

**THE CORPORATION OF THE CITY OF STRATFORD**

**CONSOLIDATED FINANCIAL STATEMENTS**

**For the year ended December 31, 2023**

# **THE CORPORATION OF THE CITY OF STRATFORD**

**For the year ended December 31, 2023**

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## **Management Report**

The accompanying consolidated financial statements of The Corporation of the City of Stratford are the responsibility of the City's management and have been prepared in accordance with Canadian Public Sector Accounting standards. The preparation of the financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Corporation maintains a system of internal controls designed to provide reasonable assurance that the financial information is relevant, reliable, and accurate, that transactions are properly authorized and the Corporation's assets are properly accounted for and adequately safeguarded.

The financial statements have been examined by Millard, Rouse and Rosebrugh, LLP, Chartered Professional Accountants, the external auditors for the Corporation. The responsibility of the external auditor is to express an opinion on whether the financial statements are fairly presented, in all material respects, in accordance with Canadian Public Sector Accounting standards.

Stratford City Council, through the Audit Committee, is responsible for ensuring that management fulfills its responsibility for financial reporting and internal control. The Audit Committee meets periodically with management, as well as with the external auditors to satisfy itself that each party is properly discharging its responsibilities with respect to internal controls and financial reporting.

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

Karmen Krueger, CPA, CA  
Director of Corporate Services/Treasurer

Mike Koktan, CPA, CA  
Manager of Financial Services

Stratford, Ontario

September 24, 2025

## INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers of  
The Corporation of the City of Stratford

### Opinion

We have audited the consolidated financial statements of The Corporation of the City of Stratford (the 'Corporation'), which comprise the consolidated statement of financial position as at December 31, 2023, and the consolidated statements of operations and accumulated surplus, changes in net financial assets and 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 consolidated financial position of the Corporation as at December 31, 2023, and the consolidated results of its operations, its consolidated changes and net 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 *Auditors' Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the Corporation 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 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 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 Corporation's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

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

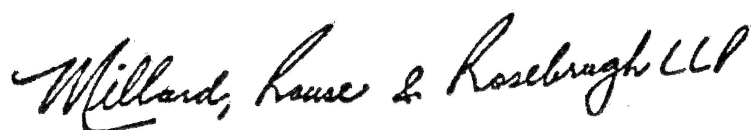
### Auditors' Responsibilities for the Audit of the Financial Statements

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 auditors' 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 financial statements. 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 Corporation'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 Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the 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 auditors' report. However, future events or conditions may cause the Corporation 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 group Entity to express an opinion on the 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.



September 8, 2025  
Brantford, Ontario

CHARTERED PROFESSIONAL ACCOUNTANTS  
Licensed Public Accountants

**THE CORPORATION OF THE CITY OF STRATFORD**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

<b>As at December 31</b>	<b>2023</b>	<b>2022</b>
<b>Financial Assets</b>		
Cash and cash equivalents (Note 3)	47,483,126	39,886,053
Taxes receivable	2,651,336	2,490,604
Trade and other receivable	14,979,228	18,131,205
Loans receivable (Note 4)	854,073	904,359
Investments (Note 5)	28,820,082	28,463,673
Investment in government business enterprises (Note 6)	52,490,758	51,285,420
Land held for resale	347,651	347,651
	<b>147,626,254</b>	<b>141,508,965</b>
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	23,439,796	23,308,601
Deferred revenue (Note 8)	31,868,850	30,289,872
Asset retirement obligations (Note 16)	13,280,759	3,736,000
Employee benefits payable (Note 11)	15,980,693	15,781,318
Long-term debt (Note 12)	43,838,610	49,505,852
	<b>128,408,708</b>	<b>122,621,643</b>
<b>Net Financial Assets</b>	<b>19,217,546</b>	<b>18,887,322</b>
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 22)	353,221,622	342,667,114
Inventory	302,663	314,853
Prepaid expenses	2,202,230	832,382
Other non-financial assets (Spruce Lodge)	54	62,133
	<b>355,726,569</b>	<b>343,876,482</b>
<b>Total Net Assets</b>	<b>374,944,115</b>	<b>362,763,804</b>
<b>Accumulated Surplus (Note 14)</b>	<b>374,944,115</b>	<b>362,763,804</b>

Contractual Obligations (Note 9)

Contingencies (Note 10)

The accompanying notes are an integral part of these consolidated financial statements.

# THE CORPORATION OF THE CITY OF STRATFORD

## CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the year ended December 31	2023 Budget (Note 23)	2023	2022
<b>Revenue</b>			
Net municipal taxation	73,616,547	73,411,066	68,549,192
Payments-in-lieu of taxation	-	545,212	512,484
Conditional grants	31,609,666	45,034,212	45,172,093
Revenue from other municipalities	8,153,088	7,470,127	6,470,774
User fees and service charges	25,544,293	29,027,052	27,447,540
Licenses, permits and rents	3,746,160	4,276,345	4,020,021
Fines and penalties	504,000	609,367	504,981
Other revenue	3,041,866	4,578,062	5,123,528
Income from government business enterprises	-	1,205,339	6,214,976
	146,215,620	166,156,782	164,015,589
<b>Expenses</b>			
General government	9,049,431	10,145,087	11,513,047
Protection services	25,311,153	26,806,327	25,002,656
Transportation services	14,972,020	21,491,909	16,872,597
Environmental services	12,040,075	18,871,474	13,530,162
Health services	15,959,002	16,756,349	16,184,669
Social and family services	25,534,422	29,227,092	25,971,770
Social housing	9,198,930	13,052,620	8,522,996
Recreation and cultural services	12,681,210	13,872,458	13,353,878
Planning and development	4,437,360	3,746,088	4,039,113
	129,183,603	153,969,404	134,990,888
<b>Annual Surplus</b>	17,032,017	12,187,378	29,024,701
Change in proportionate consolidation (Note 20)	-	(7,067)	(8,181)
<b>Opening Accumulated Surplus</b>	333,747,284	362,763,804	333,747,284
<b>Ending Accumulated Surplus (Note 14)</b>	350,779,301	374,944,115	362,763,804

The accompanying notes are an integral part of these consolidated financial statements.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**

<b>For the year ended December 31</b>	<b>2023 Budget (Note 23)</b>	<b>2023</b>	<b>2022</b>
<b>Annual Surplus</b>	17,032,017	12,187,378	29,024,701
Acquisition of tangible capital assets	(31,319,903)	(29,104,846)	(25,968,722)
Acquisition of tangible capital assets - WIP	-	(2,215,057)	(9,450,314)
Amortization of tangible capital assets	14,457,475	14,457,475	10,035,361
(Gain)/loss on disposal of tangible capital assets	-	5,043,931	518,760
Proceeds from sale of tangible capital assets	-	108,353	44,624
Net effect of asset retirement obligations (Note 16)	-	1,141,502	-
	169,589	1,618,736	4,204,410
Change in inventory	-	12,190	2,776
Change in other non-financial assets	-	62,079	(16,014)
Change in prepaid expenses	-	(1,369,848)	(116,591)
<b>Change in Net Financial Assets (Debt)</b>	169,589	323,157	4,074,581
<b>Net Financial Assets (Debt), Beginning of the Year</b>	18,887,322	18,887,322	14,804,560
Change in proportional consolidation (Note 20)		7,067	8,181
<b>Net Financial Assets (Debt), End of the Year</b>	19,056,911	19,217,546	18,887,322

The accompanying notes are an integral part of these consolidated financial statements.



# THE CORPORATION OF THE CITY OF STRATFORD

## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31	2023	2022
<b>Cash Provided By (Used In)</b>		
<b>Operating Activities</b>		
Annual Surplus	12,187,378	29,024,701
Items not involving cash:		
Amortization of tangible capital assets	14,457,475	10,035,361
Loss/(Gain) on disposal of tangible capital assets	5,043,931	518,760
Government business enterprise net earnings	(687,916)	(4,439,150)
Changes in non-cash operating working capital:		
Trade and other receivables	3,151,977	(7,273,221)
Taxes receivable	(160,732)	(266,113)
Inventory	12,190	2,776
Prepaid expenses	(1,369,848)	(116,591)
Other non-financial assets	62,079	(16,014)
Accounts payable and accrued liabilities	131,195	1,856,428
Deferred revenue	1,578,978	3,563,633
Employee benefits payable	199,375	547,228
Asset retirement obligations	9,544,759	116,000
	44,150,841	33,553,798
<b>Financing Activities</b>		
Long-term debt advanced	-	5,349,833
Repayment of long-term debt	(5,667,242)	(5,619,840)
	(5,667,242)	(270,007)
<b>Investing Activities</b>		
Dividends from Government business enterprises	624,080	638,599
Net increase in investments	(356,409)	(2,068,698)
Net (increase)/decrease in loans receivable	50,286	196,649
	317,957	(1,233,450)
<b>Capital Transactions</b>		
Purchase of tangible capital assets	(31,319,903)	(35,419,036)
Proceeds from the sale of tangible capital assets	108,353	44,624
	(31,211,550)	(35,374,412)
<b>Change in Cash and Cash Equivalents</b>	7,590,006	(3,324,071)
<b>Cash and Cash Equivalents, Beginning of Year</b>	39,886,053	43,201,943
<b>Change in proportionate consolidation (Note 20)</b>	7,067	8,181
<b>Cash and Cash Equivalents, End of Year</b>	47,483,126	39,886,053

