

## APPENDIX A

	2021	2021	2021
(\$ Millions)	Annual	Year-end	Variance to
	Budget	Actuals	Budget (\$)
Political Governance	3.79	3.59	0.20
Administrative Executive Management	1.82	2.08	(0.27)
Economic Development	0.76	0.76	0.00
Strategy, Policy and Communications	3.48	3.20	0.29
Corporate Asset Management	1.57	1.35	0.23
Financial Services	4.84	4.16	0.67
Human Resources	2.96	2.95	0.01
Information Technology Solutions	12.13	10.99	1.15
Regulatory Services	0.40	0.31	0.09
Legal Services	1.81	1.75	0.05
Facilities & Construction Management	3.17	2.92	0.26
Emergency Services	40.45	41.56	(1.11)
Recreation and Culture	21.98	19.90	2.08
Oakville Public Library	10.21	9.87	0.35
Parks & Open Space	19.14	18.71	0.43
Cemeteries	0.17	0.13	0.03
Harbours	-	(0.47)	0.47
Infrastructure Maintenance	23.46	21.50	1.96
Oakville Transit	28.17	21.88	6.29
Infrastructure Planning & Improvements	2.37	2.28	0.09
Parking	0.48	0.59	(0.11)
Municipal Enforcement	2.33	2.52	(0.19)
Building Services	0.29	(3.97)	4.26
Planning Services	2.08	3.08	(1.00)
Development Services	0.29	0.16	0.12
Strategic Business Services	0.35	0.28	0.07
<b>Total Program Variance</b>	<b>\$ 188.49</b>	<b>\$ 172.08</b>	<b>\$ 16.42</b>
Corporate Hearings and Litigation	0.50	1.63	(1.13)
Corporate Revenue & Expenses	(188.99)	(190.45)	1.46
<b>Town Variance before transfers</b>	<b>\$ -</b>	<b>\$ (16.75)</b>	<b>\$ 16.75</b>
<b>Policy Related and Recommended Transfers for Programs:</b>			
Transfer (to)/from Storm Event Reserve			(0.66)
Transfer Oakville Public Library surplus (to)/from Tax Stabilization Reserve			(0.35)
Transfer (to)/from Building Enterprise Reserve			(4.07)
Transfer (to)/from Cemetery Reserve			(0.03)
Transfer (to)/from Harbours Reserve fund			(0.47)
Transfer (to)/from Parking Reserve fund		not recommended	
Transfer (to)/from Election Reserve			(0.02)
<b>Total Town Variance after transfers</b>			<b>\$ 11.15</b>

