DISTRICT OF OAK BAY

Oak Bay Facilities Master Plan

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ACKNOWLEDGEMENTS

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1.0 Executive Summary

In early 2021, Colliers Project Leaders was engaged by the District of Oak Bay("the District") to develop a Facilities Master Plan that would look to mature and improve the District's portfolio planning and facilities asset management. Operating a portfolio of approximately 55 facilities, the District has had no formal asset management planning in place for this portfolio, and the lifecycle and maintenance approach had largely been reactive (i.e. little to no preventative maintenance measures).

To address the District's needs, Colliers proposed a four-phased approach, the first phase of which, **Current State Assessment**, was completed in July 2021. Phase 1 validated and updated the existing portfolio, established a preliminary, prioritized list of work, and developed a 100-year projected portfolio recapitalization plan. The work of the second phase, **Facilities Master Planning**, sought to provide prioritization criteria, asset management principles and guidelines (e.g., when to be reactive vs. when to be proactive), and recommended actions for short, medium, and long-term planning.

Beginning with a series of facility service quality reviews, key District stakeholders assessed the current service quality levels and overall "effectiveness" of the top nineteen (19) facility assets identified in Phase One. Eleven (11) non-financial attributes were evaluated and assigned a weighted score to represent the level of importance for the District. The results of this review resulted in a prioritized ranking of the nineteen facilities as follows:

Table 1.0 Top Nineteen Prioritized Assets

Top Nineteen Prioritized Assets		
Line item #	Priority Ranking	Asset Name
1	1	Fire Station
2	2	Police Station
3	3	Fire/Police Garage
4	4	Public Works Maintenance Shop
5	5	Public Works Office & Storage
6	6	Tod House (2564 Heron St)
7	7	Bulk Storage & Transfer Station Shelter
8	7	Municipal Hall
9	8	Oak Bay Recreation Centre
10	9	Monterey Recreation Centre

Top Nineteen Prioritized Assets		
Line item #	Priority Ranking	Asset Name
11	9	Oak Bay Library
12	10	Oak Bay Marina Restaurant
13	10	Oak Bay Marina Office Building
14	10	Oak Bay Marina Dockworks Building
15	10	Henderson Park Recreation Centre
16	11	Public Works Shelter 1 (No.4)
17	11	Public Works Shelter 2 (No. 5)
18	11	Public Works Shelter 3
19	12	Monterey Apartments

For the remaining thirty-six (36) assets, a prioritization model was developed that complements the District's Asset Management Policy of Sustainable Service Delivery, and used best practices in Facilities and Asset Management. The model is used to compare and prioritize a portfolio of potential projects, or potential projects competing for a limited amount of funding, and can be used as a basis to prioritize, recommend, or

approve projects to move forward into initiation and planning stages. It will support the District in making informed, community-minded decisions on investments for capital maintenance, recapitalization, and new infrastructure requirements.

Having prioritized the assets and provided guidance on facility management principles and criteria for investment, a Facilities Master Plan was developed to identify immediate next steps for each of the top nineteen (19) prioritized facilities. Though each of the facilities has been considered on an individual basis for the purposes of prioritization, many of them are interlinked and must be evaluated on a collated basis. The following table identifies the facility asset groupings:

Group	Facility Asset
Emergency Services	Fire Station
	Police Station
	Shared Fire/Police Garage
Public Works and Parks	Maintenance Shop
	Office &Storage Building
	Bulk Storage & Transfer Station
	Shelters 1, 2, & 3
Monterey Avenue	Monterey (Oak Bay) Apartments
	Oak Bay Library

Group	Facility Asset
Recreation Centres	Oak Bay Recreation
	Monterey Recreation
	Henderson Recreation
Oak Bay Marina Complex	Marina Restaurant
	Marina Office Building
	Marina Dockworks Building
Other	Tod House
	Municipal Hall

Recommendations on immediate next steps differ for each asset grouping, and are dependent upon age, facility condition, service quality levels, effectiveness at meeting intended purpose, etc. The recommendations consider both the facilities themselves, as well as the strategic and functional planning exercises that would be required prior to undertaking any remedial, renovation, or replacement work. Generally, the recommendations and immediate next steps may include some or all of the following:

- Updating building condition assessments
- Updating options analyses
- Developing functional programming and space analyses
- Site evaluation (relocation, co-location, etc.)
- Vision for the future
- Financial analyses, including estimated capital costs and whole life costs

In addition to the above-referenced recommendations, a five-year road map, with cash flow projections, has been developed to assist the District in planning for short, medium, and long-term actions, with the additional recommendation that updated cost estimates be prepared at key stage gates to ensure a full understanding of the cost implications for each project in the portfolio.

Year 1 Roadmap and Cash Flow Projections

Asset	Timeline												
	Year 1												Totals
Month Number	1	2	3	4	5	6	7	8	9	10	11	12	
Emergency Services	Feasibility Study $18,000	Feasibility Study $18,000	Feasibility Study $18,000	Feasibility Study $18,000	Feasibility Study $18,000						Design Stage $20,000	Design Stage $20,000	$130,000
Public Works													$0
Tod House							Feasibility Study $10,000						$10,000
Municipal Hall													$0
Recreation Centres													$0
Oak Bay Marina Complex	Business Case $12,500	Business Case $12,500	Business Case $12,500	Business Case $12,500									$50,000
Monterey Avenue									Feasibility Study $10,000				$10,000
Year 1 monthly	$30,500	$30,500	$30,500	$30,500	$18,000	$0	$10,000	$0	$10,000	$0	$20,000	$20,000	
												YEAR 1 TOTAL	***$200,000***

Years 2-5 Roadmap and Cash Flow Projections

Asset	Timeline								
	Year 2		Year 3		Year 4		Year 5		Totals
Month Number	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	
Emergency Services	Design Stage $105,000	Design Stage $105,000		Construction $1,937,115	Construction $1,937,11	Construction $1,937,115			$6,021,345
Public Works			Feasibility Study $125,000	Feasibility Study $125,000	Construction dependent upon outcome of Feasibility Study				$250,000
Tod House	Next steps dependent upon outcome of Feasibility Study								TBC
Municipal Hall							Feasibility Study $37,500	Feasibility Study $37,500	$75,000
Recreation Centres					Feasibility Study $75,000				$75,000
Oak Bay Marina Complex	Next steps dependent upon outcome of Feasibility Study								TBC
Monterey Avenue	Next steps dependent upon outcome of Feasibility Study								TBC
Year 1 monthly	$105,000	$105,000	$125,000	$2,062,115	$2,012,115	$1,937,115	$37,500	$37,500	
								YEARS 2-5 TOTAL	***$6,421,345***
								FIVE-YEAR TOTAL CASH FLOW (+/- 25%)	***$6,621,345***

While the above roadmaps and recommended actions assist the District in immediate decision-making for key facility assets, it is also understood that the District aspires to build greater in-house capability and capacity to assess, plan and manage its facilities portfolio. As such, it is recommended that an Operating Model be developed for the District's Facilities team, identifying people, processes, technology and data management, and governance and reporting standards to support future management and delivery of a successful Facilities Program for the residents of Oak Bay.

2.0 Context and Background

In early 2021, Colliers Project Leaders was engaged by the District of Oak Bay to develop a Facilities Master Plan that would look to mature and improve the District's portfolio planning and facilities asset management.

Operating a portfolio of approximately 55 facilities, including a municipal hall, fire hall, public works yards, recreation centres, and various small out stations, etc., the District had no formal asset management planning in place for this portfolio, and the maintenance approach had largely been reactive (i.e. little to no preventative maintenance measures).

In 2016, a detailed facilities condition assessment ("assessment") was conducted by Moore Wilson Architects for 26 of the 55 facilities. This technical assessment included service life predictions and a prioritization of the top six (6) facilities requiring significant refurbishment/reconstruction over the next ten (10) years. It also included a high-level options summary for these top six facilities, incorporating possible scopes of work and associated costs.

Prior to Colliers' engagement, the District had begun planning for some of the above-mentioned work, in particular for the top two facilities on this list, Municipal Hall and Fire Hall; however, much of the required work was still being completed on a largely reactive basis.

To address the District's needs, Colliers proposed a four-phase approach[1], the first of which, *Phase 1 - Current State Assessment*, was completed in July 2021, and included a report that:

a) Validated and updated the existing portfolio list,

b) Provided document review to inform the Portfolio Register and Work Plan,

c) Engaged in stakeholder consultation and facility prioritization exercises, and

d) Developed the complete Portfolio Register and Work Plan, including a 100-year projected portfolio recapitalization plan (i.e. when facilities will reach end of life).

Building on the work completed in Phase 1, Colliers was again engaged in October 2021 to complete Phase 2 of the four-phased approach: *Facilities Master Planning*. This phase sought to conduct stakeholder engagements to assess facility service quality reviews, propose asset management criteria, and develop a facilities master plan that included recommended actions over short, medium, and long-term ranges.

The work of **Phase 2: Facilities Master Planning** is summarized in the following report.

[1] Phase 1 – Current State Assessment,
Phase 2 – Facilities Master Planning,
Phase 3 – Implementation Plan,
Phase 4 – Operating Model.

3.0 Approach and Methodology

In *Phase 1 – Current State Assessment*, the District's portfolio of facility assets was validated, and core data was summarized through historic document review and stakeholder engagements. A stakeholder workshop prioritized the portfolio according to the following four (4) weighted criteria that were deemed to be related to, or could be impacted by, the financial health and value of the facility:

- Criticality (safety/service to community)
- Community impact
- Cultural and historical value
- Economic impact

Assessed against these four criteria, and not necessarily in terms of age, condition, or service quality, the top third of fifty-five (55) assets were identified as the highest priority for further evaluation and prioritization.