The accompanying notes are an integral part of these consolidated financial statements.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**1. MUNICIPAL STATUS**

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The Corporation of the City of Stratford (the “Corporation”) is a municipality in the Province of Ontario incorporated under the authority of the Municipal in 1885 and operates under the provisions of the Municipal Act, 2001. The Corporation operates as a single tier government providing such municipal services as fire protection, policing, public works, water distribution, urban planning, recreation and cultural services, and other general government services.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

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The consolidated financial statements of the Corporation are the representation of management, prepared in accordance with local government accounting standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The following is a summary of the significant accounting policies followed in the preparation of these financial statements:

**(a) Basis of consolidation**

**(i) Consolidated entities:**

These consolidated statements reflect the financial assets, liabilities, operating revenues and expenses, reserve funds and reserves, changes in investment in tangible capital assets and cash flows and include the activities of all governmental functions controlled and exercised by the Corporation and the following boards which are under the control of Council:

- Stratford Public Library
- Police Services Board
- Board of Parks
- Downtown Stratford BIA
- Perth & Stratford Housing Corporation
- SEED Co

All inter-organizational transactions and balances between these entities have been eliminated.

**(ii) Proportionally consolidated entities:**

The following entities are proportionally consolidated with the financial statements of the Corporation based on an approved funding agreement effective January 1, 2023.

	<b>2023</b>	<b>2022</b>
Perth District Health Unit	23.39%	23.26%
Spruce Lodge Home for the Aged	40.96%	41.11%
Spruce Lodge Home Assistance Corporation	40.96%	41.11%
Spruce Lodge Foundation	40.96%	41.11%

The method of consolidation is based on notional weighted assessment as stated in the new shared services costing agreement.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(iii) Equity accounting:**

Government business enterprises are accounted for by the modified equity method. Under the modified equity method, the accounting principles of government business enterprises are not adjusted to conform to the Corporation's accounting principles and inter-organizational transactions and balances are not eliminated. However, inter-organizational gains and losses are eliminated on assets remaining with the government reporting entities at the reporting date. The Corporation recognizes its equity interest of the government business enterprises' income or loss in its consolidated statement of operations with a corresponding increase or decrease in its investment account. All dividends received will be reflected as reductions in the investment account. The government business enterprises and partnerships during the year were:

- Festival Hydro Inc.
- Festival Hydro Services Inc.

**(iv) Accounting for School Board transactions:**

Although the Corporation collects taxation on behalf of the School Boards, the assets, liabilities, revenues, and expenses, relating to the operations of the school boards are not reflected in these consolidated financial statements. During the year, \$11,681,808 (2022 - \$11,624,899) of taxation was collected on behalf of school boards and remitted to the school boards during the year.

**(b) Basis of accounting:**

The Corporation follows the accrual method of accounting for revenues and expenses. Revenues are recognized as they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

**(c) Cash and cash equivalents:**

Cash is comprised of accounts maintained at chartered financial institutions with an original maturity of three months or less.

**(d) Land held for resale:**

Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for improvements to prepare the land for sale or servicing.

**(e) Non-financial assets:**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(e) Non-financial assets (continued):**

**(i) Tangible capital assets:**

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	20 to 30 years
Buildings and building equipment	5 to 50 years
Computer equipment	5 years
Furniture and fixtures	15 to 30 years
Vehicles	2 to 25 years
Machinery and equipment	5 to 25 years
Linear assets	20 to 40 years
Other capital assets	50 years
Roads	15 to 60 years
Bridges	60 to 75 years
Water and wastewater facilities	35 to 100 years
Underground and other networks	100 years

Annual amortization is charged in the year of acquisition and in the year of disposal.

Work in progress identified in this and subsequent notes relates to assets under construction. Assets under construction are not amortized until the asset is available for productive use.

Works of art and other historical treasures are accounted for in the same method as the other tangible capital assets, with the exception that they are not amortized.

**Contributions of tangible capital assets (donated):**

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

**Interest capitalization:**

The Corporation does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

**Leased tangible capital assets:**

Leases which transfer substantially all the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

**(ii) Inventories and prepaid expenses:**

Inventories held for consumption are recorded at the lower of cost and replacement cost. Prepaid expenses relate to expenditures incurred in the current period which relate to and will be expensed in a future fiscal period.

**(f) Deferred revenue:**

The Corporation receives contributions pursuant to legislation, regulations or agreements that may only be used for certain programs or in the completion of specific work. In addition, certain user charges and fees are collected for which the related services have yet to be performed. These amounts are recognized as revenue in the fiscal year the related expenses are incurred or services performed.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(g) Revenue recognition:**

Revenue are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

**(i) Government transfers:**

Government transfers are recognized as revenues 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 recorded 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.

Government transfers, contributions, and other amounts are received from third parties pursuant to legislation, regulation, or agreement and may only be used in the conduct of certain programs, in the completion of specific work, or the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible assets are acquired.

Government transfers include amounts received for the social assistance program. Funding ratios can vary from 80% to 100% of program costs depending on the social service program. Social service administration funding covers 50% of certain administration costs. The Social Housing program funding is approximately 20% of costs of the program.

**(ii) Tax revenue:**

Tax revenue is recognized when it is authorized and in the period for which the tax is levied. Tax revenue reported relates to property taxes.

In 2023, the Corporation billed over \$73.0 million in property tax revenue for municipal purposes. A further \$11.7 million in provincial education taxes were collected on behalf of the Province of Ontario for education purposes and remitted to the Province during the year, and do not form part of these financial statements. The authority to levy and collect property taxes is established under the Municipal Act, 2001, the Assessment Act, the Education Act and other legislation.

The amount of the total annual property tax levy is determined each year through Council's approval of the annual operating budget. Municipal tax rates are set annually by Council for each class or type of property, in accordance with provincial legislation and Council approved policies, to raise the revenues required to meet operating and capital budget requirements.

Education tax rates are established by the Province of Ontario each year to fund the costs of education on a Province-wide basis.

Taxation revenues are recorded at the time tax billings are issued. Additional property tax revenue can be added throughout the year, related to new properties that become occupied, or that become subject to property tax, after the return of the annual assessment roll used for billing purposes. The Corporation may receive supplementary assessment information over the course of the year from MPAC that identify new or previously omitted assessments. Property taxes for these supplemental/omitted amounts are then billed according to the approved tax rate for the applicable property class.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(g) Revenue recognition (continued):**

**(ii) Tax revenue (continued):**

Taxation revenues in any given year may also be reduced because of reductions in assessment values rising from assessment appeals. Each year, an amount is identified in the budget to cover the estimated amount of revenue loss attributable to assessment appeals, tax appeals, or other deficiencies in tax revenue.

**(iii) Other revenue:**

User charges relate to various programs and fees imposed based on specific activities, such as transit fees, park and recreation services, water, wastewater, and solid waste. Revenue is recognized when the activity is performed or when the services are rendered.

Development charges and other revenues are recognized in the year that the events giving rise to the revenues occur and the revenues are earned. Amounts received which relate to revenues that will be earned in a subsequent year are deferred and reported as liabilities.

**(h) Investment income:**

Investment income is reported as revenue in the period earned. Investment income earned on obligatory reserve funds is added to the fund balance and forms part of the deferred revenue balance until the funds are applied.

**(i) Employee future benefits:**

The contributions to a multi-employer, defined benefit plan are expensed when the contributions are due. The costs of post-employment benefits are recognized when the event that obligates the Corporation occurs. Costs include projected future income payments, health care continuation costs, and fees paid to independent administrators of these plans, calculated on a present value basis.

The costs of post-employment benefits are actuarially determined using the projected benefits method prorated on service and management's best estimate of retirement ages of employees, salary escalation, and expected health care costs. Any gains or losses from changes in assumptions or experience are amortized over the average remaining service period for active employees.

**(j) Expenses:**

External transfers from the Corporation are recorded as expenses when eligibility criteria have been met by the recipient and the amount can be reasonably estimated. This includes payments issued to individuals eligible under the Ontario Works Act and Day Nurseries Act as well as funding to contracted local social services agencies, Child Care providers and Housing Providers that deliver services in accordance with legislation and local program policies.

