

The Corporation of the Town of Pelham

2025 Annual Report

Ontario, Canada



Pelham – a caring, active and sustainable community.

For the fiscal year ended December 31, 2025.



The Corporation of the Town of Pelham
2025 Annual Report
For the fiscal year ended December 31, 2025

This report was prepared by:
The Corporate Services Department of the Town of Pelham
Town of Pelham
Ontario, Canada

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Section One:

Introduction



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- Town of Pelham Awards
- Legislative Authority
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- Senior Leadership Team
- Organizational Chart
- About Pelham
- 2025 Strategic Priorities
- Department Highlights
- Pelham Quick Facts

Message from the Mayor and CAO

The Corporation of the Town of Pelham continues to prioritize the creation of the Annual Financial Report. Providing a comprehensive review of the Town's financial performance and outlining key accomplishments and strategic advancements.

In early 2025, Council set a renewed course as they completed a Strategic Plan Update that is used to shape the focus for the remainder of this Council term. Town Council and staff worked diligently throughout 2025 to advance key priorities identified in the plan, ensuring that critical initiatives were implemented to support Pelham's continued growth and resilience and continued to reinforce a commitment to forward-thinking, community-driven leadership.

The past year marked a significant step forward in realizing the ambitions of the 2023–2027 Strategic Plan. As a result of these efforts, Council completed an update to the Strategic Plan in early 2025. A notable achievement in 2025 was the continued success in securing external funding for local initiatives. The Town of Pelham received \$17.1 million. These included grants applied for in 2024 but received approval in 2025, including a grant of \$16.9 million for the Housing Enabling Water System Fund. This reflects an ongoing focus on financial stewardship and maximizing value for residents. Throughout the year, Pelham's leadership team prioritized strong alignment between projects and budgets. This disciplined approach helped ensure meaningful results and maintained the Town's financial stability.

Among the many highlights of 2025 was the record-setting attendance of 49,000 at the annual Pelham Summerfest event. As a true celebration of community, the award-winning festival brings together local performers, businesses and residents. The event, along with the Pelham Summerchill Series, again won the prestigious Festivals and Events Ontario, Top 100 events award.

The support for and responsible leadership by council has resulted in environmental projects that benefit Pelham now and into the future. This was clearly evident in the extensive stormwater pond rehabilitation program and the continued focus on solar panel feasibility. The work done through 2025 has provided the foundation to secure a \$517,376 rebate from the Save on Energy Retrofit Program, which will enable the installation of rooftop solar panels at the Meridian Community Centre (MCC) for the fall of 2026.

Pelham remains a unique and vibrant community in the heart of Niagara, where rural charm meets urban opportunity. With a growing population of over 18,000 residents across five distinct communities, Pelham continues to thrive as a place residents are proud to call home. The Town's commitment to being a caring, active, and sustainable community is not just a vision, it is reflected in every project, every plan, and every step forward.



Marvin Junkin,
Mayor



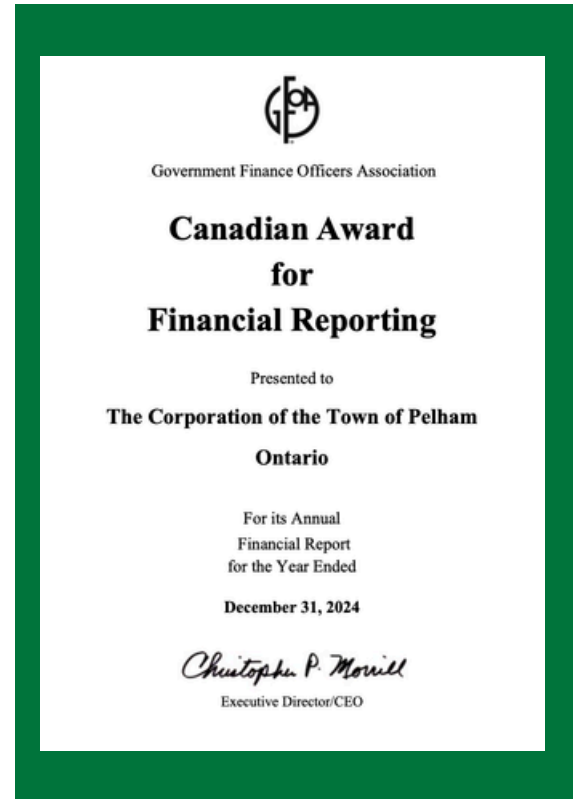
David Cribbs,
BA, MA, JD, MPA,
MA (Lead), CMM III
CAO

Dated: June 10, 2026

Awards

Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the Corporation of the Town of Pelham for its annual financial report for the fiscal year ended December 31, 2024. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.



A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The Town of Pelham 2024 Financial Information Return (FIR) received the FIR Award from the Ministry of Municipal Affairs and Housing which recognizes municipalities for their efforts and contribution in supporting the submission of timely financial information.

The Town continues to receive recognition for projects, and festivals that have provided excellence in delivery, usability, and innovation. Strategic priorities have been transformed into award-winning events earning Festivals and Events Ontario top 100 award.



Pelham Summerfest & Pelham Summerchill Series



Hermes Creative Awards Gold - Town of Pelham website

Legislative Authority and Town Council

The Corporation of the Town of Pelham is one of the 12 local area municipalities that form the Region of Niagara. Pelham Township was part of the original Lincoln County since the late 1780s. The Town of Pelham was established in 1970, unifying five historical communities: Fonthill, Ridgeville, Effingham, North Pelham and Fenwick into a single town covering 126.42 square kilometres. This integration brought together a mix of farming, growing commercialism and urban development.



Mayor
Marvin Junkin

Town of Pelham Council for the 2022-2026 Term

The Town is represented by a Mayor and six Councillors from three wards. The Chief Administrative Officer (CAO) is appointed by Council to oversee the management and operation of the corporation.

As the municipality's top administrative position, the CAO advises Council and staff on all municipal programs and services.



Ward One Councillor
Kevin Ker



Ward Two Councillor
Brian Eckhardt



Ward Three Councillor
Bob Hildebrandt



Ward One Councillor
Bryce Brunarski



Ward Two Councillor
John Wink



Ward Three Councillor
Shellee Niznik

Senior Leadership Team

The Senior Leadership Team at the Town of Pelham consists of the Chief Administrative Officer and seven Directors who are responsible for implementing the direction set out by the Town of Pelham Council, including the provision of high-quality community-focused services and overall leadership to the organization.

The Senior Leadership Team administers the Town's operating and capital budgets and is responsible for implementing the goals and objectives outlined in the Town's Strategic Plan.



David Cribbs,
BA, MA, JD, MPA,
MA (Lead), CMM III
Chief Administrative Officer (CAO)



Teresa Quinlin-Murphy,
FCPA, FCA, MBA
Director, Corporate Services and
Treasurer



Jennifer Stirton,
BSc(Hons), LL.B.
Town Solicitor



Pamela Duesling
PhD, MCIP, RPP, Ec.D., CMIII
Director, Community Planning
and Development



Vickie vanRavenswaay
CRFP
Director, Recreation, Culture, and
Wellness



Bob Lymburner
Fire Chief and Director
of By-law Services



Sarah Leach
B.A.
Acting Town Clerk



Jason Marr
P.Eng
Director, Public Works



Organizational Chart

Town of Pelham Mayor and Council



Chief Administrative Officer - CAO

Responsibilities include Chief Advisor to Council, Communications, Community Engagement, People Services, Legal Services, Organizational Culture and Leadership.



Clerk

Responsibilities include Facilitating Council and Public Meetings, Providing parliamentary advice and guidance to Council and SLT, Committee of Adjustment, Freedom of Information, Lottery and Licences, Marriage Licences, Municipal Elections, Records Management, Vital Statistics.



Fire Chief and Director of By-law Services

Responsibilities include Animal Control, Community Emergency Management Coordinator, Crossing Guards, Fire Prevention, Fire Suppression, Health and Safety, Parking and By-law Enforcement.



Director of Public Works

Responsibilities include Beautification, Capital Infrastructure, Cemeteries, Engineering, Operations, Facilities Maintenance, Fleet, Roadway Maintenance, Municipal Drainage, Water and Wastewater.



Director of Corporate Services and Treasurer

Responsibilities include Debt and Capital Financing, Financial Reporting, Information Technology, Operating and Capital Budgets, Procurement, Shared Administration, Taxation, Utility Billing.



Director of Recreation, Culture, and Wellness

Responsibilities include Culture and Community Enhancement, Meridian Community Centre, Recreation and Wellness Programming, Special Events and Festivals, Swim and Youth Programs.



Director of Community Planning and Development

Responsibilities include Building Services, Development Review, Heritage Planning, Land Use and Policy, Development and Compliance, Zoning Implementation.

About The Town of Pelham

Located in the heart of Niagara is the Town of Pelham, a fusion of rural and urban areas in five communities. Pelham offers residents a unique lifestyle rich with history, agriculture and natural beauty. Its central location makes it an ideal community for commuters, lifelong residents, and businesses. With a range of services, facilities, parks, trails and award-winning events, Pelham embraces progress while preserving a small-town feel.



Mission

Pelham – a caring, active and sustainable community.



Vision

Pelham promotes an exceptional quality of life and values its people, their experiences and the environment.



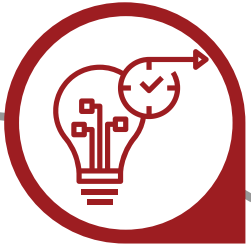
Values

Collaborative - Inclusivity - Integrity - Respectful - Resilient



Strategic Plan

The strategic plan guides the decision-making and the work to be done within Pelham. The plan allows the community to measure performance annually and includes action items across five priority areas. The Town of Pelham updated the plan and included additional action items in 2025.



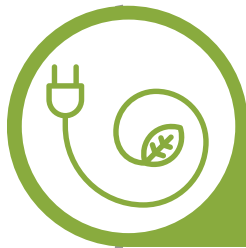
Enhancing Capacity & Future Readiness

Enhancing capacity and future readiness ensures that the municipal corporation will be able to meet the future needs of the community. A proactive approach with progressive management, utilization of technology and celebration of people will provide the framework to achieve this outcome.



Financial Health

Financial reserves, levels of debt and property taxes collectively form the Town's financial health. Continuous improvement of these financial metrics builds the foundation for a brighter future in Pelham.



Environmental & Climate Adaptation

By focusing on environmental and climate adaptation, the Town of Pelham will prioritize actions that will continue to protect and conserve the natural heritage and resources in Pelham. Priorities of the Town in this area will provide the foundation for a clean, safe and sustainable environment for present and future generations.



Community Development & Growth

The future of Pelham will be determined by how development and growth pressures are managed. The central challenge will be to achieve measured growth of the community while protecting the high quality of life presently enjoyed by residents.



Infrastructure Investment & Renewal

The Town of Pelham is home to a network of roads, trails, parks and community infrastructure that supports the residents. This strategic priority seeks to ensure that funding resources are sufficient to meet the maintenance, replacement and future needs of Pelham's infrastructure.

2025 Strategic Priority Action Items

Together, the Strategic Priorities provide areas of emphasis designed to help achieve the vision over the term of council. Each priority contains a set of action items which are specific tasks to advance the areas of strategic focus.

In 2025, Community leaders came together to review and update the strategic direction for Pelham as much of the items set out in 2022 had been completed. Council members reviewed the action items that have been the focus of the past two years of the term and reviewed the desires of residents, while staff provided technical data updates, which were combined to update the strategic plan.

Strategic goals and priorities were updated for the coming years. Council and staff will continue to be accountable for implementing this updated plan, which provides purposeful actions aligned with the vision and mission for Pelham.

Enhancing Capacity & Future Readiness	
AI Integration	In Progress
Assess IT infrastructure	In Progress
Indigenous Recognition and Collaboration	In Progress
Municipal Elections Model	Completed
Technology Review for Road Operations & Water Department	In Progress
Financial Health	
Airport Governance, Financing & Capital Needs Assessment	In Progress
Explore Municipal Accommodation Tax	In Progress
Explore Shared Service Model with municipal partners	In Progress
Future of Investment in Hydro	Completed
Review Community Grant System	Completed
Environmental & Climate Adaptation	
Beautification in Pelham	Completed
Improved Recycling at Municipal Events	Completed
Stormwater Management Standards	Completed
Tree Canopy & Reforestation	Completed

2025 Strategic Priority Action Items

Infrastructure Investment & Renewal

Facilities Master Plan	Pending
Fire Station #1 Refurbish/Expansion	In Progress
Future of the Fenwick Model Railroad Building	In Progress
Future of Fonthill Library Branch	Completed
Revised Engineering Standards	In Progress
Roads Standards Recycle/Innovation	Completed
Tice Road Expansion/Reno/Relocation	In Progress

Community Development & Growth

Community Safety Zones & Automatic Speed Enforcement	Completed
Creation of Tourism Strategy	Completed
Heritage Building Inventory & Heritage Policy	Completed
Official Plan	Completed
South Fonthill Secondary Plans	Pending
Traffic & Streets By-law	Completed
Trail & Park Development	Completed



Office of the CAO

The Town of Pelham Chief Administrative Office (CAO) is focused on leading Town staff and serving as the chief advisor to Council.

Achievements from 2025:

- Two “Focus on Pelham” AM Radio Takeovers
- Continued progression for the new Fire Station One Project
- Launch of the new Town of Pelham website
- Received Hermes Creative Awards Gold award for the Town of Pelham website
- Established feasibility for the potential of future installation of solar panels at the Meridian Community Centre

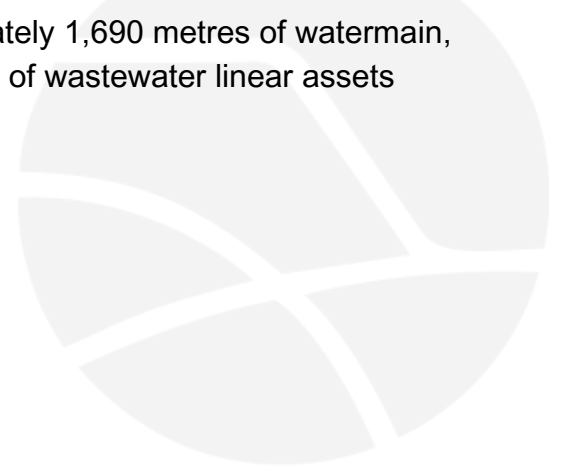


Services Provided:

- People Services
- Legal Services
- Communications
- Government Relations
- Grant Writing
- Community Engagement
- Organizational Culture and Leadership
- Chief Advisor to Town of Pelham Council

Priorities/Statistics from 2025:

- The Town of Pelham was awarded a WSIB rebate in the amount of \$331,626 due to Pelham's low incident rate and being deemed a safe employer by the Ontario government
- Review of corporate benefit plan
- Received notification of provincial support of \$16,951,238.75 from the Housing-Enabling Water Systems Fund (HEWSF) to enable the expansion and rehabilitation of water infrastructure within the community, including the installation of approximately 1,690 metres of watermain, 2,810 metres of stormwater linear assets, and 2,290 metres of wastewater linear assets



Clerk's

The Town of Pelham Clerk's Office is dedicated to ensuring efficient governance by facilitating Council and Committee meetings, preparing and distributing agendas and related materials, and drafting by-laws and resolutions. The Clerk's Office also oversees by-laws, corporate reports, municipal elections, freedom of information requests, and maintaining Council and Committee meeting agendas and minutes. Through these efforts, the Clerk's Office supports transparency, accountability and effective municipal operations

Achievements from 2025:

- Facilitated a Regional Council vacancy appointment
- Facilitated a Town Council vacancy process
- Introduced a corporate Artificial Intelligence Policy
- Launched a new public-facing online By-law Database to improve transparency and accessibility
- Enhanced the submission processes for Special Event Permits, Vendor Permits, and Freedom of Information requests



Services Provided:

- Council, Committee, and Committee of Adjustment Support
- Oversight and administration of Municipal Elections
- Freedom of Information and Privacy
- Vital Statistics and Civil Marriage Ceremonies
- Various Licenses and Permits, including:
 - Lottery
 - Patio
 - Short Term Accommodation
 - Special Events
 - Vendor
- Commissioner of Oaths services
- Public Notices, communications and community engagement

Priorities/Statistics from 2025:

- Facilitated successful hybrid Council, Committee, Public Meetings and Committee of Adjustment Hearings
- Introduced an Artificial Intelligence Policy and began exploring opportunities for thoughtful operational implementation
- Completed recruitment processes to fill two Council vacancies
- Established the framework and preparatory work for the 2026 Municipal and School Board Election
- Strengthened internal privacy practices to better safeguard personal information
- Supported the municipality through the integration of Strong Mayor Powers

Community Planning and Development

The Town of Pelham Community Planning and Development Services Department focuses on enhancing the quality of life in Pelham through the provision of development review and compliance functions, building services review and approvals, land use policy development and implementation, zoning by-law review and implementation, heritage planning, Geographic Information Systems and environmental services.

