DISTRICT OF

OAK BAY

2019–2022 Council Priorities Plan

Updated June 2022

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OUR OAK BAY

We acknowledge the land on which the District is located is the traditional territory of the Coast and Straits Salish Peoples. Specifically we recognize the Lekwungen-speaking people known today as the Songhees and Esquimalt Nations, and that their historic connections to these lands continue to this day.

The District is located on the southern tip of Vancouver Island in British Columbia. The City of Victoria borders Oak Bay's west boundary, and the District of Saanich lies to the north. Oak Bay is one of 13 member municipalities comprising the Capital Regional District.

The University of Victoria is partially located in the District, as is a small portion of Camosun College. Additional community landmarks include other public and independent schools, two golf courses, a marina, a yacht club and a luxury boutique hotel.

Oak Bay is a beautiful seaside community that is defined by its residential neighbourhoods, village centres with local businesses, historic character, mature tree canopy, accessible shorelines and abundance of green space. All of these features combined make Oak Bay one of the world's most desirable communities in which to live, work, and play.

We would like to acknowledge that all of the photos featured within this Plan were taken by Mayor Kevin Murdoch. We sincerely appreciate and thank Mayor Murdoch for allowing us the rights to use these photos.

2019 MESSAGE FROM THE MAYOR

On an annual basis, I am pleased to share with residents of Oak Bay the District's 2019-2022 Council Priorities Plan. This service planning process was a cooperative effort between Council and staff, and benefitted from extensive public input. The Plan was developed through a series of public workshop sessions between December 2018 and late spring 2019, ending with the passing of the 2019 Budget and 5-Year Financial Plan.

The 2019 Council Priorities Plan breaks new ground for the District, as it builds upon and establishes connections between the Official Community Plan (OCP), the 5-Year Financial Plan, the Budget, and the Annual Report. The Plan represents a positive step towards the goal of a fully integrated planning, budgeting, and reporting process.

Creating a housing framework to guide future development, ensuring investment in critical infrastructure, and establishing a strong financial future are key goals of this Council. You will see many initiatives over this term on asset management, infrastructure, sustainable service delivery, and service excellence. You will also see projects and programs that build upon community sense of place and heritage, foster community health, and improve environmental outcomes.

Council looks forward to seeing these Priorities moved into work plans and completion over the coming year(s) in partnership with Oak Bay's great staff.

Kevin Murdoch
Mayor, District of Oak Bay

The District of Oak Bay's Council consists of a Mayor and six Councillors who are elected to four year terms. Members of the current Council took office in November 2018.

Council is responsible for local government leadership including establishing Priorities and policies and making decisions that reflect the best interests of Oak Bay citizens both today and for the future. Each member of Council represents the District of Oak Bay at large. Council members may also serve on District and regional committees, boards, and advisory groups where their function is to provide strategic input and direction to District initiatives, establish budget priorities, and provide advice on regional issues.

Council generally meets the second and fourth Monday of each month, and sits as Committee of the Whole on the third Monday of each month. Members of the public are welcome and encouraged to attend open meetings of Council. Meetings start at 7:00 p.m. in the Council Chambers unless otherwise noted. Meeting information is available at www.oakbay.ca.

DISTRICT OF OAK BAY COUNCIL 2019-2022

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INTRODUCTION

Thank you for reading the District of Oak Bay's Council Priorities Plan. This document is the first of its kind for the District of Oak Bay and represents a meaningful step in forming links between the Official Community Plan (OCP); Council Priorities; the annual Budget and Five-Year Financial Plan; and the Annual Report.