It is important to recognize that many of the assets are co-located on the same property, or in some cases, physically connected; thus, it is necessary to consider certain facilities as a group, rather than on an individual basis. As a result, while the top third of the District's assets amounted to eighteen (18) facilities in the first phase, this phase accounts for the top nineteen (19) facility assets for further evaluation.

3.1 Facility Service Quality Reviews

Oak Bay Stakeholder participants assessed each of the nineteen facilities' current service quality levels and each facility's overall "effectiveness" at meeting its intended purpose through facilitated workshops.

The following Oak Bay stakeholders participated in the facility service quality reviews:

Table 3.1a Oak Bay Stakeholders

Oak Bay Stakeholders		
Name	**Position**	**Facility Assessed**
Darren Hughes	Fire Chief	Fire Station, Shared Fire/Police Garage
Ray Bernoties	Police Chief	Police Station, Shared Fire/Police Garage
Dan Horan	Director, Engineering & Public Works	All facilities
Christopher Paine	Director, Financial Services	Municipal Hall, Library
Selina Williams	Director, Corporate Services	Municipal Hall

Signe Bagh	Director, Strategic Initiatives	Oak Bay Marina complex, Monterey Centre, Tod House
Steve Meikle	Manager, Recreation and Culture	Henderson Rec Centre, Monterey Centre, Oak Bay Rec Centre, Library
Terry Eldridge	Facility Operations Coordinator	Henderson Rec Centre, Monterey Centre, Oak Bay Rec Centre, Library
David Brozuk	Superintendent, Public Works	Public Works/Parks Maintenance Shop, Public Works/Parks Office & Storage, Bulk Storage & Transfer Station Shelter, Public Works Shelters
Chris Hyde-Lay	Manager, Parks Services	Public Works/Parks Maintenance Shop, Public Works/Parks Office & Storage, Bulk Storage & Transfer Station Shelter, Public Works Shelters

Each facility service quality review consisted of ranking eleven (11) non-financial attributes (refer to Appendix 2 for full attribute definitions and scoring guidelines) focused on user-interface issues experienced by both the public and Oak Bay staff. Based on rankings provided through stakeholder input, each attribute was assigned a weighted score to represent the level of importance for the District.

Table 3.1b Non-Financial Attributes

Non-Financial Attributes			
Focus Area	**Category**	**Non-Financial Attribute**	**Weighting**
Community Focused	Geographical Location	Asset Density	7.35%
		Inter-dependencies	6.48%
		Geospatial Catchment	10.74%
		Seasonal Dependencies	2.67%
	Customer Satisfaction & Revenue	Customer (User) Satisfaction	9.82%
		Stakeholder (User) Density	10.61%
		Revenue Generating Capacity	8.44%
Staff Focused	Facility Use & Functionality	Functionality	11.53%
		Functional spaces/utilities	11.20%
		Facility Environment	10.11%
		Accessibility	11.03%

A statistical model was developed by converting the assigned attribute scores and the associated weighting into a relative value for each facility, which when combined with the results of work completed in Phase 1, resulted in the following prioritized list for the top nineteen facility assets:

Table 3.1c Top Nineteen Prioritized Assets

Prioritized Facility Assets							
Line item #	Priority Ranking	Building ID	Asset Name	Responsible Department	Purpose/Function	Size (ft^2)	Age* (years)
1	1	B005	Fire Station	Fire & Emergency Services	Emergency fire services	8,400	84/59
2	2	B900	Police Station	Police Services	Emergency police services	5,145	64/44
3	3	B006	Fire/Police Garage	Fire & Emergency Services	Emergency generator/storage	600	64
4	4	B101	Public Works Maintenance Shop	Facilities Management; Engineering & Public Works	Servicing, repair & fabrication	6,660	58
5	5	B100	Public Works Office & Storage	Facilities Management; Engineering & Public Works	Administration & Operations, Storage	23,338	58/47
6	6	B141	Tod House (2564 Heron Street)	Facilities Management; Engineering & Public Works	Heritage-designated rental residence	2,124	172
7	7	B103	Bulk Storage & Transfer Station Shelter	Facilities Management; Engineering & Public Works	Covered materials storage	N/A	52
8	7	B001	Municipal Hall	Facilities Management; Engineering & Public Works	Municipal Administration	14,897	64
9	8	B025	Oak Bay Recreation Centre	Parks, Recreation & Culture	Community programming	89,200	47/19
10	9	B020	Monterey Recreation Centre	Parks, Recreation & Culture	Community programming	26,562	51/39/33
11	9	B021	Oak Bay Library	Facilities Management; Engineering & Public Works	Public Library	13,670	51/23
12	10	B150	Oak Bay Marina Restaurant	Director of Strategic Initiatives	Restaurant	10,212	60/28
13	10	B151	Oak Bay Marina Office Building	Director of Strategic Initiatives	Retail and administration	4,564	60
14	10	B152	Oak Bay Marina Dockworks Building	Director of Strategic Initiatives	Marine repair shop	1,824	58
15	10	B090	Henderson Park Recreation Centre	Parks, Recreation & Culture	Community programming	16,805	51/9

16	11	B102	Public Works Shelter 1 (No.4)	Facilities Management; Engineering & Public Works	Covered materials storage	2,082	58
17	11	B102.1	Public Works Shelter 2 (No. 5)	Facilities Management; Engineering & Public Works	Covered materials storage	2,844	58
18	11	B102.02	Public Works Shelter 3	Facilities Management; Engineering & Public Works	Covered materials storage	Unknown	Unknown
19	12	B020.2	Monterey Apartments	Director of Strategic Initiatives	Residential	3,485	88/23

* In the case of multiple numbers in the "Age" category, the first number represents age of the original structure, and following numbers represent the ages of additions or significant alterations to the structure.

As identified in the *Phase 1 – Current State Assessment* report, a previous review of the District's capital expenditure records from 2016-2020 found that some degree of investment has already been made in few of these prioritized facilities. It was further noted, however, that a significant capital investment is still required, as the minimal annual investment in capital maintenance over the past five years has been insufficient and focused to address either the "critical" or "recommended" actions.

3.2 Facility Management Principles and Criteria for Investment

In 2018, the District of Oak Bay published an Asset Management Policy, the fundamental aim of which is "to create a planning and execution framework that delivers **Sustainable Service Delivery**"[2]. The District of Oak Bay identifies with, and has chosen to implement, a model of service delivery outlined in the Asset Management for Sustainable Service Delivery guidebook, published by Asset Management BC.

This model of service delivery strives to ensure that current community service needs are not only delivered in a socially, economically, and environmentally responsible manner, but that delivery of these services does not compromise the ability of future generations to meet their own needs. This model of service delivery maintains that sound asset management practices should consider community priorities that are informed by sound decision-making principles.

While the prioritized list shown in Section 3.1 addresses the top nineteen assets, with recommended "next steps" identified in Section 4.0, there remains an additional thirty-six (36) other facility assets in the District's portfolio that require maintenance and upkeep. In keeping with the above-noted Sustainable Service Delivery, and using best practices in Facilities and Asset Management, the following prioritization model was developed to complement this planning process, and support the District in making informed, community-minded decisions on investments for capital maintenance, recapitalization, and new infrastructure requirements.

[2] District of Oak Bay "Asset Management Policy", approved March 26, 2018.

How does it work?

The prioritization model is used to compare and prioritize a portfolio of potential projects, or potential projects competing for a limited amount of funding. The overall score that a project achieves can be used as a basis to prioritize, recommend, or approve projects to move forward into initiation and planning stages. Projects should not be developed until approvals to invest time and resources have been granted. This tool should be considered the **final** step to recommend or approve projects, as there are often additional conditions and context that must be considered first.

Instructions for Use

Part A1 - Assign Guiding Principles and Assessment Criteria

Each contemplated project should align with at least one of Oak Bay's **Guiding Principles**:

- Community Needs/Service Capacity
- Code Compliance
- Health and Safety
- Vision and Strategy
- Efficiency ($$, ROI %)
- Environmental and Sustainability Concerns

Following alignment with a key guiding principle, a minimum of one **Risk and Opportunities Assessment** criterion should then be assigned: insignificant, negligible, moderate, extensive, or significant. This will help to understand the "why" behind the project.

In the case of multiple applicable criteria for a given project, determine which criterion area is the most logical for assessment, or consider averaging the scores achieved by the different criteria.

Part A2 - Determine Probability and Impact

Probability and impact are determined using the coloured matrix. The probability of a project achieving its intended result is chosen from the following list:

- Expected - probability of achieving positive outcomes is >95%
- Probably - probability of achieving positive outcomes is 65%-94%
- May - probability of achieving positive outcomes is 35%-64%

- Unlikely - probability of achieving positive outcomes is 6%-34%
- Rare - probability of achieving positive outcomes is <5%

The coloured matrix identifies the project's Impact Rating by multiplying the "probability" rating by the "impact" rating, providing a weighted score for Part A of the prioritization model.

Note: In some instances, the "probability" rating may default to "Expected" based on the nature of the project.

Part B - Tiered Prioritization

In Part B of the prioritization model, projects are categorized based on the following program types, with a percentage applied to each program type relative to their criticality to Oak Bay:

- Emergency Services – level of criticality 100%
- Civic Operations – level of criticality 80%
- Community Services/Programs – level of criticality 60%
- Municipal Revenue – level of criticality 40%
- Other – level of criticality 20%

To determine a final overall prioritization score for each project, the weighted score obtained in Part A is multiplied by the Program Tiering Multiplier (level of criticality percentage) in Part B.

Part C – Prioritization Scores

The resulting overall score for each contemplated project is entered into the table in Part C. The higher the overall score, the higher up the prioritization list the project should be placed.