Achievements from 2025:

- Council adopted the new Town of Pelham Official Plan
- Updated Park Inventory and organized future park development with Recreation
- Implemented the Shared Planning Services Agreement with Niagara Region
- Implemented new Planning Application Portal (MuniPaaS) for the processing of planning applications and pre-consultation meetings
- Updated Heritage & Building Inventory, recognized existing Heritage Designated properties and the Fonthill Mausoleum as a new Heritage Designation
- Created the Protecting Pelham's Trees Program
- Supported South Coast Tourism initiatives, including a refreshed tourism website, Culinary Tourism Alliance workshops, cycling map, updated Destination Guide, Loud + Clear articles and initiation of an Indigenous tourism project.
- Refreshed Town of Pelham GIS layers on Niagara Navigator
- Updated Planning & Building User Fees & Charges



Services provided:

- Development review functions for site plans, plans of subdivisions/condominiums, official plan and zoning by-law amendments, consents and minor variance applications
- Building permit review and inspection functions for all types of construction and demolition, including residential, commercial, industrial, institutional and agricultural
- Policy review and implementation for compliance with Provincial/Regional plans and policies
- Natural heritage and resource management
- Geographic Information Systems (GIS) and municipal mapping
- Economic Development promotion with Niagara South Coast Tourism Association

Priorities/Statistics from 2025:

- 191 Building Permits issued, including 35 new single detached dwellings, 9 multi-residential / 12 Additional Residential Units for a total of 56 new residential units.
- 1849 Building Inspections conducted.
- Approved \$137,713,742 value in construction.
- 38 Planning Applications received and in process, including 3 new subdivision/ condominium, 3 Zoning By-law Amendments, 10 Site Plan applications and 22 Committee of Adjustment applications (consent/ minor variances).
- 26 Pre-Consultation meetings were held to discuss pending and future planning applications.

Corporate Services

The Town of Pelham Corporate Services Department is focused on maintaining the financial strength of the municipality by providing transparent, timely financial reporting.

Achievements from 2025:

- 2024 Annual Report received the Canadian Award for financial reporting Government Finance Officers Association of the United States and Canada
- 2024 Financial Information Return (FIR) received the FIR Award from the Ministry of Municipal Affairs and Housing, recognizing municipalities for their efforts and contribution in supporting the submission of timely financial information

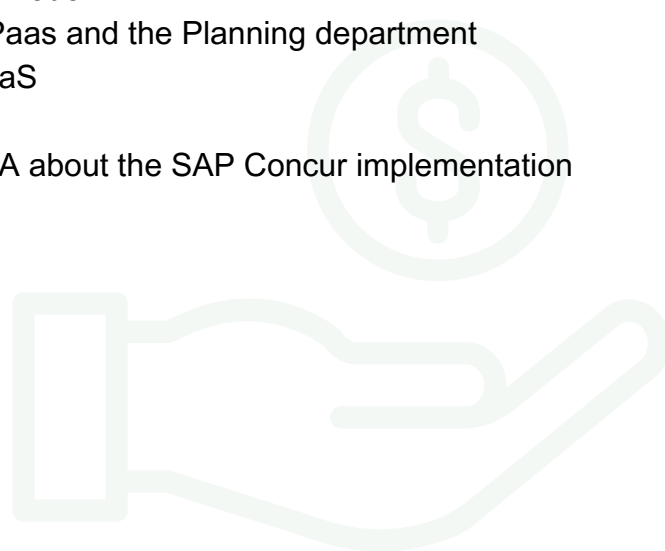


Services Provided:

- Preparation of the annual operating, capital and water and wastewater budgets
- All financial reporting to Council and Ministry
- Long-term capital forecasting, along with debt and reserve forecasting
- Information technology services for the Town
- Procurement services
- Property tax billing
- Utility billing for water/wastewater
- Drainage billing
- Grant applications and reporting
- Maintain the Asset Management Plan
- Payment of invoices
- Payroll processing
- Accounting services support for the Lincoln Pelham Public Library

Priorities/Statistics from 2025:

- Review of procurement process efficiency and standardization
- Assisted in e-Permitting Portal development with MuniPaas and the Planning department
- Further development of the resident portal with MuniPaaS
- Continuation of Procurement improvements
- Treasurer and Deputy Treasurer presented at the MFOA about the SAP Concur implementation



Fire and By-law Services

The Town of Pelham Fire Services Department is focused on providing emergency services such as suppression, rescue, medical assistance, public assistance, fire inspection, fire prevention, and fire education. The fire department provides services to residents 24 hours a day, year round.

Achievements from 2025:

- Recruit class of 15 are progressing towards receiving their NFPA 1001 Level I & II
- Completed Mandatory Provincial Certification Training
 - 2 NFPA 470 Hazmat Operations Courses (18 FFs)
 - 1 NFPA 1021 Fire Officer I Course (12 FFs)
- Supported CampFIRE Niagara, a 3-day fire camp for high school-aged females, held in Niagara Falls, with administration and firefighters from Pelham helping mentor and instruct
- Expanded training opportunities to an alternate night, as required
- Town of Pelham Junior FF Camp with 14 campers was held in July

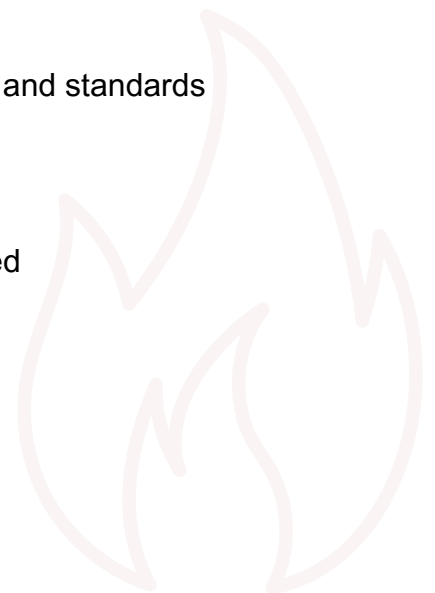


Services provided:

- Emergency response
- Fire prevention and smoke alarm programs
- Inspections, permits, investigations
- Co-op participation with the local high schools
- Education and youth camp programs
- Community Emergency Management Coordinator
- Emergency Operations Centre (EOC)
- Parking and by-law public education and enforcement
- Cannabis odour monitoring
- Violations collection, pool permits, sign permits and importing of fill management
- Train Town staff on First Aid/CPR/Defib
- Annual testing of SCBA, First Aid, Defib, EPI, naloxone, portable extinguishers, ropes and knots, overhaul and salvage, and forcible entry
- Conduct Emergency Response training

Priorities/Statistics from 2025:

- Trained firefighters and recruits to meet Provincial NFPA certifications and standards
- Maintained full-service response to all incidents
- Issued 198 recreational burn, 28 pool, and 38 sign permits
- Issued 276 parking violations, 28 AMPS tickets
- 103 Citizen complaints of cannabis odour resulted in 18 citations issued
- By-law department received 381 lodged complaints
- Continuation of lesson plan development for standardizing training
- Project management for Fire Station One replacement project



Public Works

The Town of Pelham Public Works Department is focused on maintaining a safe and reliable road transportation network, maintaining and providing services to parks and cultural assets, managing municipal cemeteries, supplying clean and safe drinking water and providing wastewater services to the residents of the Town of Pelham. The department contains four main business units: Roads, Winter Control, Beautification, and Water/Wastewater services.

Achievements from 2025:

- Delivery of a \$13.6M Capital Budget
- Completion of a \$2M Road Rehabilitation and Pavement Preservation program
- Completion of \$400,000 Storm Water Facility Maintenance Program
- Completed the design of Station Street (estimated \$7M construction budget)
- Commenced the design of Merritt, College and Emmett Street (estimated \$400,000)
- Completed the replacement of the Roland Road Bridge for \$1.25M
- Purchased a Combination Snow Plow, Spreader and Backhoe (estimated \$600,000)
- Engineering review of the Town's Bridges and Large Diameter Culverts
- Completion of Storm and Sanitary Sewer Maintenance Manuals in accordance with the CLI/ECA Provincial Legislation



Services Provided:

- Road and Winter Road Maintenance
- Engineering and Construction Services
- Tree Canopy Maintenance
- Grass Cutting and Roadside Mowing
- Parks and Trail Maintenance
- Beautification Services
- Cemetery Management and Property Maintenance
- Distribution of Clean Drinking Water
- Safe and Efficient Collection of Waste Water
- Facilities and Fleet Management

Priorities/Statistics from 2025:

- Operationally performed activities efficiently to ensure the highest level of service was provided regarding Road Maintenance, Parks and Trail Maintenance, Cemetery Operation, and Water and Wastewater supply and collection

Recreation, Culture and Wellness

The Town of Pelham Recreation, Culture, & Wellness Department is focused on recreation facility operations, enhancing the quality of life for all residents and visitors through extraordinary programs, activities, festivals and events.

Achievements from 2025:

- Festivals & Events Ontario “Top 100” Award and “Best Festival or Event with a Budget of \$100,000 or Less” for Pelham Summer Chill 13-week series with 40,000+ attendees
- Pelham Summerfest welcomed 49,000+ attendees during the four-day annual event and was recognized with a Festivals & Events Ontario “Top 100” Award
- Two new murals were installed and three utility boxes received decorative wraps



Services provided:

- Operation of Meridian Community Centre (MCC), including rentals of parks, halls, gyms, rinks
- Health and recreation programs, including aquatics, for all ages
- Fitness and Social Programs in partnership with Brock University and Community Living
- 55+ programming offered as a Senior Active Living Centre, monthly seniors workshops & seminars, senior health fair, seniors active living fair, Art Your Service – virtual programs, Seniors at Play bocce, and community mahjonn
- Youth programming for babysitting, camps, PD Days, workshops, and forums
- Special events include Family Day, Hoppin’ Easter, Canada Day, Pelham Farmers Market, Summer Chill Series, Pelham Summerfest, volunteer recognition night and Pelham Winterfest
- Cultural and Community Engagement activities include Culture Days, REDress Exhibit, Big Band Dance Night, National Indigenous Peoples Day, National Day for Truth and Reconciliation, comedy nights, You See ‘Em museum showcase, art exhibits, and the installation of two community murals and three utility box wraps
- Environmental events include community eco-expo, community clean-up, and rain barrel distribution during Earth Week

Priorities / Statistics from 2025:

- 598,613 visitors through the MCC
- Blood Donor, CASON, and Pathstone Mental Health Clinics were held at the MCC
- Pelham Farmers Market saw a weekly average attendance of 282+ visitors
- Pelham Winterfest Outdoor Market had 3,100+ attendees and 40 floats participated in the parade
- Comedy Night had approximately 150+ attending each event
- Earth Week included 85 residents participating in the community clean-up, clearing 170kg of litter
- Family Day adventure hosted 2,000+ people and 3,200+ attended the annual Easter Egg Hunt
- Canada Day Celebrations at Harold Black Park had 10,000+ people in attendance
- Outdoor courts memberships included 286 people for tennis and pickleball
- 265 youth participated in swimming lessons and 478 in summer camp programs
- 120 volunteers from 30 organizations & committees were honoured at the volunteer recognition
- 600+ people attended the inaugural You See ‘Em Museum Showcase

Pelham Quick Facts

The Town of Pelham is located in the heart of the Niagara Region and is home to a growing number of residents.



126 sq. km Land Area
144 Population Density
per sq. km



18,192 Total Population
By age group 0-14: 15%
15-64: 57.8% | 65+: 27.3%



6.3% Population Growth
(2016 to 2021)
From 17,110 to 18,192

Statistics Canada. 2022. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released April 27, 2022.

7,400 Number of Households, 6.1% Increase in Number of Households (2017-2021)
\$134,479 2020 Estimated Average Household Income*
3.5% Property Taxes as a % of Household Income

*Source: BMA Management Consulting Inc. Municipal Study 2020

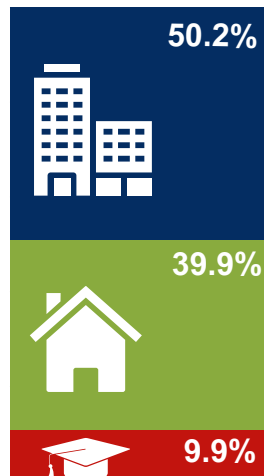
2025 Property Tax Breakdown by Service

based on an average residential property assessment value of \$380,000*



Example based on Annual
property tax of:
\$6,084*

*The annual property tax calculation and breakdown is based on the estimated amount of property tax for 2025 on an average residential property.



Niagara Region **50.2% \$3,077**
Set by the Niagara Region. Collected by the Town and remitted to the Region.

Town of Pelham **39.9% \$2,426**
Set by the Town to provide services.

Education **9.6% \$581**
Set by the Province. Collected by the Town and remitted to school boards.

Section Two:

Financial Report



- Message from the Treasurer
- Financial Management Process
- Financial Overview
- Consolidated Financial Statements
- Trust Funds Financial Statements

Message from the Treasurer

The Town of Pelham (“the Town”) is pleased to present its Annual Financial Report for the year ended December 31, 2025. This report has been prepared by management in accordance with the Municipal Act and the Public Sector Accounting Board (PSAB) of Chartered Professional Accountants (CPA) Canada.

The Annual Financial Report communicates to stakeholders and residents the Town’s 2025 financial performance and information regarding significant policies and processes. The 2025 financial results demonstrate that the Town has excelled in improving its financial position, financial resiliency, and sustainability.

The Town and Niagara Region provide municipal services to Pelham taxpayers. The Niagara Region is exclusively responsible for garbage collection and disposal, water treatment, wastewater services, policing, and social services. The Town’s Financial Statements do not include the cost of Niagara Region services.

Pelham’s property tax bill includes levies for the Town, Niagara Region, and the Province of Ontario (for education purposes). The Town’s 2025 levy impact on a typical residential property was approximately 39.7% of the total property tax bill.

Grant funding is an important focus for the Town. 59 grant applications were submitted in 2025, totalling \$5.4 million. Of which 10 were approved in the amount of \$17.1 million. These included grants applied in 2024 but received approval in 2025, including a grant for \$16.9 million for the Housing Enabling Water System Fund.

The Town's net debt decreased from \$7.3 million to \$4.6 million, driven by a \$2.9 million decrease in financial assets and a \$ 5.6 million decrease in financial liabilities. This has been a significant accomplishment for the Town and is primarily the result of increased transfers to reserves, restraint in taking out debt, and some delays in capital projects. The Financial overview shows the Town’s significant net debt reduction over the past 5 years from \$12.1 million in 2021 to \$4.6 million in 2025.

