



# Consultation Summary Report

March 2021

## **Future use of the Oak Bay Lodge property**

Community Consultation – Round One

January 6, 2021 – February 4, 2021

# Kirk&Co.

## **ABOUT KIRK & CO. CONSULTING LTD.**

Kirk & Co. is a recognized industry leader in designing and implementing comprehensive public and stakeholder consultation and engagement programs. Utilizing best practices, consultation and engagement programs are designed to maximize opportunities for input, Kirk & Co. independently analyzes and reports on public and stakeholder input.

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*The views represented in this engagement summary report reflect the priorities and concerns of engagement participants. They may not be representative of the views of the public and other stakeholders because participants self-selected into the community engagement, and therefore do not reflect a random sample.*

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## **Appendix A**

Notification materials

## **Appendix B**

Engagement materials

# 1.0

## Executive summary

The Capital Regional Hospital District (CRHD) is committed to developing and improving healthcare facilities in the capital region. The redevelopment of the former Oak Bay Lodge property provides an opportunity for a discussion with the community about reimagining its future use. The CRHD launched a comprehensive planning and consultation process, with the first round of consultation taking place between January 6 and February 4, 2021. There was significant interest from the community in this initial consultation period, with over 759 public and stakeholder interactions. This *Consultation Summary Report – Round One* outlines what input was received from the community.

The focus of the first round of consultation was to seek feedback and ideas on the region's healthcare priorities. Respondents were provided multiple ways to participate. This report summarizes the notification, engagement methods, and key themes of the input received from participants regarding the future use of the property. Quantitative results from the feedback form are also detailed within the report.

We engaged the community on three healthcare services areas: primary care, seniors hub, and a public health unit. Below are high-level healthcare suggestions participants would like to see as part of any new proposed development.

### Primary Care



**43%**

Healthcare services including general practitioners, nurse practitioners, urgent care, acute care, hospital overflow and more

### Seniors Hub



**25%**

Healthcare services specific to seniors including long term care, extended care, assisted living, independent living, adult day programs, dementia care and more

### Addictions and Mental Health



**24%**

Healthcare services for addictions and mental health including outpatient and inpatient detox and rehabilitation support and more

### Public Health Unit



**13%**

Healthcare services including a walk-in clinic, diagnostics and testing, immunization clinic, youth health services, maternity services, nutrition services and more

As well, there were comments and questions related to engagement, decision-making and project timeline, including involvement of other agencies, covenants on the property, municipal zoning, demolition and construction.

A second consultation period is anticipated in spring 2021 and will focus on reporting back on what was heard during the first round of consultation, demonstrating how the CRHD has considered that input, and introducing potential development concepts for further feedback.

Due to provincial COVID-19 restrictions, engagement activities took place online using tools such as Zoom webinar and online feedback forms, to enable safe interactions. Hard copies of engagement materials were also distributed in community centres and to those who requested them.

## How input will be used

The Capital Regional Hospital District is reviewing and considering all input received in community meetings, online, and in written submission from this round of consultation for the redevelopment of the Oak Bay Lodge property.

# 2.0

## Background

The Oak Bay Lodge was a regional healthcare facility located on a 3.9-acre property in Oak Bay, British Columbia. For over four decades, this facility cared for thousands of individuals who required long-term care or seniors-care supports. The 235-bed building closed in summer 2020 as part of a long-term plan. The majority of residents were relocated to the new complex-care facility at The Summit in Victoria and ownership of the property was transferred to the CRHD on August 14, 2020.

After a review with partner agencies, it was determined that the Oak Bay Lodge building is past its useful life. Two covenants exist on the property, including one from its sale in 1971. Those covenants state that the land must be used for the 'public good' and the property must be used as a 'retirement home'. These covenants are ultimately subject to municipal rezoning and/or Island Health approval processes.

The future use of the property will align with the CRHD's mandate, developing and improving healthcare facilities in the CRD in partnership with Island Health. Working with the community to reimagine the future use of the property is a priority for the CRHD and is part of the Capital Regional District (CRD)'s Capital Plan for 2021-22. This project presents an important opportunity to recognize and address growing healthcare needs in the region.



## 3.0

# Engagement overview

From January 6 to February 4, 2021, the CRHD conducted the first round of engagement on the redevelopment of the Oak Bay Lodge property. Due to provincial COVID-19 restrictions, engagement activities took place online and hard copies of project and engagement materials were provided upon request.

Two public online open houses were held on January 21 and 26, 2021 and two online small group meetings were held on January 19, 2021 with neighbours and key stakeholders. The sessions provided information about the project and allowed for questions and comments.

Stakeholders and the public received notification of the engagement period by media release, postcard mail drop, newspaper advertisements, signage, social media posts, email, and the CRD website. Notification materials directed participants to the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge), where they could find the engagement materials and opportunities to provide feedback.

Leading up to the two public open houses, a series of small group meetings and phone interviews with community members took place. A meeting with immediate neighbours of the property was set up to hear their thoughts and input. Feedback was also received in a meeting with board members of the Community Association of Oak Bay Board. Several phone interviews were conducted with leaders from local schools, recreation centres, building property managers and first responders in the area.



# 4.0

## Notification

Stakeholders and the public were notified about the engagement opportunities using several notification methods – all of which included the link to the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge).

### Media release

A media release was issued on January 6, 2021: *Capital Regional Hospital District seeks community input on future use of Oak Bay Lodge property*. The release was distributed by the CRD to media in the local region.

### Postcards

Within the first week of the engagement period, 1,097 postcards were delivered to local residences within a 500m radius of the Oak Bay Lodge property.

### Newspaper advertising

Seven advertisements ran in community newspapers in the engagement period. The ads appeared in both the print and digital versions.

- Saanich News – January 6 and 13, 2021
- Oak Bay News – January 7 and 14, 2021
- Victoria News – January 7 and 14, 2021
- Times Colonist – January 10, 2021

### Social media

Multiple posts were shared on the CRD's social channels to create awareness of the engagement and how to participate. Posts were also retweeted and shared by other groups and organizations.

- Twitter (@crd\_bc): 13 posts
- Facebook (@CapitalRegionalDistrict): 6 posts

The January 6 post was pinned to the top of the CRD page for the duration of the engagement period.

*Copies of the notification materials can be found in Appendix A.*

### Stakeholder outreach

Emails were sent to 16 key stakeholders to provide information about meetings and other opportunities to participate in the engagement. There were 17 telephone calls made to stakeholders.

Emails were also sent to stakeholders and members of the public who signed up through the project webpage to receive periodic email updates.

- January 18, 2021 – sent to 42 contacts
- February 1, 2021 – sent to 72 contacts

### Signage

Two large signs (2' x 3') were erected at the entrance and exit of the Oak Bay Lodge property site with information on the engagement period and the project's webpage address.

### CRD Events calendar

The two online open house events on January 21 and January 26, 2021 were both listed on the CRD's Events calendar and included links to register for the events.

### Project webpage

All notification materials directed participants to the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge).

The CRD homepage highlighted the Oak Bay Lodge Redevelopment webpage link as a feature topic starting on January 6, 2021. A panel was also added on the CRD's website under "Get Involved" to encourage feedback and participation.

# 5.0

## Participation

Between January 6, 2021 and February 4, 2021, there was a total of 759 public and stakeholder interactions:



**615**

completed surveys  
(606 online, 9 hard copy)



**14**

attended two small group meetings



**121**

online open house attendees  
155 total questions and comments  
(138 written, 17 oral)



**9**

written emails received to project  
email address

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Notification of the engagement process was facilitated at the bi-weekly Lekwungen Liaisons meetings. The CRD continues to work with the Liaisons group to ensure ongoing participation and feedback regarding healthcare priorities.

# 6.0

## Engagement methods

### Pre-interviews

Key community representatives from a range of fields, including education, business, property management, neighbourhood groups, and first responders were contacted in advance of the start of consultation. The project team shared information about the upcoming consultation, methods of engagement and sought input on the process.

### Online open houses

There were 121 attendees at two online open houses on January 21 and 26, 2021. At each online open house, Michael Barnes, Senior Manager of Health and Capital Planning Strategies at the Capital Regional District, presented an overview of the project and scope of the first phase of engagement.

- Thursday, January 21, 2021 – 6:00-7:30 p.m.
- Tuesday, January 26, 2021 – 6:00-7:30 p.m.

Following the presentation, Kirk & Co. facilitated a question and comment period. 155 total written and oral questions and comments were made during the two open houses. Attendees were encouraged to complete a feedback form following their participation in the open houses.

### Small group meetings

14 people attended two small group meetings, which provided the community with an opportunity to take part in a more in-depth discussion about the Oak Bay Lodge property. The meetings were held with residents on Zoom on January 19, 2021. A CRHD representative was available to answer questions and hear feedback.

- Project neighbours:  
Tuesday, January 19, 2021 – 5:00-6:00 p.m.
- Community Association of Oak Bay:  
Tuesday, January 19, 2021 – 6:00-7:00p.m.

### Discussion guide

The discussion guide provided information about the project and engagement, including an overview of the CRHD, history of the Oak Bay Lodge property, location of the property, purpose of the redevelopment project, details related to land use, rezoning and building demolition, topics of engagement, and how to participate in the engagement process.

### Hard copy materials

Due to provincial COVID-19 restrictions, engagement activities took place online. To ensure that the engagement was accessible to all, more than 150 hard copies of the discussion guide, with the feedback form attached, were distributed to community and recreation centres in Oak Bay. The public was also able to request a copy of the materials sent to them by mail.

## Feedback form

615 surveys were received between January 6 and February 4, 2021. The online feedback form was available through a link on the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge) and was hosted on a civic engagement platform. Hard copies of the feedback form were also available at community and recreation centres in Oak Bay and upon request by mail.

The feedback form asked participants to prioritize and provide suggestions for healthcare services to consider in the redevelopment; prioritize and provide suggestions for other priorities for a mixed-use development proposal (once healthcare options on the property are exhausted); and provided an opportunity for open-ended response.

- 606 online feedback forms were received
- 9 hard copy feedback forms were received

## Project webpage

All community consultation materials were available on the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge) starting January 6, 2021. This included information about the engagement period, options for participation, the discussion guide, feedback form link, media release, online sign-up for the two open houses, and frequently asked questions. As well, a link to the project email address at [OBEngagement@crd.bc.ca](mailto:OBEngagement@crd.bc.ca) and an option to subscribe to updates were available.

The project webpage will exist throughout the life of the project and will be updated as more information and engagement opportunities become available.

## Email

Nine emails were received to the project email address at [OBEngagement@crd.bc.ca](mailto:OBEngagement@crd.bc.ca), which was established for the duration of the engagement period to accept submissions of feedback and to answer questions. This email address was available on the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge).

## Neighbourhood canvas

Members of the project team visited multiple residences in close proximity to Oak Bay Lodge to discuss the engagement and provided copies of the discussion guide and postcard. Social distancing was maintained at all times.

*Copies of the engagement materials can be found in Appendix B.*

# 7.0

## What we heard

### Online open houses

There were 121 attendees at two online open houses, where 155 total written and oral questions and comments were shared. The following provides a summary of the number of written and oral questions and comments shared at each of the open houses, as well as the key themes observed in the feedback.