**(k) Use of estimates:**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. These estimates and assumptions, including employee benefits payable, taxation assessment appeals, legal claims provisions, the valuation of tangible capital assets and their related useful lives and amortization, are based on management's best information and judgement and may differ significantly from future actual results.

In addition, the Corporation's implementation of PS3280 Asset Retirement Obligations has resulted in the requirement for management to make estimates regarding the useful lives of affected tangible capital assets and the expected retirement costs, as well as the timing and duration of these retirement costs.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(l) Asset retirement obligations:**

A liability for an asset retirement obligation (ARO) is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when all of the following criteria are met:

- i. there is a legal obligation to incur retirement costs related to a tangible capital asset;
- ii. the past transaction or event giving rise to the liability has occurred;
- iii. it is expected that future economic benefits will be given up; and
- iv. a reasonable estimate of the amount can be made.

The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at the financial statement date.

When the cash flows and timing required to fulfil the retirement obligation can be reasonably estimated, a present value technique may be used to account for the obligation. The liability is discounted to its present value upon initial recognition and adjusted yearly for accretion expense. When there is uncertainty about the amount or timing of cash flows to settle the ARO, the present value technique may not be used. Uncertainties about timing and amount to settle an ARO does not remove the obligation but will affect its measurement.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset. Where the obligation relates to an asset which is no longer in service, and not providing economic benefit, or to an item not recorded by the Corporation as an asset, the obligation is expensed upon recognition.

At each financial reporting date, the Corporation reviews the carrying amount of the liability. Changes to the liability arising from revisions to either the timing, the amount of the original estimate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset. All subsequent changes in the estimate of the related asset retirement obligation liability are recognized as an expense in the fiscal year it is incurred.

The Corporation continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

The following liabilities have been recognized based on estimated future expenses:

Closure of operational landfill sites and post-closure care relating to current and previous landfill sites. The Ontario Environmental Protection Act sets out the 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 landfill sites. This requirement is being funded through tipping fees.

Removal of asbestos in various buildings owned by the Corporation. The Occupational Health and Safety Act states the demolition of a building, all or in part, can be done only when asbestos-containing material that may be disturbed during the work, has been removed.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(l) Asset retirement obligations (continued):**

Removal of underground fuel and oil storage tanks and related piping. The Technical Standards and Safety Authority (TSSA) states in both its Liquid Fuels Handling Code and the Fuel and Oil Code that an underground storage tank and its piping must be removed when it has been out of service for 2 years or more.

Removal of leasehold improvements where requested by the landlord. A lease may have a Base Building clause that states that leasehold improvements are to be removed at the end of a lease at the request of the landlord and at the expense of the Corporation.

The liabilities are discounted using a present value calculation, where appropriate, and adjusted yearly for changes in circumstances. The recognition of a liability results in an accompanying increase to the respective tangible capital assets or an adjustment to the annual surplus when an asset was fully amortized. The increase to the tangible capital assets is being amortized in accordance with the accounting policies. At each financial reporting date, the Corporation reviews the carrying amount of the liability. The Corporation recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset. The Corporation continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.



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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(m) Financial instruments:**

The following table provides the carrying amount information of the Corporation's financial instrument by category.

<b>Financial Assets</b>	<b>Measurement Basis</b>
Cash	Cost/amortized cost
Trade and other receivables	Cost/amortized cost
Investment - marketable securities	Cost/amortized cost
High interest savings accounts	Cost/amortized cost
Guaranteed investment certificates	Cost/amortized cost
Bond	Cost/amortized cost
Notes - other	Cost/amortized cost
Principal protected notes	Cost/amortized cost
Pooled investment funds	Cost/amortized cost
<b>Financial Liabilities</b>	<b>Measurement Basis</b>
Accounts payable and accrued liabilities	Cost/amortized cost
Deferred revenue – obligatory reserve funds	Cost/amortized cost
Long-term debt	Cost/amortized cost

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost. The unrealized remeasurement gains and losses are recorded in the statement of remeasurement gains and losses. Once realized, remeasurement gains and losses are transferred to the statement of operations. As all financial instruments are measured at cost or amortized cost, there have been no re-measurement gains or losses. Therefore, the Statement of Remeasurement Gains (Losses) has been excluded.

Financial instruments that are subsequently measured at fair value are classified based on the observability of inputs as follows:

- Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 - Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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**(n) Change in Accounting Policies - Adoption of New Accounting Standards:**

The Corporation adopted the following standards concurrently beginning January 1, 2023:

**(i) PS 1201, Financial Statement Presentation**

PS 1201, Financial Statement Presentation replaces PS 1200, Financial Statement presentation. This standard establishes general reporting principles and standards for the disclosure of information in government financial statements. The standard introduces the consolidated statement of remeasurement gains and losses separate from the consolidated statement of operations. Requirements in PS 2601, Foreign Currency Translation, PS 3450, Financial Instruments, and PS 3041, Portfolio Investments, which are required to be adopted at the same time, can give rise to the presentation of gains and losses as remeasurement gains and losses.

**(ii) PS 3041, Portfolio Investments**

PS 3041, Portfolio Investments replaces PS 3040, Portfolio Investments. The standard provides guidance on accounting for, and presentation and disclosure of, portfolio investments to conform to PS 3450, Financial Instruments. The distinction between temporary and portfolio investments has been removed in the new standard, and upon adoption, PS 3030, Temporary Investments no longer applies.

These above standards were adopted prospectively. There was no impact to the Corporation as a result of the adoption of the above two standards.

**(iii) PS 3450, Financial Instruments and PS 2601, Foreign Currency Translation**

On January 1, 2023, the Corporation adopted PS 3450, Financial Instruments and PS 2601, Foreign Currency Translation. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

Under PS 3450, all financial instruments, including derivatives, are included on the consolidated statement of financial position, and are measured at either fair value or amortized cost based on the characteristics of the instrument and the Corporation's accounting policy choices (see Note 1, Significant accounting policies). Unrealized gains and losses arising from changes in fair value are presented in the consolidated statement of remeasurement gains and losses.

As all financial instruments are measured at cost or amortized cost, there have been no re-measurement gains or losses. Therefore, the Statement of Remeasurement Gains (Losses) has been excluded.

**(iv) PS 3280, Asset Retirement Obligations**

Effective, January 1, 2023 the Corporation adopted PS 3280, Asset Retirement Obligations. The new standard establishes guidelines for acknowledging, assessing, presenting, and disclosing legal responsibilities connected with the retirement of tangible capital assets. The Corporation has chosen the prospective approach where liabilities are recognized on a forward-looking basis for the current and subsequent periods only. The valuation and accounting of the asset retirement obligation is completed at the time of adoption without consideration for previous years, with the exception of landfill liabilities previously recognized under PS 3270.

In accordance with the provisions of this new standard, the Corporation removed the landfill liability that had been recognized to date and recognized an asset retirement obligation on January 1, 2023. The new liability represents 100% of the estimated required closure and post-closure care for the landfill sites owned by the Corporation. The liability was assumed and measured as of the date the landfill sites began accepting waste and was discounted at 3.90%, which was the discount rate as of the date of adoption of the standard.

**THE CORPORATION OF THE CITY OF STRATFORD**  
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**3. CASH AND CASH EQUIVALENTS**

The following is a breakdown of cash and cash equivalents and bank indebtedness:

	<b>2023</b>	<b>2022</b>
General bank accounts	8,007,716	3,478,336
General reserve bank accounts	39,471,998	36,404,380
Petty cash	3,412	3,337
	<b>47,483,126</b>	<b>39,886,053</b>

**4. LOANS RECEIVABLE**

The following loans are outstanding at December 31:

	<b>2023</b>	<b>2022</b>
Stratford Perth Museum	242,290	256,333
Heritage Conservation District Loans	92,176	32,709
Stratford Soccer Association	40,000	50,000
Stratford Perth Museum (2)	110,145	117,451
Stratford Chef School	-	37,353
Stratford Soccer Association Turf Field	369,462	410,513
	<b>854,073</b>	<b>904,359</b>

The Stratford Perth Museum loan matures in 2037, has an interest rate of 3% with repayments of \$1,791 being made monthly.

The Heritage Conservative District loans are interest-free 10 year loans with maturity dates between June 2025 and July 2033.

The Stratford Perth Museum (2) matures in 2038, has an interest rate of 0.5% with repayments of \$656 being made monthly.

The Stratford Soccer Association loan is a 15 year interest-free loan maturing September 2028 with a yearly payment of \$10,000.

The Stratford Chef School loan was repaid in the year.

