

**The Corporation of the Municipality of  
Strathroy-Caradoc**  
Consolidated Financial Statements  
For the year ended December 31, 2022

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**The Corporation of the Municipality of Strathroy-Caradoc**

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## MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of The Corporation of the Municipality of Strathroy-Caradoc (the "Municipality") are the responsibility of the Municipality's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in the notes to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current period cannot be finalized with certainty until future periods.

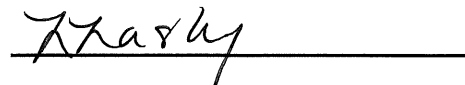
The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Council meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by BDO Canada LLP, independent external auditors appointed by the Municipality. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion of the Municipality's consolidated financial statements.



Acting-Chief Administrative Officer,  
Director of Finance & IT/Treasurer  
Bill Dakin



Manager of Accounting/Deputy Treasurer  
Lindsay Laskey



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BDO Canada LLP  
Kenwick Place, 250 Christina Street North  
P O Box 730  
Sarnia, Ontario N7T 7J7

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## Independent Auditor's Report

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To the Members of Council, Inhabitants and Ratepayers of  
The Corporation of the Municipality of Strathroy-Caradoc

### Opinion

We have audited the consolidated financial statements of The Corporation of the Municipality of Strathroy-Caradoc (the Municipality), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statements of operations, consolidated statement of change in net financial assets and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of The Corporation of the Municipality of Strathroy-Caradoc as at December 31, 2022, and its consolidated results of operations, its consolidated change in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Municipality's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipality or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Municipality's financial reporting process.

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



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## Independent Auditor's Report

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### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements - continued

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Municipality to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Municipality to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

***BDO Canada LLP***

Chartered Professional Accountants, Licensed Public Accountants

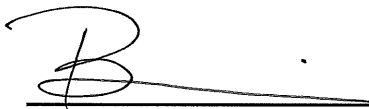
Sarnia, Ontario  
July 21, 2023

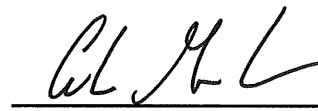
# The Corporation of the Municipality of Strathroy-Caradoc

## Consolidated Statement of Financial Position

December 31	2022	2021
<b>Financial assets</b>		
Cash and cash equivalents (Note 1)	\$ 65,132,316	\$ 62,721,022
Taxes receivable	1,525,319	1,686,741
Accounts receivable	11,211,517	9,615,333
Portfolio investments (Note 2)	4,213,501	4,068,471
Long-term receivables	241,265	79,786
	<u>82,323,918</u>	<u>78,171,353</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	6,993,276	7,504,601
Deferred revenue (Note 4)	24,756,319	22,824,873
Employee future benefits (Note 9)	2,514,700	2,468,500
Net long-term debt (Note 5)	2,774,184	3,489,500
Landfill closure and post closure costs (Note 6)	26,679	26,679
	<u>37,065,158</u>	<u>36,314,153</u>
<b>Net financial assets</b>	<u>45,258,760</u>	<u>41,857,200</u>
<b>Non-financial assets</b>		
Tangible capital assets (Note 7)	168,531,709	166,322,814
Capital work in progress	11,491,754	6,646,680
Land held for resale	2,508,544	2,741,970
Prepaid expenses	19,460	15,290
	<u>182,551,467</u>	<u>175,726,754</u>
<b>Accumulated surplus (Note 8)</b>	<u>\$ 227,810,227</u>	<u>\$ 217,583,954</u>

Contingent liabilities (Note 10)

 \_\_\_\_\_ Treasurer

 \_\_\_\_\_ Mayor

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Consolidated Statement of Operations**

For the year ended December 31	Budget 2022	2022	2021
<b>Revenue</b>			
Taxation	\$ 23,402,028	\$ 21,036,496	\$ 20,027,873
User fees and service charges	17,954,239	16,463,029	14,357,183
Government transfers - operating (Note 12)	1,040,885	1,982,365	2,099,673
Investment income	402,495	792,965	370,027
Penalty and interest on taxes	253,000	208,471	223,659
Other	197,657	537,446	530,919
	<u>43,250,304</u>	<u>41,020,772</u>	<u>37,609,334</u>
<b>Expenses</b>			
General government	6,681,191	4,055,772	3,457,315
Protection services	11,060,139	10,769,170	9,645,425
Transportation services	4,656,028	4,799,842	4,655,314
Environmental services	8,701,501	7,766,658	7,277,437
Health services	298,513	283,189	248,602
Social housing	273,962	333,813	401,927
Recreation and cultural services	5,017,129	4,861,062	4,252,977
Planning and development	1,737,695	737,491	795,186
	<u>38,426,158</u>	<u>33,606,997</u>	<u>30,734,183</u>
<b>Annual surplus before other</b>	<u>4,824,146</u>	<u>7,413,775</u>	<u>6,875,151</u>
<b>Other Revenues (Expenses)</b>			
Government transfers related to capital (Note 12)	3,360,067	1,504,276	4,673,554
User fees, developer and other contributions related to capital	16,402,614	1,276,873	3,094,326
Gain on disposal of capital assets	-	77,549	21,370
Increase in employee future benefits	-	(46,200)	(96,041)
	<u>19,762,681</u>	<u>2,812,498</u>	<u>7,693,209</u>
<b>Annual surplus</b>	<u>24,586,827</u>	<u>10,226,273</u>	<u>14,568,360</u>
<b>Accumulated surplus, beginning of year</b>	<u>217,583,954</u>	<u>217,583,954</u>	<u>203,015,594</u>
<b>Accumulated surplus, end of year</b>	<u>\$ 242,170,781</u>	<u>\$ 227,810,227</u>	<u>\$ 217,583,954</u>

