



Revised Fire Safety Cover Plan 2026-2036



MRC PONTIAC
OUTAOUAIS

Pontiac Regional County Municipality



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Revised Fire Safety Cover Plan 2026-2036



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Fire Departments

- Bristol Fire Department
- Campbell's Bay/Litchfield Fire Department *(including Bryson and L'île-du-Grand-Calumet)*
- Fort-Coulonge Fire Department
- Kazabazua Fire Department *(Alleyn-et-Cawood)*
- Mansfield-et-Pontefract Fire Department
- Pontiac North Fire Department *(Otter Lake)*
- Pontiac Ouest Fire Department *(Chichester, L'Isle-aux-Allumettes and Sheenboro)*
- Shawville/Clarendon Fire Department *(including Portage-du-Fort)*
- Thorne Fire Department
- Waltham Fire Department

Fire Safety Committee

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• Lee Laframboise	Fire Chief of the Shawville/Clarendon Fire Department
• Patrick Bertrand	Fire Chief of the Mansfield-et-Pontefract Fire Department
• Denis Chaussé	Fire Chief of the Otter Lake Fire Department

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WORD FROM THE WARDEN

As Warden, and on behalf of my fellow mayors of the eighteen municipalities of the Pontiac Regional County Municipality (MRC), it is my pleasure to present our revised Fire Safety Cover Plan, prepared in accordance with the *Minister of Public Security's Fire Safety Orientations*.

I wish to highlight the significant progress municipalities have made in fire safety since our first plan was adopted in 2011. We will maintain our efforts over the coming years to continue serving our population effectively and safely.

Overall, the new Fire Safety Cover Plan will mean better organization of fireground operations for municipalities within the MRC territory. Concretely, this will translate into better firefighter training, proven equipment, and a more effective communications system. It will also mean, for our residents, faster response to emergencies and a stronger response capability that will save more lives, better protect property, and reduce insurance costs.

Since 2002, the MRC Council and the Fire Safety Committee (FSC)—made up of elected officials, municipal chief administrative officers, fire chiefs, and the Public and Civil Security Coordinator—have worked collaboratively on the planning of the Fire Safety Cover Plan and its revision, completing each step required for this process.

I would like to take this opportunity to thank them for their remarkable work, and in particular Mr. Julien Gagnon, our Coordinator, who ensured the effectiveness of the entire team.

Jane Toller
Warden
MRC Pontiac

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In this document, the masculine form is used to refer to both men and women. This form has been used to simplify the text.

1 INTRODUCTION

In accordance with the Fire Safety Act (FSA) and the Minister of Public Security's Fire Safety Orientations, the Pontiac Regional County Municipality (MRC) adopted a first Fire Safety Cover Plan (the "Plan"), which came into force on October 9, 2011, following the attestation of compliance issued on June 22, 2011 by the Ministry of Public Security (MPS).

The implementation of the first Plan and the follow-up carried out through the implementation plans made it possible for the MRC's municipalities and the fire departments serving them to consolidate their level of service, both in emergency response and prevention.

Subsequently, a revised version of the Plan was adopted by the MRC in 2016, and came into force on May 1, 2017, following the attestation of compliance issued on March 24, 2017 by the MPS. This Plan, and its follow-up through its implementation plan, enabled municipalities to enhance fire service coverage while maintaining the momentum of the very first Plan.

It is still too early to fully assess the impacts of public prevention and awareness campaigns. However, the implementation of the visit schedule for the various risk levels has made it possible not only to ensure compliance with appropriate protection measures for those different risk levels, but also to better understand higher-risk locations across the territory.

From an operational standpoint, the Plan's requirements have made it possible to:

- Consolidate operational procedures;
- Enter into new intermunicipal agreements;
- Enhance existing intermunicipal agreements;
- Establish new services.

It is now necessary to revise the Plan for the next ten years, from 2026 to 2036. Indeed, new realities faced by municipalities due to demographic change, the evolution of the building stock, and traffic patterns require us to review our prevention and public awareness programs to adapt them accordingly. Finally, revising the Plan will allow us to ensure that the measures in place continue to meet requirements despite these new realities, and, where necessary, to adjust so that we can continue to offer MRC residents optimal protection.

2 CONTEXT

The *Fire Safety Act* (chapter S-3.4) (FSA) sets out, among other things, the obligation for regional authorities to establish a Fire Safety Cover Plan that defines, for their entire territory, optimal protection objectives against fires and the actions required to achieve them, in accordance with the *Minister of Public Security's Fire Safety Orientations* (the "Orientations"). Sections 8 to 27 of the FSA address the procedure for establishing Fire Safety Cover Plans. They specify, among other things, the elements that must be included in plans (sections 10 and 11) and the process applicable to their development, attestation, adoption, and coming into force (sections 12 to 26).

Periodic revision of the Plan is mandatory under section 29 of the FSA. Regional authorities must begin revising the Plan no later than eight years after its effective date, following the same procedure used to establish it. The revised Plan must come into force no later than ten years after that date.

Section 30 of the FSA sets out the rules applicable to amendments to Fire Safety Cover Plans.

2.1 *Minister of Public Security's Fire Safety Orientations*

The two main orientations stated by the Minister are to:

- Reduce, in all regions of Québec, loss of life and property attributable to fire.
- Increase the effectiveness of organizations responsible for fire safety.

2.2 *Sections and Objectives of the Orientations*

The *Orientations* propose eight objectives, divided into three sections:

- **Prevention** includes Objective 1 — *Know fire risks* and Objective 2 — *Prevent fires*.
- **Response** includes Objective 3 — *Respond to low-risk structure fires*, Objective 4 — *Respond to medium-, high- and very-high-risk structure fires*, and Objective 5 — *Respond to other emergency risks and accidents*.
- **Coordination** includes Objective 6 — *Optimize fire service response*, Objective 7 — *Coordinate fire safety at the regional level*, and Objective 8 — *Integrate response resources*.

Objective 1 — Know fire risks

Know the risks present in the territory through analysis. Risk analysis consists of identifying, locating, assessing, and classifying fire risks. Keep this classification up to date based on changes in the territory. Adapt prevention and response planning measures based on the results of the risk analysis.

Objective 2 — Prevent fires

Plan fire prevention activities, provide for self-protection measures, and establish related regulatory provisions. Take changes in the territory into account and evaluate the implementation of prevention actions.

Objective 3 — Respond to low-risk structure fires

Respond safely to low-risk structure fires with the required response force, to save lives and reduce property losses. Plan and coordinate optimal interventions taking available resources into account and disregarding administrative boundaries. Promote collaboration between nearby fire departments.

Objective 4 — Respond to medium-, high- and very-high-risk structure fires

Respond safely to medium-, high- and very-high-risk structure fires with an appropriate response force to save lives, reduce property losses, and minimize impacts on communities. Plan and coordinate optimal interventions taking available resources into account and disregarding administrative boundaries. Prepare to respond safely and effectively. Promote collaboration between nearby fire departments.

Objective 5 — Respond to other emergency risks

Respond safely to other emergency risks or accidents with appropriate resources to minimize response times, save lives, and limit injuries and disabilities. Plan and coordinate optimal interventions taking available resources into account beyond administrative boundaries. Prepare to respond safely and effectively, in compliance with applicable standards and frameworks. Promote collaboration between nearby fire departments.

Objective 6 — Optimize fire service response

Deploy the required response force at the initial call as quickly as possible to the fire scene. Use available resources while disregarding administrative boundaries. Ensure all residents receive response times that meet the protection requirements established under Objectives 3 and 4. Plan and coordinate these interventions and

formalize them in a deployment protocol. Establish intermunicipal collaboration to enable optimized interventions.

Objective 7 — Coordinate fire safety at the regional level

Define the roles and responsibilities of local and regional authorities regarding fire safety. Promote collaboration among local stakeholders to better prevent fires and respond to them. Establish consultation and support structures aimed at improving optimization and efficiency of interventions. Coordinate the development and implementation of the Fire Safety Cover Plan as a form of strategic planning for fire safety. Determine a procedure for verifying and assessing the degree to which planned actions in the Plan have been achieved.

Objective 8 — Integrate response resources

Integrate fire safety resources with those of other stakeholders involved in emergency response. Collaborate with partners, including rescue organizations, prehospital emergency services, and police services. Establish partnerships to clarify each party's fields of action.

3 PRESENTATION OF THE TERRITORY

To better understand the specific characteristics of the Pontiac MRC territory, readers are invited to consult the MRC Land Use Planning and Development Plan (SAD), available on the MRC website at the following address:

<https://www.mrcpontiac.qc.ca/wp-content/uploads/Reglement65-99-Schemadamenagementrevise.pdf>

The following table presents the population of the MRC's municipalities as well as the number of urbanization perimeters.

Table 1 Pontiac MRC's Municipal Profile

Municipality or TNO	Population 2017	Population 2024	Spread	Number of urban perimeters
Alleyne-et-Cawood	201	246	45	1
Bristol	1134	1155	21	2
Bryson	604	663	59	1
Campbell's Bay**	767	709	-58	1
Litchfield**	452	499	47	2
Chichester	357	358	1	2
Clarendon**	1159	1457	298	1
Shawville**	1624	1745	121	1
L'Île-du-Grand-Calumet	691	689	-2	1
L'Isle-aux-Allumettes	1306	1407	101	3
Fort-Coulonge**	1348	1307	-41	1
Mansfield-et-Pontefract**	2248	2328	80	2
Otter Lake	1076	986	-90	1
Portage-du-Fort	256	240	-16	1
Rapides-des-Joachims	155	146	-9	1
Sheenboro	110	117	7	1
Thorne	285	562	277	1
TNO Lac-Nilgaut	0	5	5	0
Waltham	357	394	37	1
Total MRC	14130	15 008	878	24

Source: The data come from the MAMH population decree for the years 2017 and 2024, and from the MRC's Land Use Planning and Development Plan

Note**: Municipalities whose specific characteristics are highlighted in beige share an urbanization perimeter (UP).

Urbanization perimeters are shown on the summary maps H, I and J attached in the appendices to this document.

Between 2017 and 2024, the population of the Pontiac MRC increased from 14,130 to 15,008 residents, an increase of 878 people (+6.2%). This demographic rebound began mainly after 2020: the COVID-19 pandemic prompted many households to leave urban centres for rural areas perceived as safer, offering more affordable housing and compatible with remote work. Thorne (+277 residents, +97%), Clarendon (+298, +26%) and Shawville (+121, +7%) were among the main beneficiaries of this influx, while seven communities—including Otter Lake (-90) and Campbell's Bay (-58)—experienced a decline attributable to aging and workforce outmigration. Overall, the arrival of new residents reinforces the need to adapt the Fire Safety Cover Plan in order to calibrate prevention and fire response to a territory that is now more densely populated and whose needs are evolving rapidly.

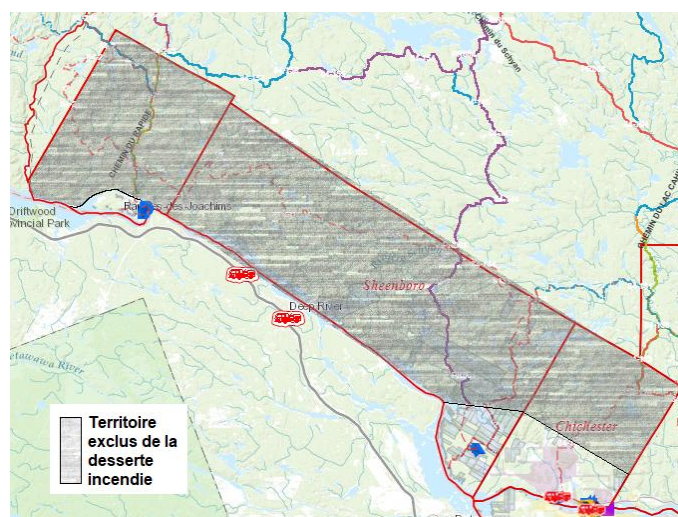
3.1 Specific Characteristics of the Lac-Nilgaut Unorganized Territory and Public Lands

The Lac-Nilgaut Unorganized Territory (TNO) covers an area of 9,670 km², representing 70% of the total territory of the Pontiac MRC. These vast areas are generally devoted to forestry operations or to recreational and tourism activities such as fishing, hunting, canoeing, etc. Given the large size of the unorganized territory and the very small number of dwellings located there—primarily in sectors that are often inaccessible to fire departments—no fire protection coverage is provided in this sector.