GET INVOLVED

We value the insight, ideas and opinions of our citizens and encourage public engagement and involvement. Ways you can get involved include:

- Attending Council and Committee of the Whole meetings
- Submitting correspondence (electronic or hardcopy)
- Attending as a delegation
- Participating in surveys and studies

IN PERSON	2167 Oak Bay Avenue, Victoria, BC, V8R 1G2	
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CONTEXT

The Council Priorities Plan identifies timing of projects to be undertaken to deliver on Council's Priorities. The Council Priorities Plan is driven by the Official Community Plan, the Five Year Financial Plan and annual budget decisions. The Council Priorities Plan is implemented through Council decisions and staff action. All actions are undertaken under the District's legislated mandate (as reflected in Oak Bay's Mission Statement). Actions are reported in the Annual Report. The Annual Report includes a synopsis of departmental activity, key performance indicators (metrics) and financial statements. Community feedback can trigger adjustment of Council Priorities and budgets. The Council Priorities Plan is thus part of a service delivery cycle that sees us continuously aspiring, aligning, acting, achieving, and adjusting, as reflected on the following page.

SERVICE DELIVERY CYCLE

Aspire	Official Community Plan Vision	vibrant, safe, sense of community, high-quality, charming, natural, vibrant, well-conserved, dynamic, distinct, resilient, sustainable, protective, adaptive, diverse, active, collaborative				
	Council Priorities	ensure access to diverse housing options within the built environment	achieve sustainable service delivery	provide service excellence	enhance and promote quality of life and sense of place	demonstrate leadership in fostering community health & resilience
Align	Budget	through the budget process, Council approves the funds required to deliver on Council priorities and ongoing service responsibilities -- this constitutes preliminary project approval for listed projects and authorizes staff to start planning how the work will be completed				
	Council Priorities Plan (formerly Corporate Plan)	the Council Priorities Plan identifies timing of funded strategic initiatives to be carried out to deliver on Council's priorities (reflecting budget approvals)				
	Governance Review (Project Initiation)	staff check in with Council for approval of key proposed milestones, plans for public/stakeholder input, and governance touchpoints before starting work on Council Priority Plan intitiatives -- Council approval of these authorizes the project to fully proceed; prior to commencing project work, staff prepare Project Charters				
Act	Mission	provide for good government			Provided by District departments with operationalized services, special projects (funded through budget approvals), and in response to Council Resolutions.	
		provide services, laws etc. for community benefit				
		steward public assets				
		foster economic, social and environmental well-being				
Achieve	Quarterly Updates	Q2 Update (reporting on Q1 and Q2 progress on Council Priorities, Council Resolutions, and budget performance)				
		Q3 Update (reporting on Q3 progress on Council Priorities, Council Resolutions, and budget performance)				
	Annual Report	previous year departmental highlights				
		metrics (key performance indicators)				
		Statement of Financial Position				
		Financial Information Act reports				

OFFICIAL COMMUNITY PLAN (VISION)

The District of Oak Bay's OCP (Bylaw 4620) establishes the following Vision for Oak Bay:

- Oak Bay is a vibrant and safe community located in a spectacular natural setting...
- Oak Bay is a dynamic community that respects and enhances the existing community structure and core characteristics that make it distinct from adjacent communities, while supporting the changes necessary to meet current and future needs...
- Oak Bay is a community that values and supports diversity in its population...

In addition to detailing Oak Bay's vision, the OCP includes goals, objectives and policies that provide a framework to guide growth and inform decisions. The OCP also includes an implementation schedule that lists short, medium and long term actions for District implementation. The Council Priorities Plan references this list to ensure that the OCP implementation schedule is considered as future projects are selected for funding.

COUNCIL PRIORITIES

Council identified five Council Priorities for their 2019-2022 term. Council Priorities will be achieved with the Initiatives detailed on the following pages.

Ensure Access to Diverse Housing Options within the Built Environment	Achieve Sustainable Service	Provide Service Excellence	Enhance and Promote Quality of Life and Sense of Place	Demonstrate Leadership in Fostering Community Health
BY	BY	BY	BY	BY
reviewing and planning for community needs while reflecting Oak Bay's unique character	integrating an Asset Management Program within a long-term Financial Plan	optimizing operational effectiveness and fostering public engagement	stewarding the community's history, landscape, culture and amenities within the context of Southern Vancouver Island	commiting to economic, environmental and social sustainability within the District's operations and decision-making

Although each Initiative in this Plan is noted as delivering on one primary Council Priority, in reality many of the initiatives deliver on multiple Priorities.