Figure 3.2 – Investment Prioritization Model

Part A - Scoring	Oak Bay Guiding Principles	Risk and Opportunities Assessment Criteria				
		Insignificant	Negligible	Moderate	Extensive	Significant
	Community Needs / Service Capacity	Little or no improvement	Notable short term improvement	Equipment or Asset nearing end of life cycle	Equipment or Asset is 25% beyond expected life cycle	Equipment or Asset is 50% beyond expected life cycle
	Code Compliance	May be compliance issue in the future	Compliance may be at risk	Required for compliance	Failure to execute will result in authority intervention	Program of work likely delivered by authority having jurisdiction
	Health and Safety	No exposure to hazard or injury	No exposure to hazard under normal operation	Minor exposure and/or non-disabling injury potential	Significant exposure to hazards and/or non-disabling injury	Definite exposure to hazards capable of causing disabling injury or fatality
	Vision and Strategy	No strategic context	Minor strategic context	Requirements align with strategies	If not executed, strategy at risk	If not executed strategy will not be achieved
	$$ Efficiency (ROI %)	0-10% (>10yr return)	11-15% (~7yr return)	16-20% (~5yr return)	21-33% (~3yr return)	34-100% (<3 yr return)
	Environment and Sustainability Concerns	No Impact	Minor Impact	Measurable Improvement	Significant Impact	Significant Impact and Innovation
	Probability (of positive outcomes)	**Impact Rating**				
		Insignificant (2)	Negligible (4)	Moderate (6)	Extensive (8)	Significant (10)
	Expected >95% (10)	20	40	60	80	100
	Probably >65% (8)	16	32	48	64	80
	May >35% (6)	12	24	36	48	60
	Unlikely <35% (4)	8	16	24	32	40
	Rare <5% (2)	4	8	12	16	20

Part B - Multiplier	Tiering Prioritization	Program Types				
		Emergency Services	Civic Operations	Community Services / Programs	Municipal Revenue	Other
	Multiplier	100%	80%	60%	40%	20%

Part C - Final Project Scores	Prioritization Scores		
	Project Name	**Final Score**	**Priority #**
	Project 1		
	Project 2		
	Project 3		
	Project 4		

Sample Projects

Example 1 – Street Lamp Replacements

A project to replace existing street lamps with energy efficient street lamps is anticipated to provide extensive savings based upon known technology efficiencies. The guiding principle in this case would be Efficiency ($$, ROI %).

Anticipated return on investment (ROI) is approximately 3 years; thus, the Risk and Opportunities Assessment criterion would be considered “Extensive, 21-33% (~3yr return)”.

Given the probability of the project achieving its intended result (i.e. increased energy efficiency) being “Expected, >95%”, Part A weighted score is 80.

Under Part B of the prioritization model, a program type is chosen. In this case, the program type is Civic Operations, with a level of criticality of 80%.

When Part A score of 80 is multiplied by Part B score of 80%, the final result is 64. A score of 64 is entered into Part C of the model for this particular project.

Example 2 – Sewer Main Replacement

A 500m length of sewer main has known problems, is more than 50% through its anticipated life cycle, and is expected to fail in the near future, resulting in a significant impact on residential services. The guiding principle in this instance would be Community Needs/Service Capacity, and the Risk and Opportunities Assessment criterion would be considered “Significant, Equipment or Asset is beyond 50% of expected life cycle”.

The probability of the project achieving its intended result is considered to be “Expected, >95%”; thus, the Part A weighted score is 100.

Under Part B of the prioritization model, the chosen program type would again be “Civic Operations” with a level of criticality set at 80%.

Multiplying Part A score of 100 by Part B score of 80% results in an overall prioritization score is 80. A score of 80 is entered into Part C of the model for this project.

Analysis

If funding was only available to address one of the two sample projects noted above, Example 2 – Sewer Main Replacement, would be recommended as the priority project based on its higher score.

4.0 Facilities Master Plan

The District of Oak Bay owns a significant portfolio of facility assets that all contribute to "a dynamic community that respects and enhances the existing community structure and core characteristics that make it distinct from adjacent communities, while supporting the changes necessary to meet current and future needs."[3] Incorporated in 1906, the District is now 116 years old, and as with many Canadian municipalities, is facing challenging decisions on how to effectively and sustainably manage aging infrastructure assets with significant maintenance deferrals and/or plan replacement strategies.

This Facilities Master Plan builds on the findings of the 2016 Municipal Building Analysis[4], and the 2021 Current State Assessment report[5] to propose asset management principles and guidelines, provide prioritization criteria and recommended actions moving forward.

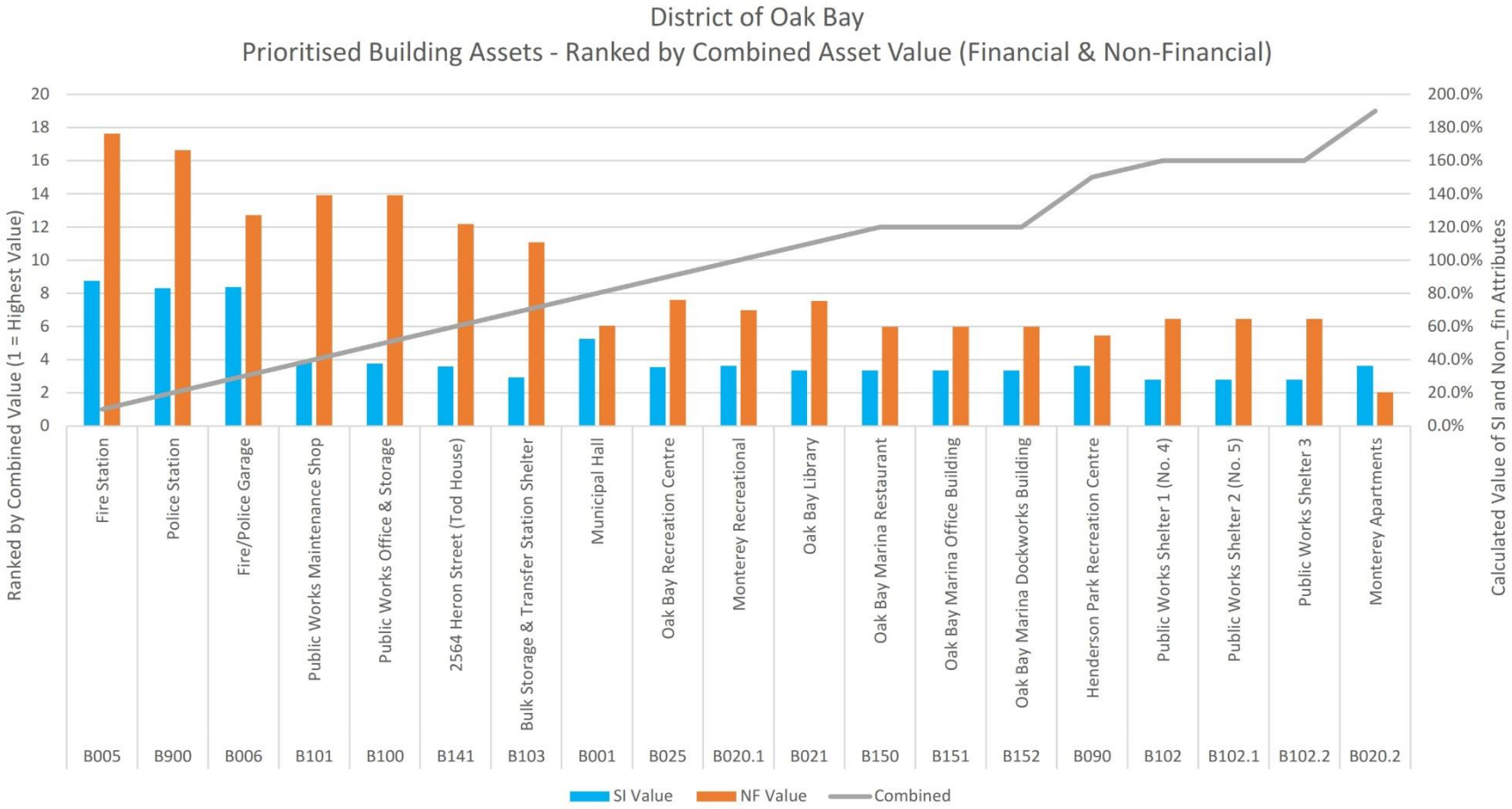
In *Phase 1 Current State Assessment*, stakeholder engagement in a prioritization exercise identified the top six (6) priorities based on criticality of the facility, community impact, cultural and historical value, and economic impact. Further stakeholder engagement and asset evaluation in the current Phase 2 has adjusted those priorities further still, based on a series of non-financial attributes, resulting in a revised priority list.

It is noteworthy, however, that five of the original top six priorities remain the same as they did in Phase 1, which suggests that earlier assessments of these facilities as being of highest priority for investment remains true now. The notable difference is that Municipal Hall has slipped from a fourth place priority to a seventh place priority ranking. It is replaced by Tod House (2564 Heron Street), which in turn suggests that Tod House, as a heritage asset, holds significant importance for Oak Bay once both financial and non-financial attributes have been considered.

The following chart shows the priority ranking of the top nineteen (19) facility assets. Though each of the facilities listed in Figure 4.0 have been treated as individual facilities for the purpose of the prioritization process, many of them are interlinked and must be evaluated on a collated basis.

[3] District of Oak Bay, 2014 Oak Bay Official Community Plan, Section 1.4 "Vision", page 7.
[4] WSP Canada Inc., Building Asset Management Plan – Municipal Buildings Analysis, July 2016.
[5] Colliers Project Leaders, Oak Bay Facilities Master Plan – Current State Assessment, July 27, 2021.

