



Lac La Biche County
welcoming by nature.

91 Ave Concept Plan

Design Charrette &
Workshop



FIRSTLY THANK YOU FOR JOINING US!

We would like to thank all of the stakeholders and public who joined us for the 4 day charrette event during the week of December 11, 2023. Your input was invaluable during the charrette week and we trust that your ideas, visions, and discussions are reflected in the preferred design.

Elisa Stamatakis, RPP, MCIP

V3 Companies of Canada Ltd

ACKNOWLEDGEMENTS

Project Team

Lac La Biche County

Diane Cloutier, Manager, Planning & Development
Pam Routhier, Planning Technician

V3 Companies of Canada

Elisa Stamatakis, Senior Planner & Project Manager
Nick Pryce, VP - Planning Group Leader
Nicole Cronkhite, Intermediate Planner

Stakeholder Groups

County Council
County Administration
Stakeholder Groups
General Public

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1.1

THE PROJECT

ABOUT THE PROJECT

Lac La Biche County is exploring new development opportunities in the hamlet of Lac La Biche where the County currently owns land (with the exception of one parcel) along the 91 Avenue corridor. The County is aiming to create a concept plan that reflects the interests of Council, stakeholders, and the wider community. It is recognized that this concept plan will require further analysis on the viability of implementation driven by market forces and needs to be set in context to other land development opportunities in and around the hamlet.

In order to best incorporate the visions and ideas of local stakeholders and the public, the County undertook a design charrette workshop to develop a concept plan that seeks to address key challenges such as traffic congestion, land use optimization, environmental preservation, and community integration. The design charrette helps determine the best use of these private and municipal owned lands, and how they can be designed to meet the County's current and future needs.

PROJECT PURPOSE

The purpose of this design charrette is simple: it is for a concept plan to be developed that identifies potential opportunities for the use of predominantly County owned lands with input from stakeholders and the community. The process involves Council, Administration, stakeholders, and the public participating in three engagement sessions over the course of four days to achieve a preferred design.

PROJECT OBJECTIVES

The objective of this project was to develop a concept plan that will:

1. Optimize land use, enhance infrastructure, and promote sustainable practices;
2. Become both a local amenity and a regional destination that enhances the overall quality of life for residents; and
3. Create a vibrant, accessible, and aesthetically pleasing corridor while fostering economic growth.

WHAT IS A CHARRETTE, ANYWAYS?

The word charrette comes from the French word for "cart". The term originated in the 1800's at the Ecole Des Beaux Arts in Paris, France. Professors at the famous art school would circulate a cart around campus to collect the students' final projects. The term has since been adapted to describe a short-term, collaborative design project that seeks to involve project stakeholders to create spatial designs to meet the project objectives.

The 91 Avenue Concept Plan design charrette workshop builds a preferred concept design for the area over an intensive four-day period. It brings together different groups to discuss their needs and vision for the area. The design team then takes this information, creating a series of concept plans that capture everyone's differing visions. After four days, the team develops a preferred concept design that has the support of those who participated in the workshop.

1 | PROJECT OVERVIEW

PROJECT PROCESS

DAY 1 | LISTENING + VISIONING DAY Monday, December 11th, 2023

The first day of the design charrette is about learning from stakeholders (such as Council, Administration, various business owners and organizations, and the public), understanding the site, and identifying opportunities that aids in creating a concept vision(s) used during Day 2: Design Day.

DAY 3 | FEEDBACK DAY Wednesday, December 13th, 2023

The stakeholder groups are invited back to give the project team feedback on the different concept designs. This feedback leads to a preferred design that merges the best components from each concept into one plan.

Afterwards December to January 2024

Following the design charrette, the design team prepares a detailed report outlining the outcomes of the design charrette, implementation tools, and a high level cost estimate of the preferred concept plan.

Preparation October to November 2023

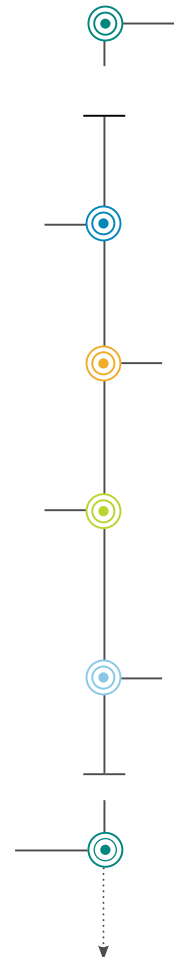
Preparation for the design charrette includes an analysis of the existing conditions of the site and determining its future development potential, an analysis of the adjoining land uses and built form, the project site's connectivity to nearby amenities, and a review of community demographics. This information is then used to create the engagement material for the design charrette.

DAY 2 | DESIGN DAY Tuesday, December 12th, 2023

On this day, the project team takes the findings from Day 1 and begins creating design options. This day is intensive – by the end of the day there are a number of different design concepts for discussion on Day 3: Feedback Day. The public and stakeholders are welcome to drop in to see the process in action.

