



Lac La Biche County
welcoming by nature.

Sustainability Plan 2008-2010

Lac La Biche County



Sustainability Plan – 2008- 2010 Lac La Biche County

To the Residents and Taxpayers of Lac La Biche County

2007 marked the beginning of Lac La Biche County as a new municipality emerging from the amalgamation of the Town of Lac La Biche and Lakeland County. An important aspect of the amalgamation is the assurance that the new municipality is well positioned in the coming years to provide a level of service which meets the expectations and needs of the region. With this in mind, your newly elected council has reviewed the priorities facing Lac La Biche County and have developed the enclosed Plan to assist in guiding our decisions over the next few years.

The 'Sustainability Plan – 2008-2010' is one which looks at areas pertaining to the economic factors facing the County; the overall governance issues which come with the formation of a combined new municipal corporation; the infrastructure requirements of the next few years as the County grows; the social needs/expectations of residents; and the cultural diversity which exists within the region. Each of these areas have produced issues considered as very important to the municipality over the next few years, and action plans have been developed to address each of these areas.



The council and administration are determined to commence addressing these issues in 2008 and continuing into subsequent years. We will continue to pursue each issue until it has been successfully addressed to the satisfaction of the residents, taxpayers, and council members.

It is our desire that this plan will form the foundation for the development of short and long term budget considerations. Decisions considered by council will be measured to this plan ensuring priorities are maintained. As with any plan, this one needs to remain flexible to ensure changing priorities can be inserted and dealt with as they present themselves, and this plan will allow us to do that.

It is a privilege to serve on this first council of Lac La Biche County and I know each of your elected officials is looking forward to meeting the many challenges facing them in the next few years of our term.

The County's administration is made up of dedicated members of this community and together we will be working to provide services required to meet the expectations and needs of a modern society as represented in the Lac La Biche region. Your council is interested in your concerns and thoughts and we will keep our communication lines open in the months and years ahead.

Peter Kirylchuk, Mayor

Summary of Plan:

The format of this year's plan of action has changed to allow for the inclusion of sustainability factors consisting of economic, governance, environment, social, and cultural considerations. These factors within municipalities have been considered important in that they represent major focus areas in a municipality's responsibility. Lac La Biche County council has identified critical issues in each of these factors requiring attention and action over the planning period of the next three years. The following is a summary of the issues:

Economic:

The oil and gas industry represents a large part of the county's assessment base and a large percentage of the tax revenue is derived from this industrial base. County Council realizes that there is no guarantee in the years ahead this will be the case and have decided to look at ways of lessening the county's financial reliance on this major industry. Action steps are being considered to increase the diversity of the county's tax base through actively promoting the region's marketability and making it easier for new industry to locate in the Lac La Biche area. Economic development initiatives will be developed to encourage the retention of existing retail outlets while at the same time develop the promotion of new retail outlets. These actions will help diversify the region and remove some of the current day's dependence on the oil and gas industry.

Governance:

The delivery of services is dependent on the availability and quality of staff retained by the county. In these days of scarcity of qualified and available employees it is incumbent on any employer to hire, develop, and retain people who will be dedicated to working for the County. Action steps have been developed to address the importance of maintaining a high level of qualified staff working for the county. The other aspect of providing a high level of service is to ensure the elected council is working as a team; one of mutual respect and dedication, and equipped with the skill and knowledge required to govern a new and growing municipality. Over the course of this plan, the council of Lac La Biche County will be taking steps to ensure they keep communications open, respect for each other acknowledged, and direction provided through a clear vision and mission statement.

Environment:

With the Lac La Biche region being governed by one municipal council it is considered astute planning to ensure all infrastructure is maintained to an acceptable standard. Economies of scale will allow a more effective use of municipal dollars and with this in mind, County Council is making sure all infrastructure plans are reviewed and brought up to date. Solid Waste management, including collection and disposal, recycling and composting, as well as the possibility of curb side pickup, will be determined by reviewing options available to the county. Wastewater treatment options will be reviewed along with timing and

costs associated with the required treatment. The Watershed Advisory Committee will be charged with the responsibility to prepare a Watershed Management Plan to be completed by 2009. The Transportation Plan of 2004 will be updated to include Lac La Biche Hamlet boundaries and will be linked to the county's 10 year capital budget. This update is planned to be completed by early 2009.

