



# 2022–2026 Council Priorities Plan

Updated July 2023

DISTRICT OF  
**OAK**  **BAY**



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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 people known today as the Songhees and Esquimalt Nations, and that their historic connections to these lands continue to this day.

# Our Oak Bay

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. These features combined make Oak Bay one of the world's most desirable communities in which to live, work, and play.



# Message from the Mayor



I am pleased to share Oak Bay's Council Priorities Plan. The identified priority projects build upon the work of the previous Council, which strengthened the critical financial, governance, and operational foundations of the District. The resulting transparency and efficiencies allow Council to consider new projects to improve quality of life for residents and visitors alike.

This term, Council will significantly address the challenges of housing, livability, transportation, climate change, and environmental stewardship, as well as advancing equity, diversity, and inclusion goals. In advancing all priorities, we recognize that partnership and reconciliation with First Nations is an important part of our success, as is ensuring Oak Bay is a welcoming community for all.

Oak Bay still faces considerable financial challenges. This Council will need to continue investment in the asset replacement program and ensure service delivery across the District is both excellent and efficient. Operationally, over the next two decades the District will be working to minimize disruption as kilometers of pipes, roads, and sidewalks are replaced.

Oak Bay prides itself on being a socially connected and healthy community. To counteract the isolating impacts of the pandemic, the District will be looking at events and programs through the coming term that rebuild connections and bring us closer together.

We live in an amazing community and thanks to the voters' wisdom have a dedicated Council energized to serve the interests of both our community and the wider region. The Council Priorities Plan and related Five Year Financial Plan provide a roadmap to achieve these goals within a responsible financial framework. Please reach out to Council or staff if you have ideas or see ways of making our community better.

A handwritten signature in blue ink that reads "Kevin Murdoch". The signature is fluid and cursive, written in a professional style.

Kevin Murdoch, Mayor

# District of Oak Bay Council

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 2022. Council is responsible for local government leadership including establishing priorities and policies and making decisions in Oak Bay's best interests. 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 are held in the Council Chambers unless otherwise noted. Meeting information is available at [oakbay.civicweb.net](https://www.oakbay.ca/civicweb).



Mayor  
Kevin Murdoch  
mayor@oakbay.ca  
250-896-4983



Councillor  
Andrew Appleton  
aappleton@oakbay.ca  
250-880-3247



Councillor  
Hazel Braithwaite  
hbraithwaite@oakbay.ca  
250-880-344



Councillor  
Cairine Green  
cgreen@oakbay.ca  
250-920-9534



Councillor  
Carrie Smart  
csmart@oakbay.ca  
250-812-5488



Councillor  
Esther Paterson  
epaterson@oakbay.ca  
250-888-2975



Councillor  
Lesley Watson  
lwatson@oakbay.ca  
250-880-6463

# Introduction

Thank you for reading the District of Oak Bay's Council Priorities Plan. The Council Priorities Plan identifies projects to be undertaken/considered to deliver on Council's Priorities.







The Council Priorities Plan is implemented through Council decisions and staff action. All actions are undertaken under the District's legislated mandate.

This Plan is part of a fully integrated planning, budgeting, reporting, and feedback process that sees the District continuously aspiring, aligning, acting, and achieving, as reflected on the following page.

Projects listed for completion are funded in the Five-Year Financial Plan. The Plan lists projects beyond Council's four-year mandate so it fully aligns with the Five-Year Financial Plan. Projects outside Council's mandate will be subject to confirmation by a future Council.



# Service Delivery Cycle

Aspire	<b>Official Community Plan Vision</b>	vibrant, safe, sense of community, high-quality, charming, natural, vibrant, well-conserved, dynamic, distinct, resilient, sustainable, protective, adaptive, diverse, active, collaborative					
	<b>Council Priorities</b>	 Housing	 Livability	 Transportation	 Climate Change & Environment	 Diversity & Inclusion	 Truth & Reconciliation
Align	<b>Budget</b>	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					
	<b>Council Priorities Plan</b>	the Council Priorities Plan identifies timing of funded projects to be carried out to deliver on Council’s priorities (reflecting budget approvals)					
	<b>Project Sign-Off</b>	staff check in with Council for approval of key proposed milestones, plans for public/stakeholder input, and Council touchpoints before starting work on most Council Priority Plan projects – Council Project Sign-Off authorizes the project to fully proceed; prior to commencing project work, staff prepare Project Charters					
Act	<b>Mission</b>	provide for good government	Delivered by staff through ongoing core services, Council Priority projects, and in response to Council Resolutions.				
		provide services, laws etc. for community benefit					
		steward public assets					
		foster economic, social and environmental well-being					
Achieve	<b>Quarterly Updates</b>	Q2 Update (reporting on Q1 and Q2 progress on Council Priorities, Council Resolutions, and budget performance)					
		Q4 Update (reporting on Q3 and Q4 progress on Council Priorities)					
Achieve	<b>Annual Report</b>	previous year departmental highlights					
		metrics (key performance indicators)					
		Statement of Financial Position					
		<i>Financial Information Act</i> reports					