The Town’s financial statement surplus of \$4.7 million exceeded budget, and is primarily a result supplemental taxation, interest, and recreation program revenues which exceeded budget, and unbudgeted grants.

The Town has \$16.8 million of capital projects being carried forward to 2026. These projects are scheduled to be completed by the end of 2026.

Dated: June 10, 2026



Teresa Quinlin-Murphy,
FCPA, FCA, MBA
Director Corporate Services & Treasurer

Financial Management Process

Financial Management and Control

Budget

Council has sole authority to allocate funds through the annual operating, capital, and utility rate supported budget approval process. The Town's budget is prepared by each department initially, driven by the Town Strategic Plan, input from residents, departmental initiatives, and long-term financial goals. The budget is reviewed by the Senior Leadership Team and presented to Council for review, modification if necessary, and approval. The annual budget is balanced, as required by the Municipal Act, 2001, S.O. 2001, c.25, as amended ("the Municipal Act"), so that revenues equal expenditures for the budget year.

The 2025 water and wastewater operating budgets were approved by Council on February 19, 2025, and the 2025 tax rate supported operating budget was approved by Council on December 4, 2024. The 2025 capital budgets were also approved by Council on December 4, 2024. Pelham's budget is prepared on a modified cash basis to ensure the Town collects enough tax revenue to cover its cash needs and meet its obligations. This includes budgeting for any principal debt repayments and any required transfers to or from reserves. Conversely, the Town does not budget for amortization and its annual impact on tangible capital assets, changes in employee future benefit liabilities, and other minor adjustments which are primarily non-cash items. The Town is required to adjust its presentation of the budget in the financial statements to be in accordance with Canada Public Sector Accounting Standards (PSAS). Note 15 to the consolidated financial statements reconciles the approved budget to the budget amounts reported in the financial statements.

Accounting and Internal Controls

Management of the Town of Pelham is responsible for the integrity, objectivity and accuracy of the financial information presented in the accompanying consolidated financial statements. The financial statements and accompanying notes have been prepared by management within the framework of the accounting principles and requirements of the PSAS as recommended by CPA Canada.

To meet its responsibility, management maintains a system of internal controls designed to ensure that assets are safeguarded, and transactions are properly authorized and recorded in compliance with legislative and regulatory requirements. The financial management and control systems of the Town are governed by various by-laws, policies and procedures. The Town's systems of internal controls are monitored and evaluated by management and are subject to independent audit.

Staff regularly provide financial reports to Council, and clearly compare budgets with actual results along with commentary on variances from budget and forecasts. Staff have been consistently making improvements to the Town's financial reporting capabilities through the implementation of software and report automation, which allows for more frequent financial reporting to Council to aid in decision-making and provides the public with an understanding of how their tax dollars are spent.

External Audit

The Pelham Finance and Audit Committee is a Committee of Council, composed of three Councillors and three citizen representatives and is responsible for providing oversight, review, and recommendations to Council regarding:

- The selection and appointment of auditors
- The audit results and the management letter (if applicable)

The *Municipal Act* requires that the Town appoint an independent auditor licensed under the *Public Accounting Act*, 2004, to express an opinion as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes their opinion.

Deloitte LLP, Chartered Professional Accountants, was appointed by Pelham Town Council to express an audit opinion on the Town's consolidated financial statements for the year ended December 31, 2025.

2025 Financial Overview

The Town of Pelham's consolidated financial statements have been prepared in accordance with the reporting standards set by the Public Sector Accounting Board (PSAB) of CPA Canada. The four required financial statements include: the consolidated statement of financial position, the consolidated statement of operations, the consolidated statement of change in net debt, and the consolidated statement of cash flows. These consolidated statements provide information on the financial position and activities of the Town of Pelham. In addition, the notes to the consolidated financial statements provide additional information and form an integral part of the statements.

The consolidated financial statements include the Lincoln Pelham Public Library Board, which is a joint board, is proportionately consolidated. Niagara Central Airport Commission, which is a joint board, is proportionately consolidated. Peninsula West Power Inc., a subsidiary corporation of the Town, is accounted for on a modified equity basis consistent with the generally accepted accounting treatment for government enterprises.

The following is a high-level overview of the 2025 financial results for Pelham.

Consolidated Statement of Financial Position

The consolidated statement of financial position reports on the Town of Pelham's financial and non-financial assets, liabilities and accumulated surplus at December 31, 2024.

Financial Assets

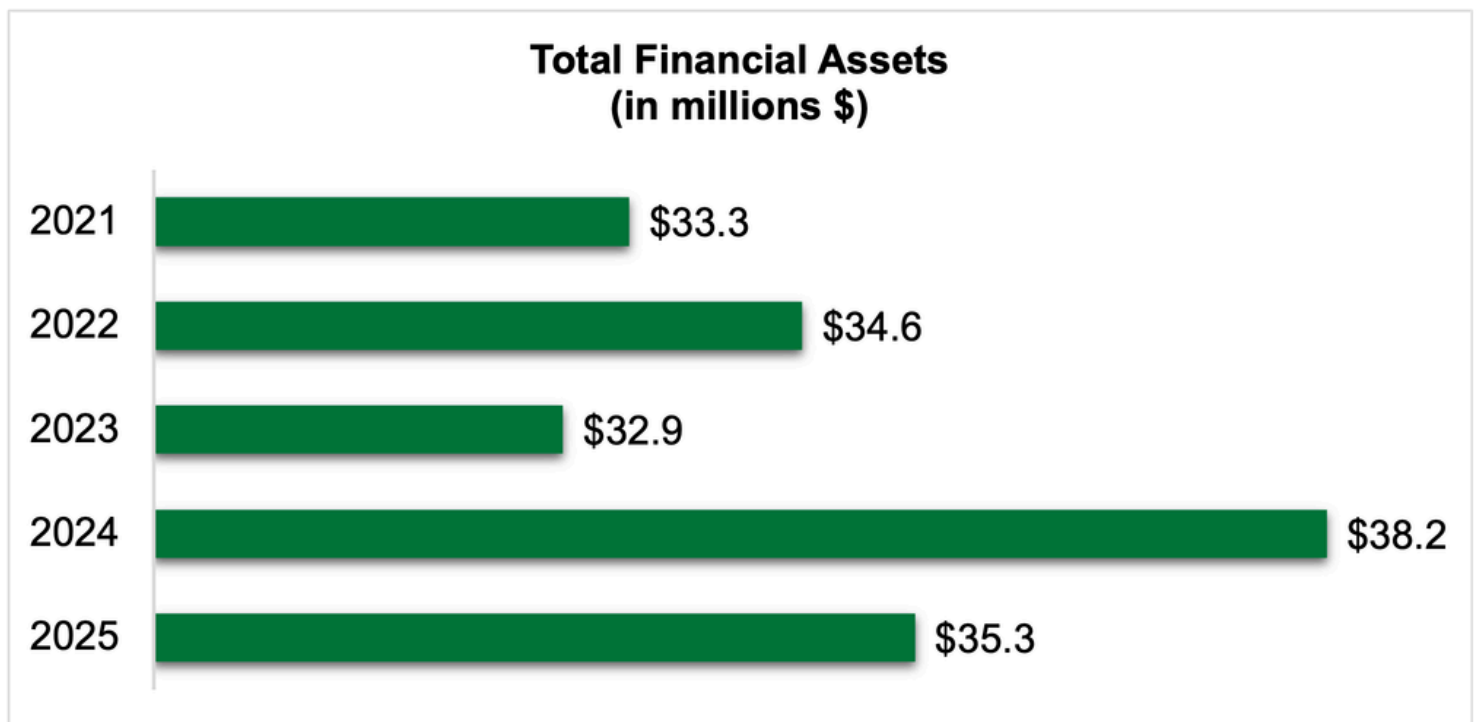
Financial assets in 2025 were \$35.3 million (2024: \$38.2 million), a \$2.9 million decrease over the prior year. This was primarily due to a decrease in cash due to the timing of capital projects.

Taxes receivable increased by \$0.70 million because of water arrears being added to taxes and some large arrears were collected in early 2026.

The \$2.33 million decrease in accounts receivable is primarily due to grants receivable. This receivable fluctuates depending on the timing of the completion of the projects and receipt of grant claims.

The investment in the subsidiary, Peninsula West Power Inc. (PWPI), increased because of equity earnings in the subsidiary that exceeded dividends received by \$0.13 million.

The chart illustrates the 5-year trend in total financial assets.



Financial Liabilities

Liabilities in 2025 were \$40.0 million (2024: \$45.6 million), a \$5.6 million decrease from the prior year.

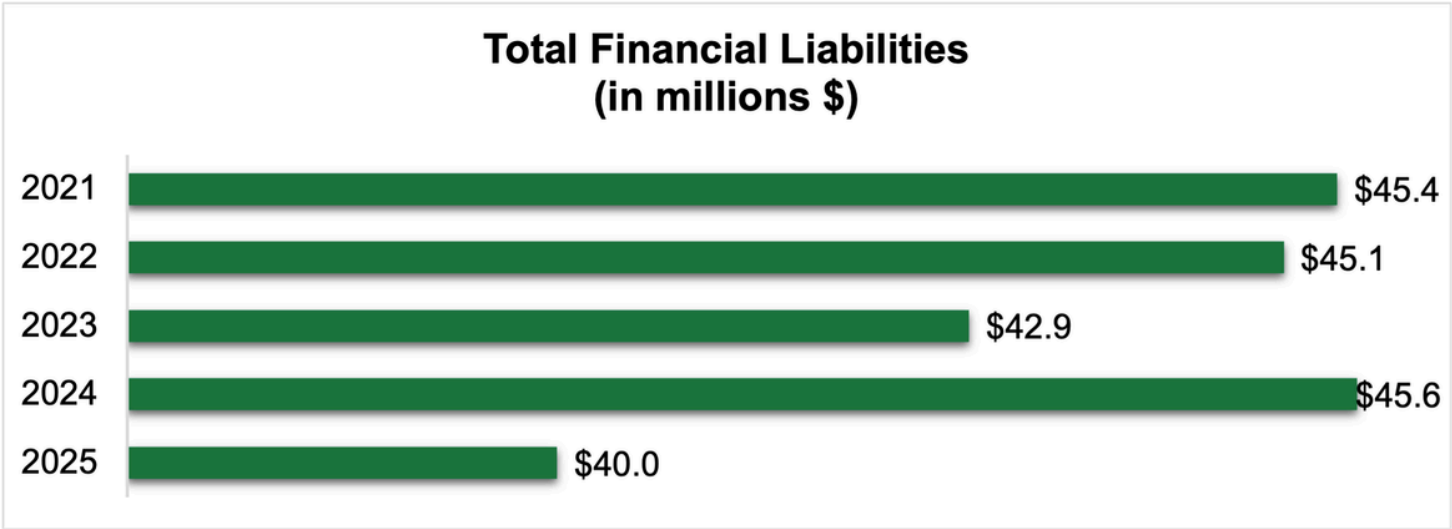
Accounts payable and accrued liabilities decreased by \$1.21 million primarily due to a decrease in the payable to the Niagara Region for Development Charges.

Deposits decreased by \$0.41 million due to lower deposits held in trust.

Deferred revenue – obligatory reserve funds decreased by \$1.88 million as a result of development charge and parkland collections.

Long-term debt decreased by \$2.07 million due to principal payments on debt, while no new debt was issued in the year.

The following chart illustrates the five-year trend in total financial liabilities.



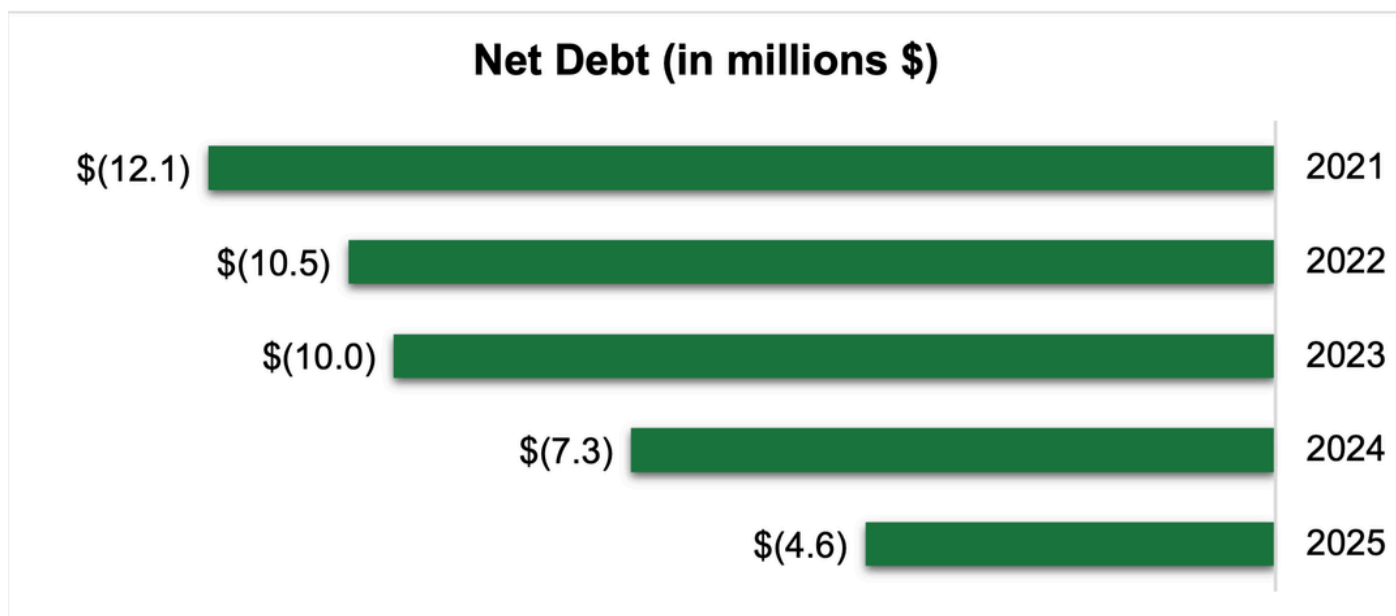
Net Financial Assets (Net Debt)

Net financial assets (net debt) represent the difference between the Town’s financial assets and its financial liabilities.

The Town of Pelham ended the year in a net debt position (financial liabilities exceeded financial assets) of \$4.6 million, a decrease in net debt of \$2.7 million from the prior year. This change was the result of a decrease in financial assets and a decrease in financial liabilities from 2024.

Net Debt	2025	2024	Change	% Change
Financial assets	\$ 35,346,989	\$ 32,242,466	\$ (2,895,457)	-7.6%
Less financial liabilities	\$ (39,996,170)	\$ (45,569,164)	\$ 5,572,994	-12.2%
Net Debt	\$ (4,649,181)	\$ (7,326,718)	\$ 2,677,537	(36.5%)

The following chart illustrates the five-year trend in net debt.