The Stratford Soccer Association turf field loan is a 15 year interest-free loan maturing December 2032 with a yearly payment of \$41,051.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
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**5. INVESTMENTS**

	<b>2023 Cost</b>	<b>2023 Market Value</b>	<b>2022 Cost</b>	<b>2022 Market Value</b>
Restricted Deposit notes/GIC's	2,273,843	2,038,956	2,358,861	2,022,306
Restricted Fixed Income	17,829,595	16,321,424	17,574,685	15,164,599
<b>Total Restricted</b>	<b>20,103,438</b>	<b>18,360,380</b>	<b>19,933,546</b>	<b>17,186,905</b>
Unrestricted Deposit notes/GICs	998,826	974,418	1,245,459	1,026,073
Unrestricted Fixed Income	7,717,818	7,363,641	7,284,668	6,851,801
<b>Total Unrestricted</b>	<b>8,716,644</b>	<b>8,338,059</b>	<b>8,530,127</b>	<b>7,877,874</b>
<b>Total</b>	<b>28,820,082</b>	<b>26,698,439</b>	<b>28,463,673</b>	<b>25,064,779</b>

Investments earn interest between 0.95% and 5.78% and have maturity dates between January 2024 and June 2032.

**THE CORPORATION OF THE CITY OF STRATFORD**  
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**6. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISES**

The Corporation holds a 100% interest in Festival Hydro Inc. and Festival Hydro Services Inc. as follows:

	<b>2023</b>	<b>2022</b>
Festival Hydro Inc. (a)	50,805,115	49,639,035
Festival Hydro Services Inc. (b)	1,685,643	1,646,385
	<b>52,490,758</b>	<b>51,285,420</b>
<b>(a) Festival Hydro Inc.:</b>	<b>2023</b>	<b>2022</b>
Financial position:		
Current assets	16,923,657	13,904,829
Capital assets	61,152,856	58,854,033
Other assets	2,683,380	2,591,168
Total assets	<b>80,759,893</b>	<b>75,350,030</b>
Regulatory balances	<b>6,468,077</b>	<b>7,503,962</b>
Current liabilities	18,754,503	15,289,157
Demand loan payable to the City of Stratford	15,600,000	15,600,000
Post-employment benefits	1,024,453	1,009,878
Other liabilities	15,265,147	15,815,090
Total liabilities	<b>50,644,103</b>	<b>47,714,125</b>
Regulatory balances	<b>1,378,752</b>	<b>1,100,832</b>
Equity	<b>35,205,115</b>	<b>34,039,035</b>
Financial activities:		
Revenues	78,387,622	68,881,680
Operating expenses	(72,427,055)	(67,405,916)
Finance costs (net)	(2,191,506)	172,396
Income tax	(624,517)	(1,096,421)
Net movement in regulatory balances	(1,298,867)	3,526,491
Other comprehensive income (loss)	(55,517)	303,258
Equity, beginning of year	34,039,035	30,296,146
Dividends paid or payable on shares	(624,080)	(638,599)
Equity, end of year	<b>35,205,115</b>	<b>34,039,035</b>
Investment in Festival Hydro Inc.:		
Equity, end of year	35,205,115	34,039,035
Demand loan payable to the City of Stratford	15,600,000	15,600,000
Net investment	<b>50,805,115</b>	<b>49,639,035</b>

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
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**6. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISES (Continued)**

<b>(b) Festival Hydro Services Inc.:</b>	<b>2023</b>	<b>2022</b>
Financial Position:		
Current assets	55,787	54,169
Capital assets	2,641,169	2,840,389
Other assets	12,635	70,719
<b>Total assets</b>	<b>2,709,591</b>	<b>2,965,277</b>
Current liabilities	22,849	56,021
Demand loan payable to the City of Stratford	372,000	372,000
Other liabilities	1,001,139	1,262,911
<b>Total liabilities</b>	<b>1,395,988</b>	<b>1,690,932</b>
<b>Equity</b>	<b>1,313,603</b>	<b>1,274,345</b>
Financial activities:		
Revenues	1,358,059	1,371,559
Operating expenses	(1,309,779)	(1,247,932)
Finance costs (net)	(37,022)	(43,965)
Income tax	(22,000)	(22,000)
Equity, beginning of year	1,274,385	1,216,723
Other income	50,000	-
<b>Equity, end of year</b>	<b>1,313,643</b>	<b>1,274,385</b>
Investment in Festival Hydro Services Inc.:		
Equity, end of year	1,313,643	1,274,385
Demand loan payable to the City of Stratford	372,000	372,000
<b>Net investment</b>	<b>1,685,643</b>	<b>1,646,385</b>

During the year, and within the normal course of operations, the Corporation was provided water and sewer billing and collection services by Festival Hydro Inc. Amounts paid to Festival Hydro Inc. by the corporation were \$539,320 (2022 - \$499,716).

The Corporation also leases space from Festival Hydro Inc. for which it paid rent of \$36,851 (2022 - \$33,477) during the year.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**7. PENSION AGREEMENT**

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The Corporation makes contributions to the Ontario Municipal Employees Retirement System (OMERS), a multi-employer plan, on behalf of its employees. The plan is a defined benefit plan which specifies the amount of retirement benefit to be received by the employees based on the length of service and rates of pay. The 2023 contribution rates are 9.0% for employee earnings below the year's maximum pensionable earnings and 14.6% thereafter for employees with a normal retirement age of 65. The 2022 contribution rates were 9.0% for employees earning below the year's maximum pensionable earnings and 14.6% thereafter for employees with a normal retirement age of 65. Employees and employers contribute jointly to the plan.

OMERS is a multi-employer plan, therefore any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Corporation does not recognize any share of the OMERS pension surplus or deficit. Contributions made by the Corporation to OMERS for 2023 were \$3,762,531 (2022 - \$3,554,235) and are matched by employee contributions in a similar manner. Employer contributions are recognized as an expenditure in the consolidated statement of financial activities in the year contributions are made.

The OMERS pension plan has a deficit. If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions would be required in the future from all OMERS participants. The last available report for the OMERS plan was on December 31, 2023. At that time the plan reported a \$4.2 billion actuarial deficit (2022 - \$6.7 billion actuarial deficit).

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

**8. DEFERRED REVENUE**

	Balance at December 31 2022	Additions	Withdrawals	Balance at December 31 2023
Obligatory Reserve Funds:				
Development charges	15,385,329	2,652,924	702,311	17,335,942
Subdivider contributions	120,722	3,362	-	124,084
Recreational land (The Planning Act)	1,163,695	197,202	-	1,360,897
Federal gas tax	10,310,152	2,392,039	1,875,868	10,826,323
Provincial gas tax	495,937	585,720	84,675	996,982
Building permit inspections	217,477	3,083	79,193	141,367
Other current miscellaneous	1,962,625	469,551	1,726,710	705,466
Other consolidated entities:				
Other	633,935	542,315	798,461	377,789
	30,289,872	6,846,196	5,267,218	31,868,850
	Balance at December 31 2021	Additions	Withdrawals	Balance at December 31 2022
Obligatory Reserve Funds:				
Development charges	14,531,121	6,362,993	5,508,785	15,385,329
Subdivider contributions	115,980	4,742	-	120,722
Recreational land (The Planning Act)	769,494	394,201	-	1,163,695
Federal gas tax	9,555,789	2,393,315	1,638,952	10,310,152
Provincial gas tax	424,736	489,842	418,641	495,937
Building permit inspections	-	318,465	100,988	217,477
Other current miscellaneous	728,600	2,588,475	1,354,450	1,962,625
Other consolidated entities:				
Other	600,519	38,900	5,484	633,935
	26,726,239	12,590,933	9,027,300	30,289,872



**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**9. CONTRACTUAL OBLIGATIONS**

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At December 31, the Corporation had a number of contracts and commitments that remained fully or partially outstanding as noted, representing future year commitments:

The Corporation has a contract with Ontario Clean Water Agency to operate the sewage system. The term of the agreement is 10 years for the period January 1, 2018 to December 31, 2027. The contract fees amounting to \$1,126,045 (2022 - \$1,309,567) are reported in the Consolidated Statement of Operations. The 2024 commitment is \$1,122,000.

The Corporation has entered into several agreements for the lease and supply of various equipment, vehicles and services with expected payments of approximately \$1,575,800 for 2024.

The Corporation has outstanding contractual obligations of approximately \$10,322,342 at December 31, 2023 for various capital works that were not completed in 2023.

**10. CONTINGENCIES**

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As of December 31, 2023, certain legal actions and other contingent liabilities are pending against the Corporation. Reference can be made to note 13 for details of the public liability insurance maintained by the Corporation. Not all contingencies can be estimated at year-end since the outcome of these matters is indeterminate at this time.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2023

**11. EMPLOYEE BENEFITS PAYABLE**

Employee future benefits are liabilities of the Corporation to its employees and early retirees for benefits earned but not taken. Details are as follows:

	<b>2023</b>	<b>2022</b>
Post-retirement benefits (a)	11,087,891	10,999,076
Workplace Safety and Insurance Board Obligation (b)	4,892,802	4,782,242
	<b>15,980,693</b>	<b>15,781,318</b>

The Corporation provides benefits to retirees until they reach 65 years of age, provides certain benefits to employees on long-term disability, allows certain employees to accumulate unused sick leave to be taken as a cash payment on termination. Above values are based on actuarial and management estimates as at December 31, 2023.

