

# PROPOSED 2026 BUDGET

## Emergency & Protective Services

General Manager of Emergency & Protective Services: Cindy Stevenson

### Divisions:

- Emergency & Protective Services Administration
- Fire Services
- Brant-Brantford Paramedic Services
  - 911 Services
- Emergency Management
- Enforcement Services

# PROPOSED 2026 BUDGET

## Emergency & Protective Services Administration

Emergency & Protective Services Administration oversees Brant-Brantford Paramedic Services, Emergency Management, Enforcement Services and Fire Services. The Division also serves as a liaison to the OPP Detachment Board. The primary function is to provide strategic guidance, leadership and support for the Department, implement Council directives, and develop and enhance partnerships with relevant external agencies for services delivery.



**Cindy Stevenson**, General Manager, Emergency & Protective Services

**Number of FTEs in Division:** 1.5

### 2025 Accomplishments

- Security audit review of Council Chambers and Paris Customer Service Office
- Oversight of new Paramedic Headquarters and North Paris Fire Station projects
- Annual reports for Fire Services and Paramedic Services

### 2026 Priorities

- Continued oversight of new Paramedic Headquarters and North Paris Fire Station projects
- Oversight of major Department projects including Master Plan for Paramedic Services, Fire Master Plan recommendations
- Department staff succession planning

### 2026 Budget Drivers

- Increase in salaries and benefits
- Increase in recovery of administrative overhead

## 2026 Proposed Budget - Operating

# Emergency & Protective Services Administration

	Reorganized 2025 Budget	Adjustments & Inflation	One Time	2026 Proposed Budget	\$ Change	% Change
<b>REVENUES</b>						
Inter-departmental Revenues	59,834	8,305		68,139	8,305	13.9%
<b>TOTAL REVENUES</b>	<b>59,834</b>	<b>8,305</b>		<b>68,139</b>	<b>8,305</b>	<b>13.9%</b>
<b>EXPENDITURES</b>						
Salaries, Wages & Benefits	300,830	28,802		329,632	28,802	9.6%
Materials & Supplies	17,700	700		18,400	700	4.0%
Contracted Services	11,000			11,000		
Inter-departmental Charges	59,652	4,068	225	63,945	4,293	7.2%
<b>TOTAL EXPENDITURES</b>	<b>389,182</b>	<b>33,570</b>	<b>225</b>	<b>422,977</b>	<b>33,795</b>	<b>8.7%</b>
<b>NET LEVY</b>	<b>\$329,348</b>	<b>\$25,265</b>	<b>\$225</b>	<b>\$354,838</b>	<b>\$25,490</b>	<b>7.7%</b>

# PROPOSED 2026 BUDGET

## Fire Services

The Fire Services Division delivers fire and rescue services to the residents, businesses, and visitors of the County of Brant. The Fire Services Division is comprised of four defined areas: Fire Suppression & Rescue, Fire Prevention & Public Education, Fire Training and Administration. Services provided are firefighting, medical assistance, vehicle extrication, ice & water rescue, fire prevention, and public education.



**Darren Watson**, Fire Chief

**Number of FTE's in Division:** 9 FTE's, 190 VFF's

### 2025 Accomplishments

- Completed renovations to the Burford station bunker gear room.
- Improved Records Management System through integration of First Due.
- Completed station location study for Paris Headquarters and Airport Stations.
- Awarded construction contract to Lanca for North Paris Fire Station.
- Implemented Fire Engineering software to enhance management of training material resources and compensation tracking.
- Completed installation of solar panels at the Cainsville Fire Station.

### 2026 Priorities

- Continued focus and support on mental health of Fire Services personnel.
- Continued focus on health and safety of personnel through the Decontamination and Hygiene Program.
- Improve regional standardization of standpipe operations.
- Implement flashover training and expanded live fire training frequency.
- Data connection to all frontline pumpers for incident and preplanning information.

### 2026 Budget Drivers

- Increase in salaries, benefits and firefighter remuneration
- Increase in maintenance costs of apparatus, buildings, PPE, and equipment