Social:

In 2008 the County will survey community groups to determine the recreational needs of the county. With that information a detailed recreation plan will be developed complete with anticipated implementation costs. The county council will also take a more active part in enhancing the profile of community agencies in areas of policing, education, health, and housing. This will be done by council and administration establishing an ongoing protocol which will act as a bridge between county residents and these provincial and federal government agencies.

Cultural:

Lac La Biche County is made up of several ethnic backgrounds resulting in cultural diversities that should be celebrated throughout the county at different times of the year. This plan envisions the county working with the cultural groups to determine what the county's involvement could/should be in assisting in the recognition and celebration of the diversity that exists. Emphasis will be placed on annual events, special occasion celebrations, and a greater presence by the county in assisting these groups wherever deemed required. The council also acknowledges the region's historical significance within province and will work more closely with the several groups within the county to develop a more historical presence within the region and province.

Overall:

This Plan is ambitious and has been developed after carefully considering the major issues facing the new municipality. It is hoped that the contents of this Plan will be a foundation from which the new council will commence its term and lead the county through the next few years. It is recognized that other priorities may present themselves along the way and they will need to be considered along with the priorities identified in this Plan. The council and administration have developed this Plan to be flexible and will make adjustments as required.

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Economic:				
Issue: 1. Reduce reliance on oil and gas tax base				
Goal: To increase the diversity of the county's tax base				
Measurement: Annually measure the increase in assessment of the commercial and other industrial sectors of the county.				
Action Steps:				
1. Encourage Lac La Biche County to promote the region to potential industries from an economic development point of view.	- Have Administration prepare a plan of action for the economic promotion of the region.	- Lucien Cloutier	1 seasonal position at \$12,000	October 31/09 (No Update)
2. Complete an inventory of county amenities to promote the region as a good place to work and live.	- Produce a promotional package to be provided to prospective industries interested in locating in the county.	- Lucien Cloutier	1 seasonal position at \$12,000	October 31/09 (No update)
3. County actively market serviced lands for development.	- Include serviced lands in the promotional package to prospective industry.	- Manager of Planning and Development	~40 Hours; In House Staff	October, 2008 (No update)
4. Prepare analysis of the property assessment base over the past 5 yrs showing trends in past assessment figures with the intent of using future years' assessment as a method of tracking assessment changes and analyzing those changes.	- Develop a detail analysis of all assessment categories for presentation to council on an annual basis; outlining changes and trends from past years.	- Holly Pugh	Consultation with assessment provider required	April 30, 2008 (Assessors will present to Council on Nov 3)

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Issue: 2. Lack of diversified retail outlets (including outlets focusing on the agricultural industry)				
Goal: To retain existing retail outlets and promote a variety of new retail outlets				
Measurement: Annually measure new development through new permits and business licenses issued (track square footage of new/additional commercial space)				
Action Steps:				
1. Develop redevelopment plans for specific areas within the county. – (e.g. railway lands)		- Manager of Planning and Development	Need Consultant ~\$80,000 x 2 = ~\$160,000	December, 2009
2. Complete an inventory of existing retail businesses (include agriculture retail) with the purpose of determining weaknesses/gaps in the existing business mix. (Consider both Lac La Biche and Plymondon areas)	<ul style="list-style-type: none"> - Mayor to address the Chamber of Commerce to announce the direction council wants to go over the next few years regarding retention and expansion of retail sector within the county; - County works with the Chamber of Commerce to conclude a retail inventory and encourage a retail requirement survey conducted of county residents (permanent and seasonal) and business community; - Council includes the Agricultural Services Board into the planning stages for input into agricultural retail needs in the region; - Work with existing retail businesses encouraging them to expand their product line as may be identified through the survey. 	<ul style="list-style-type: none"> - Mayor/CAO - CAO 	<p>N/A</p> <p>Economic Development Officer \$80,000 annually for position</p>	<p>March, 2008 (Mayor & Senior Management met with Chamber executive and provided an overview of County operations, capital plan and strategic plan on April 23/08)</p> <p>March, 2009</p>
3. Develop a retail directory outlining product lines – update annually.		- Lucien Cloutier	Future Economic Development Officer	October 31, 2009

