EMG | Emergency Management Group

2025

Six Nations Fire and Emergency Services

Standards of Cover

SIX NATIONS OF THE GRAND RIVER

FIREFIGHTER SIX NATIONS

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ACRONYMS

CEMC	Community Emergency Management Co-Ordinator
CFAI	Commission on Fire Accreditation International
EMG	Emergency Management Group Inc.
FUS	Fire Underwriters Survey
NFPA	National Fire Protection Association
OFM	Office of The Fire Marshal
SNFES	Six Nations Fire & Emergency Services
SNGR	Six Nations of the Grand River
SNPS	Six Nations Paramedic Service

Executive Summary

EMG Emergency Management Group

EXECUTIVE SUMMARY

Six Nations of the Grand River (SNGR) is bordered by the Counties of Brant, Norfolk, and Haldimand, with a subsection reservation, the Mississaugas of the Credit First Nation (MCFN), located within its boundaries. The acreage currently covers some 46,000 acres (190 km) near Brantford. This land represents approximately 8% of the original 550,000 acres (2,200 km) of land granted to the Six Nations by the 1784 Haldimand Proclamation.

The Six Nations Fire and Emergency Services (SNFES) was officially founded in 1966. When the Six Nations Elected Council established a volunteer fire department. SNFES was created on April 6, 2017, when they transitioned from an all-volunteer department to a composite fire department, with full-time staff, assisted by volunteer firefighters. The Elected Council approved the services provided by the SNFES.

The SNFES is a full-service fire department that provides fire suppression, first responder medical response, hazardous materials response, technical rescue, fire prevention, and emergency management services to the SNGR. There is a resolution of the General Council dated August 8, 2017, permitting the SNFES to participate in Fire Service Mutual Aid Plans with the Cities of Brantford and Hamilton and the Counties of Brant, Haldimand, and Norfolk.

The department provides 24-hour emergency services, with four rotating shifts of nine personnel each. The minimum staffing is set at seven firefighters per shift, including a Platoon Chief and a Captain on each of the four shifts.

This Standard of Cover (SOC) document, coupled with the Community Risk Assessment (CRA) conducted by the Emergency Management Group (EMG) based on the Office of the Fire Marshal's CRA template, provides a review of the community and its fire service. Overall, an SOC reviews and assesses the following:

- Documentation of area characteristics
- Current deployment and performance
- Evaluation of the current deployment and performance
- Plan for maintaining and improving response characteristics.

During this SOC review, the Emergency Management Group (EMG) identified the following areas that require additional work to enable the SNFES to properly complete the SOC document within the guidelines of the Commission on Fire Accreditation International. This includes:

- Council approved response goals and objectives

- A more comprehensive review of response data to assess whether the SNFES is meeting its goals and objectives or what improvement may be required
- Assessment of their task assignments based on call types
- A future assessment of their level of response reliability, and
- A full assessment of their fire prevention and public education goals

Section 1

Community & Fire Department Overview

Emergency Management Group

SECTION 1 - COMMUNITY AND FIRE DEPARTMENT OVERVIEW

This Standard of Cover (SOC), established by the Commission on Fire Accreditation International (CFAI), is designed for fire services such as the Six Nations Fire and Emergency Services to achieve CFAI accreditation. Even if a fire department is not seeking accreditation, completing this SOC review can enhance its operations and improve fire services to the community.

The Centre plays a vital role in fire services accreditation. It provides a framework for fire services to set goals, develop evidence-based strategic action plans, and improve fire protection services. The process is comprehensive, involving a rigorous evaluation against 250 performance indicators and best practices.

To obtain this accreditation, a department studies and identifies current and potential community fire risks, as well as future needs. This SOC will assist the Six Nations of the Grand River elected leadership and senior management in considering and evaluating service levels and related resources, enabling the Fire Chief to plan for staffing and response, fire and life safety programming, and asset management.

To ensure a comprehensive review, this assessment has examined and researched all aspects of SNFES operations, including planning, fire prevention, training and education, communications, apparatus and equipment, human resources, station suitability, and was conducted with an understanding of the current funding programs available from Indigenous Services Canada as they relate to First Nation fire safety.

1.1 The Community

Six Nations of the Grand River is home to the Haudenosaunee, comprising the Seneca, Cayuga, Onondaga, Oneida, Mohawk, and Tuscarora Nations.

The Six Nations of the Grand River (SNGR) acquired their land through the Haldimand Proclamation issued by the British Crown in 1784. This proclamation was in recognition of the loyalty the SNGR demonstrated during the American Revolutionary War, during which they pledged allegiance to the British Crown for the duration of the conflict. The land allocated to them included six miles on either side of the Grand River, from Lake Erie to the river's headwaters. This tract of land was part of the 950,000 acres granted to the Six Nations under the Haldimand Treaty. By acquiring this land, the Six Nations were able to establish themselves and preserve their First Nations community in Ontario, Canada.

The community reports a total of 29,165 members, with an on-reserve population of 12,912 (with an unknown temporary population or transient population on a daily basis) across 13

bands, making it the largest First Nation community in Canada. Considering the land area, Six Nations has an estimated population density of 70.9 people per square kilometre. The population density of Six Nations varies, with higher-density, higher-risk properties closer to Ohsweken and more rural-type populations farther out.

FIGURE #1: MAP IDENTIFYING THE LAND RIGHTS OF THE GRAND RIVER

1.2 Governance

The Six Nations of the Grand River Elected Council is a governing body established to oversee the reserve's affairs in 1924, created under the Indian Act. Since its founding, the Elected Council has served as the primary government of Six Nations, recognized by the Government of Canada. However, the Haudenosaunee Confederacy Chiefs Council has maintained a presence on the reserve despite the creation of the elected council, representing continuity with the traditional government of the Haudenosaunee Confederacy.

The Elected Council consists of one Grand Chief and nine Councillors elected for four-year terms; the current council was elected in November 2023.

The legislation enacted by the Province of Ontario has no authority over the operations of First Nations Communities. It may be used as a reference document, not as a statutory instrument.

The current Policy to Regulate Fire & Emergency Services for Six Nations of the Grand River is structured similarly to a municipal by-law, including sections:

- Establishment and Composition
- Goals and Core Services
- Department Organization
- Responsibilities of the Fire Chief & Deputy Chief
- Member Responsibilities
- Fire Protection Services
- Offences

General offences under O. Reg. 213/07 Fire Code, while enforceable by all community fire chiefs in Ontario, are not accessible to the SNFES Fire Chief through the same mechanism. SNGR is currently working with the Fire Chief to identify an alternative code-enforcement method for the community. First Nations communities are beginning to adopt the National Building Code and National Fire Code as the preferred legislative basis for building construction and fire safety.

Other related legislation, regulations, standards, or guidance notes that are considered industry standards, as well as references needed for the application of fire safety within SNFES. Some of those references include:

- Fire Protection and Prevention Act (FPPA)
- Ontario fire and building codes
- National fire and building codes
- Provincial and federal occupational health and safety legislation
- Section 21 Guidance Notes
- Related NFPA standards
- Applicable provincial and federal legislation related to associated
- Components of firefighting, firefighter safety, and public safety

To reiterate, the SNFES is not required to follow provincial legislation or regulations.

1.3 Fire Service Composition

Six Nations established its fire department in 1966; before that, there was no fire service available. To support the Six Nations, the City of Hamilton donated a fire truck and a limited amount of equipment to help develop the fire department.

SNFES is the largest First Nations fire service in Canada. It is a combined fire department that includes both full-time career firefighters and a volunteer component. The management team consists of the Fire Chief and an Assistant Fire Chief, supported by a Fire & Life Safety Educator, four Platoon Chiefs, and a Chief Training Officer. Other support staff include the Data Inventory Clerk. In total, there are 46 career staff and 22 volunteer firefighters.

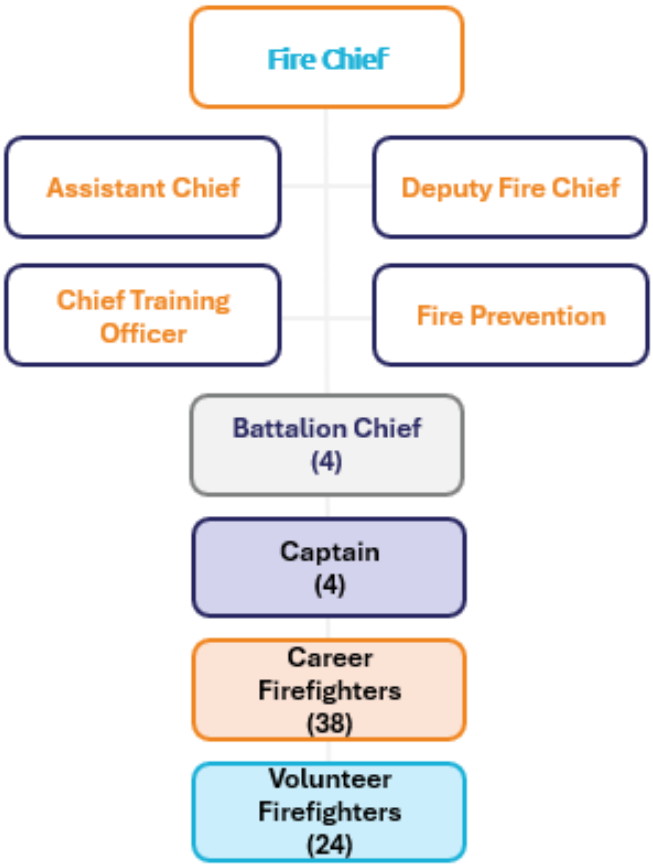
TABLE #1: STAFFING ASSIGNMENTS

Location	Management & Support Staff	Career Firefighters	Volunteer Firefighter Assignments	Apparatus & Equipment
Station 1	8	38	4	4
Station 2	0	0	7	2
Station 3	*Permanently closed – station location study to be conducted*			
Station 4	0	0	6	2
Station 5	0	0	5	4

The fire department has recently adopted a policy similar to that enacted by Ontario Municipalities to establish and regulate a fire department by law. In contrast, SNGR refers to it as a Policy. The document is known as the Policy to Regulate Fire & Emergency Services for Six Nations of the Grand River, which effectively establishes the fire department. Based on this, the Fire Chief is ultimately responsible for the Fire Department's leadership. The Fire Chief reports to the Chief Executive Officer (CEO) in a council-manager style of government. This reporting system allows the Fire Chief to present reports and updates to the Council.

Because of the mixed structure of the SNFES, references have been made to both NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* and NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*. The organizational chart in Figure 2 below illustrates the general reporting structure within SNFES.

FIGURE #2: ORGANIZATION REPORTING STRUCTURE



SNFES is a member of the Mutual Aid Agreement program, which includes several other departments, and complies with the provincial legislation outlined in the Fire Prevention and Protection Act (FPPA) of 1997. This Legislation permits the SNFES to be called upon to assist a neighbouring community or to request assistance, if needed. This arrangement is approved by Council ICGC#483 - 08/08/2017.

Additionally, members of the Fire Department's leadership team may be appointed as Mutual Aid Coordinators, as outlined in the legislation and agreement. This arrangement will help ensure that community members and visitors receive a higher level of fire and emergency services, which is supported by communities working together.