DAY 4 | REFINEMENT + PRESENTATION DAY Thursday, December 14th, 2023

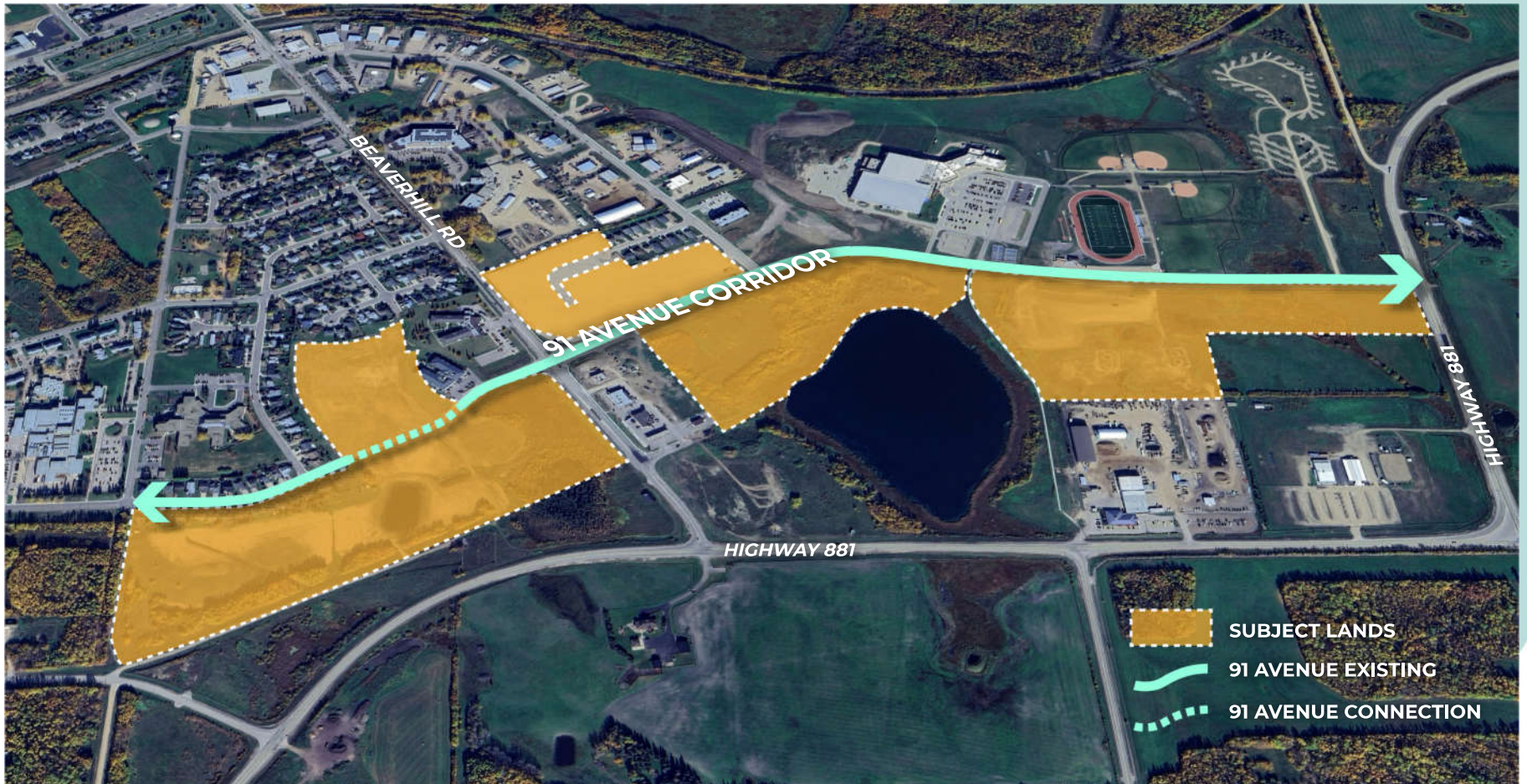
With the comments collected on Feedback Day, the design team refines the concept ideas and incorporates them into a preferred concept plan. The preferred concept plan, along with the project process, is presented at an open house to all stakeholders and the public for their final input.



1.3

PROJECT LOCATION

91 AVE CONCEPT PLAN AREA



2 | PREPARATION

2.1 | KEY CONSIDERATIONS

OVERVIEW

To prepare for the design charrette, the project team reviewed and analysed various key pieces of information to better understand the project site - its constraints and opportunities - as well as trends related to demographics, household income and characteristics, and dwelling characteristics. Additionally, the project team reviewed the various challenges related to growth and development in the hamlet. Finally, the project team collected different building typologies and precedents to better inform stakeholders and the public of the differences between development forms.

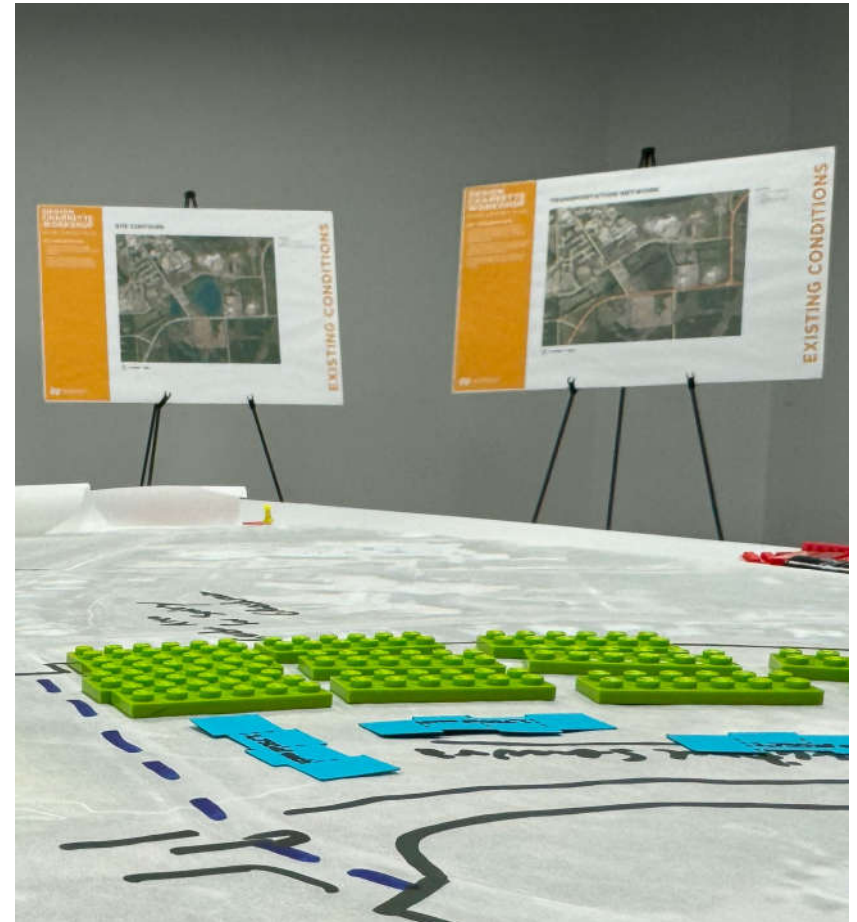
FINDINGS

While the subsequent sections highlight in detail the findings from the review and analysis, the following are some of the key outcomes and ultimately key drivers that provided the framework for the design charrette:

1. The overall population is declining, particularly in the younger age groups. This means that the community needs to find ways to attract and retain its youth, and that can often mean having more housing options, more retail options, and more recreational options.
2. The current population is aging, which means that more housing and developments that cater to an aging population should be explored.
3. The Plan Area has significant topography differences, with identified wetlands, some areas potentially at risk of flooding, and others that will require significant earthworks to become development-ready.
4. The infrastructure will need to be upgraded and/or expanded along the 91 Ave corridor to support development that will require capital investment.