#### Online open house 1

Thursday, January 21, 2021  
6:00-7:30 p.m.

- 64 attendees
- 87 questions and comments  
(77 written, 10 oral)



#### Online open house 2

Tuesday, January 26, 2021  
6:00-7:30 p.m.

- 57 attendees
- 68 questions and comments  
(61 written, 7 oral)

### Themes

**Engagement and decision-making processes** related to property use, including comments about removing the existing covenants, municipal zoning, and the importance of meaningfully considering public input

**Island Health's participation** in the engagement process and intentions for programming at the development

**Seniors hub**, including long term care, respite care, day care, intergenerational programming and more

**Maximizing value of the property** by including a range of services and adopting an integrated model of care that promotes community congregating, including suggestions for a community garden

**Primary care and the health unit**, including the need for more general practitioners and healthcare uses for the site that benefit the whole community

### Themes

**Property use and decision-making**, including comments about removing the existing covenants and municipal zoning, and the importance of conducting continuous meaningful engagement

**Demolition**, including comments related to demolition timeline, remediation, and potential effects to nearby properties

**Using the property as housing for people experiencing homelessness** in the interim or long-term, including comments about BC Housing

**Seniors hub**, including long term care, respite care, day care and more

**Healthcare and seniors care is the priority for the property**, with affordable housing as the priority if other uses are pursued

## Small group meetings

14 people attended two online small group meetings. Small group meetings provided a project and engagement overview and discussion related to stakeholder interests.



### Project neighbours

Tuesday, January 19, 2021  
5:00-6:00 p.m.

- Eight attendees

#### Themes

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**Project timelines**, including demolition and construction

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**The importance of carrying out extensive and meaningful engagement**, and affording additional weight to the input provided by the immediate neighbourhood surrounding the property

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**Preservation of existing vegetation, trees and wildlife, including deer and eagles**

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**Traffic and parking** during demolition, construction, and operation, noting it could put stress on roadways in the area



### Community Association of Oak Bay

Tuesday, January 19, 2021  
6:00-7:00p.m.

- Six attendees

#### Themes

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**Engagement and decision-making process**, including details about the new information that will be brought forward in the next phases of engagement, and who makes the final decisions

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Discussion around the **potential use of the property**, its intended audience, and funding opportunities, including housing, intergenerational programming, and Indigenous recognition opportunities

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Consideration of an **architect with local roots** during procurement



## Feedback form

615 feedback forms were received between January 6 and February 4, 2021. 606 feedback forms were received online, and nine were received as hard copies through the mail. The following demonstrates the quantitative results of the feedback form, as well as the key themes observed in the open-ended questions.

1. Did the discussion guide help you understand how future use of the property needs to align with the CRHD mandate?

Yes (454)	Somewhat (143)	No (9)
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2. Based on preliminary discussions with Island Health, three key healthcare service areas have been identified for the property. How important are each of the following healthcare service areas in a future redevelopment of the property? Please rate each item's importance.

### Health Unit



### Primary Care



### Seniors Hub



<span style="background-color: #008080; width: 15px; height: 15px; display: inline-block;"></span> Extremely important	<span style="background-color: #00B0B0; width: 15px; height: 15px; display: inline-block;"></span> Very important	<span style="background-color: #80C0C0; width: 15px; height: 15px; display: inline-block;"></span> Moderately important	<span style="background-color: #607070; width: 15px; height: 15px; display: inline-block;"></span> Slightly important	<span style="background-color: #304040; width: 15px; height: 15px; display: inline-block;"></span> Not at all important
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3. Based on the description of these three key service areas, are there any specific healthcare services that you would like to see considered in this redevelopment?

Key themes	Number of mentions
<p>Specific healthcare service suggestions related to <b>primary care</b>, including general practitioners, nurse practitioners, urgent care, acute care, hospital overflow, long term care, dementia care and more</p> <ul style="list-style-type: none"> <li>• Focusing on seniors 45</li> <li>• Focusing on children and families 8</li> </ul>	190
<p>Specific healthcare service suggestions related to a <b>seniors hub</b>, including long term care, extended care, assisted living, independent living, dementia care, respite care, meal program, day care, arthritis care and more</p>	112
<p>Consideration of <b>addictions and mental health services</b>, including outpatient and inpatient detox and rehab</p> <ul style="list-style-type: none"> <li>• Focusing on youth 20</li> <li>• Focusing on seniors 10</li> <li>• Focusing on people experiencing homelessness 7</li> </ul>	104
<p>Specific healthcare service suggestions related to a <b>public health unit</b>, including nutrition services, maternity services, diagnostics and testing, immunization clinic, youth health services, speech therapy, midwifery, walk-in clinic and more</p> <ul style="list-style-type: none"> <li>• Focusing on seniors 14</li> <li>• Focusing on children and families 10</li> </ul>	57
<p>Consideration of <b>affordable or subsidized housing</b></p> <ul style="list-style-type: none"> <li>• Focusing on seniors 22</li> <li>• Focusing on individuals with disabilities and/or complex health issues 6</li> <li>• Focusing on children and families 1</li> </ul>	37
<p>Consideration of <b>congregating space</b> and day programming</p> <ul style="list-style-type: none"> <li>• Focusing on seniors 20</li> <li>• Multigenerational programs and spaces 7</li> <li>• For children, youth and families, including childcare, youth at risk programs 3</li> </ul>	32
<p>Consideration of <b>private health facilities</b>, including dentist, physiotherapist, massage, chiropractic, rehabilitation, pharmacy, occupational therapy, traditional medicine, health research and more</p>	28

Key themes	Number of mentions
<b>Redevelopment should be focused on seniors</b> , including comments about there being a growing aging population in need, and staying true to the historical use of the property	27
Consideration of <b>healthcare models</b> to emulate, including "campus of care", "integrated care model", "continuum of care model", and "team model of care"	16
Consideration of <b>housing for people experiencing homelessness</b> , in the interim or long-term	16
Other uses related to <b>commercial space</b> , including hair services, convenience or grocery store, coffee shop, movie theatre, office space and more	11
<b>Importance of maximizing value of the property</b> , building for the future, and providing a diverse range of services	8
<b>Opposition to providing housing for people experiencing homelessness</b> and/or providing mental health services, including comments about public safety as a result of there being a homeless shelter	8
Consideration of <b>end-of-life or hospice care</b> , including palliative care, and related counselling and support	7
Property should <b>only be used for healthcare and seniors care</b> , opposition to non-healthcare uses and services	6
The <b>engagement materials or process</b>	6
Concern about <b>increased traffic during construction and operation</b> , including comments about pedestrian safety from vehicles, and limited parking availability	5
<b>Property use</b> , including covenants, zoning and municipal rezoning	4
<b>Public park</b> , green space, and trail connections	3
<b>Opposition to uses for the property that focus on seniors care</b> , including that there is enough focus on seniors, and that focus should shift to attract young families to Oak Bay	3
<b>Timeline of the project</b> , including demolition and construction	2
<b>Ensuring proper engagement with Indigenous groups</b> and suggestions related to services for Indigenous peoples	2

4. Once all healthcare options on the property are exhausted the CRHD may consider other priorities that could be addressed as part of a mixed-use development proposal. How important are each of the following priorities when considering future redevelopment of the property? Rate each item's importance.

#### Affordable housing



#### Market rental housing



#### Commercial space



#### Other – themes

#### Number of mentions

Consideration of <b>affordable or subsidized housing</b>	58
<ul style="list-style-type: none"> <li>Focusing on seniors 35</li> <li>Focusing on individuals with disabilities 12</li> <li>Focusing on children and families 6</li> </ul>	
Consideration of <b>addictions and mental health services</b> , including outpatient and inpatient detox and rehab	38
<ul style="list-style-type: none"> <li>Focusing on seniors 4</li> <li>Focusing on youth 3</li> <li>Focusing on people experiencing homelessness 1</li> </ul>	
Consideration of <b>day programs</b> and community congregating space	32
<ul style="list-style-type: none"> <li>For children, youth and families, including childcare, youth at risk program 19</li> <li>Focusing on seniors 4</li> <li>Multigenerational programs and spaces 1</li> </ul>	
Property should <b>only be used for healthcare and seniors care</b> , opposition to non-healthcare uses and services	27

<b>Other – themes</b>	<b>Number of mentions</b>
Healthcare service suggestions related to <b>primary care</b> , including general practitioners, nurse practitioners and more <ul data-bbox="261 475 538 496" style="list-style-type: none"> <li>• Focusing on seniors 11</li> </ul>	<b>26</b>
Other uses related to <b>commercial space</b> , including fitness facility, venue for fine arts, post office, recreation centre, office spaces, cafeteria and more	<b>26</b>
Specific healthcare service suggestions related to a <b>seniors hub</b> , including long term care, assisted living, independent living, dementia care, day care and more	<b>19</b>
Consideration of <b>housing for people experiencing homelessness</b> , in the interim or long-term	<b>19</b>
Consideration of <b>public park</b> , green space, and trail connections	<b>12</b>
Redevelopment should be <b>focused on seniors</b> , including comments about there being a growing aging population in need, and staying true to the historical use of the property	<b>12</b>
Consideration of <b>private health facilities</b> , including dentist, physiotherapist, massage, chiropractic, rehabilitation, pharmacy, occupational therapy and more	<b>9</b>
<b>Property use</b> , including covenants, zoning and municipal rezoning	<b>9</b>
Specific healthcare service suggestions related to a <b>public health unit</b> , including counselling services, immunization clinic, walk-in clinic, nutrition services and more <ul data-bbox="261 1214 669 1277" style="list-style-type: none"> <li>• Focusing on children and families 3</li> <li>• Focusing on seniors 1</li> </ul>	<b>6</b>
<b>Opposition to providing housing for people experiencing homelessness</b> and/or providing mental health services, including comments about public safety as a result of there being a homeless shelter	<b>6</b>
Consideration of <b>end-of-life or hospice care</b> , including palliative care, and related counselling and support	<b>4</b>
Comments about the <b>engagement materials or process</b>	<b>4</b>
Consideration of <b>market-rental housing</b>	<b>3</b>
<b>Impact to neighbouring properties</b> during construction and operation, including noise, property values, and sightlines	<b>2</b>
<b>Improving housing affordability</b> in Oak Bay and the CRD	<b>2</b>