Non-Financial Assets

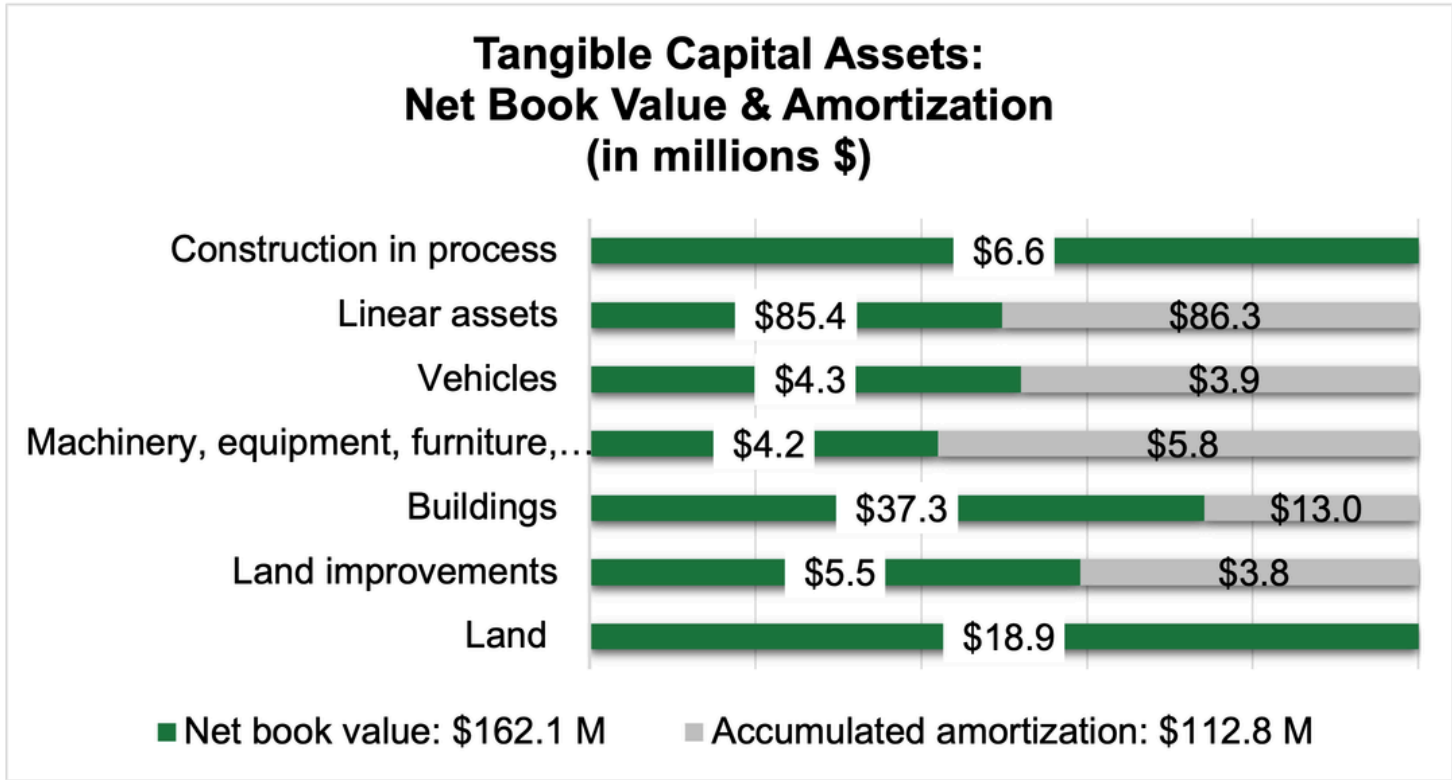
The Town's non-financial assets are comprised mainly of tangible capital assets as well as prepaid expenses. Prepaid expenses increased \$0.56 million in 2025 compared to 2024, mainly due to the Town's 18-month insurance policy having twelve months prepaid at the end of 2025 versus six months prepaid at the end of 2024.

The net book value of tangible capital assets, as reported in the consolidated statement of financial position, is \$162.1 million and is highlighted by category in the accompanying chart. The total historical costs are \$274.9 million, and the total accumulated amortization is \$112.8 million, implying that 41% of the estimated useful life of the Town of Pelham's capital assets has been utilized in the delivery of services. This is impacted by the Meridian Community Centre, which is a relatively new asset with a high dollar value cost and does not necessarily represent the remaining useful lives of other assets. For example, the historical cost of linear assets, which include roads, water, storm sewer and sanitary sewer distribution networks is \$171.6 million, and the accumulated amortization is \$86.3 million, implying that 50% of the estimated useful life of the Town's linear assets have been utilized. As another example, 48% of the estimated useful life of the Town's vehicles have been utilized. A breakdown by category is available below.

During the year, the Town of Pelham acquired \$9.0 million of tangible capital assets. There were no developers' contribution for new subdivisions in 2025.

The total amortization expense, as reported in the statement of operations, amounted to \$6.4 million.

The following graph illustrates the breakdown of Tangible Capital Assets.



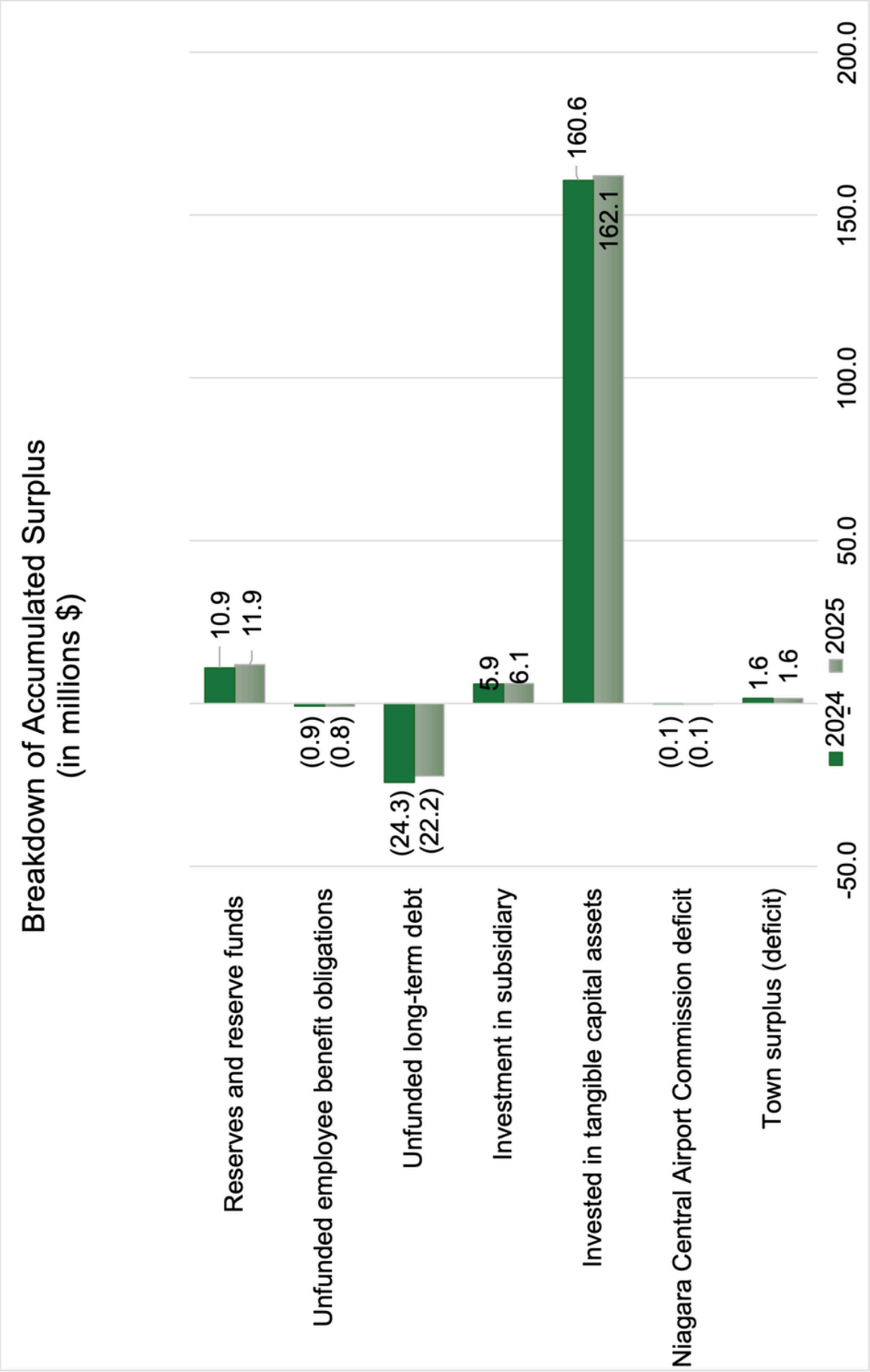
Accumulated Surplus

The Town of Pelham’s accumulated surplus is composed of investments in reserves and reserve funds, investments in subsidiaries, investments in tangible capital assets, and a general Town surplus, which is offset by a deficit in the Library and Niagara Central Airport Commission as well as unfunded long-term debt and unfunded employee benefit obligations.

Reserves and discretionary reserve funds, as detailed in Note 8 to the consolidated financial statements, increased by approximately \$1.07 million compared to 2024. This was due to in-year transfers of items such as growth-related revenue from property tax supplemental revenues, interest income on investments, WSIB surplus rebates, and planning fees that will be needed to fund future expenditures, as well as capital projects which have not yet been completed but are still committed against the reserves.

Several capital projects were delayed due to some projects being deferred to 2026. The Town has approximately \$17.4 million in projects carrying forward to be completed in 2026 which were budgeted in prior years, of which \$12.7 million will be funded from these reserves. The remaining reserves and reserve funds are needed to fund future planned capital expenditures within the capital forecast, and some, such as the Building Department, Water, and Wastewater, are rate-supported and must be used for expenditures related to their rate charges.

The following chart illustrates the breakdown of accumulated surplus.



Consolidated Statement of Operations

The consolidated statement of operations reports on the Town of Pelham's revenues, expenses, and surplus for the year and outlines the change in accumulated surplus.

Summary of Revenues and Expenses	2025	2024	% Change
Total revenue	40,728,429	40,018,962	1.8 %
Total expenses	36,007,939	31,703,965	13.6%
Annual surplus	\$ 4,720,490	\$ 8,314,997	
Accumulated surplus, beginning	153,762,735	145,447,728	
Accumulated surplus, ending	\$ 158,483,225	\$ 153,762,735	

Revenues

Revenues in 2025 were \$40.7 million (2024: \$40.0 million), an increase of \$0.7 million over the prior year. This is due to higher taxation, user charges, contributed tangible capital assets, and other revenues, and an increase contributed tangible capital assets including one subdivision assumed.

Property taxation for the year was 53% of total revenues, being the Town's most significant source of revenue. Property tax revenue was higher than budget because of supplemental taxation revenue, which is a result of growth in the Town, as well as additions, renovations and class changes that were not previously recorded on the assessment roll and are updated by MPAC.

User charges, including all user charges collected by the Town for items such as water and sewer billings, building permits, and recreation facilities, represented 27% of total revenues. User charges were slightly higher than budget due to an increase in recreation fees from programs.

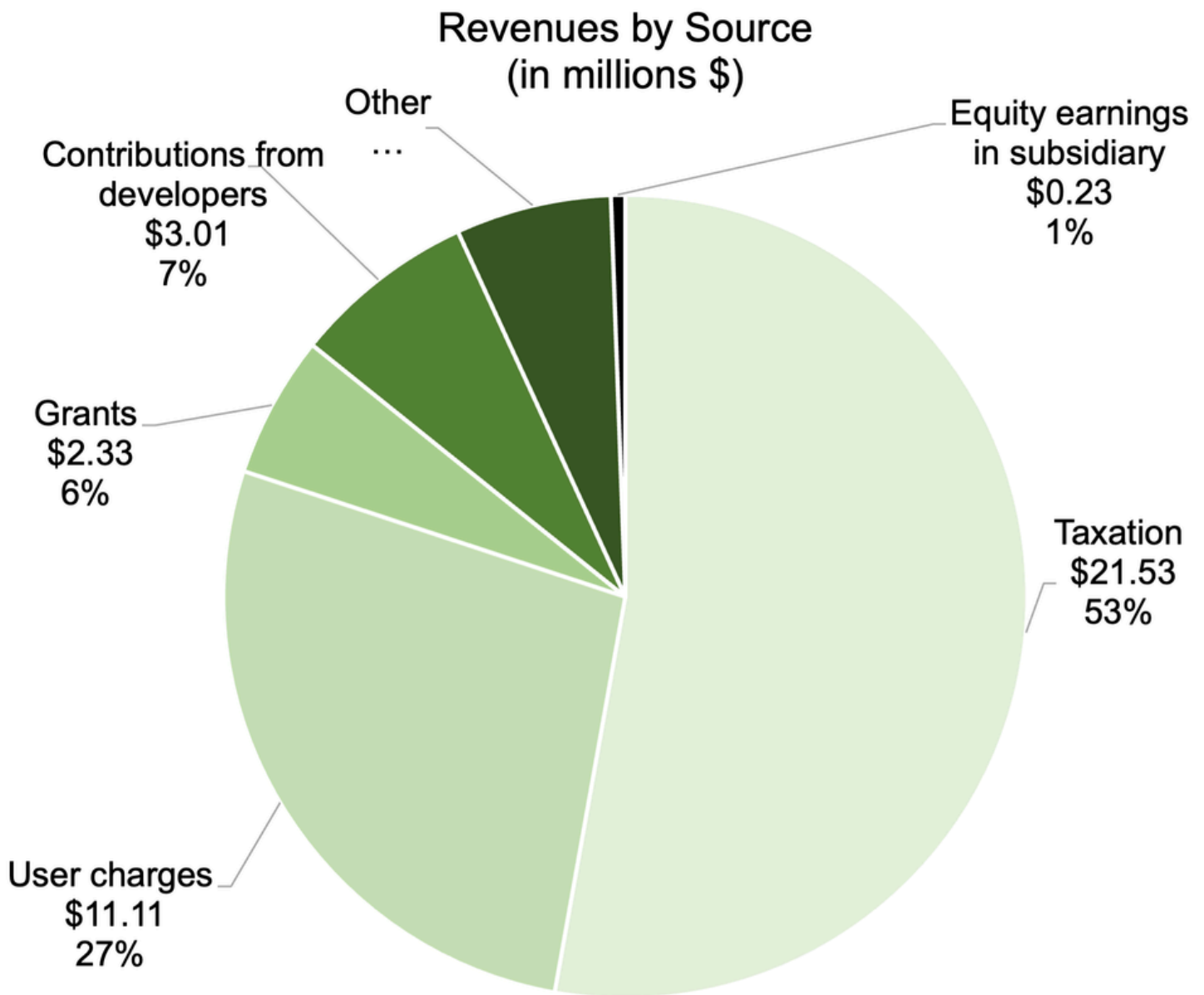
Grants for 2025 were 6% of total revenues, and fewer grants were received in 2025 as projects were completed in 2025. Capital grants were lower than budget due to delays in capital projects and will be applied in the future when projects are completed.

Contributions from developers were 7% of total revenues and include items such as development charge revenues and parkland dedication revenues. Contributions from developers were higher since more capital projects were completed in 2025 that had developer contributions.

Other revenues, including penalties and interest on taxes, investment income, and donations, were 6% of total revenues. Other revenues exceeded budget because of increased investment income due to higher cash balances.

Equity earnings in the Town's subsidiary, PWPI, was below 1% of total revenues.

Below is a breakdown of revenues by source.



Expenses

Expenses in 2025 were \$36.0 million (2024: \$31.7 million), comparable to the prior year.

Of the Town's total expenses, 16% relate to general government, which includes corporate governance, management, and program support to other departments. General government expenses exceeded budget due to an increase in insurance claims of \$123,000, taxes written off relating to assessment adjustments of \$137,000 and information technology increases in pre-existing software and licenses costs and the implementation of new software packages of \$232,000.

Protection to persons and property is 8% of the total and includes fire, protective inspection and control, emergency measures, and provincial offences. Protection to persons and property expenses exceeded budget due to additional costs for the volunteer firefighter points due to the number of emergency calls, turnover, and training requirements in the amount of \$52,000.

Transportation services, being 21% of the total, includes expenses for roads, winter control, transit, parking, street lighting, and air transportation. Transportation services are higher than budget mainly due to high demand for winter control services, leading to a record number of operational callouts. The total winter control amount over budget was \$666,000 and \$550,000 over from 2024 actual.