## APPENDIX B

### 2021 CAPITAL PROJECT SUMMARY BY COMMISSION AND DEPARTMENT (in \$'000s)

Commission/Department	Total Approved Budget	Prior Years Expenditures	2021 Expenditures	Total LTD Expenditures	Total Funds Remaining
<b>Corporate Initiatives</b>					
Corporate Initiatives	\$11,678	\$8,278	\$753	\$9,031	\$2,647
<b>Total Corporate Initiatives</b>	<b>\$11,678</b>	<b>\$8,278</b>	<b>\$753</b>	<b>\$9,031</b>	<b>\$2,647</b>
<b>Corporate Services</b>					
Clerks	\$427	\$360	\$25	\$385	\$42
Finance	\$300	\$55	\$31	\$86	214
Legal	\$12,700	\$11,180	\$0	\$11,180	1,520
Information Technology Solutions	\$7,993	\$2,416	\$2,254	\$4,669	3,324
<b>Total Corporate Services</b>	<b>\$21,420</b>	<b>\$14,011</b>	<b>\$2,309</b>	<b>\$16,320</b>	<b>\$5,100</b>
<b>Community Services</b>					
Facilities and Construction Management	\$10,420	\$2,366	\$2,800	\$5,166	\$5,254
Parks and Open Space	\$42,416	\$23,564	\$11,750	\$35,315	\$7,102
Cemeteries	\$201	\$25	\$57	\$82	\$119
Harbours	\$11,579	\$9,754	\$1,697	\$11,451	\$128
Fire Services	\$22,376	\$17,785	\$2,079	\$19,864	\$2,512
Recreation and Culture	\$59,947	\$53,342	\$3,307	\$56,650	\$3,297
Oakville Public Library	\$1,533	\$617	\$590	\$1,206	\$327
Oakville Galleries	\$17	\$5	\$0	\$5	\$12
<b>Total Community Services</b>	<b>\$148,489</b>	<b>\$107,457</b>	<b>\$22,281</b>	<b>\$129,738</b>	<b>\$18,751</b>
<b>Community Development</b>					
Parking Services	\$2,814	\$430	\$697	\$1,126	\$1,688
Municipal Enforcement	\$278	\$0	\$139	\$139	\$139
Building Services	\$2,363	\$304	\$347	\$651	\$1,712
Planning Services	\$3,717	\$2,115	\$104	\$2,219	\$1,498
Strategic Business Services	\$701	\$455	\$144	\$599	\$102
<b>Total Community Development</b>	<b>\$9,873</b>	<b>\$3,303</b>	<b>\$1,431</b>	<b>\$4,734</b>	<b>\$5,139</b>
<b>Community Infrastructure</b>					
Roads and Works	\$25,091	\$18,653	\$2,948	\$21,601	\$3,490
Transportation, Engineering and Development	\$204,724	\$127,335	\$20,884	\$148,218	\$56,506
Oakville Transit	\$32,951	\$4,874	\$8,484	\$13,357	\$19,594
Asset Management	\$3,300	\$976	\$522	\$1,497	\$1,803
<b>Total Community Infrastructure</b>	<b>\$266,066</b>	<b>\$151,838</b>	<b>\$32,836</b>	<b>\$184,674</b>	<b>\$81,392</b>
<b>TOTAL ACTIVE PROJECTS</b>	<b>\$457,526</b>	<b>\$284,886</b>	<b>\$59,611</b>	<b>\$344,497</b>	<b>\$113,029</b>

**Note:** Projects recommended for closure this period are included in the table above to illustrate total spending.

# 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 (Positive = surplus, negative = add'l funds required)					External Revenues	Debt Issuance
	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>											
Finance and General Government	560,000	559,999	1	1	0	-	1	-	1	-	-
Information Technology Solutions	602,800	602,850	(50)	2	(50)	-	-	-	(50)	-	-
Facilities and Construction Management	1,017,000	863,396	153,604	2	18,607	-	134,997	-	153,604	-	-
Parks and Open Space	6,536,497	5,242,517	1,293,980	16	125,234	439,494	65,951	663,301	1,293,980	-	-
Cemeteries	70,000	70,596	(596)	1	-	-	(596)	-	(596)	-	-
Harbours	2,215,000	2,245,457	(30,457)	4	-	-	(30,457)	-	(30,457)	-	-
Fire Services	5,846,400	5,453,062	393,338	2	-	-	-	393,338	393,338	-	-
Recreation and Culture	249,400	218,840	30,560	5	2,269	-	28,291	-	30,560	-	-
Oakville Galleries	5,000	5,014	(14)	1	(14)	-	-	-	(14)	-	-
Planning and Development	100,000	89,669	10,331	1	-	-	-	-	-	(10,331)	-
Roads and Works	17,897,200	16,853,839	1,043,361	7	(35,885)	374,669	-	447,985	786,769	893,408	(1,150,000)
Transportation, Engineering and Development	36,277,300	34,800,757	1,476,543	19	745,066	-	-	478,363	1,223,429	(253,114)	-
Oakville Transit	4,789,000	4,631,972	157,028	5	-	139,046	17,982	-	157,028	-	-
<b>Total</b>	<b>\$ 76,165,597</b>	<b>\$ 71,637,968</b>	<b>\$ 4,527,629</b>	<b>66</b>	<b>\$ 855,227</b>	<b>\$ 953,209</b>	<b>\$ 216,169</b>	<b>\$ 1,982,986</b>	<b>\$ 4,007,592</b>	<b>\$ 629,963</b>	<b>\$ (1,150,000)</b>
<b>CAO Authority</b>											
Facilities and Construction Management	50,000	57,617	(7,617)	1	(7,617)	-	-	-	(7,617)	-	-
Information Technology Solutions	121,000	169,849	(48,849)	1	(48,849)	-	-	-	(48,849)	-	-
Roads and Works	30,000	55,900	(25,900)	1	(25,900)	-	-	-	(25,900)	-	-
Parks and Open Space	54,100	63,082	(8,982)	1	(8,982)	-	-	-	(8,982)	-	-
<b>Total</b>	<b>\$ 255,100</b>	<b>\$ 346,448</b>	<b>\$ (91,348)</b>	<b>4</b>	<b>\$ (91,348)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (91,348)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Impact</b>	<b>\$ 76,420,697</b>	<b>\$ 71,984,416</b>	<b>\$ 4,436,281</b>	<b>70</b>	<b>\$ 763,879</b>	<b>\$ 953,209</b>	<b>\$ 216,169</b>	<b>\$ 1,982,986</b>	<b>\$ 3,916,244</b>	<b>\$ 629,963</b>	<b>\$ (1,150,000)</b>