5. Are there any other uses or services that you believe should be considered in the future use of the property?

Themes	Number of mentions
<p>Consideration of <b>affordable or subsidized housing</b></p> <ul style="list-style-type: none"> <li>• Focusing on seniors 29</li> <li>• Focusing on individuals with disabilities 8</li> <li>• Focusing on children and families 2</li> </ul>	74
<p>Consideration of <b>addictions and mental health services</b>, including outpatient and inpatient detox and rehab</p> <ul style="list-style-type: none"> <li>• Focusing on youth 5</li> <li>• Focusing on people experiencing homelessness 4</li> <li>• Focusing on seniors 3</li> </ul>	55
<p>Consideration of <b>day programs</b> and community congregating space</p> <ul style="list-style-type: none"> <li>• For children, youth and families, including childcare, youth at risk program 22</li> <li>• Multigenerational programs and spaces 19</li> <li>• Focusing on seniors 10</li> </ul>	54
<p><b>Healthcare service suggestions related to primary care</b>, including long term care, pediatricians, urgent care and more</p> <ul style="list-style-type: none"> <li>• Focusing on seniors 11</li> <li>• Focusing on children and families 2</li> <li>• Focusing on individuals with disabilities 2</li> </ul>	50
<p>Other uses related to <b>commercial space</b>, including fitness space, post office, library, grocery store, restaurants, educational or research centre, coffee shop, outdoor pool, office spaces, lawyer's office, accountants, meal delivery services, hair salon, cafeteria and more</p>	36
<p>Consideration of <b>public park</b>, green space, and trail connections</p>	34
<p>Consideration of <b>housing for people experiencing homelessness</b>, in the interim or long-term</p>	28
<p><b>Property should only be used for healthcare and seniors care</b>, opposition to non-healthcare uses and services</p>	26
<p><b>Redevelopment should be focused on seniors</b>, including comments about there being a growing aging population in need, and staying true to the historical use of the property</p>	21
<p>Consideration of <b>private health facilities</b>, including pharmacy, dentist, chiropractor, physiotherapy, psychology, optometry, naturopathic clinic and more</p>	19

Themes	Number of mentions
<b>Healthcare service suggestions related to a public health unit</b> , including walk-in clinic, maternity services, women's health services, diagnostics and testing, podiatry services and more <ul style="list-style-type: none"> <li>Focusing on children and families 2</li> <li>Focusing on seniors 1</li> </ul>	14
<b>Property use</b> , including covenants, zoning and municipal rezoning	13
<b>Protecting the environment</b> , including mitigation of impacts to wildlife, trees, vegetation	7
<b>Improving housing affordability</b> in Oak Bay and the CRD	6
<b>Opposition to providing housing for people experiencing homelessness</b> and/or providing mental health services, including comments about public safety as a result of there being a homeless shelter	5
Consideration of Oak Bay's approach when it comes to the region's crises of <b>homelessness and mental health</b>	5
<b>Market-rental housing</b>	4
<b>Maximizing value of the property</b> , building for the future, and providing a diverse range of services	4
<b>Increased traffic</b> during construction and operation, including comments about pedestrian safety from vehicles, and limited parking availability	4
Consideration of <b>end-of life or hospice care</b> , including palliative care, and related counselling and support	3
<b>Timeline of the project</b> , including demolition and construction	3
<b>Ensuring proper engagement with Indigenous groups</b> and suggestions related to services for Indigenous peoples	3
<b>Built sustainably</b> , including green building codes and a green roof	3
<b>Healthcare models</b> to emulate, including "campus of care", "integrated care model", "continuum of care model", "team model of care"	2
<b>Construction and operation</b> , including noise, property values, and sightlines	2

6. How do you prefer to be notified about future opportunities for community input? Check all that apply.

<b>174</b> Facebook	<b>283</b> Community newspaper advertising	<b>274</b> CRD email list
<b>59</b> Twitter	<b>114</b> Notices at community rec centre	<b>79</b> Postcard

#### Other – Themes

Other – Themes	Number of mentions
News media, including radio, TV	8
CRD and Oak Bay website	3
Other social media	3
Phone	2

7. Please provide any additional questions or comments you have regarding future use of the property.

Themes	Number of mentions
Specific healthcare service suggestions related to <b>primary care</b> , including pediatricians, general practitioners, gynecologists, nurse practitioners, urgent care and more <ul data-bbox="261 580 734 686" style="list-style-type: none"><li>• Focusing on seniors 13</li><li>• Focusing on children and families 2</li><li>• Focusing on individuals with disabilities 2</li></ul>	33
The <b>redevelopment should be focused on seniors</b> , including comments about there being a growing aging population in need, and staying true to the historical use of the property	34
Property should <b>only be used for healthcare and seniors care</b> , opposition to non-healthcare uses and services	30
<b>Property use</b> , including covenants, zoning and municipal rezoning	29
<b>Increased traffic</b> during construction and operation, including comments about pedestrian safety from vehicles, and limited parking availability	29
<b>Affordable or subsidized housing</b> <ul data-bbox="261 1129 677 1193" style="list-style-type: none"><li>• Focusing on seniors 12</li><li>• Focusing on children and families 3</li></ul>	26
<b>Timeline of the project</b> , including demolition and construction	26
<b>Opposition to providing housing for people experiencing homelessness</b> and/or providing mental health services, including comments about public safety as a result of there being a homeless shelter	25
Consideration of <b>public park</b> , green space, and trail connections	22
<b>Consideration of housing for people experiencing homelessness</b> , in the interim or long-term	18
<b>Protecting the environment</b> , including mitigation of impacts to wildlife, trees, vegetation	17
<b>Addictions and mental health services</b> , including outpatient and inpatient detox and rehab <ul data-bbox="261 1636 840 1742" style="list-style-type: none"><li>• Focusing on people experiencing homelessness 3</li><li>• Focusing on youth 1</li><li>• Focusing on seniors 1</li></ul>	16

Themes	Number of mentions
Other uses related to <b>commercial space</b> , including coffee shop, cafeteria and more	16
Consideration of Oak Bay's approach when it comes to the region's crises of <b>homelessness and mental health</b> .	16
<b>Day programs</b> and community congregating space <ul data-bbox="262 608 1111 699" style="list-style-type: none"> <li>For children, youth and families, including childcare, youth at risk programs 7</li> <li>Multigenerational programs and spaces 7</li> <li>Focusing on seniors 2</li> </ul>	15
<b>Engagement materials or process</b>	14
<b>Specific healthcare service suggestions related to a seniors hub</b> , including assisted living, independent living, long-term care and more	14
<b>Development be built sustainably</b> , including green building codes and a green roof	11
The building should <b>blend in with the character of the neighbourhood</b> and be visually appealing	10
Importance of <b>maximizing value of the property</b> , building for the future, and providing a diverse range of services	9
<b>Improving housing affordability</b> in Oak Bay and the CRD	7
Specific <b>healthcare service suggestions related to a public health unit</b> , including counselling, walk-in clinic, maternity services and more <ul data-bbox="262 1311 670 1374" style="list-style-type: none"> <li>Focusing on children and families 2</li> <li>Focusing on seniors 1</li> </ul>	6
<b>Impact to neighbouring properties during construction</b> and operation, including noise, property values, and sightlines	5
<b>Private health facilities</b> , including pharmacy, massage and more	4
<b>Market-rental housing</b>	3
Expressing <b>opposition to uses for the property that focus on seniors care</b> , including that there is enough focus on seniors, and that focus should shift to attract young families to Oak Bay	3
<b>Ensuring proper engagement with Indigenous groups</b> and suggestions related to services for Indigenous peoples	2

8. I live in...

<b>390</b> Oak Bay	<b>6</b> Central Saanich	<b>1</b> Juan de Fuca Electoral Area
<b>131</b> Victoria	<b>4</b> Langford	<b>11</b> Salt Spring Island Electoral Area
<b>46</b> Saanich	<b>3</b> View Royal	<b>1</b> Sidney
<b>12</b> Esquimalt	<b>2</b> North Saanich	<b>1</b> Other

## 8.0

# Next steps

This first round of engagement on the future use of the former Oak Bay Lodge property will help inform the next stage in the planning process.

The feedback received from this initial period will provide the CRHD with important information in developing potential options for the future use of the property.

The second round of consultation is anticipated in spring 2021 and will focus on reporting back to the community what was heard during this first period, demonstrating how the CRHD has considered that input, and introducing potential development concepts for further feedback.



# **Appendix A**

## Notification materials



**Capital Regional Hospital District**

## Media Release

For Immediate Release

January 6, 2021

### **Capital Regional Hospital District seeks community input on future use of Oak Bay Lodge property**

**Victoria, BC**- The Capital Regional Hospital District (CRHD) is seeking community input on the future use of the Oak Bay Lodge property. The CRHD is responsible for a comprehensive planning and consultation process for the future use of the property, and the first round of consultation is now open for public participation.

“Working with the community to reimagine the future use of the property is a high priority project for the region,” said CRHD Board Chair Denise Blackwell. “We look forward to delivering a project that considers local input and places the individual at the centre of care, supporting our long term goal for an improved healthcare facility.”

The CRHD is planning two online open houses on January 21 and January 26, 2021 to outline elements of the project and seek input from the public on regional healthcare-related priorities for the property. This consultation period will run until February 4, 2021.

The CRHD has completed Phase 1 of an Environmental Site Assessment and Hazardous Materials Assessment, which supports the conclusion that demolition of the existing building is necessary for any future use of the property to proceed. The CRHD is in the process of applying to the District of Oak Bay for a permit to demolish the existing building. It is anticipated that this application will be submitted to the District in early 2021, and that upon approval, the remediation and demolition process could begin in early 2021 and would take 8-10 months.

Capital region residents are invited to visit [www.crd.bc.ca/oakbaylodge](http://www.crd.bc.ca/oakbaylodge) to review the discussion guide, provide input through an online feedback form, and to sign up for the online open houses. Input from the public will be used to support planning efforts with partner agencies at Island Health to develop potential options for a second round of consultation, expected in the spring of 2021.

*A corporation of the CRD, the Capital Regional Hospital District partners with Island Health and community stakeholder agencies to develop and improve healthcare facilities in the Region, including*

*replacing buildings that have reached the end of their economic and functional life. Through capital and other community investments, the CRHD supports a healthy, vibrant and livable region for all citizens.*

-30-

**For media inquiries, please contact:**

Andy Orr, Senior Manager  
CRD Corporate Communications  
Tel: 250.360.3229  
Cell: 250.216.5492



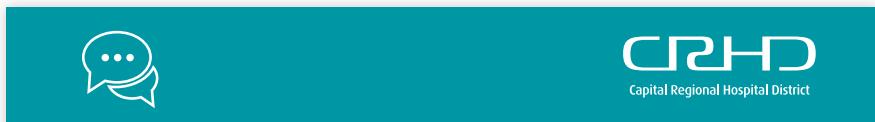
Postcard



## We want your thoughts and ideas.

Help the Capital Regional Hospital District envision the future use of the **Oak Bay Lodge property** (2251 Cadboro Bay Rd) by sharing your priorities for healthcare in the region.

To learn more, visit our project webpage at  
[crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)



The Capital Regional Hospital District is seeking feedback  
**January 6 to February 4, 2021.**

---

**How to participate**

**Sign up for an online open house**

ONLINE OPEN HOUSE SCHEDULE
Thursday, January 21, 2021 6:00-7:30pm
Tuesday, January 26, 2021 6:00-7:30pm

**Submit an online feedback form**

To learn more, visit our project webpage at  
**[crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)**



## Newspaper ad

**CRHD**

Help the Capital Regional Hospital District (CRHD) envision the future use of the **Oak Bay Lodge property** (2251 Cadboro Bay Rd) by sharing your priorities for healthcare in the region.

The CRHD is seeking feedback from **January 6 to February 4, 2021**.

---

**How to participate**

**Attend an online open house**

ONLINE OPEN HOUSE SCHEDULE
Thursday, January 21, 2021 6:00–7:30pm
Tuesday, January 26, 2021 6:00–7:30pm

**Submit an online feedback form**

To learn more or register to attend an event, visit our project webpage at:  
**[crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)**

## Signage



## CRD website and events calendar

Email to subscribed list



Thank you for your interest as the Capital Regional Hospital District envisions the future use of the Oak Bay Lodge property located at 2251 Cadboro Bay Road.