(a) The actuarial analysis is only for the City of Stratford, not including WSIB. Significant assumptions used in the actuarial valuation are as follows:

	<b>2023</b>	<b>2022</b>
Discount rate	4.50 %	2.60 %
Rate of compensation increase	2.50 %	2.50 %
Healthcare cost increase	8.00 %	8.00 %

The benefit obligation continuity is as follows:

	<b>2023</b>	<b>2022</b>
Accrued benefit obligation end of prior year	10,330,400	10,696,300
Current period benefit cost	637,900	651,800
Retirement interest expenditure	469,500	281,100
Benefits paid	(1,070,000)	(1,070,000)
Accrued Benefit Obligation as at December 31	10,367,800	10,559,200
Unamortized actuarial (gain) loss	-	(228,800)
Liability for post-retirement benefits - City of Stratford	10,367,800	10,330,400
Liability for post-retirement benefits - Spruce Lodge	341,921	315,659
Liability for post-retirement benefits - Perth District Health Unit	378,170	353,017
	<b>11,087,891</b>	<b>10,999,076</b>

Post-retirement benefits expense is as follows:

	<b>2023</b>	<b>2022</b>
Current period benefit cost	637,900	651,800
Retirement interest expenditure	469,500	281,100
Amortization of actuarial (gain) loss	124,600	166,100
Total post-retirement benefits expense	<b>1,232,000</b>	<b>1,099,000</b>

Reserves have been established to partially provide for this past service liability. The balance at the end of the year is \$5,721,438 (2022 - \$5,878,907). An amount of \$607,468 (2022 - \$609,387) was paid out of reserves to employees who left the Corporation's employment during the current year.

**THE CORPORATION OF THE CITY OF STRATFORD**  
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**11. EMPLOYEE BENEFITS PAYABLE (continued)**

(b) The City of Stratford is a Workplace Safety and Insurance Board (WSIB) Schedule 2 employer. The Corporation has recorded an accrual for the estimate of future benefit costs and administrative loading as calculated by actuaries. During the year, \$1,432,440 (2022 - \$726,132) was paid by the Corporation to the WSIB in relation to those benefits.

**12. LONG-TERM DEBT**

The balance of long-term debt reported on the consolidated statement of financial position consists of total long-term debt incurred by municipal enterprises. The amount at the end of the year is as follows:

	2023	2022
OSIFA debenture bearing interest at 2.57% due June 2032	11,388,684	12,728,533
OSIFA debenture bearing interest at 2.78% due September 2024	67,000	134,000
OSIFA debenture bearing interest at 2.74% due November 2028	1,446,009	1,735,208
OMEIFA debenture bearing interest at 4.96% due November 2034	7,399,201	8,071,858
OMEIFA debenture bearing interest at 2.70% due November 2034	677,546	729,797
OMEIFA debenture bearing interest at 4.28% due December 2024	366,664	733,333
OMEIFA debenture bearing interest at 3.21% due December 2026	4,208,530	5,611,369
OMEIFA debenture bearing interest at 3.42% due December 2023	4,075,334	4,482,867
Royal Bank loan payable, interest at 2.42% per annum, due June 2024	299,197	493,893
Royal Bank loan payable, interest at 2.84% per annum, due April 2027	3,322,692	3,480,287
Royal Bank loan payable, interest at 2.88% per annum, due April 2028	3,290,777	3,446,278
Royal Bank loan payable, interest at 2.49% per annum, due April 2025	296,782	512,591
Royal Bank loan payable, interest at 5.51% per annum, due April 2028	949,070	1,012,412
Royal Bank loan payable, interest at 2.80% per annum, due April 2026	951,443	1,021,765
Royal Bank loan payable, interest at 5.65% per annum, due October 2027	3,418,369	3,595,127
Royal Bank loan payable, interest at 5.66% per annum, due October 2027	1,681,312	1,716,534
	<b>43,838,610</b>	<b>49,505,852</b>

Principal repayments are summarized as follows:

2024	5,708,339
2025	5,061,211
2026	4,913,662
2027	3,540,911
Thereafter	24,614,487
	<b>43,838,610</b>

Long-term liabilities and commitments to be financed from reserves beyond the term of Council are covered by by-law. The principal and interest payments required to service existing and pending issues and commitments are within the debt repayment limit prescribed by the Ministry of Municipal Affairs.

Total interest on long-term debt was \$2,334,474 (2022 - \$2,379,437).

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**13. PUBLIC LIABILITY INSURANCE**

In order to control rising insurance premium costs, the Corporation undertakes a portion of the risk through increased deductibles. The deductibles generally range up to \$50,000 depending on the types of claims. Insurance coverage is in place for claims in excess of these deductibles up to various policy limits. The Corporation has made provision for a Reserve for Self-Insurance for various types of insurance, the balance of which at December 31, 2023 amounted to \$241,153 (2022 - \$241,153), and is reported in Note 14 under Reserves.

The Corporation budgets annually for claims related to self-insurance and the difference between budgeted and actual claims during the year forms part of the Corporation's annual surplus/deficit, and if required, is drawn from the reserve fund. In 2023, the amount drawn from the reserve was \$nil (2022 - \$nil). Claims for all forms of self-insurance during the year amounting to \$42,431 (2022 - \$278,861), including adjusters' fees and costs, are reported as an expenditure on the Consolidated Statement of Operations and Accumulated Surplus.

**14. ACCUMULATED SURPLUS**

The accumulated surplus balance is comprised of balances in reserves and reserve funds, operating surplus, capital surplus, unfunded liabilities to be recovered in the future, investment in government business enterprises and investment in tangible capital assets.

	2023	2022
Reserves set aside for specific purposes by Council:	18,773,273	18,154,667
Reserve Funds set aside for specific purpose by Council:	43,555,896	43,555,896
Amounts to be recovered:		
Investment in Government Business Enterprise	(15,972,000)	(15,972,000)
Solid waste landfill closure and post closure liability	(13,280,759)	(3,736,000)
Employee benefits payable	(15,980,693)	(15,781,318)
Long-term debt	(43,838,610)	(49,505,852)
Interest accrual on debt	(110,937)	(124,978)
Total amounts to be recovered	(89,182,999)	(85,120,148)
Cumulative operating deficit	(4,262,086)	(8,126,796)
Investment in Government Business Enterprise	52,490,758	51,285,420
Land held for resale	347,651	347,651
Work in progress	20,351,531	25,041,542
Investment in tangible capital assets	332,870,091	317,625,572
Total accumulated surplus	374,944,115	362,763,804

The cumulative operating deficit reflects the Corporation's \$777,040 cash-basis operating surplus as well as PSAB and consolidated adjustments.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**15. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT**

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**(a) Credit risk**

Credit Risk is the risk that one party to a financial instrument will cause a financial loss of the other party by failing to discharge the obligation. The Corporation is exposed to credit risk from its financial assets including cash and cash equivalents, trade and other receivables, and investments.

The Corporation holds its cash accounts with chartered financial institutions.

Trade and other receivables are primarily from government, corporations, and individuals. The Corporation measures its exposure to credit risk based on how long amounts have been outstanding. As at December 31, 2023, \$1,208,322 of accounts receivable were more than 90 days past due. Credit risk is mitigated by a highly diversified nature of debtors and other customers which minimizes its concentration of credit risk. An impairment allowance is set up based on historical experiences regarding collections.

The Corporation's investment policy governs the investment of surplus cash, reserves and reserve funds, and trust funds in accordance with Ontario Regulation 438/97 made under the Municipal Act. All investment by the municipality will be subject to Section 167 of the Municipal Act and Ontario Regulation 438/97 made under the Municipal Act. The goal of this policy is to invest all available funds of the Corporation in a prudent manner so as to maximize the rate of return while minimizing the degree of risk and ensuring an adequate level of liquidity under the Act.

**(b) Liquidity risk**

Liquidity risk is the risk that the Corporation will not be able to meet all cash outflow obligations as they come due. The Corporation is exposed to liquidity risk from accounts payable and accrued liabilities. The Corporation mitigates this risk by monitoring cash activities and expected outflows through budgeting and monitoring investments that may be converted into cash to maintain sufficient funds for meeting obligations as they come due. Accounts payable and accrued liabilities are generally due within 30 days. The annual repayment obligations for municipal debt are disclosed in Note 11.

**(c) Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk, and other price risk.

**(i) Foreign currency risk**

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Corporation is not exposed to significant currency risk as amounts held and purchases made in foreign currency are insignificant.