# APPENDIX D

## 2021 Reserve and Reserve Fund Balances (\$ Millions)

Reserve/Reserve Fund	2020 Ending Balance (millions)	2021 Activity				Interest/ Capital Gains- Loss	2021 Ending Balance (millions)	2021 Fully Committed Ending Balance <sup>1</sup> (million)
		Operating Transfers to/(from) Reserve	Capital Funding Transfers	Development Charges/ Other Revenues	Total			
<b>Obligatory Reserve Funds:</b>								
Development Charges	100.9	(3.9)	(10.5)	69.8	156.3	2.3	158.6	130.1
Parkland	45.6	-	(0.4)	32.0	77.1	1.0	78.2	67.1
CCBF <sup>2</sup> /Ontario Gas Tax	26.4	(1.9)	(6.8)	14.9	32.6	0.5	33.1	23.6
Ont. Municipal Commuter Cycling	0.6	0.0	(0.2)	0.0	0.4	0.0	0.5	0.0
<b>sub-total</b>	<b>173.5</b>	<b>(5.8)</b>	<b>(17.7)</b>	<b>116.7</b>	<b>266.7</b>	<b>3.9</b>	<b>270.4</b>	<b>220.8</b>
<b>Discretionary Reserve Funds:</b>								
Building Maintenance	13.9	3.7	0.5	-	18.1	0.3	18.4	18.4
Parking	2.6	(0.5)	(0.5)	-	1.6	0.0	1.7	1.7
Harbours <sup>3</sup>	(6.2)	0.8	(0.2)	-	(5.7)	(0.1)	(5.8)	(5.8)
Employment Liability	22.8	0.7	-	-	23.4	0.4	23.9	23.9
Bonus Zoning	2.9	-	-	-	2.9	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>36.2</b>	<b>4.7</b>	<b>(0.3)</b>	<b>0.0</b>	<b>40.7</b>	<b>0.7</b>	<b>41.3</b>	<b>41.3</b>
<b>Total Reserve Funds</b>	<b>209.7</b>	<b>(1.1)</b>	<b>(18.0)</b>	<b>116.7</b>	<b>307.3</b>	<b>4.6</b>	<b>311.7</b>	<b>262.1</b>
<b>Reserves:</b>								
Operational Reserves <sup>3</sup>	32.6	5.0	(1.5)	0.2	36.3	-	36.3	36.3
Equipment Reserves	20.8	8.4	(8.5)	0.7	21.4	0.4	21.8	21.8
Capital Reserves <sup>3</sup>	71.4	14.9	4.8	11.9	103.0	1.4	104.4	104.4
Stabilization Reserves <sup>3</sup>	73.4	4.7	-	1.0	79.1	(0.0)	79.1	79.1
<b>Total Reserves</b>	<b>198.2</b>	<b>32.9</b>	<b>(5.1)</b>	<b>13.9</b>	<b>239.9</b>	<b>1.8</b>	<b>241.7</b>	<b>241.7</b>
<b>Total Reserves, Reserve Funds</b>	<b>407.9</b>	<b>31.8</b>	<b>(23.1)</b>	<b>130.5</b>	<b>547.2</b>	<b>6.4</b>	<b>553.4</b>	<b>503.8</b>