# 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 in person or watching live webcasts of Council and Committee of the Whole meetings at [oakbay.civicweb.net](http://oakbay.civicweb.net)
- Submitting correspondence (electronic or hardcopy)
- Addressing Council during public comment periods at meetings, or attending as a delegation to make a presentation
- Participating in surveys and studies



In Person

2167 Oak Bay Avenue, Victoria, BC, V8R 1G2



Websites

General: [www.oakbay.ca](http://www.oakbay.ca)

Police: [www.oakbaypolice.org](http://www.oakbaypolice.org)

Parks, Recreation & Culture: [www.oakbay.ca/parks-recreation](http://www.oakbay.ca/parks-recreation)

Stay Connected: [www.connect.oakbay.ca](http://www.connect.oakbay.ca)



Email

General: [administration@oakbay.ca](mailto:administration@oakbay.ca)

Council: [obcouncil@oakbay.ca](mailto:obcouncil@oakbay.ca)



Phone

Municipal Hall General Inquiries      250-598-3311

Public Works      250-598-4501

Emergency Program      250-592-9121

Fire Non-Emergency      250-592-9121

Police Non-Emergency      250-592-2424

Recreation Program & Services      250-595-7946



Social

Twitter: [@DistrictofOakBay](https://twitter.com/DistrictofOakBay)

Facebook: [@DistrictofOakBay](https://www.facebook.com/DistrictofOakBay)

Instagram: [@DistrictofOakBay](https://www.instagram.com/DistrictofOakBay)



# 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.



# Values

In addition to fulfilling moral responsibilities and legal obligations set out in legislation, common law, and District policies and bylaws, Council agrees that, in carrying out duties and interacting with each other, staff and the public, they will be guided by the following team values:

## Integrity

We serve with integrity and accountability. We are truthful and open. We can be depended upon. We show good judgement and own our decisions.

## Respect

We respect and treat all with dignity and value teamwork. We create trusted and enduring relationships with one another, residents, and staff.

## Leadership

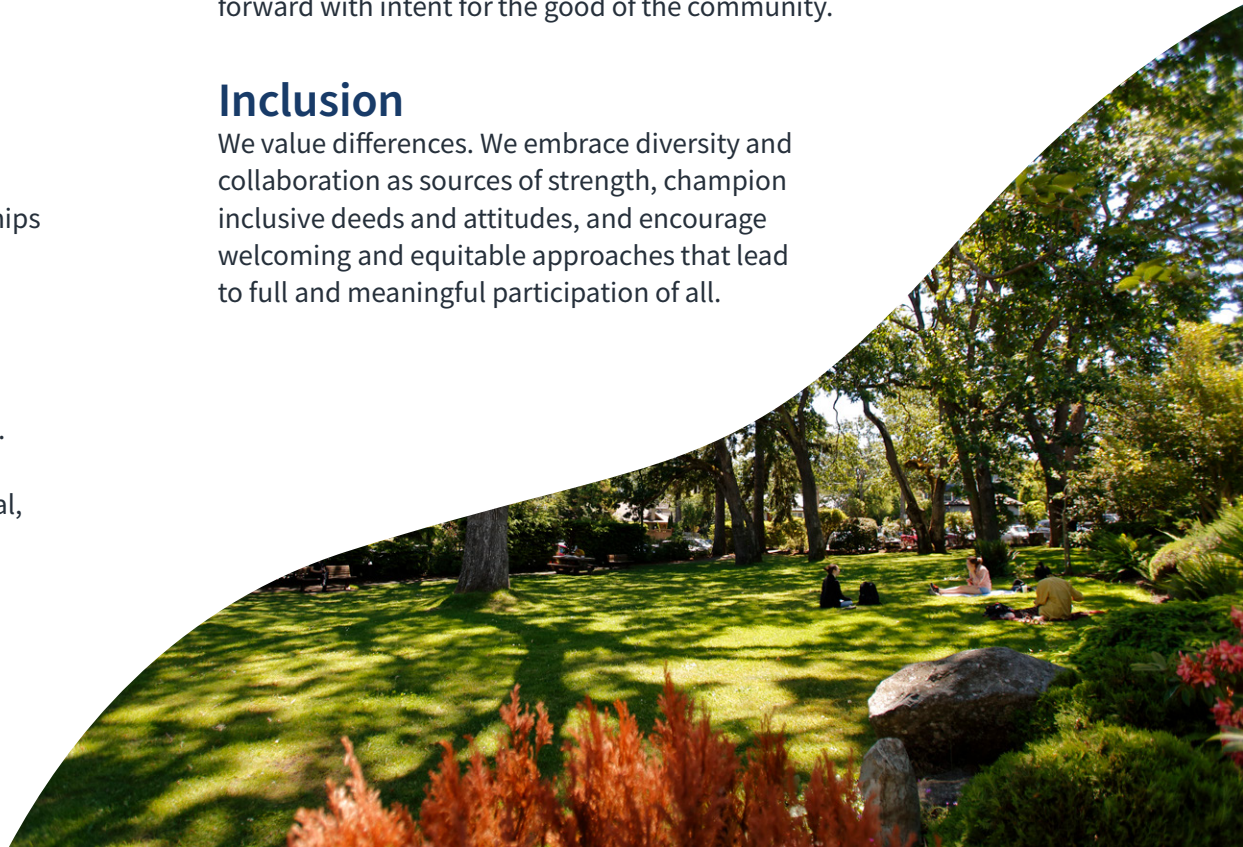
We are responsible and collectively steward the physical, natural, and social assets of our community. We use the principles of sustainable development to take climate action and to ensure Oak Bay's ecological, social, and economic future is not compromised.