Figure 4.0 – Chart of Prioritized Facility Assets



Legend

SI Value = Service Indicator; combined score representing the criticality and community/economic impact of the service provided at each facility.

NF Value = Non-Financial Attribute; combined score representing the functionality, accessibility, and user experiences for each facility.

4.1 Top Priorities

The following section will provide guidance on immediate next steps for the top nineteen (19) prioritized facilities. The recommendations consider both the facilities themselves, as well as the strategic and functional planning exercises that would be required prior to undertaking any remedial, renovation, or replacement work.

4.1.1 Fire and Police Facilities

The Fire Station and the Police Station are co-located on the same property on Monterey Avenue, along with a combined Fire/Police Garage, which not only provides storage for supplies and equipment, but houses the emergency generator for both services. These services are ranked first, second and third in the prioritized portfolio list.

Table 4.1.1 Excerpt from Top Nineteen (19) Prioritized Assets

Prioritized Assets						
Priority Ranking	Building ID	Name	Responsible Department	Purpose/Function	Size (ft^2)	Age (years)
1	B005	Fire Station	Fire & Emergency Services	Emergency fire services	8,400	84/59
2	B900	Police Station	Police Services	Emergency police services	5,145	64/44
3	B006	Fire/Police Garage	Fire & Emergency Services	Emergency generator/storage	600	64

Built in 1938 and 1958 respectively, the Fire Station and Police Station both have considerable outstanding capital maintenance requirements, per a 2016 Municipal Buildings Analysis conducted by WSP Canada Inc. Both also have significant functional and spatial shortcomings, identified through recent stakeholder engagement. Recognizing that a preliminary Options Analysis for this property as a whole (i.e. including Fire, Police and Shared Garage) was conducted in 2016 by Moore Wilson Architects, it is recommended that these options analyses be re-visited to update possible changes to functional programming and space needs in the intervening six years.

It is recommended that an updated options analysis include the following additional components:

- Updated building condition assessment reports
- Current and planned uses in the short, mid, and long-term (i.e. vision for the future)
- Functional programming and space analyses
- Evaluation and assessment of continued co-location versus separate locations
- Options to relocate one or both facilities elsewhere within the District
- Financial analysis, including estimated capital costs and whole life costs

4.1.2 Public Works Facilities

Similar to the Fire and Police Services, the various Public Works facilities are co-located on the same site in a largely residential neighbourhood, with a single access point via Elgin Road. These facilities were ranked as follows:

Table 4.1.2 Excerpt from Top Nineteen (19) Prioritized Assets

Prioritized Assets						
Priority Ranking	Building ID	Name	Responsible Department	Purpose/Function	Size (ft^2)	Age (years)
4	B101	Public Works Maintenance Shop	Facilities Management; Engineering & Public Works	Servicing, repair & fabrication	6,660	58
5	B100	Public Works Office & Storage	Facilities Management; Engineering & Public Works	Administration & Operations, Storage	23,338	58/47
7	B103	Bulk Storage & Transfer Station Shelter	Facilities Management; Engineering & Public Works	Covered materials storage	N/A	52
11	B102	Public Works Shelter 1 (No.4)	Facilities Management; Engineering & Public Works	Covered materials storage	2,082	58
11	B102.1	Public Works Shelter 2 (No. 5)	Facilities Management; Engineering & Public Works	Covered materials storage	2,844	58
11	B102.02	Public Works Shelter 3	Facilities Management; Engineering & Public Works	Covered materials storage	Unknown	Unknown

Made up of six distinct structures dispersed around the property, the physical assets are aging and have significant outstanding capital maintenance (approx.$1.3M combined) required in order to enhance and improve both functionality and remaining facility life cycle. Additionally, the layout of the Works yard is challenging at best, and a safety hazard to both staff and the public at worst.

Accessed via only a single point of entry, the site accommodates commercial vehicles for collection of community recycling and delivery of building materials; large, District-owned vehicles and equipment; and private, resident-owned vehicles for community yard waste, refuse and recycling. In its current configuration, the Works yard has limited room for the safe movement of vehicles and pedestrians for both staff and the public. The yard is constrained in size given the residential neighbourhood surrounding it, and likely cannot easily accommodate future growth prospects, particularly given the significantly different elevations on the property.

As with the Fire and Police Services, a preliminary Options Analysis for this property as whole was conducted in 2016 by Moore Wilson Architects. It is recommended that these options analyses be re-visited to update possible changes to functional programming and space needs in the intervening six years.

It is recommended that an updated options analysis also consider the following additional components:

- Updated building condition assessment reports
- Current and planned uses in the short, mid, and long-term (i.e. vision for the future)
- Functional programming, traffic flow, and space analyses
- Evaluation and assessment of continued co-location versus separate locations, e.g. Office/Storage/Workshop in one location, with balance of services in another location
- Options to relocate Public Works elsewhere within the District, taking into consideration aspects such as land use, zoning, traffic, and ease of public access to the yard services
- Financial analysis, including estimated capital costs and whole life costs

4.1.3 2564 Heron Street (Tod House)

Tod House, located at 2564 Heron Street in Oak Bay, is a designated heritage property built in 1850 for John Tod of the Hudson's Bay Company. As one of the oldest houses in Greater Victoria, Tod House is of significant cultural and historical value to Oak Bay. The longest continuously occupied residence in western Canada, Tod House is currently rented to tenants and not open to the public. It was ranked as priority #6.

Table 4.1.3 Excerpt from Top Nineteen (19) Prioritized Assets

Prioritized Assets						
Priority Ranking	Building ID	Name	Responsible Department	Purpose/Function	Size (ft^2)	Age (years)
6	B141	Tod House (2564 Heron Street)	Facilities Management; Engineering & Public Works	Heritage-designated rental residence	2,124	172

The ongoing use of the facility as a residence requires continuous upgrades and maintenance to maintain an acceptable standard for residential use. WSP's 2016 Municipal Buildings Analysis identified an estimated $195,000 worth of deferred capital maintenance, and a subsequent assessment report by Heritageworks, an international heritage conservation company, identified emergency work of approximately $305,000 in 2020. Heritageworks also noted additional conservation work of approximately $400,000.

Given that operating as a landlord is not a core function of Oak Bay's services, the District must weigh the cultural and historical significance of this property as a continuously occupied residence against the minimal financial and economic value it currently provides. It is recommended that an options analysis be undertaken that provides evaluation and assessment of alternative uses that could generate income, while retaining, and possibly enhancing, the historical value of the house.

4.1.4 Municipal Hall

Ideally located in the heart of Oak Bay Village, Municipal Hall is a 64-year-old, modernist structure that as a public building, sees between 100-150 visitors per day, as well as hosting events in the Council Chambers for up to 60 people. Recently, it has undergone some upgrades to the electrical, HVAC, and fire suppression systems, as well as some interior finishes, which has extended the life of the building by approximately 15 years. Municipal Hall has been ranked priority #7 in the prioritized portfolio.

Table 4.1.4 Excerpt from Top Nineteen (19) Prioritized Assets

Prioritized Assets						
Priority Ranking	Building ID	Name	Responsible Department	Purpose/Function	Size (ft^2)	Age (years)
7	B001	Municipal Hall	Facilities Management; Engineering & Public Works	Municipal Administration	14,897	64

The recent upgrades are the first since the building's construction in 1958, and while certainly helpful in extending the life of the building for a short while longer, do not address the significant risk of failure during a seismic event. Neither do the upgrades address the functional and space issues currently faced by Oak Bay's administrative staff, such as with Council Chambers, Archives, or the lack of collaboration spaces.

As we continue to grapple with the effects of an ongoing global pandemic (COVID-19), it is clear that public facilities, in particular, are challenged in being able to respond to and cope with the need for physical distancing, among other health and safety measures. Updated space planning is required, along with assessments of support infrastructure, such as IT and power requirements.

As the current, geographic location of Municipal Hall is considered ideal, investment in an enhanced options analysis for this site is recommended. Building upon Moore Wilson Architect's 2016 preliminary Options Analysis, it is recommended that functional programming and space needs be reviewed and updated for any changes experienced in the intervening six years, and that the following additional components be considered:

- Updated building condition assessment reports, as required, following recent upgrades
- Current and planned needs in the short, mid, and long-term (i.e. vision for the future)
- Functional programming and space analysis
- Evaluation and re-assessment of possible co-location with other Oak Bay services, such as the Library
- Financial analysis, including estimated capital costs, operating costs, and whole life costs

4.1.5 Oak Bay Recreation Centre / Henderson Recreation Centre / Monterey Recreation Centre

The District of Oak Bay has three distinct recreation centres, all of which provide important and complementary programs for the residents of Oak Bay, as well as for visitors from other communities. The three facilities are all self-supporting from a revenue-generating standpoint, and have been identified as priorities 8, 9 and 10. It's noteworthy, though, that Henderson Park Recreation Centre shares its 10th place ranking with the entire Oak Bay Marina complex.

Table 4.1.5 Excerpt from Top Nineteen (19) Prioritized Assets

Prioritized Assets						
Priority Ranking	Building ID	Name	Responsible Department	Purpose/Function	Size (ft^2)	Age (years)
8	B025	Oak Bay Recreation Centre	Parks, Recreation & Culture	Community programming	89,200	47/19
9	B020	Monterey Recreation Centre	Parks, Recreation & Culture	Community programming	26,562	51/39/33
10	B090	Henderson Park Recreation Centre	Parks, Recreation & Culture	Community programming	16,805	51/9

The largest of the three recreation centres is Oak Bay Recreation Centre, considered a very high-value asset, and key to the ongoing success of the District's community services. Built in 1975, with an addition in 2003, the facility is very well used by the public, and is in reasonably good condition. Nonetheless, WSP's Municipal Buildings Analysis identified an estimated $3,.2M worth of capital maintenance required over a 20-year timeline from the date of their 2016 report.