2.2 | LAC LA BICHE AT A GLANCE

Using the 2021 census data for both the hamlet of Lac La Biche and Lac La Biche County, income, household characteristics, dwelling characteristics and housing tenure was reviewed. The following page summarizes the relevant indicators and key information relating to the 91 Avenue Concept Plan Design Workshop Charrette.



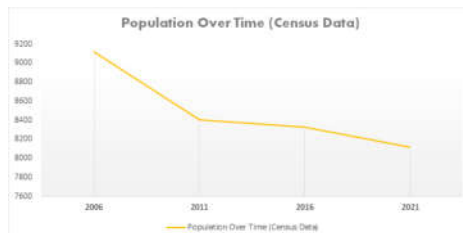
COMMUNITY CONTEXT

When creating a new concept plan, a thorough understanding of community demographics is crucial for helping the development meet the diverse needs of its residents. Demographic considerations encompass age groups, socio-economic backgrounds, and lifestyle preferences, among other factors.

Communities are made up of all sorts of people – different ages, backgrounds, lifestyles. Much like hosting a well-planned event, designing an area like the 91 Ave corridor involves catering to the preferences and requirements of its current and future residents.

The aim is not merely to provide suitable infrastructure but also to create an environment that resonates with the community. It's not just about putting in the right amenities either. It's about creating spaces that people can connect with and enjoy for years to come.

8,117 residents



Lac La Biche County has a population of 8117 (StatsCan 2021), which is a loss of 2.56% of the population from 2016. The trend over time shows a decrease in population.

19% Age 0-14
63% Age 15-64
18% Age 65+

Income

LAC LA BICHE COUNTY'S 2020
MEDIAN HOUSEHOLD INCOME = \$84,000

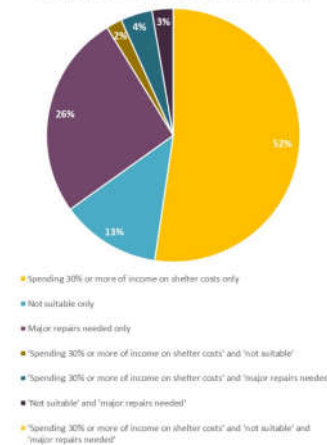
ALBERTA'S 2020 MEDIAN
 HOUSEHOLD INCOME = \$105,960

LAC LA BICHE COUNTY'S 2020
AVERAGE HOUSEHOLD INCOME = \$101,200

ALBERTA'S 2020 AVERAGE
 HOUSEHOLD INCOME = \$125,522



Housing Indicator Thresholds (StatsCan 2021)



Housing indicator thresholds are defined as follows:

1. Adequate housing is reported by their residents as not requiring any major repairs.
2. Affordable housing has shelter costs equal to less than 30% of total before-tax household income.
3. Suitable housing has enough bedrooms for the size and composition of resident households according to the National Occupancy Standard (NOS), conceived by the Canada Mortgage and Housing Corporation and provincial and territorial representatives.

HOUSEHOLD MAKEUP

TOTAL HOUSEHOLDS IN LAC LA BICHE HAMLET = 820

SINGLE-DETACHED HOUSE = 575

SEMI-DETACHED HOUSE = 30

ROW HOUSE = 25

APARTMENT OR FLAT IN DUPLEX = 0

APARTMENT IN A BUILDING THAT HAS FEWER THAN FIVE STOREYS = 160

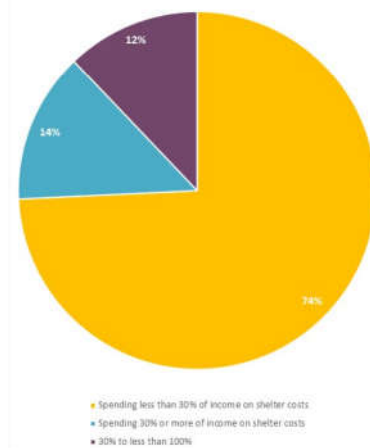
APARTMENT IN A BUILDING THAT HAS MORE THAN FIVE STOREYS = 0

OTHER SINGLE-ATTACHED HOUSE = 0

MOVABLE DWELLING = 30

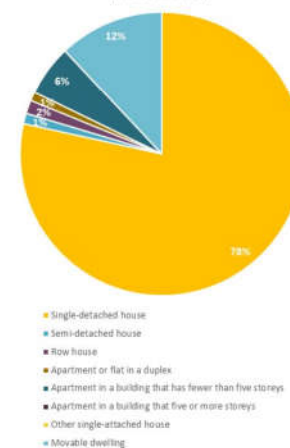


Housing Affordability (StatsCan 2021)



Overall, housing is generally affordable, though these statistics are for the County as a whole, and not specific to the hamlet itself where this Concept Plan is being developed for.

Household and Dwelling Characteristics (StatsCan 2021)



The vast majority of housing typology across the County is single-detached houses. There is a lack of more diverse housing typologies across the County, though the concentration of the higher density housing is primarily located in the County's hamlets, including the hamlet of Lac La Biche where the Concept Plan is being crafted.

2.3

EXISTING CONDITIONS

POINTS OF INTEREST

KEY FINDINGS

The Plan Area is in close proximity to many municipal and provincial services such as the Bold Center, the Community Health Services, the William J. Cadzow Healthcare Centre, the Royal Canadian Mounted Police (RCMP), the Lac La Biche Fire Hall, and the Alberta Wildfire Centre.

Developing and redeveloping areas are also within close proximity to the Plan Area such as the industrial lands near the airport and to the northwest of Lac La Biche, Lac La Biche Main Street, and the Lac La Biche South. These areas, in tandem with the 91 Ave corridor, are contributing and will continue to contribute to the long-term financial resiliency of the County, in their own distinct ways. Additional information about these different 'areas of commerce' is located in section 6.5.

There is a shared use trail that connects the Plan Area to the Lac La Biche County office to the south of the Plan Area.

There are also two retirement homes that are adjacent to the Plan Area which would benefit from additional amenities and services.



EXISTING ZONING

KEY FINDINGS

The study parcels are currently districted as Low Density Residential (LDR), Restricted Residential Large Lot (RL), Central Commercial (CC), Arterial Commercial (AC), Public Institution (PI), and Municipal Reserve (MR).

LDR District: This district is used to provide areas of low density housing, primarily in the form of single-detached residential dwelling within hamlet boundaries.