In addition, certain public lands located within municipal boundaries do not benefit from fire protection services. These areas, although part of the public domain, are also excluded from municipal responsibilities in fire safety due to their specific use and the geographical or access constraints that characterize them. The following areas are excluded from fire service coverage :

- The territory occupied by the ZEC Rapides-des-Joachims, north of the Ottawa River;
- The northern portion of the Municipality of Sheenboro, bounded by Chemin de la Montagne and Chemin Sullivan. A large part of this territory is occupied by ZEC St-Patrice;
- The northern portion of the Municipality of Chichester, bounded by an imaginary east–west line through the municipality along the northern segments of Chemins Nephin and Venasse.

The excluded municipally organized territory is shown on the following map.



In addition, islands with no access route, particularly by bridge, are excluded from fire service coverage because of access constraints and response difficulties.

Although no response service is provided in the Lac-Nilgaut Unorganized Territory or in the excluded portions of Sheenboro, Chichester, the ZEC Rapides-des-Joachims or on islands without land access, the MRC is still required to ensure that each dwelling is protected by a working smoke alarm. To that end, the program respecting the installation and verification of smoke alarms applies in this territory.

4 OBJECTIVE 1 – KNOW FIRE RISKS

Knowledge of risks, through an analysis of those risks, is the foundation of fire safety planning. An adequate understanding of the risks within a territory makes it possible to adopt effective prevention measures and to adapt response methods when an incident occurs.

To conduct an adequate risk analysis, the responsible authorities must first, in collaboration with all municipal departments, agree on each party's roles and responsibilities in carrying out this essential exercise. Next, an effective analysis procedure must be established. This procedure must be informed by the MPS Guide relatif à la planification des activités de prévention des incendies and must take into account the relevant characteristics of buildings and of the territory served. The objective of the analysis process is to classify all buildings according to the classification set out in Table 2 and Annex A (low, medium, high or very high risk) of the Orientations. This classification will then make it possible to determine which prevention and response measures will apply to different buildings based on their risk class.

The risk classification proposed to local and regional authorities includes only four classes, the main elements of which are contained in the following table:

Table 2 Fire Risk Classification

Classes	Classification criteria	Examples (non-exhaustive)
Low risks	- Detached residential building with a maximum of 2 storeys and containing 2 dwelling units or fewer - Rooming house with a maximum of 4 rooms Small isolated building	- Detached single-family dwelling or duplex - Intergenerational home or home with an accessory dwelling unit - Cottage - Mobile home - Hangar, shed, detached residential garage - Disused barn
Medium risks	- Residential building of up to 3 storeys or containing 3 to 9 dwelling units - Rooming house with 5 to 9 rooms - Commercial building of up to 3 storeys - Industrial establishment in Group F, Division 3 - Other building with a footprint of up to 600 m²	- Single-family dwelling such as a triplex or row housing - Apartment building - Professional office - Commercial establishment (stand-alone shop, convenience store without a gas station, grocery store) - Warehouse
High risks	- Residential building of 4 to 6 storeys - Residential building containing 10 dwelling units or more - Rooming house with 10 rooms or more - Commercial building of 4 to 6 storeys - Hotel accommodation where each unit has access to the outside - Hotel accommodation of 3 storeys or fewer - Site without a significant quantity of dangerous substances presenting a fire risk - Industrial establishment in Group F, Division 2 - Agricultural building - Other building with a footprint greater than 600 m²	- Building with 10 dwelling units or more - Motel - Business establishment - Commercial establishment (grocery store, large retail store) - Welding shop, garage, printing shop, gas station - Hog barn, stable
Very high risks	- Residential or commercial building of more than 6 storeys - Building whose principal occupancy is Group A - Building whose principal occupancy is Group B - Building where occupants cannot evacuate on their own - Building involving difficult evacuation due to a high number of occupants - Building where the consequences of a fire are likely to affect community operations - Industrial establishment in Group F, Division 1 - Building presenting a high conflagration risk, i.e., where combustible, flammable or explosive materials are present in significant quantities	- High-rise building - Theatre, arena, cinema, church, school, daycare, university - Hospital, seniors' residence, intermediate resource - Detention facility - Shopping centre - Hazardous materials warehouse, paint plant, chemical plant, gristmill - Water treatment plant, port facility, town hall, disaster shelter, police station, fire station - Attached building in heritage districts

Source: Annex A, Minister of Public Security's Fire Safety Orientations, 2025

The following table shows, for each municipality in the MRC, the number of risks in each category following their classification.

Table 3 Risk Classification

Municipality	Risk classification (count by risk)						TOTAL
	Low	Medium (res.)	Medium (com.)	Agriculture (High)	High	Very High	
Alleyne-et-Cawood	461	0	1	15	1	3	481
Bristol	974	0	6	164	4	8	1156
Bryson	263	5	9	0	6	5	288
Campbell's Bay	284	7	27	1	10	15	344
Chichester	235	0	4	55	1	2	297
Clarendon	786	5	10	299	7	12	1119
Fort-Coulonge	487	17	24	0	7	11	546
L'Île-du-Grand-Calumet	468	4	6	94	1	7	580
L'Isle-aux-Allumettes	1293	2	18	119	1	18	1451
Litchfield	485	5	9	97	9	2	607
Mansfield-et-Pontefract	1457	7	34	50	20	8	1576
Otter Lake	1362	11	14	11	2	6	1406
Portage-du-Fort	152	1	7	0	1	8	169
Rapides-des-Joachims	175	0	5	2	1	2	185
Shawville	617	23	50	7	22	21	740
Sheenboro	343	0	5	33	0	2	383
Thorne	750	1	4	27	1	6	789
TNO Lac-Nilgaut	1039	0	0	73	0	0	1118
Waltham	455	0	5	11	2	4	477
Total	12086	88	238	1058	96	140	13706

Source: Property assessment roll dated 2024-10-24

In addition, the location of these risks has been integrated into the summary map included in the appendices to this document.

These risks were determined based on the MRC's property assessment roll and broken down according to the fire safety risk classification set out in Annex 1 of the *Guide relatif à la planification des activités de prévention des incendies*.

Evolution of Risk Classification

The 2017 cover plan identified 11,610 sites distributed across four general classes—low, medium, high and very high. Subsequent verifications, however, revealed several duplicates as well as buildings not recorded on the property assessment roll; this margin of error of approximately 2,200 sites partly explains the gap observed between the two inventories. With the benefit of field inspection experience and the integration of the 2024 property roll, it became clear that this grid lacked precision—particularly for a nearly exclusively rural territory where

dense village cores coexist with large agricultural operations and a growing network of micro-enterprises.

Two weaknesses stood out. First, large agricultural buildings had been placed in the “medium” class to lighten the inventory workload; however, their fire load, fuel volumes, and remoteness require water-supply strategies and staffing levels comparable to certain industrial risks. Second, the “medium” category indiscriminately combined residential and commercial occupancies, which complicated visit planning and the allocation of prevention resources.

The revised 2024 version therefore introduces a more targeted breakdown. High risks are now divided into “high – agricultural” for hog barns, dairy barns, greenhouses, or hay storage facilities, and “high – standard” for plants, institutional facilities, and rental buildings. Similarly, the medium class is split between “medium – residential” (single-family homes, cottages, duplexes/plexes) and “medium – commercial” (local businesses, workshops, and small warehouses). This differentiation responds to the arrival of approximately 400 new addresses since 2017—mainly permanent residences attracted by the post-pandemic context and small rural businesses established in former agricultural buildings.

This reclassification clarifies inspection mandates, allows more precise calibration of water volumes, staffing, and operational pre-incident plans, and finally provides an accurate picture of residential densification and the growth of large farms. By providing an updated and nuanced reading of the issues, the MRC now has a robust strategic tool to guide the implementation of the cover plan and to optimize fire prevention and response across its entire territory.

4.1 Continuous Update Mechanism

In accordance with the Minister of Public Security's Orientations, the Pontiac MRC must implement a mechanism for the continuous updating of risk analysis and risk classification across its entire territory. This mechanism will be based on the principles and tools proposed in the *Guide relatif à la planification des activités de prévention des incendies*, in particular its appendices.

This continuous updating will aim to accurately reflect changes in the territory (e.g., new construction, changes of use, occupancy, or density), improve the planning of prevention activities, and promote an efficient allocation of inspection resources.

This process will be coordinated in collaboration with local municipalities and the relevant fire departments, and will take into account information from the property assessment roll, building permits, inspection visits, and data collected in the field.

****** Protection objective adopted by the MRC ******

- ✓ Apply a continuous update mechanism for risk analysis and risk classification across the entire MRC territory, drawing on the MPS *Guide relatif à la planification des activités de prévention des incendies* and its appendices (action 1).

5 OBJECTIVE 2 – PREVENT FIRES

Prevention—implemented in one form or another through the five prevention programs referenced in Fire Safety Cover Plans—has proven its effectiveness in Québec in recent years through a meaningful reduction in loss of life and property. Improvements to fire safety by-laws, the emergence of new technologies, and accumulated experience now make it possible to adjust how prevention programs are applied in order to achieve even stronger results. To do so, program content may be revised, as needed, to incorporate various implementation methods, while maintaining—and where possible strengthening—the human and financial resources devoted to delivering them.

Prevention activities and the implementation of prevention programs must follow the methods set out in the *MPS Guide relatif à la planification des activités de prévention des incendies* and its appendices.

5.1 Incident Evaluation and Analysis

**** Situation overview ****

The MRC, in collaboration with the fire departments (FD), has implemented an incident evaluation and analysis procedure consistent with the *MPS Guide relatif à la planification des activités de prévention des incendies* and its appendices. When a structure fire occurs, the FD is responsible for determining the causes and circumstances of the fire. Each FD within the MRC has officers who have completed the non-urban officer training and are qualified to perform this task. When required, the MRC Public and Civil Security Coordinator or the MRC Fire Prevention Technician may assist the FD officer.

Once the causes and circumstances have been determined, the designated FD member completes the DSI 2003 report and submits it to the MRC Coordinator within 14 days of the fire. The coordinator performs a quality control review of the DSI 2003, ensuring, among other things, that causes and circumstances have been determined. The coordinator compiles the information to produce the statistics required for monthly and annual reporting. Once quality control is complete, the report is forwarded to the Fire Prevention Technician, who verifies whether any short-, medium-, or long-term prevention measures should be implemented. The Technician then forwards any DSI 2003 reports completed by hand to the Ministère de la Sécurité publique.

Where the DSI indicates that the file was transferred to the Sûreté du Québec, the MRC Public and Civil Security Coordinator follows up with the Sûreté du Québec regarding their investigation files into the causes and circumstances of fires, at a minimum every four (4) months.

Annually, or as needed, the Fire Prevention Technician reviews the regional fire-prevention by-law based on the analyses carried out during the year.

Over the past few years, the main causes of fires in the territory have been chimney fires and brush fires. Based on this observation, the MRC Fire Prevention Technician organizes public awareness campaigns during the two higher-risk periods, namely in the fall and in the spring.

****** Protection objective adopted by the MRC ******

- ✓ Apply, and if necessary, modify the incident evaluation and analysis program, drawing on the MPS Guide relatif à la planification des activités de prévention des incendies and its appendices (Action 2);

The following measures will be used to enhance the procedure:

- ✓ The MRC intends to maintain the procedure it has implemented for drafting investigation reports to determine the causes and circumstances of fires, drawing on the MPS Guide relatif à la planification des activités de prévention des incendies and its appendices.
- ✓ Following a fire involving major losses (i.e., a building with more than 50% material losses), when the cause of a fire cannot be determined by the FD, or for any other reason deemed reasonable by the FD, the FD may call upon the MRC fire prevention team, which will attend the scene to determine the causes and circumstances of the fire (RCCI).

5.2 Municipal Fire Safety By-law Framework

**** Situation overview ****

Implementation of the revised Fire Safety Cover Plan first enabled the adoption, and then the gradual evolution, of the MRC's fire prevention by-law: version 173-2011, revision 202-2014, and major revision 271-2021. The original 2011 text, focused almost exclusively on the obligation to install and maintain CSA/ULC-approved smoke alarms on each floor, provided only a basic outline of inspection powers and a standard fine schedule. In 2014, the by-law was fully rewritten: it introduced an official building typology (low, medium, high, very high risks); specific requirements for seniors' residences and supervised residences, including carbon monoxide alarms, standardized evacuation plans, and annual drills; partial integration of the Safety Code (electrical provisions in Chapter II); and maintenance requirements for alarm and suppression systems. These additions supported Actions 46 to 49 of the Cover Plan implementation plan and improved the framework for inspections conducted by the Fire Prevention Technician (TPI).