## Vision

We are visionary. We are prepared to innovate and to move forward with intent for the good of the community.

## Inclusion

We value differences. We embrace diversity and collaboration as sources of strength, champion inclusive deeds and attitudes, and encourage welcoming and equitable approaches that lead to full and meaningful participation of all.



# Council Priorities

Council has six priorities for the 2022-26 term. Council priorities will be achieved with the projects detailed on the following pages. Although each project in this Plan is noted as delivering on one primary Council priority, many of the projects deliver on multiple priorities.



## Housing

Enable creation of more diverse and affordable housing that is responsive to current and future community/regional needs and climate change imperatives



## Livability

Invest in infrastructure, facilities, and natural assets and services to preserve or improve long term financial and community value/livability



## Transportation

Advance low and no carbon, accessible, and active transportation mobility infrastructure and services



## Climate Change & Environment

Proactively mitigate and adapt to climate change and preserve and enhance the environment



## Diversity & Inclusion

Cultivate diversity and inclusion and ensure a sense of community belonging and safety for people of all identities, ages, and backgrounds



## Truth & Reconciliation

Advance Truth and Reconciliation with local Indigenous peoples based on respect and desire for shared prosperity

# Funding

Most of the annual budget is devoted to delivering on current commitments. Completing new projects often requires 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 projects to further advance identified priorities.

The new projects itemized on the following pages are those which Council has approved in the Five-Year Financial Plan. Project implementation will depend on sufficient funding being available to carry out new projects. 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 annually decides which projects to fund and at what level, the Council Priorities Plan will be adjusted 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.



# Overview of the Council Priorities Plan

The District of Oak Bay's Council Priorities Plan identifies for completion projects that Council has approved for funding. Projects listed 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 ongoing service
- highly complex and/or large projects, with significant cross-departmental responsibilities and/or impacts
- high-risk projects (with risk associated either with undertaking or with not undertaking the initiative)
- projects requiring significant community-wide or multiple stakeholder consultation or engagement and/or
- projects which require Council authorization to implement.

Importantly, the projects noted in the Council Priorities Plan do not constitute the entirety of the organization's efforts. In addition to the projects 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 projects associated with each Council Priority are refreshed annually. Those projects 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 projects 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 Council Priority Planning Process – a system that integrates planning, budgeting, reporting, and feedback processes. 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.

# Funded Projects

The following pages list projects which Council has funded in the Five-Year Financial Plan and directed staff to implement.

The list notes the year in which funding will be provided. Staff will, in the year in which funding is provided, prepare Project Charters and obtain Council Project Sign-off prior to proceeding, where noted in the following pages. Council will confirm project scope and timing through the Project Sign-Off. Once Council has signed off on project details, then the agreed-upon targeted completion date will be noted in the following pages. Project timelines, where provided, are best estimates. Timing may need to be adjusted to deal with emergencies, balance workloads, coordinate with partners, benefit from grants, provide for additional community consultation etc.