This is a reminder that Thursday (February 4th) is the last day to submit your feedback and ideas in this first round of engagement. The consultation process launched on January 6, 2021 and is focused on defining the project and seeking community feedback regarding potential opportunities for the future development of the property.

The second consultation period, anticipated in Spring 2021, will focus on potential concepts for further feedback.

You can provide input by submitting an online [feedback form](#) or residents may also [email](#) the Capital Regional Hospital District to request a hard copy of the Discussion Guide and feedback form by mail.

To learn more, visit the project webpage ([crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)).

Thank you  
Capital Regional Hospital District.

This message was sent to you by [Capital Regional Hospital District - Oak Bay Lodge](#)

625 Fisgard Street  
Victoria, BC V8W 1R7

You can [change your communication preferences](#) or [unsubscribe](#) from future mailings

## Social media posts

### Facebook

 Capital Regional District  
January 15 at 9:25 AM · 

We want your thoughts and ideas. Help the Capital Regional Hospital District envision the future use of the Oak Bay Lodge property by sharing your priorities for healthcare in the region.

How to participate: sign up for an online open house on Thursday, January 21 (6:00-7:30pm) or Tuesday, January 26 (6:00-7:30pm), review the Discussion Guide and submit an online feedback form. To learn more, visit the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)



2  1 Share

### Twitter

 CRD  
@crd\_bc

The Capital Regional Hospital District is seeking feedback on the future use of the Oak Bay Lodge property. Join us for a virtual open house on Thursday, January 21 from 6-7:30pm. Register for the open house, submit your feedback and learn more at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge).



10:01 AM · Jan 18, 2021 · Hootsuite Inc.

1 Retweet 1 Quote Tweet 3 Likes

# **Appendix B**

## Engagement materials

# Discussion guide



# Future use of the Oak Bay Lodge property

**Community Consultation  
Discussion Guide and Feedback Form**

January 6, 2021 to February 4, 2021

# We want to hear from you



From January 6th to February 4th, 2021, we're seeking your feedback and ideas about potential future uses of the Oak Bay Lodge property at 2251 Cadboro Bay Road.

Through this engagement, we're sharing information about the Capital Regional Hospital District's mandate, project goals, and proposed timelines. Learn more and participate by visiting the project webpage at:

**[crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)**

## How to participate

**[Submit an online feedback form](#)**

**[Sign up for an online open house](#)**

(brief presentation and an opportunity to ask questions and provide comments)

**[How your input will be used](#)**

The input you provide during this community consultation process will be summarized and considered by the CRHD in the plans for the future use of this property.

### ONLINE OPEN HOUSE SCHEDULE

Thursday, January 21, 2021  
6:00–7:30pm

Tuesday, January 26, 2021  
6:00–7:30pm

# Who are we and what do we do?

A corporation of the Capital Regional District (CRD), the Capital Regional Hospital District (CRHD) partners with the Vancouver Island Health Authority (Island Health) and community stakeholder agencies to develop and improve healthcare facilities in the region.

The CRHD provides the local share of capital funding for healthcare infrastructure (such as hospitals) in the capital region. Working with Island Health, the CRHD supports a healthy region by investing in healthcare services and strategic capital priorities such as:

**Upgrades and renewal of existing health facilities** and medical equipment to meet changing service requirements and to prolong the economic life of buildings;

**Replacement of existing buildings** that have reached the end of their economic and functional life; and

**New projects and expansion of existing facilities** to meet increasing demand for healthcare services.

---

Our most recent significant project is  
The Summit at Quadra Village.

This 320-bed long-term care home in Victoria opened in summer 2020, and was developed to replace the Oak Bay Lodge and Mount Tolmie Hospital. The Summit is a state-of-the-art facility serving seniors who have dementia or other complex care needs.



# History of the property



The redevelopment of the Oak Bay Lodge is part of the CRD's Capital Plan for 2021-22. In October 2020, the CRD approved the development of a consultation and engagement plan.

The Oak Bay Lodge was a regional healthcare facility located in Oak Bay, British Columbia.

Built in 1972, the Oak Bay Lodge and its staff cared for hundreds of individuals who required long-term care or seniors-care support for over 40 years.

The 235-bed facility closed this past summer as part of a long-term plan. The majority of the residents were relocated to the new complex-care facility at The Summit in Victoria, and ownership of the property was transferred to the CRHD on August 14, 2020.

Two covenants exist on the property, including one from its sale in 1971. Those covenants state that the land must be used for public good and that the property must be used as a retirement home.



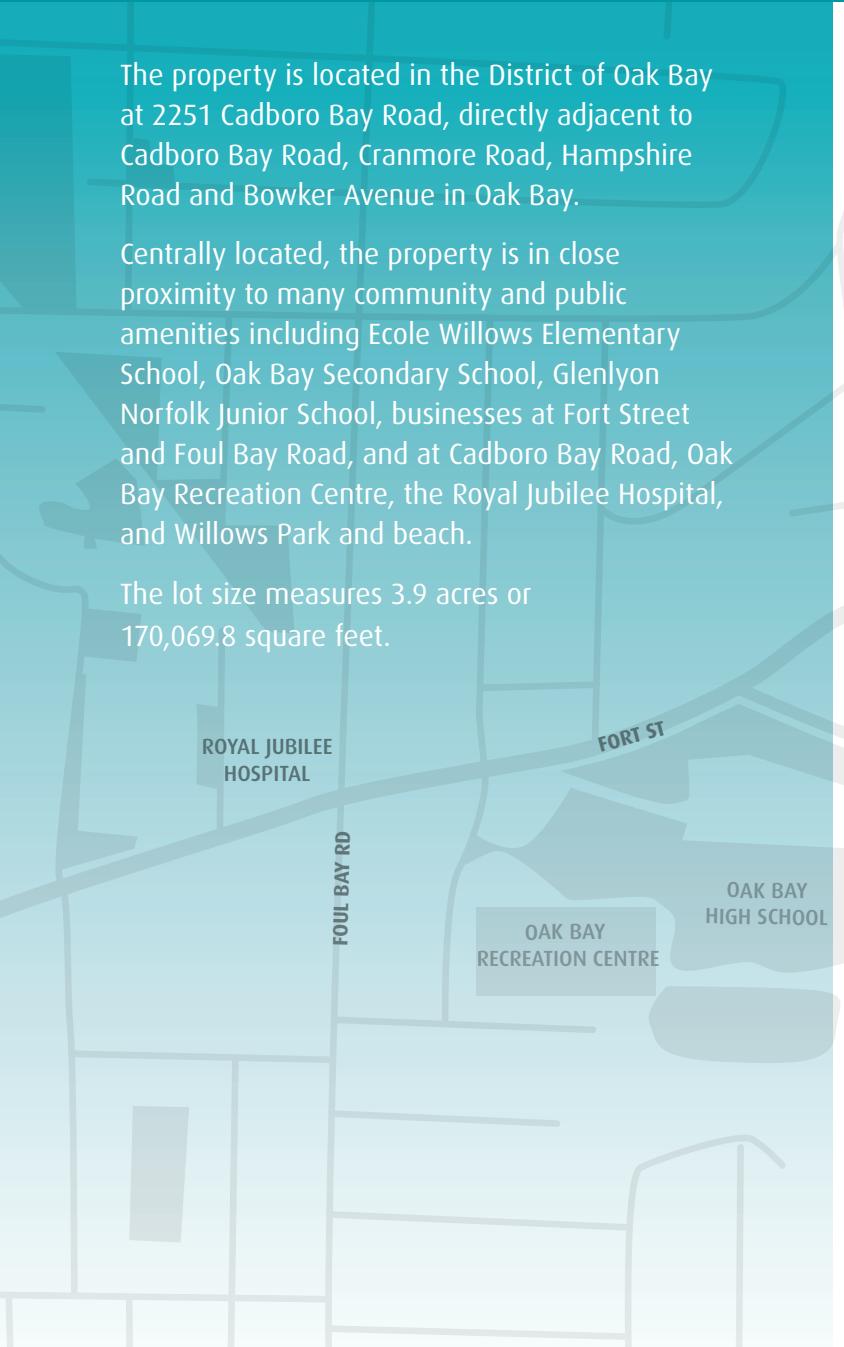
# Location



The property is located in the District of Oak Bay at 2251 Cadboro Bay Road, directly adjacent to Cadboro Bay Road, Cranmore Road, Hampshire Road and Bowker Avenue in Oak Bay.

Centrally located, the property is in close proximity to many community and public amenities including Ecole Willows Elementary School, Oak Bay Secondary School, Glenlyon Norfolk Junior School, businesses at Fort Street and Foul Bay Road, and at Cadboro Bay Road, Oak Bay Recreation Centre, the Royal Jubilee Hospital, and Willows Park and beach.

The lot size measures 3.9 acres or 170,069.8 square feet.



# Purpose of the redevelopment



Working with the community to reimagine the future use of the property is a priority for the CRHD. This project presents an important opportunity to identify and address growing healthcare needs in the region.

## **EXISTING STATE OF THE OAK BAY LODGE**

The CRHD and partners at the CRD, have reviewed the state of the Oak Bay Lodge building and concluded that it has passed its useful life.

## **MANDATE OF THE CRHD**

The CRHD's first priority is to ensure that the future use of the property is aligned with our organization's core mandate, which is to develop and improve healthcare facilities in the CRD in partnership with Island Health. The CRHD must thoroughly consider how the property can be used to support healthcare in the region before exploring any additional uses.

Once all healthcare-focused options have been fully exhausted, if there is any excess capacity on the property, the CRHD would then consider other possible uses in partnership with relevant third parties.

# Land use and rezoning



## Land use considerations

The District of Oak Bay is responsible for the review and approval of any rezoning applications for the property.

The property has two covenants on it, which put simply, restricts how the property can be used by the CRHD.

Those covenants are:

1. The property must be used for the **'public good'**; and
2. The property must be used as a **'retirement home'**.

These covenants are ultimately subject to municipal rezoning and/or Island Health approval processes.