Version 271-2021, developed by an ad hoc committee of fire chiefs, is designed as a dynamic instrument: it systematically incorporates the Building Chapter of the Safety Code and the National Fire Code, so that future updates become applicable without further local steps. It introduces the requirement for carbon monoxide alarms in all dwellings containing a fuel-burning appliance, requires a portable fire extinguisher in areas where the required response force cannot be achieved in under fifteen minutes, requires the installation of key lock boxes, and clarifies rules governing outdoor fires, fireworks, and fuel storage—explicitly granting fire departments the authority to issue uniform offence reports across the entire territory. With these improvements—supported by a strengthened penal regime and an immunity clause for the competent authority—all 18 municipalities now apply harmonized standards for smoke alarms, fire prevention, outdoor fires, chimney sweeping, false alarms, and carbon monoxide, reducing material losses and impacts on the population while supporting the objectives of the Fire Safety Cover Plan.

****** Protection objective adopted by the MRC ******

- Apply, and if necessary modify, the various provisions of municipal fire prevention by-laws, in accordance with the methods defined in the MPS Guide relatif à la planification des activités de prévention des incendies and its appendices (Action 3).

5.3 Self-Protection Measures

**** Situation overview ****

Under the previous cover plan, the MRC created a working committee to revise the regional fire prevention by-law. The committee had two mandates: to harmonize municipal by-laws, including outdoor fires, and to establish requirements to better protect areas presenting one or more response shortcomings—namely, a response time exceeding 15 minutes. The MRC subsequently declared its jurisdiction in order to adopt such a by-law.

In June 2021, the new version of the MRC fire prevention by-law came into force, introducing additional requirements for outdoor fires, the presence of portable fire extinguishers in residences located in higher-risk areas, and the incorporation of the Building Chapter of the Safety Code into the by-law.

The self-protection measures implemented over the past five years have made it possible to establish the following across the MRC territory:

- Standardized fire protection requirements to improve residents' understanding and to facilitate enforcement by municipalities that share a fire department.
- Standardized building compliance requirements during inspections, particularly with respect to systems.
- The presence of a portable fire extinguisher in residences, and the recommendation to have at least one extinguisher per residence when located in a remote area.

****** Protection objective adopted by the MRC ******

- Apply self-protection measures by referring to the MPS *Guide relatif à la planification des activités de prévention des incendies* and its appendices (Action 4);

5.4 *Installation and Verification of Smoke Alarm Operation*

**** Situation overview ****

All municipalities in the MRC implement a local program for the installation and verification of smoke alarms.

In all cases, firefighters carry out this task, including in municipalities without their own fire department. Those municipalities perform the verification through an agreement with a neighbouring municipality or the MRC to borrow personnel. Despite the timelines set out in the cover plan—and due to issues related to the COVID-19 pandemic—some municipalities were not able to reach the target objective. However, in all cases where municipalities were unable to carry out in-person inspections, self-verification letters were sent to all residents along with property tax bills.

Although in-person inspections were difficult during the pandemic, municipalities returned to normal operations in the final year of the cover plan, conducting physical inspections throughout all urbanization perimeters (PU) within the MRC.

With respect to medium-risk buildings containing residential occupancies, municipal fire departments must incorporate these inspections into their smoke alarm installation and verification program.

****** Protection objective adopted by the MRC ******

- Apply, and if necessary modify, the program respecting the installation and verification of smoke alarm operation, which must follow the methods and frequencies set out in the *MPS Guide relatif à la planification des activités de prévention des incendies* and its appendices (Action 5).

Note that the program may be adjusted to account for the municipal by-law framework applicable to the building, areas presenting response shortcomings, or any other consideration of the municipality.

5.5 Periodic Inspection Program for Medium, High and Very High Risks

**** Situation overview ****

All municipalities have adopted and apply the regional inspection program for medium, high and very high risks. They rely on the regional fire prevention service to carry out this type of prevention activity. The regional prevention team is responsible for inspecting very high-risk buildings, high-risk buildings (including agricultural), and medium commercial risks. Municipal fire departments (FD) are responsible for inspecting medium-risk residential buildings without common areas, integrated into the Smoke Alarm Verification Program (PVAF), as described in the MPS Guide relatif à la planification des activités de prévention des incendies. In municipalities without a fire department, these inspections are carried out by firefighters from another fire department under an intermunicipal agreement.

Where a medium-risk residential building includes one or more common areas, the dwelling units are integrated and inspected under the PVAF, while the common areas fall under the responsibility of the regional prevention team. Under this program, the regional Fire Prevention Technician inspects the building, issues findings, and prepares a detailed pre-incident plan transmitted to the fire chief. The fire chief completes the water supply section of the plan and ensures its implementation. As part of training programs, fire departments validate these pre-incident plans so firefighters can become familiar with the building.

Results achieved (2017–2022 cover plan cycle) and adjustments

To ensure program implementation, the Pontiac MRC hired a Fire Prevention Technician in 2020. Despite major constraints related to the COVID-19 pandemic (restricted access, temporary closures, limited availability of responsible persons), approximately 75% of inspections planned under the cover plan were completed. Findings from these visits confirm the relevance of the approach: in more than 80% of inspected buildings, at least one non-compliance was identified, most frequently relating to emergency lighting and the verification/inspection of portable fire extinguishers.

The built environment profile of the territory—absence of high-rise buildings and a very low number of sprinklered buildings (< 10 across the entire MRC)—guides enforcement priorities. Particular emphasis will therefore be placed on random, documented, targeted post-inspection follow-ups in order to increase actual compliance between two inspection cycles, especially for low-cost, high-frequency corrective measures (emergency lighting, extinguisher maintenance and inspections, recordkeeping). Where required, the MRC has used an external Fire

Prevention Technician contract resource to limit delays and maintain inspection pace.

To sustain the effort and reduce reliance on external resources, the MRC authorized the creation of a second Fire Prevention Technician position: an offer of employment was made in 2025, with a planned start in 2026. This addition will stabilize inspection pace, strengthen follow-up on corrective notices, improve traceability of results, and ensure a clear division of responsibilities between the regional team (very high, high, agricultural, medium commercial) and municipal fire departments (medium residential integrated into the PVAF). Together, these adjustments aim to address gaps observed during the 2017–2022 cycle, consolidate gains, and optimize prevention and operational preparedness across the Pontiac MRC territory.

Agricultural buildings

The MRC will hire a second inspection resource—a Fire Prevention Technician—in 2026 to carry out inspections of agricultural buildings. In the absence of municipal by-laws, this resource must refer to the MPS Guide des bonnes pratiques en inspection des bâtiments agricoles à l'intention des services de sécurité incendie to complete agricultural building inspections. A later revision of the regional fire prevention by-law will analyze whether agricultural buildings will be incorporated.

****** Protection objective adopted by the MRC ******

- Apply, and if necessary modify, the periodic inspection program for medium risks, high risks (including the agricultural sub-class) and very high risks, by referring to the methods and frequencies set out in the MPS Guide relatif à la planification des activités de prévention des incendies and its appendices, integrating, where required, specific provisions adapted to agricultural risks (Action 6) ;

Note that the program may be adjusted to account for different building uses and/or risk categories. Municipal authorities should consider the possibility of increasing inspection frequency for certain buildings, notably sleeping occupancies and industries that could have a significant economic impact on the community.

5.6 Public Awareness Activities Program

***** Situation overview *****

All municipalities, in coordination with the MRC, implement the local public awareness activities program. Fire station open houses bring fire departments closer to the public (children and adults) and support both education and recruitment. During Fire Prevention Week, municipalities with schools, childcare centres (CPE) and seniors' residences (RPA) conduct evacuation drills in collaboration with their fire departments. The MRC supports and coordinates these actions: portable fire extinguisher demonstrations for the public and businesses, school and childcare visits, initiatives in seniors' residences, as well as seasonal campaigns (columns, local newspapers, kiosks, Fire Prevention Week, Halloween, etc.) aimed at reinforcing safe behaviours and promoting self-protection at home and in businesses.

Results achieved (previous cover plan) — issues, findings and adjustments

In most municipalities, open houses were held and evacuation drills took place in schools, childcare centres, and seniors' residences, in partnership with fire departments. Achievement of the planned targets was uneven from year to year: the pandemic reduced or postponed several in-person activities; availability of school staff and seniors' residence teams sometimes limited drill windows; and the size of the rural territory complicated uniform coverage of more remote hamlets. Despite these constraints, feedback from institutions remains positive: drills improved knowledge of evacuation procedures and renewed attention to the most frequent risks (wood heating, cooking, electrical). A need remains to increase the frequency of activities and broaden their reach to engage more households, particularly outside village cores.

To address these gaps, several adjustments have been implemented or are being deployed:

- Regional schedule and standardized templates: annual synchronization of open houses, extinguisher demonstrations and targeted visits (schools, childcare centres, seniors' residences), with bilingual toolkits (posters, letters to parents, drill scenarios, checklists).
- Outreach and tracking tools: coordinated messaging on social media and in local newspapers, forms and QR codes linking to online resources, and systematic collection of post-activity reports to ensure traceability and continuous improvement.
- Targeting higher-risk groups: emphasis on more vulnerable environments (seniors, isolated residences, wood-heating users), with seasonal

reminders (smoke/CO alarms, appliance maintenance, family evacuation plan).

- Expanded territorial coverage: planning of mobile outreach (“pop-up kiosks”) at community events and public markets to reach remote sectors.

In light of these findings, the priority for the next cycle will be to increase the number of activities per sector, maintain school and seniors’ residence drills on an annual basis, and systematically measure reach (number of workshops, participants reached, response rates to safety reminders). More activities of this type must be carried out to ensure continuous and equitable awareness across the entire territory. These efforts, coordinated by the MRC with the support of fire departments, aim to consolidate gains, address occasional delays, and sustainably increase public preparedness with respect to fire risk.

****** Protection objective adopted by the MRC ******

- Apply, and if necessary, modify the public awareness activities program, which must follow the methods defined in the *MPS Guide relatif à la planification des activités de prévention des incendies* and its appendices (Action 7).

5.7 Territorial Development

**** Situation overview ****

The Pontiac MRC is currently engaged in the revision of its land use plan (current version in force since 2001). In this context, each municipality will be consulted, as will the fire departments (FD), in collaboration with the MRC's regional prevention service, to integrate fire safety considerations upstream in urban development planning. This approach notably aims to introduce concepts of densification in municipal urban areas (infill, conversion, building upward), which can significantly alter the operational needs of fire departments.

Consultation will address, among other things, the adequacy of prevention programs, regulatory compliance, operational accessibility (street cross-sections, turning radius, clearances for intervention and rescue), water supply (networks, flows, drafting points), and impacts on response times. Particular attention will be given to projects involving buildings of three storeys or more, because densification and increased height may require the addition or upgrading of specialized apparatus—particularly aerial devices (aerial ladders/platforms)—as well as equipment and procedures adapted to vertical evacuations, façade rescue, and offensive operations at height. Joint FD–prevention evaluation will make it possible to anticipate these needs, plan their funding, and integrate them into coverage grids, pre-incident plans, and municipal planning standards (access easements, clearances, pavement and bridge load capacities).

****** Protection objective adopted by the MRC ******

- Implement a formal mechanism for consulting fire departments, with the support of the regional prevention service, at each relevant stage of urban development planning, in order to adjust prevention programs and ensure response capability—particularly in a context of densification and buildings of three storeys and more that may require aerial apparatus and additional resources (Action 8).

6 OBJECTIVE 3 – RESPOND TO LOW-RISK STRUCTURE FIRES

6.1 Resource Deployment

In accordance with section 10 of the Fire Safety Act, the Fire Safety Cover Plan sets out, in particular, the inventory of elements that must be considered in order to optimize the human and material resources available at the regional level so that resource deployment is optimal.

More specifically, Objectives 3 and 4 require municipalities to determine, for each risk category, the minimum response force they are able to deploy and the response time they can achieve under normal conditions.

Furthermore, consistent with the intent of Objective 3, the response force for low risks is expected to consist of at least 8 firefighters, across the entire territory served by the MRC's fire departments.