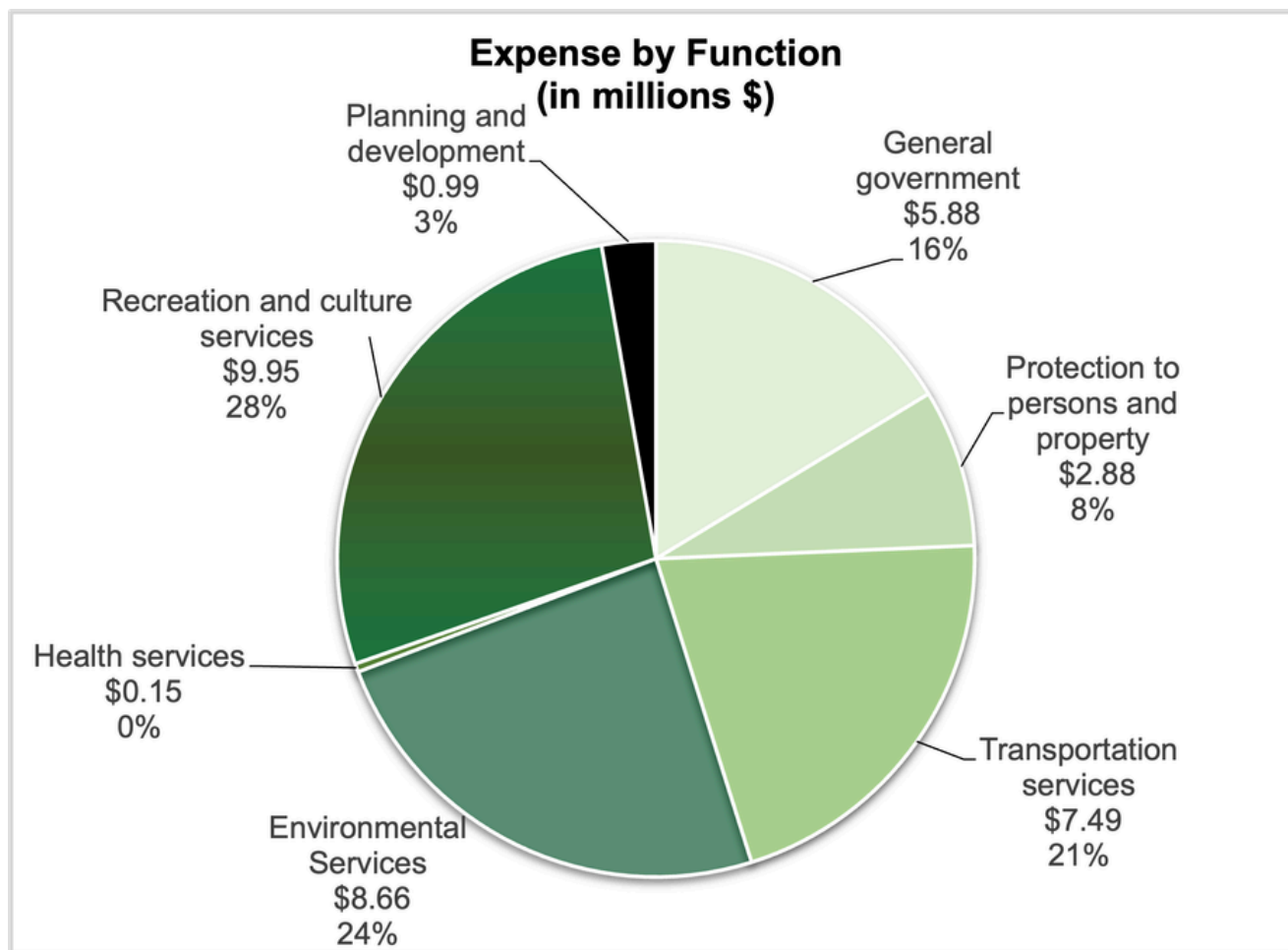
Environmental services are 24% of the total and is comprised of water and wastewater expenses. Environmental Services expenses were over budget due to increase in water treatment in the amount of \$134,000. This was offset by an increase in water revenue due to higher usage.

Health services are 0% of total expenses and include the cost of operating and maintaining the cemeteries. The health services expenses were slightly over budget due to staff turnover.

Recreation and culture services is 28% of the total and include parks, recreation programs, recreation facilities, libraries, and cultural services. Recreation and culture services expenses over budget due partly to the new concession operations in the community centre in the amount of \$219,000 which is also offset by revenues of \$162,000; youth programs in the amount of \$60,000; hydro increase for the community centre in the amount of \$65,000.

Planning and development expenses are 3% of the total and include planning and zoning, commercial and industrial development, residential development, agricultural and reforestation, heritage matters, and municipal drainage. Planning and development expenses exceeded budget due to salary and benefits.

Below is a breakdown of expenses by function.



Annual Surplus

During 2025, revenues exceeded expenses resulting in a \$4.7 million surplus, a \$3.6 million decrease in annual surplus from the prior year. This decrease was primarily the result of decrease in grant revenue which is dependent on the approved grant projects for the year.

The annual surplus on the consolidated financial statements is different than the operating budget surplus presented in the year-end report to Council, because the financial statements are presented in accordance with PSAB standards, while the Town's operating budget results are reported on a modified cash basis and includes other expenditures such as principal payments on debt and reserve transfers, which are not expenses in the financial statements, and excludes items such as amortization and the gain or loss on disposal of assets. A detailed reconciliation of the approved budget to the budget amounts reported in the consolidated financial statements is available in Note 14 to the statements.

The Town's accumulated surplus at the end of 2025 was \$158.5 million. It is important to note that accumulated surplus cannot be construed as "cash" or "funds available", as the majority of this surplus is for tangible capital assets which are not available to discharge existing liabilities; rather, these assets are used in the provision of Town services.

Consolidated Statement of Change in Net Debt

The consolidated statement of change in net debt provides detailed information on the use or acquisition of non-financial assets and their impact on the net financial position of the Town. Net debt decreased by \$2.7 million in 2025, the same decrease as 2024. This was primarily impacted by the annual surplus of \$4.7 million, the acquisition of tangible capital assets of \$7.9 million, the amortization of tangible capital assets of \$6.4 million, and an increase in prepaid expenses of \$0.5 million.

Consolidated Statement of Cash Flows

The consolidated statement of cash flows shows the impact that transactions had on the Town's cash position during the year. It reconciles the annual surplus to the cash balance reported on the consolidated statement of financial position, and highlights the use of cash for operating, capital, investing, and financing activities. Total operating activities decreased cash by \$8.8 million, and this was used for the acquisition of tangible capital assets net of proceeds on disposal of \$8.0 million, as well as to decrease debt by \$2.1 million. The net impact was to decrease cash and cash equivalents by \$1.4 million for an ending balance of \$23 million.

Trust Funds

The Town also administers trust funds, which are not consolidated with the Town's financial statements. These funds undergo a separate audit and their financial statements are also approved by Council. The financial statements for the Town of Pelham Trust Funds are found in the annual report. The most significant of these funds relate to Cemetery Care and Maintenance Funds held under the Cemeteries Act (Revised), R.S.O. 1990. Total trust funds administered by the Town at the end of 2025 were \$1.1 million (2024 - \$1.1 million).

Conclusion

In 2025, the Town's decrease in cash was due to a decrease in obligatory reserves and liabilities.

No new debt was issued in the year, while principal payments on debt continued to be paid.

At the end of 2025, the financial statement surplus was \$4.7 million, debt that decreased by \$2.1 million, cash decreased by \$1.4 million, and a continued decrease in net debt of \$2.7 million. This reduction in net debt has been a significant focus for the Town of Pelham. The net debt has decreased in over the last five years by \$7.4 million bringing the balance to \$4.6 million.

Consolidated Financial Statements of

CORPORATION OF THE TOWN OF PELHAM

December 31, 2025

Independent Auditor's Report

To the Members of Council of the
Corporation of the Town of Pelham

Opinion

We have audited the consolidated financial statements of the Corporation of the Town of Pelham (the "Town"), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statements of operations, change in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Town as at December 31, 2025, the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

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

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

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

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

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

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

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

As part of an audit in accordance with Canadian GAAS, 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 Town'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 Town's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Town 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Town as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes 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.

The logo for Deloitte LLP, featuring the word "Deloitte" in a stylized script font followed by "LLP" in a bold, sans-serif font.

Chartered Professional Accountants
Licensed Public Accountants
June 10, 2026

CORPORATION OF THE TOWN OF PELHAM

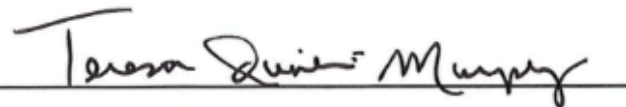
Consolidated Statement of Financial Position
December 31, 2025

	2025	2024
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 22,528,286	\$ 23,952,861
Taxes receivable	3,145,619	2,443,904
User charges receivable	1,319,394	1,295,769
Accounts receivable	2,302,444	4,630,387
Investment in subsidiary (Note 2)	6,051,246	5,919,525
	35,346,989	38,242,446
LIABILITIES		
Accounts payable and accrued liabilities	7,279,707	8,489,585
Deposits	2,193,033	2,602,236
Deferred revenue	588,929	570,187
Deferred revenue - obligatory reserve funds (Note 4)	6,891,239	8,771,901
Long-term debt (Note 5)	22,199,977	24,274,670
Employee benefit obligations (Note 6)	843,285	860,585
	39,996,170	45,569,164
Contingencies (Note 17)		
Net debt	(4,649,181)	(7,326,718)
NON FINANCIAL ASSETS		
Tangible capital assets (Schedule 2)	162,084,287	160,606,323
Prepaid expenses	1,048,119	483,130
	163,132,406	161,089,453
Accumulated surplus (Note 7)	\$ 158,483,225	\$ 153,762,735

Signed on behalf of the Town:



Marvin Junkin, Mayor

Teresa Quinlin-Murphy, Treasurer



The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Consolidated Statement of Operations For the Year Ended December 31, 2025

	Budget 2025 (Note 14)	Actual 2025	Actual 2024
REVENUE			
Taxation (Note 9)	\$ 20,986,914	\$ 21,532,642	\$ 19,835,212
User charges (Note 10)	10,565,395	11,109,939	10,281,436
Grants (Note 12)	5,444,203	2,331,035	3,848,404
Contributions from developers	5,116,680	3,006,513	1,545,982
Contributed tangible capital assets	-	-	1,533,355
Other (Note 13)	2,555,009	2,556,079	2,679,683
Equity earnings in subsidiary (Note 2)	-	234,571	283,535
(Loss) gain on disposal of assets and assets held for sale	-	(42,350)	11,355
	44,668,201	40,728,429	40,018,962
EXPENSES			
General government	5,490,368	5,880,138	5,680,469
Protection to persons and property	2,664,948	2,883,930	2,783,077
Transportation services	6,763,530	7,492,931	6,362,028
Environmental services	7,847,852	8,663,856	7,107,408
Health services	133,210	154,210	118,539
Recreation and culture services (Note 20)	9,430,658	9,946,902	8,669,302
Planning and development	774,270	985,972	983,142
	33,104,836	36,007,939	31,703,965
Annual surplus	11,563,365	4,720,490	8,314,997
Accumulated surplus, beginning of year	153,762,735	153,762,735	145,447,738
Accumulated surplus, end of year	\$ 165,326,100	\$ 158,483,225	\$ 153,762,735

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Consolidated Statement of Change in Net Debt For the Year Ended December 31, 2025

	Budget 2025	Actual 2025	Actual 2024
ANNUAL SURPLUS	\$ 11,253,175	\$ 4,720,490	\$ 8,314,997
Amortization of tangible assets	6,000,000	6,448,508	6,223,580
Contributed tangible capital assets	-	-	(1,533,355)
Acquisition of tangible capital assets	(16,187,114)	(8,079,037)	(9,974,085)
Loss (gain) on disposal of tangible capital assets	-	42,350	(11,355)
Proceeds on disposal of tangible capital assets	-	110,215	16,769
	1,066,061	3,242,526	3,036,551
Acquisition of prepaid expenses	-	(1,049,736)	(527,542)
Use of prepaid expenses	-	484,747	154,126
	-	(564,989)	(373,416)
Decrease in net debt	1,066,061	2,677,537	2,663,135
Net debt, beginning of year	(10,501,936)	(7,326,718)	(9,989,853)
Net debt, end of year	\$ (9,435,875)	\$ (4,649,181)	\$ (7,326,718)

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Consolidated Statement of Cash Flows For the Year Ended December 31, 2025

	2025	2024
OPERATING ACTIVITIES		
Annual surplus	\$ 4,720,490	\$ 8,314,997
Items not involving cash:		
Amortization of tangible assets	6,448,508	6,223,580
Loss (gain) on disposal of tangible capital assets	42,350	(11,355)
Contributed tangible capital assets	-	(1,533,355)
Net earnings from investment in subsidiary	(234,571)	(283,535)
Employment benefit obligations	(17,300)	341,333
Change in non-cash assets and liabilities:		
Taxes receivable	(701,715)	(186,707)
User charges receivable	(23,625)	(242,203)
Accounts receivable	2,327,943	482,242
Accounts payable and accrued liabilities	(1,209,878)	1,330,418
Deposits	(409,203)	339,471
Deferred revenue - obligatory reserve funds	(1,880,662)	2,652,566
Deferred revenue	18,742	262,480
Prepaid expenses	(564,989)	(373,416)
	8,516,090	17,316,516
CAPITAL ACTIVITIES		
Proceeds on disposal of tangible capital assets	110,215	16,767
Acquisition of tangible capital assets, net of construction in process capitalized	(8,079,037)	(9,974,085)
	(7,968,822)	(9,957,318)
FINANCING ACTIVITIES		
Dividends received from investment in subsidiary (Note 2)	102,850	95,370
Repayment of long-term debt	(2,074,693)	(2,222,718)
	(1,971,843)	(2,127,348)
Net (decrease) increase in cash	(1,424,575)	5,231,850
Cash and cash equivalents, beginning of year	23,952,861	18,721,011
Cash and cash equivalents, end of year	\$ 22,528,286	\$ 23,952,861

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2025

1. Significant accounting policies

The Corporation of the Town of Pelham ("the Town") is a municipality that provides municipal services such as fire, public works, planning, parks and recreation, library and other general government operations.

The consolidated financial statements of the Town are the representation of management prepared in accordance with Canadian public sector accounting standards ("PSAS"). Significant aspects of the accounting policies adopted by the Town are as follows:

a. Basis of consolidation

These consolidated financial statements reflect the assets, liabilities, non-financial assets, revenues, and expenses and include all activities of all committees of Council and the following local boards and municipal entities which are under the control of Council:

i. Niagara Central Airport Commission (Joint Board)

Related party transactions are eliminated (Note 15).

ii. Peninsula West Power Inc.

Peninsula West Power Inc., a subsidiary corporation of the Town is accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for government enterprises (Note 2). Under the modified equity basis, the business enterprise's accounting principles are not adjusted to conform with those of the Town, and interorganizational transactions and balances are not eliminated.

iii. Lincoln Pelham Union Public Library

The Lincoln Pelham Union Public Library (LPPL) was established pursuant to and in accordance with the provisions of the *Public Libraries Act* to serve Lincoln and Pelham. The LPPL is under the management and control of a union board as described in the *Public Libraries Act*, which is a corporation incorporated pursuant to the Non-for-Profit Corporations Act, 2010, S.O. 2010 C.15. Lincoln and Pelham are responsible for their proportionate share of the operating budget based on population. Lincoln's portion is 58% and Pelham's portion is 42%. The library facilities will remain the responsibility and asset of the respective municipality.