For projects listed for funding in years beyond Council's current mandate, completion will be subject to confirmation by a future Council.





# Housing

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#1, #2	H-23-1	Community Building & Planning	Identify Options for Addressing Constraints to Affordable and Diverse Housing / Develop Strategy for Maintaining Rental Housing Stock						➤	➤	➤	TBD
#4	H-23-2	Community Building & Planning	Develop Secondary Suites Incentives Program						➤	➤	➤	TBD
#5	H-23-3	Community Building & Planning	Develop Infill Housing Program						➤	➤	➤	2024

**TABLE NOTES:** (Notes apply to the above table and following tables in this section)

(1) Funding is as provided for in the Five Year Financial Plan. Funding for 2027 and beyond is subject to approval of subsequent Council.

Projects #59 and #60 will be reflected in future Financial Plans, per Council's directions.

(2) Grey arrows indicate stages to be completed. Coloured arrows denote that the indicated stage has been reached.

(3) Project Sign-Off occurs when Council has approved the Project Sign-Off document which sets out the details of how and when the project will be undertaken.

Project Sign-Off will generally be sought in the year in which the Project first receives funding.

(4) The target completion date is "To be Determined (TBD)" until Council has approved the Project Sign-Off document or otherwise provided direction on timing.

Once timing has been established, the target completion date will be noted.



# Housing

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#59	H-23-4	Community Building & Planning	Complete Housing & Development Service Optimization Study and Digitize Application Processes						➤	➤	➤	TBD
#60	H-23-5	Community Building & Planning	Initiate Administrative and Policy Changes in Response to Legislative Changes by the Provincial Government						➤	➤	➤	TBD





# Livability

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#10	L-X-1	Fire	Prepare Fire Master Plan							➤	➤	2023
#11	L-X-2	Strategic Initiatives	Support Deer Management Research Program							➤	➤	2023
#12	L-X-3	Engineering & Public Works	Analyse Stormwater Management Program Options						➤	➤	➤	2023
#9, #16	L-23-1	Community Building & Planning	Prepare Village Area Plan(s) for the Oak Bay Village/Cadboro Bay Road corridor and for the Secondary Village areas. Prepare an Urban Design Plan for Oak Bay Village. Develop tools needed to regulate/permit sidewalk patios and prepare associated design guidelines.						➤	➤	➤	TBD



# Livability

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#15	L-23-2	Parks, Recreation & Culture	Design Carnarvon Park Building						➤	➤	➤	TBD
#18	L-23-3	Parks, Recreation & Culture	Prepare an Options Analysis for a Potential Temporary Off-Leash Dog Park							➤	➤	2023
#21	L-23-4	Parks, Recreation & Culture	Expand Opportunities for Dry Winter Walking at Uplands Park and Establish Costs for Developing Comprehensive Management Plan							➤	➤	2023
#22	L-23-5	Parks, Recreation & Culture	Develop a Playground Replacement Policy							➤	➤	2023



# Livability

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#25, #28	L-23-6	Finance & Asset Management	Prepare Comprehensive Asset Management Plan & Undertake Municipal Facilities Planning with a Sustainability Lens						➤	➤	➤	TBD
#51	L-23-7	Engineering & Public Works	Initiate Uplands Sewer Separation						➤	➤	➤	TBD
#52	L-23-8	Strategic Initiatives	Undertake Options Analyses for Marina (near-term and long-term)							➤	➤	TBD



# Transportation

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#27, #28	T-23-1	Engineering & Public Works	Expedite Implementation of the Active Transportation Program Based on Increased Levels of Funding and Determine How Network Can Be Fully Constructed									2023
#32	T-23-2	Engineering & Public Works	Explore Options to Provide Free Transit Passes for Youth aged 13-18									TBD



# Climate Change & Environment

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>	
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete		
#33	C-X-1	Parks, Recreation & Culture	Implement Coolkit Program Community Engagement on Urban Forestry and Climate Change							➤	➤	2024	
#53	C-X-2	Community Building & Planning	Implement GHG and Energy Reduction in Buildings Program (Community Climate Action Working Group Report Implementation)							➤	➤	2024	
#34	C-23-1	Engineering & Public Works	Develop an Erosion Prevention Program for McNeil Bay							➤	➤	➤	2024