**** Situation overview ****

Under the previous cover plan, fire departments compiled data relating to firefighter mobilization and the arrival of the response force required under the cover plan. Compiling and analyzing this data (using call maps produced by the secondary fire emergency communications centre during mobilization for a structure fire) were necessary to assess each fire department's response during a fire within the territory.

In the previous plan, the response force that had been set was only a general statement for the entire territory, i.e., the same minimum fire department response in all urbanization perimeters (UP) of the MRC. Given the resources available at certain stations and the geographic situation of certain UPs, that response force was not achievable in all sectors of the territory.

In addition, the number of firefighters assigned to certain stations across the territory, even where those stations were located within an UP, was not sufficient to ensure the required response force.

Thanks to the compiled data and improvements to communications and responder training, fire departments are now better able to identify the response force they can provide to their population across the MRC territory.

To optimize available resources, and over the course of the last fire safety cover plan, the following municipalities grouped or modified their fire services as follows:

- Fire protection service provided through a service agreement by the Municipalities of Shawville and Clarendon for the territory of Portage-du-Fort (agreement signed in 2021), as well as a service agreement covering the Municipality of Thorne (2025);

- Grouping of the Municipalities of Campbell's Bay, Litchfield, Bryson and Île-du-Grand-Calumet through a service agreement managed by the Municipalities of Campbell's Bay and Litchfield (2025);

- Each municipality maintained or enhanced its fire service deployment protocols with neighbouring municipalities in order to respect the principle of resource optimization. The fire chief for the territory concerned is the authority responsible for updating the protocols for the territory served, at least annually.

Table 4 below presents fire protection coverage within the MRC territory. Table 5 below presents the agreements and protocols in place between the participating municipalities. Each agreement is automatically renewed each year.

Each municipality provides the secondary fire emergency communications centre with a list of deployment protocols to ensure optimal resource deployment.

Table 4 Fire Protection Coverage within the MRC Territory

Municipality	Fire department (FD) information serving the municipality		Intermunicipal mutual aid agreements and deployment protocols	
	Has its own FD (yes/no)	Served by which FD	Agreements signed	Deployment protocols
Alleyn-et-Cawood	No	Kazabazua FD (MRCVG)	In part***	Yes
Bristol	Yes	Bristol FD	Yes	Yes
Bryson	No	Campbell's Bay-Litchfield FD	Yes	Yes
Campbell's Bay	Yes	Campbell's Bay-Litchfield FD	Yes	Yes
Chichester	Yes	Pontiac Ouest FD	Yes	Yes
Clarendon	Yes	Shawville-Clarendon FD	Yes	Yes
Fort Coulonge	Yes	Fort-Coulonge FD	Yes	Yes
L'Île-du-Grand-Calumet	No	Campbell's Bay-Litchfield FD	Yes	Yes
L'Isle-aux-Allumettes	Yes	Pontiac Ouest FD	Yes	Yes
Litchfield	Yes	Campbell's Bay-Litchfield FD	Yes	Yes
Mansfield-et-Pontefract	Yes	Mansfield FD	Yes	No**
Otter Lake	Yes	Pontiac North FD	In part***	Yes
Portage-du-Fort	No	Shawville-Clarendon FD	Yes	Yes
Rapides-des-Joachims	No	Laurentian Hills FD (Ont.)	Yes	Yes
Shawville	Yes	Shawville-Clarendon FD	Yes	Yes
Sheenboro	Yes	Pontiac Ouest FD	Yes	Yes
Thorne	Yes	Thorne FD	Yes	Yes
TNO Lac-Nilgaut*	No	No FD*	ORR Only	ORR Only
Waltham	Yes	Waltham FD	Yes	Yes

*Territory not served by a fire department

**Fire department autonomous across its entire territory. If changes occur, protocols will be revised.

***Certain intermunicipal agreements where a mandatory deployment protocol is required are not in force (see Table 5)

Source: Municipalities, 2025

Table 5 List of Intermunicipal Agreements and Initial-Call Deployment Protocols in Force for Low Risks

FD Provider of service \ Municipality receiver of service	Alley-et-Cawood	Bristol	Bryson	Île-du-Grand-Alumet	Campbell's Bay	Litchfield	Fort-Coulonge	Mansfield-et-Pontefract	Otter Lake	L'Isle-Aux-Allumettes	Chichester	Sheenboro	Portage-du-Fort	Shawville	Clarendon	Thorne	Waltham	Rapides-des-Joachims
Bristol															P			
Campbell's Bay-Litchfield									P				P		P	P		
Fort-Coulonge																		
Mansfield-et-Pontefract					P	P	P		P	P							P	
Pontiac Nord	P					P										P		
Pontiac Ouest																	P	
Shawville-Clarendon	P	P	P			P			P				P			P		
Thorne																		
Waltham										P	P	P						
Laurentian Hills (Ont.)																		P
Kazabazua (MRCVG)	P								P									
Pontiac (MRCCO)		P																
La Pêche (MRCCO)																		
Lac-Sainte-Marie (MRCVG)*	P																	
Low (MRCVG)	P																	

Source : Municipalities, 2025

Legend :

P: Initial-call deployment protocol in force at the secondary fire emergency communications centre

Black cell: Self-protected (autonomous) or integrated municipal fire service

Green cell: Intermunicipal agreement in force

****** Protection objectives adopted by the MRC ******

- Maintain and update the required intermunicipal agreements so that the response force for low risks is optimized, as determined after considering all available resources, regardless of administrative boundaries (Action 9);
- Maintain and update deployment protocols so that the response force for low risks is optimized, as determined after considering all available resources at the regional level, and transmit them to the secondary fire emergency communications centre (Action 10).

6.2 Water Supply

6.2.1 Municipal Waterworks Networks

**** Situation overview ****

Each municipality that has a waterworks network applies a hydrant maintenance and flow-testing program. This program requires the municipality to conduct an annual inspection of its network, drawing on the Ministry of the Environment, the Fight Against Climate Change, Wildlife and Parks (MELCCFP) *Guides de bonnes pratiques d'exploitation des installations de distribution d'eau potable*, as well as applicable NFPA standards. The municipality's public works department is responsible for this local program.

As the Municipality of Mansfield-et-Pontefract has not submitted its network to annual hydrant flow tests for several years, its network will be considered non-compliant until performance testing is completed.

The waterworks networks of the Municipalities of Bryson, L'Île-du-Grand-Calumet and Portage-du-Fort do not meet the criterion of 1,500 L/min for a duration of 30 minutes. Their respective fire departments plan to deploy tanker trucks to meet the requirement of 15,000 litres of water for the initial attack.

In the municipalities listed above, a flow test must be carried out to allow non-compliant hydrants to be coded, with the objective of establishing the performance capacity of the waterworks network.

To illustrate the location of waterworks networks, the hydrant maps in the appendices show the sectors where a flow of 1,500 L/min can be maintained for at least 30 minutes using fire hydrants.

Table 6 Municipal Waterworks Networks

Municipality	Fire Department	Fire Hydrants		NFPA 291 Codification (yes/no)	Maintenance Program (yes/no)
		Total	Compliant ¹		
Bryson	B.G.C.P.	31	0**	No	No
Campbell's Bay	Campbell's Bay/Litchfield	46	46	Yes	Yes
Clarendon	Shawville/Clarendon	7	7	Yes	Yes
Fort-Coulonge	Fort-Coulonge	69	62	Yes	Yes
L'Île-du-Grand-Calumet	B.G.C.P.	18	0**	No	No
L'Isle-aux-Allumettes	Pontiac Ouest	24	9	Yes	Yes
Otter-Lake	Otter-Lake	43	43	Yes	Yes
Mansfield-et-Pontefract	Mansfield-et-Pontefract	37	0*	Yes	Yes
Portage-du-Fort	Shawville/Clarendon	21	0**	No	No
Shawville	Shawville/Clarendon	98	88	Yes	Yes

Source : Municipalities, 2025

Note 1 : Hydrants meeting the criterion of 1,500 L/min for 30 minutes.

Note * : The Municipality of Mansfield-et-Pontefract must carry out hydrant flow testing

Note ** : As these hydrants do not meet the 1,500 L/min criterion, the B.C.G.P. and Shawville–Clarendon fire departments have tanker trucks to meet the requirement of 15,000 litres of water for the initial attack.

****** Protection objectives adopted by the MRC ******

- Apply and, where necessary, revise the hydrant maintenance and flow-testing program, drawing on the Ministry of the Environment, the Fight Against Climate Change, Wildlife and Parks' (MELCCFP) *Guide de bonnes pratiques d'exploitation des installations de distribution d'eau potable*, and on applicable NFPA standards (Action 11).
- Identify fire hydrants based on the compliance of the waterworks network, drawing on NFPA 291 (Action 12).

6.2.2 Water Points

***** Situation overview *****

As part of the first cover plan, the MRC identified, using mapping, more than 85 potential locations for the development of water points across the entire territory. Once the process began, it was found that a significant proportion of these sites were neither accessible nor suitable, notably due to the elevation difference between the water and the roadway, or the configuration of the drafting location for the pumper. As a result, municipalities were asked to identify more suitable locations for installing water points, with the minimum objective of implementing at least one per municipal territory. Since then, each year, municipalities have made additional installations.

Each municipality is responsible for applying its local program for the development and maintenance of water points. Depending on the local organization, this work is carried out either by the fire department (FD) or by the public works department. For installation, the MRC coordinates the obtaining of the required authorizations and permits, after which municipalities carry out the work through their own crews or a qualified contractor. Once a water point is placed in service, the fire department verifies proper operation through pumping tests carried out at least once per year, and ensures that access and operability conditions are maintained. This approach is intended to ensure the availability, safety, and performance of water points in support of emergency response operations.

The following table lists the water points developed within the MRC territory.

Table 7 Current Water Points

Municipality	Current water points ¹			
	Type	UP	Outside UP	Total
Alleyn-et-Cawood	Dry Hydrant	-	1	1
Bristol	Dry Hydrant	2	1**	3**
Bryson	Dry Hydrant	2	-	2
Campbell's Bay	-	-	-	0
Chichester	Dry Hydrant	1	1	2
Clarendon	Dry Hydrant	-	4**	4**
Fort-Coulonge	-	-	-	0
L'Île-du-Grand-Calumet	Dry Hydrant	1	3	4
L'Isle-aux-Allumettes	Dry Hydrant	1	3	4
Litchfield	Dry Hydrant	1	1	2
	Reservoir	-	1*	1*
Mansfield-et-Pontefract	Dry Hydrant	-	4	4
Otter Lake	Dry Hydrant	-	2	2
	Reservoir	-	1*	1*
Portage-du-Fort	Dry Hydrant	-	1	1
Rapides-des-Joachims	-	-	-	0
Shawville	Reservoir	1	-	1
Sheenboro	Reservoir	1	-	1
Thorne	Dry Hydrant	-	3**	3**
Waltham	Dry Hydrant	1	-	1
Total		11	23	34

Source: Municipal annual reports, as of 2025-01-01

Note 1: To be considered under the Fire Safety Cover Plan, a water point must have a minimum capacity of 30,000 litres and always be accessible.

Note*: The Municipalities of Otter Lake and Litchfield share the same reservoir.

Note**: The Municipalities of Bristol, Clarendon and Thorne share a dry hydrant located at the boundary of the three municipalities, on Lake Thorne.

The water point map in the appendices shows the location of the current water points.

****** Protection objective adopted by the MRC ******

- Apply and, where necessary, revise the water point development and maintenance program in order to facilitate tanker shuttle operations, drawing on applicable NFPA standards, such as NFPA 1142 (Action 13).