These consolidated financial statements exclude trust funds that are administered for the benefit of external parties (Note 16).

b. Basis of accounting

The consolidated financial statements are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available 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.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2025

1. Significant accounting policies (continued)

c. Deferred revenue - obligatory reserve funds

Receipts which are restricted by legislation of senior governments or by agreement with external parties are deferred and reported as restricted revenues. When qualifying expenses are incurred, restricted revenues are brought into revenue at equal amounts. Revenues received in advance of expenses which will be incurred in a later period are deferred.

d. Employee future benefits

The present value of the cost of providing employees with future benefit programs is expensed as employees earn these entitlements through service. The cost of the benefits earned by employees is determined using the projected benefit method pro-rated on service and management's best estimate of retirement ages of employees and expected health care and dental costs.

e. Cash and cash equivalents

For the purpose of the consolidated financial statements, the Town considers all short-term investments with an original maturity of three months or less to be cash equivalents.

f. Deposits and deferred revenue

Deposits and deferred revenue represent user fees and charges that have been collected but for which the related services have yet to be performed. These amounts will be recognized as revenue in the fiscal year the services are performed.

g. 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.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2025

1. Significant accounting policies (continued)

h. Tangible capital assets

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

Classification	Useful life
Buildings	20 to 60 years
Computer hardware	4 years
Computer software	5 years
Furniture and fixtures	5 to 10 years
Land improvements	15 to 40 years
Linear assets	2 to 90 years
Machinery and equipment	7 to 40 years
Vehicles	3 to 20 years

Half year amortization is charged in the year of acquisition and no amortization is taken in year of disposal. Assets under construction are not amortized until the asset is available for productive use.

The Town does not capitalize interest as part of the costs of its capital assets.

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

Works of art, artifacts, cultural or historic assets are not recorded as assets in the consolidated financial statements.

Leases are classified as capital or operating leases. Leases that transfer substantially all benefits incidental to ownership 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.

i. Subdivision infrastructure

Subdivision streets, lighting, sidewalks, drainage and other infrastructure are required to be provided by subdivision developers. Upon completion they are turned over to the Town. The Town is not involved in the construction.

j. Reserves for future expenses

Certain amounts, as approved by Town Council, are set aside in reserves and reserve funds for future current and capital expenses.

k. Government transfer payments

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

1. Significant accounting policies (continued)

k. Government transfer payments (continued)

Government transfers are recognized as revenues by the Town in the period during which the transfer is authorized and any eligibility criteria are met. Government transfers are deferred if they are restricted through stipulations that require specific actions or programs to be carried out in order to keep the transfer. For such transfers, revenue is recognized when the stipulation has been met.

l. Local improvements

The Town records capital expenses funded by local improvement agreements as they are incurred. Revenues are recognized in the year they become receivable.

m. Tax revenue

Tax revenue is recognized on all taxable properties within the Town that are included in the tax roll provided by the Municipal Property Assessment Corporation, using property values included in the tax roll or property values that can be reasonably estimated by the Town as it relates to supplementary or omitted assessments, at tax rates authorized by Council for the Town's own purposes in the period for which the tax is levied.

n. Region and school board transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards and the Region of Niagara are not reflected in the accumulated surplus of these consolidated financial statements.

o. Development charges

Development charges, collected under the authority of Sections 33 to 35 of the Development Charges Act, 1997, are reported as deferred revenue - obligatory reserve funds in the consolidated statement of financial position in accordance with Canadian public sector accounting standards. Amounts applied to qualifying capital projects are recorded as revenue in the fiscal period in which the funds are expended on qualifying capital projects. Development charges will also be applied to cover costs for servicing debt including interest on borrowings and contributions to sinking funds to retire debt.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2025

1. Significant accounting policies (continued)

p. Asset Retirement Obligations

Asset Retirement Obligations (ARO) represent the legal obligations associated with the retirement of a tangible capital asset (TCA) that result from its acquisition, construction, development, or normal use. The tangible assets include but are not limited to assets in productive use, assets no longer in productive use, leased tangible capital assets.

The liability associated with an asset retirement obligation is measured with reference to the best estimate of the amount required to ultimately remediate the liability at the financial statement date to the extent that all recognition criteria are met. Asset retirement obligations are only recognized when there is a legal obligation for the Town to incur costs in relation to a specific TCA, when the past transaction or event causing the liability has already occurred, when economic benefits will need to be given up in order to remediate the liability and when a reasonable estimate of such amount can be made. The best estimate of the liability includes all costs directly attributable to the remediation of the asset retirement obligation, based on the most reliable information that is available as at the applicable reporting date. Where cash flows are expected over future periods, the liability is recognized using a present value technique.

When a liability for an asset retirement obligation is initially recognized, a corresponding adjustment to the related tangible capital asset is also recognized for underlying assets that have been recorded and reported within the TCA values presented in the financial statements. Through the passage of time in subsequent reporting periods, the carrying value of the liability is adjusted to reflect accretion expenses incurred in the current period. This expense ensures that the time value of money is considered when recognizing outstanding liabilities at each reporting date. The capitalized asset retirement cost within tangible capital assets is also simultaneously depreciated on the same basis as the underlying asset to which it relates. In circumstances when the underlying asset is fully depreciated, the ARO will be amortized over the estimated future life until the cash disbursement is made in the future to settle the obligation.

At remediation, the Town derecognizes the liability that was established. In some circumstances, gains or losses may be incurred upon settlement related to the ongoing measurement of the liability and corresponding estimates that were made and are recognized in the statement of operations. There is no impact to the Town as a result of the implementation of the ARO standard.

q. Management estimates

The preparation of these consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Significant estimates include accounts receivable, accrued liabilities, deferred revenue, employee benefit obligations and useful lives of tangible capital assets.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

2. Subsidiary operations

Peninsula West Power Inc. (PWPI), established by Council under Municipal By-law 2004-45, is an amalgamation of hydro-electric commissions from the Municipalities of Lincoln, West Lincoln and Pelham. PWPI owns a 25.5% share of Niagara Peninsula Energy Inc., which provides electric distribution services and wholly-owns Peninsula West Services Ltd. (PWSL), which provides water heater, sentinel lights and related services. The Town of Pelham has a 17% interest in PWPI.

The following table provides condensed supplementary financial information for Peninsula West Power Inc.:

	2025	2024
Financial position		
Current assets	\$ 1,889,204	\$ 1,810,169
Capital assets	50,426	50,753
Investment	40,817,804	39,818,483
Total assets	42,757,434	41,679,405
Current liabilities		
Accounts payable and accrued liabilities	62,810	35,929
Future payments in lieu of taxes	7,099,055	6,822,738
Total liabilities	7,161,865	6,858,667
Net assets	35,595,569	34,820,738
Town of Pelham's interest - 17%	\$ 6,051,246	\$ 5,919,525

	2025	2024
Change in equity investment in subsidiary		
Revenues	\$ 166,898	\$ 170,819
Expenses	(110,095)	(118,623)
Payment in lieu of income taxes	(313,793)	(223,867)
Loss from operations	(256,990)	(171,671)
Gain on investment	1,636,821	1,424,573
Net earnings	1,379,831	1,252,902
Dividends	(605,000)	(561,000)
Net increase in equity of subsidiary	774,831	691,902
Change in equity of subsidiary - 17%	\$ 131,721	\$ 117,623

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

2. **Subsidiary operations (continued)**

The financial position, long-term debt, capital lease and contingent liabilities information is as reported by Peninsula West Power Inc. at December 31, 2025 and the results of operations is as reported for the year ended December 31, 2025. The comparative financial position and results of operations figures are as reported by Peninsula West Power Inc. at December 31, 2024.

The following summarizes the Town's related party transactions with Peninsula West Power Inc. for the year. All transactions are in the normal course of operations, and are recorded at the exchange value based on normal commercial rates, or as agreed to by the parties.

3. **Line of Credit**

The Town has an authorized revolving line of credit of \$11,500,000 (2024 - \$11,500,000) at prime minus 0.25%, of which \$11,500,000 (2024 - \$11,500,000) remained unused at year-end. The line of credit is secured by a borrowing by-law for operating line of \$11,500,000 held. Payment is due on demand.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

4. Deferred revenue - obligatory reserve funds

A requirement of PSAS is that obligatory reserve funds be reported as deferred revenue. This requirement is in place as legislation restricts how these funds may be used and under certain circumstances these funds may be refunded.

The net change during the year in the legislatively restricted deferred revenue balances is as follows:

	Development charges	Parkland	Canada Community- Building Fund	Ontario Gas Tax	Other	2025 Total	2024 Total
Balance, beginning of year	\$ 7,480,149	\$ 1,061,613	\$ 91,694	\$ 67,780	\$ 70,665	\$ 8,771,901	\$ 6,119,335
Restricted funds received	1,064,319	269,143	595,790	-	844,839	2,774,091	6,411,965
Interest earned	130,903	35,962	2,774	2,216	3,202	175,057	161,424
Collection of receivable	-	(269,143)	-	-	-	(269,143)	(622,468)
Revenue recognized	(2,978,540)	-	(690,258)	-	(891,869)	(4,560,667)	(3,298,355)
Balance, end of year	\$ 5,696,831	\$ 1,097,575	\$ -	\$ 69,996	\$ 26,837	\$ 6,891,239	\$ 8,771,901

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

5. Long-term debt

- (a) The balance of net long-term debt reported on the consolidated statement of financial position is made up of the following:

	2025	2024
The Town has assumed responsibility for the payment of principal and interest charges on certain long-term debt issued by the Region of Niagara. At the end of the year, the outstanding principal amount of this debt is	\$ 22,199,977	\$ 24,274,670

- (b) The net long-term debt:

Debenture number	Purpose	Interest rates	Maturity dates	2025	2024
75-2015	Fire Stn #3 & Pt Robinson	1.94%	2025	\$ -	\$ 366,000
35-2016	Fenwick & Pt Robinson	1.20% to 2.40%	2026	624,044	1,234,069
72-2016	Meridian Community Centre	3.34%	2046	7,215,286	7,449,219
55-2017	Meridian Community Centre	3.22%	2047	9,939,601	10,246,168
59-2019	East Fonthill Roads	2.40%	2029	1,710,571	2,114,949
58-2020	Meridian Community Centre	1.98%	2040	2,710,475	2,864,265
				\$ 22,199,977	\$ 24,274,670

- (c) Principal repayments due in each of the next 5 years and thereafter are as follows:

2026	\$ 1,752,359
2027	1,159,134
2028	1,191,275
2029	1,224,500
2030	805,440
Thereafter	16,067,269
	\$ 22,199,977

The Town paid \$693,327 (2024 - \$749,355) of interest on long-term debt during the year.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements For the Year Ended December 31, 2025

6. Employee benefit obligations

The Town completes a valuation for accounting purposes annually using the projected benefit method prorated on service.

The valuation was based on a number of assumptions about future events, such as inflation rates, interest rates, medical inflation rates, wage and salary increases, and employee turnover and mortality. The assumptions used reflect management's best estimates. The main assumptions employed for the valuation are as follows:

Discount rate	beginning of year	4.00%
	end of year	4.00%
Medical cost increases	ultimate trend rate	8.30%

The post-employment benefit expense is reported as a component of expenses on the consolidated statement of operations. Composition of the amount is as follows:

	2025	2024
Current service cost	\$ (15,496)	\$ 337,884
Interest on post-employment benefit liability	(32,945)	20,259
Total expense related to post-employment benefits	\$ (48,441)	\$ 358,143

Vested sick leave benefits

Under the sick leave benefit plan, which was in place until 1994, unused sick leave could accumulate and employees were entitled to a cash payment. All the vested sick leave benefits have been paid out.

Post-employment benefit liability

The Town sponsors a defined benefit plan for post-employment benefits other than pensions for substantially all of its employees. The plan provides extended health and life insurance coverage to age 65 for full-time employees. The plan is unfunded and requires no contribution from employees. Total benefit payments for retirees during the year were \$20,323 (2024 - \$20,733).

Pension agreement

The Town makes contributions to the Ontario Municipal Employees' Retirement Fund (OMERS), which is a multi-employer plan, on behalf of 107 members of its staff. The Town also makes contributions to OMERS on behalf of 7 members of its library staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The Town accounts for its participation in OMERS as a defined contribution plan. The OMERS Plan ended 2025 with a funding deficit of \$1.3 billion (2024 - \$2.9 billion). The funded ratio increased to 99% in 2025, up from 98% in 2024. The primary reason for the increase in funded ratio is due to net return of 6.0% (\$8.2 billion). The amount the Town contributed to OMERS for 2025 was \$872,380 (2024 - \$756,909) for current service which is included as an expense in the consolidated statement of operations. The amount the employees contributed to OMERS for 2025 was \$872,380 (2024 - \$756,909).

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

7. Accumulated surplus

Accumulated surplus consists of individual fund surplus (deficit) and reserves as follows:

	2025	2024
Surplus (deficit)		
Town	\$ 1,611,093	\$ 1,631,610
Library (Note 20)	12,450	49,138
Niagara Central Airport Commission (Note 15)	(117,709)	(127,151)
	1,505,834	1,553,597
Investment in tangible capital assets (Schedule 2)	162,084,287	160,606,323
Investment in subsidiary	6,051,246	5,919,525
Unfunded		
Long-term debt	(22,199,977)	(24,274,670)
Employee benefit obligations	(843,285)	(860,585)
	(23,043,262)	(25,135,255)
Reserves and reserve funds (Note 8)	11,885,120	10,818,545
	\$ 158,483,225	\$ 153,762,735

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

8. Reserves and reserve funds

	2025	2024
Reserves and reserve funds set aside for specific purposes by Council		
Airport (Note 15)	\$ -	\$ 28,357
Building department	1,338,700	1,645,608
Cemetery	325,750	295,750
Community improvement plan	241,625	256,496
Debt Repayment	503,993	150,350
Elections	140,816	98,170
Fire equipment	679,036	145,840
Fleet	1,623,651	1,639,952
Human resource capacity building	162,304	364,116
Information technology	154,540	147,175
Insurance and Claims	248,915	114,911
Invasive Species Management Reserve	290,000	240,000
Land acquisition	(243,296)	(390,296)
Library	288,204	232,842
Meridian Community Centre	-	141,406
Municipal building facility	726,204	310,066
Municipal drainage	111,360	91,360
Parks and recreation	465,699	338,916
Physician recruitment	27,706	27,705
Planning	315,811	235,811
Roads	1,863,731	2,039,953
Volunteer firefighter life insurance	62,500	62,500
Wastewater	1,569,254	1,911,330
Water	544,254	281,767
Working capital	444,363	408,460
	\$ 11,885,120	\$ 10,818,545

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

9. Taxation

	Budget 2025 (Note 14)	Actual 2025	Actual 2024
Taxation - real property	\$ 52,473,375	\$ 54,212,576	\$ 49,347,886
Payments in lieu of taxes	300,000	305,524	305,551
	52,773,375	54,518,100	49,653,437
Less: taxation collected on behalf of			
Region of Niagara	26,053,598	27,058,530	24,078,114
School boards	5,722,861	5,926,928	5,740,111
	31,776,459	32,985,458	29,818,225
Net taxes available for municipal purposes	20,996,916	21,532,642	19,835,212
Residential and farm	-	19,672,938	18,069,073
Multi-residential	-	243,744	232,887
Commercial	-	1,513,721	1,425,975
Industrial	-	102,239	107,277
	\$ -	\$ 21,532,642	\$ 19,835,212

10. User charges

	Budget 2025 (Note 14)	Actual 2025	Actual 2024
Operating			
Fees and service charges	\$ 2,039,817	\$ 2,332,008	\$ 2,312,236
Water charges	4,347,236	4,417,920	4,050,820
Sewer charges	3,649,292	3,820,803	3,334,510
Licenses and permits	529,050	539,208	583,870
	\$ 10,565,395	\$ 11,109,939	\$ 10,281,436

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

11. Collections for the Region of Niagara and school boards

Total taxation and development charges received or receivable on behalf of the Region of Niagara and the school boards were as follows:

	2025	2024
Region of Niagara	\$ 27,948,191	\$ 31,175,727
School boards	5,926,928	5,740,111
	\$ 33,875,119	\$ 36,915,838

The Town is required to levy and collect taxes on behalf of the Region of Niagara and the school boards. The taxes levied over (under) the amounts requisitioned are recorded as accounts payable (receivable).