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Governance:				
Issue: 1. Proper staffing of county administration				
Goal: To ensure the county is sufficiently staffed to provide the service levels mandated by council				
Measurement: a) Monitor customer complaints/accolades pertaining to service delivery				
b) Feed back from CAO on staff retention and satisfaction				
Action Steps:				
1. Determine optimum number of staff complement required to operate a municipality such as Lac La Biche County.	- Review expense ratio of staff to operating costs; - Compare Lac La Biche County with other counties of similar size and service expectations/requirements; - Compare county with other counties of similar growth experience.	Council	Hire consultant \$1,000/day x 3 months = \$60,000	October, 2008
2. Analyze the amount of overtime presently being paid to determine actual person-year cost to county.		Jessica Lemay	No extra personnel	July, 2009
3. Determine if level of service expectations is being met within the county.	- identify specific programs where service expectations are <u>not</u> being currently met.	CAO	N/A	Ongoing (Customer satisfaction survey completed in July/08)

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4. Develop an organizational culture that promotes excellent performance.	<ul style="list-style-type: none"> - competitive compensation; - acknowledge superior performance; - continual training/upgrading opportunities; - regular opportunities for employee input into service delivery systems; - development of team participation in corporate decisions; - conduct annual staff satisfaction survey to determine likes and dislikes of working within the County organization. 	CAO/Senior management	N/A	Review salaries every two years (Staff satisfaction survey interviews will begin 1st week of October with 85 employees; results to be brought forward the 1st week of November.) Staff satisfaction survey in Sept of each calendar year
5. Conduct a survey bi-annually of customer satisfaction of county services.		Lucien Cloutier	County Clerk & Staff – each spring of even numbered years: 2 weeks of staff time; full mail out at \$5,000 per mail out	June 1 st of even numbered years (Customer satisfaction survey completed in July – surveys sent to all County land owners – 175 responses were received. Report will be presented to Council on September 16/08)
6. Maintain a complaint log and report to council on a regular basis the types of complaints received and actions taken to address the complaints.		Lucien Cloutier	Develop Log – 1 day staff time to develop plans. 2 hours per month to prepare report to Council	June, 2008 (Reviewing potential products; will be implemented by Nov 15th)

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Issue: 2. The governance of the amalgamated municipality				
Goal: To unify the council				
Measurement: Council will self-evaluate their performance twice each year				
Action Steps:				
1. Quarterly – council members holds an informal session to review progress/concerns.	- Mayor to conduct these sessions and discuss/review how council is functioning.	Mayor	N/A	Ongoing (Council quarterly session scheduled for after the first Regular Council meeting of that quarter)
2. Develop a code of conduct for council members.	- Obtain sample codes of conduct from other municipalities to be considered as model for incorporation into the county.	Mayor and council	Use staff resources to research and prepare draft	June, 2008 (draft policy presented to Mayor to review – on June 12/08)
3. Development of a council vision and mission statement.	- consider the use of an external facilitator to assist council in the development of these statements.	Mayor and council	\$25,000	October 31, 2008
Environmental:				
Issue: 1. Waste water and solid waste management				
Goal: To develop facilities and processes to properly manage waste water and solid waste				
Measurement: Successful completion of projects				
Action Steps:				
1. Solid Waste – consider options identified by past studies to deal with transportation of, disposal of, and location of disposal of solid waste.	- Complete review of studies by UMA and County to determine options available.	Ed Mazurek/Erwin Duigou	\$200,000/2008 – UMA hired as consultant & UMA to provide options	Council to approve options – bring forward March 31, 2008(Bio assessment completed at Hylo-will present to Council October 21)