6.3 RESPONSE EQUIPMENT

6.3.1 Fire Stations

**** Situation overview ****

Table 8 Fire Station Locations and Descriptions

Fire Department	Main (P) or Satellite (S)	Station Number	Address	Comments on the station (note 1)
Bristol	P	1	24 ch Wharf, Bristol	Ventilation and Decontamination
	S1	2	11, 11 ^e Ligne, Bristol	Ventilation and Decontamination
Shawville/Clarendon	P	3	200 rue Centre, Shawville	
Thorne	S1	4	4 rue Théodore, Thorne	
Pontiac Nord	P	5	15 Ave Palmer, Otter Lake	Decontamination
Kazabazua	S1	6	10 Jondee, Alleyn-et-Cawood	
	P	12**	378 Rte 105, Kazabazua (MRCVG)	
Campbell's/Litchfield	S2	7	833 Principale, Bryson	Ventilation, Space and Decontamination
	S3	8	8 rue Brizzard, L'Île-du-Grand-Calumet	Ventilation and Decontamination
	P	10	85 Leslie, Campbell's Bay	Ventilation, Space and Decontamination
	S1	11	1362 Rte 148, Campbell's Bay	Ventilation and Space
Mansfield-et-Pontefract	P	12	300 Principale, Mansfield-et-Pontefract	Space and Decontamination
Fort-Coulonge	P	18	559 rue Baume, Fort Coulonge	
Waltham	P	14	71 Hôtel de Ville, Waltham	
Pontiac Ouest	P	15	125 rue King, L'Isle-aux-Allumettes	
	S1	16	6B St-Joseph, L'Isle-aux-Allumettes	
	S2	17	1513 Chapeau-Sheenboro, Chichester	
TOTAL	-	17		
Laurentian Hills (Ont)	P	1	34479 Hwy 17, Deep River, Ontario	
	S1	2	31061 Hwy 17, Deep River, Ontario	
Pontiac (MRCCO)	S2	3	234 rue Church, Pontiac	
La Pêche (MRCCO)	S2	3	7 chemin de la Caserne, La Pêche	
Lac-Sainte-Marie (MRCVG)	P	14	106 chemin Lac-Sainte-Marie	
Low (MRCVG)	P	16	7 rue Principale, Low	

Note 1 : Legend :

Ventilation: Inadequate station ventilation

Space: Station has deficiencies in circulation space between vehicles

Decontamination: Station lacks space for decontamination

Green cell: Study underway to consider station construction/renovation/reorganization

Source: MRC, 2025

Note** : Station located in the MRC of La Vallée-de-la-Gatineau

6.3.2 Response Vehicles

***** Situation overview *****

All emergency response vehicles operated by the Pontiac MRC fire departments (FD) are up to date on their annual inspections, which are carried out either by an external firm or by one of the four fire directors who completed ULC training in 2017 through an intermunicipal agreement.

With respect to the two aerial apparatus in the MRC territory, they have undergone and passed the annual tests required by the manufacturer, as well as those recommended in the Guide d'application relatif aux véhicules et accessoires d'intervention.

In addition to periodic pump testing and regular mechanical maintenance (oil, brakes, etc.), response vehicles are subject to pre-departure checks carried out routinely—at a minimum once per week by the fire department if the vehicle has not been driven. In addition, all vehicles are subject to an inspection by the Société de l'assurance automobile du Québec (SAAQ) to ensure mechanical reliability and safe road performance. In the case of an emergency call, the pre-departure check is carried out upon the vehicle's return to the station. The results are recorded in a logbook.

If a fire department is temporarily unable to deploy its own vehicles for any reason (mechanical breakdowns, planned maintenance, or other force majeure situations), it must plan to address this gap by calling, from the initial alert, on the resources of the municipalities best able to respond, while ensuring that the response force remains optimal.

Each year, fire departments carry out mandatory maintenance procedures and mechanical inspections required under the Règlement sur les normes de sécurité des véhicules routiers. Note that maintenance must be performed every six months and that activities under the Preventive Maintenance Program (PEP) may replace the annual mechanical inspection.

Within the MRC, each fire department that operates a tanker truck has a portable pump with a flow rate greater than 1,500 L/min. In addition, each tanker truck is equipped with a dump valve with an average flow rate of at least 4,000 L/min.

The vehicle inspection, evaluation, and replacement program is the responsibility of the local municipalities.

Table 9 below refers to the distribution of response vehicles by fire department (by station) and provides certain clarifications regarding their characteristics.

Table 9 Characteristics of Response Vehicles Operated by the Fire Departments, as Well as Those of Neighbouring Fire Departments Responding Within the MRC Territory¹

Fire Department	Type of vehicle	Station	Number of the vehicle	Model Year	ULC Certification ³ (yes/no)	Capacity of the pump (in l/min)	Capacity of the tank (in litres)
Bristol	Pumper	1	211	2006	Yes	4543	3785
	Pumper-Tanker	1	221	2010	Yes	4543	11365
	Rescue	1	511	1996	-	-	-
	Tanker	2	612	1996	Yes	-	10456
	Water Rescue Unit	1	1811	-	-	-	-
Campbell's Bay / Litchfield	Pumper	10	2110	2007	Yes	4543	4546
	Ladder Truck with pump (Quint)	11	3111	1993	Yes	5678	2273
	Rescue	10	5110	1980	-	-	-
	Pumper-Tanker	11	2111	2017	Yes	-	11356
	Tanker	10	6110	1989	Yes	-	8183
	First Responder	10	8110	2017	-	-	-
	Pumper	7	217	2004	Yes	4773	3785
	Pumper-Tanker	8	218	2014	Yes	3974	13000
Fort-Coulonge	Pumper	18	2118	2025	Yes	3975	5678
Alleyne-et-Cawood (Kazabazua)	Rescue	18	5118	2014	-	-	-
	Pumper-Tanker	6	216	2014	Yes	5000	8000
Mansfield-et-Pontefract	Pumper-Tanker	12	2112	2011	Yes	4000	9092
	Pumper-Tanker	12	2212	1990	Yes	4000	5682
	Rescue	12	5112	1995	-	-	-
	Pumper-Tanker	12	2312	2022	Yes	-	9464
	First Responder	12	8112	2010	-	-	-
	Off-road Rescue Unit (ATV & Snowm.)	12	11112	2018	-	-	-
	Water Rescue Unit	12	18112	-	-	-	-
Pontiac Nord	Pumper-Tanker	5	215	2008	Yes	5000	10890
	Pumper	5	225	1997	Yes	5000	3028
	Off-road Rescue Unit (ATV & Snowm.)	5	1115	2018	-	-	-
	Water Rescue Unit	5	1815	-	-	-	-
Pontiac Ouest	Pumper	17	2117	2007	Yes	4000	3157
	Tanker	17	6117	2010	Yes	-	6800
	Pumper	15	2115	2014	Yes	4000	3785
	Rescue	15	5115	2015	-	-	-
	Tanker	15	6115	2006	Yes	-	9500
	Water Rescue Unit	17	18117	-	-	-	-
Shawville/ Clarendon	Pumper	3	213	1992	Yes	5000	3636
	Ladder Truck with pump (Quint)	3	313	2001	Yes	5678	1892
	Tanker	3	613	2018	Yes	-	5902
	Tanker	3	623	2002	Yes	-	13638
	Pumper	3	223	1997	Yes	4769	2000
Thorne	Pumper	4	214	2007	Yes	4000	3809
	Rescue	4	514	2009	-	-	-
	Tanker	4	614	2015	Yes	-	11356
Waltham	Pumper	14	2114	1989	Yes	4773	3364
	Rescue	14	5114	1997	-	-	-
	Tanker	14	6114	1995	Yes	-	12000
	Water Rescue Unit	14	18114	-	-	-	-

Continued on next page

Neighbouring Fire Department ¹	Type of vehicle	Station	Number of the vehicle	Model Year	ULC Certification ³ (yes/no)	Capacity of the pump (in l/min)	Capacity of the tank (in litres)
Laurentian Hills (Ont.)	Rescue	1	9822	2022	-		
	Pumper-Tanker	1	9652	2017	Yes	3974	6820
	Tanker	1	9720	2023	Yes		6820
	Rescue	2	9822	2022	Yes		
	Pumper-Tanker	2	9652	2024	Yes	3974	6820
Kazabazua - MRCVG ¹	Pumper	12	212	2004	Yes	5000	3636
	Pumper-Tanker	12	812	2004	Yes	4000	7000
	Rescue	12	1612	1999	Yes	-	-
La Pêche - MRCCO ¹	Pumper	3	223	2012	Yes	ND	6820
	Tanker	3	523	2007	Yes	-	13640
Pontiac - MRCCO ¹	Pumper	3	213	2003	Yes	ND	5910
	Tanker	3	513	1980	Yes	-	6820
Lac-Sainte-Marie - MRCVG ¹	Pumper	14	214	2011	Yes	ND	6810
	Tanker	14	414	2011	Yes	-	11350
Low - MRCVG ¹	Pumper-Tanker	16	216	2010	Yes	ND	8172
	Tanker	16	416	2011	Yes	-	9080

Source: Fire departments (FD) and annual inspection report, 2024.

Note 1: The neighbouring fire departments listed in this table are those that respond within the MRC territory and that have an impact on the response force for the municipalities concerned.

Note 2: Vehicle distribution by station should be indicated when more than one station is used by the fire department

Note 3: In this table, ULC certification means that the vehicle has been subject to an approval, accreditation, performance attestation, compliance attestation, or recognition of compliance.

****** Protection objective adopted by the MRC ******

- Apply and, where necessary, revise the vehicle inspection, evaluation and replacement program, drawing on applicable standards and on the Guide d'application relatif aux véhicules et accessoires d'intervention à l'intention des services de sécurité incendie, as well as any other applicable standards or guides (Action 14).

6.3.3 Response and Protective Equipment and Accessories

**** Situation overview ****

All municipalities have local maintenance programs covering both operational equipment (portable pumps, hoses, fittings, ladders, fans, etc.) and personal protective equipment (PPE), including self-contained breathing apparatus (SCBA). These programs are based on manufacturers' requirements, applicable regulations, and recognized guides used in the field (MPS, CNESST, APSAM).

Each firefighter is issued compliant turnout gear and, together with their municipality, applies measures drawn from the CNESST *Guide des bonnes pratiques — L'entretien des vêtements de protection pour la lutte contre l'incendie*, including: cleaning procedures, maintenance traceability, preventive removal of damaged PPE, and retirement criteria.

Each station has a minimum of four SCBA units equipped with a PASS alarm and one spare cylinder for each unit. Fire departments carry out annual testing on SCBA. All air cylinders undergo an annual visual inspection as well as air replacement in accordance with applicable standards and the recommendations of the *Guide d'application relatif aux véhicules et accessoires d'intervention*, the CNESST *Guide des bonnes pratiques — L'entretien des vêtements de protection pour la lutte contre l'incendie*, and the APSAM *Guide pour la réalisation d'un programme de protection respiratoire — Services de sécurité incendie*.

Fire departments have implemented a maintenance program for this equipment, drawing on the *Guide d'application relatif aux véhicules et accessoires d'intervention*, applicable standards, and manufacturers' recommendations, and they carry out periodic testing to maintain effectiveness.

****** Protection objectives adopted by the MRC ******

- Apply and, where necessary, revise the inspection, evaluation, maintenance and replacement program for response equipment and accessories (e.g., portable pumps, hoses, etc.), in accordance with manufacturers' requirements and drawing on any other applicable standards or guides, including the MPS *Guide d'application relatif aux véhicules et accessoires d'intervention à l'intention des services de sécurité incendie* (Action 15).
- Apply and, where necessary, revise the inspection, maintenance and replacement program for personal protective equipment (e.g., helmet, hood, coat, pants, gloves, boots), including self-contained breathing apparatus (SCBA), in accordance with manufacturers' requirements and the provisions set out in the MPS *Guide d'application relatif aux véhicules et accessoires d'intervention à l'intention des services de sécurité incendie*, the CNESST

Guide des bonnes pratiques – L’entretien des vêtements de protection pour la lutte contre l’incendie, and the APSAM Guide pour la réalisation d’un programme de protection respiratoire – Services de sécurité incendie (Action 16).

6.3.4 Secondary Fire Emergency Communications Centre

***** Situation overview *****

The majority of municipalities in the Pontiac MRC—16 out of 18—are served by the emergency centre and the secondary fire emergency communications centre of the MRC des Collines-de-l'Outaouais, under an inter-MRC agreement. This centre is certified by the Ministry of Public Security (MPS). The Municipality of Allevyn-et-Cawood, whose fire department is Kazabazua (MRC of La Vallée-de-la-Gatineau), is served by Groupe CLR to ensure alignment of emergency resources in this bordering sector. The Municipality of Rapides-des-Joachims, for its part, receives 9-1-1 service through Ontario. With respect to communications originating from the secondary fire emergency communications centre, dispatch quality and radio/telephone coverage are adequate across the entire territory.

Switch-over issues between dispatch centres

No operational issues have been identified. The two fire departments concerned by an inter-territorial interface—Kazabazua and Otter Lake—record very few joint calls. Mapping and resource optimization do provide for joint deployment in certain border sectors, but these contain few buildings and generate few responses, which limits the likelihood and impact of a switch-over in real-world conditions.