The accompanying notes are an integral part of these financial statements

**The Corporation of the Municipality of Strathroy-Caradoc**  
**Consolidated Statement of Change in Net Financial Assets**

For the year ended December 31	Budget 2022	2022	2021
Annual surplus	\$ 24,586,827	\$ 10,226,273	\$ 14,568,360
Acquisition of tangible capital assets	(23,425,350)	(7,664,014)	(20,549,404)
Amortization of tangible capital assets	5,443,695	5,443,695	5,192,134
Gain on disposal of tangible capital assets	-	(77,549)	(21,370)
Proceeds from sale of tangible capital assets	-	88,973	21,640
(Increase) decrease in work in progress	-	(4,845,074)	7,759,751
(Increase) decrease in prepaid expenses	-	(4,170)	51,301
Decrease in land held for resale	-	233,426	199,272
<b>Net change in net financial assets</b>	<b>6,605,172</b>	<b>3,401,560</b>	<b>7,221,684</b>
<b>Net financial assets, beginning of year</b>	<b>41,857,200</b>	<b>41,857,200</b>	<b>34,635,516</b>
<b>Net financial assets, end of year</b>	<b>\$ 48,462,372</b>	<b>\$ 45,258,760</b>	<b>\$ 41,857,200</b>



# The Corporation of the Municipality of Strathroy-Caradoc

## Consolidated Statement of Cash Flows

For the year ended December 31	2022	2021
<b>Operating activities</b>		
Annual surplus	\$ 10,226,273	\$ 14,568,360
Items not involving cash		
Amortization	5,443,695	5,192,134
Gain on disposal of tangible capital assets	(77,549)	(21,370)
Changes in non-cash operating balances		
Taxes receivable	161,422	112,006
Accounts receivable	(1,596,184)	697,700
Land held for resale	233,426	199,272
Long-term receivables	(161,479)	(70,786)
Prepaid expenses	(4,170)	51,301
Accounts payable and accrued liabilities	(511,325)	756,796
Deferred revenue	1,931,446	6,360,072
Employee future benefits	46,200	96,041
	<u>15,691,755</u>	<u>27,941,526</u>
<b>Capital activities</b>		
Acquisition of tangible capital assets	(7,664,014)	(20,549,404)
(Increase) decrease in work in progress	(4,845,074)	7,759,751
Proceeds from sale of tangible capital assets	88,973	21,640
	<u>(12,420,115)</u>	<u>(12,768,013)</u>
<b>Investing activities</b>		
Increase in portfolio investments	<u>(145,030)</u>	<u>(73,655)</u>
<b>Financing activities</b>		
Repayment of long-term debt	<u>(715,316)</u>	<u>(872,912)</u>
<b>Increase in cash and cash equivalents</b>	2,411,294	14,226,946
<b>Cash and cash equivalents, beginning of year</b>	<u>62,721,022</u>	<u>48,494,076</u>
<b>Cash and cash equivalents, end of year</b>	<u>\$ 65,132,316</u>	<u>\$ 62,721,022</u>

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## The Corporation of the Municipality of Strathroy-Caradoc

### Summary of Significant Accounting Policies

December 31, 2022

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**Basis of Consolidation** The consolidated financial statements reflect the assets, liabilities, revenue and expenses of the Municipality of Strathroy-Caradoc and all committees of Council, including the Strathroy Business Improvement Area, Caradoc Housing Corporation, and the Municipality's proportionate share (85%) of the Tri-Township Arena Board.

#### **Joint Local Board**

The Lake Huron Area Primary Water Supply system has been consolidated on a proportionate basis based upon the water flow of the municipality in proportion to the entire flows provided by the joint board. Under the proportionate basis, the municipality's pro rata share of each of the assets, liabilities, revenues and expenditures of the board are consolidated with similar items in the municipality's financial statements. For 2022, the municipality's share of the System was 4.61% (2021 - 4.44%).

**Basis of Accounting** The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the creation of a legal obligation to pay.

**Portfolio Investments** Portfolio investments are recorded at cost. Portfolio investments are written down when there has been a loss in value that is other than a temporary decline.

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## The Corporation of the Municipality of Strathroy-Caradoc

### Summary of Significant Accounting Policies

December 31, 2022

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#### **Tangible Capital Assets**

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, interest paid during the construction period, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset as follows:

Land improvements	10 to 50 years
Buildings	50 to 60 years
Fleet	8 to 30 years
Equipment	5 to 30 years
Infrastructure - environmental	50 to 80 years
Infrastructure - roads	50 to 100 years

Work in progress is not amortized until the asset is available for productive use, at which time it is amortized.

#### **Collection of Taxes on Behalf of Other Taxation Authorities**

The Municipality collects taxation revenue on behalf of other entities. Such levies, other revenues, expenses, assets and liabilities with respect to the operations of entities are not reflected in these financial statements.

The entities which the Municipality collects taxation revenue on behalf of are as follows:

- The Corporation of the County of Middlesex
- London District Catholic School Board
- Thames Valley District School Board
- Conseil Scolaire Viamonde
- Le Conseil Des Ecoles Catholiques

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## The Corporation of the Municipality of Strathroy-Caradoc

### Summary of Significant Accounting Policies

**December 31, 2022**

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**Trust Funds** Trust funds held in trust by the Municipality, and their related operations, are not included in these financial statements. The financial activity and position of the trust funds are reported separately.

