

Request for Additional Information (RFI)

Turkey Head (Spewhung Point) Marina Operations

RFI Opening Date: June 26, 2026

Question Deadline: July 24, 2026 - 4:00 PM PDT

Response Due: August 7, 2026 - 4:00 PM PDT



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Introduction

The District of Oak Bay (“The District”) previously issued an invitation to selected parties to submit an Expression of Interest (“EOI”) to operate the Marina located at Turkey Head (Spewhung Point) following expiry of the current operating lease at the end of 2027. A non-binding, non-legal context map of the subject land and buildings as part of this future operations lease is included as Exhibit A in this document, and a non-binding context map of the Water Lot is included as Exhibit B.

Two EOIs were received and evaluated by Colliers Land Use Strategies, an independent evaluator, based on the criteria listed within the RFEOI. Final scores and response summaries were then shared with Council to support assessment of each Proponent’s relevant experience and operational capacity, operational approach, and alignment with District and First Nations objectives.

On June 15, Proponents completed a 10-minute Council presentation within a public meeting, summarizing their proposed approach to operations. Presentation slides were submitted (but not scored) in conjunction with each EOI response. At the time of the presentation, Council had not seen either Proponent’s EOI response. The presentations were not scored but provided additional information to both Council and the public, further supporting Council in its resolution regarding next steps.

On June 22, Council determined that additional information would be required from each proponent to further assess their capacity, readiness, and other important community and environmental elements with respect to Marina operations. Council also identified the scoring weighting and additional mandatory components as noted in the RFI below. This Request for Additional Information (“RFI”) is therefore issued per Council direction to ensure a comprehensive understanding of financial, operational, community, and environmental considerations.

Submission responses must align with current permitted land uses (Zoning By-Law, OCP, etc.). Please note: liveaboard moorage is not currently permitted. While it is possible that future Councils may consider changes, this should not be assumed.

Purpose

The intention of this RFI is to gather sufficient additional information to enable Council to make a well-informed decision and select the Proponent(s) to move forward into the negotiation phase. This step aims to avoid a time-consuming formal Request for Proposal phase, given the need for a highly expedited process. All next steps pursued are at the full discretion of Council. As this is a continuation of the RFEOI process, all terms and conditions set out within the RFEOI Documents continue to govern this process. This RAI is not an invitation to tender that would create any entitlements to purchase or supply goods or services whatsoever. The District is not bound to enter into any transaction with any Proponent.

Evaluation Criteria and Weighting

Responses will be evaluated on the following indicative, not limiting, criteria:

- Completeness of information provided
- Reasonability of assumptions identified within financial and operational modeling.
- Demonstrated capacity, including management of financial, operational, community, and environmental aspects of the future lease.
- Clarity of implementation pathway.
- Alignment with District and First Nations Objectives, as included in the RFEOI.

The RFI is split into 4 sections: Financial, Operational, Community, and Environment. These sections are intended to organize the additional information required. Some thematic elements and highly important parameters, such as dock ownership, are included in multiple sections to fully evaluate the Proponent's approach to operations through multiple lenses. The evaluation of RFI responses will follow these sections, with the following scoring weighting:

1. Financial – 40%
2. Operational – 30%
3. Community – 20%
4. Environment – 10%

The higher priority of Financial and Operational sections reflects the outstanding questions from Council regarding the upcoming capital considerations, the significance of day-to-day operations and continuity, and additional clarification required regarding the financial capacity of the Proponents. All financial information submitted will be treated as confidential. Proponents are to identify what other elements of the submission are determined to be "Proprietary Business Information", which will also be treated as confidential.

Only complete submissions will be considered. Submissions will be considered completed if all questions and all four Appendices have been responded to and fully populated. Appendices include:

1. Appendix A – Conceptual Operating Model (External Excel File)
2. Appendix B – Operations and Maintenance Model (External Word File)
3. Appendix C – Risk Register (External Word File)
4. Appendix D – Moorage and Slips Breakdown (External Word File)

Submissions must be sent in the Proponent's preferred format (i.e., PDF with separate Word / Excel files comprising populated appendices) with reference to question numbering included in this document, via email no later than August 7, 2026, at 4:00 pm PDT to:

Colliers Land Use Strategies Group
Laura Dumbrell, Senior Director
Laura.Dumbrell@colliers.com

Additional Information Required

RFI Submission Requirements

1. Answer all questions to the best of the Proponent's knowledge and ability.
2. Submit responses in short-form text, unless otherwise specified (i.e., Appendices). Please use concise, detail-oriented plain language and avoid vague terms or jargon.

3. Any additional tasks that may support completion of these responses, which could include appraisals and financial due diligence, are the full responsibility of the Proponent.
4. The additional information submitted through this process will be cumulatively evaluated with each Proponent's EOI.