### COMPREHENSIVE PLANNING AND CONSULTATION

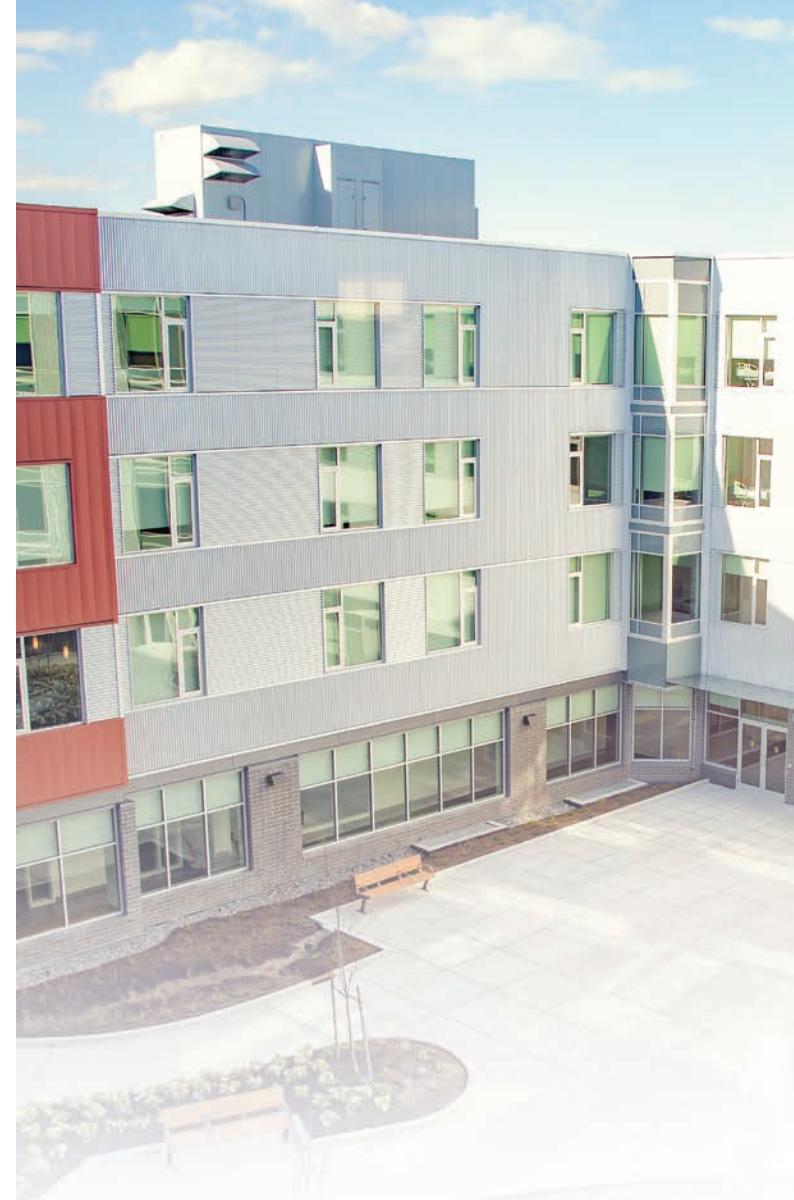
On July 20, 2020, Oak Bay Council passed a motion requiring a comprehensive planning and consultation process as an essential component of the rezoning process for any temporary or long-term use of the property.

After assuming ownership of the property in August 2020, the CRHD is now responsible for revisioning and eventually redeveloping the property.

In October 2020, the CRD approved a community engagement process for the future use of the property.

**"Public good"** includes not-for-profit care facilities in the health field or other publicly funded healthcare services, as well as other forms of affordable housing.

**"Retirement home"** is a term that has largely been replaced in usage by "long-term care", which refers to housing that includes additional support for people who have complex care needs, such as seniors and people with disabilities.



# Two-round consultation process



The CRHD is responsible for a comprehensive planning and consultation process for the future use of the property. Beginning in January 2021, the CRHD began the first of two anticipated rounds of public consultation.

## Round 1

**January to February 2021 (UNDERWAY)**

We are currently in the first round of consultation, which is focused on defining the project and seeking feedback on issues and interests related to the future development of the property.

The feedback we receive from the first round of public consultation will provide the CRHD with important information in developing potential options for the future use of the property.

## Round 2

**Winter/Spring 2021 (ANTICIPATED)**

The second round of consultation, anticipated in later winter or spring 2021, will focus on reporting back to the community regarding what was heard during the first round of consultation, demonstrating how the CRHD has considered that input, and introducing potential development concepts for further feedback.



# Demolition of existing building



One of the first steps in the process of redeveloping the property is to conduct site remediation and ultimately remove the existing structure on site. Remediation includes removing pollutants or the reversal of any environmental impacts from its previous use.

As part of the review of the existing building on site, the CRHD completed Phase 1 of an Environmental Site Assessment and Hazardous Materials Assessment. As previously noted, the assessments indicate that the building is past its useful life. Demolition of the existing building is necessary for any future use of the property to proceed.

## The CRHD is in the process of applying to the District of Oak Bay for a permit to demolish the existing building.

It is anticipated that this application will be submitted to the District in early 2021, and that upon approval, the remediation and demolition process could begin in early 2021 and would take 8-10 months.

The CRHD has issued a Request for Proposal (RFP) for a contractor to manage the remediation and demolition, and will ensure that the successful proponents

meet all health, safety, and environmental requirements of the permit.

This will include:

- Structural survey
- Disconnection of existing services
- Noise and vibration monitoring
- Safety fencing and signs
- Blasting Notification Plan
- Traffic Management Plan



# Future use of the property



It is the intention of the CRHD to ensure the future use of the property is aligned with our mandate to develop and improve healthcare facilities in the CRD in partnership with Island Health.

Island Health, as the entity responsible for the delivery of healthcare on Vancouver Island and surrounding areas, is responsible for plans to deliver healthcare services that meet community needs. Island Health and the CRHD then work together to align service planning with facility needs in the CRD.

In recent months, the CRHD and Island Health began discussions to outline potential healthcare uses for the property that are aligned with the healthcare needs of those living in the CRD. These discussions will be informed by Island Health and their functional programming work and analysis to facilitate data-based regional healthcare decisions.

# Future use of the property



The CRHD's first priority is to properly consider how the property can be used to support healthcare in the region before considering any other uses.

As part of this process, we are seeking your feedback about healthcare priorities for you, your family, and your neighbours.

## PUBLIC HEALTHCARE SERVICES

Based on preliminary discussions with Island Health, three key services could form the core of a future vision for the redevelopment:

1. **Health unit** – community health services that could include immunization clinics, nutrition services, perinatal services, youth clinics, wound clinics, public health space, administrative space, and more;
2. **Primary care** – same-day, urgent, non-emergency public health services, such as space for General Practitioners (GPs); and
3. **Seniors hub** – could provide a variety of housing options such as long-term care, and other outpatient services for seniors aging-in-place.

The future use of the property may include facilities where one or more of these services are provided, after considering your feedback as part of this consultation process.



# Other potential uses



It is possible that once the CRHD and Island Health have considered community input, as well as Island Health's plans for healthcare service delivery in the region, that other local priorities could be addressed as part of a mixed-use development designed to maximize the return on the property.

The property is a significant parcel of land, and the CRHD has an obligation to taxpayers to ensure that the property is fully utilized.

A mixed-use development is when a property is planned and zoned to include multiple uses, which could include healthcare, housing, commercial, or other uses.



## HOUSING

One other potential use that could be explored after exhausting all healthcare options at the property would be some form of housing. Housing options that could be addressed at the site include:

**Affordable housing** – affordable housing is broadly defined as rental housing that is offered at rents below market rates. Affordable housing can be provided in a range of ways, such as in partnership with a provincial organization like BC Housing.

**Market-rental housing** – market-rental housing is a type of housing where rents are offered at rates that fluctuate with a local rental market. Market-rental housing is often provided by for-profit third-party organizations.

Once all healthcare-focused options have been fully exhausted, if there is any excess capacity on the property, the CRHD would then consider other possible land-use options.

The CRHD and Island Health do not provide housing services, but could consider partnering with a third-party as part of a future mixed-use redevelopment proposal that would be submitted for rezoning to the District of Oak Bay.

# Other potential uses



## COMMERCIAL

Another potential use that could be considered in a future mixed-use development proposal would be the inclusion of commercial space. Commercial spaces generally cover the use of space for the buying and selling of goods or services.

Commercial spaces could be used for (but are not limited to) services such as:

- Child care
- Retail (such as grocery, shopping, or restaurants)
- Fitness facility
- Pharmacy
- Private health facilities (e.g. dentist, physiotherapist, massage or chiropractic services)
- Post office



# Feedback Form



The CRHD wants your feedback on the future use of the Oak Bay Lodge property.

Complete this feedback form online by visiting [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)

After reviewing the Discussion Guide, share your thoughts with us by completing this Feedback Form. Your feedback as part of this consultation will provide the CRHD with important information in developing potential options for the future use of the property.

**1. Did the Discussion Guide help you understand how future use of the property needs to align with the CRHD mandate?**

- Yes
- No
- Somewhat

**2. Based on preliminary discussions with Island Health, three key healthcare service areas have been identified for the property. How important are each of the following healthcare service areas in a future redevelopment of the property? Rate each item's importance.**

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Health unit	<input type="checkbox"/>				
Primary care	<input type="checkbox"/>				
Seniors hub	<input type="checkbox"/>				

**3. Based on the description of these three key service areas, are there any specific healthcare services that you would like to see considered in this redevelopment?**

---

---

---

# Feedback Form



4. Once all healthcare options on the property are exhausted, the CRHD may consider other priorities that could be addressed as part of a mixed-use development proposal. How important are each of the following priorities when considering future redevelopment of the property? Rate each item's importance.

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Affordable housing	<input type="checkbox"/>				
Market-rental housing	<input type="checkbox"/>				
Commercial space	<input type="checkbox"/>				
Other (indicate below)	<input type="checkbox"/>				

Other:

---

---

---

5. Are there any other uses or services that you believe should be considered in the future use of the property?

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6. How do you prefer to be notified about future opportunities for community input? (Check all that apply)

- Facebook
- Twitter
- Community newspaper advertisements
- Notices at community and recreation centres
- CRD email list
- Postcard
- Other: \_\_\_\_\_

# Feedback Form



7. Please provide any additional questions or comments you have regarding future use of the property.

## 8. I live in...

- Beecher Bay First Nation (Scia'new)
- Central Saanich
- Colwood
- Esquimalt
- Esquimalt Nation
- Highlands
- Juan de Fuca Electoral Area
- Langford
- Metchosin
- North Saanich
- Oak Bay
- Pacheedaht First Nation
- Pauquachin First Nation (BOḰEĆEN)
- Saanich
- Sidney
- Songhees Nation
- Sooke
- Southern Gulf Islands
- Tsartlip First Nation (W̱JOŁEŁP)
- Tsawout First Nation (STÁUTW)
- Tseycum First Nation (W̱SIKEM)
- T'Sou-ke Nation
- Victoria
- View Royal
- Other:

Thank you for completing this survey. The input you provide during the community consultation process will be summarized and considered as the CRHD develops a plan for future use of the property.

Sign up for project updates and learn more at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)

**MAIL FEEDBACK FORM TO:** Oak Bay Lodge Redevelopment Project  
Capital Regional Hospital District, PO Box 1000, Victoria BC, V8W 2S6

Information collected in this survey is in accordance with Section 26(e) of the Freedom of Information and Protection of Privacy Act. Questions about the collection or use of information in this form can be directed to Michael Barnes, Senior Manager Health and Capital Planning at 250.360.3114 .

Survey

## Feedback Form

Information collected in this survey is in accordance with Section 26(e) of the Freedom of Information and Protection of Privacy Act. Questions about the collection or use of information in this form can be directed to Michael Barnes, Senior Manager Health and Capital Planning at 250.360.3114.