FUNDING

Most of the annual budget is devoted to delivery on current commitments. Completion of new Initiatives intended to more fulsomely deliver on Council Priorities will often require specialized expertise (consultants), additional staff resources, and/or additional financial resources (funding public engagement and other project expenses). Through the Five Year Financial Plan and annual budget process, Council considers whether/how to fund new Initiatives to further advance identified Priorities.

The new Initiatives itemized on the following pages are those which Council has approved through the Five Year Financial Plan and/or the annual budget process.

Project implementation will depend on sufficient funding being available to carry out new Initiatives. The Five Year Financial Plan reflects anticipated project costs. If costs escalate due to scope changes and/or inflationary pressures, budgets will have to be increased to allow projects to proceed. Through the annual budget process, staff will identify whether the amounts identified in the Five Year Financial Plan are sufficient to carry out projects planned for the following year. Where changes are needed, such will be flagged for Council's consideration. As Council decides which projects to fund and at what level, the Council Priorities Plan will be adjusted annually accordingly. The Council Priorities Plan is thus a 'living document' that is subject to change based on Council direction, but that at any time captures most current directions/plans.

PURPOSE OF THE COUNCIL PRIORITIES PLAN

The District of Oak Bay's Council Priorities Plan identifies major Initiatives that Council has approved for funding over the remainder of its mandate. Initiatives included in the Council Priorities Plan are those which are:

- significant enablers of one or more Council Priorities
- additional/new activities or focus points (i.e. not a 'status quo' activity)
- discrete deliverables, e.g., a strategy or plan, or a new, amended or expanded service
- highly complex and/or large Initiatives, with significant cross-departmental responsibilities and/or impacts
- high-risk projects (with risk associated either with undertaking or with not undertaking the initiative), and/or
- projects which would benefit from regular Leadership Team and/or Council focus.

Importantly, the Initiatives noted in the Council Priorities Plan do not constitute the entirety of the organization's efforts. In addition to the Initiatives in the Council Priorities Plan, District staff have responsibility for ensuring that regulatory obligations are met; that core services are delivered; and that systems, processes and customer service are continually enhanced.

The Council Priorities Plan is flexible. To remain relevant, the Initiatives associated with each Council Priority are refreshed annually. Those Initiatives included in the Council Priorities Plan are seen by Council as critical to advancing one or more Priorities and have been approved for funding. Some Initiatives will be completed in a single calendar year, whereas others will be completed over several years.

This Council Priorities Plan is one component of Oak Bay's integrated service delivery cycle – a system that integrates the Official Community Plan, Council's Priorities, financial planning and performance monitoring. This integrated system is designed to ensure that public funds are allocated to top community priorities, invested effectively and spent efficiently to deliver valued services that achieve the community's vision.

NEW INITIATIVES

DIVERSE HOUSING

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
1	Community Building & Planning	Provide support to CRHD re: Oak Bay Lodge redevelopment	❯	❯	❯	❯	Unknown	●
2	Community Building & Planning	Prepare a Housing Needs Report	❯	❯	–	–	2020	✓
3	Community Building & Planning	Complete a Secondary Suite Study *(amending/drafting regulatory and policy pieces will be a separate delivery)*	❯	❯	❯	–	2021	✓
4	Community Building & Planning	Identify infill housing opportunities and specific housing needs for neighbourhoods *(amending/drafting regulatory and policy pieces will be a separate delivery)*	–	–	❯	❯	2022	●
5	Community Building & Planning	Prepare Village Area Plan(s) for the Oak Bay Village/Cadboro Bay Road corridor and for the Secondary Village areas	–	–	–	–	2023	○
6	Community Building & Planning	Develop a Community Amenity Contribution Policy	❯	–	–	–	2019	✓

TIMING ❯ Action undertaken in 2019/20/21 ❯ Action expected in 2022 – No action expected in given year

STATUS ✓ Initiative completed ● Initiative commenced or to be started in 2022 ○ Initiative targeted to start in future year