# Diversity & Inclusion

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#42	D-23-1	Corporate Services	Refresh Website							➤	➤	2024
#43	D-23-2	Community Building & Planning	Change Rules for Home-Based Businesses							➤	➤	TBD
#44	D-23-3	Corporate Services	Improve Public (including youth) Engagement and Connection (neighbourhood meetings, community events etc.)						➤	➤	➤	TBD
#45	D-23-4	Corporate Services	Develop Program to Improve Diversity and Inclusion							➤	➤	TBD



# Truth & Reconciliation

Project #	Council Priority Plan #	Department	Project	Funding <sup>(1)</sup>					Status <sup>(2)</sup>			Target Completion <sup>(4)</sup>
				2023	2024	2025	2026	2027	Project Sign-Off <sup>(3)</sup>	In Progress	Complete	
#54	R-X-1	Administration	Collaborate on Sitchanalth Willows Shared Knowledge Planning Project						TBD	➤	➤	2024
#47	R-23-1	Strategic Initiatives	Seek Songhees and Esquimalt Nations and Community Input into Future of Turkey Head (Spewhung)						TBD	➤	➤	TBD
#48	R-23-2	Human Resources	Provide Training to Staff and Council on Intercultural Competencies, specifically related to local First Nations communities and culture							➤	➤	TBD
#50	R-23-3	Administration	Provide opportunities for community to learn and share in the process of reconciliation							➤	➤	TBD

# Potential Future Projects

In addition to the projects listed in the previous section, Council has identified a ‘long list’ of projects for potential consideration in future years. Council will review this list on an annual basis (typically in the late fall) and determine whether the projects should be funded. Council may add to this list through the course of the year by approving Council Resolutions to that effect.

- Undertake a ‘light review’ of the OCP
- Streamline Building and Planning Department processes
- Update Zoning Bylaw
- Identify how to prevent or reduce building and infrastructure loss from earthquakes, tsunamis, sea level rise etc.
- Update dog-use policies
- Prepare Parks, Recreation and Culture Master Plan
- Identify options for improving solid waste management at Elgin Road
- Design and implement a data collection system to monitor the impact of deer on public safety
- Review Parks and Recreation memorial bench program
- Ensure service levels as they relate to sidewalks and walkways are restored to what they were five+ years ago
- Survey on street parking
- Extend Bowker Creek public walkway from Oak Bay High School to Bee Street
- Advance regional cooperation, engagement and planning with regards to active transportation and transit
- Encourage car share programs
- Expand bike parking
- Develop Community Climate Action Plan
- Develop Energy Plan for Municipal Operations
- Expand naturalization of Bowker Creek
- Improve management of boat moorage in District’s bays
- Improve management of geese
- Prepare for climate-related emergencies
- Explore ways to increase economic prosperity for First Nations



# Other District Services and Projects Supporting Council's Priorities

New projects are in addition to operational projects and ongoing, core community services. Additional work that supports Council's Priorities is summarized on the following pages



## OTHER DISTRICT SERVICES AND PROJECTS SUPPORTING COUNCIL'S PRIORITIES

### Housing

#### Services

Below Market Leased Residential Properties; Front Counter Reception; Development Application Review; Building Inspection

### Livability

#### Services

Utilities Financial Sustainability; Grants Management; Land Management; Allan Cassidy Awards; Human Resources Services; Infrastructure Assessments, Operations & Maintenance

### Transportation

#### Services

Bike Lanes; Traffic Signals & Signage; Traffic Counts

### Climate Change & Environment

#### Services

EV Charging Stations; Emergency Program; Equipment Replacement; Maintenance of Green Space, Urban Forest; Solid Waste Collection

## OTHER DISTRICT SERVICES AND INITIATIVES SUPPORTING COUNCIL'S PRIORITIES



### Diversity & Inclusion

#### Services

Special Events; Community Survey; Oak Bay CivicWeb Portal; PRC Programs, Parks & Facilities; Communications Program



### Truth & Reconciliation

#### Services

Council approved funding for First Nations Advisor; Truth and Reconciliation Training

# Monitoring, Reporting, Adjusting

Progress on projects listed in the Council Priority Plan is formally reported on following the second and fourth quarters of each year. If timing, budgeting, or project scope adjustments are required, staff will bring related decisions to Council for direction.

Council formally reviews its priorities and related projects each year (usually in the late fall) following public input. Changes are reflected in annual updates to the Council Priority Plan so the Plan is kept current throughout Council's mandate.





DISTRICT OF  
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[www.oakbay.ca](http://www.oakbay.ca)