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2. Solid Waste – develop strategies of re-cycling/composting.	- Review options available to county through private vs. public services.	Ed Mazurek/Erwin Duigou – <i>Physical Plant</i> Barry Kolenosky/Krystle Fedoretz – <i>Public education and promotion</i> (<i>Brochures pringed</i>)	Same as above – on site separation of items. Informative Materials \$3,000 (printing) Time approx 40 hrs – additional personnel will be added to regular workload.	Ongoing Spring/Summer: March, 2008-01-30 Fall/Winter: October, 2008 (contract- re-tendering proposal to Council on Nov. 8; Brochures sent to landfills in April; pick up schedules distributed for LLB; promo info sent out for Spring Clean Up re curb side pick up and tipping fees; Household Hazardous Waste round up advertised)
3. Solid Waste – Curb side pick-up to be reviewed with recommendations being made to council on options to be considered by the County.	Review of policy and services with respect to amalgamation.	Ed Mazurek/Erwin Duigou	Internal personnel	June 30, 2008 (Review & Cost Analysis Completed – recommendation will be presented to Council Nov 8)
4. Wastewater – Review existing studies to recommend type of treatment processes, along with the timing and costs of options available.	Review BNR plant options & design.	Ed Mazurek/Erwin Duigou	\$12 Mil allotted for construction/design; DCL Siemens act as consultant to develop process. Detailed design to follow.	Through till Fall 2008 (Application made to Environment & Transportation for funding – financing options being reviewed.)

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Issue: 2(a) Watershed management (including underground water)				
Goal: To maintain and enhance our watersheds				
Measurement: Final adoption of official watershed management plan				
Action Steps:				
1. Review information from various resource groups and agencies by the Watershed Advisory Committee.		Krystle Fedoretz	35 hours*	January, 2008 (Presentation to Advisory Committee on Sept 30; info compiled and incorporated in Watershed Management Plan)
2. Advisory Committee prepare draft Watershed Management Plan.		Krystle Fedoretz	120 hours*	May, 2008 (Draft Completed-presenting to Committee on Sept 30)
3. Watershed Management Plan goes for public consultation.		Krystle Fedoretz	80 hours*	June, 2008 (Reviewing info; open houses after complete – in winter months)
4. Revisions made resulting from public consultation and then submitted to council for approval and endorsement.		Krystle Fedoretz	80 hours*	August, 2009
5. Approved plan submitted to Alberta Environment for final sanction by provincial authority.		Krystle Fedoretz	2 hours*	September, 2009

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6. Continuation of planning other watershed areas after Lac La Biche Watershed Plan is finalized and approved.	Ongoing studies required.	Krystle Fedoretz	280+ hours*	January, 2008 - December, 2010
			*\$ in 2008/09/10 ES Budget; Personnel in 2008/09/10 ES Budget. Workload will be added to current workload.	
Issue: 2(b) Transportation planning				
Goal: To develop a new transportation plan				
Measurement: The adoption and implementation of the transportation plan				
Action Steps:				
1. Update the existing Transportation Plan (2004) to include Lac La Biche Hamlet boundaries – 5 year plan to be completed. Link to 10 year Capital Project Plan.	<ul style="list-style-type: none"> - Appoint a consultant; - Work with planning department on future development of lands, utility location/requirements, connecting roadways, etc.; - Public consultation; - Drafting of updated plans. 	Ed Mazurek/Don Benson	\$50,000 – use internal staff (Civil Engineering Tech) to update plan in house	February, 2009 Ongoing

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Social:				
Issue: 1. Recreational facilities and programs				
Goal: To develop functional recreational amenities as identified by community needs				
Measurement: When new/enhanced facilities are completed and utilized				
Action Steps:				
1. Approval of Proposal by Council to hire a Consultant.		Barry/Recreation Manager	\$2,500	March, 2008 Complete
2. Meet with affected community groups for input.		Barry/Recreation Manager	\$25,000	May, 2008 (Complete – household surveys sent out, met with focus groups, met with groups i.e. FCSS, Chamber, Minor Sports, Kikino, Portage College, Legion, boxing, archery, soccer, men’s hockey, dance, scouts)