1.4 Mission, Vision and Values Statements

A mission statement is vital for a fire department because it provides a clear purpose and direction for its operations and long-term planning. It serves as a foundation for the department's actions and decisions, ensuring that all members understand the organization's goals and how they contribute to public safety.

A well-defined mission statement helps align the department's efforts with community needs and expectations, fostering a sense of purpose and dedication among staff. Furthermore, a mission statement can improve recruitment and retention by clearly articulating the department's values and commitment to serving the community. The SNFES's Mission Statement states:

Effectively and efficiently provide fire and emergency services to the Six Nations of the Grand River community through mitigation, prevention, preparedness, response and recovery using safe, recognized, and measurable practices.

Ensure the safety of department members and the community during all operations conducted in a professional manner.

Provide quality leadership and support continuous education.

Every fire department's mission statement drives its values and vision for the future. That's why many fire departments have all three:

- A mission statement
- A vision statement
- A values statement

A Mission Statement – "Our Purpose."

The mission statement sets the department's "purpose." It states why the department exists in the first place.

A Vision Statement – "Our Future"

The vision statement will clarify and define what the fire department aims to achieve.

Values Statement – "Our Principles."

The purpose of a values statement is to communicate what the department stands for.

To the credit of the SNFES, all of these exist and are approved by SNGREC in the Policy to Govern and Regulate Fire & Emergency Services for Six Nations of the Grand River.

Section 2

Setting the Level of Service

Emergency Management Group

SECTION 2 - SETTING THE LEVEL OF SERVICE

The objective of the Six Nations Fire and Emergency Services is to establish a professional organization willing to collaborate with community officials to identify a resource balance that keeps fire, medical, hazardous materials, and rescue risks at an acceptable level, while maximizing the saving of lives, property, and the environment.

Level of Acceptable Risk and Community Expectations

Two main risk categories associated with the fire service are operational and organizational risks. Operational risk involves the fire department's responsibility to identify risks within its community and develop strategic, tactical, and task-oriented plans to mitigate incidents.

Organizational risk is the Council's responsibility to identify, evaluate and define the disciplines, levels of service, staffing, stations, and approval of the department's business plan based on an overall community risk assessment (CRA). To the credit of SNFES, it has completed a CRA in accordance with NFPA 1300, which identified the risks and suggested mitigation strategies to lessen or eliminate them.

2.1 Service Levels Goals and Objectives

When determining the type and level of fire protection services, the Three Lines of Defence (public education, fire code inspections and enforcement, and emergency response) help establish the impact each will have on the probability and consequences of the identified risks.

Once the fire department has identified the preferred treatment option for each hazard, they can plan and carry out activities that address those options. These should include assessing the fire department's current resources, staffing levels, training, equipment, and authority relative to what may be needed to implement the chosen treatment options. SNFES should also ensure that standard operating procedures (SOPs) and/or standard operating guidelines (SOGs) and policies cover the levels of service and activities required to manage each risk. Establishing goals and objectives, as well as determining resources, training, equipment, activities, and programs, is necessary across the Three Lines of Defence.

Distribution of Resources

The SNFES offers emergency services to the SNGR community from its four fire stations, ensuring that emergency resources can respond to any part of the SNGR. The defined response times are outlined below.

2.1.1 NFPA Performance Objectives – Staffing Levels

NFPA 1720 Table 4.3.2 establishes that SNFES volunteer deployment is within the rural area demand zone. This NFPA table also provides that minimum staffing levels for that demand zone are six personnel.

NFPA 1710 does not set staffing levels per demand zone; instead, it assumes all stations are staffed and bases staffing levels on operating units. This model is based on staff per apparatus type (pumper, aerial, rescue) and may also include hazard levels. NFPA 1710 defines staffing levels as:

5.2.3 Operating Units

Fire company staffing requirements shall be based on minimum levels necessary for safe, effective, and efficient operations.

5.2.3.1 Engine Companies

Fire companies whose primary functions are to pump and deliver water and perform basic firefighting at fires, including search and rescue, shall be known as engine companies

5.2.3.1.1

These companies shall be staffed with a minimum of four on-duty members

Based on the previously noted information, the Six Nations Fire and Emergency Services should aim to arrive within the following timelines for its career and volunteer firefighters.

- to have an initial career crew of 4 on the scene of a fire or medical emergency within 240 seconds (4 minutes) at a compliance rate of 90%.
- They should have an initial volunteer crew of 6 members within 14 minutes, with an 80% compliance rate for Rural communities.

A composite department like SNFES, which operates a career component with a minimum staffing model, should aim to have at least four firefighters on scene as quickly as possible. The volunteer firefighters provide support to the career crew. Until sufficient resources arrive at the scene, the career crew has limited options.

2.2 Services Provided

A full-service fire department, like SNFES, conducts interior structural firefighting, hazardous materials response, wildland firefighting, medical response, and auto extrication.

Water Supply

For firefighting needs, Six Nations has a community water supply that serves part of the community. It uses six-inch water mains and includes approximately 700 hydrants. Hydrants are flushed and serviced twice a year. SNFES indicated there are also several private hydrants, but they are not included in the service program. SNGR and SNFES comply with applicable NFPA standards in the installation, care, and use of hydrants. This is an ongoing project to extend water lines as far as possible.

To improve the water supply, the SNFES should identify key locations along the Grand River or other nearby water sources with easy access, where dry hydrants can be installed. Cisterns could be placed on properties that are a distance from a water supply to aid in firefighting. Having them on-site may also reduce the property owner's insurance costs.

Wildland/Grass Fire Protection

Wildland and grass fire protection is provided by a Pumper and Tanker from Station 1, along with the station area where the call is located. They do not have a dedicated wildland fire unit. They previously had one, but it was sold on June 25, 2025, due to lack of use, as it had never been utilized. The department also has a small UTV housed at Station 5, that can be used for fighting Wildland-Urban Interface (WUI) fires, equipped with a water tank, pump, and hose.

Medical Services

Medical services are offered at the First Responder level. They respond using either a pumper or a utility vehicle from Station 1. Crews from Station 1 respond throughout the community, regardless of where the call originates, as that station is not dispatched to the call. SNFES supports the Six Nations Paramedic Service (SNPS), which offers Advanced Life Support (ALS) medical services.

Hazardous Materials

Although the firefighters of the SNFES train at the Operations Level according to NFPA 1001, the department may not be able to mitigate all HAZMAT incidents and may require outside assistance.

The Six Nations of the Grand River should conduct a needs analysis to determine whether to improve the SNFES's response at the Technician Level, including obtaining all required equipment and training upgrades, or to establish a response agreement with another fire department or third party to respond to and mitigate HAZMAT incidents. Their response level must meet the standards of NFPA 1072, specifically the Operations or Technician Level.

The risk of hazardous-material incidents increases along the rail lines passing through Six Nations. A derailment involving hazardous materials poses a significant threat to the entire community.

Other risks include - abandoned natural gas wells, significant truck traffic through the community that is carrying various chemicals (primarily ignitable liquids - such as gas and diesel), natural gas pipelines that travel around the edges of the community, and ammonia in use in refrigeration systems in ice arenas.

Technical Rescue

Includes trench, water, ice, confined space, and low- and high-angle rescues. Mitigating technical rescues requires that SOGs, policies, procedures, equipment, and training specific to each discipline are in place. SNFES has department members trained at the awareness level for confined space and trench rescues, as well as at the operations level for ice, surface water, elevators, and low- and high-angle rope rescues. It does appear that SNFES has quite a few of the technical rescue certifications that meets current community risks.

However, the SNGR does require a more robust response mitigation strategy to be in place before an event occurs. This preparation may involve response agreements with other fire services or a third party. While the risk of these rescues occurring in the community is low, a response Memorandum of Understanding (MOU) must be activated when and if they arise.

The SNGR must determine what actions to take if a water rescue is necessary in currents exceeding 1 knot (1.15 mph), as the SNFES does not have the training or equipment to manage those types of water rescues.

SNFES owns a rescue vessel for use on the Grand River when needed .The OPP does not provide emergency responses for this type of rescue. Six Nations Police recently purchased a boat for use, however, they have not deployed it to an incident.

Table #2 summarizes incidents as per Appendix B of the E&R Policy titled Services Provided by Six Nations Fire & Emergency Services:

TABLE #2: SERVICES PROVIDED

Category	Service Type	Minimum Service Level
Firefighting	Structural Wildland Marine (Vessel)	Offensive SP100- Wild Land Training Defensive & Support
Emergency Medical	Medical Fire Response	Medical First Responder
Technical Rescue	Vehicle Rescue Surface Water Rescue Ice Rescue Confined Space Rope Rescue Trench Rescue Structural Collapse Urban Search & Rescue	Operations Level Operations Level Operations Level Awareness Level Operations Level Awareness Level Awareness Level Awareness Level
Hazardous Materials	Hazardous Materials Response	Operations Level
Fire Prevention & Education	Fire Prevention & Education	Fire Code Inspections and Enforcement, Fire Cause Determination and Public Education
Emergency Management	Coordination of Community Emergencies	Emergency Planning, Preparedness and Response
Ground Search & Rescue		Technician (SAR/Team leader)

Table #3 outlines the comparison of service levels within Ontario and what is provided by the SNFES.

TABLE #3: COMPARISON OF SERVICE LEVELS

Fire Protection Service	NFPA Standard	SNFES	IFSAC and/or ProBoard certification levels	IFSAC and/or ProBoard certification levels
Firefighting Operations				
Fire Fighter	1001	Firefighter II	Firefighter II	
Fire Officer	1021	Fire Officer I	Fire Officer I	
Hazardous Materials	1072	Operations	Operations (plus 6.2 & 6.3)	Hazmat Operations added to Exterior/Interior
Auto Extrication	1001 FF II	NFPA 1001 FFII JPRs	NFPA 1001 FFII JPRs	Auto Ex (FFII JPRs)
Pump Operations	1002	Pump Operations	Pump Operator	Pump Operator
Technical Rescue			*Minimum Certification Level for all Fire Departments*	
Common Passenger Rescue[1]	1006	Operations	Awareness	
Surface Water		Operations	Awareness	
Swift Water		Awareness	Awareness	
Ice/Water		Operations	Awareness	
Trench Rescue		Awareness	Awareness	
Confined Space		Awareness	Awareness	
Structural Collapse		Awareness	Awareness	
Rope Rescue		Operations	Awareness	

Fire Protection Service	NFPA Standard	SNFES	IFSAC and/or ProBoard certification levels	IFSAC and/or ProBoard certification levels
Additional Services			*Minimum Certification Level for all Fire Departments*	
Fire Inspector I	1031[2]	unknown	Fire Inspector I	
Fire Inspector II		unknown	Fire Inspector II	
Fire Investigator	1033[2]	unknown	Chapter 4	
Fire & Life Safety Educator	1035[2]	unknown	Educator I	
Training Officer I	1041	Instructor I	Fire Instructor I	
Training Officer II		Instructor II	Fire Instructor II	
Incident Safety Officer	1521	Incident Safety Officer	Chapter 5	