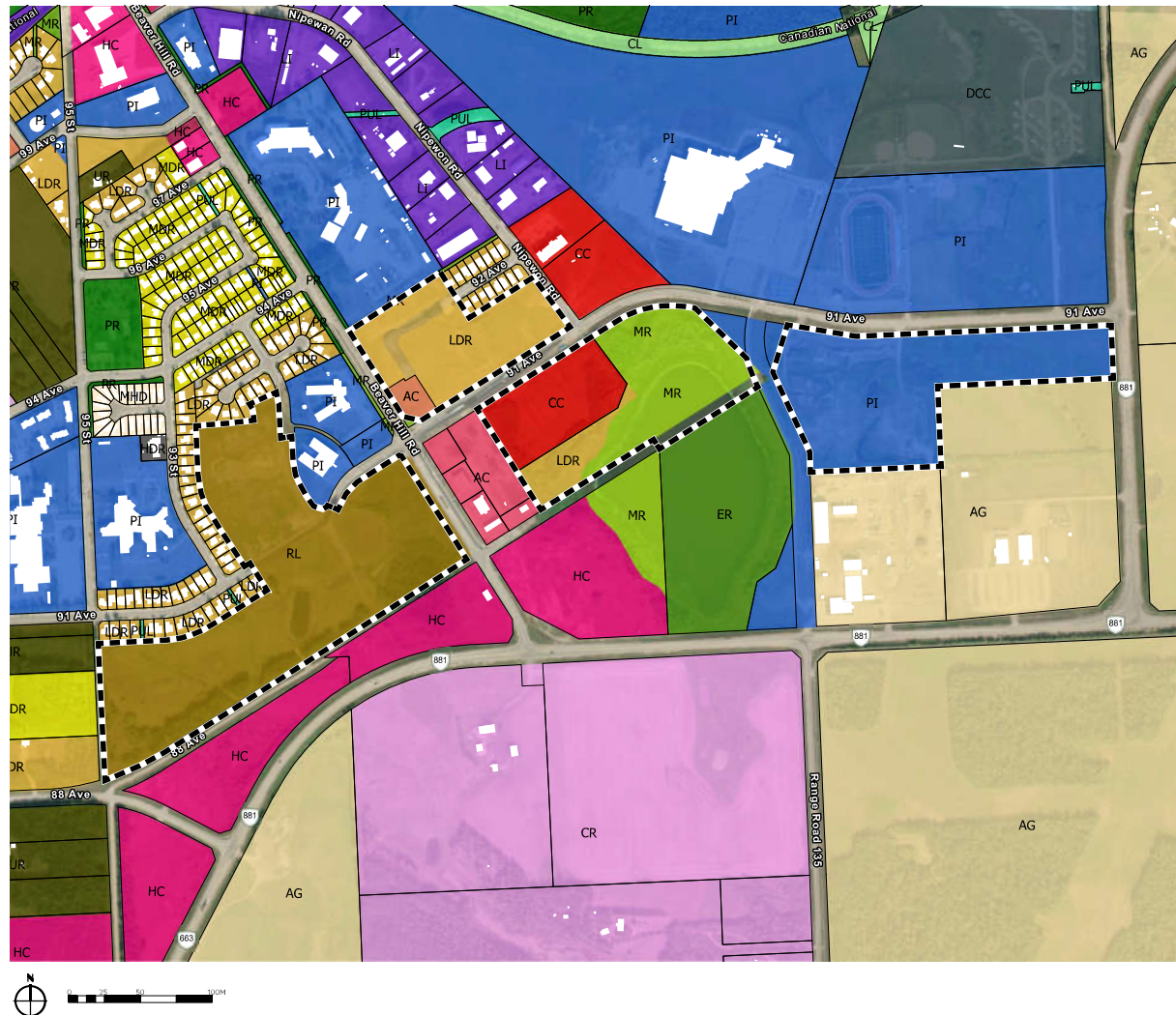
RL District: This district is used to provide for development of larger single detached dwellings at a low density in the hamlet of Lac La Biche.

CC District: This district is used to accommodate commercial uses which will service the needs of residents in designated hamlets.

AC District: This district is used to suit the needs for commercial development outside of the Central Commercial (CC) and Highway Commercial (HC) districts and allow for smaller lot sizes and smaller setbacks along arterial roads.

PI District: This district is used to establish an area for the development of publicly or privately owned institutional, recreation, community facilities and services and related accessory development intended to serve the community at large.

MR District: This district is used to save or "reserve" land that can be used for a public park, recreation area, school board purposes, or to separate lands and provide a buffer area.



LEGEND:

- CONCEPT PLAN BOUNDARY
- PARCELS
- LOW DENSITY RESIDENTIAL (LDR)
- MEDIUM DENSITY RESIDENTIAL (MDR)
- RESTRICTED RESIDENTIAL LARGE LOT (RL)
- HIGH DENSITY RESIDENTIAL (HDR)
- COUNTRY RESIDENTIAL (CR)
- LOW DENSITY RESIDENTIAL (LDR)
- URBAN RESERVE (UR)
- PUBLIC INSTITUTIONAL (PI)
- MUNICIPAL RESERVE (MR)
- ENVIRONMENTAL RESERVE (ER)
- PARKS AND RECREATION (PR)
- LIGHT INDUSTRIAL (LI)
- CENTRAL COMMERCIAL (CC)
- ARTERIAL COMMERCIAL (AC)
- HIGHWAY COMMERCIAL (HC)
- DIRECT COUNCIL CONTROL (DCC)
- AGRICULTURAL (AG)
- CROWN LAND (CL)
- PUBLIC UTILITY LOT (PUL)