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3. Prepare summary of requirements from those meetings; including cost estimates for consideration.		Barry/Recreation Manager	\$50,000	June, 2008 (recommendations re Construction Foreman, conceptual plan, architectural plan and funding committee will go to Council for final approval on Sept 23)
4. Draft Plan to council for review		Barry/Recreation Manager	\$2,500	July, 2008 Complete
5. Public review of amended Plan		Barry/Recreation Manager	\$5,000	September, 2008 Deferred to Public Open Houses in Oct
6. Final Plan to council for approval.		Barry/Recreation Manager	\$2,500 – in house staff for contract/process monitoring as required	November, 2008 (Will be complete by Jan 1/09)

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Issue: 2. Advocacy Agents for Police, Housing, Health, & Education				
Goal: To enhance the profile of these agencies				
Measurement: Individual results of specific issues which occur				
Action Steps:				
1. Coordinate meetings with respective agencies, at the political level, to determine municipal assistance and/or involvement.		Mayor/Council	N/A	December 31, 2008 (Meetings being scheduled: Athabasca on Oct 22/08; Stuart McPherson Library Sept 23; Chamber Oct 8; Beaver Lake Oct 7 or 14; Pending responses from Bonnyville, Wood Buffalo, Northern Lights Library; School Division; Portage College; Health Authority; Buffalo Lake, Heart Lake, Kikino and Greater North)
2. Introduce municipal staff with respective staff in other agencies to foster closer working relationships between county and agencies.		CAO	N/A	Ongoing
3. Establish a protocol with council on reporting/identifying areas of concern between county residents and provincial agencies.	- Council to be updated of this responsibility through council agendas every 3 months.	Mayor/Council	Staff resources: CAO/County Clerk	April, 2009

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Cultural:				
Issue: 1. Understanding differences and encourage cultural connections (cultural centre)				
Goal: To celebrate and enhance the understanding of the cultural differences in the county				
Measurement: Track number of specific cultural events				
Action Steps:				
1. Celebrate the different cultures within the county.	- Investigate the development of a special cultural event, possibly in conjunction with Pow-Wow days, which would celebrate the different cultures found within the county; - Coordinate community events so that functions are spread out and not occurring all at the same time. This would allow for better volunteerism and also high-light the specific culture being celebrated.	Recreation/Culture Coordinator	200 hours \$30,000 – personnel expansion in dept.	August, 2008 (Coordinator not hired yet; to be hired in October)
2. Expand/enhance the cultural component to be part of annual events celebrated within the county.		Recreation/Culture Coordinator	\$10,000 – policy research	September, 2008 (Coordinator hired; start date is Sept 29/08)
3. Investigate expanded funding opportunities for cultural events traditionally held within the county.		Recreation/Culture Coordinator	\$100,000 - policy drafting budget process	October, 2009 (Coordinator hired; start date is Sept 29/08)
4. Incorporate the cultural components in the official openings of county facilities, etc.		Recreation/Culture Coordinator	\$5,000 – ongoing work	June, 2009 (Coordinator hired; start date is Sept 29/08)

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5. Have county cultural coordinator work closely with cultural associations existing within the county.		Recreation/Culture Coordinator	\$5,000 – ongoing work	April, 2009 (Coordinator hired; start date is Sept 9/08) Working with cultural groups i.e. Mission; Pow Wow; Plamondon Homecoming)
Note: Recreation Department/County has/is working with cultural groups. i.e. Mission, Aboriginal, Tourism, Pow Wow Days and Plamondon Homecoming				
Issue: 2. Historical awareness				
Goal: To preserve, promote and identify our diverse heritage and maintain physical historical elements in the region				
Measurement: Identify the number of attendees at historical/heritage sites				
Action Steps:				
1. County to coordinate the many historical groups existing within the county.		Recreation/Culture Coordinator		(Coordinator hired; start date is Sept 29/08)
2. Investigate the development of a regional historical association which would consolidate and promote the historical significance of the area.		Recreation/Culture Coordinator	\$10,000 - 200 hours policy/bylaw development	October, 2008 (Coordinator hired; start date is Sept 29/08)

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3. Establish a process to ensure archival materials located within the county is identified and preserved.		Recreation/Culture Coordinator	\$5,000 - Internal resources	December 2008 (Some work done by Community Services – further pending Coordinator)
Note: Like Culture, County has done some work with historical awareness i.e. Funding to Archives; Big Dock, Plamondon Homecoming, Mission, Rich Lake Museum				