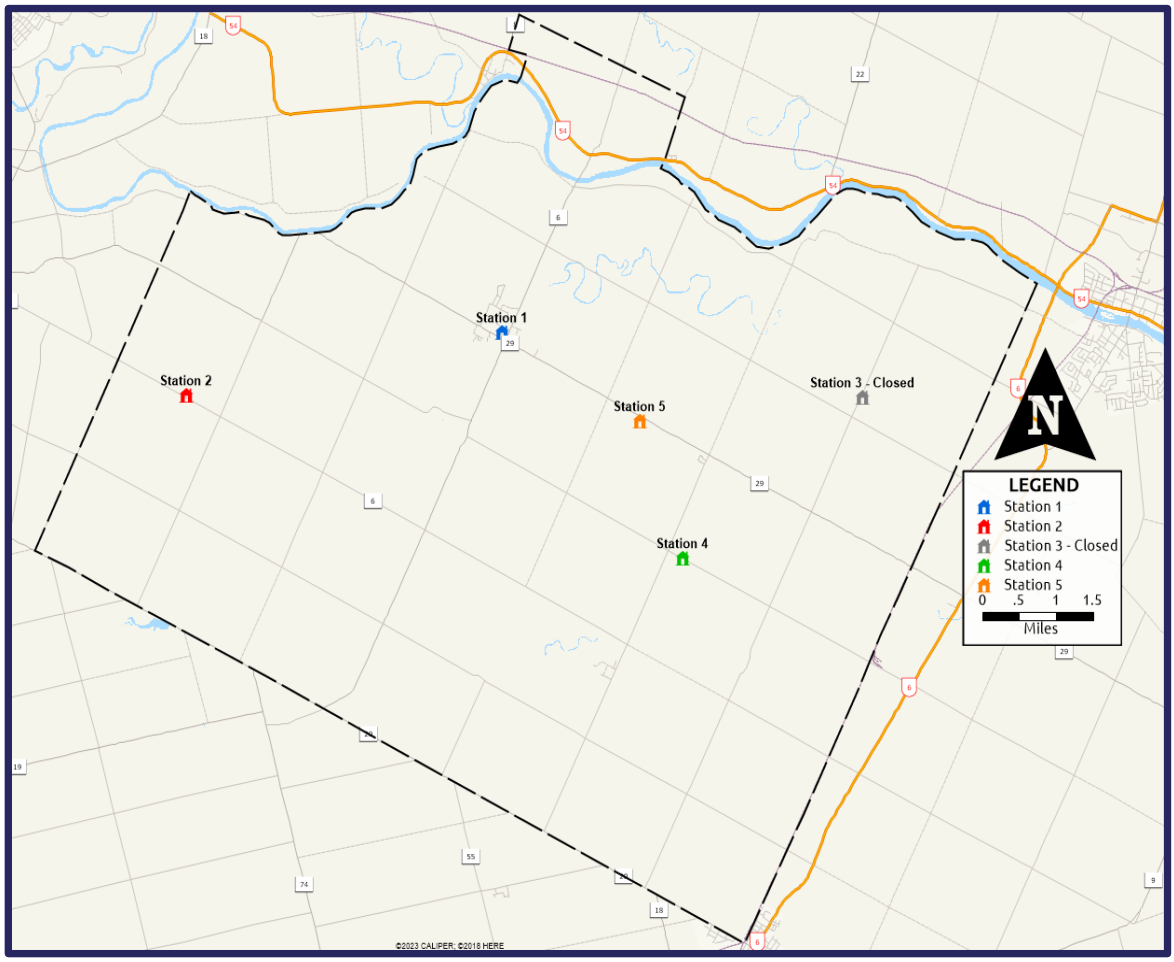
Section 3

Fire Stations

SECTION 3 - FIRE STATIONS

While SNFES has five fire stations, Station #1 is staffed by both career and volunteer firefighters, while the other three stations are volunteer only. Unfortunately, Station 3 is closed due to vandalism and threats to personal safety, making it inoperable. Station 5 doubles as the training station.

FIGURE #3: MAP OF THE LOCATIONS OF THE SIX NATIONS FIRE STATIONS



Fire Station 1

17 Veterans Lane

Station 1 is a single-storey facility constructed in 2015. It features a drive-through layout with five bays for fire apparatus. The station currently houses Pump 1 (Unit 611), Rescue 1 (Unit 619), Ladder 1 (Unit L1), and Unit Tank 1. It is situated beside the Six Nations Paramedic Services station in downtown Ohsweken, the central hub for the Six Nations of the Grand River. Both fire and EMS stations are strategically positioned for optimal geographic coverage. The SNFES management team operates from Station 1.

Fire Station 2

625 Second Line

Station 2 is a single-storey facility with two bays for fire apparatus. It lacks a drive-through bay. Built in 1979, the station currently accommodates a Pumper truck and a Tanker. This station relies on volunteer firefighters for support.

Fire Station 3

2134 Cayuga Road

Station 3 was a single-storey station with two bays for fire apparatus. It was closed in November of 2018, after a break-in caused approximately $200,000 in damage and threats of harm directed to the department's members responding from that station. Equipment was stolen from the fire trucks, and the building sustained significant damage.

Fire Station 4

2852 Third Line

Station 4 is a single-storey station with two bays for fire apparatus. It also does not have drive-through bays. The station was built in 1985. The station currently houses Pumper truck and a Tanker. Volunteer firefighters support this station.

Fire Station 5

2470 Fourth Line

Station 5 is a two-storey warehouse-style building that has been retrofitted to serve as the training centre. The facility includes space for apparatus, which are located within the large open area of the structure. It does not have a drive-through bay. The station was retrofitted in 2015. Currently, it houses a Pumper truck, the UTV, and the Zodiac marine unit. Volunteer firefighters support this station.

The facility has recently been renovated to add an extra upstairs classroom and a mezzanine for storage. They are currently renovating the kitchen and the bedrooms.

3.1 Summary of the Stations

Although Station 1 is relatively new and doesn't require immediate repairs, it is essential to implement preventive maintenance plans for all stations. These plans help save money by avoiding costly repairs through proper upkeep. Stations 2, 4, and 5 are of similar age, and each should be assessed by a company specializing in building inspections, condition reports, and energy conservation measures. A study should be conducted to identify valid reasons for relocating Station 3 to a site that poses no risk to the property or personnel.

Ideally, fire stations have the following features, some of which serve as health and safety measures to prevent cancer.

- Oil separation tanks in the apparatus floor
- Direct connect at the source exhaust extraction systems
- An automatic standby generator that energizes the entire station.
- Negative pressure bunker gear storerooms
- Gender neutral showers
- Locker room
- Decontamination shower on the apparatus floor

During EMG's Initial site visit while conducting the Master Fire Plan, significant variance was observed in the condition and investment across SNFES fire stations. Stations 1 and 5 have clearly benefited from recent improvements. However, the closure of Station 3—due to a property dispute and ongoing vandalism—along with persistent security and vandalism issues at Stations 2 and 4, has created a notable gap in station reliability and operational readiness.

The following is a summary of facility-related concerns, primarily associated with Stations 2 and 4:

- Bunker Gear Proximity to Vehicle Exhaust: Firefighter personal protective equipment (PPE) is stored near vehicle exhaust, with no dedicated exhaust extraction systems in place. This poses a contamination risk, as outlined in the Ministry of Labour Section 21 Guidance Note 3-1, Controlling Exposure to Diesel Exhaust. Without adequate ventilation, exposure to harmful diesel particulates is a concern.
- Lack of Dedicated PPE Storage: Neither station offers a separate room for PPE storage. While SNFES has implemented Operational Guideline 4.9 (Reducing Products of Combustion in the Fire Station) to address contamination, mechanical ventilation—an effective method to reduce airborne contaminants—is not currently in place.

- Absence of Decontamination Facilities: Stations 2 and 4 lack shower facilities, which are essential for firefighter decontamination following exposure to smoke, toxic substances, bodily fluids, or pathogens. Immediate access to such facilities is critical for occupational health and safety.
- Non-Functional Sanitary Facilities: Station 4 does not have a working washroom, further compounding hygiene and health concerns for personnel operating from the facility.
- Spatial Constraints and Safety Risks: Both stations present significant space limitations when maneuvering the apparatus. Insufficient clearance increases the risk of personal injury or equipment damage. Adequate spacing is essential to allow safe ingress and egress for both personnel and vehicles during operations.

These deficiencies highlight the urgent need for targeted infrastructure upgrades and operational improvements at Stations 2 and 4 to ensure firefighter safety, compliance with occupational health standards, and consistent service delivery.

3.2 Fire Management Zones

The SNFES has not formally established fire management zones; as such, EMG has used the four first-due station zones within the SNGR.

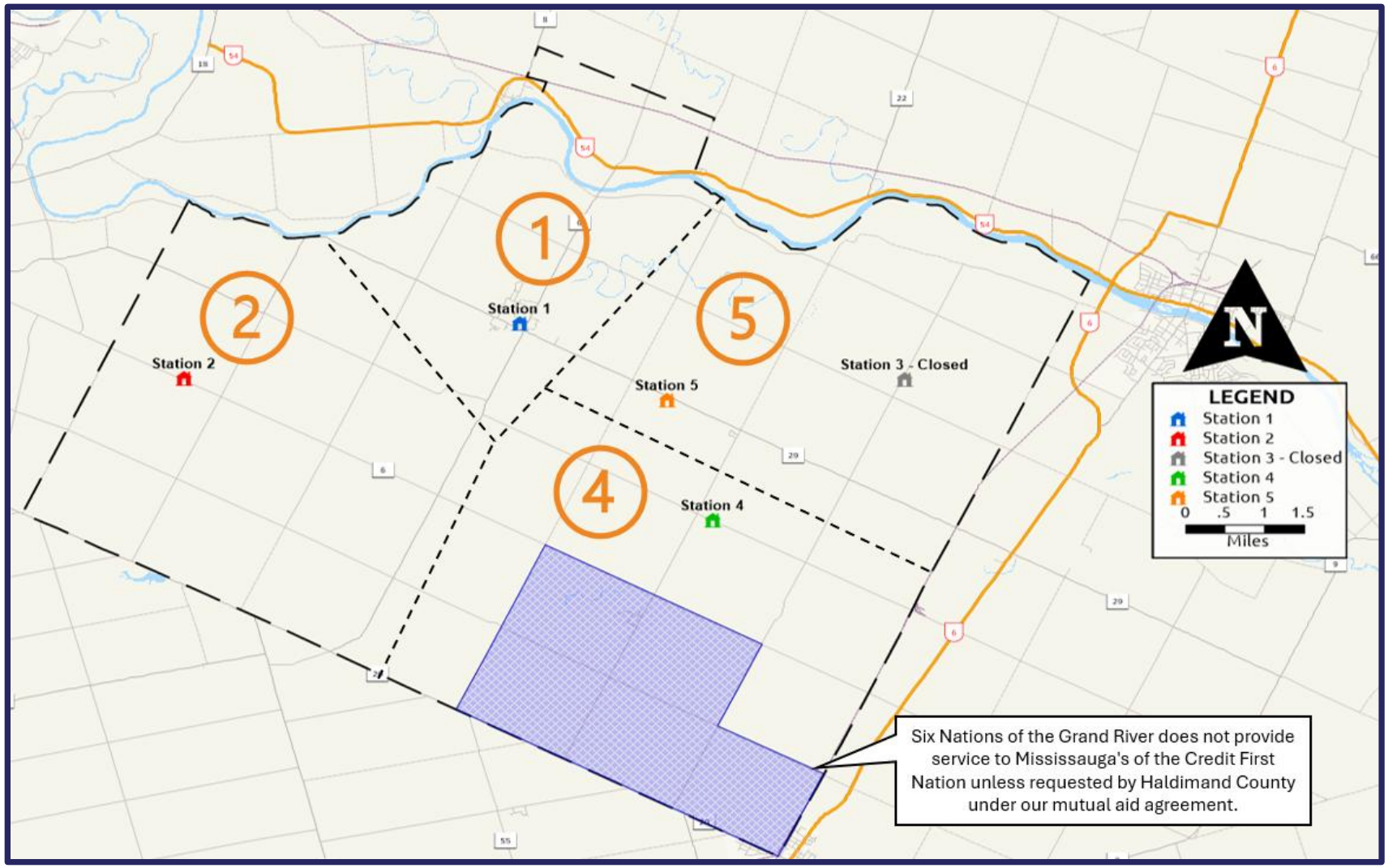
Planning or Station zones are defined areas, such as fire station response areas or neighbourhoods. They are used to report risk assessment and service delivery within a fire department's service area. These zones enable departments to document area characteristics such as population density, land use, and critical infrastructure to identify community hazards and improve strategic planning for community risk reduction.

