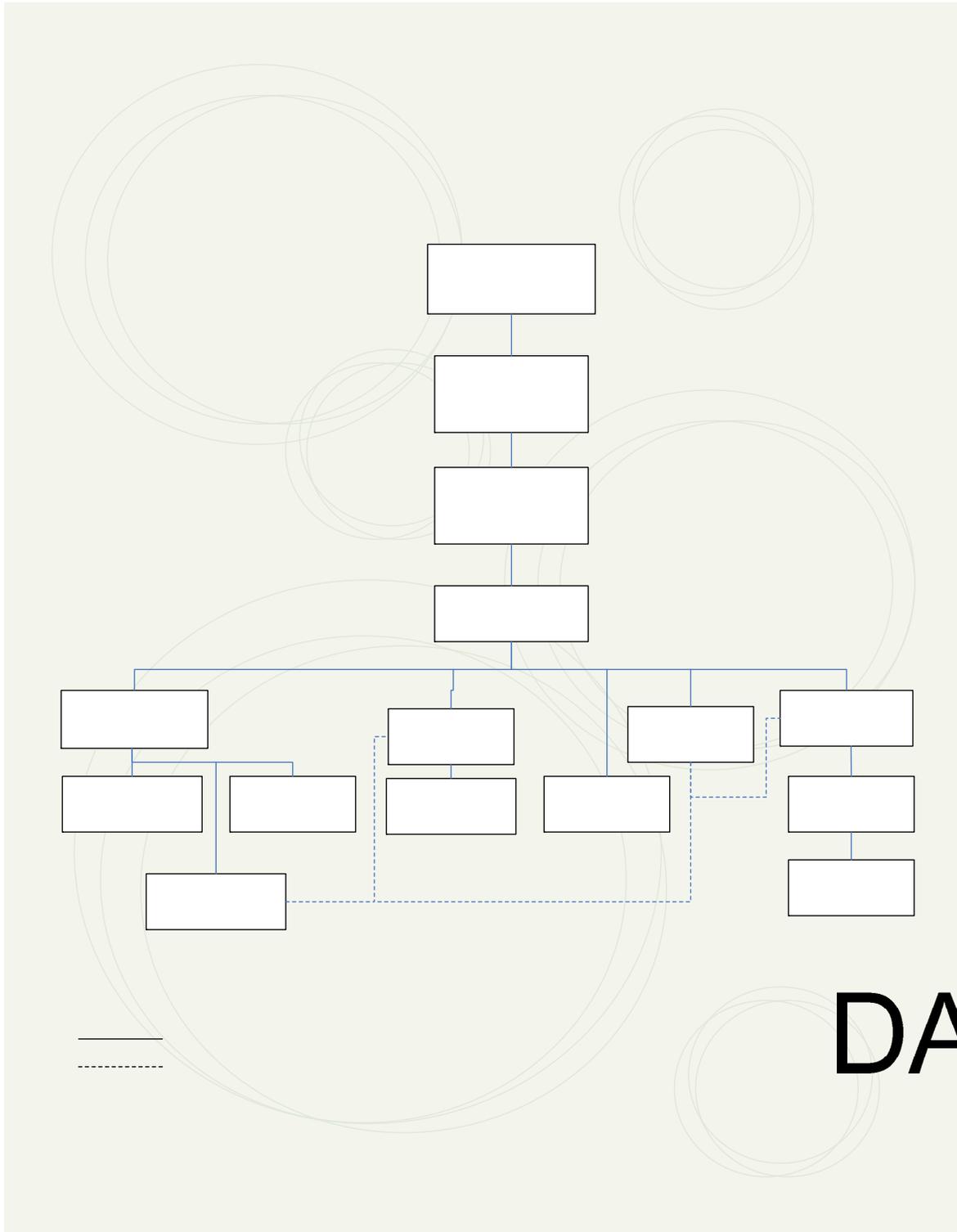
**WHAT:** Pursuing new ideas to approach water quality issues in the Harbor.

