

## APPENDIX A

(in Millions)

PROGRAM	2020 Net Approved Budget	2020 Year End Net Expenses	2020 Year End Variance	2020 Year End Transfers	2020 Variance After Policy Trfs
Political Governance	\$ 3.94	3.29	0.65	(0.01)	0.64
Administrative Executive Management	\$ 1.93	1.28	0.65	-	0.65
Service Oakville	\$ 1.00	0.96	0.04	-	0.04
Strategy, Policy & Communications	\$ 1.29	1.21	0.08	-	0.08
Human Resources	\$ 2.88	2.91	(0.03)	-	(0.03)
Regulatory Services	\$ 0.34	0.16	0.18	-	0.18
Financial Services	\$ 5.62	5.05	0.57	-	0.57
Legal Services	\$ 1.79	1.73	0.06	-	0.06
Information Systems	\$ 11.51	10.34	1.17	-	1.17
Facilities & Construction Management	\$ 2.96	3.18	(0.22)	-	(0.22)
Emergency Services	\$ 38.81	38.85	(0.04)	-	(0.04)
Recreation and Culture	\$ 18.67	17.95	0.72	-	0.72
Oakville Public Library	\$ 10.05	8.75	1.30	-	1.30
Parks & Open Space	\$ 17.96	17.00	0.96	-	0.96
Cemeteries	\$ 0.16	(0.12)	0.28	(0.28)	-
Harbours	\$ -	0.34	(0.34)	-	(0.34)
Infrastructure Maintenance	\$ 23.35	21.66	1.69	-	1.69
Infrastructure Planning & Improvements	\$ 2.40	2.24	0.16	-	0.16
Municipal Enforcement	\$ 1.41	1.57	(0.16)	-	(0.16)
Parking	\$ -	1.70	(1.70)	-	(1.70)
Oakville Transit	\$ 24.13	22.46	1.67	-	1.67
Economic Development	\$ 1.46	1.04	0.42	-	0.42
Strategic Business Services	\$ 0.35	0.15	0.20	-	0.20
Building Services	\$ 0.20	(1.33)	1.53	(1.65)	(0.12)
Planning Services	\$ 2.89	3.11	(0.22)	-	(0.22)
Development Engineering	\$ 0.77	0.75	0.02	-	0.02
<b>Total Program Variance</b>	<b>\$ 175.87</b>	<b>166.23</b>	<b>9.64</b>	<b>(1.94)</b>	<b>7.70</b>
Corporate Hearings and Litigations	\$ 0.50	1.17	(0.67)	-	(0.67)
Corporate Revenue & Expenses	\$ (176.37)	(180.01)	3.64	(2.37)	1.27
<b>Total Projected Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ (12.61)</b>	<b>12.61</b>	<b>(4.31)</b>	<b>8.30</b>

Net Surplus

\$ 8.30

## APPENDIX B

### 2020 CAPITAL PROJECT SUMMARY BY COMMISSION AND DEPARTMENT

(in \$'000s)

Commission/Department	Total Approved Budget	Prior Year Expenditures	2020 Expenditures	Total LTD Expenditures	Total Funds Remaining
<b>Community Services</b>					
Parks and Open Space	\$57,124	\$36,224	\$13,476	\$49,700	\$7,424
Emergency Services	\$19,827	\$4,705	\$13,483	\$18,189	1,638
Recreation and Culture Department	\$49,826	\$42,853	\$4,527	\$47,380	2,445
Oakville Public Library	\$4,759	\$2,470	\$1,142	\$3,612	1,147
Oakville Galleries	\$17	\$0	\$5	\$5	12
Infrastructure Maintenance	\$22,261	\$15,603	\$3,100	\$18,703	3,558
Oakville Transit	\$19,850	\$4,802	\$3,818	\$8,619	11,231
<b>Total Community Services</b>	<b>\$173,663</b>	<b>\$106,658</b>	<b>\$39,550</b>	<b>\$146,208</b>	<b>\$27,454</b>
<b>Community Development</b>					
Infrastructure Planning	\$191,993	\$94,867	\$36,775	\$131,642	\$60,352
Parking/Halton Court Services	\$1,801	\$178	\$270	\$448	1,353
Environmental Policy	\$1,372	\$559	\$275	\$834	538
Municipal Enforcement	\$0	\$0	\$0	\$0	-
Building/Planning Services	\$4,022	\$2,506	\$607	\$3,113	\$909
<b>Total Community Development</b>	<b>\$199,188</b>	<b>\$98,109</b>	<b>\$37,927</b>	<b>\$136,037</b>	<b>\$63,152</b>
<b>Corporate Services</b>					
Corporate Initiatives	\$80,131	\$60,411	\$13,808	\$74,219	\$5,912
Facilities and Construction Management	\$3,524	\$1,698	\$795	\$2,493	1,031
Information Technology Solutions	\$7,864	\$2,577	\$2,577	\$5,154	2,710
<b>Total Corporate Services</b>	<b>\$91,519</b>	<b>\$64,687</b>	<b>\$17,180</b>	<b>\$81,866</b>	<b>\$9,653</b>
<b>TOTAL ACTIVE PROJECTS</b>	<b>\$464,370</b>	<b>\$269,454</b>	<b>\$94,657</b>	<b>\$364,111</b>	<b>\$100,259</b>