Figure #4 is an example of how station response zones can be set up for tracking and evaluation purposes.

Station Zone 1	Station Zone 2	Station Zone 4	Station Zone 4
Ohsweken Ohsweken is where the reserve's governmental and administrative offices are. It is situated in the northwest area of the SNGR. There are nearly 300 homes located in this zone. Ohsweken is home to various cultural events and institutions. It covers a total area of 75 square kilometres, Most of the calls for service occur here.	**Sour Springs** Serves as the Ceremonial Center of the SNGR. It is situated in the southwest part of the SHGR. This zone is not a defined land area with a specific size, but rather a location within the SNGR. It is known for the ceremonial longhouse built there in 1892, which is one of five longhouses on the reserve.	**Beavers Corner** The southeast part of the SHGR. This zone is not a specifically defined land area with a set size, but rather a location within the SNGR. ***Note:*** *This is formerly Station 3 area which is now closed*	**Smooth Town** Near the center of the SNGR. This zone is not a defined land area with a specific size, but rather a location within the SNGR.

Note: *In the SNFES Master Fire Plan, it was noted that Station 3 was closed, and that consideration by the SNGR to returning station 3 into service to ensure full and adequate coverage for the community.*

FIGURE #4: FIRE STATION ZONES



Note: Blue shaded areas represent the Mississauga's of the Credit First Nations. Six Nations of the Grand River does not provide service to Mississauga's of the Credit First Nation unless requested by Haldimand County under our mutual aid agreement.

Section 4

Risk Assessment and Service Levels

SECTION 4 - RISK ASSESSMENT AND RISK LEVELS

4.1 Six Nations of the Grand River Current Risk Assessment Program

Since the SNFES has a CRA available, the document is supported by the community's Hazard Identification and Risk Assessment (HIRA) and Critical Infrastructure lists. Both documents should be reviewed, analyzed and updated annually to ensure they remain current and reflect the community's existing hazards and occupancies at risk.

A Community Risk Assessment (CRA) is a systematic method that enables fire departments to identify, evaluate, and reduce fire hazards within their area. By examining risk factors, community demographics, and response abilities, departments can make informed decisions to improve public safety.

Every community faces distinct fire risks that vary by geography, building design, population density, and economic factors. The CRA recognized these hazards as the first step in developing the assessment. With the CRA completed, SNFES must create a Community Risk Reduction (CRR) Plan to reduce or eliminate the identified risks. During the implementation of the CRR Plan, new risks may be identified and included in an updated version of the CRA, which should occur annually, and a new one developed every five years.

Within the CRA, the following were identified as some of the primary risks:

- Hazardous material incidents (dangerous goods)
- Railway incidents
- Domestic Terrorism – active shooters
- Fire Stations – i.e., Exhaust extraction systems, emergency generators, oil separation tanks
- Fire Prevention – Inspections, public education and fire investigations
- Oil and Gas Wells
- Bodies of water
- Demographics – age of the population

Certain groups are more vulnerable during fire emergencies, such as senior citizens, people with disabilities, and low-income households that may lack sufficient fire prevention resources. Fire departments need to conduct regular site evaluations, examine historical fire data, and collaborate with local agencies to maintain an accurate risk profile of their community.

4.2 Risk Categories

As mentioned, there are two risk categories in the fire service: operational and organizational.

Operational Risk

The fire department's responsibility to assess risks within its community and develop strategic, tactical, and task-oriented plans to reduce incidents.

Organizational Risk

The Council's responsibility to determine disciplines, service levels, staffing, stations, and to approve the department's business plan based on the overall community risk assessment.

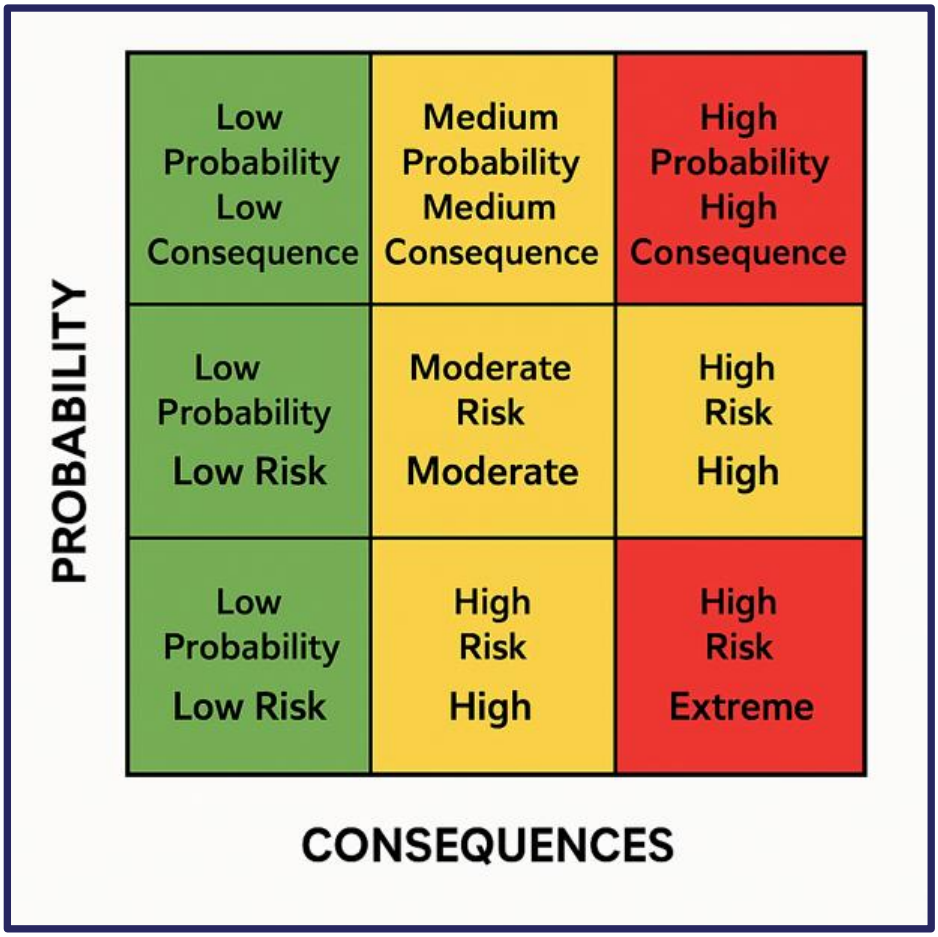
Risk Key Elements

- Probability – The chance that a specific event will happen within a certain period of time. An event that happens daily is very likely, while one that occurs only once in a century is very unlikely. Therefore, probability is an estimate of how often an event is expected to occur.
- Consequence -- There are two components: 1) life safety (the amount of personnel and equipment required to rescue or protect the lives of occupants from life-threatening situations, including both fire and EMS) and 2) economic impact, the losses of property, income, or irreplaceable assets.
- Occupancy Risk -- An assessment of the relative risk to life and property resulting from a fire inherent in a specific occupancy or in a generic occupancy class.
- Station Planning Zones -- An area used to define or limit the management of a risk situation. There are four active station zones.
- Community Profile -- The overall profile of the community based on the unique mixture of demographics, socio-economic factors, occupancy risk, planning zones, and the level of services currently provided. The community is primarily a Rural Community with one large commercial property.

This results in community risk determinations that are typically based on probability and consequences. The following chart presents the risk assessment of considerations, including the probability and consequences of the event occurring, each of which creates unique challenges that require different resource commitments.

Table #4 provides a risk matrix example to assist the SNFES in developing its Community Risk Reduction Plan.

TABLE #4: RISK MATRIX



4.3 Probability and Consequences

The risk matrix illustrates how varying combinations of event likelihood and event severity produce different levels of organizational risk. In a Standards of Cover assessment, risks are categorized based on the interaction of probability and consequences. The four primary combinations are:

- Low Probability / Low Consequence – Minimal risk events that typically require limited resources.
- Low Probability / High Consequence – Rare but severe events that may demand a substantial emergency response.

- High Probability / Low Consequence – Frequent, lower-impact events that cumulatively require consistent resource availability.
- High Probability / High Consequence – The most significant risks, requiring the greatest planning emphasis and resource capacity.

For example, the community risk profile includes single-family dwellings with lightweight construction, accessory residential units added to existing structures, and detached dwellings. There is also increased concern related to the growing number of tobacco-processing and manufacturing facilities, which introduce elevated fire load and life-safety considerations.

Methods of Risk Evaluation

Most fire agencies possess a great deal of knowledge about the communities they protect, but that knowledge often remains poorly documented, difficult to quantify, and hard to use for setting policy. It would seem self-evident that a large, multi-storey building would pose a greater fire risk than a detached single-family housing unit.

4.4 Risk Assessment

On June 29, 2017, the Emergency Control Group (ECG) participated in a Hazard Identification and Risk Assessment (HIRA) workshop to identify the major hazards in the Six Nations of the Grand River community. The information was collected from HIRA worksheets and from the ECG's responses recorded in the Aboriginal Disaster Resilience Planning (ADRP) guide on the online website.