**1. Did the Discussion Guide help you understand how future use of the property needs to align with the CRHD mandate?**

Yes	No	Somewhat
-----	----	----------

**2. Based on preliminary discussions with Island Health, three key healthcare service areas have been identified for the property. How important are each of the following healthcare service areas in a future redevelopment of the property? Please rate each item's importance.**

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Health unit	<input type="checkbox"/>				
Primary care	<input type="checkbox"/>				
Seniors hub	<input type="checkbox"/>				

**3. Based on the description of these three key service areas, are there any specific healthcare services that you would like to see considered in this redevelopment?**

<input type="text"/>
----------------------

**4. Once all healthcare options on the property are exhausted, the CRHD may consider other priorities that could be addressed as part of a mixed-use development proposal. How important are each of the following priorities when considering future redevelopment of the property? Rate each item's importance.**

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Affordable housing	<input type="checkbox"/>				
Market-rental housing	<input type="checkbox"/>				
Commercial space	<input type="checkbox"/>				
Other (indicate below)	<input type="checkbox"/>				

**Other (question 4)**

**5. Are there any other uses or services that you believe should be considered in the future use of the property?**

**6. How do you prefer to be notified about future opportunities for community input?  
(check all that apply)**

- Facebook
- Twitter
- Community newspaper advertisements
- Notices at community and recreation centres
- CRD email list
- Postcard
- Other (please specify)

**7. Please provide any additional questions or comments you have regarding future use of the property.**

**8. I live in...**

 Select... ▼

**Other (question 8)**

[Previous](#)[Next](#)[Quit Survey](#)

Kirk&Co.



Please recycle if printed.



OAK BAY  
LODGE

2251

# Consultation Summary Report

September 2021

## Future use of the Oak Bay Lodge property

Community Consultation – Round Two

July 8, 2021 – August 6, 2021

# Kirk&Co.

## **ABOUT KIRK & CO. CONSULTING LTD.**

Kirk & Co. is a recognized industry leader in designing and implementing comprehensive public and stakeholder consultation and engagement programs. Utilizing best practices, consultation and engagement programs are designed to maximize opportunities for input. Kirk & Co. independently analyzes and reports on public and stakeholder feedback.

---

*The views represented in this engagement summary report reflect the priorities and concerns of engagement participants. They may not be representative of the views of the public and other stakeholders because participants self-selected into the community engagement, and therefore do not reflect a random sample.*

# Contents

<b>1.0</b>	<b>Executive summary</b>	<b>01</b>
<b>2.0</b>	<b>Engagement overview</b>	<b>03</b>
<b>3.0</b>	<b>Notification</b>	<b>04</b>
<b>4.0</b>	<b>Engagement methods</b>	<b>05</b>
<b>5.0</b>	<b>What we heard</b>	<b>06</b>
<b>6.0</b>	<b>Next steps</b>	<b>12</b>

## **Appendix A**

Notification materials

## **Appendix B**

Engagement materials

# 1.0

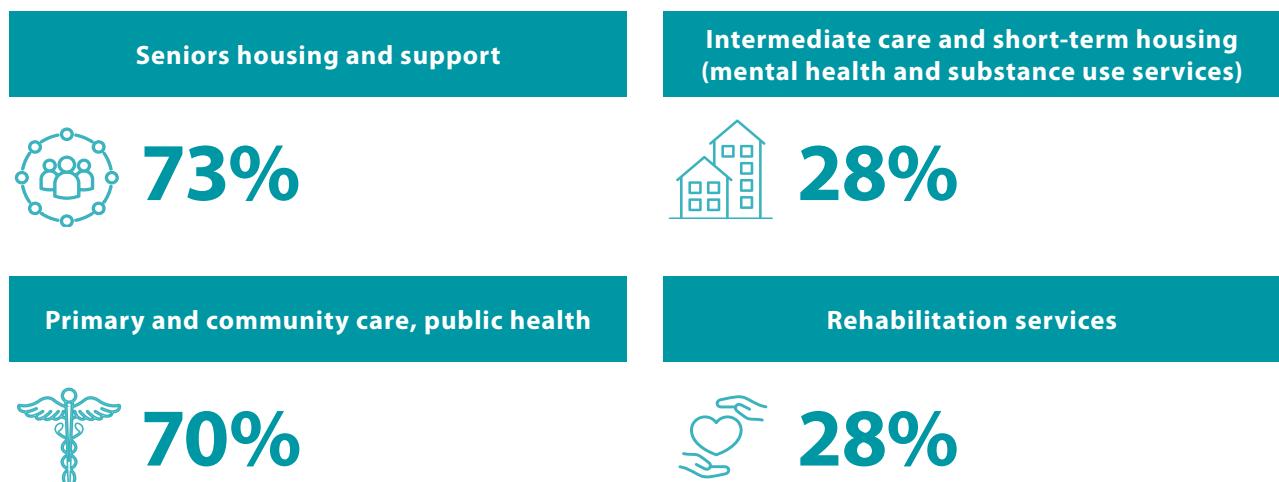
## Executive summary

The Capital Regional Hospital District (CRHD) is advancing the planning for the future use of the Oak Bay Lodge property with valuable feedback and guidance from the community. As part of the CRHD's mandate to develop and improve healthcare facilities, in partnership with Island Health, a second round of engagement was undertaken to seek feedback from the public on project design options and their priorities for the use of the site. This follows the consideration of ideas and input from the first round of community consultation that took place earlier this year.

In the second round of consultation, the CRHD provided information about three potential development options for the property and sought input from the public and stakeholders. These options were identified through collaboration with Island Health based on a needs assessment of services for the region.

### FEEDBACK HIGHLIGHTS

Top services ranked as *extremely important* or *very important*:





Preferred options that were noted as *strongly agree* or *agree* to each of the following statements:

**60%**  
**Option 1**

is preferred because  
it delivers the  
maximum health  
services on  
the site

**28%**  
**Option 2**

is preferred because it maximizes  
the use of the site and provides a  
blend of health services and  
non-health services such as  
affordable housing

**57%**  
**Option 3**

is preferred because  
it is focused on  
seniors health services  
and health-related  
housing

This report summarizes the notification, engagement methods, and key themes based on input received from engagement participants.

### How input will be used

The CRHD is reviewing and considering all input received in community meetings, online, and in written submissions from this round of consultation. The input will be used to help shape the development proposal to the District of Oak Bay for the redevelopment of the Oak Bay Lodge property. The District of Oak Bay is responsible for the review and approval of any rezoning applications for the property.

# 2.0

## Engagement overview

Between July 8, 2021 and August 6, 2021, there were a total of 295 public and stakeholder interactions, including:



### 235

completed surveys  
(220 online, 15 hard copy)



### 8

emails received to  
project email address



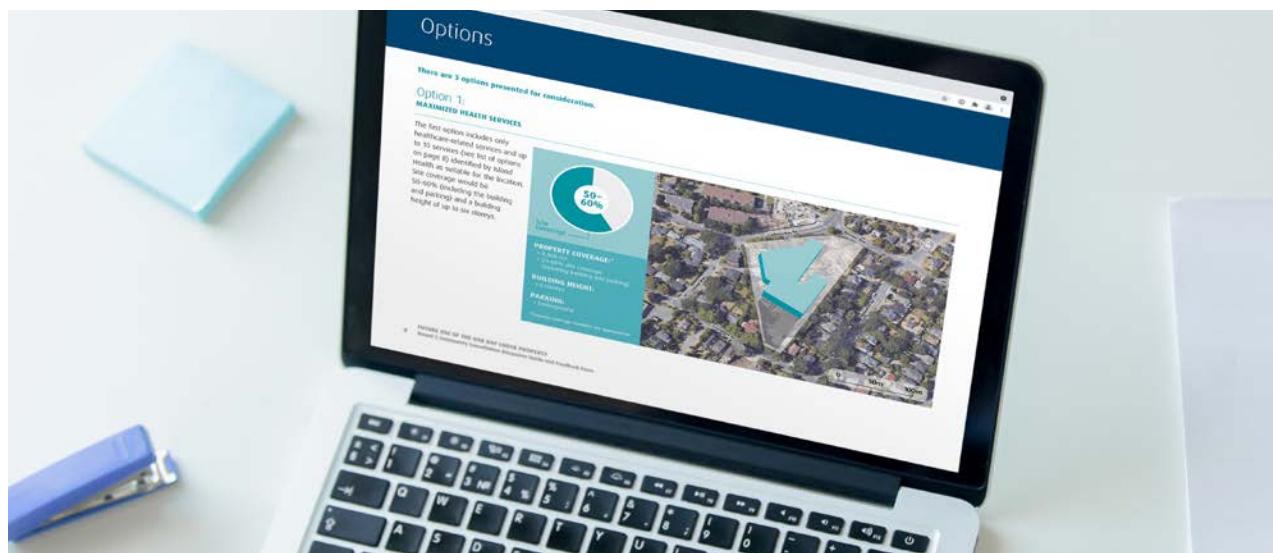
### 52

online open house attendees  
66 total questions and comments

Notification of the opportunity to participate included a media release, newspaper advertising, social media, stakeholder outreach, the CRD Events Calendar and the project webpage.

### FIRST NATIONS

Notification of the consultation process and engagement materials were shared with four First Nations in the capital region: Pauquachin, Songhees Nation, Esquimalt Nation and the WSÁNEĆ Leadership Council (which includes Tseycum, Tsartlip and Tsawout). As well, the CRD has reached out to coordinate any meetings or receive feedback.



# 3.0

## Notification

Stakeholders and the public were notified about the public engagement opportunities using several notification methods – all of which included the link to the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge).

### MEDIA RELEASE

A **media release** was issued on July 8, 2021: *Capital Regional Hospital District seeks feedback on future use of Oak Bay Lodge property*. The release was distributed by the CRD to media in the local region and was **posted on the CRD Twitter account**.

Media stories

- **Feedback sought on plans for former Oak Bay Lodge site** (Times Colonist)
- **Future uses up for debate as conversation continues on former Oak Bay Lodge site** (Saanich News, Oak Bay News, Vic News, Sooke News Mirror, and Peninsula News Review)

### NEWSPAPER ADVERTISING

Eight advertisements ran in community newspapers in the engagement period. The ads appeared in both the print and digital versions.

- Saanich News – July 14 and 21, 2021
- Oak Bay News – July 15 and 22, 2021
- Victoria News – July 15 and 22, 2021
- Times Colonist – July 12 and 19, 2021

### SOCIAL MEDIA

Multiple posts were shared on the CRD's social channels to create awareness of the engagement and how to participate. Posts were also re-tweeted and shared by other groups and organizations.

- Twitter (@crd\_bc): 9 posts
- Facebook (@CapitalRegionalDistrict): 8 posts
  - There were two Facebook boosts during the engagement period.

### STAKEHOLDER OUTREACH

There were 19 interactions with key stakeholders by phone or email to keep them informed about the engagement period, including links to the Oak Bay Lodge Redevelopment webpage, Discussion Guide and two online open houses.

Two emails were sent to stakeholders and members of the public who signed up through the project webpage to receive periodic email updates. The first email provided information on the engagement process, including links to project materials and registration. The second email thanked participants who were part of the online open houses and also encouraged recipients to submit a feedback form to provide their input.

- July 9, 2021 – sent to 106 contacts
- August 6, 2021 – sent to 118 contacts

### CRD EVENTS CALENDAR

The two online open house events on July 20 and July 22, 2021 were both listed on the CRD's Events Calendar and included links to register for the events.

### PROJECT WEBPAGE

All notification materials directed participants to the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge).

The CRD homepage highlighted the Oak Bay Lodge Redevelopment webpage link as a feature topic starting on July 8, 2021. A panel was also added on the CRD's website under "Get Involved" to encourage feedback and participation.