Fire dispatch operations – Ontario case

In Rapides-des-Joachims, 9-1-1 calls are first handled by Ontario's primary centre, and fire dispatch is then transferred to the competent secondary centre for resource mobilization, following the same switch-over principle as in Québec. This routing ensures continuity of service and activation of local protocols (fire department alerting, radio confirmations, recall notifications) without disruption for the caller or responders.

******* Protection objective adopted by the MRC *******

- Adapt and maintain agreements so that call-transfer delays for fire departments are as short as possible between the various fire emergency communications centres (Action 17).

6.4 *Response Personnel*

6.4.1 Number of Firefighters

Municipalities with more than 25,000 inhabitants should structure their fire departments, plan the organization and delivery of emergency services, and establish response arrangements so as to ensure, for low risks located within their urbanization perimeter, the deployment of 10 firefighters. The same applies to municipalities with fewer than 25,000 inhabitants whose fire department is able to rely on the availability of 10 firefighters or more.

Although they should also aim for this objective by establishing, wherever possible, response arrangements calling for 10 responders at the initial alert, it may be acknowledged that municipalities relying on volunteer firefighters have difficulty mobilizing such a response force. In that case, a staffing level of 8 firefighters must be considered the minimum.

As all municipalities in the MRC have fewer than 25,000 inhabitants and their fire departments are predominantly composed of volunteer firefighters, a staffing level of 8 firefighters will therefore be considered the minimum. However, when 10 firefighters or more are available, a response force of 10 firefighters will also be contemplated, provided that those firefighters are not required for water shuttle operations, where applicable.

In order to obtain reasonable assurance of personnel availability, fire department managers must periodically—depending on the time of day, day of the week, or time of year—validate the information appearing in their resource deployment protocols and, where applicable, make the necessary modifications.

Table 10 Number of Officers and Firefighters

Fire Department	Station number	Number of officers ¹	Number of firefighters	Number of prevention staff	Total ²
B.GC.P	7	3	6		9
	8	1	2		3
Bristol	1	4	11		15
	2	0	0		0
Campbell's Bay / Litchfield	10	5	14		19
	11	0	0		0
Fort-Coulonge	18	6	9		15
Kazabazua (Alleyn-et-Cawood)	6	0	1		1
Mansfield-et-Pontefract	12	5	21		26
Thorne	4	1	2		3
Pontiac Nord	5	5	17		22
Pontiac Ouest	15	6	12		18
	16	0	0		0
	17	2	3		5
Shawville/Clarendon	3	7	16		23
Waltham	14	5	17		22
MRC de Pontiac				2	2
Total	16	49	130	2	178
Laurentian Hills (Ont.)	1	5	15		20
	2	5	15		20
Kazabazua (Kazabazua) (MRCVG)	12	5	9		14

Source: Municipalities, 2025

Note 1: Officers include lieutenants, captains, fire chiefs/directors, and the entire command staff.

Note 2: The number shown in the Total column is adjusted to reflect that some prevention staff also serve as firefighters or officers. In addition, the total column is adjusted to reflect that some individuals are members of more than one fire department.

6.4.2 Firefighter Availability

***** Situation overview *****

Staff availability varies by hour, day of the week, and season. Rural realities (employment outside the municipality, commuting, seasonal activities) directly influence turnout time and the number of members available at the initial dispatch. Table 11 provides an overview of availability and mobilization time observed across the territory.

Process for updating and sharing data (Table 11)

The data are drawn from call maps (9-1-1/dispatch time stamps), incident reports (actual staffing at initial turnout), and attendance sheets. The MRC compiles the results annually, with the option to update them during the year if needed. The benchmark indicator for mobilization time is defined as the interval from alert → mobilization of the number of firefighters shown in Table 11. Failing that, the departure time of the vehicle(s) corresponding to that number of firefighters is used. The official mechanism for disseminating aggregated results is an email sent each April to all fire departments and municipal management.

Periods presenting availability challenges

Fire departments report recurring low points on weekday daytime periods (06:00–18:00), when many firefighters work outside the area, as well as overnight (00:00–06:00) for certain remote stations. Seasonal periods amplify these challenges: fall hunting season, agricultural harvests, and summer vacations (including the construction holiday period). These contexts require proactive coverage planning to maintain the required staffing levels.

Recent evolution and explanatory factors

Without asserting a quantified trend, several fire departments observe downward pressure on availability overall, particularly on weekday daytime periods. Factors cited include workforce mobility (employment outside the MRC), increased training and competency maintenance requirements, demographics (turnover, departures/retirements), and employers' variable capacity to release personnel upon alert.

Mitigation measures and monitoring

To reduce the impact of these constraints, the MRC and the fire departments maintain or strengthen:

- planned duty coverage during predictable periods of low availability (hunting season, harvests, vacations);
- targeted activation of mutual aid agreements and, where necessary, double-toning to ensure the expected staffing level;

- recruitment campaigns and retention measures (training support, recognition of employers who release staff);
- a structured annual review of the indicators in Table 11, sent by email each April, to identify sectors under pressure and adjust operational planning for the following year.

This annual framework, with updates if necessary, ensures a shared understanding of availability and continuous adaptation of the means deployed to support fire response across the entire territory.

Table 11 Availability and Mobilization Time of Personnel

Fire department	Station	Personnel available to respond to the initial alert ¹					
		Weekdays				Weekends	
		Day (6 :00 to 18 :00)		Night (18 :00 to 6 :00)		Number of Firefighters	Mobilization time
		Number of Firefighters	Mobilization time	Number of Firefighters	Mobilization time		
Bristol	1	4	12	6	13	6	12
	2	-	-	-	-	-	-
Campbell's Bay / Litchfield	7	1	15	3	13	3	12
	8	1	20	1	21	1	20
	10	4	12	6	13	6	12
	11	2	12	2	12	2	12
Fort-Coulonge	18	4	12	6	13	6	12
Alleyn-et-Cawood (Kazabazua)	6	-	-	-	-	-	-
Mansfield-et-Pontefract	12	8	9	10	10	10	9
Thorne	4	-	-	-	-	-	-
Pontiac Nord	5	4	12	8	13	8	12
Pontiac Ouest	15	2	12	4	13	4	12
	16	-	-	-	-	-	-
	17	2	12	4	13	4	12
Shawville/Clarendon	3	8	9	10	10	10	9
Waltham	14	4	20	8	21	8	20
Total		44		70		70	
Laurentian Hills (Ont.)	1	4	8	6	8	6	8
	2	4	8	6	8	6	8
Kazabazua	12 (MRCVG)	4	8	8	12	8	12
Lac-Sainte-Marie	14 (MRCVG)	4	8	4	10	4	10
Low	16 (MRCVG)	5	12	8	15	5	12
Pontiac	3 (MRCCO)	1	15	2	10	2	10
La Pêche	3 (MRCCO)	1	15	2	10	2	10

Source : Municipalities, 2025

Note 1 : This table is provided for information purposes only. Fire departments are required to update their staffing levels, adjust their deployment protocols based on the information obtained, and forward the updated protocols to the secondary fire emergency communications centre that covers the territory.

6.4.3 Training, Drills, and Occupational Health and Safety

***** Situation overview *****

All fire departments (FD) have and apply a local training program, periodically drawing on the École nationale des pompiers du Québec (ENPQ) training framework and, on an as-needed basis, NFPA 1550. It follows that the implementation of the occupational health and safety program enables firefighters to use equipment effectively and safely, and to learn safe intervention methods for hazardous environments.

On incident scenes, the fire department designates an officer responsible for the occupational health and safety of response personnel. In some departments, this person is appointed in advance. In other departments, the person is appointed during mobilization and upon arrival on scene by the Incident Command Post (ICP).

In addition, municipalities are required to develop and implement a local prevention program as defined under the Règlement sur le programme de prévention (S-2.1, r.10) stemming from the Act respecting occupational health and safety (chapter S-2.1). A health and safety committee is established where required.

Since 2020, the MRC has served as a training manager with the École nationale des pompiers du Québec. Training for new firefighters is delivered through the regional training program, in collaboration with training officers/instructors in each station. The baseline training for firefighters across the territory is Firefighter I, while for officers, the minimum training is Non-Urban Officer. In addition, the MRC offers the following courses:

- Vehicle extrication
- Pumper operator
- Non-Urban Officer
- Aerial apparatus operator
- Firefighter I
- Firefighter II
- Responder safety during incidents involving electric, hybrid, and fuel-cell vehicles

Municipalities conduct recruitment campaigns through social media, during fire station open houses, and through prevention activities.

****** Protection objectives adopted by the MRC ******

- Apply and, where necessary, revise the competency maintenance program, drawing on the ENPQ training framework, NFPA 1550, and any other applicable standards or guides (Action 18);
- Apply and, where necessary, revise the occupational health and safety program in compliance with the *Act respecting occupational health and safety* (Action 19).

6.5 *The Strike Force*

The following resources constitute the Strike force that must be mobilized from the initial call for structure fires involving low-risk buildings:

- For municipalities with fewer than 25,000 inhabitants, a minimum of 8 firefighters applies across the entire territory.
- The personnel required for water transport using a tanker-type vehicle or for relay pumping are in addition to this minimum.
- The quantity of water required for an intervention where a compliant waterworks network is available—i.e., a minimum flow rate of 1,500 litres per minute—should be maintained continuously for at least 30 minutes.
- In the absence of a compliant waterworks network, a volume of at least 15,000 litres of water is required from the initial call.
- At least one pumper or tanker-pumper compliant with ULC-S515.
- At least one tanker truck compliant with ULC-S515 for sectors not served by a compliant waterworks network.

Multi-station deployment and automatic mutual aid must be planned for as needed in order to maintain an optimal Strike force.

If a fire department is temporarily unable to deploy one of its response vehicles (due to mechanical breakdowns, planned maintenance, or any other force majeure situation), this gap will be addressed, from the initial alert, by calling on the resources available from the municipalities able to respond the most quickly.

6.6 Response Time

To determine the time required for the Strike force to arrive within a given sector, it is sufficient to consider the firefighters' mobilization time (see Table 11) as well as the travel time of the required resources to the incident location. Travel time is calculated using an average response-vehicle speed of 60 km/h (1 km per minute).

Maps H, I and J, included in the appendices, show the zones where the maximum response time will be 15 minutes or less. The Lac-Nilgaut Unorganized Territory (TNO), the Municipality of Rapides-des-Joachims, and the northwestern portion of the territory are not included on these maps, because these sectors are excluded from fire service coverage or have no areas where the response time will be 15 minutes or less.

For sectors where the full Strike force cannot be assembled within 15 minutes or less, the response-time objective will be calculated independently for each structure fire using the following formula:

$$RT = MT + (D / V)$$

The symbols used in the formula mean:

RT = Response time (in minutes).

MT = Firefighter mobilization time (in minutes).

D = Distance travelled (in kilometres).

V = Average speed (1 kilometre per minute).

For example, assuming a mobilization time of 8 minutes and a distance of 9 kilometres between the station and the fire scene, the response time would be 17 minutes. Achieving the full Strike force (firefighters, vehicles, and water) within 17 minutes or less would therefore be the target for that particular case. The calculation would be as follows:

$$RT = MT + (D / V) = 8 \text{ minutes} + (9 \text{ km} / 1 \text{ km/minute}) = 17 \text{ minutes.}$$

Where mutual aid is required to achieve the Strike force, the calculation is performed for each station involved, and the longest response time is the one that determines the target to be achieved.

If members of a fire department are already on an incident (fire or another type of call), are carrying out prevention activities, or are in training or drills, response time may increase to account for the time required to mobilize and move resources from another station and/or the delays required to recover used equipment and/or the additional travel distance resulting from the location where the prevention activity, training, or drill is taking place. In such circumstances, the fire chief should nonetheless ensure that the Strike force is deployed in an optimal manner.

The deployment, in 90% of cases, of the full Strike force within the response time provided for in the cover plan may, retrospectively, be considered acceptable.

7 OBJECTIVE 4 - RESPOND TO MEDIUM-, HIGH- AND VERY-HIGH-RISK STRUCTURE FIRES

7.1 *Strike Force and Response Time*

For medium, high and very high risks, the Strike force to be mobilized from the initial call for structure fires will be optimal. Moreover, consistent with the intent of Objective 4, this Strike force is expected to be optimal, meaning it is set after considering all available resources at the regional level, including mutual aid processes and automatic resource deployment.

To that end, the resources identified in the pre-incident plan will be mobilized from the initial alert. Where no such plan exists, the fire chief must plan, where applicable, to mobilize—starting from the initial alert—additional resources beyond those planned for low risks. These additional resources must be sufficient given the specific characteristics of the building where the response is taking place.