Monterey Recreation Centre is the second largest recreation facility in the District, and caters primarily to seniors' needs and activities. Co-located with, and physically connected to, the Oak Bay Library and the Monterey Apartments, this facility has had two additions constructed, and is operating at peak capacity. Originally constructed in 1971, it has an anticipated $2.57M worth of capital maintenance requirements to 2036 (WSP, 2016 Municipal Buildings Analysis). This facility was also addressed in Moore Wilson Architect's 2016 Options Analysis report that outlined a possible third addition to the facility, predicated on a proposed relocation of the Library.

The smallest recreational facility in the District is Henderson Recreation Centre, constructed in 1971, with a small addition constructed in 2013. While many of its outdoor activities (pitch and putt golf course, tennis courts, softball diamond) are very well used by Oak Bay residents and other surrounding community members, the physical facility is under-sized and limited in its ability to offer a full variety of fitness and exercise programs. WSP's estimated capital maintenance costs to 2036 were $487,000 in 2016.

It is recommended that a holistic review of these facility assets be undertaken, with a view to gaining a broad understanding of market needs and space programming across all three recreation centres. The outcome of this review would be to maximize the use of all three assets, thereby maximizing revenue generation and ensuring a strong user base for the future. The following additional components are also recommended as part of a holistic review:

- Updated building condition assessment reports
- Current and planned uses in the short, mid, and long-term (i.e. vision for the future)
- Functional programming and space analyses
- Financial analysis, including estimated capital costs, operating costs, and whole life costs

4.1.6 Oak Bay Marina Complex

The Oak Bay Marina complex consists of three of distinct, co-located buildings: the Marina Restaurant (constructed 1962, addition 1994), the Marina Office Building (1962), and the Marina Dockworks Building (1964). Located at Turkey Head Point, the complex is a vibrant and active waterfront centre that draws many visitors from around Oak Bay and beyond. Each of the three buildings earned an identical priority ranking, sharing their 10th place ranking with Henderson Recreation Centre.

Table 4.1.6 Excerpt from Top Nineteen (19) Prioritized Assets

Prioritized Assets						
Priority Ranking	Building ID	Name	Responsible Department	Purpose/Function	Size (ft^2)	Age (years)
10	B150	Oak Bay Marina Restaurant	Director of Strategic Initiatives	Restaurant	10,212	60/28
10	B151	Oak Bay Marina Office Building	Director of Strategic Initiatives	Retail and administration	4,564	60
10	B152	Oak Bay Marina Dockworks Building	Director of Strategic Initiatives	Marine repair shop	1,824	58

Currently, the Marina complex is managed and overseen by a third-party operator whose current agreement is set to expire shortly. Historically, revenue generated through this third-party lease has been insufficient to cover capital costs, and operations and maintenance costs; however, with a new lease being negotiated through a competitive RFP process, there is potential to improve the District's circumstances.

Notwithstanding the current lease renegotiating process, the Marina complex has significant potential economic benefits for the District, both directly and indirectly through the possibility of attracting other business and commercial enterprises into the area surrounding the complex. WSP's Municipal Buildings Analysis identified an estimated $1.8M worth of capital maintenance required over a 20-year timeline from the date of their 2016 report.

It is recommended that a business case be undertaken to assess the broader financial, commercial, and business opportunities provided by the Marina as a whole, including a review of the associated utility and infrastructure services that support the complex, and recommendations on potential facility improvements and enhancements.

4.1.7 Oak Bay Library / Monterey Recreation Centre / Monterey Apartments

Similar to a number of other facility assets in Oak Bay, the Oak Bay Library (constructed 1971, addition 1999), Monterey Recreation Centre (constructed 1971, additions 1983 and 1989), and Monterey Apartments (constructed 1934, addition 1999) are co-located on a single property on Monterey Avenue. Not only are these assets co-located, but they are also physically connected to each other, sharing mechanical and electrical systems, and in some instances, building foundations. Due to this linked connectivity, evaluation of the Monterey Recreation Centre is a particular challenge, given its function as a recreation centre and the need to consider all the recreation centres holistically. Combined, these three facilities have approximately $3.5M worth of capital maintenance required over a 20-year timeline, from the date of WSP's 2016 Municipal Buildings Analysis report.

The Oak Bay Library and the Monterey Recreation Centre share a 9th place ranking on the prioritized asset list, while the Monterey Apartments are priority #12.

Table 4.1.7 Excerpt from Top Nineteen (19) Prioritized Assets

Prioritized Assets						
Priority Ranking	Building ID	Name	Responsible Department	Purpose/Function	Size (ft^2)	Age (years)
9	B020	Monterey Recreation Centre	Parks, Recreation & Culture	Community programming	26,562	51/39/33
9	B021	Oak Bay Library	Facilities Management; Engineering & Public Works	Public Library	13,670	51/23
12	B020.2	Monterey Apartments	Director of Strategic Initiatives	Residential	3,485	88/23

Similar to Tod House, the ongoing use of the apartments as residences requires continuous upgrades and maintenance to retain an acceptable standard for residential use. As the apartments are subsidized rentals, they are not generating sufficient income to cover the costs of ongoing maintenance or upgrades. Similar again to Tod House, operating as a landlord is not a core function of Oak Bay's services; thus, the District should consider whether or not it is in the best interests of the community to continue utilizing this asset in its current form. Social welfare considerations may dictate that it continues in its present form; however, it is recommended that an assessment of all options and alternatives, including operating models, be conducted to confirm.

Both the Monterey Recreation Centre and the Oak Bay Library (and by default, the Monterey Apartments located above the Library) were previously included in a preliminary Options Analysis conducted in 2016 by Moore Wilson Architects. It was noted that both facilities were operating at capacity and required expansion in order to continue to provide quality services to the residents of Oak Bay. This analysis provided an option to relocate the Library to the Municipal Hall campus, and re-purpose the existing Library space for expansion of program offerings by the Monterey Recreation Centre.

It is recommended that these options analyses be re-visited to update possible changes to functional programming and space needs in the intervening six years. It is further recommended that an updated options analysis consider the following additional components:

- Updated building condition assessment reports
- Current and planned uses in the short, mid, and long-term (i.e. vision for the future)
- Community and stakeholder engagement
- Functional programming and space analyses
- Evaluation and assessment of continued co-location versus separate locations, e.g. relocation of Library elsewhere in the District, taking into consideration aspects such as land use, zoning, traffic, and ease of public access
- Financial analysis, including estimated capital costs, operating costs, and whole life costs

4.2 Five-Year Roadmap - Top Priorities

Having identified the top priorities in Oak Bay's portfolio of facility assets, and with recommendations on next steps for each group of assets, the District now needs an overview of the level of effort involved to move these projects forward. As previously noted, while these assets have been treated as individual facilities for the purpose of the prioritization process, many of them are interlinked and must be evaluated on a collated basis. Accordingly, they have been grouped into the following categories:

Table 4.2a Facility Asset Groupings

Group	Facility Asset
Emergency Services	Fire Station
	Police Station
	Shared Fire/Police Garage
Public Works and Parks	Maintenance Shop
	Office &Storage Building
	Bulk Storage & Transfer Station
	Shelters 1, 2, & 3
Monterey Avenue	Monterey (Oak Bay) Apartments
	Oak Bay Library
Recreation Centres	Oak Bay Recreation
	Monterey Recreation
	Henderson Recreation
Oak Bay Marina Complex	Marina Restaurant
	Marina Office Building
	Marina Dockworks Building
Other	Tod House
	Municipal Hall

The following Five-Year Roadmap identifies recommended Feasibility Studies and/or Business Cases, with estimated costs (+/- 25%), and potential timelines.

Table 4.2b Five-Year Roadmap and Cash Flow Projections

Asset	Timeline												
	Year 1												Totals
Month Number	1	2	3	4	5	6	7	8	9	10	11	12	
Emergency Services	Feasibility Study $18,000	Feasibility Study $18,000	Feasibility Study $18,000	Feasibility Study $18,000	Feasibility Study $18,000						Design Stage $20,000	Design Stage $20,000	$130,000
Public Works													$0
Tod House							Feasibility Study $10,000						$10,000
Municipal Hall													$0
Recreation Centres													$0
Oak Bay Marina Complex	Business Case $12,500	Business Case $12,500	Business Case $12,500	Business Case $12,500									$50,000
Monterey Avenue									Feasibility Study $10,000				$10,000
Year 1 monthly	$30,500	$30,500	$30,500	$30,500	$18,000	$0	$10,000	$0	$10,000	$0	$20,000	$20,000	
												YEAR 1 TOTAL	***$200,000***

Asset	Timeline								
	Year 2		Year 3		Year 4		Year 5		Totals
Month Number	**1-6**	**7-12**	**1-6**	**7-12**	**1-6**	**7-12**	**1-6**	**7-12**	
Emergency Services	Design Stage $105,000	Design Stage $105,000		Construction $1,937,115	Construction $1,937,11	Construction $1,937,115			$6,021,345
Public Works			Feasibility Study $125,000	Feasibility Study $125,000	Construction dependent upon outcome of Feasibility Study				$250,000
Tod House	Next steps dependent upon outcome of Feasibility Study								TBC
Municipal Hall							Feasibility Study $37,500	Feasibility Study $37,500	$75,000
Recreation Centres					Feasibility Study $75,000				$75,000
Oak Bay Marina Complex	Next steps dependent upon outcome of Feasibility Study								TBC
Monterey Avenue	Next steps dependent upon outcome of Feasibility Study								TBC
Year 1 monthly	$105,000	$105,000	$125,000	$2,062,115	$2,012,115	$1,937,115	$37,500	$37,500	
								YEARS 2-5 TOTAL	***$6,421,345***
								FIVE-YEAR TOTAL CASH FLOW (+/- 25%)	***$6,621,345***

Level of accuracy for a Business Case may be dependent upon an updated building condition assessment.