**(ii) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation is exposed to interest rate risk through its investments and long-term debt. The Corporation is not exposed to significant interest rate risk as the Corporation invests solely in investments subject to Section 167 of the Municipal Act and Ontario Regulation 438/97 made under the Municipal Act and long-term debt has interest rates fixed for long periods of time with the debt intended to be repaid in accordance with the terms of the respective loans.

**(iii) Other price risk**

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than current and interest rate risk). The Corporation is not exposed to significant other price risks.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2023

**16. ASSET RETIREMENT OBLIGATIONS**

The Corporation owns and operates the following assets that have asset retirement obligations associated with them:

**Designated substances:**

Asbestos and other designated hazardous materials represent a health hazard upon disturbance and as a result carry a legal obligation to remove them when a facility undergoes a significant renovation or demolition. The Corporation owns and operates several facilities with asbestos containing materials. As a result, the Corporation recognized an obligation relating to the removal of the hazardous materials upon adoption of PS 3280 *Asset Retirement Obligations*. This resulted in a 2023 liability of \$5,624,325 and there was a corresponding increase to the cost base of the associated assets with the exception of fully amortized buildings where the ARO's associated were fully expensed in the period.

**Well decommissioning:**

The Groundwater Protection Regulation provides specific guidelines for decommissioning wells which give rise to a retirement obligation. The Corporation must recognize an asset retirement obligation related to several wells located across facilities owned by Stratford and will be required to decommission them upon retirement of the assets. This resulted in an asset retirement obligation liability of \$108,142 in 2023 and a corresponding increase to the cost based on the wells with the exception of any fully amortized wells where the ARO's associated were fully expensed in the period.

**Landfill obligation:**

The Environment Protection Act sets out the 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 final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance. The reported liabilities are based on estimates and assumptions with respect to events herein using the best information available to management. Future events may result in significant changes to the estimated total expenses, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

The Corporation currently has one active landfill site. The landfill closure costs are accrued on an annual basis based on the estimated life of the landfill sites. Estimated total expenditures represent the sum of the discounted future cash flows for closure and post-closure care activities discounted at 3.9%. The estimated total landfill closure and post closure care expenses are calculated to be approximately \$7,548,292 (2022 – \$3,736,000).

<b>Retirement Obligation</b>	<b>Designated Substances (Buildings)</b>	<b>Well Decommissioning</b>	<b>Landfill Obligation</b>	<b>Balance, December 31, 2023</b>
Opening	-	-	3,736,000	3,736,000
Adoption of PS 3280	5,562,883	106,687	3,812,292	9,375,175
Annual accretion expense	61,442	1,455	-	61,442
Closing balance	5,624,325	108,142	7,548,292	13,280,759

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

**17. FINANCIAL INFORMATION FOR THE LIBRARY BOARD**

The Ministry of Culture provides operating grants and pay equity grants to the Library. A condition of this grant is that the Library Board supply its financial information to the Ministry. This information may be included in the consolidated financial statements provided that the financial information of the library is identified either by a separate schedule or a note.

	<b>2023</b>	<b>2022</b>
Revenue		
Other grant revenue	8,405	6,146
Public library operating grant	57,687	57,509
Investment and interest income	83	35
Fees and charges	369,249	374,398
Donations	22,731	63,734
Total revenue	458,155	501,822
Expenses		
Wages	2,283,715	2,238,959
Materials	102,803	109,450
Services	385,136	526,298
Other	33,894	37,315
Total Expenses	2,805,548	2,912,022
Deficiency of revenue over expenses	2,347,393	2,410,200
Deficiency was funded as follows:		
Transfer from (to) reserves and reserve funds	(361,238)	(230,724)
Contribution from the Corporation	2,708,631	2,640,924
	2,347,393	2,410,200

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

**18. GOVERNMENT PARTNERSHIP - HURON PERTH PUBLIC HEALTH**

The Corporation of the City of Stratford is a partner in Huron Perth Public Health. The Corporation provides 23.39% (2022 - 23.26%) of the municipal funding for the Cost Shared Mandatory related programs. The Corporation's share of results of Huron Perth Public Health's financial results from operations for the year and its financial position at year-end have been consolidated within these financial statements. At December 31, 2023 Huron Perth Public Health's financial results and financial performance are as follows:

	<b>2023</b>	<b>2022</b>
Financial assets	2,426,690	2,888,072
Liabilities	(3,220,668)	(4,024,830)
Non-financial assets	5,486,322	5,689,986
Accumulated surplus	4,692,344	4,553,228
Revenues	19,310,035	22,273,577
Expenses	(19,170,919)	(22,273,577)
Annual surplus/(deficit)	139,116	-

The Corporation's share of Huron Perth Public Health's assets, liabilities and accumulated surplus at December 31, 2023 are as follows:

Financial assets	567,603	671,766
Liabilities	(753,314)	(936,175)
Non-financial assets	1,283,251	1,323,491
Accumulated surplus	1,097,540	1,059,082



**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

**19. GOVERNMENT PARTNERSHIP - SPRUCE LODGE**

The Corporation of the City of Stratford is a partner in Spruce Lodge Home for the Aged and its related entities. The Corporation provides 40.96% (2022 - 41.11%) of the municipal funding for the Costs Shared Mandatory related programs. The Corporation's share of results of Spruce Lodge Home for the Aged and its related entities' financial results from operations for the year and its financial position at year-end have been consolidated within these financial statements. At December 31, 2023, Spruce Lodge Home for the Aged and its related entities' financial results and financial performance are as follows:

	<b>2023</b>	<b>2022</b>
Financial assets	4,494,154	5,043,304
Liabilities	(3,248,389)	(3,384,404)
Non-financial assets	8,053,155	7,373,659
Accumulated surplus	9,298,920	9,032,559
Revenues	17,659,812	16,366,028
Expenses	(18,043,626)	(16,602,240)
Annual deficit	(383,814)	(236,212)

The Corporation's share of Spruce Lodge Home for the Aged and its related entities' assets, liabilities and accumulated surplus at December 31, 2023 are as follows:

Financial assets	1,840,805	2,073,302
Liabilities	(1,330,540)	(1,391,328)
Non-financial assets	3,298,573	3,031,311
Accumulated surplus	3,808,838	3,713,285

**20. CHANGE IN PROPORTIONATE CONSOLIDATION**

The change in proportionate consolidation of joint local boards is the result of changes in weighted assessment data effective January 1, 2023 and funding agreements effective January 1, 2022. The resulting changes in funding percentages and their effects are as follows:

	<b>2023</b>	<b>2022</b>	<b>Change</b>
Funding percentage			
Huron Perth Public Health	23.39 %	23.26 %	0.13 %
Spruce Lodge	40.96 %	41.11 %	-0.15 %
<b>January 1, 2023</b>			
Effect of Change in Funding Percentages			
Tangible capital assets			
Cost			(20,772)
Accumulated amortization			16,647
Net book value			(4,125)
Net financial assets			(2,901)
Other non-financial assets			(41)
Change in Net Municipal Position			(7,067)

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**21. SEGMENTED INFORMATION**

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The City of Stratford is a diversified municipal government institution that provides a wide range of services to its citizens, including policing, fire, road, water distribution, sewer collection/conveyance, storm sewer, libraries, transit and community services.

Segmented information has been prepared by major functional classification of activities provided, consistent with the Consolidated Statement of Operations and Accumulated Surplus and provincially legislated requirements.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 2.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. The revenue fund reports on municipal services that are funded primarily by property taxation revenues. Taxation and payments-in-lieu of taxes are apportioned based on the segment's net surplus. The segmented information follows the same accounting policies as disclosed in Note 2.

**General Government**

This item is related to the revenues and expenses of the operations of the Corporation itself not otherwise directly attributed to a specific segment.

**Protection Services**

Protection is comprised predominantly of the Police Services and Fire departments and includes the Building Division. The mandate of the Police Services department is to ensure the safety and security of the lives and property of citizens through law enforcement, victims' assistance, public order maintenance, crime prevention and emergency response. The Fire department is responsible for providing proactive fire and injury prevention education programs, comprehensive inspection programs and fire code enforcement. In addition, the department responds to emergency calls for assistance related to fires, rescues, motor vehicle accidents and cardiac medical events as well as calls related to hazardous material incidents, swift water and ice rescue and limited types of technical rescue calls. The building department enforces the building and construction codes and municipal by-laws.