## 2026 Proposed Budget - Operating Fire Services

	Reorganized 2025 Budget	Adjustments & Inflation	2026 Proposed Budget	\$ Change	% Change
<b>REVENUES</b>					
Federal/Provincial Grants	35,000		35,000		
Fees & Service Charges	73,504	11,000	84,504	11,000	15.0%
Other Revenues	11,500		11,500		
<b>TOTAL REVENUES</b>	<b>120,004</b>	<b>11,000</b>	<b>131,004</b>	<b>11,000</b>	<b>9.2%</b>
<b>EXPENDITURES</b>					
Salaries, Wages & Benefits	2,438,273	208,751	2,647,024	208,751	8.6%
Materials & Supplies	844,572	102,650	947,222	102,650	12.2%
Insurance	90,169	3,813	93,982	3,813	4.2%
Contracted Services	190,170	28,000	218,170	28,000	14.7%
Rent & Financial Expenses	6,345	2,750	9,095	2,750	43.3%
Inter-departmental Charges	41,650	520	42,170	520	1.2%
External Transfers	157,158	5,397	162,555	5,397	3.4%
<b>TOTAL EXPENDITURES</b>	<b>3,768,337</b>	<b>351,881</b>	<b>4,120,218</b>	<b>351,881</b>	<b>9.3%</b>
<b>NET LEVY</b>	<b>\$3,648,333</b>	<b>\$340,881</b>	<b>\$3,989,214</b>	<b>\$340,881</b>	<b>9.3%</b>

## PROPOSED 2026 BUDGET

# Brant-Brantford Paramedic Services

The Brant-Brantford Paramedic Services Division delivers pre-hospital care and emergency health services for the City of Brantford and County of Brant in accordance with Ministry of Health regulations and medical directives. The Paramedic Services provides innovative community paramedicine programming aimed at preventing the need for emergency care and filling system gaps. Paramedic Services is dedicated to providing compassionate patient-centered care to our communities.



**Lyndsey Longeway**, Chief/Director of Paramedic Services

**Number of FTE's in Division:** 108.5

### 2025 Accomplishments

- Completion and transition to new Paramedic Headquarters, Phase 1
- Ongoing construction of new Paramedic Phase 2 garage space
- Reduction of offload delays at Brantford General Hospital

### 2026 Priorities

- Completion and transition to new Paramedic garage space
- Paramedic Service Master Plan
- Implementation of Medical Priority Dispatch System (MPDS)
- Leadership transition and succession planning

### 2026 Budget Drivers

- Increase in lease expenses related to the new headquarters and garage space
- Increase in salaries, wages and benefits
- Increase in transfer to the vehicle and equipment reserve for replacement of traffic preemption units in all ambulances

## 2026 Proposed Budget - Operating Brant-Brantford Paramedic Services

	Reorganized 2025 Budget	Adjustments & Inflation	One Time	2026 Approved Budget	\$ Change	% Change
<b>REVENUES</b>						
Federal/Provincial Grants	8,730,234	1,015,000		9,745,234	1,015,000	11.6%
Fees & Services Charges		67,943		67,943	67,943	
Inter-departmental Revenue	106,200	(52,790)		53,410	(52,790)	(49.7%)
Cost Sharing - City of Brantford	7,714,034	1,222,242	6,128	8,942,404	1,228,370	15.9%
Contribution from Reserve /Reserve Funds		203,023		203,023	203,023	
<b>TOTAL REVENUES</b>	<b>16,550,468</b>	<b>2,455,418</b>	<b>6,128</b>	<b>19,012,014</b>	<b>2,461,546</b>	<b>14.9%</b>
<b>EXPENDITURES</b>						
Salaries, Wages & Benefits	14,988,764	1,174,474		16,163,238	1,174,474	7.8%
Materials & Supplies	1,656,539	192,159	8,500	1,857,198	200,659	12.1%
Insurance	79,000	8,100		87,100	8,100	10.3%
Contracted Services	715,178	73,743		788,921	73,743	10.3%
Rent & Financial Expenses	390,840	1,122,963		1,513,803	1,122,963	287.3%
Inter-departmental Charges	411,871	54,736		466,607	54,736	13.3%
External Transfers	103,500	(28,500)		75,000	(28,500)	(27.5%)
Transfer to Reserves	1,175,000	142,500		1,317,500	142,500	12.1%
<b>TOTAL EXPENDITURES</b>	<b>19,520,692</b>	<b>2,740,175</b>	<b>8,500</b>	<b>22,269,367</b>	<b>2,748,675</b>	<b>14.1%</b>
<b>NET LEVY</b>	<b>\$2,970,224</b>	<b>\$284,757</b>	<b>\$2,372</b>	<b>\$3,257,353</b>	<b>\$287,129</b>	<b>9.7%</b>

The 2026 Paramedic Services budget was approved in principle by City Council on November 18, 2025, and approved by County Council on November 25, 2025.