Estimated construction costs noted in the above table are based on the "Cost of Reproduction New" identified in Suncorp Valuations' 2021 Appraisal Update Report[6], prepared for the District of Oak Bay in June 2021. An annual escalation of 3.5% per year has been included in the estimate, up to the anticipated start of construction.

Note that the estimated costs do not include additional expenses associated with:

- Demolition
- Land acquisition (if required)
- Swing space (if required)
- Move costs
- FF&E (Furniture, Fixtures and Equipment)
- Specialty items
- Net-Zero Construction premiums (if required)
- Post-Disaster Standards premiums (if required)
- Environmental liabilities (e.g. hazardous materials, contaminated soil)
- Project Delivery services
- Contingency

It is recommended that updated cost estimates be prepared at key stage gates to ensure a full understanding of the cost implications for each project in the portfolio.

[6] Suncorp Valuations, Appraisal Update Report of Specified Property of: The Corporation of the District of Oak Bay Within the District of Oak Bay's Municipal Boundaries, June 11, 2021.

4.3 Next Steps

Operating Model Development

This scope of work seeks to equip the District with the resources and expertise to evolve and implement its Facilities Master Plan in-house. It is recommended this scope be evaluated upon completion of the master plan, at which time the scope and complexity of the operating & capital pipeline (near and mid term) will inform the maturity of the operating model required to support management and delivery.

This work would develop **an Operating Model** for the District's Facilities team, identifying:

a) **People:** Organizational design, roles, and responsibilities within the team, as well as broader stakeholder identification and engagement approaches.

b) **Processes**: How a facility "need" advances through identification, assessment/categorization (e.g. maintenance or capital), options analysis, prioritization, decision making, and funding allocation. Standardized processes significantly improve project and operational performance.

c) **Technology & Data**: Where facility information is stored, how it is maintained, validated, and used. How the data can be used to identify trends (e.g. energy use, occupancy, building component lifespan and performance), and generate insights to inform facility management and capital planning decision-making.

d) **Governance & Reporting**: the guardrails that guide consistent decision making across the portfolio, the stakeholders involved, and the reporting framework (e.g. annual portfolio, quarterly progress) & format (e.g. push/pull information, status reports or dashboards) to provide relevant information to inform decision making and progress reporting.

Deliverable: *Operating Model Playbook, including:*

- Organizational chart for the facilities function, outlining key roles and responsibilities, and connections to key stakeholder groups outside of Facilities function.
- Process overview of core team processes (e.g. service quality review, building condition assessments, capital cost modeling), including inputs and outputs (aligned to governance framework).
- Governance framework for the Facilities team: what decisions are made by who, and with what information, including funding allocation.
- Technology map: current tools and approaches, future requirements summary. Data use guidelines (sources, maintenance), and methods for trend review and insight generation.

5.0 Limitations

This report is intended solely for use by the District of Oak Bay and is prohibited for use by others without prior written consent from Colliers Project Leaders (Colliers). Any unauthorized reuse, redistribution of or reliance on the report shall be at the user's sole risk, without liability to Colliers. No portion of this report may be used as a separate document; it is to be read in its entirety and shall include all supporting appendices.

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Appendix 1 FACILITY REPORT CARD (19 FACILITIES)

The following Facility Report Card is a summary of operational capacity, condition, and risks for each of the top priorities. Details were obtained through review of WSP's 2016 Municipal Buildings Analysis, as well as information gleaned during Facility Service Quality Reviews.

A1.1. Fire Station

The building was originally constructed in 1938 and was expanded in 1963 to add two additional apparatus bays. The building is 8,400 sq. ft. In 2002 the building was seismically upgraded to conformance with the 1995 National Building Code of Canada.

Operational Capacity

- The facility has five apparatus bays for vehicles and equipment.
- Staff offices and dispatch in facility.
- Utilities, storage, and exercise rooms are located in the basement.
- Kitchen washroom, lounge and meeting rooms and dormitory on the second floor.
- Unisex washroom and showers do not meet requirements.
- Insufficient space for public training.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Flooring and dormitory spaces showing sigs of wear and aging.
- Deterioration of envelope (brick mortar).
- Electrical circuits mixed with police station.
- Ventilation and HVAC under performing.
- Proper vehicle exhaust system not present.

- Access to major traffic arteries within short distance.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance			X
Interior Finishes		X	
Envelope		X	
Mechanical			X
Electrical			X

Risk to Services

- Previous condition reports suggest requirement for fire sprinkler system.
- Generator past life cycle and overloaded.
- Although seismic upgrade was previously completed in 2002, it does not meet the current standard.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression			X
Back Up Power			X
Seismic			X

A1.2. Police Station

The fire and police department are both located at 1703 Monterey Avenue. In 1958 a 1,950 sq. ft. police station was adjoined to the east, followed by a two more small additions between 1958 and 1978 resulting in a total building area of 5,150 sq ft. The police station consists of staff offices and kitchen, interview rooms, a holding cell, records, evidence, lockers, storage, washrooms, change rooms, and a meeting area.

Operational Capacity

- Spatially inadequate, lacking proper storage for evidence.
- Acoustical separations needed for privacy.
- Parking insufficient.
- Public/staff accessibility Insufficient.
- No accessible public washrooms.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity			X

Condition

- Doesn't meet current code for sprinklers and fire separations, generator room unrated.
- Interior finishes worn and dated.
- Multiple HVAC systems; not integrated and lacking in capacity; no dedicated exhaust for evidence room.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance			X
Interior Finishes		X	
Envelope	X		
Mechanical		X	
Electrical		X	

Risk to Services

- No sprinkler system.
- No seismic reinforcement of superstructure.
- Access, CCTV and Security Systems have insufficient coverage.
- Generator overloaded and past life expectancy.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression			X
Back Up Power			X
Seismic			X
Security			X

A1.3. Fire/Police Garage

This single storey garage was constructed at the same time as the police station in 1958. The building the primary storage area for both the Police and Fire Departments. The facility also houses the emergency generators that service both Departments. The total area of the building is 600 sq.ft.

Operational Capacity

The facility appears to meet its intended uses and support the programs as required.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- There is no proper fire separation between the police station and the generator room.
- Interior finishes in poor condition.
- Minor deficiencies with stucco and windows.
- Modifications to generator air intake recommended.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance			X
Interior Finishes			X
Envelope		X	
Mechanical		X	
Electrical	X		

Risk to Services

- Insufficient ventilation for Police generator.
- Some seismic work recommended.
- Generators are in poor condition.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Back Up Power			X
Seismic			X

A1.4. Public Works Maintenance Shop

The Public Works maintenance shop was constructed in 1964 and functions as a servicing, repair, and fabrication shop for District Works equipment. The building has three high ceiling repair bays and division specific shops for carpentry, roads, water, sewer and garbage and parks. The maintenance shop services all Oak Bay fleet vehicles.

Operational Capacity

- Durable utilitarian building supporting many municipal functions.
- Facility does not meet the requirements for fire vehicle and other vehicle inspections due the vehicle lengths.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity			X

Condition

- Non-compliant service pit.
- Lighting insufficient.
- Electrical equipment past service life.
- Ventilation not to code for work areas.
- HVAC and controls should be upgraded.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance			X
Interior Finishes			X
Envelope		X	
Mechanical			X
Electrical			X

Risk to Services

- No emergency eye wash stations.
- Electrical service and distribution should be replaced.
- Seismic upgrade recommended.
- Sprinkler system recommended.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression			X
Back Up Power		X	
Seismic		X	

A1.5. Public Works Office and Storage

The Public Works Office and Storage is an 11,404 sq. ft. office and storage building the is central to the Public Works Yard. The lower level of the facility consists of offices, a staff lunchroom, lockers, washrooms, and a large storage area. The upper level of the facility is primarily used for storage and is under-utilized at does not service any functional needs.

Operational Capacity

As the facility housing office staff and management is housed within the larger Public Works Yard, that is over congested with municipal and public vehicles. Only a portion of the facility space has been programmed for use with the upper floor be used for storage. The staff working on the lower level are subject to significant offsite staff traffic.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity			X

Condition

- No fire rated door.
- Public areas in good condition.

- Staff offices and support space in poor condition.
- Heating and air conditioning are marginal.
- Electrical system past serviceable life.
- Roof and walls uninsulated.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance			X
Interior Finishes			X
Envelope			X
Mechanical			X
Electrical			X

Risk to Services

- Firehose stations have been decommissioned; 2 sprinklers installed in mechanical room.
- Not seismically compliant.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression			X
Seismic			X

A1.6. 2564 Heron Street (Tod House)

The Tod House facility was originally constructed in 1850 using post and plank method and then an addition was added in the 1960's. This designated Canadian Heritage building is jointly owned by The District and The Province of British Columbia

Operational Capacity

Currently the facility has no public use, and it is occupied by a tenant. Other uses for facility may be considered viable for Oak Bay.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Interior finishes are period style and in fair to average condition.
- Original foundation was reinforced with concrete foundation.
- Fire detection system in place.
- Forced air furnace.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance	X		
Interior Finishes		X	
Envelope	X		
Mechanical	X		
Electrical	X		

Risk to Services

N/A

A1.7. Bulk Storage & Transfer Station Shelter

The Bulk Storage and Transfer Station is comprised of six storage bays for road materials, two bays for organic waste and two bins for garbage and compost. The structure was built in 1970 and is only services Oak Bay residents.