**Transportation Services**

Transportation Services are comprised of year-round road maintenance, parking, traffic signals and street lighting. Activities include the maintenance of roadsides defined as sidewalks, walkways, boulevards and the urban forest. Transit services are also included in this segment. This service is responsible for the operational integrity of the roadway system through year-round surface maintenance and winter maintenance, including snow and ice control. Parking supports the controlled movement of vehicles to benefit Stratford businesses and residents through policy and operational efforts. Traffic signal services provide the planning, design, operation and maintenance of the Corporation's streetlights and traffic signal network including a computerized traffic signal control system. This segment also includes the operations of the Stratford Municipal Airport. Transit is responsible for the delivery of public transit services for the residents of the City of Stratford. Public transit services include conventional and specialized transit services. Service design, development and delivery for the respective services take their direction from the Corporation's Official Plan, Transportation Plan and Council's Strategic Priorities document and the Corporation's Accessibility Plan.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**21. SEGMENTED INFORMATION (Continued)**

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**Environmental Services**

**(i) Water and Wastewater Utilities**

The Water Utility provides the planning, engineering, operation and maintenance for the Corporation's water infrastructure. Services include the planning and engineering to support the delivery of safe, clean, high quality drinking water of sufficient flow and pressure to enhance the quality of life and support economic development for the residents and businesses of Stratford. Operation and maintenance services ensure the reliable delivery of water to all customers and sustainability of a high-quality water infrastructure.

The Wastewater Utility provides the planning, engineering, operation and maintenance for the Corporation's wastewater and drainage infrastructure. Services include the operation of a pollution control plant and sewage pumping stations for the treatment of sanitary sewage, year-round maintenance of sanitary and storm sewer systems and planning and implementation of capital works to provide new services and improve existing systems. All services are delivered in an environmentally and fiscally responsible manner while maintaining sustainability of the infrastructure.

**(ii) Solid Waste and Recycling**

Solid Waste and Recycling provides solid waste collection services managing the safe and permanent disposal of non-hazardous wastes collected in an environmentally safe process including the management and operation of a landfill site. It also provides a variety of services and projects relating to the Management of Solid Waste for its customers and the citizens and businesses of Stratford. Such services include daily recyclable and waste drop-off, curbside garbage, recycling and composting, residential/industrial/commercial and city facilities recycling

**Health Services**

Huron Perth Public Health Unit provides a wide range of public health services in Stratford and Huron and Perth Counties. The programs and services are designed to help citizens live a healthy life, free from disease and injury through health promotion and prevention activities. The Health Unit also monitors the air, food and water supply in the community to make sure it is safe and provides services to individuals and communities and advocates for public policies that make the City of London healthier. Ambulance Services provide medical emergency medical services to the City of Stratford and are provided through Perth County.

**Social and Family Services**

As the Consolidated Municipal Service Manager, the Social Services Department is legislated to deliver the Province's Ontario Works program to qualified residents within the City of Stratford; homelessness funding to local emergency shelters and administers the distribution of child care fee subsidies to families in need and wage subsidies to local child care agencies.

**Social Housing**

The Housing Division is the administrator of the Perth Stratford Housing Corporation and is responsible for establishing and maintaining a system for administering mortgage and rent subsidies for social housing providers; receiving and evaluating financial reports of housing providers; assessing extraordinary financial requests from housing providers; responding to requests for technical support from housing providers and reviewing housing providers operations to ensure compliance with the Housing Services Act and any rules allocated by the Service Manager. The Division also fulfills the application intake function for social housing providers and delivers federal, provincial and municipal affordable housing programs.

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**21. SEGMENTED INFORMATION (Continued)**

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**Recreation and Cultural Services**

The Community Services Department works collaboratively with their colleagues and partners to improve the quality of life for all Stratford residents by creating opportunities for individuals to lead healthy, socially-active lives through the direct delivery of recreation programs; strengthening neighbourhoods; leading the integration of community wide initiatives; managing and operating parks and recreation facilities such as the Rotary Complex, and supporting local sport and special event initiatives.

Recreation and cultural services are meant to improve the health and development of the citizens. Programs such as swimming, skating, day camps, festivals and library services are provided at locations such as parks, libraries, art gallery, recreation complexes, arenas, sports field and other municipal buildings.

**Planning and Development**

This department manages urban development for business interests, environmental concerns, heritage matters, local neighbourhoods. This reporting segment also includes economic development and tourism, delivered by SeedCo.

**(i) Planning and Development Services**

Planning Services provides a wide range of planning and associated services to guide long-term land use and development activity in the Corporation. A wide range of services are provided by the Division including Official Plan and Zoning By-law approvals, policy development, secondary plans, Community Improvement Plans, economic revitalization programs, brownfield revitalization incentives, heritage preservation incentives, urban design, environmental and ecological evaluations, parks planning, urban forestry, commemorative programs and heritage planning.

The division provides a single point of administration for development approvals under the Planning Act. Planning Act applications processed by Development Services include Plans of subdivision including associated Official Plan and Zoning By-law amendments, site plan approvals, condominium approvals and consents. The Division also administers subdivision and development agreement servicing standards and compliance through inspection, assumption and security management.

**(ii) Building Services**

Building Services, by administering the provisions of the Ontario Building Act and the Building Code, ensures high quality building construction in addition to keeping paramount the health and safety of the citizens of Stratford. These directives are established through the enforcement of various municipal By-laws such as the Property Standards By-law, the Sign and Canopy By-law and the Pool Fence Bylaw to name a few.

**(iii) Licensing and Municipal By-Law Enforcement Services**

This segment, is responsible for seeking compliance with community-based City by-laws which focus on health and safety, consumer protection, nuisance control and quality of life issues. Licensing and Parking Enforcement areas are responsible for addressing compliance issues with business licensing by-laws and parking infractions. Animal Control services are contracted to the Stratford Perth Humane Society where policies, practices, directives, by-laws and regulations are in place and adhered to for the protection of the public and the welfare of domestic animals in the community.

# THE CORPORATION OF THE CITY OF STRATFORD

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2023

### 21. SEGMENTED INFORMATION (Continued)

For the year ended December 31	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Social Housing	Recreation and Cultural Services	Planning & Development	Total 2023
<b>Revenue</b>										
Taxation	4,873,000	12,875,910	10,323,230	9,064,554	8,048,594	14,038,678	6,269,578	6,663,372	1,799,362	73,956,278
Grants	7,538,796	1,373,395	463,483	378,275	9,700,923	23,475,549	1,660,621	180,463	262,707	45,034,212
Other municipalities	-	1,968,569	-	-	-	1,415,847	4,041,745	43,966	-	7,470,127
Fees and user charges	1,420,044	516,293	2,262,841	17,265,568	1,805,187	2,020,770	2,842,068	611,151	283,130	29,027,052
Licences, permits, rents	558,834	12,300	170,093	-	-	-	499,444	2,249,923	785,751	4,276,345
Fines and penalties	432,125	-	-	171,654	-	-	-	5,588	-	609,367
Other	4,218,555	10,482	36,872	12,908	153,912	1,779	-	1,290,519	58,374	5,783,401
	19,041,354	16,756,949	13,256,519	26,892,959	19,708,616	40,952,623	15,313,456	11,044,982	3,189,324	166,156,782
<b>Expenses</b>										
Salaries and benefits	6,322,814	23,235,155	6,909,991	3,479,898	4,166,313	5,481,434	1,424,974	6,606,362	1,318,180	58,945,121
Materials	410,086	1,130,743	3,041,793	1,369,457	1,268,603	1,040,284	3,440,213	1,543,670	104,945	13,349,794
Contracted Services	1,931,511	1,477,588	1,794,987	5,764,036	7,278,124	4,911,294	1,320,239	1,982,931	919,413	27,380,123
External Transfers	-	-	2,337,629	-	3,813,722	12,001,986	1,839,685	1,659,790	1,003,295	22,656,107
Amortization	775,986	749,719	7,285,456	2,722,298	185,353	321,574	927,889	1,489,200	-	14,457,475
Other	704,690	213,122	122,053	5,535,785	44,234	5,470,520	4,099,620	590,505	400,255	17,180,784
	10,145,087	26,806,327	21,491,909	18,871,474	16,756,349	29,227,092	13,052,620	13,872,458	3,746,088	153,969,404
<b>Net Revenue (expenditure)</b>	8,896,267	(10,049,378)	(8,235,390)	8,021,485	2,952,267	11,725,531	2,260,836	(2,827,476)	(556,764)	12,187,378