**Retirement Benefits and  
Other Employee  
Benefit Plans**

The Municipality provides certain benefits which will require funding in future periods. These benefits include life insurance, and extended health and dental benefits for early retirees.

The costs of life insurance, and extended health and dental benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, insurance and health care cost trends, long-term inflation rates and discount rates.

The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Actuarial gains and losses are amortized on a straight-line basis over the expected average remaining service life of the employee groups.

The cost of multi-employer defined contribution pension plan benefits, such as the Ontario Municipal Employees Retirement System ("OMERS") pension, are the employer's contributions due to the plan in the period.

**Deferred Revenue**

Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the consolidated statement of financial position. The revenue is recognized in the consolidated statement of operations in the year in which it is used for the specified purpose.

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## The Corporation of the Municipality of Strathroy-Caradoc

### Summary of Significant Accounting Policies

**December 31, 2022**

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**Revenue Recognition** Property tax billings are prepared by the Municipality based on assessment rolls issued by the Municipal Property Assessment Corporation ("MPAC"). Tax rates are established annually by Council, incorporating amounts to be raised for local services, the requisition made by the County of Middlesex in respect of County services and amounts the Municipality is required to collect on behalf of the Province of Ontario in respect of education taxes. Part of the assessment process are supplementary assessment rolls, which provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the municipality determines the taxes applicable and renders supplementary billings. Assessments and related property taxes are subject to appeal. Each year, management provides a best estimate of the effect of supplementary assessments and tax appeals on taxation revenue.

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and the taxable event occurs. For property taxes, the taxable event is the period for which the tax is levied. As taxes recorded are initially based on management's best estimate of the taxes that will be received, it is possible that changes in future conditions, such as reassessments due to audits, appeals and court decisions, could result in a change in the amount of tax revenue recognized. Taxes receivable are recognized net of an allowance for anticipated uncollectable amounts.

The Municipality is entitled to collect interest and penalties on overdue taxes. This revenue is recorded in the period the interest and penalties are levied.

Charges for sewer and water usage are recorded as user fees. User fees are recorded when the amount is determinable, collectibility is assured, and the services are provided. Connection fee revenues are recognized when the connection has been established.

Sales of service and other revenue is recognized when the amount is determinable, collectibility is assured and the service is provided.

**Government Transfers** Government transfers are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

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## The Corporation of the Municipality of Strathroy-Caradoc

### Summary of Significant Accounting Policies

December 31, 2022

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<b>Use of Estimates</b>	The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.
<b>Land Held for Resale</b>	Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.
<b>Contaminated Sites</b>	A contaminated site is a site at which substances occur in concentrations that exceed the maximum acceptable amounts under an environmental standard. Sites that are currently in productive use are only considered a contaminated site if an unexpected event results in contamination. A liability for remediation of contaminated sites is recognized when the organization is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability includes all costs directly attributable to remediation activities including post remediation operations, maintenance and monitoring. The liability is recorded net of any expected recoveries.

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## The Corporation of the Municipality of Strathroy-Caradoc

### Notes to Consolidated Financial Statements

**December 31, 2022**

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**1. Cash and Cash Equivalents**

The Municipality's bank accounts are maintained at a chartered bank and earn interest at the bank's prime rate less 1.75%. The Municipality has established a bank operating line of credit of up to \$5,500,000 bearing interest at the bank's prime rate. At December 31, 2022, the Municipality had a balance owing of \$nil (2021 - \$nil).

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**2. Portfolio Investments**

The Municipality's portfolio investments include guaranteed investment certificates and cash with a carrying value and market value of \$3,340,776 (2021 - \$2,845,072) and mutual funds with a carrying value of \$872,725 (2021 - \$1,223,399) and market value of \$811,278 (2021 - \$1,450,874). These investments are recorded at amortized cost. Interest rates on the guaranteed investment certificates range from 1.50% to 4.75%. Maturity dates of the guaranteed investment certificates range from February 2023 to December 2026. The income from these investments for the year was \$145,030 (2021 - \$73,654).

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**3. Operations of School Boards and the County of Middlesex**

The Municipality is required to bill, collect and remit taxation revenues on behalf of the School Boards and County of Middlesex pursuant to provincial legislation. The Municipality has no jurisdiction or control over the operations of these entities or the setting of their tax rates. Therefore, the taxation, other revenues, expenses, assets and liabilities with respect to the operations of the School Boards and the County are not reflected in these consolidated financial statements. Taxation revenues billed and requisitions paid on behalf of the School Boards and County of Middlesex are not reflected in the Statement of Operations and are comprised of the following:

	<u>School Boards</u>	<u>County</u>
Taxation	\$ 7,002,445	\$11,865,496
Share of payments in lieu	1,371	45,239
	<hr/>	<hr/>
Amounts transferred	\$ 7,003,816	\$11,910,735