The target response time applicable to medium, high and very high risks is determined independently for each fire, using the method set out in Section 6.6 of this cover plan.

If members of a fire department are already on an incident (fire or another type of response covered by this plan), are carrying out prevention activities, or are in training or drills, response time may be increased to account for the time required to mobilize and move resources from another station and/or the delays required to recover used equipment and/or the additional travel distance resulting from the location where the prevention activity, training, or drill is taking place. In such circumstances, the fire chief should nonetheless ensure optimal deployment of the Strike force.

7.2 *Resource Deployment*

***** Situation overview *****

Each municipality has entered into fire service deployment protocols with neighbouring municipalities to mobilize the resources required to achieve the Strike force for medium, high and very high risks. Once the pre-incident plan is confirmed, the deployment protocols are forwarded to the secondary fire emergency communications centre. Given that medium, high and very high risks require the preparation of pre-incident plans, the fire department must mobilize an optimal number of firefighters based on the building's characteristics.

Process for updating deployment protocols

Responsibility for updates rests first with fire chiefs, who review the operational content (sectors, first-due assignments, double-toning, automatic mutual aid, specializations, water points, access limitations). This review is coordinated with the MRC's regional prevention service, which ensures intermunicipal harmonization and compliance with the cover plan, agreements in force, and pre-incident plans. Draft updates are validated administratively by municipal general management; if an intermunicipal agreement is affected, a resolution from the councils concerned is obtained as required. The formal review frequency is annual, in April, with updates "as needed" during the year following a post-incident review, an infrastructure change (station, apparatus, radio), a significant change in staffing availability, or a modification to the road or water network. After approval, the current versions are transmitted without delay to the secondary fire emergency communications centre, with version control and acknowledgment of receipt, and are then circulated by email to fire departments and general managers.

Municipalities without a fire department

For municipalities that do not operate a fire department, the authority responsible for establishing and updating protocols is the municipality providing service to that territory, through the applicable intermunicipal agreement, in collaboration with the beneficiary municipality's general management. The servicing municipality must ensure the service provider's capabilities, obtain the required administrative validations, and complete the official transmission to the secondary fire communications centre. The MRC ensures alignment with the cover plan.

****** Protection objectives adopted by the MRC ******

- Maintain and update the required intermunicipal agreements so that the Strike force for medium, high and very high risks is optimized, as determined after considering all available resources, regardless of administrative boundaries (Action 20).
- Maintain and update deployment protocols so that the Strike force for medium, high and very high risks is optimized, as determined after considering all available resources, and transmit them to the secondary fire emergency communications centre (Action 21).

7.3 Pre-Incident Plans

**** Situation overview ****

In accordance with the fire safety orientations, a pre-incident plan is required at a minimum for high-risk and very-high-risk buildings. Medium-risk buildings do not automatically require a plan, except when they present an additional risk related to their environment (e.g., complex access, atypical water supply, sensitive exposures) or their vulnerability (e.g., presence of persons with reduced mobility, high occupant density). In such cases, a plan may be required on a targeted basis by the municipality.

Previous cover plan results

Over the five years of the last cover plan, municipalities completed or updated 387 pre-incident plans. This volume includes a significant number of medium risks as well as single plans covering multiple buildings on the same site (institutional, industrial, or commercial complexes). Despite variable granularity, the results demonstrate coverage of more than 97% of high-risk and very-high-risk buildings—listed in Table 3 of the cover plan. Work during the next cycle will aim to maintain this level of coverage for high and very high risks, while also targeting the medium risks that, because of their context, justify a plan. When a building requiring a pre-incident plan is inspected by a Fire Prevention Technician, the technician completes the first section of the pre-incident plan template concerning building components, hazards, and construction. The document is then forwarded to the municipality, which completes the water supply and operations section.

****** Protection objective adopted by the MRC ******

- Apply and, where necessary, revise the program for producing and updating pre-incident plans for medium-, high- and very-high-risk buildings, by referring to the MPS *Guide relatif aux opérations des services de sécurité incendie* (Action 22).

8 OBJECTIVE 5 – RESPOND TO OTHER EMERGENCY RISKS

***** Situation overview *****

The MRC Council of Mayors decided not to include other emergency services in the Fire Safety Cover Plan.

9 OBJECTIVE 6 – OPTIMIZE FIRE SERVICE RESPONSE

***** Situation overview *****

Resource optimization consists of planning fireground operations, with the required Strike force, using the resources available that can arrive the fastest anywhere in the territory, regardless of administrative boundaries. This optimization approach falls under the responsibility of the regional authority in collaboration with local authorities. For each building in the territory, the authorities must identify the response resources (firefighters, apparatus, water) that must be mobilized to form a Strike force capable of intervening. They must then determine from which stations these resources will be deployed so they arrive on scene as quickly as possible. Finally, they must record the identified resources in a deployment protocol transmitted to the secondary fire emergency communications centre, which will dispatch them at the initial call.

The summary maps in appendices H, I and J show the response time to achieve the Strike force within urbanization perimeters for low-risk buildings across the territory, by weekday/time of day.

******* Protection objectives adopted by the MRC *******

- Plan fire safety across the entire territory with the objective of achieving a response time of less than 15 minutes, or, failing that, apply the optimization principle (Action 23).

10 OBJECTIVE 7 – COORDINATE FIRE SAFETY AT THE REGIONAL LEVEL

***** Situation overview *****

Coordination of training for fire department members is the responsibility of the MRC, in collaboration with the municipalities. The MRC has been a training manager with the École nationale des pompiers since 2021.

The MRC hired a specialized fire prevention resource to apply the inspection program for medium, high and very high risks. A full-time coordinator is also employed to implement the Fire Safety Cover Plan, provide support to fire chiefs, facilitate the committees dedicated to fire safety, and compile all necessary information to draft the annual report submitted to the Ministry of Public Security.

Each year, the MRC fire coordinator meets with the fire chief, the director general and/or the mayor of each municipality to support the municipality in completing the fire department's annual activity report. Data collection for this report is carried out throughout the year by the coordinator.

The MRC Fire Safety Committee (FSC) is composed of fire chiefs, mayors, and directors general. This committee meets at least four (4) times per year to discuss fire matters at the regional level and to monitor the cover plan implementation plan and amend it as needed.

******* Protection objectives adopted by the MRC *******

- Continue to ensure coordination of the cover plan and follow-up on its implementation (Action 24).
- Determine a procedure for the periodic verification of the effectiveness of implemented actions and the degree to which the adopted objectives are achieved, as provided for in section 17 of the Fire Safety Act (Action 25).
- Produce and transmit the annual activity report to the regional authority, as well as any information requested, within the timeframe determined by the latter, as provided for in section 35 of the Fire Safety Act (Action 26).
- Compile data from municipalities and intermunicipal boards and produce a status report on the achievement of the adopted optimal protection objectives and expected actions in order to prepare the activity report and transmit it to the MPS in accordance with the timelines set out in section 35 of the Fire Safety Act (Action 27).

- Maintain the fire safety committee(s) and hold at least one meeting per year (Action 28).
- Produce and submit to the MRC any amendment or update to programs following their adoption by municipal council (Action 29).

11 OBJECTIVE 8 – INTEGRATE THE DIFFERENT RESPONSE RESOURCES

***** Situation overview *****

The Pontiac MRC, in collaboration with the other Outaouais MRCs and partners dedicated to public safety (police, prehospital care, the Red Cross, Hydro-Québec, etc.), has established a regional coordination committee. This committee may include specialized resources as needed in specific fields (civil security, Hydro-Québec, etc.). Its mandate is to clearly define the role and responsibilities of each party in emergency response.

Participating municipalities may, as needed, join this regional coordination table and assign a representative, as applicable. Failing that, a feedback form may be completed and submitted to the regional coordination committee by any representative of an emergency service to ensure follow-up on the request.

The MRCs of Pontiac, La Vallée-de-la-Gatineau, Les Collines-de-l'Outaouais and Papineau are represented by the following members:

- Regional Public Security Coordinator, Papineau MRC;
- Fire Safety Coordinator, Les Collines-de-l'Outaouais MRC;
- Public and Civil Security Coordinator, Pontiac MRC;
- Fire Safety Coordinator, La Vallée-de-la-Gatineau MRC;

Members from other services are also members of this committee:

- Coordinator of the Outaouais health communications centre (CCSO);
- Coordinator of the 9-1-1 emergency call centre of the Les Collines-de-l'Outaouais MRC;
- A member of the Sûreté du Québec;
- A member of the police service of the Les Collines-de-l'Outaouais MRC;
- A member of the Ministère des Transports, Mobilité durable et Électrification des transports;
- A member of the Coopérative des ambulanciers de l'Outaouais (CPO).

The committee meets every two months, rotating among the MRCs. At each meeting, fire chiefs from the MRC hosting the meeting are invited to join the group.

Minutes are produced after each meeting.

******* Protection objective adopted by the MRC *******

- Maintain a regional coordination committee dedicated to public safety and hold at least one meeting per year (Action 30).

12 IMPLEMENTATION PLANS

The implementation plans that follow constitute an action plan that the Pontiac MRC, as well as each participating local municipality and intermunicipal board, must apply as soon as the cover plan comes into force. These plans set out the steps, timelines, and responsible authorities to achieve each applicable specific objective. Note that, to streamline this document, the implementation plans have been consolidated into a single, standalone document.

	ACTIONS	Ongoing action timeline	RESPONSIBLE AUTHORITIES																				
	Approved by resolution of the intermunicipal boards, participating municipalities and the MRC		Pontiac MRC	Bryson	Île-du-Grand-Calumet	Bristol	Campbell's Bay	Litchfield	Fort-Coulonge	Kazabazua (MRCVG)	Alleyne-et-Cawood	Mansfield-et-Pontefract	Otter Lake	Thorne	L' Isle-Aux-Allumettes	Chichester	Sheenboro	Rapides-des-Joachims*	Shawville	Clarendon	Portage-du-Fort	Waltham	
OBJECTIVE 1 – KNOW FIRE RISKS																							
Continuous update mechanism																							
1	Apply a continuous update mechanism for risk analysis and risk classification across the entire MRC territory, drawing on the MPS <i>Guide relatif à la planification des activités de prévention des incendies</i> and its appendices	Ongoing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
OBJECTIVE 2 – PREVENT FIRES																							
Incident evaluation and analysis																							
2	Apply and, if necessary modify, the incident evaluation and analysis program, drawing on the MPS <i>Guide relatif à la planification des activités de prévention des incendies</i> and its appendices.	Ongoing	X	O	O	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	O	X	
Municipal fire safety by-law framework																							
3	Apply and, if necessary modify, the various provisions of municipal fire prevention by-laws, in accordance with the methods defined in the MPS <i>Guide relatif à la planification des activités de prévention des incendies</i> and its appendices.	Ongoing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Self-protection measures																							
4	Apply self-protection measures by referring to the MPS <i>Guide relatif à la planification des activités de prévention des incendies</i> and its appendices.	Ongoing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Installation and verification of smoke alarm operation																							
5	Apply and, if necessary modify, the program respecting the installation and verification of smoke alarm operation, which must follow the methods and frequencies set out in the MPS <i>Guide relatif à la planification des activités de prévention des incendies</i> and its appendices.	Ongoing	X	O	O	X	X	X	X	X	O	X	X	X	X	X	X	X	X	X	O	X	
Inspection of medium, high and very high risks																							
6	Apply and, if necessary, modify the periodic inspection program for medium-, high- and very-high-risk buildings, which must follow the procedures and frequencies specified in the MPS <i>Guide relatif à la planification des activités de prévention des incendies</i> and its appendices.	Ongoing	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Public awareness																							
7	Apply and, if necessary modify, the public awareness activities program, which must follow the methods defined in the MPS <i>Guide relatif à la planification des activités de prévention des incendies</i> and its appendices.	Ongoing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Territorial development																							
8	Implement a formal mechanism for consulting fire departments, with the support of the regional prevention service, at each relevant stage of urban development planning, in order to adjust prevention programs and ensure response capability—particularly in a context of densification and buildings of three storeys and more that may require aerial apparatus and additional resources.	Ongoing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
OBJECTIVE 3 – RESPONSE – LOW RISKS																							
Resource deployment																							
9	Maintain and update the required intermunicipal agreements so that the strike force for low risks is optimized, as determined after considering all available resources, regardless of administrative boundaries.	Ongoing	N/A	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
10	Maintain and update deployment protocols so that the strike force for low risks is optimized, as determined after considering all available resources at the regional level, and transmit them to the secondary fire emergency communications centre.	Ongoing	N/A	O	O	X	X	X	X	X	O	X	X	X	X	X	X	O	X	X	O	X	