# APPENDIX C

## Summary of Capital Closures Net Impact on Reserves & Reserve Funds

DEPARTMENT	Project Budget vs Actual			TOTAL NUMBER OF PROJECTS CLOSED	Impact on Reserves (in \$1,000s) (Positive = surplus, negative = add'l funds required)				
	TOTAL APPROVED BUDGET	TOTAL ACTUAL EXPENSES	PROJECT LIFE VARIANCE		Capital Reserves	Equipment Reserves	Specific Reserve Funds & Gas Tax	Dev. Charge Reserve Funds	Total to/(from) Reserves/ Reserve Funds
<b>Commissioner Authority</b>									
Facility and Construction Mgmt	167,000	73,756	93,244	3	21,705	-	71,539	-	93,244
Fire	251,000	250,651	349	1	349	-	-	-	349
Library	154,000	131,950	22,050	2	(5,538)	-	27,588	-	22,050
Recreation & Culture	239,900	205,220	34,680	4	18,502	-	16,178	-	34,680
Parks & Open Space	14,474,925	13,560,227	914,698	16	322,795	-	98,900	493,003	914,698
Harbours	678,000	654,680	23,320	2	-	-	23,320	-	23,320
Engineering & Construction	37,000	34,734	2,266	1	2,266	-	-	-	2,266
<b>Net Impact</b>	<b>\$ 16,001,825</b>	<b>\$ 14,911,218</b>	<b>\$ 1,090,607</b>	<b>29</b>	<b>\$ 360,079</b>	<b>\$ -</b>	<b>\$ 237,525</b>	<b>\$ 493,003</b>	<b>\$ 1,090,607</b>

# APPENDIX D

## 2020 Reserve and Reserve Fund Balances (\$ Millions)

Reserve/Reserve Fund	2019 Ending Balance (million)	2020 Activity					Interest/ Capital Gains-Loss	2020 Ending Balance (million)	2020 Fully Committed Ending Balance <sup>1</sup> (million)
		Operating Transfers to/from Reserve	Capital Funding Transfers <sup>1</sup>	Development Charges/ Other Revenues	Internal Reserve Transfers	Total			
<b>Obligatory Reserve Funds:</b>									
Development Charges	82.0	(3.9)	(29.3)	51.5		100.2	2.1	102.3	67.7
Parkland	35.6		(1.8)	10.8		44.6	1.0	45.6	44.6
Gas Tax	20.3	(1.9)	(3.2)	10.7		25.9	0.5	26.4	16.6
Ont. Municipal Commuter Cycling	0.7		(0.1)			0.6	0.0	0.6	0.0
<b>sub-total</b>	<b>138.5</b>	<b>(5.8)</b>	<b>(34.3)</b>	<b>73.0</b>	<b>0.0</b>	<b>171.4</b>	<b>3.5</b>	<b>174.9</b>	<b>129.0</b>
<b>Discretionary Reserve Funds:</b>									
Town Building Replacement	10.2	3.3	0.2			13.7	0.2	13.9	13.9
Parking <sup>2</sup>	3.0	(0.5)	(0.2)	0.3		2.6	0.1	2.6	2.6
Harbours <sup>2</sup>	(6.4)	0.1	0.1			(6.1)	(0.1)	(6.2)	(6.2)
Street Trees	0.0	0.0	0.0			0.0	0.0	0.0	0.0
Employment Liability	21.6	0.7				22.3	0.5	22.8	22.8
Bonus Zoning	2.8					2.8	0.0	2.9	2.9
Other	0.2	0.0	0.0			0.2	0.0	0.2	0.2
<b>sub-total</b>	<b>31.6</b>	<b>3.6</b>	<b>0.1</b>	<b>0.3</b>	<b>0.0</b>	<b>35.6</b>	<b>0.7</b>	<b>36.3</b>	<b>36.3</b>
<b>Total Reserve Funds</b>	<b>170.1</b>	<b>(2.2)</b>	<b>(34.1)</b>	<b>73.3</b>	<b>0.0</b>	<b>207.0</b>	<b>4.2</b>	<b>211.1</b>	<b>165.2</b>
<b>Reserves:</b>									
Operational Reserves <sup>2</sup>	28.4	4.8	(0.7)	0.1		32.6		32.6	32.6
Equipment Reserves	20.3	8.4	(8.6)	0.4		20.5	0.3	20.8	20.8
Capital Reserves	32.3	15.3	14.2	4.1		65.9	1.0	66.8	66.8
Stabilization Reserves <sup>2</sup>	60.8	8.0	0.2	0.0		69.1	1.1	70.2	70.2
<b>Total Reserves</b>	<b>141.8</b>	<b>36.5</b>	<b>5.1</b>	<b>4.7</b>	<b>0.0</b>	<b>188.1</b>	<b>2.4</b>	<b>190.5</b>	<b>190.5</b>
<b>Total Reserves, Reserve Funds</b>	<b>311.9</b>	<b>34.2</b>	<b>(29.1)</b>	<b>78.0</b>	<b>0.0</b>	<b>395.1</b>	<b>6.6</b>	<b>401.6</b>	<b>355.7</b>