# The Corporation of the Municipality of Strathroy-Caradoc

## Notes to Consolidated Financial Statements

December 31, 2022

### 4. Deferred Revenue

	Opening balance	Contributions received	Externally restricted investment income	Revenue recognized	Ending balance
Canada Community Building Fund	\$ 1,993,203	\$ 661,800	\$ 84,100	\$ (843,830)	\$ 1,895,273
Development charges	17,150,951	1,917,634	372,234	(1,320,636)	18,120,183
Parkland dedication	412,597	1,300	15,511	-	429,408
Other	3,268,122	2,680,203	62,546	(1,699,416)	4,311,455
	<u>\$ 22,824,873</u>	<u>\$ 5,260,937</u>	<u>\$ 534,391</u>	<u>\$ (3,863,882)</u>	<u>\$ 24,756,319</u>

#### Canada Community Building Fund (formerly - Federal gas tax)

Canada Community Building Fund (CCBF) - formerly federal gas tax, revenue is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Municipality and the Association of Municipalities of Ontario. CCBF funding may be used towards public transit, wastewater infrastructure, drinking water, solid waste management, community energy systems, local roads and bridges, capacity building, highways, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sport, recreation and fire halls, as specified in the funding agreements.

#### Development charges

Development charges are collected as per municipal by-law and background study and are allocated to the designated projects therein.

#### Parkland dedication

Funds are collected from developers for the purchase and upgrade of parkland and are allocated to expenses or capital assets as incurred.

#### Other

Funds include \$75,400 MTO Cycling grant, \$2,837,751 CFDC grant for Skills Development, and \$1,135,609 in deferred OCIF formula funding, which will be allocated to revenue as funds are spent on specified purposes (2021 - \$72,676 MTO Cycling grant, \$2,825,126 CFDC grant for Skills Development, and \$179,978 MTO Transportation grant).



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## The Corporation of the Municipality of Strathroy-Caradoc

### Notes to Consolidated Financial Statements

**December 31, 2022**

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#### 5. Net Long-term Debt

Net long-term debt reported on the consolidated statement of financial position is comprised of the following:

	2022	2021
Total long-term liabilities incurred by the Municipality and outstanding at the end of the year amount to:	\$ 2,774,184	\$ 3,489,500

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Principal repayments relating to net long-term debt outstanding are due as follows:

	Principal Repayments
2023	\$ 732,900
2024	652,569
2025	672,696
2026	471,382
2027	62,145
Thereafter	182,492
	<hr/> \$ 2,774,184

The gross interest paid relating to the Municipality's long-term debt was \$109,355 (2021 - \$136,177). Interest rates on the debt range from 1.38% to 4.38%. All net long-term debt is payable in Canadian dollars, and matures from March 2026 to December 2030.

The annual principal and interest payments required to service the net long-term liabilities of the municipality are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

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#### 6. Landfill Closure and Post Closure Costs

The Ontario Environmental and Protection Act sets out regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post closure care of solid waste landfill sites.

Landfill closure and post closure care requirements have been defined in accordance with industry standards and include ongoing environmental monitoring, site inspection and maintenance.

The estimated liability of \$26,679 (2021 - \$26,679) represents the sum of the discounted future cash flows for post closure care activities discounted at the municipality's current long term borrowing rate of 4%.

The Corporation of the Municipality of Strathroy-Caradoc  
Notes to Consolidated Financial Statements

December 31, 2022

7. Tangible Capital Assets

								2022	2021
	Land	Land Improvements	Buildings	Equipment	Fleet	Infrastructure Roads	Infrastructure Environmental	Total	Total
Cost, beginning of year	\$ 6,156,016	\$ 5,376,250	\$ 43,315,934	\$ 13,904,712	\$ 10,998,430	\$ 92,682,783	\$ 123,152,656	\$ 295,586,781	\$ 274,958,874
Additions		1,344,478	631,333	1,028,383	2,388,065	860,489	1,177,427	7,430,175	20,308,168
Disposals		-	-	(18,374)	(826,467)	-	-	(844,841)	(44,109)
Lake Huron Area Primary Water Supply System - rate change	4,292	-	95,970	-	62,961	-	204,417	367,640	363,848
Cost, end of year	6,160,308	6,720,728	44,043,237	14,914,721	12,622,989	93,543,272	124,534,500	302,539,755	295,586,781
Accumulated amortization, beginning of year	-	1,682,292	15,989,455	6,648,373	6,127,453	63,664,246	35,152,148	129,263,967	123,993,060
Amortization	-	148,497	1,005,529	795,589	769,534	903,803	1,820,743	5,443,695	5,192,134
Disposals	-	-	-	(18,374)	(815,043)	-	-	(833,417)	(44,109)
Lake Huron Area Primary Water Supply System - rate change	-	-	38,073	-	34,417	-	61,311	133,801	122,882
Accumulated amortization, end of year	-	1,830,789	17,033,057	7,425,588	6,116,361	64,568,049	37,034,202	134,008,046	129,263,967
Net carrying amount, end of year	\$ 6,160,308	\$ 4,889,939	\$ 27,010,180	\$ 7,489,133	\$ 6,506,628	\$ 28,975,223	\$ 87,500,298	\$ 168,531,709	\$ 166,322,814

The Corporation of the Municipality of Strathroy-Caradoc  
Notes to Consolidated Financial Statements