\* Note: Schedule may not add due to rounding

1) Balances for Development Charges, Parkland and CCBF/Gas Tax reflect commitments for funds approved for capital in 2021 and prior years that has not yet been transferred. Funds can only be transferred to the project as spending occurs.

2) Canada Community-Building Fund (CCBF), formerly known as Federal Gas Tax

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

## Q4 2021 Purchasing Awards in excess of \$100,000

Competitive Bids Awarded			
Bid #	Description	Awarded To	Total Amount Awarded (\$)
RFT-55-2021	Gairloch Gardens Walkway & Stair Renovation (Resulting from Prequal-4-2021)	Pine Valley Corporation	\$126,760.00
RFT-63-2021	Parking Lot Milling and Overlay - Various Facilities	Rima Con Ltd.	\$194,380.41
RFP-17-2021	Supply and Delivery of Library Materials and Associated Services	Library Bound	\$234,200.00
RFP-17-2021	Supply and Delivery of Library Materials and Associated Services	Whitehots	\$285,200.00
RFP-31-2021	Master Fire Plan	Dillon Consulting	\$124,933.00
RFT-50-2021	Oakville Transit Parking Lot Repairs	Royal Ready Construction Ltd.	\$215,144.00
RFT-51-2021	Pedestrian Crossings (PXO) 2020/2021	Aqua Tech Solutions Inc.	\$868,481.70
RFT-52-2021	Supply and Delivery of HPE Servers	Softchoice Canada	\$391,505.20
RFT-54-2021	Supply and Delivery of Network Switches	Access 2 Networks Inc	\$128,389.37
RFT-58-2021	Busby Park Launch Ramp Redevelopment	Enscon Ltd.	\$785,145.00
RFT-57-2021	River Oaks Multi-Purpose Room Renovation	Fina Construction Ltd.	\$265,786.00
RFT-60-2021	Brantwood School Parkette Storm Sewer	Royal Ready Construction Ltd.	\$130,310.00
RFT-61-2021	Vehicle Rentals	Matthews Equipment Limited (operating as Herc Rentals)	\$104,800.00
RFT-63-2021	Parking Lot Milling and Overlay - Various Facilities	Rima Con Ltd.	\$194,380.41
RFP-34-2021	Solution Architect	Calian Ltd.	\$141,300.00
RFT-67-2021	Holyrood Promenade Shoreline Rehabilitation Construction	Cambridge Landscaping	\$542,382.82
RFT-68-2021	Crosstown Multi Path, Phase 4	Royal Ready Construction Ltd.	\$492,777.50
RFQ-36-2021	Flat Roof Replacements at Fire Station #1 and Bronte Harbour Banquet Centre	Eileen Roofing Inc.	\$117,800.00
RFT-69-2021	Laptops and Accessories	QRX Technology Group	\$515,592.35
RFP-41-2021	Consulting Services for Invasive Insect Management	Lallemand Inc.	\$111,615.00
RFT-70-2021	Woodland Regeneration	Brinkman Reforestation	\$943,261.95
RFT-73-2021	Removal & Disposal of LDD Moth Egg Masses	Davey Tree Expert Co.	\$164,229.00
		Colonial Tree Services Inc	