1) Balances for Development Charges, Parkland and Gas Tax reflect commitments for funds approved for capital in 2020 and prior years that has not yet been transferred. Funds can only be transferred to the project as spending occurs.

2) Reserves and reserve fund balances include year end policy transactions mentioned in the report but does not include recommended transfers or surplus entry.

**Q4 2020 Purchasing Awards in excess of \$100,000**

<b>Bid #</b>	<b>Description</b>	<b>Awarded To</b>	<b>Total Amount Awarded (\$)</b>
RFP-24-2020	Snow Clearing / Salting, Downtown Parking Lots and Street Spaces	Rightway Blading and Sodding Inc.	\$118,063.60
RFT-35-2020	Shoreline Improvements at Vista Promenade, Water's Edge Park, and Stirling Drive Outfall	R & M Construction	\$2,435,374.12
RFP-30-2020	Purchase of Radar Speed Display Signs (RSDS)	Traffic Logix Corporation	\$138,990.00
RFP-31-2020	Janitorial Cleaning Services	Arsenal Cleaning Services Ltd.	\$1,008,996.00
RFT-38-2020	Oakville Museum Coach House Restoration <b>(PREQ)</b>	Clifford Restoration Limited	\$1,313,000.00
RFT-39-2020	Supply & Delivery of one only new self-propelled 4WD sub-compact sidewalk sweeper	Cubex Limited	\$137,195.40
RFP-34-2020	Parking Management Study (recall of RFP-33-2019)	R.J. Burnside & Associates Limited	\$185,382.75
RFP-42-2020	Resource Support for Implementation of PerfectMind Recreation Software	Neoteric Tecknowledgies Inc.	\$124,875.00
6907-19-0145	Supply & Delivery of Gasoline and Diesel Fuel	Canada Clean Fuels	\$2,962,431.72
RFP-46-2020	Rotational Maintenance Program	Colonial Tree Service Inc.	\$430,561.24
RFT-50-2020	Supply and installation of power pedestals on Oyster Bay docks 1 and 2	Nadelec Contracting Inc.	\$166,000.00

**Contract Renewals - where provision for such renewal formed part of the original bid document.**

<b>Original Bid #</b>	<b>Description</b>	<b>Awarded To</b>	<b>Total Amount Awarded</b>
HCPG-19-135	Janitorial Supplies (HCPG Contract issued by Milton)	Wood Wyant Canada Inc.	\$266,000.00
RFT-69-2019	Oakville Hydro Line Clearing Program	Davey Tree	\$325,981.22
RFP-17-2018	Bunker Gear	A.J. Stone Company Ltd.	\$147,870.00

## APPENDIX E continued

### Additional Funding Requests

Original Bid #	Description	Awarded To	Total Amount Awarded
RFT-16-2020	Asphalt Patching	Diamond Earthworks	\$130,835.00
RFT-24-2020	Concrete Sidewalk and Curb Repairs	Onsite Contracting Inc.	\$195,151.55
Prop-12-2017	Oakville Trafalgar Community Centre IPD Construction	Graham Construction and Engineering	\$1,095,339.27
Prop-12-2017	Oakville Trafalgar Community Centre IPD Construction	Graham Construction and Engineering	\$1,306,508.30