Order of Priority	Risk Score	Category	Hazard
1	45	Hazardous Material Spills, Explosions and Oil Pipeline and Gas Leaks	Hazardous Material Spills – Land Transport
2	44	Contamination & Pollution	Water Contamination
3	42	Accidents	Motor Vehicle Crashes
3	42	Fires	Brush, Bush & Grass Fires
3	42	Fires	Community Structural Fires
3	42	Hazardous Material Spills, Explosions and Oil Pipeline and Gas Leaks	Hazardous Material Spills – Rail Transport
4	38	Atmospheric	Heat Waves
4	38	Conflictual Social Action	Conflictual Social Action

Order of Priority	Risk Score	Category	Hazard
4	38	Hazardous Material Spills, Explosions and Oil Pipeline and Gas Leaks	Gas Explosions & Gas Leaks
5	37	Hazardous Material Spills, Explosions and Oil Pipeline and Gas Leaks	Hazardous Material Spills – On Site
6	36	Atmospheric	Snowstorms
6	36	Diseases – Animal, Human, Plant & Infestations	Diseases – Human – Human Transmitted
6	36	Terrorism	Nuclear
7	35	Atmospheric	Blizzards
7	35	Atmospheric	Climate Change
7	35	Atmospheric	Lightning and Thunderstorms
8	34	Atmospheric	Ice Fogs, Ice Storms & freezing Rain
8	34	Atmospheric	Tornadoes and Waterspouts
8	34	Atmospheric	Windstorms
8	34	Terrorism	Cyberterrorism
8	34	Accidents	Train Derailments
9	33	Accidents	Airplane Crashes
9	33	Contamination & Pollution	Soil Contamination
9	33	Diseases – Animal, Human, Plant & Infestations	Diseases – Human – Air and Water Transmitted
9	33	Fires	Community Interface Fires
9	33	Power & Water Outages	Power Outage
9	33	Terrorism	Explosives & Bombs
10	32	Dam Failure & Structural Collapse	Structural Collapse – Buildings
10	32	Food Shortages	Food grown elsewhere for sustenance
10	32	Geological Hazards	Land Subsidence & Sinkholes
10	32	Terrorism	Chemical Terrorism
11	31	Atmospheric	Extreme Cold
11	31	Diseases – Animal, Human, Plant & Infestations	Diseases – Animals – Animal Transmitted

Order of Priority	Risk Score	Category	Hazard
12	30	Atmospheric	Drought
12	30	Fires	Forest Fires or Wildfires

Six Nations of the Grand River Risk

The SNGR faces community risks that range from low to high. These risks need to be evaluated to ensure the department can properly prepare for any emergency it may encounter.

The "Risk, Hazard, and Value Evaluation" section classifies community risks as maximum, significant, moderate, and low. These classifications are further detailed by probability and consequences.

- High Risk - (maximum, significant) include high-probability with high-consequence risk assessments and low-probability/high-consequence risk assessments. This is determined by high-occupancy and key economic facilities.
- Moderate Risk - is defined as high probability and low consequences. Included are places where people live, such as single-family dwellings, condominium units, and commercial buildings, that are built with automatic protection systems.
- Low Risk - is determined by low probability and low risk. Included are grasslands and the potential for Wildland fires. As the program develops, more risk factors will be identified to better define risks.

4.5 Natural Hazard Risk Assessment – Weather Events

The following risk assessments pose a threat to the residents of the SNGR and to the SNFES that protect them.

Severe Winter Weather

This area in southern Ontario, experiences severe weather, including snowstorms, extreme wind events, tornadoes, and flooding. Providing advanced notification of severe weather allows people to prepare before it arrives, even if no action is required. An early warning option is to convert the fire station sirens to storm sirens. The County of Brant has not been immune to severe weather, including tornadoes.

Since the region has experienced tornadoes, the Six Nations Housing Department needs to promote the installation of hurricane clips during construction to reduce damage from high winds.

The severity of some weather events may necessitate the activation of the Emergency Operations Centre (EOC) . Preparations for handling such events should include tabletop or real-time training exercises that involve members of the Six Nations Emergency Control Group and allied agencies.

The community needs to explore opportunities to establish a public notification system or align it with existing ones.

Floods

Each year, SNGR faces the threat of severe flooding. The floods are mainly caused by the melting of heavy winter snow, combined with ice jams along the Grand River during the spring melt. This leads to flooding of all downstream areas along the Grand River and its tributaries. The risks include the need to conduct swift water or floodwater rescue, which SNFES is not trained to perform per NFPA 1006.

Water Issues

The SNGR has a long history of severe water problems. Most stem from contamination of the Grand River, reportedly caused by industrial plants adding unsafe materials to the water. In 2013, a water treatment plant was built to purify drinking water. However, today, 70% of residents still lack water lines connected to their homes. Additionally, there is an ongoing water system initiative aimed at improving the water supply for both residents and firefighting purposes.

4.6 Technological/Human Hazard Assessment

The following man-made hazards were identified as potential risks to the SNFES and the citizens of The Six Nations of the Grand River. These hazards could place a strain on the resources of the Six Nations Fire Department if they were to occur.

Hazardous Materials

Hazardous material (HAZMAT) incidents could occur on roads, railways, and the two pipelines. The firefighters of the SNFES are trained to the Operations Level under NFPA 1001 and 1072. While the department is trained in the operations level in HAZMAT the department lacks the

equipment to mitigate and manage all HAZMAT incidents. The Department should review whether it can perform mission-specific tasks in accordance with current standards.

The Band Council should establish a response agreement with a neighbouring municipality for the provision of HAZMAT mitigation at least to the technician level. Numerous old, abandoned gas wells pose a significant risk that could lead to a hazardous material incident. The community should monitor the risk levels and implement strategies to reduce the chance of explosions caused by gas leaks, such as those that occurred in Wheatly (Chatham-Kent).

Utility Failure

The Six Nations Public Works Department is responsible for water, wastewater, and waste management. They maintain these services and ensure they are restored promptly in the event of any disruption. They operate 24 hours a day, 7 days a week, 365 days a year. Additionally, they have generators in place to power equipment during power outages.

The SNFES can manage most situations resulting from a utility failure. While the Brantford Fire Department Communications Center (BFDCC) dispatches SNFES, the dispatch centre is supported during a power failure by a generator to ensure uninterrupted dispatching service.

Structure Fires

SNFES is like many other fire services in Ontario, where having sufficient volunteer personnel available Monday to Friday, between 8 a.m. and 5 p.m., is challenging. Structure fires will trigger an automatic multiple-station response and, in some instances, may require mutual aid from surrounding fire services. According to NFPA Standards, a residential structure fire that is 2,000 ft^2 (185.8 m^2) requires 17 firefighters.

Wildland Fires

The Six Nations of the Grand River does not have experience with the large forest fires that are common in Northern Ontario. However, as climate change progresses, the risk of wildfires increases compared to what it was in the past. Living in Southern Ontario, they are less likely to encounter large fires, but they do face many smaller wildland fires. These are sometimes caused by lightning, open-air burning such as brush or grass fires, or people enjoying the outdoors and accidentally starting fires.

NFPA 1051 is the standard for fighting wildland fires. This outlines the minimum requirements for certification as a wildland firefighter. Currently, approximately 25% of career firefighters are trained to the NFPA 1051 level. All firefighters are encouraged to obtain this certification.

Transportation Accidents

SNFES responds to transportation accidents involving all road vehicles along with rail, marine, and aviation incidents. Some transportation incidents require outside resources/agencies to mitigate and/or investigate them.

Pipeline Accidents

Two reported pipelines run through the Six Nations of the Grand River. They are Enbridge's Line 9 and the former Keystone Pipeline. The current risk assessment lists the pipelines as having a moderate likelihood of a leak or explosion. The consequences of such emergencies would be severe for the community.

SNFES will respond to an incident with appropriate resources in the event of a natural gas pipeline leak, rupture, or explosion. If needed, additional resources are available from surrounding communities per the Mutual Aid Agreement. There have been no pipeline incidents in the last three years.

4.7 Security Hazard Assessment

The following hazards have been identified as risks to the Six Nations of the Grand River. The likelihood of these hazards occurring is low, but the SNFES is aware of these risks and will respond appropriately if the situation arises.

Terrorism

The threat of domestic terrorism exists in Canada, with numerous incidents causing chaos and fear among the population. Active shooter situations can occur in various settings, including factories, schools, grocery stores, and seasonal venues. Several Canadian cities have experienced events with devastating outcomes.

Too often, communities delay recognizing the need for public education and preparedness until a catastrophic event occurs, resulting in the loss of life. Terrorist attacks often target individuals of religious faith. Active shooter training should be included in SNFES's annual training program.

The SNGR and the SNFES must develop a strategy for responding to a domestic terrorism incident occurring at any of the community's assets. Include the identification of "safe rooms" that are resistant to munitions. The Emergency Plan should include a section dedicated to terrorism and active-shooter incidents. It would be advantageous to have annual training with the Police Department and any other agencies that may assist with these types of emergencies.

Crime-Related Fires

There have been several fires of unknown origin, and the cause may have been arson or vandalism. There is a Platoon Chief who is trained but not certified in NFPA 1033, the Standard for Fire Investigations.

Once there is a dedicated Deputy Fire Chief of Community Risk Reduction and a Chief Fire Prevention Officer appointed, those individuals should be responsible for fire investigations.

The SNFES should include a training segment relating to active shooter events, based on NFPA 3000 the *Standard for a Shooter Active /Hostile Event Response (ASHER) Program*, (ASHER). An ASHER event is defined as an incident where one or more individuals are or have been actively engaged in harming, killing, or attempting to kill people in a populated area by means such as firearms, explosives, toxic substances, vehicles, edged weapons, fire, or a combination thereof.

It further details the ASHER Program as a community-focused and goal-driven approach to preparedness, mitigation, response, and recovery from an ASHER incident, including public-private partnerships, emergency management, the medical community, emergency responders, and the public.

EMG Emergency Management Group

Section 5
Performance Objectives and Measures

SECTION 5 - PERFORMANCE OBJECTIVES AND MEASURES

SNFES has no formal performance objectives apart from responding to an emergency as quickly as possible.

5.1 Benchmarks and Baselines

Benchmarks are established industry standards and best practices. The Six Nations Fire & Emergency Services does endeavour to adopt and follow industry standards, such as NFPA 1710, as guidelines for fire suppression deployment or for all other emergency responses. According to the NFPA 1720 standard for volunteer fire departments, a response time benchmark of six firefighters on scene, within 14 minutes, as set for rural communities.

The SNFES has not formally established any baseline responses. The primary goal of any fire department is to have personnel and equipment on scene as quickly and efficiently as possible. SNFES is expected to have a career crew on the scene of a fire or medical emergency within 240 seconds (4 minutes), with a 90% compliance rate for all emergency responses. They are also expected to have six volunteer firefighters on scene within 14 minutes, with an 80% compliance rate.

Benchmark Objectives

Fires, Medical Calls, Rescues, and Hazardous Materials

Distribution

The SNFES noted that they do utilize the NFPA standards for all fire risk responses. This would indicate that SNFES does aim to have the First Due career crews, with a minimum of four personnel, arrive in 240 seconds (4 minutes 90 percent of the time and be able to conduct a size-up, deploy an attack line, and request additional resources. This is based on the NFPA 1710 [1]standard for career fire departments.