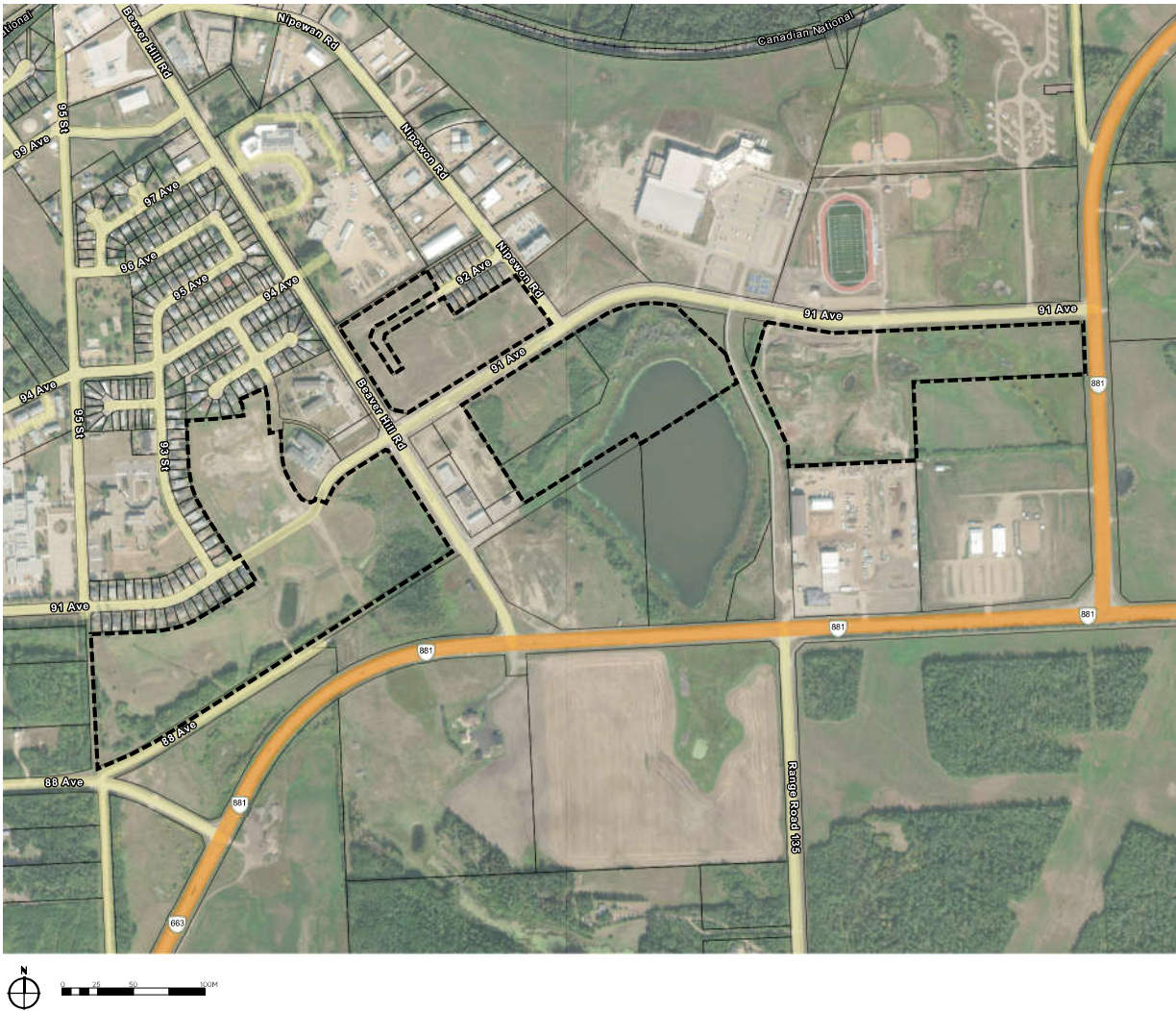
TRANSPORTATION NETWORK

KEY FINDINGS

The study area is directly connected to Lac La Biche County's Bold Center, an amenity that represents the County's main cultural and recreational centre.

Beaver Hill Road and 91 Avenue provides direct (and almost immediate) access to Highway 881 which extends to Fort McMurray.

It is approximately a 25 minute walk from the Plan Area to the east end of Main Street (101 Avenue).