### Single Source Procurement

Department	Description	Awarded To	Total Amount Awarded
Transit	Real Time Scheduling Upgrade and Application with Digital Screens	Route Match	\$165,000.00
Transit	Presto Equipment Replacement	Metrolinx	\$1,570,000.00
Information Systems	HPE Datacentre Care Maintenance and Support 2021	Hewlett Packard Enterprise	\$228,656.22
Information Systems	AMANDA and OPEN TAX Annual Support and Maintenance	Calytera	\$203,037.72
Library	Hoopla - CVS Midwest Tape	CVSA Midwest Tape	\$156,000.00
Information Systems	Teranet OPMA Ownership Mapping Data Products	Halton Region	\$126,885.00
Information Systems	Annual Maintenance for Clever Software	Clever Devices Ltd.	\$129,373.42
Information Systems	Microsoft Premier Supper Annual Renewal	Microsoft	\$128,075.00
Parks & Open Space	Request for Single Source Award to Zimmer Air Inc. for Gypsy Moth Aerial Spray Project	Zimmer Air Inc.	\$180,000.00

## APPENDIX F

TABLE 1  
2020 PORTFOLIO COMPOSITION  
YEAR OVER YEAR COMPARISON  
(Millions)

Security Type	Book Value	% of Portfolio	Book Value	% of Portfolio
Cash	59.94	12.2%	59.15	13.1%
Federal Bond	30.96	6.3%	25.31	5.6%
Provincial Bond	158.76	32.3%	139.97	31.1%
Municipal Bond	124.41	25.3%	112.15	24.9%
Eligible Financial Institutions	117.49	23.9%	113.41	25.2%
Total	491.56	100.0%	449.98	100.0%
As of December 31, 2020			As of December 31, 2019	

TABLE 2  
2020 PORTFOLIO COMPOSITION BY TERM  
YEAR OVER YEAR COMPARISON  
(Millions)

Maturity Distribution	Book Value	% of Portfolio	Book Value	% of Portfolio
Cash and cash equivalents	116.97	23.8%	86.57	19.2%
1 - 3 years	64.40	13.1%	68.81	15.3%
3 - 5 years	83.47	17.0%	47.68	10.6%
5 - 10 years	220.99	45.0%	244.19	54.3%
10 years and over	5.73	1.2%	2.73	0.6%
Total	491.56	100.0%	449.98	100.0%
As of December 31, 2020			As of December 30, 2019	

## 2020 Outstanding Debt Principal

(\$ 000's)

	1-Jan-20	2020	2020 Debt Principal Payment/Sinking Fund Contribution	2020 Year End Balance
	Opening Balance	New Debt issued		
<b>Tax Levy Supported Debt:</b>				
Municipal Buildings	87	-	88	(0)
Roads & Storm Sewers	191	5,200	132	5,259
LED Streetlighting	9,494	-	1,017	8,476
Transit	1,124	-	574	550
Fire Protection	-	-	-	-
Recreation Facilities	-	-	-	-
Parks and Pier Rehab	532	-	177	354
<b>sub-total</b>	<b>\$ 11,429</b>	<b>\$ 5,200</b>	<b>\$ 1,988</b>	<b>\$ 14,640</b>
<b>Self Supported Debt:</b>				
Harbours	1,734	-	409	1,325
Development (16 Mile Creek)	7,552	-	3,710	3,842
Pine Glen Soccer Club	6,114	-	460	5,654
<b>sub-total</b>	<b>\$ 15,400</b>	<b>\$ -</b>	<b>\$ 4,579</b>	<b>\$ 10,821</b>
<b>Hospital Debt:</b>				
New Oakville Hospital	82,735	-	1,816	80,918
<b>TOTAL</b>	<b>\$ 109,563</b>	<b>\$ 5,200</b>	<b>\$ 8,383</b>	<b>\$ 106,379</b>



**MUNICIPAL ACT INVESTMENT REPORTING REQUIREMENTS**

**Statement of Performance;**

The Town of Oakville earned an annualized rate of return of 2.40% for the period ended December 31, 2020 on its cash management and investment program.

**Investment in Own Securities;**

As the Town of Oakville is a lower tier municipality, for which debt requirements must be issued through the Region of Halton by legislation, none of its investments would be invested in its own long-term or short-term securities.

**Statement of Treasurer regarding Investment Quality;**

I, Nancy Sully, Commissioner-Corporate Services and Treasurer of the Town of Oakville hereby state that:

All investments made by the town for the period ending December 31, 2020, have met the quality standards outlined in the town's Investment Policy.

**Statement of Treasurer regarding Compliance with Investment Policy;**

I, Nancy Sully, Commissioner-Corporate Services and Treasurer of the Town of Oakville hereby state that:

All investments made by the town for the period ending December 31, 2020, have complied with the investment policy with the Town of Oakville.

**Nancy Sully, CPA, CMA**  
**Commissioner-Corporate Services and Treasurer**

**April 13, 2021**