DIVERSE HOUSING

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
7	Community Building & Planning	Undertake a process to amend the OCP for a new Heritage Conservation Area	❯	❯	–	–	2020	√
8	Community Building & Planning	Zoning Bylaw Update	–	–	–	–	2024	○
9	Community Building & Planning	Enhance bylaw compliance (short-term rentals etc.)	–	–	❯	–	2021	√

TIMING ❯ Action undertaken in 2019/20/21 ❯ Action expected in 2022 – No action expected in given year

STATUS √ Initiative completed ● Initiative commenced or to be started in 2022 ○ Initiative targeted to start in future year

SUSTAINABLE SERVICE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
10	Administration	Negotiate Marina Lease (2023 +30 years)	❯	❯	❯	❯	2022	●
11	Engineering & Public Works	Assess and improve Tod House	❯	❯	❯	❯	Unknown	●
12	Administration	Complete Cenotaph Restoration Project	❯	❯	–	–	2020	√
13	Financial Services	Develop long term financial sustainability plan	❯	❯	❯	❯	2022	√
14	Fire & Emergency Services	Prepare Fire Master Plan	–	–	❯	❯	2023	●
15	Engineering & Public Works	Complete Water Master Plan	❯	–	–	–	2019	√

TIMING
- ❯ Action undertaken in 2019/20/21
- ❯ Action expected in 2022
- – No action expected in given year

STATUS
- √ Initiative completed
- ● Initiative commenced or to be started in 2022
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SUSTAINABLE SERVICE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
16	Engineering & Public Works	Refurbish Municipal Hall	›	›	›	–	2021	√
17	Engineering & Public Works	Prepare Sewer Master Plan	–	›	›	–	2021	√
49*	Engineering & Public Works	Scope Software Acquisition for Maintenance/Asset Management Software *(Initiative Backgrounder 2022-A)*	–	–	–	›	2023	●
54*	Engineering & Public Works	Identify how to increase capital output 3-5X *(Initiative Backgrounder 2022-F)*	–	–	–	›	2022	√
56*	Engineering & Public Works	Analyse Stormwater Management Program Options *(Initiative Backgrounder 2022-H)*	–	–	–	›	2023	●

** #49, #54, #56 are out of sequence as they were added following numbering of other items. Original numbering was carried through rather than renumbering all items following above addition so as to preserve cross-references in other documents and support easier year-to-year tracking*

TIMING
- › Action undertaken in 2019/20/21
- › Action expected in 2022
- – No action expected in given year

STATUS
- √ Initiative completed
- ● Initiative commenced or to be started in 2022
- ○ Initiative targeted to start in future year

SERVICE EXCELLENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
18	Administration	Prepare and implement an HR Plan	›	›	›	›	Ongoing	●
19	Administration	Review and revamp Occupational Health & Safety Program	–	›	›	›	2023	●
20	Administration	Refresh website	–	–	–	›	2023	●
21	Administration	Review Procedures Bylaw	›	›	–	–	2020	√
22	Administration	Procure public engagement software platform	›	–	–	–	2019	√
23	Community Building & Planning	Update Land Use Procedures Bylaw	–	›	›	›	2022	●

TIMING › Action undertaken in 2019/20/21 › Action expected in 2022 – No action expected in given year

STATUS √ Initiative completed ● Initiative commenced or to be started in 2022 ○ Initiative targeted to start in future year

SERVICE EXCELLENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
24	Financial Services	Upgrade software to implement additional school tax levies for the Province	›	–	–	–	2019	√
25	Financial Services	Develop a 5 year long-term financial plan	›	›	–	–	2020	√
26	Financial Services	Undertake Budget software implementation	–	–	›	›	Unknown	√
27	Financial Services	Upgrade Tempest.net (upgrade platform to the .NET environment for the web service and web applications)	›	–	–	–	2019	√
28	Financial Services	Upgrade payroll software	›	›	›	–	2021	√
29	Financial Services	Implement Network Switch Replacement	–	›	›	–	2021	√

TIMING › Action undertaken in 2019/20/21 › Action expected in 2022 – No action expected in given year

STATUS √ Initiative completed ● Initiative commenced or to be started in 2022 ○ Initiative targeted to start in future year