RFI Questions

1. Financial (Financial Capacity, Capital Investment)

Financial Capacity

- 1.1. Provide information demonstrating **your organization's financial capacity** to undertake the proposed marina operations and anticipated capital investments. This may include summary financial statements, audited financial statements, Letter(s) of Credit, and other documentation the Proponent considers appropriate. The response to this question must illustrate the Proponent's equity and debt levels. Please form the response to this question with attachments/exhibits, which include copies of the referenced materials clearly showing the numerical responses, as well as a narrative, to add explanation of how the financial capacity will be deployed.
- 1.2. Identify the **financial partners** that would be involved in the operations of the Marina, whether one-time or ongoing. Identify, at a high level, what the partnership entails, and what degree of financial commitment each Partner has agreed to.

Capital Investment

- 1.3. Does the Proponent **intend to purchase the Marina docks** within the 2027 window of purchasing?
 - If YES, proceed with Question 1.4.
 - If NO, provide a rationale for not intending to purchase the docks.
- 1.4. Please confirm:
 - Is financing or capital for the purchase of the docks:
 - Secured;
 - Actively being pursued; or,
 - Not yet being pursued?
 - What is the expectation for the fair market value of the docks? (Please quantify)
 - What is this value based upon (i.e., appraisal, comparable properties, etc.)?
 - What is the total value of the financing secured to purchase the docks? Provide this information in the form of a Letter of Credit or Bond Statement.OR
 - If financing or capital is actively being pursued or not yet being pursued, provide an explanation of why the financing or capital has not yet been secured and a timeline for securing the financing or capital.
- 1.5. Provide an overview of your organization's **Conceptual Operating Model** as **Appendix A** (External Excel File). This table is divided into Revenue, Operating Costs, Capital Costs, and Lease Costs. Proponents must, to the best of their ability, enter the expected values under each line item for 5-year increments through the end of the lease term. The line items in this Table must be entered as numerical, other than the Assumptions and Notes in the right-hand column. Proponents are also invited to add additional line items within each category as required to illustrate the full conceptual operation model. Proponents should clearly identify where additional amenities and

community/environmental benefits have been added and quantify the cost or revenue associated with these provisional items. These figures will be evaluated in conjunction with the Preliminary Commercial Offering of Question 1.9. If unable to provide an exact numerical figure in an entry, explain in the Assumptions and Notes column.

- 1.6. Identify the anticipated revenue drivers, occupancy assumptions (year-round), and pricing bands per slip (premium vs. accessible). This response can reference information contained within Appendix A.
- 1.7. Provide a conceptual cash flow and funding approach during the transitional period (0 months to 5 years). This response can reference information contained within Appendix A.
- 1.8. Identify the long-term plans for the docks (replacement or refurbishment), including capital investment plans and phasing strategy. This response can reference information contained within Appendix A.
- 1.9. Provide your organization's **Preliminary Commercial Offering** (which will inform the basis of future negotiation phases with the successful Proponent), including:
 - Indicative Lease Structure, including preferred term, rent structure, responsibility of owners and responsibilities of leaseholders
 - Non-binding rent range for water lot and buildings (e.g., minimum annual base rent, revenue-sharing concepts, etc.)
 - Proposed rent escalation mechanism over the term of the lease
 - Key Assumptions, including offset costs of amenities and community and environmental benefits that have been proposed in the EOI and/or RFI, that have been used in the creation of the Preliminary Commercial Offering.

2. Operational (Day-to-Day Operational Approach, Maintenance, Docks, and Buildings)

- 2.1. Provide an **Operational and Maintenance Plan** as **Appendix B**. This Plan must include the tasks required for typical operations, which party or parties are responsible for each task, the key activities, performance metrics, and continuous improvement measures. Proponents are invited to clearly illustrate how ongoing, day-to-day maintenance of each function will be addressed over the lease term. The entries in the table must be in text format. Proponents are also invited to add additional line items as required to illustrate the full Operational and Maintenance Plan.
- 2.2. Provide a **Risk Register** as **Appendix C**. Acknowledging that Proponents previously identified key risks within their EOI responses, this Risk Register should provide additional consideration of risks and corresponding mitigation measures for the entirety of the subject land, including the docks, buildings, and water lot. Risks should be grouped in alignment with the key sections of this RFI, including financial, operational, community, and environmental, as per the template. The entries in the table must be in text format. Proponents are invited to add additional line items as required to illustrate the full Risk Register.
- 2.3. Provide a **Moorage and Slips Breakdown** as **Appendix D** that clearly identifies the quantity, size, and other required descriptions of slips that will be provided at no cost to the community. Proponents must also describe the quantity, size, description, and anticipated revenue of Market Rate slips within the same Appendix C. At a minimum, the District requires that the following **mandatory services** be provided:
 - Complimentary moorage at the Oak Bay Marina for the Oak Bay Sea Rescue boathouse.