## 2026 Proposed Budget - Operating 911 Services

	Reorganized 2025 Budget	Adjustments & Inflation	One Time	2026 Proposed Budget	\$ Change	% Change
<b>REVENUES</b>						
Cost Sharing - City of Brantford	57,195			57,195		
<b>TOTAL REVENUES</b>	<b>57,195</b>			<b>57,195</b>		<b>0.0%</b>
<b>EXPENDITURES</b>						
External Transfers	79,218			79,218		
<b>TOTAL EXPENDITURES</b>	<b>79,218</b>			<b>79,218</b>		<b>0.0%</b>
<b>NET LEVY</b>	<b>\$22,023</b>			<b>\$22,023</b>		<b>0.0%</b>

# PROPOSED 2026 BUDGET

## Emergency Management

The Emergency Management and Civil Protection Act (EMCPA) require each municipality to comply with several legislated requirements to ensure the municipality has an Emergency Management Plan in place to identify hazards that may impact the community and to take steps to mitigate, prevent, prepare for, respond to, and recover from events involving these hazards.



**Kent Pottruff**, Community Emergency Management Coordinator  
**Darren Watson**, Fire Chief & Alternate Community Emergency Management

**Number of FTEs in Division:** 0.6

### 2025 Accomplishments

- Successful planning and testing of our Emergency Response Plan through training and a practical exercise that involves our community partners
- Successful compliance audit by Emergency Management Ontario

### 2026 Priorities

- Continued training of our Municipal Emergency Control Group to ensure our Emergency Response Plan has been tested and they are in a state of operational readiness
- Continued enhancement of our public education program to ensure our community is aware of the hazards that are the highest risk to occur
- Ensuring compliance with provincial emergency management legislation

### 2026 Budget Drivers

- Increase in wages and benefits

## 2026 Proposed Budget - Operating Emergency Management

	Reorganized 2025 Budget	Adjustments & Inflation	2026 Proposed Budget	\$ Change	% Change
<b>REVENUES</b>					
<b>TOTAL REVENUES</b>					
<b>EXPENDITURES</b>					
Salaries, Wages & Benefits	86,289	2,533	88,822	2,533	2.9%
Materials & Supplies	28,320	210	28,530	210	0.7%
<b>TOTAL EXPENDITURES</b>	<b>114,609</b>	<b>2,743</b>	<b>117,352</b>	<b>2,743</b>	<b>2.4%</b>
<b>NET LEVY</b>	<b>\$114,609</b>	<b>\$2,743</b>	<b>\$117,352</b>	<b>\$2,743</b>	<b>2.4%</b>

# PROPOSED 2026 BUDGET

## Enforcement Services

The Enforcement Services Division is responsible for ensuring that County bylaws are respected through education, compliance, and enforcement. Enforcement Services is also responsible for, issuing lottery licenses, business licenses, dog licenses, processing noise exemptions, overseeing the livestock compensation program and the school crossing guard program which currently has 17 locations. The division is currently responsible for the enforcement of 25 By-laws.



**Greg Bergeron**, Director of Enforcement & Regulatory Services

**Number of FTE's in Division:** 13

### 2025 Accomplishments

- Launch of the automated speed enforcement program
- Launch of the administrative penalties program for parking
- Launch of the adjudication process for administrative penalties
- Launch of the Hen By-law permit process
- Launch of the Paris BIA residential permit parking program
- Major property standards by-law cleanup

### 2026 Priorities

- Expansion of the Administrative Penalty System program
- Commence amendments of by-laws enacted under the authority of the Municipal Act to transition from court process to administrative penalties process
- Maintain service levels despite projected growth
- Creation of a new Noise By-law

### 2026 Budget Drivers

- Increase in salaries, wages and benefits

## 2026 Proposed Budget - Operating Enforcement Services

	Reorganized 2025 Budget	Adjustments & Inflation	One Time	2026 Proposed Budget	\$ Change	% Change
<b>REVENUES</b>						
Federal/Provincial Grants	1,000			1,000		
Fees & Service Charges	1,917,053	(1,718,353)		198,700	(1,718,353)	(89.6%)
Other Revenues	20,750	4,600		25,350	4,600	22.2%
Inter-departmental Revenues	7,000			7,000		
Contribution from Reserve/Reserve Funds		74,531		74,531	74,531	
<b>TOTAL REVENUES</b>	<b>1,945,803</b>	<b>(1,639,222)</b>		<b>306,581</b>	<b>(1,639,222)</b>	<b>(84.2%)</b>
<b>EXPENDITURES</b>						
Salaries, Wages & Benefits	1,829,861	(122,450)		1,707,411	(122,450)	(6.7%)
Materials & Supplies	422,889	(305,580)	2,000	119,309	(303,580)	(71.8%)
Insurance	14,615	1,413		16,028	1,413	9.7%
Contracted Services	446,000	(289,675)		156,325	(289,675)	(64.9%)
Rent & Financial Expenses	430	(430)			(430)	(100.0%)
Inter-departmental Charges	61,200	(8,400)		52,800	(8,400)	(13.7%)
External Transfers	299,000	(287,250)		11,750	(287,250)	(96.1%)
Transfer to Reserves	528,777	(528,777)			(528,777)	(100.0%)
<b>TOTAL EXPENDITURES</b>	<b>3,602,772</b>	<b>(1,541,149)</b>	<b>2,000</b>	<b>2,063,623</b>	<b>(1,539,149)</b>	<b>(42.7%)</b>
<b>NET LEVY</b>	<b>\$1,656,969</b>	<b>\$98,073</b>	<b>\$2,000</b>	<b>\$1,757,042</b>	<b>\$100,073</b>	<b>6.0%</b>