# THE CORPORATION OF THE CITY OF STRATFORD

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2023

### 21. SEGMENTED INFORMATION (Continued)

For the year ended December 31	General Government	Protection Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Social Housing	Recreation and Cultural Services	Planning & Development	Total 2022
<b>Revenue</b>										
Taxation	5,626,988	12,165,819	7,412,143	6,583,521	4,703,218	16,519,200	6,814,900	6,114,410	3,121,477	69,061,676
Grants	11,193,855	667,590	519,890	418,507	9,603,907	20,622,801	1,373,506	234,852	537,185	45,172,093
Other municipalities	-	1,800,509	-	-	-	1,373,802	3,253,777	42,686	-	6,470,774
Fees and user charges	614,665	366,138	2,095,661	16,637,858	1,637,716	2,292,838	2,696,670	830,030	275,964	27,447,540
Licences, permits, rents	694,636	10,225	121,638	-	363,509	-	547,012	1,678,372	604,629	4,020,021
Fines and penalties	401,688	-	-	98,768	-	-	-	4,525	-	504,981
Other	8,610,642	27,821	19,630	12,193	748,198	-	-	130,017	1,790,003	11,338,504
	27,142,474	15,038,102	10,168,962	23,750,847	17,056,548	40,808,641	14,685,865	9,034,892	6,329,258	164,015,589
<b>Expenses</b>										
Salaries and benefits	5,555,883	21,795,581	6,399,879	3,168,315	516,647	5,304,666	1,128,464	6,144,468	1,188,339	51,202,242
Materials	383,938	991,568	2,921,568	1,463,424	106,910	1,302,466	3,046,279	1,324,979	115,821	11,656,953
Contracted Services	4,482,670	1,394,805	2,113,719	5,036,371	11,600,863	2,097,884	440,766	1,930,752	746,880	29,844,710
External Transfers	-	-	1,639,488	-	3,681,263	15,805,387	2,143,644	2,012,963	1,619,638	26,902,383
Amortization	688,415	714,166	3,639,786	2,576,994	222,779	306,445	439,129	1,447,647	-	10,035,361
Other	402,141	106,536	158,157	1,285,058	56,207	1,154,922	1,324,714	493,069	368,435	5,349,239
	11,513,047	25,002,656	16,872,597	13,530,162	16,184,669	25,971,770	8,522,996	13,353,878	4,039,113	134,990,888
<b>Net Revenue (expenditures)</b>	15,629,427	(9,964,554)	(6,703,635)	10,220,685	871,879	14,836,871	6,162,869	(4,318,986)	2,290,145	29,024,701

**THE CORPORATION OF THE CITY OF STRATFORD**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**For the year ended December 31, 2023**

**22. TANGIBLE CAPITAL ASSETS**

	General Land	Land Improvements	Building and Building Equipment	Computer Equipment	Furniture and Fixtures	Vehicles	Linear Assets	Machinery and Equipment	Other	Infrastructure Roads	Bridges	W/WW Facilities	Underground and Other Networks	Total	Work in Progress	Grand Total
<b>Cost</b>																
Balance, Dec 31, 2022	17,741,005	10,436,355	86,103,386	3,106,155	5,947,129	14,736,895	4,122,727	20,054,063	140,039	141,486,021	10,264,631	96,063,872	110,986,971	521,189,249	25,041,542	546,230,791
Asset retirement obligation	-	-	1,115,095	-	-	-	-	-	-	-	-	26,407	-	1,141,502	-	1,141,502
Adjusted Balance, Dec 31, 2022	17,741,005	10,436,355	87,218,481	3,106,155	5,947,129	86,103,386	86,103,386	20,054,063	140,039	141,486,021	10,264,631	96,090,279	110,986,971	522,330,751	25,041,542	547,372,293
Additions	-	387,241	11,365,578	358,139	966,386	789,397	-	4,552,517	-	5,002,664	1,338,948	3,591,027	752,948	29,104,845	2,215,057	31,319,902
Adjustments	598	(115)	(16,111)	-	518	-	-	(5,537)	-	(124)	-	-	-	(20,771)	-	(20,771)
Disposals	-	107,541	742,306	-	402,267	589,391	-	848,492	-	1,341,512	-	-	-	4,031,509	6,905,068	10,936,577
Balance, Dec 31, 2023	17,741,603	10,715,940	97,825,642	3,464,294	6,511,766	14,936,901	4,122,727	23,752,551	140,039	145,147,049	11,603,579	99,681,306	111,739,919	547,383,316	20,351,531	567,734,847
<b>Accumulated Amortization</b>																
Balance, Dec 31, 2022	-	3,045,228	38,895,750	2,682,191	4,390,356	7,104,806	3,668,337	13,608,039	17,718	59,980,397	3,784,101	39,193,600	27,193,154	203,563,677	-	203,563,677
Amortization	-	371,410	2,693,970	203,679	249,678	1,182,688	77,688	1,288,006	-	5,850,169	162,169	1,401,745	976,273	14,457,475	-	14,457,475
Adjustments	-	(97)	(12,232)	-	260	-	-	(4,491)	-	(87)	-	-	-	(16,647)	-	(16,647)
Disposals	-	106,965	635,147	-	402,267	589,391	-	748,355	-	1,009,155	-	-	-	3,491,280	-	3,491,280
Balance, Dec 31, 2023	-	3,309,576	40,942,341	2,885,870	4,238,027	7,698,103	3,746,025	14,143,199	17,718	64,821,324	3,946,270	40,595,345	28,169,427	214,513,225	-	214,513,225
Net Book Value Dec 31, 2023	17,741,603	7,406,364	56,883,301	578,424	2,273,739	7,238,798	376,702	9,609,352	122,321	80,325,725	7,657,309	59,085,961	83,570,492	332,870,091	20,351,531	353,221,622
<b>Cost</b>																
Balance, Dec 31, 2021	17,630,468	10,299,287	84,992,541	3,029,223	5,969,851	14,343,539	4,122,727	18,476,459	140,039	129,541,190	10,169,966	93,898,098	105,987,403	498,600,791	15,803,877	514,404,668
Additions	111,181	321,128	1,283,412	175,166	372,869	1,492,607	-	1,785,858	-	13,166,495	94,665	2,165,774	4,999,568	25,968,723	9,450,314	35,419,037
Adjustments	(644)	(15)	(10,809)	-	(480)	-	-	(2,237)	-	(16)	-	-	-	(14,201)	-	(14,201)
Disposals	-	184,04	161,758	98,234	395,111	1,099,251	-	206,017	-	1,221,648	-	-	-	3,366,064	212,649	3,578,713
Balance, Dec 31, 2022	17,741,005	10,436,355	86,103,386	3,106,155	5,947,129	14,736,895	4,122,727	20,054,063	140,039	141,486,021	10,264,631	96,063,872	110,986,971	521,189,249	25,041,542	546,230,791
<b>Accumulated Amortization</b>																
Balance, Dec 31, 2021	-	2,878,308	36,838,147	2,599,508	4,586,760	7,008,792	3,590,649	12,676,124	17,718	58,596,683	3,637,609	37,865,952	26,245,233	196,541,483	-	196,541,483
Amortization	-	338,973	2,185,801	179,205	198,901	1,195,265	77,688	1,135,320	-	2,302,147	146,492	1,327,648	947,921	10,035,361	-	10,035,361
Adjustments	-	(12)	(3,534)	-	(194)	-	-	(1,517)	-	(11)	-	-	-	(5,268)	-	(5,268)
Disposals	-	172,041	124,664	96,522	395,111	1,099,251	-	201,888	-	918,422	-	-	-	3,007,899	-	3,007,899
Balance, Dec 31, 2022	-	3,045,228	38,895,750	2,682,191	4,390,356	7,104,806	3,668,337	13,608,039	17,718	59,980,397	3,784,101	39,193,600	27,193,154	203,563,677	-	203,563,677
Net Book Value Dec 31, 2022	17,741,005	7,391,127	47,207,636	423,964	1,556,773	7,632,089	454,390	6,446,024	122,321	81,505,624	6,480,530	56,870,272	83,793,817	317,625,572	25,041,542	342,667,114

**THE CORPORATION OF THE CITY OF STRATFORD**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2023**

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**23. BUDGET NOTE**

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Budget figures reported on the Consolidated Statement of Operations and Accumulated Surplus are based on the 2023 municipal operating and water/wastewater budgets as approved by Council March 27, 2023 and include subsequent amendments. Approved budget figures have been reclassified and adjusted for the purposes of these financial statements to comply with Public Sector Accounting Board ("PSAB") reporting requirements.

In addition, the budget reflects expensing all tangible capital expenditures rather than including just amortization expense. As a result, the budget figures presented in the statement of operations represent the Financial Plan adopted by Council March 27, 2023 but also include proportionate consolidated budgets of local boards reconciled as follows:

	<b>2023</b>	<b>2022</b>
Financial Plan (budget) Bylaw deficit for the year	-	-
Add:		
Budgeted principal repayment of debt	7,285,596	8,593,071
Budgeted transfer to accumulated surplus	14,569,822	10,627,900
Capital Expenditures	36,322,030	40,235,075
Less:		
Budgeted transfers from accumulated surplus	(23,779,511)	(28,773,519)
Unfinanced Capital	(2,908,445)	(4,686,080)
Amortization	(14,457,475)	(10,035,361)
<b>Budget surplus (deficit) per statement of operations</b>	<b>17,032,017</b>	<b>15,961,086</b>

**24. COMPARATIVE AMOUNTS**

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The comparative amounts presented in the consolidated financial statements have been reclassified to conform to the current year's presentation.