LEGEND:
 - - - CONCEPT PLAN BOUNDARY
 □ PARCELS
 — HIGHWAY
 — COLLECTOR/LOCAL ROADS
 + + RAILWAY

SERVICING INFRASTRUCTURE & DEVELOPMENT CONSTRAINTS

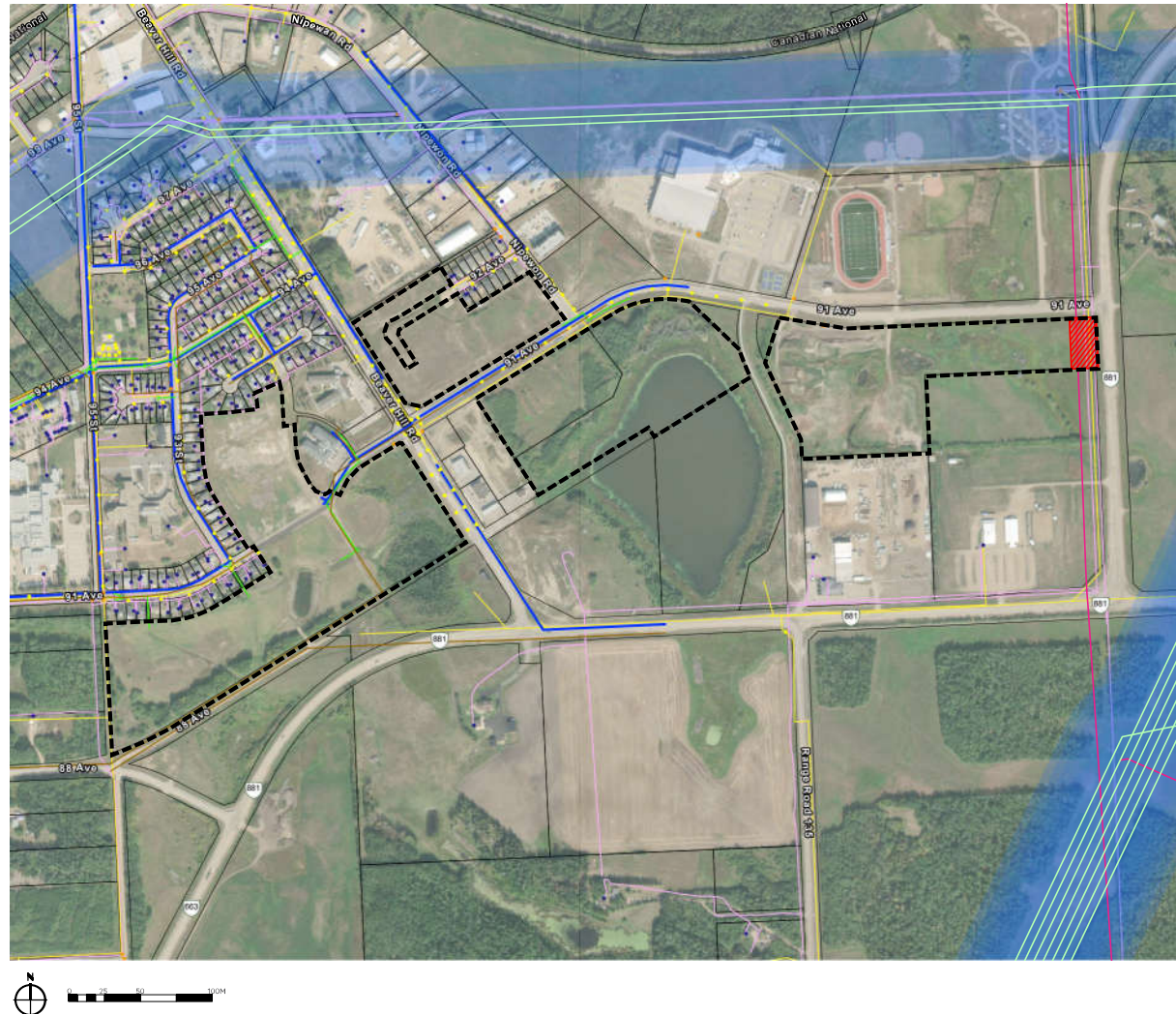
KEY FINDINGS

Currently, the west section of the Plan Area has connection to water, stormwater, and sanitary servicing; however, this servicing may need to be extended to the east section of the Plan Area.

The same goes for the streetlights being abundant in the west section of the Plan Area and lacking on the east section of the Plan Area.

Additional gas metres may have to be installed to adequately service the Plan Area.

The abandoned pipeline in the east of the Plan Area may require a setback from certain types of development.



LEGEND:

- CONCEPT PLAN BOUNDARY
- PARCELS
- STREET LIGHTS
- GAS METRE
- GAS VALVE
- WATER MAIN
- STORMWATER MAIN
- SANITARY MAIN
- GAS LINE
- FORTIS CONDUCTORS
- OPERATING PIPELINES
- ABANDONED PIPELINES
- PIPELINE SETBACK (100M)
- HIGHWAY SETBACK (70M)

SITE CONTOURS

KEY FINDINGS

The slopes in the Plan Area are slightly undulating; other than that, they are not prevalent in the area.

The low portions of the Plan Area follow the natural waterway that travels through the wetlands in the west portion of the Plan Area.

Lands in certain areas that are below the existing road will require fill to be brought in to create a stable building platform.

There are two large wetlands south of 91 Avenue that will need to be incorporated into the concept plan.

Geotechnical investigations, biophysical assessments, and/or environmental assessments will need to be completed prior to any development which can also influence how the lands are developed.



LEGEND:

- CONCEPT PLAN BOUNDARY
- PARCELS
- WETLAND (LAC LA BICHE COUNTY GIS DATA)

2.4

OTHER CONSIDERATIONS

DIFFERENT TYPOLOGIES

Typologies refer to the classification and categorization of development forms and spaces based on their physical and functional characteristics. Typologies are used as a tool to understand, analyze, and represent different development forms.

Typologies assist in creating guidelines for future urban projects, working towards a cohesive and well-integrated urban environment that meets the needs of its residents while considering factors like accessibility, aesthetics, and economic viability.

When looking at housing typology, it encompasses a wide range of housing styles, layouts, and forms. Accommodating for different housing typologies allows communities to cater to diverse needs and lifestyles.

THE COST OF RESIDENTIAL DEVELOPMENT

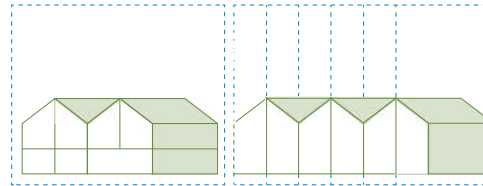
According to the Municipal Government Act (MGA), the purpose of municipalities is to: provide good government, to foster the well-being of the environment, to provide services, facilities or other things that, in the opinion of Council are necessary or desirable for all or part of the municipality, and to provide the framework for the development safe and viable communities.

Municipalities provide everyday services used by citizens, businesses and visitors, including but not limited to road maintenance, water and wastewater utilities, waste management, emergency management, and community services such as recreation centres, libraries and parks. To fund these services, municipalities have two main avenues:

1. Funding/grants from other levels of government; and
2. Taxation.

As funding/ grants from other levels of government are difficult to predict and rely on external factors, municipalities rely heavily on residential and non-residential taxation to fund all the services in their communities. An interesting, but largely unknown fact is that residential development, in its traditional form, does not pay for itself; it is instead subsidized by non-residential development (i.e., industrial or commercial development) on an average of 3 to 1. Therefore, balancing opportunities for residential development with non-residential development is a priority for most municipalities.

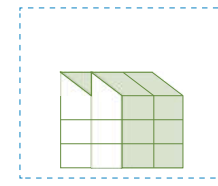
THREE TO SIX DWELLINGS



Tri-plexes, four-plexes, and row housing/ town housing all fall within this category. Dwellings are placed in sequence side-by-side, are stacked on top of one another, or are a combination of both. Each dwelling unit has their own exterior access. Depending on the configuration of the dwelling units, the bulk and form may be consistent with single/semi-detached dwellings, or may be slightly larger.



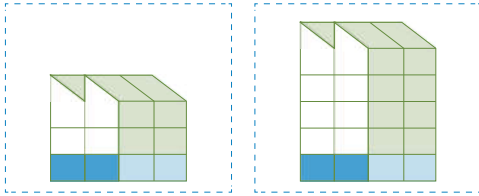
LOW RISE APARTMENTS (<4 STORIES)



Apartment dwellings are multi-unit complexes where the units share the same exterior access(es). Units typically vary from studio dwellings (no defined bedroom) to three bedrooms dwellings, enabling a range of inhabitants. Low rise apartment dwellings are less than 4 stories (approximately 16 m), and can be designed to fit contextually within mature neighbourhood, often having smaller setbacks from adjacent lands compared to medium rise apartments.



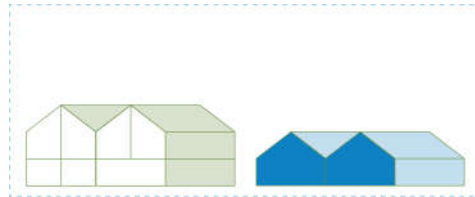
MIXED-USE DEVELOPMENTS (VERTICAL)



Mixed-use developments are developments that blend residential and commercial uses. These uses are typically combined by having commercial uses located on the ground floor (and up subsequent floors if necessary), followed by multi-unit development on top. Mixed-use development is often credited to enabling neighbourhood walkability, increased access to amenities, and diversification in land use types ultimately increasing the development's tax base.