December 31, 2022

7. Tangible Capital Assets (continued)

									2021
	Land	Land Improvements	Buildings	Equipment	Fleet	Infrastructure Roads	Infrastructure Environmental		Total
Cost, beginning of year	\$ 6,146,923	\$ 4,655,662	\$ 41,889,068	\$ 12,623,234	\$ 10,613,147	\$ 87,147,944	\$ 111,882,896	\$ 274,958,874	
Additions	4,992	720,588	1,334,182	1,281,478	364,684	5,534,839	11,067,405	20,308,168	
Disposals	-	-	(2,474)	-	(41,635)	-	-	(44,109)	
Lake Huron Area Primary Water Supply System - rate change	4,101	-	95,158	-	62,234	-	202,355	363,848	
Cost, end of year	6,156,016	5,376,250	43,315,934	13,904,712	10,998,430	92,682,783	123,152,656	295,586,781	
Accumulated amortization, beginning of year	-	1,558,416	14,973,821	5,933,022	5,376,320	62,798,336	33,353,145	123,993,060	
Amortization	-	123,876	983,745	715,351	761,666	865,910	1,741,586	5,192,134	
Disposals	-	-	(2,474)	-	(41,635)	-	-	(44,109)	
Lake Huron Area Primary Water Supply System- rate change	-	-	34,363	-	31,102	-	57,417	122,882	
Accumulated amortization, end of year	-	1,682,292	15,989,455	6,648,373	6,127,453	63,664,246	35,152,148	129,263,967	
Net carrying amount, end of year	\$ 6,156,016	\$ 3,693,958	\$ 27,326,479	\$ 7,256,339	\$ 4,870,977	\$ 29,018,537	\$ 88,000,508	\$ 166,322,814	

# The Corporation of the Municipality of Strathroy-Caradoc

## Notes to Consolidated Financial Statements

**December 31, 2022**

### 8. Accumulated Surplus

The Municipality segregates its accumulated surplus into the following categories:

	2022	2021
Accumulated surplus from operations	\$ 9,816,751	\$ 12,050,299
Investment in tangible capital assets	168,531,709	166,322,814
Investment in capital work in progress	11,491,754	6,646,680
Reserves		
Future needs reserve	3,496,628	1,976,595
Equipment replacement	962,868	1,128,247
Insurance	20,096	20,096
General government	657,263	1,435,388
Information technology	197,256	152,329
Building department	1,298,884	1,445,628
Protection services	1,466,247	1,115,472
Street lighting	91,937	61,937
Wastewater system	11,602,334	9,934,072
Waterworks system	18,447,015	16,164,371
Health services	218,659	185,738
Recreational facilities	1,191,739	1,282,660
Libraries and Museum	556,512	401,864
Planning	117,389	159,580
Economic and Community Development	1,216,403	542,289
Transportation	(1,545,027)	(273,145)
Reserve Funds		
Insurance	490,735	473,009
Wastewater system	43,450	41,881
Asset management	1,796,367	1,509,785
Waste management	273,878	200,101
Green energy	289,528	211,598
Recreation	23,985	23,119
Modernization	371,430	356,226
Unfunded Liabilities	(5,315,563)	(5,984,679)
	<b>\$ 227,810,227</b>	<b>\$ 217,583,954</b>

The investment in tangible capital assets represents amounts already spent and invested in infrastructure and other non-financial assets.

Reserve funds represent funds set aside by by-law or Council resolution for specific purposes.

# The Corporation of the Municipality of Strathroy-Caradoc

## Notes to Consolidated Financial Statements

**December 31, 2022**

### 9. Employee Future Benefits

The municipality provides certain employee benefits, which will require funding in future periods. These benefits include life insurance, and extended health and dental benefits for early retirees. An estimate of the future liabilities for these benefits has been actuarially determined and forms the basis for the estimated liability reported in these financial statements.

An actuarial valuation for accounting purposes is performed every three years using the projected benefit method prorated on services. The most recent actuarial valuation was performed at December 31, 2021. There is a net unamortized loss to be amortized on a straight-line basis over the expected average remaining service life of the related employee group (17 years for post-retirement and 21 years for post-employment benefits).

	2022	2021
Post-retirement benefits	\$ 2,303,400	\$ 2,257,800
Post-employment benefits	211,300	210,700
Total	<u>\$ 2,514,700</u>	<u>\$ 2,468,500</u>

#### (a) Post-Retirement Benefits

The Municipality provides certain health and dental benefits on behalf of eligible retired employees up to the age of 65.

	2022	2021
Accrued benefit liability as at January 1	\$ 2,257,800	\$ 2,175,832
Current service cost	111,000	108,000
Interest cost	44,900	73,968
Estimated benefits paid	<u>(110,300)</u>	<u>(100,000)</u>
Total	<u>\$ 2,303,400</u>	<u>\$ 2,257,800</u>

#### (b) Post-Employment Benefits

The Municipality provides certain health and dental benefits on behalf of eligible members receiving long term disability benefits up to age 65.

	2022	2021
Accrued benefit liability as at January 1	\$ 210,700	\$ 196,627
Interest cost	15,000	14,073
Estimated benefits paid	<u>(14,400)</u>	<u>-</u>
Total	<u>\$ 211,300</u>	<u>\$ 210,700</u>

The actuarial estimate of the future liability of post-retirement and post-employment benefits assumes a discount rate of 3.40% (2021 - 2.45%) and inflation rates for benefit premiums of 2.0% (2021 - 2.0%). Dental cost increases are assumed at 4.0% per annum (2021 - 4.0%). In addition, extended healthcare premiums are assumed to increase by 6.0% in 2023, 5.5% in 2024 and 5.0% per annum thereafter.

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## The Corporation of the Municipality of Strathroy-Caradoc

### Notes to Consolidated Financial Statements

December 31, 2022

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#### 10. Contingent Liabilities

The Municipality is a co-defendant in various legal actions. The ultimate outcomes are indeterminable at December 31, 2022 as litigation is still in progress. The Municipality's management is of the opinion that the Municipality has adequate insurance coverage to offset the amount of any claims and related costs, if any. Consequently, no provision for potential loss, if any, is reflected in these financial statements.