Operational Capacity

Due to the site issues with municipal and public vehicle access, the facility does not meet requirement for effective access and utilization of the Bulk Storage and Transfer Station. As there is a significant increase in Capital Works forecasted for the next 3-5yrs, it is believed that the storage areas for material will be significantly insufficient.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity			X

Condition

- The building envelope is in poor condition due to exposure to the weather and materials impacts.
- Metal roofing is not fastened correctly and is corroded.
- Gates are in poor condition due to corrosion.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Envelope			X

Risk to Services

- The condition and traffic flow patterns for the facility pose potential safety risks.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Safety			X

A1.8. Oak Bay Recreation Centre

The original 89,200 sq.ft. facility was constructed in 1975. The facility underwent an extensive renovation in 2003 that refurbished the interior, added a new entrance, office area, and second level fitness centre.

Operational Capacity

The facility has a high level of use for health and leisure including programming for swing, skating, hockey, soccer, fitness, and rehabilitation. As programming is at a peak level, a feasibility study and functional program review should be undertaken to gain a broader understanding of the market needs and facility space programming for all three recreation centres.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity	X		

Condition

- Interior finishes are in fair to good condition.
- Building envelop is generally in good condition, recommendation for roof replacement over pool.
- Mechanical systems in reasonable condition.
- Some electrical subsystem and distribution require updating.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance	X		
Interior Finishes		X	
Envelope		X	
Mechanical		X	
Electrical		X	

Risk to Services

- Building is serviced by wet and dry sprinkler systems.
- Both generators past serviceable life.
- Substation should be replaced.
- Paging, CCTV, A/V Communications, and Intrusions Systems all in good condition.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression	X		
Back Up Power			X
Seismic	Previous condition reports were silent on seismic elements		
Security	X		

A1.9. Municipal Hall

The Municipal Administration Hall was originally constructed in 1958 and is 14,897 sq.ft. The building houses the council chambers, administrative offices, meeting rooms, storage, staff kitchen, lunchrooms, Community Archives, and the Emergency Program Centre.

Operational Capacity

Council Chambers area insufficient in size lacking in ventilation. The Archives area is insufficient in size for public access. Electrical and HVAC require upgrading. There is also a lack of collaboration spaces. Over the course of 2019 through 2021 a significant amount renovations and upgrades were undertaken within the facility with the intention of extending the building life by 10 – 15yrs.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

Recent upgrades valued at approximately $1.6M to the following building systems and elements were undertaking between 2019 and 2021:

- Roof repairs,
- Exterior Painting
- Completed renovations to lobby and Council Chambers:
- Interior painting to enable cleaning
- Partial carpet replacement
- Removed asbestos and undertook remediation
- Upgraded electrical
- Rebuilt boiler
- Repaired electronic furnace controls
- Repaired air handling system

- Replacing interior and exterior doors
- Upgrading the fire alarm system
- Replacing flooring
- Constructing interior spatial improvements

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance		X	
Interior Finishes	X		
Envelope	X		
Mechanical	X		
Electrical	X		

Risk to Services

- Building does not require sprinklers as it is serviced by two streets.
- Seismic upgrading recommended – however due to the cost associated with an upgrade of this nature, there are no plans to seismically upgrade the facility.
- Fire alarm, intrusion alarm and paging system outdated and require updating.
- Generator and transfer switch in good condition.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression	X		
Back Up Power	X		
Seismic			X
Security			X

A1.10. Oak Bay Library

The Oak Bay Library was constructed in 1971 and expanded to 11,358 sq. ft. in 1999. The renovations in 1999 joined the original building to the adjacent three-storey Tonkin heritage home on Hampshire Road. Following expansion, the building houses book stacks, a quiet study, computers, and reading and programming rooms with wheelchair accessibility on the main level; the lower level

is split between an open-air parkade, staff washrooms, utility rooms, a kitchen, and storage; and the third level consist of apartment units.

Operational Capacity

Staff consider this branch to be inadequate in size and function. It is located in a high-density area that it services and there are concerns with parking and accessibility in the heritage house.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Recommendations for updates to the main service counter area would improve workflows and accessibility for facility users.
- Minor building envelope and roof repairs suggested.
- Mechanical and heating systems reported good condition.
- Electrical systems in good condition.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance		X	
Interior Finishes		X	
Envelope		X	
Mechanical	X		
Electrical	X		

Risk to Services

- Fire alarm system nearing end of life.
- Building does not meet seismic requirements.
- Security system nearing end of life.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression			X
Back Up Power	N/A		
Seismic			X
Security			X

A1.11. Oak Bay Marina Restaurant

Following the breakwater being built in 1959 by the Government of Canada and the Marina was developed three years following. The 10,212 sq.ft. Marina Restaurant was originally constructed in 1963 with a large renovation occurring in 1993. The building is a two-storey circular structure that overhangs the ocean on concrete pillars. The main restaurant includes the dining room, bar, sushi station, kitchen, and washrooms. Meanwhile, the lower level includes The Marina Dockside Eatery, management offices, a kitchen, storage, staffroom, laundry facilities, and additional washrooms.

Operational Capacity

The facility is leased to third party and is a seasonal tourist element for Oak Bay. It was noted that historically lease revenues have been insufficient to support operating, maintenance, and capital costs.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity			X

Condition

- Interior finishes are outdated, and flooring is a combination of hardwood, carpet, vinyl and marmoleum.
- Exterior walls are clad, stucco and wood.
- Windows are original.
- Mechanical systems are in fair to good condition.
- Some electrical systems components are no longer supported by manufacturer.
- Electrical receptacles and switches are at end-of-life cycle.
- Main hydro service feed equipment no longer supported by manufacturer.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance	X		
Interior Finishes		X	
Envelope		X	
Mechanical		X	
Electrical			X

Risk to Services

- Fire alarm system has passed serviceable life.
- CCTV in good condition.
- Intrusion system in fair condition.
- Reinforced concrete support beams at north end (restraint) have signs of reinforcement corrosion and spalling.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression			X
Back Up Power	N/A		
Seismic			X
Security	X		

A1.12. Oak Bay Marina Office and Retail Building

The Marina Office is situated west of the Marina Restaurant. The office was originally constructed in 1962 and has not received an addition with an area of 4,564 sq.ft. It is connected to the Marina Restaurant via a concrete and wood framed deck that passes between them. The east portion of the office serves as a visitor gift shop for retail shopping, while the remainder of the building consists of office space and storage for the marine groups use.

Operational Capacity

The facility serves the general public as a gift shop and provides office space for the Oak Bay Marine Group.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Plumbing fixtures do not meet current codes for flow rates
- Mechanical ducting return should be updated to meet code requirements
- Interior finishes should be updated
- Water infiltration at skylight observed
- Lighting control should be considered for energy savings

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance		X	
Interior Finishes		X	
Envelope		X	
Mechanical		X	
Electrical		X	

Risk to Services

- No noted risks to services

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression	X		
Back Up Power	N/A		
Seismic	N/A		
Security	X		

A1.13. Oak Bay Marina Dockworks Building

The Marina Dockworks building was built in 1964 and is 1,824 sq. ft. with no history of additions. This building lies west of the Marina Office. In the past, the building hauled boats up its north facing gang way for servicing, but the gang way is no longer in operation today. The building currently serves to repair marine engines and parts as managed by the Oak Bay Marina Group.

Operational Capacity

- Building functioning as a workshop and storage.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity	x		

Condition

- Exterior walls robust construction.
- Paint booth exhaust hood out-of-date.
- Washroom fixtures not to current code for flow rates.
- Electrical past serviceable life.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance		X	
Interior Finishes	X		
Envelope	X		
Mechanical		X	
Electrical			X

Risk to Services

- Intrusion system past life cycle .

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression	N/A		
Back Up Power	N/A		
Seismic	N/A		
Security		X	

A1.14. Public Works Shelter 1 (No.4)

The Public Works Open Shelter 1 (Building 4) was built in 1970 with a current area of 2,082 sq. ft. with no history of additions following its original build. The lean-to shelter is covered by a low-sloped roof, featuring rear and side concrete masonry walls, and a concrete slab with exposed steel pipe columns.

Operational Capacity

- Capacity and utilization requirements not determined.
- No protection of structural columns.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Structural damage.
- Roof damage.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Envelope			X

Risk to Services

- Concrete barriers required to protect structural columns from impacts.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Seismic			X

A1.15. Public Works Shelter 2 (No.5)

The Public Works Open Shelter 2 (Building 5) was built in 1970 with a current area of 2,844 sq. ft. with no history of additions following its original build. The lean-to shelter is covered by a low-sloped roof, featuring rear and side concrete masonry walls, and a concrete slab with exposed steel pipe columns.

Operational Capacity

- Insufficient height for lift utilization
- No protection of structural columns

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Structural column damage.
- Roof damage.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Envelope			X

Risk to Services

- Concrete barriers required to protect structural columns from impacts.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Seismic			X

A1.16. Public Works Shelter 3

No info available at the time of this report development.

A1.17. Henderson Park Recreation Centre

The Henderson Park Recreation Centre was originally built in 1971 and underwent additions in 2013. Its current area is 16,805 sq.ft. The building serves as a social, recreational, and fitness community centre. Available programming includes adult exercise classes, badminton, golf lessons, and dance. The recent addition was made to the west elevation that provided an entrance facelift and a new fitness facility. The recreation centre has a large open parking lot located to the north of the building. Through the main entrance along the western portion of the building, visitors are brought to a reception desk, administration offices, and a lobby. Further, several corridors connect the building's interior spaces including the fitness gym, washrooms, change rooms, high-ceiling gymnasium, multi-purpose rooms, massage therapy clinic, and storage areas. The exterior of the building is surrounded by playing fields, tennis courts, a par-3 golf course, and a walking trail.