The Town collects development charges on behalf of the Region of Niagara. Development charges collected in excess of those paid to the Region are recorded as accounts payable.

12. Grants

	Budget 2025 (Note 14)	Actual 2025	Actual 2024
Operating			
Government of Canada	\$ 10,000	\$ 29,116	\$ 65,068
Province of Ontario	1,061,121	561,949	356,541
Region of Niagara	-	7,833	-
Other	954,000	43,800	10,400
	2,025,121	642,698	432,009
Capital			
Government of Canada	2,566,025	706,829	1,845,511
Province of Ontario	853,057	800,836	1,368,715
Region of Niagara	-	180,672	192,169
Other	-	-	10,000
	3,419,082	1,688,337	3,416,395
	\$ 5,444,203	\$ 2,331,035	\$ 3,848,404

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

13. Other revenue

	Budget 2025 (Note 14)	Actual 2025	Actual 2024
Operating			
Penalties and interest on taxes	\$ 315,000	\$ 521,914	\$ 414,831
Investment income	515,810	662,808	991,608
Fines and other penalties	27,000	172,108	65,257
Other	547,199	1,088,714	672,523
	1,405,009	2,445,544	2,144,219
Capital			
Donations	300,000	102,417	123,858
Other	850,000	8,118	411,606
	1,150,000	110,535	535,464
	\$ 2,555,009	\$ 2,556,079	\$ 2,679,683

14. Budget amounts

The operating and tax rate supported budgets were adopted by Council on December 4, 2024 to establish the tax rates for the year. The tax rate supported capital budget was also adopted by Council on December 4, 2024. The water and wastewater operating budgets were adopted by Council on February 5, 2025.

An amount for amortization expense has been added and is based on management's best estimate of amortization expense determined at the beginning of the year. Amortization expense was not included in the original Council adopted budget.

Amounts included in the original Council adopted capital budget which are not recognized as tangible capital assets are included in consolidated statement of operations under the appropriate functional expense category, while those recognized as tangible capital assets are include in the consolidated statement of change in net debt.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

14. Budget amounts (continued)

The chart below reconciles the approved budget to the budget amounts reported in the consolidated financial statements.

	Budget Amount
Revenues	
Approved operating budget	\$ 25,550,316
Approved water and wastewater budget	8,037,528
Approved library budget - other than Town contribution	85,805
Add capital:	
Development charges	5,026,680
Recreational Land (the Planning Act)	90,000
Canada Community Building Fund	566,000
Ontario Community Infrastructure Fund	818,000
Other grants	2,870,000
Investing in Canada (ICIP) grant	979,046
Other contributions	1,150,000
	11,499,726
Less:	
Transfers from reserves - operating	(505,174)
	(505,174)
Total revenues	44,668,201
Expenses	
Approved operating budget	25,550,316
Approved water and wastewater budget	8,037,528
Approved library operating budget	1,026,258
Add:	
Amortization	6,000,000
Employee future benefits	130,000
Estimated capital budget items expense in nature	844,000
Debt interest payments - development charges	339,345
	7,313,345
Less:	
Debt principal payments (development charge excluded)	(1,052,598)
Town contribution to library	(955,573)
Transfers to reserves, including capital	(6,814,440)
	(8,822,611)
Total expenses	33,104,836
Annual surplus	\$ 11,563,365

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

15. Niagara Central Airport Commission

The Niagara Central Airport Commission operates a two runway airport offering a year round fixed base operation. The Commission is funded by the four nearby municipalities, City of Welland, City of Port Colborne, Town of Pelham and the Township of Wainfleet. The Town of Pelham has a non-controlling interest in the airport of 18%.

	2025	2024
Financial assets		
Cash and temporary investments	\$ 55,860	\$ 214,367
Receivables	2,472	36,497
	58,332	250,864
Liabilities		
Accounts payable and accrued liabilities	66,315	68,221
Loans payable and capital lease liability	642,715	728,744
Asset retirement obligation	42,810	42,367
	751,840	839,332
Net debt	(693,508)	(588,468)
Non-financial assets		
Prepaid expenses	19,714	20,580
Fuel inventory	19,857	19,035
Tangible capital assets	2,213,714	2,074,826
	2,253,285	2,114,441
Accumulated surplus	1,559,777	1,525,973
Accumulated surplus		
Operating deficit	(611,127)	(656,553)
Reserves	-	157,539
Investment in tangible capital assets	2,170,904	2,024,987
	1,559,777	1,525,973
Revenues		
Grants	200,000	172,000
Fuel and rentals	132,678	211,195
Other	72,371	49,686
Expenses	(371,245)	(546,302)
Annual surplus (deficit)	\$ 33,804	\$ (113,421)

The financial position informat
31, 2025 and the results of ope

Airport Commission as at December
1 December 31, 2025.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

15. Niagara Central Airport Commission (continued)

The Town has recorded in the financial statements its 18% share of the Niagara Central Airport Commissions' assets, liabilities, accumulated surplus, revenues, expenses, and annual surplus.

The following summarizes the Town's related party transactions with the Niagara Central Airport Commission for the year. All transactions are in the normal course of operations, and are recorded at the exchange value based on normal commercial rates, or as agreed to by the parties.

		2025	2024
Grants	\$	35,109	\$ 31,023
Donations	\$	1,163	\$ 2,933

16. Trust funds

Trust funds administered by the Town amounting to \$1,137,694 (2024 - \$1,105,822) have not been included in the Consolidated Statement of Financial Position nor have these operations been included in the Consolidated Statement of Operations.

17. Contingencies

From time to time, the Town is the subject of litigation. In the opinion of management, any litigation outstanding, if successful, would not have a material impact on the financial statements.

18. Financial instruments

The Town's financial instruments consist of cash and cash equivalents, user charges and accounts receivable, accounts payable and accrued liabilities, other liabilities and long-term debt. It is management's opinion that the Town is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair values of these financial instruments approximate their carrying values.

Establishing fair value

The fair value of guarantees and letters of credit are based on fees currently charged for similar agreements or on the estimated cost to terminate them or otherwise settle the obligations with the counterparties at the reported borrowing date. In situations in which there is no market for these guarantees, and they were issued without explicit costs, it is not practicable to determine their fair value with sufficient reliability (if applicable).

Fair value hierarchy

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which fair value is observable:

Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and

Level 3 – fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

18. Financial instruments (continued)

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist.

A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

19. Segmented information

The Town provides a diverse range of services to its citizens. The Consolidated schedule of segment disclosure has grouped various services into segments to provide a further breakdown of the revenues and expenses attributable to each segment. 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 services included in each segment are as follows:

(i) General government

General government is comprised of governance, corporate management and program support.

(ii) Protection to persons and property.

Protection is comprised of fire, protective inspection and control, emergency measures and provincial offences.

(iii) Transportation services

Transportation is comprised of roads, winter control, transit, parking, street lighting and air transportation.

(iv) Environmental services

Environmental is comprised of storm sewer systems and water collection.

(v) Health services

Health services is comprised of cemeteries.

(vi) Recreation and culture services

Recreation and culture is comprised of parks, recreation programs, recreation facilities, libraries and cultural services.

(vii) Planning and development

Planning and development is comprised of planning and zoning, commercial and industrial development, residential development, agricultural and reforestation, heritage matters and municipal drainage.

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

20. Lincoln Pelham Public Library

The Lincoln Pelham Union Public Library board is established on March 7, 2022 by the Town's of Lincoln and Pelham to in accordance with the provisions of the Public Libraries Act to serve the Town's of Lincoln and Pelham. The new library board commenced operations on January 1, 2023. The proportions of local operating support to be contributed by the Councils of Lincoln and Pelham is be based on 2016 census data. The Town of Pelham's proportionate share of local support to the Library Board is 42%.

	2025	2024
Financial assets		
Cash and temporary investments	\$ 1,141,441	\$ 839,292
Receivables	36,639	232,399
	1,178,080	1,071,691
Liabilities		
Accounts payable and accrued liabilities	148,880	117,368
Post-retirement benefit liability	132,073	87,978
Deferred revenue	196,697	199,161
Net financial assets	700,430	667,184
Non-financial assets		
Prepaid expenses	15,415	4,196
Tangible capital assets	849,759	747,788
	865,174	751,984
Accumulated Surplus	1,565,604	1,419,168
Accumulated surplus		
Operating deficit	(327,977)	(178,383)
Library Trust	357,621	295,378
Reserves	686,201	554,385
Investment in tangible capital assets	849,759	747,788
	1,565,604	1,419,168
Revenues		
Municipal Grants	2,274,296	2,153,053
Provincial Grants	118,016	80,825
Fees, fines, rentals and sales	34,623	31,651
Deferred revenue earned	66,600	63,995
Trust Fund Donations	237,196	131,308
Other revenue	19,837	67,078
Total Revenue	2,750,568	2,527,910

CORPORATION OF THE TOWN OF PELHAM

Notes to the Consolidated Financial Statements
For the Year Ended December 31, 2025

20. Lincoln Pelham Public Library (continued)

	2025	2024
Expenses		
Staffing Cost	2,127,449	2,025,654
Materials and Supplies	249,491	259,595
Contracted Services	78,287	63,095
Amortization of tangible capital assets	148,905	161,853
Total Expenses	2,604,132	2,510,197
Annual surplus	146,436	17,713
Accumulated surplus, beginning of the year	1,419,168	1,401,455
Accumulated surplus, end of year	\$ 1,565,604	\$ 1,419,168

The financial position information is as reported by the Lincoln Pelham Public Library as at December 31, 2025 and the results of operations are as reported for the year ended December 31, 2025.

The Town has recorded in the financial statements its 42% share of Lincoln Pelham Public Library's' assets, liabilities, accumulated surplus, revenues, expenses, and annual surplus.

The following summarizes the Town's related party transactions with the Lincoln Pelham Public Library for the year. All transactions are in the normal course of operations, and are recorded at the exchange value based on normal commercial rates, or as agreed to by the parties.

	2025
Municipal Grant - From Pelham to Library	\$ 955,567
Development charges funds transfer	47,664
	\$ 1,003,231

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Tangible Capital Assets - Schedule 1
For the Year Ended December 31, 2025

2025									

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Tangible Capital Assets - Schedule 1
For the Year Ended December 31, 2025

	2024						
	Land	Land improvements	Buildings	Machinery, equipment, fixtures and computers	Vehicles	Linear assets	Construction in process
Cost							Total
Beginning of year	\$ 18,912,896	\$ 8,301,254	\$ 49,837,241	\$ 8,599,169	\$ 6,645,550	\$150,228,155	\$ 14,422,082
Additions	-	595,021	485,530	948,713	1,854,415	16,939,901	2,689,554
Add contributed tangible capital assets	-	202,280	-	16,342	-	1,314,733	-
Less construction in process capitalized	-	-	-	-	-	-	(13,589,970)
Less disposals during the year	-	-	-	(10,679)	(88,113)	-	(98,792)
End of year	18,912,896	9,098,555	50,322,771	9,553,545	8,411,852	168,482,789	3,521,666
Accumulated amortization							
Beginning of year	-	2,951,469	10,320,677	4,616,063	4,612,762	79,066,578	-
Add amortization during the year	-	406,491	1,351,066	635,905	296,553	3,533,565	-
Less amortization on disposals	-	-	-	(10,293)	(83,085)	-	-
End of year	-	3,357,960	11,671,743	5,241,675	4,826,230	82,600,143	-
Net book value	\$ 18,912,896	\$ 5,740,595	\$ 38,651,028	\$ 4,311,870	\$ 3,585,622	\$ 85,882,646	\$ 3,521,666
							\$160,606,323

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Segment Operations - Schedule 2
For the Year Ended December 31, 2025

2025								
	General government	Protection services	Transportation services	Environmental services	Health services	Recreation and cultural services	Planning and development	Total
Revenue								
Taxation	\$ 8,992,582	\$ 2,091,866	\$ 2,967,018	\$ -	\$ 19,228	\$ 7,015,386	\$ 446,562	\$ 21,532,642
User charges	87,348	550,199	43,122	8,238,723	43,238	1,823,140	324,169	11,109,939
Grants	53,841	24,691	1,684,515	-	-	473,361	94,627	2,331,035
Contributions from developers	104,161	25,978	2,658,454	52,253	-	61,151	104,516	3,006,513
Other	1,418,762	191,196	139,822	124,593	91,744	573,864	16,098	2,556,079
Equity earnings in subsidiary	234,571	-	-	-	-	-	-	234,571
Gain on disposal of assets and assets held for sale	(42,350)	-	-	-	-	-	-	(42,350)
Total revenues	10,848,915	2,883,930	7,492,931	8,415,569	154,210	9,946,902	985,972	40,728,429
Expenses								
Salaries and wages	3,071,787	1,966,900	1,606,659	1,920,081	99,495	4,644,520	691,073	14,000,515
Long term debt interest	-	2,207	44,224	1,312	-	644,592	992	693,327
Materials	1,375,502	243,760	884,085	377,489	8,585	1,872,522	38,811	4,800,754
Contracted services	1,081,360	252,545	1,988,534	5,249,123	31,021	1,027,384	187,180	9,817,147
Rents & financials	60,339	-	79,982	-	-	-	-	140,321
External transfers to others	104,367	-	-	-	-	3,000	-	107,367
Amortization of tangible assets	186,783	418,518	2,889,447	1,115,851	15,109	1,754,884	67,916	6,448,508
	5,880,138	2,883,930	7,492,931	8,663,856	154,210	9,946,902	985,972	36,007,939
Annual (deficit) surplus	\$ 4,968,777	\$ -	\$ -	\$ (248,287)	\$ -	\$ -	\$ -	\$ 4,720,490

CORPORATION OF THE TOWN OF PELHAM

Consolidated Schedule of Segment Operations - Schedule 2
For the Year Ended December 31, 2025

2024								
	General government	Protection services	Transportation services	Environmental services	Health services	Recreation and cultural services	Planning and development	Total
Revenue								
Taxation	\$ 631,202	\$ 2,726,970	\$ 7,647,382	\$ -	\$ -	\$ 7,846,516	\$ 983,142	\$ 19,835,212
User charges	75,530	595,202	69,312	7,385,330	46,775	1,704,197	405,090	10,281,436
Grants	118,578	50,798	2,063,940	1,354,607	-	195,481	65,000	3,848,404
Contributions from developers	-	-	1,177,605	186,866	-	528,357	99,806	1,992,634
Contributed tangible capital assets	1,517,013	-	-	-	-	16,342	-	1,533,355
Other	1,202,793	148,276	627,957	130,668	130,610	426,440	12,939	2,679,683
Equity earnings in subsidiary	283,535	-	-	-	-	-	-	283,535
(Loss) on disposal of assets and assets held for sale	(224,003)	-	-	-	-	-	-	(224,003)
Total revenues	3,604,648	3,521,246	11,586,196	9,057,471	177,385	10,717,333	1,565,977	40,230,256
Expenses								
Salaries and wages	3,274,586	1,998,226	1,372,848	1,694,717	83,099	4,000,381	824,830	13,248,687
Long term debt interest	-	8,211	74,526	782	-	661,231	4,605	749,355
Materials	1,202,841	221,548	710,829	385,317	21,335	1,379,916	13,294	3,935,080
Contracted services	893,901	195,311	1,381,202	3,917,708	1,679	878,411	72,498	7,340,710
Rents & financials	53,223	-	82,175	-	-	-	-	135,398
External transfers to others	68,355	-	-	-	-	2,800	-	71,155
Amortization of tangible assets	187,563	359,781	2,740,448	1,108,884	12,426	1,746,563	67,915	6,223,580
	5,680,469	2,783,077	6,362,028	7,107,408	118,539	8,669,302	983,142	31,703,965
Annual (deficit) surplus	\$ (2,075,821)	\$ 738,169	\$ 5,224,168	\$ 1,950,063	\$ 58,846	\$ 2,048,031	\$ 582,835	\$ 8,526,291

Independent Auditor's Report

To the Members of Council of the
Corporation of the Town of Pelham

Opinion

We have audited the financial statements of the Corporation of the Town of Pelham Trust Funds (the "Trust Funds"), which comprise the statement of financial position as at December 31, 2025, and the statements of revenue and expenses and change in fund balances for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2025, and the results of its operations for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the 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 qualified audit opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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 financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS 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 GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the 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 Organization'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 Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

The signature of Deloitte LLP is written in a cursive, handwritten style.