*Copies of the notification materials can be found in Appendix A.*

# 4.0

## Engagement methods

### ONLINE OPEN HOUSES

There were 52 attendees at two online open houses on July 20 and 22, 2021. At each online open house, Michael Barnes, Senior Manager of Health and Capital Planning Strategies at the Capital Regional District, and Scott McCarten, Executive Director, Capital Management & Finance Projects at Island Health, presented an overview of the second round of engagement, and a summary of the first engagement findings, introduced the three development options being considered, and explained next steps.

- Tuesday, July 20, 2021 – 6:00-7:30 p.m.
- Thursday, July 22, 2021 – 6:00-7:30 p.m.

Following the presentation, Kirk & Co. facilitated a question and comment period. 66 total questions and comments were made during the two open houses. Attendees were encouraged to complete a feedback form following their participation in the open houses.

### PROJECT WEBPAGE

All community consultation materials were available on the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge) starting July 8, 2021. This included information about the engagement period, options for participation, the Discussion Guide, feedback form link, media release, online sign-up for the two open houses, and frequently asked questions. As well, a link to the project email address at [OBLengagement@crd.bc.ca](mailto:OBLengagement@crd.bc.ca) and an option to subscribe to updates were available.

The project webpage will exist throughout the life of the project and will be updated as more information and engagement opportunities become available.

### EMAIL

Eight emails were received to the project email address at [OBLengagement@crd.bc.ca](mailto:OBLengagement@crd.bc.ca), which was established for the duration of the engagement period to accept submissions of feedback and to answer questions. This email address was available on the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge).

### HARD COPY MATERIALS

Due to COVID-19 restrictions and precautions, engagement activities took place online. To ensure that the engagement was accessible to all, more than 140 hard copies of the Discussion Guide, with the feedback form attached, were distributed to community and recreation centres in Oak Bay. The public was also able to request a copy of the materials sent to them by mail.

### DISCUSSION GUIDE

A 12-page Discussion Guide provided information about the roles of the CRHD and Island Health, the two-round consultation process, a summary of the previous engagement, the location of the property, a description of the three development options being considered, and next steps for the project.

### FEEDBACK FORM

235 surveys were received between July 8 and August 6, 2021. The online feedback form was available through a link on the project webpage at [crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge) and was hosted on a civic engagement platform. Hard copies of the feedback form were also available at community and recreation centres in Oak Bay and upon request by mail.

The feedback form had eight questions, including about the importance of possible healthcare and non-healthcare related services, options provided in the Discussion Guide, preferences on density, notification for future project information, and respondent location. It also provided an opportunity for open-ended feedback regarding the future use of the property.

- 220 online feedback forms were received
- 15 hard copy feedback forms were received

*Copies of the engagement materials can be found in Appendix B.*

# 5.0

## What we heard

### ONLINE OPEN HOUSES

There were 52 attendees at two online open houses, where 66 total questions and comments were shared. The following provides a summary of the number of questions and comments from each of the open houses, as well as the key themes observed in the feedback.



#### Online open house 1

Tuesday, July 20, 2021

6:00-7:30 p.m.

- 32 attendees
- 26 questions and comments  
(26 written)



#### Online open house 2

Thursday, July 22, 2021

6:00-7:30 p.m.

- 20 attendees
- 40 questions and comments  
(38 written, 2 oral)

### Themes

**Building height, size, density, and proximity to neighbouring residences**, including concerns about impacts of construction and operation for neighbours

**Island Health**, regional needs assessments and the studies that informed the service options

**Mental health and addictions and transitional housing** on site, mostly expressing opposition to the services being provided as part of the development

**Primary health capacity** need and resourcing in Oak Bay

### Themes

**Mental health and addictions services and transitional housing**, including requests for more information about what this would look like and opposition to the services being provided as part of the development

**Engagement and approval process** for the project, including the service options presented, other entities involved, the covenants on the property, and suggestions to prioritize local input over regional input

**Effects to neighbourhood residents** as a result of the development, including increased traffic, parking spillover into the community, and facility smoking areas

**Proposed health services** and health services combinations, including requests for elaboration on what the proposed services entail

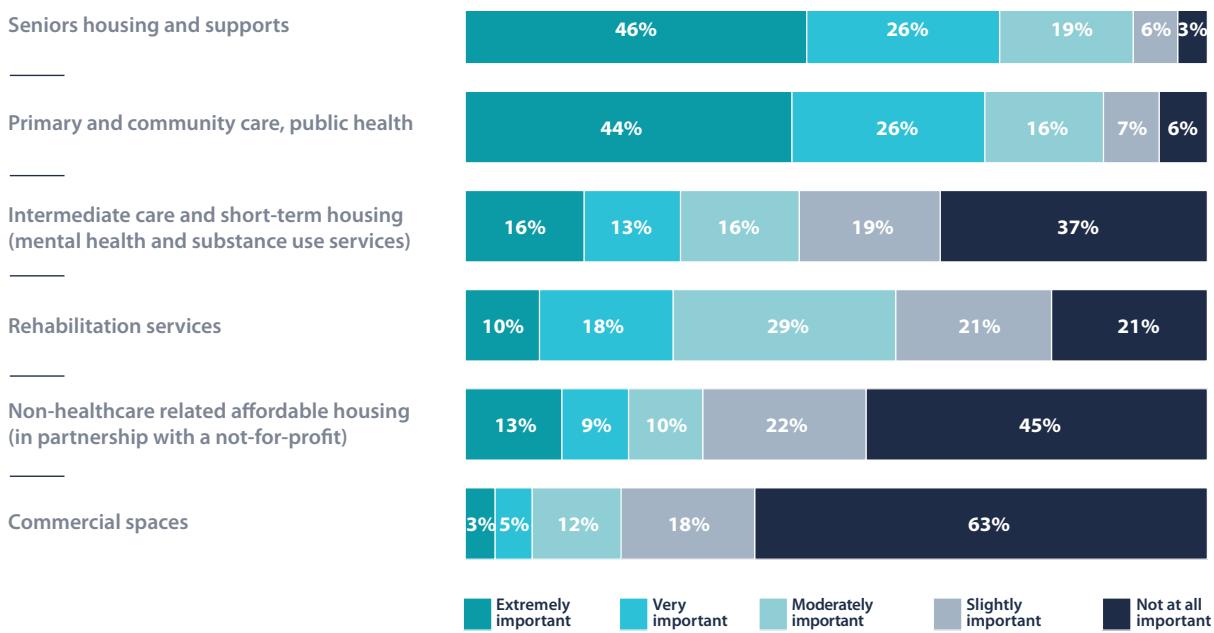
## FEEDBACK FORM

235 feedback forms were received between July 8 and August 6, 2021. There were 220 feedback forms received online, and 15 were received as hard copies through the mail. The following shows the quantitative results of the feedback form, as well as the key themes observed in the open-ended questions.

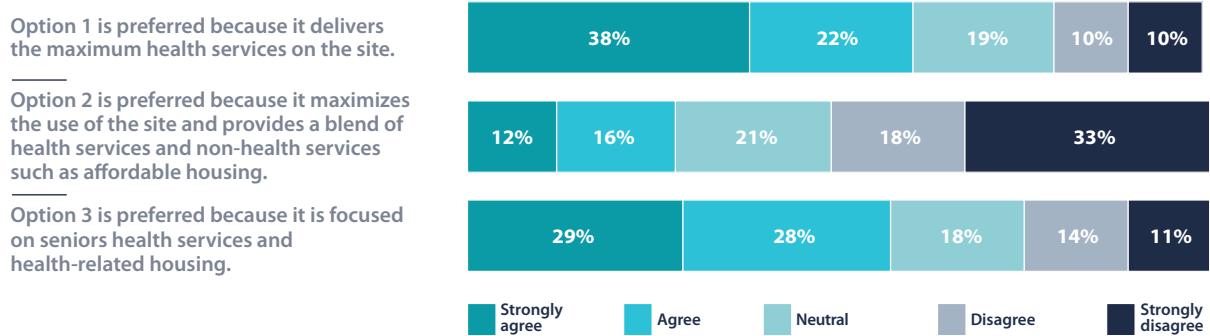
1. Did the Discussion Guide help you understand the options available for the Oak Bay Lodge property site and possible services that could be located there?



2. Based on the options being considered, how important are the following services:



3. From strongly agree to strongly disagree, please provide your perspective on the following statements based on the options provided in the Discussion Guide:



4. Do you prefer greater density to accommodate more health and non-healthcare related services to maximize the use of the property?

**35%**  
Yes

**50%**  
No

**15%**  
Not sure

5. Which of the three options best fits within the community?

**44%**  
**Option 1**  
Maximized health services

**16%**  
**Option 2**  
Maximized site use with health and non-healthcare services

**41%**  
**Option 3**  
Seniors focused health services and housing

6. How do you prefer to be notified about future opportunities for community input? (Check all that apply)

**25%**  
Facebook

**43%**  
Community newspaper advertising

**43%**  
CRD email list

**9%**  
Twitter

**21%**  
Notices at community and recreation centres

**10%**  
Other

7. Please provide any additional questions or comments you have regarding future use of the property.

Themes	Number of mentions
Opposition to <b>mental health and addiction services and transitional housing</b> being provided at the site, including concern about neighbourhood safety and safety of vulnerable populations such as children and the elderly	37
Comments about prioritizing <b>seniors health services and long-term care</b> , including rehabilitation programs, day programs, and comments about honouring the covenants and seniors being able to age close to home	35
Support for <b>affordable housing</b> being included in the development – 8 of whom specified that the affordable housing be for seniors	18
Comments about providing <b>health services for the whole community</b> , not just seniors	17
Concern about <b>building height and density</b> , including comments about maintaining neighbourhood character and preference for shorter and smaller building	17
Comments expressing a need for <b>primary care and public health unit capacity</b> in Oak Bay, with discussion of the benefits related to having a consistent primary care physician rather than going to a drop-in clinic	16
Comments about the <b>engagement materials or process</b> , including requests for more or different kinds of engagement and comments about the engagement topics being vague or misleading	14
Comments about maintaining the <b>natural environment</b> , including suggestion for green/park space as part of the development plans	11
Support for <b>mental health and addiction services and transitional housing</b> services being provided as part of the development	10
Comments suggesting <b>combinations of services</b> that differ from the options presented	9
Comments expressing the importance of maintaining respect for the local <b>existing community and direct neighbours</b> when making building and construction decisions	8
Opposition to <b>commercial services</b> being included as part of the development	7
Concern about adequate <b>parking</b> being provided for employees and visitors and the possibility of parking spillover into the community	7
Comments about the importance of <b>maximizing site use</b> , in terms of size, services delivered and public good achieved	7

Themes	Number of mentions
Opposition to <b>affordable housing</b> being included as part of the development	6
Comments about <b>Island Health</b> services, including Primary Care Networks	5
Comments expressing that <b>Option 3</b> would be preferred if it didn't include mental health and addictions services and transitional housing	4
Comments about <b>increased traffic</b> in the area as a result of the facility, including concern about the safety of children	4
Comments about Oak Bay needing to "share the load" related to <b>addressing regional healthcare and housing issues</b>	4
Comments expressing that <b>Option 2</b> would be preferred if it didn't include commercial services	3
Support for <b>commercial services</b> being included in the development	3
8. I live in...	
Oak Bay	63%
Victoria	14%
Saanich	8%
Central Saanich, Colwood, Esquimalt, Esquimalt Nation, Juan de Fuca Electoral Area, Langford, Pacheedaht First Nation, Sidney	<1% each