2026 Proposed Budget - Operating Forecast

## Emergency & Protective Services Administration

Account	Reorganized 2025 Budget	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast
<b>REVENUES</b>					
Inter-departmental Revenues	59,834	68,139	74,410	74,969	75,218
<b>TOTAL REVENUES</b>	<b>59,834</b>	<b>68,139</b>	<b>74,410</b>	<b>74,969</b>	<b>75,218</b>
<b>EXPENDITURES</b>					
Salaries, Wages & Benefits	300,830	329,632	346,113	363,418	381,589
Materials & Supplies	17,700	18,400	18,400	18,400	18,400
Contracted Services	11,000	11,000	11,000	11,000	11,000
Inter-departmental Charges	59,652	63,945	66,242	68,884	71,653
<b>TOTAL EXPENDITURES</b>	<b>389,182</b>	<b>422,977</b>	<b>441,755</b>	<b>461,702</b>	<b>482,642</b>
<b>NET LEVY</b>	<b>\$329,348</b>	<b>\$354,838</b>	<b>\$367,345</b>	<b>\$386,733</b>	<b>\$407,424</b>

## 2026 Proposed Budget - Operating Forecast

# Fire Services

	Reorganized 2025 Budget	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast
<b>REVENUES</b>					
Federal/Provincial Grants	35,000	35,000	35,000	35,000	35,000
Fees & Service Charges	73,504	84,504	90,254	95,529	100,832
Other Revenues	11,500	11,500	12,500	13,600	14,810
<b>TOTAL REVENUES</b>	<b>120,004</b>	<b>131,004</b>	<b>137,754</b>	<b>144,129</b>	<b>150,642</b>
<b>EXPENDITURES</b>					
Salaries, Wages & Benefits	2,438,273	2,647,024	2,851,284	3,196,520	3,512,687
Materials & Supplies	844,572	947,222	1,069,063	1,172,191	1,285,641
Insurance	90,169	93,982	96,801	99,705	102,696
Contracted Services	190,170	218,170	254,332	279,610	307,417
Rent & Financial Expenses	6,345	9,095	9,890	10,765	11,727
Inter-departmental Charges	41,650	42,170	43,717	44,945	46,217
External Transfers	157,158	162,555	166,082	169,715	173,456
<b>TOTAL EXPENDITURES</b>	<b>3,768,337</b>	<b>4,120,218</b>	<b>4,491,169</b>	<b>4,973,451</b>	<b>5,439,841</b>
<b>NET LEVY</b>	<b>\$3,648,333</b>	<b>\$3,989,214</b>	<b>\$4,353,415</b>	<b>\$4,829,322</b>	<b>\$5,289,199</b>