Concentration

For all fire risk responses, an Initial Effective Response Force (ERF) of six volunteer firefighters must arrive within fourteen *minutes*, achieving an eighty percent compliance rate, and be

[1] National Fire Protection Association, NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, accessed December 5, 2025, https://www.nfpa.org/codes-and-standards/nfpa-1710-standard-development/1710

capable of initiating incident command, deploying an attack line, and performing rescue operations if needed. The NFPA 1720 standard[2] for volunteer fire departments highlights different response requirements based on the population density of a community.

Currently, SNFES does not track their initial ERF times for all fires at a compliance rate of eighty percent.

Note: *Effective Response Force (ERF) means there are enough resources to fill all identified critical tasks necessary for mitigation of the incident. The risk-hazard of the incident drives what critical tasks get filled. As an example, a single-family residential structure fire is categorized requires a minimum of 16 personnel to accomplish the critical tasks for effective mitigation. For a medical response the ERF might have a minimum of 3 personnel respond.*

Baselines

Fires, Medical Calls, Rescues and Hazardous Materials

Distribution

For all fire risk responses, the first arriving career crew with a minimum of four personnel should arrive within 240 seconds (4 minutes. The goal is to achieve this response of 90 percent of the time, allowing for a size-up, deploying an attack line, and requesting additional resources.

Currently, the SNFES has a total response time of 09:50 at the 90th percentile for all fires.

Concentration

For all fire risk responses, an Initial Effective Response Force of volunteer personnel should arrive within fourteen minutes, achieving an 80% compliance rate, and be capable of initiating incident command, deploying an attack line, and performing rescue operations if necessary. For all rescue incidents, a maximum effective response force may include Mutual Aid partners from the Brant County Mutual Aid Agreement.

5.2 Drawdown of Department Resources

The Six Nations Fire Department has not experienced any significant reduction in resources to date as a result of incident response. However, due to its rural setting, several situations could

[2] National Fire Protection Association, NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, accessed December 5, 2025, https://www.nfpa.org/codes-and-standards/nfpa-1720-standard-development/1720

potentially deplete resources and hinder incident response in the service area. If these scenarios occur, assistance can be obtained through agreements with the nearby County of Brant and the City of Brantford Fire Department. In large-scale incidents, those agencies are likely already involved and may not be able to provide additional incident response.

Among the scenarios that could lead to resource depletion and necessitate relocating personnel and equipment from other jurisdictions into the service area are a large structure fire, a wildland fire threatening people or property, a multi-casualty incident involving automobiles or crime, a large hazardous materials incident, or a complex and dangerous technical rescue.

In cases of resource depletion, the department would recall off-duty firefighters to operate the reserve engine. Given the rural nature of the service area and the fact that many personnel live outside it, it might take some time for trained staff to arrive. At the same time, the department would seek assistance from neighbouring agencies as needed. Responses from these agencies would likely be quicker than calling back off-duty personnel, provided a response agreement is in place beforehand.

From a practical standpoint, once the department's entire fleet of fire apparatus are involved in an incident, the department will no longer be able to handle a simultaneous call of equal or greater magnitude. When this occurs, it becomes challenging to maintain service goals due to resource depletion.

Resource Exhaustion

Resource exhaustion would occur when the department and its automatic aid, mutual aid, and response agreement partners were fully committed to a large-scale incident. If this occurs, the department will seek mutual aid through the Brant County Mutual Aid System. As discussed previously, time and distance constraints would significantly impact any simultaneous emergency, but resources would be made available. It can be expected that mutual aid resources will take longer to arrive in the Six Nations service area.

5.3 Historical Performance Data

Three years of data were analyzed: 2023, 2024, and 2025. The department handled a total of 3,022 calls for service over the three-year period.

TABLE #5: ANNUAL CALLS FOR SERVICE TRENDS

Risk		2025 (To August)	2024	2023
Medical		358	521	479
Medical-Shortness of Breath		86	145	101
Medical-Vital Signs-Absent		4	11	10
Medical Subtotal		448	677	590
Fire/Sm-Non-Structural		35	46	39
Fire/Sm Structural		28	31	42
Fire/Sm-Vehicle-Exposure		4	6	11
Fire/Sm-Vehicle-No Exposure		30	53	35
Fires Subtotal		97	136	127
Rescue Entrapment		0	0	1
Rescue-Ice/Water		0	2	2
Rescue-Entrapment		0	0	0
Rescue Aerial		0	1	0
Rescue Subtotal		0	3	3
Other-Single-Pump Response		48	64	62
Single Pump Subtotal		48	64	62
Vehicle Accident-Entrapment		28	33	50
Vehicle Accident- No Entrapment		41	61	51
Explosion-Vehicle		1	0	0
Vehicle Accidents Subtotal		70	94	101
Hazard-CO Detector-No Symptoms		15	16	24
Hazard-CO Detector-Symptoms		0	2	3

Risk		2025 (To August)	2024	2023
Hazard-CO Detector Multi-Unit		1	2	0
Hazard-Electrical Problems		0	2	3
Hazard-Natural Gas Leak		4	12	19
Hazard-Hazmat		1		
Hazard-Power Lines		1	8	1
Hazardous Materials Subtotal		22	42	50
Alarm-Structural-Commercial		34	35	31
Alarm-Structural-Residential		21	53	46
Alarms Subtotal		55	88	77
Investigating		6	6	7
Investigations Subtotal		6	6	7
Non-Emergency		18	18	45
Non-Emergency-Public Relations-Community Awareness		9	31	26
Human Perceived Emergency		0	1	0
Non-Emergency Subtotal		27	50	71
Aerial		0	0	0
Pump		0	0	0
Tanker		0	0	1
Non-Emergency Subtotal		0	0	1

The data in the table above shows a consistent incident type count over the past three years. It indicates that vehicle fires account for the largest dollar losses across all types of fires.

Civilian Fire Fatalities – 1 civilian fire fatality was reported in 2025.

5.4 Data Analysis / Presentation

A key part of the SOC program is evaluating call volumes, call types, and response capabilities. The following tables provide an overview of calls for service by district, time of day, and call type.

TABLE #6: EMERGENCY CALLS FOR SERVICE INCIDENT TOTALS

2025 (to August)	2024	2023
773	1160	1089

The SNFES responds to approximately 1100 calls for service per year. These calls range from emergency medical assistance to fire-related incidents and motor vehicle collisions.

TABLE #7 INCIDENTS BY STATION DISTRICTS

Year	Station 1	Station 2	Station 4	Station 5	Misc.
2025*	773	98	219	233	34
2024	1160	218	233	433	86
2023	1089	173	387	440	74

Note: *Because it is staffed 24/7, Station 1 responds to every call for service, regardless of the district in which it is located.*

TABLE #8: CALLS BY DAY OF WEEK

Year	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
2025*	124	101	107	125	109	106	101
2024	158	161	157	173	180	177	154
2023	167	146	150	149	179	148	150

Note: *The 2025 data is to the end of August.*

Fires

Between 28 and 42 structure fires have occurred in each of the past three years. However, these incidents may be similar to a grease fire or a fire involving a heating/air conditioning unit.

TABLE #9: DEPARTMENT FREQUENCY OF FIRE DATA

	2025 (to August)	2024	2023
Fire - Structure	28	31	42
Fire - Non-Structural	35	46	39
Fire - Vehicle Exposure	5	6	11
Fire - Vehicle No Exposure	30	53	35

TABLE #10: DOLLAR LOSSES BY YEAR

	2025 (to August)	2024	2023
Structure	$476,000	$2,439,000	$1,342,000
Automobile	No data provided	No data provided	$582,000
Brush/Grass	No data provided	No data provided	$0.00
Trash/Rubbish	No data provided	No data provided	$0.0
Wildland	No data provided	No data provided	$0.00
Other	No data provided	No data provided	$15,000

Medical Related Calls

As with other fire departments across the nation, the largest percentage of emergency calls for service within the SNFES jurisdiction is for medical emergencies, with a response level of that of a Medical First Responder.

TABLE #11: DEPARTMENT MEDICAL RESPONSE DATA

	2025 (to August)	2024	2023
Medical Calls	447	677	590

Rescue

Vehicle accidents, with and without entrapment, account for most rescue calls within SNFES.

TABLE #12: DEPARTMENT RESCUE DATA

Rescue Calls	2025 (to August)	2024	2023
Rescue Calls	0	3	3
Vehicle Accident Entrapment	28	33	50
Vehicle Accident No Entrapment	41	61	51

Hazardous Materials and Other Hazards

Carbon Monoxide Detector alarms are the most common Hazmat calls the SNFES responds to annually.

TABLE #13: DEPARTMENT HAZARD DATA

	2025 (to August)	2024	2023
CO Detector No Symptoms	15	62	24
CO Detector Symptoms	0	2	3
Hazmat	1	0	0
Electrical Problems	0	2	1
Natural Gas	4	12	16
Power Lines	1	8	1

Fire Alarm

Many responses that occur each year are caused by unintentional alarm activations and system malfunctions (false alarms). In addition, there are other responses due to smoke smells, lockouts, and similar issues (other responses). On average, SNFES responds to one call every four days in this category.

TABLE #14: DEPARTMENT FIRE ALARM DATA

Fire Alarms	2025 (to August)	2024	2023
Commercial	34	35	31
Residential	21	53	46

Single Pump (fire truck) Response

Single Pump Responses are incidents that only require a single pump (fire truck) to respond. These incidents are part of a response system where the nature and predetermined call type determine the number and kind of responding units. These may include smoke and or CO detector checks, Investigations, small wildland fires, smoke-in-area type calls, trash/rubbish fires, or small spills.

TABLE #15: DEPARTMENT SINGLE PUMP RESPONSE DATA

	2025 (to August)	2024	2023
Single Pump Response	48	64	62

Automatic/Mutual Aid Responses

Being a part of an agreement between the SNGR Council and nearby communities allow SNFES to participate in Mutual Aid programs. Previously, under the Ontario Mutual Aid agreement, non-municipal participants, including Six Nations, could not coordinate mutual aid efforts. The province has since amended its legislation to permit non-municipal participants to coordinate the program. Now, the province is allowing regional coordinators, a change from previous limitations.

TABLE #16: MUTUAL AID CALLS DATA

Mutual Aid	2025 (to August)	2024	2023
Provided Assistance	0	0	1
Received Assistance	0	0	0

Although the SNFES has seldom participated in Mutual Aid over the past three years, areas on the west side of the community could receive better fire protection if an Automatic Aid Agreement were established with a neighbouring community that has a fire station closer to some parts of the community than SFES does.

Miscellaneous Calls

As with any fire department, SFES responds to miscellaneous calls, also known as "check-calls," when a perceived emergency may have occurred or when an unknown odour is detected that the occupants cannot identify. A malfunctioning fire or smoke alarm may also fall under this category. Typically, a single apparatus responds to such calls.

TABLE #17: MISCELLANEOUS CALLS DATA

	2025 (to August)	2024	2023
Human Perceived Emergency	0	1	0
Investigating	6	6	7

5.5 Conclusion/Next Steps

Based on the information and data received and reviewed, SNFES will require a more detailed set of response data, a heat map of call locations and types, and identification of areas of concern within the community and response requirements.