Chartered Professional Accountants
Licensed Public Accountants
June 10, 2026

CORPORATION OF THE TOWN OF PELHAM TRUST FUNDS

Statement of Financial Position

As at December 31, 2025

	Cemetery Care and Maintenance Funds	Bradshaw Estate	Total 2025	Total 2024
Assets				
Cash	\$ 970,740	\$ 167,289	\$ 1,138,029	\$ 1,122,271
Receivables and accrued interest	2,144	369	2,513	3,602
Due from the Town of Pelham (Note 2)	26,838	-	26,838	-
	999,722	167,658	1,167,380	1,125,873
Liability				
Due to the Town of Pelham (Note 2)	29,687	-	29,687	20,051
Fund balance	\$ 970,035	\$ 167,658	\$ 1,137,693	\$ 1,105,822

CORPORATION OF THE TOWN OF PELHAM TRUST FUNDS

Statement of Revenue and Expenses and Change in Fund Balances

Year ended December 31, 2025

	Cemetery Care and Maintenance Funds	Bradshaw Estate	Total 2025	Total 2024
Revenue				
Interest	\$ 29,687	\$ 5,033	\$ 34,720	\$ 53,741
Marker fees	6,700	-	6,700	8,400
Plot sales	20,138	-	20,138	35,078
	56,525	5,033	61,558	97,219
Expenses				
Maintenance	29,687	-	29,687	45,971
Excess of revenues over expenses	26,838	5,033	31,871	51,248
Fund balance, beginning of year	943,197	162,625	1,105,822	1,054,574
Fund balance, end of year	\$ 970,035	\$ 167,658	\$ 1,137,693	\$ 1,105,822

CORPORATION OF THE TOWN OF PELHAM TRUST FUNDS

Notes to the Financial Statements

December 31, 2025

1. Accounting policies

The financial statements of the Corporation of the Town of Pelham Trust Funds are prepared by management in accordance with Canadian accounting standards for not-for-profit organizations. Significant aspects of the accounting policies adopted are as follows:

(a) Basis of accounting

Sources of revenue and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable.

(b) Investments

Investments are recorded at cost.

(c) Financial instruments

Cash, due to Town of Pelham and due from the Town of Pelham are recorded at amortized cost.

(d) Use of estimates

The preparation of the financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. Actual results could differ from those estimates.

2. Due to/from Town of Pelham

The amounts due to/from the Town of Pelham are unsecured, interest bearing with no specific terms of repayment.

3. Statement of cash flows

A statement of cash flows has not been provided as the related information is readily determinable from the financial statements presented.

Section Three:

Statistical Review



The Corporation of the Town of Pelham

Statistical Review

- General Statistics
- Unemployment Rate
- Employers in Pelham
- Taxation Statistics
- Corporate Property Tax Payers
- Consolidated Statement of Financial Position
- Consolidated Statement of Financial Position Statistics
- Consolidated Statement of Operations

**The Corporation of The Town of Pelham
Statistical Review
(Unaudited)**

General Statistics

	2025	2024	2023	2022	2021
Households*	9,256	7,557	7,557	7,557	7,400
Population**	18,192	18,192	18,192	18,192	18,192
Municipal Workforce Profile					
Full-time Positions	86	84	77	77	77
Part-time Positions	25	23	23	35	34
Seasonal Employees	56	56	68	50	50
Number of Building Permits Issued	170	118	197	122	237
Total Value of Building Permits Issued	\$ 137,793,662	\$ 116,586,590	\$ 74,959,046	\$ 117,408,659	\$ 132,587,119

*Source: MPAC

**Source: Statistics Canada 2018-2021, MPAC 2017

All other data on this page as per the Town's Financial Information Return

Unemployment Rate for St. Catharines-Niagara Census Metropolitan Area, inclusive of Pelham

	2025	2024	2023	2022	2021
Both Sexes	6.8	7.4	5.8	5.2	10.3
Males	8.4	8.4	5.6	4.8	11.5
Females	5.6	6.3	6.1	5.8	9.1

Source: Statistics Canada, Table 14-10-0385-01 and Table 14-10-0458-01

Top 10 Businesses in Pelham based on Aggregate Employee Number

Niagara Region – Woodlands of Sunset
United Floral Distributors
Sobeys
Willowbrook Nurseries
Town of Pelham
Duliban Insurance Brokers Ltd.
Lookout Point Country Club
White Meadows Farms
McDonald's
Food Basics

Source: Niagara Employment Inventory, 2025

**The Corporation of The Town of Pelham
Statistical Review
(Unaudited)**

Taxation Statistics

	2025	2024	2023	2022	2021
Taxable Assessment					
Residential	2,869,618,392	2,803,859,339	2,722,860,343	2,671,780,410	2,616,394,467
Multi-Residential	18,604,000	18,604,000	18,604,000	18,604,000	18,604,000
New Multi-Residential	966,700	966,700	544,000	544,000	544,000
Commercial	107,918,597	106,206,550	105,611,046	103,551,846	100,241,189
Commercial On-Farm Business	48,600	48,600	48,600	4,700	4,700
Commercial Excess/Vacant	8,874,511	8,874,511	8,901,511	10,593,511	4,317,111
Industrial	3,640,600	6,342,200	4,336,700	4,386,700	4,165,800
Industrial On-Farm Business	100,000	100,000	100,000	50,000	50,000
Industrial Excess/Vacant	146,100	146,100	146,100	146,100	146,100
Aggregate Extraction	2,596,000	-	-	-	-
Pipeline	18,150,000	17,967,000	17,877,000	17,758,000	17,725,000
Farmland	174,253,782	173,178,700	164,728,000	167,641,933	172,072,933
Managed Forest	3,491,000	3,491,000	3,597,900	3,206,600	3,079,300
Total Taxable Assessment	3,208,408,282	3,139,784,700	3,047,355,200	2,998,267,800	2,937,344,600

Tax Levy

Town of Pelham	\$ 20,436,916	\$ 19,093,616	\$ 17,786,838	\$ 16,578,640	\$ 15,678,883
Niagara Region	25,919,805	23,406,372	21,670,679	18,041,313	18,556,474
Education	5,722,861	5,615,671	5,464,461	5,383,228	5,213,533
Total Levy	\$ 52,079,582	\$ 48,115,659	\$ 44,921,978	\$ 40,003,181	\$ 39,448,890

Current Year's Tax Collections*

Current Year's Tax Collections*	\$ 53,712,717	\$ 47,426,810	\$ 43,626,380	\$ 40,509,737	\$ 38,624,570
Total Arrears	\$ 3,145,619	\$ 2,443,904	\$ 2,257,197	\$ 2,788,518	\$ 1,663,629

**Total Arrears as a Percentage of Current
Tax Levy**

Total Arrears as a Percentage of Current Tax Levy	6.0%	5.1%	5.0%	7.0%	4.2%
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*Current Year's Tax Collections represents the cash collections for the year excluding adjustments, payments in lieu of taxes and supplementary assessments.

The Corporation of The Town of Pelham
Statistical Review
(Unaudited)

Top Ten Largest Corporate Property Taxpayers in 2025

FONTHILL MARKETPLACE LTD
NIAGARA PROPERTY INVESTMENTS INC
CRESTPOINT REAL ESTATE
CROWNGROVE ESTATES INC
968502 ONTARIO INC
1000117927 ONTARIO INC
2385746 ONTARIO INC
2004424 ONTARIO INC
FONTHILL PROPERTIES ULC
1254392 ONTARIO LIMITED

% of Total Industrial and Commercial Assessment 38.6%
% of Total Taxable Assessment 1.5%

*Current Year's Tax Collections represents the cash collections for the year excluding adjustments, payments in lieu of taxes and supplementary assessments.

The Corporation of The Town of Pelham
Statistical Review
(Unaudited)

Consolidated Statement of Financial Position

	2025	2024	2023	2022	2021
Financial Assets					
Cash and cash equivalents	\$ 22,528,286	\$ 23,952,861	\$ 18,721,011	\$ 18,163,039	\$ 18,850,877
Taxes receivable	3,145,619	2,443,904	2,257,197	2,788,518	1,663,629
User charges receivable	1,319,394	1,295,769	856,006	953,193	967,228
Accounts receivable	2,302,444	4,630,387	5,310,188	6,992,230	6,264,347
Tangible capital assets held for sale	-	-	-	-	-
Investments in subsidiary	6,051,246	5,919,525	5,731,360	5,659,632	5,594,552
Total financial assets	35,346,989	38,242,446	32,875,762	34,556,612	33,340,633
Financial Liabilities					
Bank indebtedness	-	-	-	900,000	1,033,333
Accounts payable and accrued liabilities	7,279,707	8,489,585	7,159,168	5,834,422	5,005,336
Other Liabilities	2,193,033	2,602,236	2,262,765	2,129,087	2,461,513
Deposits and deferred revenue	588,929	465,720	307,707	399,467	419,537
Deferred revenue- obligatory reserve funds	6,891,239	8,771,901	6,119,335	6,520,304	5,054,470
Long-term debt	22,199,977	24,274,670	26,497,388	28,745,764	31,032,054
Employee benefit obligations	843,285	860,585	519,252	529,504	425,250
Total Financial Liabilities	39,996,170	45,464,697	42,865,615	45,058,548	45,431,493
Net financial assets (net debt)	(4,649,181)	(7,222,251)	(9,989,853)	(10,501,936)	(12,090,860)
Non-financial assets					
Tangible capital assets	162,084,287	160,606,323	155,327,877	146,104,135	140,465,822
Prepaid expenses	1,048,119	483,130	109,714	669,256	305,566
Total non-financial assets	163,132,406	161,089,453	155,437,591	146,773,391	140,771,388
Accumulated surplus	\$ 158,483,225	\$ 153,867,202	\$ 145,447,738	\$ 136,271,455	\$ 128,680,528

**The Corporation of The Town of Pelham
Statistical Review
(Unaudited)**

Statement of Financial Position Statistics

	2025	2024	2023	2022	2021
Acquisition of tangible capital assets, net of construction in process capitalized	\$ 8,079,037 \$	9,974,085 \$	15,048,670 \$	11,709,825 \$	5,660,168
Net Long-term Debt	\$ 22,199,977 \$	24,274,670 \$	26,497,388 \$	28,745,764 \$	31,032,054
Per Capita	1,220 \$	1,334 \$	1,457 \$	1,580 \$	1,706
Percentage of Town Tax Levy	1.086268447	127.1%	149.0%	173.4%	197.9%
Long-term Debt					
Supported by Taxes	\$ 22,199,977 \$	10,220,087 \$	11,446,342 \$	12,642,976 \$	13,811,600
Supported by Non-tax Revenue		14,054,583	15,051,046	16,102,788	17,220,454
Net Long-term Liabilities	\$ 22,199,977 \$	24,274,670 \$	26,497,388 \$	28,745,764 \$	31,032,054
Debt Charges for the Year					
Principal Payments	\$ 2,074,693 \$	2,232,719 \$	2,248,376 \$	2,286,289 \$	2,433,289
Interest Charges	\$ 693,327 \$	749,355 \$	806,496 \$	866,080 \$	924,280
Annual Debt Repayment Limit, excluding Treasurer's Adjustments	\$ 4,455,331 \$	3,628,710 \$	2,859,721 \$	2,712,108 \$	2,656,728
Accumulated Surplus	\$ 158,483,225 \$	153,762,735 \$	145,447,738 \$	136,271,455 \$	128,680,528
Provincial Debt Repayment Limit as a % of Own-source Revenues	25%	25%	25%	25%	25%
Town Net Debt Charges as a % of Own-source Revenues (Existing Debt Only)	8%	9%	10%	11%	13%

The Corporation of The Town of Pelham
Statistical Review
(Unaudited)

Consolidated Statement of Operations

	2025	2024	2023	2022	2021
Revenue by Source					
Taxation	\$ 20,986,914	\$ 19,835,212	\$ 18,822,144	\$ 17,183,515	\$ 16,220,412
User charges	10,565,395	10,281,436	9,431,171	9,071,959	7,965,644
Grants	5,444,203	3,848,404	4,332,472	5,668,326	4,435,549
Contributions from developers	5,116,680	1,545,982	3,806,942	1,861,481	1,916,379
Contributed tangible capital assets	-	1,533,355	578,758	-	5,775,896
Other	2,555,009	2,679,683	2,343,948	1,722,550	1,201,872
Equity earnings in subsidiary	-	283,535	164,718	146,000	142,153
Gain on disposal of tangible capital assets and assets held for sale	-	11,355	(224,003)	96,848	13,586
Total revenue by source	44,668,201	40,018,962	39,256,150	35,750,679	37,671,491
Expense by Function					
General government	5,490,368	5,680,469	5,045,161	4,397,503	4,200,643
Protection to persons and property	2,664,948	2,783,077	2,426,825	2,258,046	2,219,754
Transportation services	6,763,530	6,362,028	6,334,428	6,587,938	6,007,186
Environmental services	7,847,852	7,107,408	6,741,763	6,058,908	5,545,852
Health services	133,210	118,539	138,704	118,573	107,328
Recreation and culture services	9,430,658	8,669,302	8,424,086	7,985,727	6,715,269
Planning and development	774,270	983,142	968,900	753,057	639,038
Total expenses by function	33,104,836	31,703,965	30,079,867	28,159,752	25,435,070
Annual Surplus	11,563,365	8,314,997	9,176,283	7,590,927	12,236,421
Accumulated surplus, beginning	153,762,735	145,447,738	136,271,455	128,680,528	116,444,107
Library opening surplus transferred Jan 1, 2023			557,732		
Accumulated surplus, ending	\$ 165,326,100	\$ 153,762,735	\$ 146,005,470	\$ 136,271,455	\$ 128,680,528
Analysis of Expenses by Object					
Salaries and Wages	\$ 14,000,515	\$ 13,248,687	\$ 11,277,695	\$ 10,423,692	\$ 9,211,093
Long term debt interest	693,327	749,355	862,053	982,220	924,280
Materials	4,800,754	4,092,880	4,479,216	3,891,958	3,079,744
Contracted services	9,817,147	7,246,307	7,376,405	6,707,502	6,228,834
Rents & Financials	140,321	71,992	162,000	178,909	142,815
External transfers to others	107,367	71,164	517,338	44,500	35,350
Amortization of tangible assets	6,448,508	6,223,580	5,962,892	5,930,971	5,812,954
Total expenses by object	\$ 36,007,939	\$ 31,703,965	\$ 30,637,599	\$ 28,159,752	\$ 25,435,070



Inquires related to this report and requests for alternate formats can be directed to:
The Corporation of the Town of Pelham
Attention: Corporate Services Department
Town of Pelham, Municipal Building
P.O. Box 400, 20 Pelham Town Square
Fonthill, Ontario
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