## 2026 Proposed Budget - Operating Forecast

# Brant-Brantford Paramedic Services

	Reorganized 2025 Budget	2026 Approved Budget	2027 Forecast	2028 Forecast	2029 Forecast
<b>REVENUES</b>					
Federal/Provincial Grants	8,730,234	9,745,234	11,042,234	12,098,234	12,572,234
Fees & Services Charges		67,943	69,981	72,081	74,244
Inter-departmental Revenue	106,200	53,410	55,144	56,527	57,939
Cost Sharing - City of Brantford	7,714,034	8,942,404	9,430,192	9,393,893	9,571,382
Contribution from Reserve/Reserve Funds		203,023	280,564	195,085	195,085
<b>TOTAL REVENUES</b>	<b>16,550,468</b>	<b>19,012,014</b>	<b>20,878,115</b>	<b>21,815,820</b>	<b>22,470,884</b>
<b>EXPENDITURES</b>					
Salaries, Wages & Benefits	14,988,764	16,163,238	17,483,045	18,416,128	19,002,997
Materials & Supplies	1,656,539	1,857,198	1,901,695	1,901,084	1,969,326
Insurance	79,000	87,100	89,713	92,404	95,176
Contracted Services	715,178	788,921	771,269	771,448	771,632
Rent & Financial Expenses	390,840	1,513,803	2,210,685	2,210,685	2,210,685
Inter-departmental Charges	411,871	466,607	497,775	512,571	522,250
External Transfers	103,500	75,000	50,000	50,000	50,000
Transfer to Reserves	1,175,000	1,317,500	1,242,500	1,301,500	1,357,500
<b>TOTAL EXPENDITURES</b>	<b>19,520,692</b>	<b>22,269,367</b>	<b>24,246,682</b>	<b>25,255,820</b>	<b>25,979,566</b>
<b>NET LEVY</b>	<b>\$2,970,224</b>	<b>\$3,257,353</b>	<b>\$3,368,567</b>	<b>\$3,440,000</b>	<b>\$3,508,682</b>

The 2026 Paramedic Services budget was approved in principle by City Council on November 18, 2025, and approved by County Council on November 25, 2025.

## 2026 Proposed Budget - Operating Forecast

# 911 Services

	Reorganized 2025 Budget	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast
<b>REVENUES</b>					
Cost Sharing - City of Brantford	57,195	57,195	57,195	57,195	57,195
<b>TOTAL REVENUES</b>	<b>57,195</b>	<b>57,195</b>	<b>57,195</b>	<b>57,195</b>	<b>57,195</b>
<b>EXPENDITURES</b>					
External Transfers	79,218	79,218	79,218	79,218	79,218
<b>TOTAL EXPENDITURES</b>	<b>79,218</b>	<b>79,218</b>	<b>79,218</b>	<b>79,218</b>	<b>79,218</b>
<b>NET LEVY</b>	<b>\$22,023</b>	<b>\$22,023</b>	<b>\$22,023</b>	<b>\$22,023</b>	<b>\$22,023</b>

2026 Proposed Budget - Operating Forecast  
**Emergency Management**

	Reorganized 2025 Budget	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast
<b>REVENUES</b>					
<b>TOTAL REVENUES</b>					
<b>EXPENDITURES</b>					
Salaries, Wages & Benefits	86,289	88,822	91,487	94,232	97,059
Materials & Supplies	28,320	28,530	28,735	28,735	28,735
<b>TOTAL EXPENDITURES</b>	<b>114,609</b>	<b>117,352</b>	<b>120,222</b>	<b>122,967</b>	<b>125,794</b>
<b>NET LEVY</b>	<b>\$114,609</b>	<b>\$117,352</b>	<b>\$120,222</b>	<b>\$122,967</b>	<b>\$125,794</b>

## 2026 Proposed Budget - Operating Forecast

# Enforcement Services

	Reorganized 2025 Budget	2026 Proposed Budget	2027 Forecast	2028 Forecast	2029 Forecast
<b>REVENUES</b>					
Federal/Provincial Grants	1,000	1,000	1,000	1,000	1,000
Fees & Service Charges	1,917,053	198,700	203,700	209,200	215,200
Other Revenues	20,750	25,350	25,350	25,350	25,350
Inter-departmental Revenues	7,000	7,000	7,000	7,000	7,000
Contribution from Reserve/Reserve Funds		74,531			
<b>TOTAL REVENUES</b>	<b>1,945,803</b>	<b>306,581</b>	<b>237,050</b>	<b>242,550</b>	<b>248,550</b>
<b>EXPENDITURES</b>					
Salaries, Wages & Benefits	1,829,861	1,707,411	1,897,342	2,073,776	2,158,620
Materials & Supplies	422,889	119,309	126,009	127,209	143,209
Insurance	14,615	16,028	16,509	17,004	17,514
Contracted Services	446,000	156,325	107,525	108,525	109,725
Rent & Financial Expenses	430				
Inter-departmental Charges	61,200	52,800	54,120	55,473	56,860
External Transfers	299,000	11,750	11,250	11,500	11,500
Transfer to Reserves	528,777				
<b>TOTAL EXPENDITURES</b>	<b>3,602,772</b>	<b>2,063,623</b>	<b>2,212,755</b>	<b>2,393,487</b>	<b>2,497,428</b>
<b>NET LEVY</b>	<b>\$1,656,969</b>	<b>\$1,757,042</b>	<b>\$1,975,705</b>	<b>\$2,150,937</b>	<b>\$2,248,878</b>