SERVICE EXCELLENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
30	Financial Services	Prepare an IT Operational Master Plan (hardware replacement, software acquisition & maintenance, support service targets, network security enhancements, corporate training, and ERP support)	–	›	–	–	2020	√
31	Financial Services	Update Microsoft 365	–	›	›	›	2022	√
32	Financial Services	Undertake network security audit (every three years)	–	–	›	–	2021	√
33	Administration	Upgrade Council Chambers Audio Equipment	–	›	›	–	2021	√

TIMING
- › Action undertaken in 2019/20/21
- › Action expected in 2022
- – No action expected in given year

STATUS
- √ Initiative completed
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- ○ Initiative targeted to start in future year

QUALITY OF LIFE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
34	Administration	Support deer management research project *(Initiative Backgrounder 2022-C supported ongoing immuno-contraception for deer, subject to Provincial approvals)*	›	›	›	›	2022/23	●
35	Community Building & Planning	Change rules for home-based business	–	–	–	›	time permitting	○
36	Parks, Recreation & Culture	Update dog-use policies	–	–	–	–	2023	○
37	Parks, Recreation & Culture	Prepare Parks, Recreation and Culture Master Plan	–	–	–	–	2024	○
48*	Parks, Recreation & Culture	Design Carnarvon Park Building	–	–	–	›	2023	●

** #48 is out of sequence as it was added following numbering of other items. Original numbering was carried through rather than renumbering all items following above addition so as to preserve cross-references in other documents and support easier year-to-year tracking*

TIMING › Action undertaken in 2019/20/21 › Action expected in 2022 – No action expected in given year

STATUS √ Initiative completed ● Initiative commenced or to be started in 2022 ○ Initiative targeted to start in future year

QUALITY OF LIFE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
57*	Community Building & Planning	Develop tools needed to regulate/permit sidewalk patios and prepare associated design guidelines *(Initiative Backgrounder 2022-I)*	—	—	—	›	2023	●
58*	Administration	Seek community input into design of amenities at Turkey Head (Spewhung) within the context of defined physical constraints/budget/marina lease parameters *(Initiative Backgrounder 2022-J)*	—	—	—	›	2022	●

** #57, #58 are out of sequence as they were added following numbering of other items. Original numbering was carried through rather than renumbering all items following above addition so as to preserve cross-references in other documents and support easier year-to-year tracking*

TIMING
- › Action undertaken in 2019/20/21
- › Action expected in 2022
- — No action expected in given year

STATUS
- √ Initiative completed
- ● Initiative commenced or to be started in 2022
- ○ Initiative targeted to start in future year

HEALTH AND RESILIENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
38	Administration	Investigate and consult on regulatory options for restricting or banning single-use items (pending legal challenge)	–	–	›	–	2021	✓
39	Community Building & Planning	Complete Sea-Level Rise Study	–	›	–	–	2020	✓
40	Engineering & Public Works	Prepare EV Station Options Analysis	–	›	–	–	2020	✓
41	Fire & Emergency Services	Prepare an Emergency Evacuation Plan (funded by grants)	›	›	–	–	2020	✓
42	Fire & Emergency Services	Prepare Communications Plan for public in case of Emergency	–	–	›	›	2022	●
43	Fire & Emergency Services	Review mutual aid agreement	–	›	›	–	2021	✓

TIMING › Action undertaken in 2019/20/21 › Action expected in 2022 – No action expected in given year

STATUS ✓ Initiative completed ● Initiative commenced or to be started in 2022 ○ Initiative targeted to start in future year

HEALTH AND RESILIENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
44	Fire & Emergency Services	Review policies and procedures	—	›	›	›	2023	●
45	Parks, Recreation & Culture	Implement Coolkit Program community engagement on urban forestry and climate change	—	—	›	›	2024	●
46	Community Building & Planning	Action Recommendation No. 4 of Community Climate Action Working Group Report (GHG Reduction Retrofit Program)	—	—	›	›	2022	●
47	Community Building & Planning	Develop information sheet on reducing demolition waste to be attached to demolition permit applications	—	—	›	—	2021	√
50*	Administration	Develop Community Energy Plan *(Initiative Backgrounder 2022-B(i))*	—	—	—	—	2024	○