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#### 11. Pension Agreements

The Municipality makes contributions to the Ontario Municipal Employees' Retirement System ("OMERS"), which is a multi-employer plan, on behalf of certain employees of the Municipality. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on their length of service and rates of pay. The OMERS Administration Corporation Board of Directors, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of the benefits. OMERS provides pension services to more than 559,000 active and retired members and approximately 1,000 employers. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan ("the Plan") by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2022. The results of this valuation disclosed total actuarial liabilities of \$130,306 million (2021 - \$120,796 million) in respect of benefits accrued for service with actuarial assets at that date of \$123,628 million (2021 - \$117,665 million) indicating an actuarial deficit of \$6,678 million (2021 - \$3,131 million).

Because OMERS is a multi-employer pension plan, any pension plan surpluses or deficits are a joint responsibility of the Ontario municipal organizations and their employees. As a result, the Municipality does not recognize any share of the OMERS pension surplus or deficit. The amount contributed for 2022 was \$1,061,249 (2021 - \$981,482) for current service. The OMERS Board rate was 9.0% to 15.8% depending on income level (2021 - 9.0% to 15.8% depending on income level).

**The Corporation of the Municipality of Strathroy-Caradoc**  
Notes to Consolidated Financial Statements

**December 31, 2022**

**12. Government Transfers**

	2022	2021
Operating		
Province of Ontario		
Ontario Municipal Partnership Fund	\$ 145,900	\$ 171,600
Ontario Municipal Modernization Program	50,187	-
Ontario Safe Restart COVID-19 Relief	-	464,942
MTO Transportation Grant	393,616	452,988
Ontario Digital Services Grant	24,468	-
Program support	609,475	678,345
Drainage grants	89,782	-
Government of Canada		
CFDC Skills Development	12,728	11,750
FCM/MAMP Roads Study Grant	50,000	-
Other Municipalities		
Program support	606,209	320,048
Total operating	<u>\$ 1,982,365</u>	<u>\$ 2,099,673</u>
Capital		
Province of Ontario		
Infrastructure Ontario	-	2,473,359
ICIP Covid Stream	-	221,098
OCIF grant	589,371	891,867
Ministry of Transportation Cycling grant	-	5,157
Ontario Trillium Grant	54,200	-
Ontario Grant	16,875	-
Lake Huron Area Primary Water Supply System		
Other Municipalities	-	72,786
Government of Canada		
CCBF (formerly Gas tax)	843,830	1,009,287
Total capital	<u>\$ 1,504,276</u>	<u>\$ 4,673,554</u>
Total government transfers	<u>\$ 3,486,641</u>	<u>\$ 6,773,227</u>

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**The Corporation of the Municipality of Strathroy-Caradoc**  
**Notes to Consolidated Financial Statements**

**December 31, 2022**

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**13. Tri-Township Arena Board Consolidation**

The following summarizes the financial position and operations of the Tri-Township Arena Board which has been reported in these financial statements using the proportionate consolidation method.

The consolidated financial statements include the municipality's 85% proportionate interest in the following:

	<u>2022</u>	<u>2021</u>
<b>Statement of Financial Position</b>		
Assets	\$ 188,295	\$ 213,192
Liabilities	<u>72,156</u>	<u>97,053</u>
Accumulated surplus	<u>\$ 116,139</u>	<u>\$ 116,139</u>
<b>Statement of Operations</b>		
Revenues	\$ 412,061	\$ 344,444
Expenses	<u>412,061</u>	<u>344,444</u>
Excess of revenue over expenditures	<u>\$ -</u>	<u>\$ -</u>

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**14. Caradoc Housing Corporation Consolidation**

Caradoc Housing Corporation is controlled by the Municipality. The following summarizes the financial position and operations of the Caradoc Housing Corporation which has been consolidated in these financial statements.

	<u>2022</u>	<u>2021</u>
<b>Statement of Financial Position</b>		
Assets	\$ 321,812	\$ 268,594
Liabilities	<u>74,153</u>	<u>27,963</u>
Fund Balance	<u>\$ 247,659</u>	<u>\$ 240,631</u>
<b>Statement of Operations</b>		
Revenues	\$ 135,007	\$ 163,317
Expenses	<u>144,462</u>	<u>152,684</u>
(Deficiency) excess of revenue over expenditures	<u>\$ (9,455)</u>	<u>\$ 10,633</u>



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**The Corporation of the Municipality of Strathroy-Caradoc**  
Notes to Consolidated Financial Statements

**December 31, 2022**

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**15. Joint Local Board Consolidation - Lake Huron Primary Water Supply System**

The consolidated financial statements include the municipality's 4.61% (2021- 4.44%) proportionate interest of the following:

	<u>2022</u>	<u>2021</u>
<b>Statement of Financial Position</b>		
Financial Assets	\$ 50,993,804	\$ 50,638,906
Liabilities	<u>4,630,882</u>	<u>7,423,385</u>
Net Financial Assets	<u>\$ 46,362,922</u>	<u>\$ 43,215,521</u>
Non Financial Assets		
Tangible Capital Assets	\$ 144,215,499	\$ 145,076,753
Prepaid Expenses	<u>422,124</u>	<u>344,374</u>
Total Non-Financial Assets	<u>\$ 144,637,623</u>	<u>\$ 145,421,127</u>
Accumulated Surplus	<u>\$ 191,000,545</u>	<u>\$ 188,636,648</u>
<b>Statement of Operations</b>		
Revenues	\$ 24,306,497	\$ 26,260,955
Expenses	<u>21,942,600</u>	<u>20,896,718</u>
Net Revenues	<u>\$ 2,363,897</u>	<u>\$ 5,364,237</u>

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**16. Trust Funds**

Trust funds administered by the municipality amounting to \$770,135 (2021- \$749,231) have not been included in the Consolidated Statement of Financial Position nor have their operations been included in the Consolidated Statement of Operations.