Operational Capacity

This facility services the northern Oak Bay area and also draws in users from other neighbourhoods. There are some noted operational limitations due the small size of some areas within the facility

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Interior finishes generally in good state of repair.
- Poor slope on roof and lack of proper drainage.
- Windows drafty.
- Air handling unit.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance	X		
Interior Finishes	X		
Envelope		X	
Mechanical	X		
Electrical	X		

Risk to Services

- Fire alarm and emergency light systems in good condition .

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression	N/A		
Back Up Power			
Seismic			
Security			

A1.18. Monterey Apartments

The Monterey Apartments (also known as Oak Bay Apartments) are located on the upper level of the Oak Bay Library. The apartment complex contains five suites branching from a single corridor which is oriented north south. Each of these suites are leased by the district to tenants and is managed by Complete Residential Property Management ltd. Four of the five suites were constructed in 1999 during the additions made to the library. Meanwhile, the fifth suite was converted from the upper level of the Tonkin house to tie to the apartment additions in 1999. The four suites built in congruence with the library are 1-bedroom units while the Tonkin house upper-level suite is a 2-bedroom unit. The apartment complex has a shared laundry facility located on the east side of the corridor housing a coin operated washer and dryer with roof access also being located in this room. The apartment lobby is accessed through an intercom system on the south elevation whereby entrants gain access to a Schindler-serviced elevator or staircase to the upper floor with a metal staircase serving as an emergency exit on the north elevation.

Operational Capacity

Current operational capacity is performing as intended. Options for highest and best use of the space should be evaluated and considered.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity	X		

Condition

- Interior finishes in common areas and suites dated and worn.
- Washroom exhaust fans require replacing.
- Hot water tanks require replacing.
- Washer and dryer require replacing.
- Plumbing fixtures do not meet current code.
- Shingle roof requires replacing.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance		X	
Interior Finishes		X	
Envelope		X	
Mechanical		X	
Electrical		X	

Risk to Services

N/A

A1.19. Monterey Centre

The Monterey Centre was originally constructed in 1971 with additions in both 1983 and 1989 bringing the buildings total area to 26,562 sq.ft. It was originally constructed as a single-building Senior's Centre adjacent to the library serving as the focal point for community programming in the city. The building is equipped for clubs including billiards, art, carpet bowling, drama, gardeners, and woodworking. There is also a resident café and kitchen that offers visitors dining options. The main entrance is located at the east elevation facing the original parking lot, while moving west the 1989 extension is suspended over an open-air parkade with additional building access. The layout of the brick and wood building is one storey with a lower level and a parkade and shared access to the elevator with the adjacent library. Additions were made to respond to the growing demand for adult/senior community programming. In 1983, the storage addition was added at the north end of the structure while the activity rooms and garden courtyard located over top the parking area were added in 1989. Lastly, the skylight located above the garden area was installed in 2000.

Operational Capacity

The facility currently meets the operational requirements as a low cost, seniors recreation centre. Some rooms are quite small and overall the facility would likely benefit from a space utilization evaluation.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Facility Capacity		X	

Condition

- Interior finishes in generally in good condition.
- Washrooms outdated.
- Roofing requires work in multiple areas.
- Exhaust fans and air handling units require replacement .
- Lighting system should be updated.

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Code Compliance		X	
Interior Finishes		X	
Envelope		X	
Mechanical			X
Electrical			X

Risk to Services

- Sprinkler piping leaks reported
- Seismic not to current code

	Fully Meets Program Needs	Minor Deficiencies	Significant Deficiencies
Fire Suppression		X	
Back Up Power	N/A		
Seismic			X
Security	N/A		

Appendix 2 ATTRIBUTE DEFINITIONS & SCORING GUIDELINES

Table A2.1 Attribute Definitions

Non-Financial Attribute Definitions			
	Attribute Acronym	**Attribute Name**	**Attribute Definition**
Community Focused Attributes – Geographical Location	AD	Asset Density	Several other facilities are supported/enhanced by this facility
	ID	Inter-dependencies	This facility requires several other facilities to be in operation to function effectively
	GEO	Geospatial Catchment	a) This facility services areas within Oak Bay b) This facility services areas outside of Oak Bay
	SD	Seasonal Dependencies	This facility operates and provides services at certain times of the year
Community Focused Attributes – Revenue and Customer Satisfaction	CS	Customer (User) Satisfaction	a) This facility is well used/supported with few complaints. b) this facility is well frequented when in operation.
	SD	Stakeholder (User) Density	a) This facility supports a wide number of users (population) from Oak Bay b) this facility supports a wide number of users (population) from surrounding areas
	REV	Revenue Generating Capacity	a) This facility can generate user-charged revenue for Oak Bay b) the user charge for residents is less than non-residents
Staff Focused Attributes – Facility Use and Functionality	FUNC	Functionality	This facility functions (and allows me to function) in a manner that is fully supportive of my role/function (spaciousness and usable designed spaces)
	FSU	Functional spaces / utilities	This facility has all the functional spaces/utilities required for effective use (storage area; electrical; IT)
	ENV	Facility Environment	This facility functions effectively in all weather conditions (AC/HVAC)
	ACC	Accessibility	This facility is easy to access for both staff and users

Table A2.2 Scoring Guidelines

Non-Financial Attributes – Scoring Guidelines				
	Attribute	**Scoring Guidelines per Attribute**	**Scoring**	**Guidelines for determining attribute intent and anticipated outcome**
Geographical Location	**Asset Density**	Several other facilities are supported / enhanced by this facility	None = 1 Some = 3 All / most = 5	How critical is this facility to the success and viability of other facilities in the District?
	Inter-dependencies	This facility requires several other facilities to be in operation to function effectively	None = 1 Some = 3 All / most = 5	How many other facilities and services are required to ensure this facility is viable and functional? (Understanding linkages in the community.)
	Geospatial Catchment	a) This facility services areas of Oak Bay	Limited/restricted = 1 Some areas/amenities = 3 All amenities/areas = 5	How wide is the service (catchment) area of the facility and/or service within the District? E.G. storage shed for the lawn bowling club versus the reach of any of the recreation centres
		b) This facility services areas outside Oak Bay	Limited/restricted = 1 Some areas/amenities = 3 All amenities/areas = 5	How wide is the service area outside the District? (Cost-share / revenue potential of the facility with the surrounding areas and residents.)
	Seasonal Dependencies	This facility operates and provides a service at the following levels:	Only summer (or winter) months = 3 All year round = 5 Is not a service provision = 1	What time of year is the facility used? (What can be done to make the facility an all-year facility to maximise use and functionality?)
Customer Satisfaction and Revenue	**Customer (User) Satisfaction**	a) This facility is well used and/or supported with few complaints	Many complaints about facility = 1 Few / Occasional complaints = 3 No complaints = 5	How well is the facility supported (used) by the public, irrespective of the quality or attractiveness of the service offered.
		b) This facility is well frequented when in operation	Not used much = 1 50% use = 3 Used almost ongoing = 5	Does the way the building “functions” add to the experience or detract from it?
	Stakeholder (User) Density	a) This facility supports a wide number of users (population) from Oak Bay	Limited / restricted user base = 1 Some distribution of user groups = 3 All user groups = 5	How important/valuable is the facility to the widest possible group of user groups? E.G. a tennis court is used primarily by the tennis club members, so its stakeholder density is low, whereas a park is used by all, so would have a higher score.
		b) This facility supports a wide number of users (population) of surrounding areas to Oak Bay	Limited user base = 1 Some user groups = 3 All users = 5	How valuable is the facility to the neighbouring communities? This is partly going to give an indication on matters such as cost-share or differential user fees for non-residents.

				It is a controversial topic but where a facility has a high degree of non-resident users, it does raise the issue of cross-subsidising of non-residents by the residents through the taxation system.
	Revenue Generating Capacity	a) This facility can generate user-charged revenue for Oak Bay	None = 1 Restricted user period = 3 All year round = 5	Are there opportunities for charging a user fee for the services provided at/by the facility? This will provide a quick measure of potential resistance to this prospect. However, it also looks at whether the public are willing to pay for continued / better services at the facility – if paying a fee will support the continuation / improvement of the services, would the public pay for it?
		b) The user charge for residents is less than non-residents	No = 1 Partially = 3 Yes, the charges differentiate between residents and non-residents = 5	Are there any current means of differentiating between residents and non-residents when determining and charging user fees?
Facility Use and Functionality	**Functionality**	This facility functions (and allows staff to function) in a manner fully supportive of my role or function (spaciousness and usable designed spaces).	No or very little = 1 Some = 3 Yes, all = 5	
	Functional spaces / utilities	This facility has all the functional spaces and utilities required for effective use (storage area; electrical supply is good; IT services stables etc.)	Not all = 1 Some = 3 All = 5	
	Facility Environment	This facility functions effectively in all weather conditions (related to AC / HVAC).	None required (such as a shed) = 1 AC / HAVC does <u>not</u> work effectively when required = 3 AC / HAVC works effectively when required = 5	
	Accessibility	This facility is easy to access for both staff and users / customers.	No = 1 Somewhat = 3 Yes = 5	This speaks specifically to access by mobility challenged persons, be it staff or public. The current situation is to be reviewed and scored. However, the intent is to understand the need for either a revised / updated design to the existing building, or whether the building needs a complete redesign or rebuild.