Section 6

Emergency Management Group

Historic Perspective and a Summary of the System Performance

SECTION 6 - HISTORIC PERSPECTIVE AND A SUMMARY OF THE SYSTEM PERFORMANCE

6.1 Evaluation of the Reliability of Fire Companies

The SNFES has not carried out a reliability study to identify the department's additional needs during extra calls when all apparatus and personnel are engaged in a previous incident. Although this situation may not occur frequently, it is important to establish a plan for when it does happen.

Emergency Response Dispatch Services

The SNGR is responsible for providing 9-1-1 services to residents and visitors alike. This service is delivered by a primary Public Safety Answering Point (PSAP), the initial call centre that receives 9-1-1 calls from SNGR. The PSAP Centre for SNGR is the Ontario Provincial Police.

When a service call is received from SNGR, it initially goes to the OPP 911 PSAP. If the call involves a medical emergency, it is then forwarded to Hamilton's Central Ambulance Communications Centre (CACC) for dispatch. If a fire truck needs to be dispatched, the call is transferred to the Brantford Fire Communications Centre (BFCC) for deployment to the Six Nations Fire & Emergency Service (SNFES). There is an existing contract with the BFCC for dispatching calls to SNFES. This contract runs from September 2024 to October 2036. It costs $91,258 and is based on both population and call volume, with annual increases. The final payment in 2036 will be $122,643.12.

TABLE #18: BRANTFORD FIRE COMMUNICATIONS CENTER ANNUAL CALLS DISPATCHED TO THE SNFES

	2025	2024	2023
911 Calls- Yearly Totals	773	1,161	1,089

Fire Station 1 Data

TABLE #19: FIRE STATION #1 - DATA

	2025	2024	2023
Total Calls for Station 1	773	1,161	1.089
Percent of. Total Calls	35%	2.83%	4.04%
Total Calls for Station 2	98	218	173
Percent of. Total Calls	12.68%	18.78%	15.89%
Total Calls for Station 4	219	428	387
Percent of. Total Calls	28.33%	36.86%	35.53%
Total Calls for Station 5	233	433	286
Percent of. Total Calls	30.14%	37.3%	26.26%

6.2 Critical Task Analysis

Critical tasking is the ability to allocate resources to specific tasks to respond to an incident. It will vary depending on the level of risk and the complexity and details of the emergency. By planning for an incident, every department, whether large, medium, small, urban, or rural, can gather the necessary resources to carry out critical tasks, meet the Effective Response Force, and safely manage all incidents they may face.

SNFES has not yet established a critical task analysis profile for their department. Even if they do not have the number of firefighters on scene to perform the tasks, that needs to be determined for any incident.

They still need to identify the different types of emergencies they may encounter. The various tasks that must be performed to mitigate the emergency. The higher the risk, the more personnel will be required to respond to the fire.

Fire Incidents

TABLE #20: CRITICAL TASKING FIRE INCIDENTS PER NFPA 1710

Fires	
Task	Number of Personnel Needed
Command	1
Water Supply Line	1
Safety/Utilities	1
Pump Operator	1
Fire Attack Line 1	3
Fire Attack Line 2	3
Forcible Entry/Search	2
Rapid Intervention Team (RIT)	2
Ventilation	2
Aerial Operations	1
	Effective Response Force - 17

EMS Incidents

TABLE #21: CRITICAL TASKING EMS/MEDICAL INCIDENTS

EMS Incidents	
Task	Number of Personnel Needed
Command	1
Patient Treatment / Packaging	2
Apparatus Driver/Support	1
Patient Transport - Six Nations Paramedic Service (SNPS)	2
	Effective Response Force Minimum of 6

Rescue Incidents

TABLE #22: CRITICAL TASKING RESCUE INCIDENTS

Rescue Incidents	
Task	Number of Personnel Needed
Command	1
Safety	1
Extrication Team 1	2
Extrication Team 2	2
Fire Attack Line 2	3
Medical Patient Care	2
	Effective Response Force Minimum 11

Hazard Material Incidents

TABLE #23 CRITICAL TASKING HAZARD INCIDENTS

Hazard Incidents	
Task	Number of Personnel Needed
Command	1
Safety	1
Recon Team	2
Entry Team	1
Back Up Team	2
Medical Monitoring	1
Decontamination Team (If needed)	4
	Effective Response Force Minimum 8 to 12

Note: *For more information on benchmarks, baselines and critical tasking, please refer to the Appendices for examples.*

Section 7

Overall Evaluation

SECTION 7 - OVERALL EVALUATION

By developing this Standard of Cover review, SNFES has demonstrated a sincere commitment to ensuring a fire-safe community. Once SNFES have addressed the following recommendations noted in sections 8.2 and 8.3, the department will have moved one step closer to adopting the Accreditation model as laid out by the CFAI.

EMG, in collaboration with SNFES, recommends the following actions to ensure the department fulfills its mission of protecting the lives, property, and environment of the SNGR Community. By requesting this Standard of Cover review, SNFES and its staff demonstrate a true commitment to their community in its efforts to meet the standards of the Commission on Fire Accreditation International (CFAI).

7.1 Next Steps – Recommendations

To meet these challenges, SNFES should set clear goals and objectives that enable the department to set benchmarks and measure its performance against them.

Once the fire department has identified and determined the preferred treatment option for each hazard, they can plan and execute activities that address those options. These should include assessing the fire department's current resources, staffing levels, training, equipment, and authority relative to what may be needed to implement the chosen treatment options.

The SNFES should aim to achieve the following level objectives, which are:

- For 90% of all fire, rescue, and hazardous materials incidents, the first unit on scene tries to arrive within a four-minute travel time. The first due unit must be capable of initiating the advancement of the first fire attack line(s) for fire control and/or initiating rescue procedures.
- SNFES should maintain a minimum on-duty operations staff of nine firefighters, including the Platoon Chief.
- The SNFES should respond to adjacent communities via its Automatic and Mutual Aid agreements while maintaining sufficient emergency response coverage for SNGR.

7.2 Other Areas for Improvement in Moving Towards Meeting the CFAI Model

- Once the fire department has formally (through internal operating guidelines) identified the preferred treatment option for each hazard, they need to plan and carry out activities that address those options.
    - These should include assessing the fire department's current resources, staffing levels, training, and equipment relative to what may be needed to implement the chosen treatment options.
- SNFES should also ensure that standard operating procedures (SOPs) and/or standard operating guidelines (SOGs) and policies cover the levels of service and activities required to manage each risk.
    - Establishing goals and objectives, and determining needed resources, training, equipment, activities, and programs, are essential across the Three Lines of Defence.
- Based on the information and data received and reviewed, SNFES will require a more detailed set of response data, a heat map of call locations and types, and identification of areas of concern within the community and response requirements.
- To improve the water supply, the SNFES should identify key locations along the Grand River or other nearby water sources where dry hydrants can be installed. Cisterns could be placed on properties that are far from a water source to assist with firefighting. Having them on-site may also lower the property owner's insurance costs.
- The Six Nations of the Grand River need to carry out a needs assessment to decide whether to enhance the SNFES's response capability at the Technician Level, including acquiring all necessary equipment and training upgrades, or to establish a response agreement with another fire department or third party to handle and respond to HAZMAT incidents. Their response level must comply with the Operations or Technician Level standards of NFPA 1072.
- The SNGR must consider what actions to take if a swift water rescue is needed in currents greater than 1 knot (1.15 mph/ 1.85 km/h), as the SNFES lacks the training or equipment to handle those kinds of water rescues.
- Once there is a dedicated Deputy Fire Chief of Community Risk Reduction and Chief Fire Prevention Officer, are appointed, these individuals should be responsible for fire investigations.

- Currently, SNFES does not record their initial Effective Response Force (ERF) times for all fires at a compliance rate of eighty percent.
    - This should be considered into the newly implemented records management system to track this.
- SNFES has not conducted a reliability study to identify the department's additional needs in the event of multiple calls occurring while all apparatus and personnel are engaged in a previous incident.
    - Although this may not happen frequently, it is essential to have a plan in place for when it does occur.
- SNFES need to formally confirm the task and identify the different types of emergencies they may encounter. The various tasks that must be performed to mitigate the emergency. The higher the risk, the more personnel will be required to respond to the fire.
    - Examples are noted in Tables 20 to 23.

EMG Emergency Management Group

Appendices

Appendix 'A' – Example of Benchmark Goals and Expectations
Appendix 'B' – Response Criteria for Type of Incident
Appendix 'C' – Reliability and Compliance

APPENDIX 'A' - EXAMPLE OF BENCHMARK GOALS AND EXPECTATIONS

The following are examples of the types of data and declarations of response objectives that SNFES will need to develop and present in the form of operational goals and procedures.

Fire Suppression Response Example

The XXX Fire Department's benchmark calls for a turnout time of 105 seconds, with safe arrival on scene of the first fire suppression company occurring within 5:45 (4:00 travel + 1:45 turnout) of dispatch 90% of the time. The first arriving company officer is responsible for verbalizing command and initiating fire control and/or rescue operations. The remainder of the effective response force must arrive within 9:20 (7:35 travel + 1:45 turnout) of dispatch 90% of the time.

EMS / Medical Response Example

The XXX Fire Department's benchmark calls for a turnout time of 105 seconds, with safe arrival on scene of the first fire suppression company occurring within 5:45 (4:00 travel + 1:45 turnout) of dispatch 90% of the time. The first arriving company officer is responsible for verbalizing command and initiating fire control and/or rescue operations. The remainder of the effective response force must arrive within 9:20 (7:35 travel + 1:45 turnout) of dispatch 90% of the time.

Special Operations Performance Expectations

The XXX Fire Department's benchmark calls for the first company to arrive on-scene safely, within 5:45 (4:00 travel + 1:45 turnout) of dispatch 90% of the time. Since specialized units must respond from ???? in order to effectively mitigate a complex special operations incident, the effective response force arrival benchmark for such incidents is ??? minutes from the time of dispatch. Due to the infrequent nature of special operations incidents, there is no meaningful data set available that may be used to analyze fractal response time to them.

First, there are activities that must be carried out with close coordination in the initial minutes of an operation. These activities must be accomplished virtually simultaneously to allow for a relatively safe approach to the seat of the fire for extinguishment, an aggressive search for occupants, and accountability for operating personnel, while maintaining coordination with resources that are not yet on scene. These tasks, which

initial arriving units must accomplish within moments of one another (otherwise defined as the effective response force), are listed below:

Breakdown Of Personnel – Effective Response Force Critical Tasks	Personnel Required
Fire Attack	3
Search and Rescue	3
Rapid Intervention Team	3
Ventilation	3
Pump Operation & Water Supply	2
Aerial Device Operation	1
Incident Command	1
Operations/Safety	1
Als Ambulance	2
Total Personnel	19

Second, there are activities that, though they must be performed in a timely fashion by units assigned to the initial alarm, do not necessarily need to occur simultaneously. These activities allow for augmenting the effective response force to cut off the spread of fire and enhance incident safety by expanding the command and accountability structure. The chart below lists all tasks that must typically be performed by personnel responding on the initial alarm.