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## The Corporation of the Municipality of Strathroy-Caradoc

### Notes to Consolidated Financial Statements

**December 31, 2022**

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#### 17. Budget

The budget approved by Council was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards) which is allowable as per Ontario Regulation 284/09 of the Municipal Act. The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. Adjustments to budgeted values were required to provide comparative budget values based on the full accrual basis of accounting.

#### REVENUE

Approved operating budget	\$ 40,289,456
Adjustments:	
Internal allocation elimination entries	(1,260,598)
Tri-Township Arena, Caradoc Housing Corporation, and BIA consolidation entries	518,632
LHPWS adjustment	40,145
Taxation revenue for capital projects	<u>3,662,669</u>
Adjusted operating budget revenues per statement of operations	<u>\$ 43,250,304</u>

#### EXPENSES

Approved operating budget	\$ 40,289,456
Adjustments:	
Net contribution to reserves and reserve funds	(5,441,607)
Debt principal repayments	(715,317)
Internal allocation elimination entries	(1,260,598)
Tri-Township Arena, Caradoc Housing Corporation, and BIA consolidation entries	500,040
LHPWS adjustment	(389,512)
Amortization expense	<u>5,443,696</u>
Adjusted operating budget expenses per statement of operations	<u>\$ 38,426,158</u>

<b>NET OPERATING REVENUE</b>	<b><u>\$ 4,824,146</u></b>
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## The Corporation of the Municipality of Strathroy-Caradoc

### Notes to Consolidated Financial Statements

December 31, 2022

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#### 18. Segmented Information

The Municipality of Strathroy-Caradoc has adopted a business approach to the various responsibilities carried out by the municipality and has separated the financial transactions to better reflect the true cost of each segment. The following provides a brief description of the individual segments used.

##### **General Government**

General Government is comprised of various departments including the Clerk's, Finance and Taxation, Legal, Human Resources and Information Technology departments. These departments support and provide a variety of services to other departments within the municipality and the public.

##### **Protection Services**

Protection Services is comprised of the Police Services, Fire Services, animal control, crossing guards, building construction and by-law enforcement departments. The Police Services mandate is to ensure public safety within the municipality. Through patrols, detective, education, and other efforts the police department works to deter and prevent crime. The Strathroy Caradoc Fire Rescue Service serves the residents of the Municipality of Strathroy-Caradoc by providing fire prevention, public education and fire suppression services. It operates out of 3 stations covering an area of 274.12 square kilometres and over 19,500 residents. The services provided range from fire suppression and prevention, land-based water rescue, high-angle, confined space, specialized vehicle extrication and industrial firefighting.

##### **Transportation Services**

Transportation Services consists of road maintenance and construction as well as winter control, parking, and street lighting. Road maintenance and construction maintains approximately 225 kilometres of road and takes care of pothole maintenance, hot mix patching, paving, street cleaning, signage, and winter control.

##### **Environmental Services**

Environmental Services consists of sanitary sewer, storm sewer maintenance, waterworks system construction and maintenance, waste collection, waste disposal, and recycling. The sewage division constructs and maintains the municipalities storm and sanitary sewers as well as 10 sewage pumping stations.

##### **Health Services**

Health Services consists of the operations of the municipality's cemeteries.

##### **Social Housing**

Social Housing consists of non-profit housing accommodation using rent geared to income guidelines. The housing accommodations are managed by the Caradoc Housing Corporation.

##### **Recreation and Cultural Services**

Recreation and Cultural Services provide for all the Municipality's parks, trees, floral displays, sports and recreation facilities, pool, arenas, special events and more. Numerous recreations programs are offered throughout the year for the enjoyment of the general public.

##### **Planning and Development**

Planning and Development's function is to assist Council, the development community and the public in matters relating to land use planning and economic development.