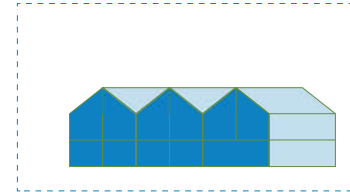
MIXED-USE DEVELOPMENTS (HORIZONTAL)



Horizontal mixed-use developments are developments that enable multiple uses, such as residential, commercial, and retail, within a single complex or area. The various land uses are horizontally integrated, meaning that they are located on the same level, rather than being vertically stacked. Horizontal mixed-use developments create a more efficient use of space within the same footprint by allowing people to live, work, and play in the same area, reducing the need to commute longer distances to access amenities and services.



COMMERCIAL RETAIL UNITS



Commercial retail units are premises designated or intended to be used and occupied by businesses. These units can range from mom and pop shops, restaurants, customer service businesses, like dental clinics or insurance companies. Commercial retail units typically range from 1 to 2 stories in height. These small commercial areas support local communities by offering accessible and varied amenities, in a short distance of travel. Commercial retail units help stimulate economic activity, but also plays a crucial role in shaping the character of a community.



COMMUNITY FEATURES

When planning an area, it is crucial to consider a diverse range of community features that contribute to a well-rounded and inclusive environment. Beyond residential spaces, thoughtful integration of amenities such as parks, community centres, schools, and retail enhances the overall quality of life for residents.

Mixed-use developments that combine residential and commercial spaces can create dynamic community spaces, fostering economic vitality and reducing reliance on cars through walkable designs.

Additionally, incorporating green spaces, cultural venues, and recreational areas promotes social interaction and a sense of belonging. Sustainable infrastructure, accessible public transportation, and inclusivity in design further contribute to the creation of a thriving community that meets the diverse needs and preferences of its residents.

OTHER POTENTIAL COMMUNITY FEATURES

WALKING TRAILS



SMALL BOX RETAIL



SMALL BOX RETAIL



GATHERING SPACES



BIG BOX RETAIL



PEOPLE-FRIENDLY STREETS



OUTDOOR RECREATION



PUBLIC ART



GATHERING SPACES



CAR DEALERSHIP



OUTDOOR RECREATION



PUBLIC ART



SENIOR'S HOUSING



BIG BOX RETAIL



SMALL-SCALE MIXED-USE



GATHERING SPACES



DAYCARE



CINEMA



PLAYGROUND



TINY HOMES



SMALL BAY RETAIL



3 DAY ONE: ENGAGE

DECEMBER 11 TO DECEMBER 14

The charrette took place from December 11 to December 14, 2024. The charrette headquarters was located in McArthur Place where the project team work spaces, stakeholder collaboration stations, information gallery, and a presentation space filled the room for the duration of the project. The team also set up a collaboration table and information boards at the Bold Center on the evenings of December 12, 13, and 14.



3.1

STAKEHOLDER DRIVEN DESIGN

Critical to the success of the 91 Ave Design Charette and Workshop was identifying key stakeholder groups and ensuring that they had the opportunity to be a part of the process. For this project, identified stakeholder groups included:

- » representatives from the County's Administration;
- » County Council;
- » economic development groups;
- » developers and realtors;
- » school boards;
- » nearby land owners and business owners; and
- » the general public.

Stakeholder-driven design is invaluable in the plan process, particularly when integrating community input. By actively involving a diverse range of stakeholders, such as residents, local businesses, and civic organizations, the resulting design reflects a more comprehensive understanding of the community's potential needs, aspirations, and challenges. This inclusive approach fostered a sense of ownership among residents, enhancing the likelihood of successful implementation and long-term sustainability. Furthermore, stakeholders brought their unique perspectives, leading to innovative and contextually relevant solutions.

3.2

DAY 1: LEARNING + VISIONING

WAIT - WHAT'S GOING ON HERE?

The first day of the 91 Ave Design Charette and Workshop was about informing and learning from stakeholders, understanding the site, and identifying design opportunities that provided the framework for Day 2: Design Day. The first events of the day involved a presentation of the project area, including baseline analysis and findings, its unique context, and more about the process that the four-day workshop was going to include to members of both Council and Administration.

Following the initial presentation, the project team facilitated sessions with other stakeholders throughout the day. The sessions included a brief presentation outlining the project process, purpose, and objectives, followed by an interactive design session facilitated by the project team. The design session included large maps of the project site, scaled building footprints, Lego blocks, sticky notes, and trace paper. The following section summarizes the visions, ideas and outcomes from Day 1: Listen + Learn.



- ▲ The information boards provided a high level overview of what the project was, its objectives, precedents, and insight of existing recreation facilities in the area.



- ▲ The design tables were heavily used during day 1. Each map, 3' by 6' in size, was a blank canvas for charrette participants to fill with their vision and ideas for the project site.



- ▲ Printed to scale were various recreation facilities, fields, and courts, and schools that charrette participants used to fill the design table. Having these materials enabled participants to understand the scale of the project. Other tools used during the charrette process included wool, wooden blocks, pins, and sticky notes.

CRAFTING IDEAS

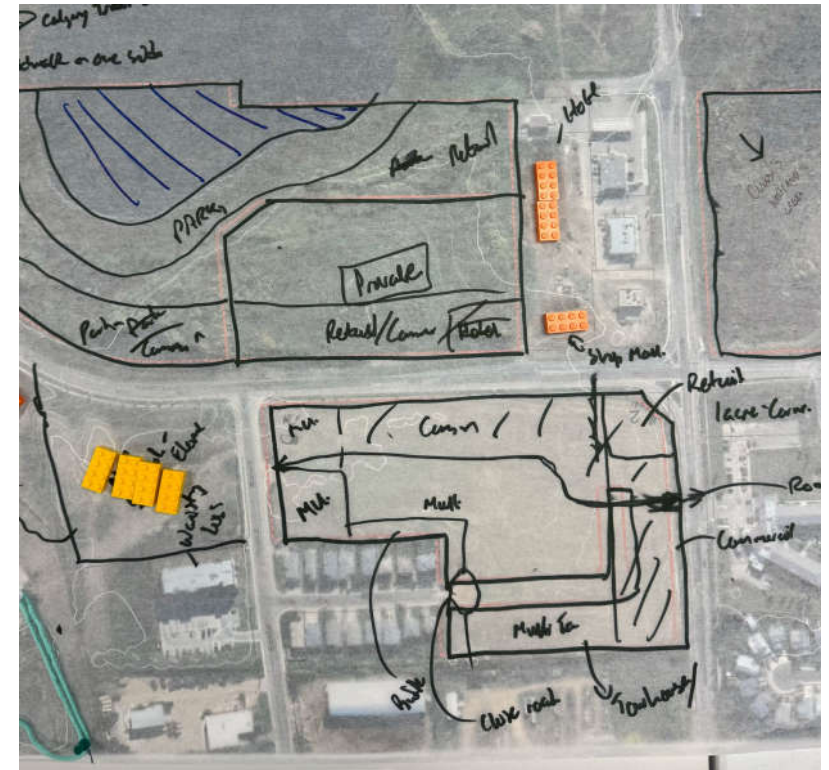
The design sessions were dynamic and collaborative with participants directly taking part in creating and brainstorming ideas for the Plan Area. With the help of the project team, participants were able to immerse themselves in the project, seeing to understand various user needs, challenges, and opportunities which were then ideated onto the large maps.