** #50 is out of sequence as it was added following numbering of other items. Original numbering was carried through rather than renumbering all items following above addition so as to preserve cross-references in other documents and support easier year-to-year tracking*

TIMING › Action undertaken in 2019/20/21 › Action expected in 2022 — No action expected in given year

STATUS √ Initiative completed ● Initiative commenced or to be started in 2022 ○ Initiative targeted to start in future year

HEALTH AND RESILIENCE

	DEPT.	RESOURCED INITIATIVE (green text = added in 2022)	2019	2020	2021	2022	Target Completion	Status
51*	Engineering & Public Works	Develop Energy Plan for Municipal Operations *(Initiative Backgrounder 2022-B(ii))*	—	—	—	—	2024	○
52*	Parks, Recreation & Culture	Enhance Washroom Cleaning, Garbage Pick-up and Grafitti Removal *(Initiative Backgrounder 2022-D)*	—	—	—	›	2022	√
53*	Administration	Provide training to staff and Council on intercultural competencies, engage with local First Nations *(Initiative Backgrounder 2022-E)*	—	—	—	›	2023	●
55*	Engineering & Public Works	Develop a program charter for Council consideration re: an expanded active transportation infrastructure program *(Initiative Backgrounder 2022-G)*	—	—	—	›	2022	●

** #51, #52, #53, #55 are out of sequence as they were added following numbering of other items. Original numbering was carried through rather than renumbering all items following above addition so as to preserve cross-references in other documents and support easier year-to-year tracking*

TIMING
- › Action undertaken in 2019/20/21
- › Action expected in 2022
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STATUS
- √ Initiative completed
- ● Initiative commenced or to be started in 2022
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METRICS

Metrics help the District focus staff and resources on what is important and set the stage for continuous improvement. Metrics can be either mandatory (required by statute) or discretionary (selected by Council).

Used well, metrics can:

- focus and align District, departmental, and staff efforts
- provide feedback
- drive performance
- communicate successes and challenges
- support decision-making

The District of Oak Bay's metrics are reported on in Annual Reports which can be read in person at the Oak Bay Municipal Hall or online. Historically, metrics related primarily to departmental output/activity measures. In 2019, metrics were expanded to also relate to Council's Priorities, and to reference desired trends. Council Priority Metrics and desired trends are noted on the following pages. In a few cases (represented by question marks), further work is needed to identify Council's desired trends. The work required to identify desired trends is planned for completion over the next few years.

COUNCIL PRIORITY METRICS

Approved January 16 & 30, 2020

METRIC	Desired Trend 2019-22
DIVERSE HOUSING . . . by reviewing and planning for community needs while reflecting Oak Bay's unique character	
# permitted secondary suites	
# permits issued for upgrading of older and heritage homes	
% rezoning applications for increased density that are approved	
# new apartment units approved in Village Areas	
apartments & townhouses as % of total housing stock	
SUSTAINABLE SERVICE . . . by integrating an Asset Management Program within a long-term Financial Plan	
% assets for which lifecycle costs, risks and financial viability identified	
funding for capital projects as per asset management plans	
SERVICE EXCELLENCE . . . by optimizing operational effectiveness and fostering public engagement	
staff engagement score	
% initiatives completed within 110% of planned budget and timeline	
% service requests responded to within 1 week	
% of policies, processes and procedures updated	
# of residents engaged v. aware	

QUALITY OF LIFE . . . by stewarding the community's history, landscape, culture and amenities within the context of SVI	
trees replaced v. trees removed	
# archives digitized	
volunteer hours	
recreation	
archives	
Oak Bay Volunteer Services (partially funded by District)	
$ value of amenities added	

HEALTH & RESILIENCE . . . by committing to economic, environmental & social sustainability within District operations & decision-making	
% district-owned buildings meeting seismic standards	
# business licenses	
total visits to recreation facilities	
greenhouse gas emissions from District operations	

DISTRICT OF
OAK BAY