Breakdown Of Personnel – Full First Alarm Critical Tasks	Personnel Required
Fire Attack	3
Search and Rescue Backup	3 3
Rapid Intervention Team	4
Ventilation	3
Pump Operation & Water Supply	3

Breakdown Of Personnel – Full First Alarm Critical Tasks	Personnel Required
Aerial Device Operation	1
On Deck Company	4
Incident Command	1
Operations Safety Officer	1 1
ALS Ambulance	2
Total Personnel	29

EMS Performance Expectations

Breakdown Of Personnel – Advanced Life Support Response Critical Tasks	Personnel Required
CPR (BLS)	2
Defibrillation (ALS or BLS)	1
Intubation (ALS)	1
Medication Administration (ALS) Documentation/Communication (ALS or BLS)	1 1
Total	6

APPENDIX 'B' - RESPONSE CRITERIA FOR TYPE OF INCIDENT

Service Type	Chief	Engine	Truck	ALS	Task Analysis
Active Shooter	4	4	2	4	Chief *(incident command)*, Chief *(operations)*, Chief *(safety)*, Engine *(rescue task force)*, Engine *(rescue task force)*, Engine *(rescue task force)*, Engine *(casualty collection)*, Truck *(EMS support)*, Truck *(EMS Support)*, ALS x4 *(victim transport)*
Automatic Fire Alarm		1	1		Engine (*investigate / extinguish*), Truck (*support / RIT*)
Bomb Threat	1				Chief - non-emergent w/o radio traffic *(investigates and determines need for additional resources)*
Broken Pipe - Gasoline/Oil	1	1	1		Chief *(incident command)*, Engine *(fire control)*, Truck *(evacuate / contain)*
Broken Pipe – Water			1		Truck - best equipped to handle *(water/sprinkler shutoff application and ladder access if elevated pipe)*
Broken Window			1		Truck - best equipped to handle *(lath and plastic installation)*
Bulk Spill – Non-Hazardous	1	1	1		Chief *(incident command)*, Engine *(fire suppression)*, Truck *(containment)*
Bulk Spill - Hazardous	2	2	1	1	Chief *(incident command)*, Chief *(operations/safety)*, Engine *(water supply and fire control)*, Engine *(decon)*, Truck *(containment/evacuation)*, ALS *(medical exams)*
CO Alarm			1		Truck *(most appropriately equipped for air monitoring and ventilation)*
CO Alarm - Medical Symptoms			1	1	Truck *(most appropriately equipped for air monitoring and ventilation)*, ALS Ambulance *(EMS treatment/ transport)*
Chemical Spill	2	2	1	1	Chief *(incident command)*, Chief *(operations/safety)*, Engine *(water supply and fire control)*, Engine *(decon)*, Truck *(containment/evacuation)*, ALS *(medical exams)*
Confined Space Rescue	2	2	1	1	Chief *(incident command)*, Chief *(operations/safety)*, Engine *(hazard control/LOTO)*, Engine *(victim assessment and stabilization)*, Truck *(retrieval system)*, ALS *(EMS treatment/transport)*
Drowning – Lagoon / Ice	2	2	1	1	Chief *(incident command)*, Chief *(operations/safety)*, Engine *(reach/throw)*, Engine *(pt. Movement)*, Truck *(rescue)*, ALS *(EMS treatment/transport)*
Elevator Alarm			1		Truck *(most appropriate equipment)*
Explosion	3	4	2	1	Chief *(incident command)*, Chief *(operations)*, Chief *(safety)*, Engine *(water supply and fire suppression)*, Engine *(water supply and search & rescue)*, Engine *(backup hose line)*, Engine *(on deck)*, Truck *(rescue/ventilation/forcible entry)*, Truck *(RIT)*, ALS *(EMS treatment/transport)*
Fire – Apartment Building	3	4	2	1	Chief *(incident command)*, Chief *(operations)*, Chief *(safety)*, Engine *(water supply and fire suppression)*, Engine *(water supply and search & rescue)*, Engine *(backup hose line)*, Engine (*on deck*)Truck *(rescue/ventilation/forcible entry)*, Truck *(RIT)*, ALS *(EMS treatment/transport)*
Fire – Appliance	1	2	1	1	Chief *(incident command)*, Engine *(water supply and investigation/fire suppression)*, Engine *(water supply and backup)*, Truck *(ventilation/utility control)*, ALS *(EMS treatment/transport)*
Fire – Commercial Building	3	4	2	1	Chief *(incident command)*, Chief *(operations)*, Chief *(safety)*, Engine *(water supply and fire suppression)*, Engine *(water supply and search & rescue)*, Engine *(backup hose line)*, Engine *(on deck)*, Truck *(rescue/ventilation/forcible entry)*, Truck *(RIT)*, ALS *(utility control/search support)* ALS *(EMS treatment/transport)*
Fire – Vehicle		1	1		Engine *(fire suppression)*, Truck *(forcible entry/stabilization)*

Service Type	Chief	Engine	Truck	ALS	Task Analysis
Fire – Vehicle In/Near Building	3	4	2	1	Chief *(incident command)*, Chief *(operations)*, Chief *(safety)*, Engine *(fire suppression)*, Engine *(search & rescue)*, Engine *(backup hose line)*, Engine *(on deck)*, Truck *(rescue/ventilation/forcible entry)*, Truck *(RIT)*, ALS *(EMS treatment/transport)*
Fire – Delivery Truck	1	2	1		Chief *(incident command)*, Engine *(water supply and fire suppression)*, Engine *(backup hose line)*, Truck *(forcible entry/stabilization)*
Fire – Dumpster		1			Engine *(fire suppression)*
Fire – Dumpster Inside Building	3	4	2	1	Chief *(incident command)*, Chief *(operations)*, Chief *(safety)*, Engine *(water supply and fire suppression)*, Engine *(water supply and search & rescue)*, Engine *(backup hose line)*, Engine *(on deck)*, Truck *(rescue/ventilation/forcible entry)*, Truck *(RIT)*, ALS *(EMS treatment/transport)*
Fire – Grass		1			Engine *(fire suppression)*
Fire – House, Duplex or Garage	3	4	2	1	Chief *(incident command)*, Chief *(operations)*, Chief *(safety)*, Engine *(water supply and fire suppression)*, Engine *(water supply and search & rescue)*, Engine *(backup hose line)*, Engine *(on deck)*, Truck *(rescue/ventilation/forcible entry)*, Truck *(RIT)*,ALS *(EMS treatment/transport)*
Fire – Pull Station Alarm	1	2	1		Chief *(incident command)*, Engine *(water supply and investigation/fire suppression)*, Engine *(water supply and backup)*, Truck *(ventilation/utility control)*
Fire – Street Light, Electric Pole, etc.		1			Engine *(fire suppression / hazard isolation)*
Gasoline Spill - Small		1			Engine *(containment, absorbent)*
Gasoline Spill - Large	1	1	1		Chief *(incident command)*, Engine *(fire suppression)*, Truck *(containment)*
Lock In/Out			1		Truck - Non-Emergency Response *(most appropriate tools / equipment)*
Natural Gas Leak – Outdoors	1	1	1		Chief *(incident command)*, Engine *(suppression/ evacuation/protection)*, Truck *(metering/evacuation)*
Natural Gas Leak - Indoors	1	2	1		Chief *(incident command)*, Engine *(water supply and suppression/protection)*, Engine *(evacuation)*, Truck *(metering/ventilation)*
P.I. Accident		1		1	Engine *(suppression / fluid containment / assist EMS)*, ALS *(EMS treatment/transport)*
P.I. Accident - Interstate		1		1	Engine *(suppression / fluid containment / assist EMS)*, ALS *(EMS treatment/transport)*
P.I. Accident - Rollover, Entrapment	2	2	1	1	Chief *(incident command)*, Chief *(operations/safety)*,Engine *(fluid control and containment/fire control)*, Engine *(EMS care, vehicle stabilization)*, Truck *(extrication)*, ALS *(EMS treatment/transport)*
Smoke – Odor in Area		1	1		Engine *(fire suppression)*, Truck *(forcible entry/RIT)*
Smoke – Odor in Structure	1	2	1	1	Chief *(incident command)*, Engine *(water supply and investigation/fire suppression)*, Engine *(water supply and backup)*, Truck *(ventilation/utility control)*, ALS *(EMS treatment/transport)*
Trapped Person - Machinery, etc.	2	2	1	1	Chief *(incident command)*, Chief *(operations/safety)*,Engine *(hazard control/LOTO)*, Engine *(EMS care, machinery stabilization)*, Truck *(extrication)*, ALS *(EMS treatment/transport)*
Wires Arcing		1			Engine *(fire suppression / hazard isolation)*

APPENDIX 'C' - RELIABILITY AND COMPLIANCE

Measuring reliability involves evaluating a specific fire company's ability to arrive on scene in its assigned response area within the parameters of a response time benchmark. Reliability is adversely impacted by the drawdown of resources, instances when first-due units are unavailable for concurrent responses in their assigned territories. As the tables below demonstrate, response times increase significantly whenever a given resource type is already committed to an incident and a simultaneous incident requires a response of a similar resource type into the same response territory.

2021 CONCENTRATION Dispatch to Arrival	Station 61		Station 62		Station 63	
	Emergent Responses	90% Performance	Emergent Responses	90% Performance	Emergent Responses	90% Performance
Engine 61	1,212	4:59	80	5:49	77	7:48
Engine 62	193	6:09	1,220	5:42	104	8:27
Engine 63	38	8:00	29	6:42	1,226	6:07

2021 CONCENTRATION Dispatch to Arrival	Station 61		Station 62		Station 63	
	Emergent Responses	90% Performance	Emergent Responses	90% Performance	Emergent Responses	90% Performance
Med 1	1,321	4:57	1,046	6:14	173	7:52
Med 63	266	8:08	273	8:18	1,327	5:41

Dispatch-to-first-arrival performance gradually declined from 2016 to 2019. It is believed that this was due to increasing call volume, which reduced the availability of first-due units, and to major road construction projects in the city. In 2020, we saw travel time performance return to 2016's level, and along with it an improvement in dispatch to arrival performance. This seems to be the result of road construction projects reaching completion, reduced traffic volume during the COVID-19 pandemic, and a lower-than-usual call volume. In 2021, travel times again grew longer as record call volume depleted resources, requiring first-due units to respond more often outside their primary coverage areas.

FIRE INCIDENT DISPATCH TO FIRST ARRIVAL

2021 - 5:45 BENCHMARK = 90.2% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2021	5:41	5:06	4:39	4:23	4:06
2020	5:22	4:49	4:20	4:00	3:53
2019	6:43	5:31	4:46	4:20	4:07
2018	5:52	5:31	4:57	4:23	4:04
2017	5:28	4:57	4:29	4:15	3:52

EMS INCIDENT DISPATCH TO ARRIVAL*

2021 - 5:25 BENCHMARK = 90.7% (EXCLUDES AID GIVEN)

	90%	80%	70%	60%	50%
2021	5:22	4:49	4:27	4:07	3:49
2020	5:28	4:56	4:33	4:15	3:55
2019	5:44	5:06	4:44	4:22	4:03
2018	5:37	5:00	4:39	4:21	4:03
2017	5:23	4:49	4:23	4:01	3:43

**Only Advanced Life Support Incidents Being Analyzed*