## Q4 2021 Purchasing Awards in excess of \$100,000

Contract Renewals - where provision for such renewal formed part of the original bid document.			
Original Bid #	Description	Awarded To	Total Amount Awarded
RFP-27-2020	HVAC Preventative Maintenance Service	Ainsworth Inc	\$300,000.00
RFT-2-2020	Rotational Maintenance program focuses on improving the vigor and health of trees. Pruning that is done follows ANSI A300 pruning standards.	Colonial Tree	\$478,879.00
RFP-5-2021	Supply and Delivery of Library Audio/Visual Materials	Library Bound, Inc.	\$126,000.00
Additional Funds			
Original Bid #	Description	Awarded To	Total Amount Awarded
RFP-37-2020	OPL Website Refresh Project -- Purchase Order Increase	PixelShop	\$102,220.00
RFSQ-2-2021	Arboricultural Services	Davey Tree Expert Co. Colonial Tree Service Inc. Arborwood Tree Service Inc. Diamond Tree Care and Consulting Inc.	\$114,500.00
Single Source Procurement			
Department	Description	Awarded To	Total Amount Awarded
Oakville Library	Hoopla - CVS Midwest Tape - 2022	CVS Midwest Tape	\$203,400.00
Transit	Collision repair to Oakville Transit Bus # 2025	MTB Transit Solutions	\$175,000.00

## APPENDIX F

**TABLE 1**  
**2021 PORTFOLIO COMPOSITION**  
**YEAR OVER YEAR COMPARISON**  
**(Millions)**

Security Type	Book Value	% of Portfolio	Book Value	% of Portfolio
Cash	186.13	27.5%	59.94	12.2%
Federal Bond	34.87	5.2%	30.96	6.3%
Provincial Bond	181.13	26.8%	158.76	32.3%
Municipal Bond	137.09	20.3%	124.41	25.3%
Eligible Financial Institutions	137.70	20.3%	117.49	23.9%
Total	676.92	100.0%	491.56	100.0%
	As of December 31, 2021		As of December 31, 2020	

**TABLE 2**  
**2021 PORTFOLIO COMPOSITION BY TERM**  
**YEAR OVER YEAR COMPARISON**  
**(Millions)**

Maturity Distribution	Book Value	% of Portfolio	Book Value	% of Portfolio
Cash and cash equivalents	285.85	42.2%	116.97	23.8%
1 - 3 years	42.26	6.2%	64.40	13.1%
3 - 5 years	131.98	19.5%	83.47	17.0%
5 - 10 years	216.84	32.0%	220.99	45.0%
10 years and over	-	0.0%	5.73	1.2%
Total	676.92	100.0%	491.56	100.0%
	As of December 31, 2021		As of December 31, 2020	

# APPENDIX G

	2021 Opening Balance	2021 New Debt issued	2021 Debt Principal Payment	2021 Year End Balance
<b>Tax Levy Supported Debt:</b>				
Roads & Storm Sewers	5,259	-	549	4,710
LED Streetlighting	8,476	-	1,036	7,440
Transit	550	-	179	371
Parks and Pier Rehab	354	-	180	175
<b>sub-total</b>	<b>\$ 14,640</b>	<b>\$ -</b>	<b>\$ 1,945</b>	<b>\$ 12,695</b>
<b>Self Supported Debt:</b>				
Harbours	1,325	1,100	177	2,248
Development (16 Mile Creek)	3,842	-	3,842	(0)
Pine Glen Soccer Club	5,654	-	482	5,171
<b>sub-total</b>	<b>\$ 10,821</b>	<b>\$ 1,100</b>	<b>\$ 4,502</b>	<b>\$ 7,419</b>
<b>Hospital Debt:</b>				
Oakville Trafalgar Memorial Hospital <sup>1</sup>	80,308	-	2,131	78,177
<b>TOTAL</b>	<b>\$ 105,769</b>	<b>\$ 1,100</b>	<b>\$ 8,578</b>	<b>\$ 98,291</b>

1) Debt Principal Payment for Oakville Trafalgar Memorial Hospital reflects the contribution to the sinking fund.



**MUNICIPAL ACT INVESTMENT REPORTING REQUIREMENTS**

**Statement of Performance;**

The Town of Oakville earned an annualized rate of return of 1.78% for the period ended December 31, 2021 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, 2021, 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, 2021, have complied with the investment policy with the Town of Oakville.

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

**March 18, 2022**