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

FY 06-07 Results	FY 07-08 Plan	FY 07-08 Anticipated Results	FY 08-09 Plan	How are we doing?
<ul style="list-style-type: none"> <li>• Pilot project was considered inconclusive, County decided not to fund.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration meeting with other county and non-county agencies to develop ideas and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Options, as a result of collaboration, implemented to determine effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Host 3-4 collaboration meetings with other County (OCP, WCR) and non-county agencies (SCWD, MWDOC, City of Dana Point) on ways in which water quality can be improved in the Harbor.</li> <li>• Pursue MWDOC Public Sector Water Efficiency Program grant funding for upgraded facility equipment (early 2008).</li> <li>• Coordinate with SCWD and MWDOC for 5 audits of current water delivery system with recommendations for performance improvements (early 2008).</li> <li>• Develop outreach programs to educate both water and landside Harbor users on new BMPs developed to improve water quality. Deliver these programs through multiple means including two educational meetings in 2008.</li> <li>• Work with marina operators to continue Clean Marina Certification. Continue to collaborate with the county, non-county agencies, and community on new ideas for water quality improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting set with partner agency for discussion.</li> </ul>



## APPENDIX A- ORGANIZATION CHART





## APPENDIX B- SIGNIFICANT ACCOMPLISHMENTS

During the calendar year 2007, the Dana Point Harbor Department (DPHD) accomplished many of its goals. They are as follows:

- **Completed the Local Coastal Plan Amendment (LCPA) Application.** The LCPA was approved by the City of Dana Point, and was submitted to the California Coastal Commission (CCC) on November 1, 2006. In response to CCC staff requests, a Supplemental Text was prepared, which includes a summary of all relevant City of Dana Point planning goals and policies related to implementation of the Revitalization Plan. The application was then deemed complete by the CCC staff on November 29, 2007.
- The \$2.5 million renovation of the **Dana Point Harbor launch ramp was completed on schedule in May 2007.** The launch ramp accommodates more than 30,000 launches each year.
- Partnered with South Coast Water District to have **all of the sewer lines in Dana Point Harbor inspected.** Identified problems will be scheduled for repair by early 2008.
- **Completed analysis on each building in the Harbor** to determine life expectancy of both the structure and equipment.
- Collaborated with other County agencies on ways in which **water quality can be improved.** This is intended to be an ongoing effort which will include education and outreach for the community and continuation of the Clean Marina Certification program in the Marinas.
- DPHD accepted responsibility for the **OC Sailing and Events Center** parking lot adjacent to the building which is managed by Fund 108.
- It is estimated that **revenues for fiscal year 07-08 will increase about 10%** from fiscal year 06-07.



- DPHD received **loan approval of an additional \$4.8 million** from the Department of Boating and Waterways for phase III of the waterside project, completing loan A for a total of \$15 million.
- DPHP received a **California Coastal Commission permit** on 12/12/07 for the **dredging project** scheduled for Fall 2008.
- **250,000 visitors** came to the harbor specifically to enjoy **16 special events** held in 2007.



## APPENDIX C- CRITICAL DEMOGRAPHICS/SERVICE EXPECTATIONS

- Dana Point Harbor currently stores 2,967 boats on both land and in the water.
  - 2,451 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 35,110 residents, all with very easy access to Dana Point Harbor and its many amenities.
- Surrounding cities include Laguna Beach (24,161 residents), Laguna Niguel (66,608 residents), San Juan Capistrano (33,826 residents), and San Clemente (67,373 residents) - all of whose residents are able to visit Dana Point Harbor.
- 1,300 boaters who rent space in the Harbor are local residents.
- 631 boaters who rent space in the Harbor are from Orange County.
- 379 boaters who rent space in the Harbor are from other California counties.
- 63 boaters who rent space in the Harbor are from other states.
- On average, 27,000 boaters use the launch ramp every year.
- On average, 100,000 students and visitors go to see the Ocean Institute every year.
- On average, 110,000 people use the OC Sailing and Events Center facilities annually.
- The Marina Inn was host to approximately 76,000 visitors in 2007.