	ACTIONS	Ongoing action timeline	RESPONSIBLE AUTHORITIES																			
	Approved by resolution of the intermunicipal boards, participating municipalities and the MRC		Pontiac MRC	Bryson	Île-du-Grand-Calumet	Bristol	Campbell's Bay	Litchfield	Fort-Coulonge	Kazabazua (MRCVG)	Alleyn-et-Cawood	Mansfield-et-Pontefract	Otter Lake	Thorne	L' Isle-Aux-Allumettes	Chichester	Sheenboro	Rapides-des-Joachims*	Shawville	Clarendon	Portage-du-Fort	Waltham
Water supply																						
11	Apply and, where necessary, revise the hydrant maintenance and flow-testing program, drawing on the MELCCFP <i>Guide de bonnes pratiques d'exploitation des installations de distribution d'eau potable</i> , and on applicable NFPA standards.	Ongoing	N/A	O	O	N/A	X	N/A	X	N/A	N/A	X	X	N/A	X	N/A	N/A	N/A	X	X	O	N/A
12	Identify fire hydrants based on the compliance of the waterworks network, drawing on NFPA 291.	Ongoing	N/A	O	O	N/A	X	N/A	X	N/A	N/A	X	X	N/A	X	N/A	N/A	N/A	X	X	O	N/A
13	Apply and, where necessary, revise the water point development and maintenance program in order to facilitate tanker shuttle operations, drawing on applicable NFPA standards, such as NFPA 1142.	Ongoing	N/A	O	O	X	N/A	X	N/A	X	O	X	X	X	X	X	X	N/A	X	X	O	X
Vehicles																						
14	Apply and, where necessary, revise the vehicle inspection, evaluation and replacement program, drawing on applicable standards and on the <i>Guide d'application relatif aux véhicules et accessoires d'intervention à l'intention des services de sécurité incendie</i> , as well as any other applicable standards or guides.	Ongoing	N/A	O	O	X	X	X	X	X	X	X	X	X	X	X	X	N/A	X	X	N/A	X
Response and protective equipment and accessories																						
15	Apply and, where necessary, revise the inspection, evaluation, maintenance and replacement program for response equipment and accessories (e.g., portable pumps, hoses, etc.), in accordance with manufacturers' requirements and drawing on any other applicable standards or guides, including the MPS <i>Guide d'application relatif aux véhicules et accessoires d'intervention à l'intention des services de sécurité incendie</i> .	Ongoing	N/A	O	O	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	N/A	X
16	Apply and, where necessary, revise the inspection, maintenance and replacement program for personal protective equipment (e.g., helmet, hood, coat, pants, gloves, boots), including self-contained breathing apparatus (SCBA), in accordance with manufacturers' requirements and the provisions set out in the MPS <i>Guide d'application relatif aux véhicules et accessoires d'intervention à l'intention des services de sécurité incendie</i> , the CNESST <i>Guide des bonnes pratiques – L'entretien des vêtements de protection pour la lutte contre l'incendie</i> , and the APSAM <i>Guide pour la réalisation d'un programme de protection respiratoire – Services de sécurité incendie</i>	Ongoing	N/A	O	O	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	N/A	X
Secondary fire emergency communications centre																						
17	Adapt and maintain agreements so that call-transfer delays for fire departments are as short as possible between the various fire emergency communications centres.	Ongoing	N/A	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Training, drills, and occupational health and safety																						
18	Apply and, where necessary, revise the competency maintenance program, drawing on the ENPQ training framework, NFPA 1550, and any other applicable standards or guides.	Ongoing	N/A	O	O	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	N/A	X
19	Apply and, where necessary, revise the occupational health and safety program in compliance with the <i>Act respecting occupational health and safety</i> .	Ongoing	N/A	O	O	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	N/A	X
OBJECTIVE 4 – RESPONSE – MEDIUM, HIGH AND VERY HIGH RISKS																						
Resource Deployment																						

	ACTIONS	Ongoing action timeline	RESPONSIBLE AUTHORITIES																			
	Approved by resolution of the intermunicipal boards, participating municipalities and the MRC		Pontiac MRC	Bryson	Île-du-Grand-Calumet	Bristol	Campbell's Bay	Litchfield	Fort-Coulonge	Kazabazua (MRCVG)	Alleyne-et-Cawood	Mansfield-et-Pontefract	Otter Lake	Thorne	L' Isle-Aux-Allumettes	Chichester	Sheenboro	Rapides-des-Joachims*	Shawville	Clarendon	Portage-du-Fort	Waltham
20	Maintain and update the required intermunicipal agreements so that the strike force for medium, high and very high risks is optimized, as determined after considering all available resources, regardless of administrative boundaries.	Ongoing	N/A	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
21	Maintain and update deployment protocols so that the strike force for medium, high and very high risks is optimized, as determined after considering all available resources, and transmit them to the secondary fire emergency communications centre.	Ongoing	N/A	O	O	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	O	X
Pre-incident plans																						
22	Apply and, where necessary, revise the program for producing and updating pre-incident plans for medium-, high- and very-high-risk buildings, by referring to the MPS <i>Guide relatif aux opérations des services de sécurité incendie</i> .	Ongoing	N/A	X	X	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	O	X
OBJECTIVE 6 – RESPONSE OPTIMIZATION																						
23	Plan fire safety across the entire territory with the objective of achieving a response time of less than 15 minutes, or, failing that, apply the optimization principle.	Ongoing	X	X	X	X	X	X	X	X	O	X	X	X	X	X	X	N/A	X	X	O	X
OBJECTIVE 7 – COORDINATION AT THE SUPRAMUNICIPAL LEVEL																						
24	Continue to ensure coordination of the cover plan and follow-up on its implementation.	Ongoing	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
25	Determine a procedure for the periodic verification of the effectiveness of implemented actions and the degree to which the adopted objectives are achieved, as provided for in section 17 of the <i>Fire Safety Act</i> .	Ongoing	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
26	Produce and transmit the annual activity report to the regional authority, as well as any information requested, within the timeframe determined by the latter.	Ongoing	N/A	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
27	Compile data from the municipalities and intermunicipal boards in order to prepare the activity report and transmit it to the MSP according to the timelines provided in section 35 of the Fire Safety Act.	Ongoing	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
28	Maintain the fire safety committee(s) and hold at least one meeting per year	Ongoing	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
29	Produce and submit to the MRC any amendment or update to programs following their adoption by municipal council.	Ongoing	N/A	O	O	X	X	X	X	X	O	X	X	X	X	X	X	X	X	X	O	X
OBJECTIVE 8 – OTHER STRUCTURES DEDICATED TO PUBLIC SAFETY																						
30	Maintain a regional coordination committee dedicated to public safety and hold at least one meeting per year.	Ongoing	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Legend: O – Action carried out by the fire department (FD) serving the municipality under an agreement; X – Authority responsible for the action; N/A – Not applicable
* Refer to the agreement with the Laurentian Hills fire department (FD) for the implementation of certain actions in this implementation plan (fire service coverage).

13 FINANCIAL RESOURCES

The following table indicates the approximate annual budgets dedicated to fire services by the municipalities of the Pontiac MRC.

Table 12 Annual Budgets Dedicated to Fire Services

Municipality	Annual budget (\$)	% of municipal budget
Bristol	\$251,118.94	6,35%
Bryson	\$124,390.00	8,14%
Campbell's Bay	\$109,062.96	5,23%
Chichester	\$82,763.00	6,19%
Clarendon	\$210,882.00	5,58%
Fort-Coulonge	\$189,612.00	5,95%
L'Île-du-Grand-Calumet	\$105,395.00	4,48%
L'Isle-aux-Allumettes	\$198,725.00	4,11%
Litchfield	\$112,904.24	6,60%
Mansfield-et-Pontefract	\$307,023.00	6,52%
Otter Lake	\$262,102.00	6,90%
Portage-du-Fort	\$32,841.00	5,56%
Shawville	\$209,619.00	5,98%
Sheenboro	\$85,271.00	6,38%
Thorne	\$180,409.00	10,11%
Waltham	\$126,555.00	9,48%
Alleyn-et-Cawood	\$50,241.69	2,77%
Rapides-des-Joachims	\$12,841.00	1,10%
Total	\$2,651,755.82	6,34%

Source : Municipalities, 2025 budgets

Most of the actions set out in the cover plan implementation plans are carried out within fire department (FD) budgets.

However, the costs of implementing certain actions are not included in the regular fire department budgets. These actions and an estimate of their costs are presented in the following table.

Table 13 Costs of Actions Set Out in the Cover Plan Implementation Plans (Not Included in Fire Department Budgets)

Actions	Responsible parties	Estimated costs (\$)
Hydrant flow testing	Municipal public works departments	\$1,000 per municipality
Water point maintenance and development	Municipal public works departments	\$5,000 for installation \$1,000 for hydrant maintenance

Source : Municipalities, 2025

14 PUBLIC CONSULTATIONS

Consultation of Local Authorities

In accordance with section 15 of the Fire Safety Act, during the months of April and May 2023, all municipalities of the MRC were consulted on the objectives set out in the Fire Safety Cover Plan and adopted by the Pontiac MRC Council.

Consultation of Neighbouring Regional Authorities

In accordance with section 18 of the Fire Safety Act, neighbouring regional authorities were invited to review the draft Fire Safety Cover Plan, considering that they may be affected by its content.

Public Consultation

In accordance with section 18 of the Fire Safety Act, the draft Fire Safety Cover Plan was submitted for public consultation.

This consultation was held on November 2, 2023 at the Pontiac MRC.

A public notice also appeared in the Journal du Pontiac, November 1 edition, which is distributed free of charge to the entire population.

Finally, a letter was sent to each local municipality in the Pontiac MRC. The letter, accompanied by a copy of the draft Fire Safety Cover Plan, invited the public to submit comments.

Summary of Comments Received

No comments were submitted.

15 CONCLUSION

Changes introduced in fire safety legislation have assigned regional authorities the mandate to plan fire safety within their territory. This exercise to revise the Fire Safety Cover Plan is therefore part of a continuity aimed at fire safety planning at the scale of the Pontiac MRC territory.

Prepared in accordance with the Minister of Public Security's fire safety orientations, this revised version of the Fire Safety Cover Plan is intended as a tool for continuous improvement of fire safety within the Pontiac MRC. Prevention visits carried out by firefighters with residents, and inspections conducted by a resource trained in this field for medium, high and very high risks, will notably improve knowledge of the risks present in the territory and support the implementation of programs related to fire prevention.

From an operational standpoint, pre-incident plans will make it possible to assess the Strike force and the resources available to respond, taking medium risks into account within the broader concept of medium, high and very high risks. Optimizing fire service resources will also allow members of the different fire departments (FD) to develop collegiality among themselves and to standardize incident command structures.

Many discussions have taken place and others are ongoing in order to maximize response effectiveness and the organization of fire departments. The commitment of the different municipalities is evident and will support the successful completion of this revised document. The primary purpose of this entire exercise is first and foremost to raise the level of safety of our population, and we believe that the revised Fire Safety Cover Plan will be the cornerstone of that objective.

16 APPENDICES

List of appendices:

Appendix A:	Water point map – Pontiac MRC
Appendix B:	Fire hydrant map – Campbell’s Bay
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Appendix H:	Daytime strike force map (6 a.m. to 6 p.m.)
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Appendix L:	Municipal resolutions for adoption of the Implementation Plan (PMO)

Appendix A: Water point map – Pontiac MRC

Appendix B: Fire hydrant map – Campbell’s Bay

Appendix C: Fire hydrant map – Fort-Coulonge

Appendix D: Fire hydrant map – L’Isle-aux-Allumettes

Appendix E: Fire hydrant map – Otter Lake

Appendix F: Fire hydrant map – Shawville and Clarendon

Appendix G: Fire hydrant map – Mansfield-et-Pontefract

Appendix H: Daytime strike force map (6 a.m. to 6 p.m.)

Appendix I: Weeknight strike force map (6 p.m. to 6 a.m.)

Appendix J: Weekend strike force map

Appendix K: Risk location map

***Appendix L: Municipal resolutions for adoption of the
Implementation Plan (PMO)***