- Complimentary moorage (4 x 20' moorage slips) at the Oak Bay Marina for programs run by the Lessor's Parks, Recreation and Culture Department.
 - Complimentary moorage (1 x 28' moorage slip) at the Oak Bay Marina, for use of the Songhees First Nation if desired, otherwise to be used by the District of Oak Bay for public service uses (no subletting or private vessel moorage).
 - Complimentary moorage (1 x 28' moorage slip) at the Oak Bay Marina for use of the Esquimalt First Nation if desired, otherwise to be used by the District of Oak Bay for public service uses (no subletting or private vessel moorage).
- 2.4. Describe how existing business operators at the site (OBMG's sublease tenants) will be accommodated moving forward.
 - 2.5. What are the long-term lessee holder plans for the Marina? If your organization was secured as the Operator and were no longer able to or wanted to operate the Marina, what are the transition plans?
 - 2.6. Will laundry and shower services be available for marina clients?
 - 2.7. What actions will be taken to ensure the sales and service buildings can operate separately from the restaurant building?
 - 2.8. Describe the vision for signage.
 - 2.9. Is the Proponent prepared to create a Management Plan for the water lot in alignment with the timelines required by the Province?
 - 2.10. How many parking spaces are expected to be needed to support operations?

3. Community (Oak Bay, Songhees, and X^wsepsəm Access)

Specifically related to the **portion of the site that is subject to this lease** (excluding the restaurant, café, and parking lot site – please refer to Exhibit A)

- 3.1. Describe the proposed cultural programming, including anticipated frequency, associated costs, and target community groups that will benefit from this programming.
- 3.2. How would the Lekwungen people be welcomed to the Site?
- 3.3. How will a lease to the Proponent economically benefit Songhees and X^wsepsəm? This response should include the anticipated employment (number and nature of jobs), procurement processes, training opportunities, revenue-sharing opportunities, and any other appropriate information to illustrate the capacity of the Proponent to provide economic benefits to Songhees and X^wsepsəm?
- 3.4. What other benefits will accrue to Songhees and X^wsepsəm?
- 3.5. What recreation services will be available to the general public (not just marina moorage to customers)?
- 3.6. Will washrooms be available for public use during business hours and on weekend days? These facilities need to be independent of the restaurant building. How many washrooms will be made available? What level of accessibility will these washrooms have?
- 3.7. Will the public have access to the docks during business hours and on weekend days? **Please note: this is a mandatory requirement**, consistent with current access)
- 3.8. To what extent will dock, launch, and other amenities be available for non-powered (paddle sport) vessels? What hours of access?
- 3.9. To what extent will the public have access to non-dock parts of the operations?
- 3.10. What other public benefits will be available from the Proponent's approach to operations? Please describe the extent of these benefits and how these benefits will be realized.

- 3.11. What community partnerships will be leveraged to actualize the vision for the operations? The response to this question should not simply repeat the information in the EOI submission, but provide more detail.

4. Environment (Docks, Buildings, Environmental Servicing and Stewardship)

Docks

- 4.1. Will all current docks and pilings be fully replaced over the term of the lease? On what timeline?
- 4.2. Will docks achieve a specific environmental certification? If so, please describe the certification and further details as applicable.
- 4.3. What standards will the docks be replaced or refurbished to?
- 4.4. Will the new docks include sewage pump-out services? And by when? **This is a mandatory requirement when replacing or refurbishing the docks.**
- 4.5. Will the new or refurbished docks have access to water service?
- 4.6. Will the new or refurbished docks have access to electrical service?
- 4.7. Will the new or refurbished docks support e-power?

Buildings and Grounds

- 4.8. What provisions and capital improvements will be provided for visitors arriving at the site via active transport (walk/roll, bike, bus)? What facilities will be provided?
- 4.9. Are there any specific building performance standards that are intended to be met through building upgrades, repairs, and ongoing maintenance?
- 4.10. Are there any specific building emissions targets that will be pursued through building upgrades, repairs, and ongoing maintenance?

Environmental Servicing and Stewardship

- 4.11. Will fuel service be provided? How will this be managed to minimize environmental impact? What are the procedures for fuel handling and spill response?
- 4.12. What level of fire protection will be offered? And on what timeline? **Please note: updated fire protection is a mandatory requirement.**
- 4.13. How will garbage be dealt with?
- 4.14. What environmental stewardship practices will be put in place?
- 4.15. Would the Proponent be willing to manage mooring buoys adjacent to the Marina should the Province grant a water lot for this purpose?

Exhibit A: Contextual Map of Area, including Area of Future Operational Lease