**The Corporation of the Municipality of Strathroy-Caradoc**  
Notes to Consolidated Financial Statements

**December 31, 2022**

**18. Segmented Information (continued)**

For the year ended December 31	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Social Housing	Recreation and Cultural Services	Planning and Development	2022 Total
<b>Revenue</b>									
Taxation	\$ 4,129,305	\$ 9,614,736	\$ 3,200,907	\$ 73,700	\$ 196,603	\$ -	\$ 2,793,368	\$ 1,027,877	\$ 21,036,496
User fees and service charges	439,523	706,183	77,604	12,937,462	115,666	-	2,029,694	156,897	16,463,029
Government transfers	196,087	1,146,761	443,616	996,912	-	-	556,912	146,353	3,486,641
Investment income	784,341	-	-	-	8,624	-	-	-	792,965
Penalty and interest on taxes	208,471	-	-	-	-	-	-	-	208,471
Other	329,184	12,583	467,441	242,135	-	151,490	559,617	51,869	1,814,319
	<u>6,086,911</u>	<u>11,480,263</u>	<u>4,189,568</u>	<u>14,250,209</u>	<u>320,893</u>	<u>151,490</u>	<u>5,939,591</u>	<u>1,382,996</u>	<u>43,801,921</u>
<b>Expenses</b>									
Wages and benefits	2,238,654	8,515,554	1,570,542	1,386,843	187,760	-	1,844,266	388,766	16,132,385
Materials, goods and services	1,574,019	1,722,917	1,995,553	3,990,588	72,040	333,813	2,039,463	348,724	12,077,117
	<u>3,812,673</u>	<u>10,238,471</u>	<u>3,566,095</u>	<u>5,377,431</u>	<u>259,800</u>	<u>333,813</u>	<u>3,883,729</u>	<u>737,490</u>	<u>28,209,502</u>
Gain on disposal of capital assets	-	(41,338)	(18,419)	(4,666)	-	-	(13,126)	-	(77,549)
	<u>3,812,673</u>	<u>10,197,133</u>	<u>3,547,676</u>	<u>5,372,765</u>	<u>259,800</u>	<u>333,813</u>	<u>3,870,603</u>	<u>737,490</u>	<u>28,131,953</u>
<b>Annual surplus (deficit) before Amortization</b>	<u>2,274,238</u>	<u>1,283,130</u>	<u>641,892</u>	<u>8,877,444</u>	<u>61,093</u>	<u>(182,323)</u>	<u>2,068,988</u>	<u>645,506</u>	<u>15,669,968</u>
Amortization	289,298	530,699	1,233,747	2,389,228	23,390	-	977,333	-	5,443,695
<b>Annual surplus (deficit)</b>	<u>\$ 1,984,940</u>	<u>\$ 752,431</u>	<u>\$ (591,855)</u>	<u>\$ 6,488,216</u>	<u>\$ 37,703</u>	<u>\$ (182,323)</u>	<u>\$ 1,091,655</u>	<u>\$ 645,506</u>	<u>\$ 10,226,273</u>

**The Corporation of the Municipality of Strathroy-Caradoc**  
Notes to Consolidated Financial Statements

**December 31, 2022**

**18. Segmented Information (continued)**

For the year ended December 31	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Social Housing	Recreation and Cultural Services	Planning and Development	2021 Total
<b>Revenue</b>									
Taxation	\$ 3,552,793	\$ 7,876,295	\$ 4,924,831	\$ 53,531	\$ 162,038	\$ -	\$ 2,880,064	\$ 578,321	\$ 20,027,873
User fees and service charges	427,424	649,314	50,711	11,621,148	108,316	-	1,369,573	130,697	14,357,183
Government transfers	636,542	913,406	452,988	4,447,299	-	-	90,144	232,848	6,773,227
Investment income (loss)	352,300	-	-	-	17,727	-	-	-	370,027
Penalty and interest on taxes	223,659	-	-	-	-	-	-	-	223,659
Other	327,203	-	572,545	1,256,978	-	163,317	1,272,765	32,437	3,625,245
	<u>5,519,921</u>	<u>9,439,015</u>	<u>6,001,075</u>	<u>17,378,956</u>	<u>288,081</u>	<u>163,317</u>	<u>5,612,546</u>	<u>974,303</u>	<u>45,377,214</u>
<b>Expenses</b>									
Wages and benefits	2,067,383	7,720,152	1,480,685	1,414,373	175,229	-	1,765,986	341,590	14,965,398
Materials, goods and services	1,235,453	1,446,750	1,959,189	3,551,397	51,330	401,927	1,573,050	453,596	10,672,692
	<u>3,302,836</u>	<u>9,166,902</u>	<u>3,439,874</u>	<u>4,965,770</u>	<u>226,559</u>	<u>401,927</u>	<u>3,339,036</u>	<u>795,186</u>	<u>25,638,090</u>
(Gain) loss on disposal of capital assets	-	-	-	-	-	-	(21,370)	-	(21,370)
	<u>3,302,836</u>	<u>9,166,902</u>	<u>3,439,874</u>	<u>4,965,770</u>	<u>226,559</u>	<u>401,927</u>	<u>3,317,666</u>	<u>795,186</u>	<u>25,616,720</u>
<b>Annual surplus (deficit) before Amortization</b>	<u>2,217,085</u>	<u>272,113</u>	<u>2,561,201</u>	<u>12,413,186</u>	<u>61,522</u>	<u>(238,610)</u>	<u>2,294,880</u>	<u>179,117</u>	<u>19,760,494</u>
Amortization	250,520	478,523	1,215,440	2,311,667	22,043	-	913,941	-	5,192,134
<b>Annual surplus (deficit)</b>	<u>\$ 1,966,565</u>	<u>\$ (206,410)</u>	<u>\$ 1,345,761</u>	<u>\$ 10,101,519</u>	<u>\$ 39,479</u>	<u>\$ (238,610)</u>	<u>\$ 1,380,939</u>	<u>\$ 179,117</u>	<u>\$ 14,568,360</u>

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**The Corporation of the Municipality of Strathroy-Caradoc**  
**Notes to Consolidated Financial Statements**

**December 31, 2022**

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**19. Subsequent Event**

Subsequent to December 31, 2022, Caradoc Housing Corporation entered into a credit facility that will allow the corporation to borrow up to \$7.8 million for the purpose of constructing affordable housing. Caradoc Housing Corporation is controlled by the municipality and therefore is consolidated in these financial statements.