## EMAIL

Eight emails were received to the project email address at **OBEngagement@crd.bc.ca**. The following key themes emerged:

### Themes

---

Comments about effects to **neighbourhood residents and character** as a result of the development, including concern about building height and density, increased traffic, parking spillover into the community, and facility smoking areas

---

Comments about the **engagement materials or process**, including requests for more or different kinds of engagement and comments about prioritizing local input over regional input and engagement topics being vague or misleading

---

Opposition to **mental health and addiction services and transitional housing** being provided at the site, including concern about neighbourhood safety and safety of vulnerable populations such as children and the elderly

---

Inquiries about **engagement process** details

---

Comments about prioritizing **seniors health services and long-term care** and honouring the covenants on the property

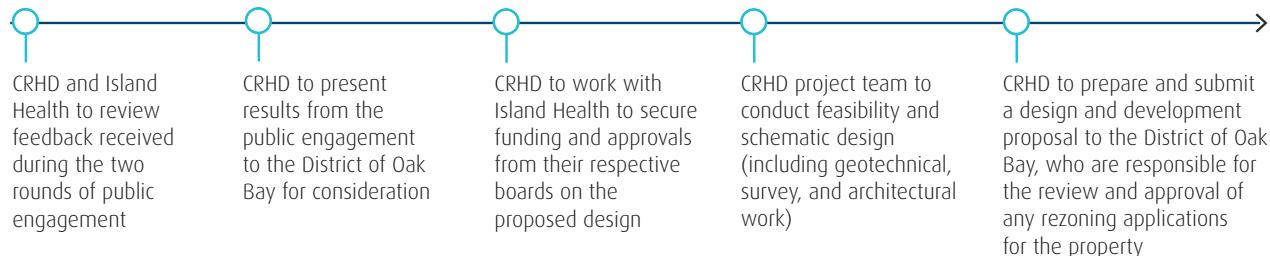
---

# 6.0

## Next steps

The feedback from the second round of the community consultation will be considered and will help guide the next phase of planning for the former Oak Bay Lodge property.

Next steps include:



# **Appendix A**

## Notification materials



**Making a difference...together**

## Media Release

For Immediate Release

July 8, 2021

### Capital Regional Hospital District seeks feedback on future use of Oak Bay Lodge property

**Victoria, BC** - The Capital Regional Hospital District (CRHD) is launching the second round of public engagement on the future use of the Oak Bay Lodge property at 2251 Cadboro Bay Road, starting today until August 6, 2021.

The CRHD is seeking feedback on proposed services and building options for the property. The options presented are informed by a regional healthcare assessment in collaboration with Island Health. As well, feedback from participants in round one of public consultation provided valuable input to the CRHD on key healthcare priorities.

"The CRHD is focused on improving healthcare facilities in the region," said CRHD Board Chair Denise Blackwell. "The redevelopment of Oak Bay Lodge is an opportunity for us to meet the growth and demands of the future and to ensure individuals and families have the care they need. We look forward to hearing from the community on options for this next phase of engagement."

There are multiple ways to participate in this engagement process, including submitting a feedback form and signing up for an online open house on July 20 and July 22, 2021. The open house will have a presentation and an opportunity to ask questions and provide comments. A discussion guide and materials are available on the project website at [www.crd.bc.ca/oakbaylodge](http://www.crd.bc.ca/oakbaylodge).

After this round of engagement, a rezoning application will be submitted to the District of Oak Bay for consideration.

The former Oak Bay Lodge property is currently under demolition until the end of 2021.

*A corporation of the CRD, the Capital Regional Hospital District partners with Island Health and community stakeholder agencies to develop and improve healthcare facilities in the Region, including replacing buildings that have reached the end of their economic and functional life. Through capital and other community investments, the CRHD supports a healthy, vibrant and livable region for all citizens.*

-30-

For media inquiries, please contact:

Andy Orr, Senior Manager

CRD Corporate Communications

Tel: 250.360.3229

Cell: 250.216.5492



## Newspaper ads



The Capital Regional Hospital District (CRHD) is asking for feedback with a second round of community consultation on the future use of the **Oak Bay Lodge property** at 2251 Cadboro Bay Road.

---

**HOW TO PARTICIPATE**

**Attend an online open house**

Tuesday, July 20, 2021  
6:00 – 7:30 pm

Thursday, July 22, 2021  
6:00 – 7:30 pm

**Submit an online feedback form**

July 8 – August 6, 2021



The Capital Regional Hospital District (CRHD) is asking for feedback with a second round of community consultation on the future use of the **Oak Bay Lodge property** at 2251 Cadboro Bay Road.

---

**HOW TO PARTICIPATE**

**Attend an online open house**

Thursday, July 22, 2021  
6:00 – 7:30 pm

**Submit an online feedback form**

July 8 – August 6, 2021



## Social media

### Facebook

Capital Regional District  
July 22 at 11:30 AM · 

Join our online open house tonight, July 22, from 6:00 to 7:30pm, to learn more and provide your feedback on the services and building options being proposed for the future use of the Oak Bay Lodge property at 2251 Cadboro Bay Road. Sign up to register at <http://ow.ly/HIUs50FuvNC>

You can also read the discussion guide and submit an online feedback form at <https://www.crd.bc.ca/project/oak-bay-lodge-redevelopment> #OakBay #Saanich #Victoria #crd



1 Share 2 Shares

### Twitter

CRD @crd\_bc · Jul 13

Contribute your thoughts! The CRHD wants your feedback on the future services and building options for the Oak Bay Lodge site. For more information visit [crd.bc.ca/oakbaylodge](https://www.crd.bc.ca/oakbaylodge) #OakBay #Saanich #Victoria #crd



2 2 2 2

## Email to subscribed list

Message Options Future use of the Oak Bay Lodge property – Round 2 Community Consultation

From:

To:

 CRHD

**Future use of the  
Oak Bay Lodge property  
Round 2 Community Consultation**  
July 8, 2021 to August 6, 2021

The Capital Regional Hospital District (CRHD) is responsible for a comprehensive planning and public consultation process for the future of the former Oak Bay Lodge property at 2251 Cadboro Bay Road.

From July 8 to August 6, 2021, following consideration of public input from [Round 1 Community Consultation](#) and discussions with Island Health, the CRHD is seeking your feedback on the services and building options being proposed for the property. We will use your feedback to inform our design as we continue to review options and have discussions with Island Health regarding the region's healthcare priorities.

We invite you to participate in Round 2 Community Consultation by attending an online open house where there will be a presentation followed by an opportunity to provide comments and ask questions.

The online open house dates are:

- Tuesday, July 20, 2021, 6:00pm - 7:30pm, to register click [here](#)
- Thursday, July 22, 2021, 6:00pm - 7:30pm, to register click [here](#)

We also invite you to read the [online discussion guide](#) and submit an online [feedback form](#).

Please visit our webpage ([crd.bc.ca/oakbaylodge](http://crd.bc.ca/oakbaylodge)) for answers to the most frequently asked questions and for more project information.

Thank you  
Capital Regional Hospital District.

## CRD Events Calendar and website

The screenshot shows the CRD website's Events page for July 20, 2021. The page features a large banner image of a coastal city skyline at sunset. A dark overlay box contains the word 'Events'. Below the banner, the breadcrumb navigation shows 'CRD Home > About CRD > Events'. The main content area is titled 'Events Calendar' and includes a 'Filters (0)' button. A box highlights an event: 'Events on July 20, 2021' with 'Show all events >'. The event details are: 'Online Open House 1: Future use of the Oak Bay Lodge property (Round 2 Community Consultation)' on 'Jul 20, 2021, 6pm-7:30pm'. To the right is a July 2021 calendar with the 20th highlighted. A sidebar on the right lists 'Board and Committee Meetings'.

The screenshot shows the CRD website's Events page for July 22, 2021. The layout is identical to the previous screenshot, featuring a coastal city skyline banner, an 'Events' overlay box, and a July 2021 calendar. The main content area shows the 'Events Calendar' with a 'Filters (0)' button. A box highlights an event: 'Events on July 22, 2021' with 'Show all events >'. The event details are: 'Online Open House 2: Future use of the Oak Bay Lodge property (Round 2 Community Consultation)' on 'Jul 22, 2021, 6pm-7:30pm'. A sidebar on the right lists 'Board and Committee Meetings'.



## Get Involved

CRD Home > Projects & Initiatives > Get Involved

### Get Involved

### Get Involved & Learn More about CRD in Your Community

Find out about current projects and the 200+ services provided by the CRD. Provide feedback to help shape future initiatives. Get involved.

### Current Feedback Opportunities

#### Corporate Initiatives

##### Regional Trail Widening and Lighting

The Capital Regional District (CRD) is considering widening and lighting certain sections of the Galloping Goose and Lochside regional trails and is seeking feedback on a 6.5 metre separated use pathway design.

As part of the initial engagement, the public is invited to fill out a survey to offer feedback about the trail widening and lighting proposal. The survey is now open until midnight June 13, 2021, and can be accessed [here](#).

##### Oak Bay Lodge Redevelopment

### Connect With Us



### Capital Projects



Throughout different stages of capital projects initiatives, the CRD may seek input on infrastructure, facility upgrades and construction, and community projects through open houses, workshops, surveys, online tools and social media. View a listing of [current projects](#) and subscribe to

## Project webpage

**Capital Regional District**

**Oak Bay Lodge Redevelopment**

CRD Home > Projects & Initiatives > Oak Bay Lodge Redevelopment

**Oak Bay Lodge  
Redevelopment**

**Envision the Future**

The Capital Regional Hospital District (CRHD) is responsible for a comprehensive planning and public consultation process for the future use of the former Oak Bay Lodge property at 2251 Cadboro Bay Road.

Working with the community to envision the future use of the property is a priority for the CRHD. This project presents an important opportunity to identify and address the growing healthcare needs for the region.

**Share Your Feedback**

The CRHD is asking for feedback with a second round of community consultation on the future use of the Oak Bay Lodge property, from July 8 to August 6, 2021.

We're requesting your feedback on the services and building options being proposed by the Capital Regional Hospital District (CRHD) following consideration of input from Round 1 Community Consultation and discussions with Island Health regarding the region's healthcare priorities.

Read the [Online Discussion Guide](#) and [Submit Your Feedback](#) before August 6, 2021.

Thank you to participants in our July 20 & 22, 2021, Online Open Houses for your valuable questions and feedback. Your input is appreciated!

**Construction Notices**

- Hazmat Abatement May 18

**Resources**

- [Online Discussion Guide - Round Two \(PDF\)](#)
- [Submit your Feedback - Round Two \(July 8 to August 6, 2021\)](#)
- [Media Release \(July 8, 2021\)](#)
- [Future of Oak Bay Lodge Consultation Summary Report - Round One \(March 2021\)](#)
- [Media Release \(January 6, 2021\)](#)
- [Discussion Guide - Round One \(PDF\)](#)

**Project Updates**

- [Subscribe](#)