In these sessions, creativity takes centre stage. Participants explored multiple possibilities and generated concepts through different methods of the design process such as organizing ideas with sticky notes, demonstrating concepts through sketching and figure placements, and using tactile materials with Lego blocks.



▲ Lac La Biche Council and Administration Sessions

The team conducted numerous sessions with different stakeholder groups, including Council, Administration, and the general public. These images highlight some of the initial brainstorming and ideas that came out of these sessions.



AN ITERATIVE PROCESS

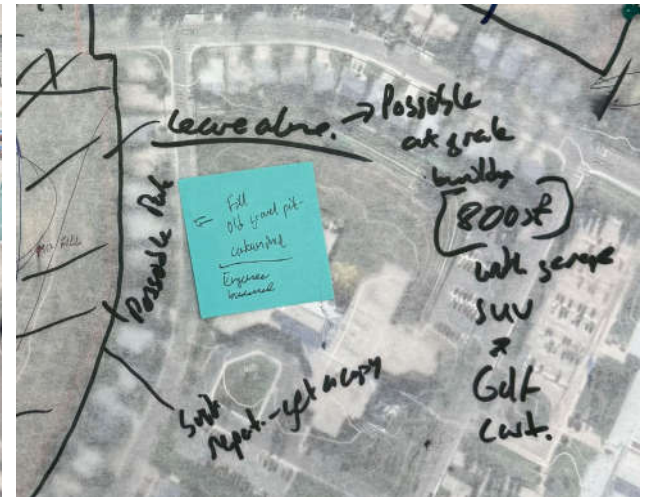
An iterative design process, characterized by repeated cycles of prototyping, testing, and refinement, stands as an optimal approach for garnering community input on a concept plan. This methodology allows for the gradual enhancement of the concept based on feedback loops with the community. Offering flexibility and adaptability, it accommodates diverse perspectives and encourages a final concept plan that is more inclusive and representative of varying community visions. Early engagement in the design process facilitates the identification and resolution of potential issues, contributing to the development of a concept plan that reflects the values of the community and balancing those with development potential and market viability. Furthermore, the iterative process fosters continuous collaboration, engagement, and a sense of ownership among community members.

Empowering the community through participation in the design stages builds transparency and trust, making them more likely to support and embrace the final concept. This approach increases the likelihood of the final plan meeting the actual desires and preferences of the community, resulting in a more successful and widely accepted outcome. Finally, the iterative design process encourages continuous learning, allowing designers and stakeholders to refine their understanding of project goals and community vision throughout development.

Throughout the first day, many variations of design came forward as brand-new ideas. There also started to become areas of consistency between different groups and stakeholders who played with different layouts and considered their own unique vision for the area. This process began to see different versions - "iterations" - evolve.

Emerging concepts included the desire for a thoughtful finish to the Hammons Drive community, and to avoid a through road to maintain the residential feel. Additional green space, walking trails, and the ability to access the existing pond in the centre of the Plan Area was also a popular concept.





3.3

COMMUNITY INPUT

SHARING IDEAS FOR THE FUTURE

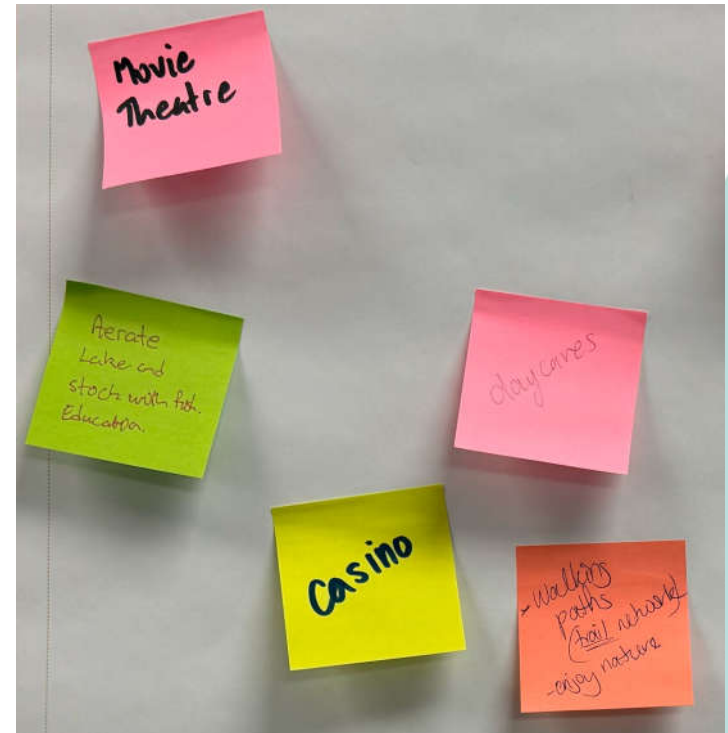
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What opportunities do you see for the 91 Ave Concept Plan Area?

- » Attainable housing with more options in size and type
- » Make the area distinct from Main Street
- » Greater housing diversity
- » Higher design standards
- » More senior's development near existing facilities
- » Ability to add shared use trails that connect to land uses
- » Better chance to market the area to potential development
- » Use and access to trails and open space
- » Sheltered outdoor spaces near the pond
- » Ability to age in place

What is missing in Lac La Biche that you could see in this area?

- » Big box stores like Walmart and/or Canadian Tire
- » Movie theatre and more night life
- » Casino
- » Day cares
- » Car dealership
- » Commercial/retail malls
- » More personal service shops or artisan shops



▲ Sticky notes were provided to share other ideas, like different types of stores, amenities, and wish lists from community members. These are a few of the desired uses.



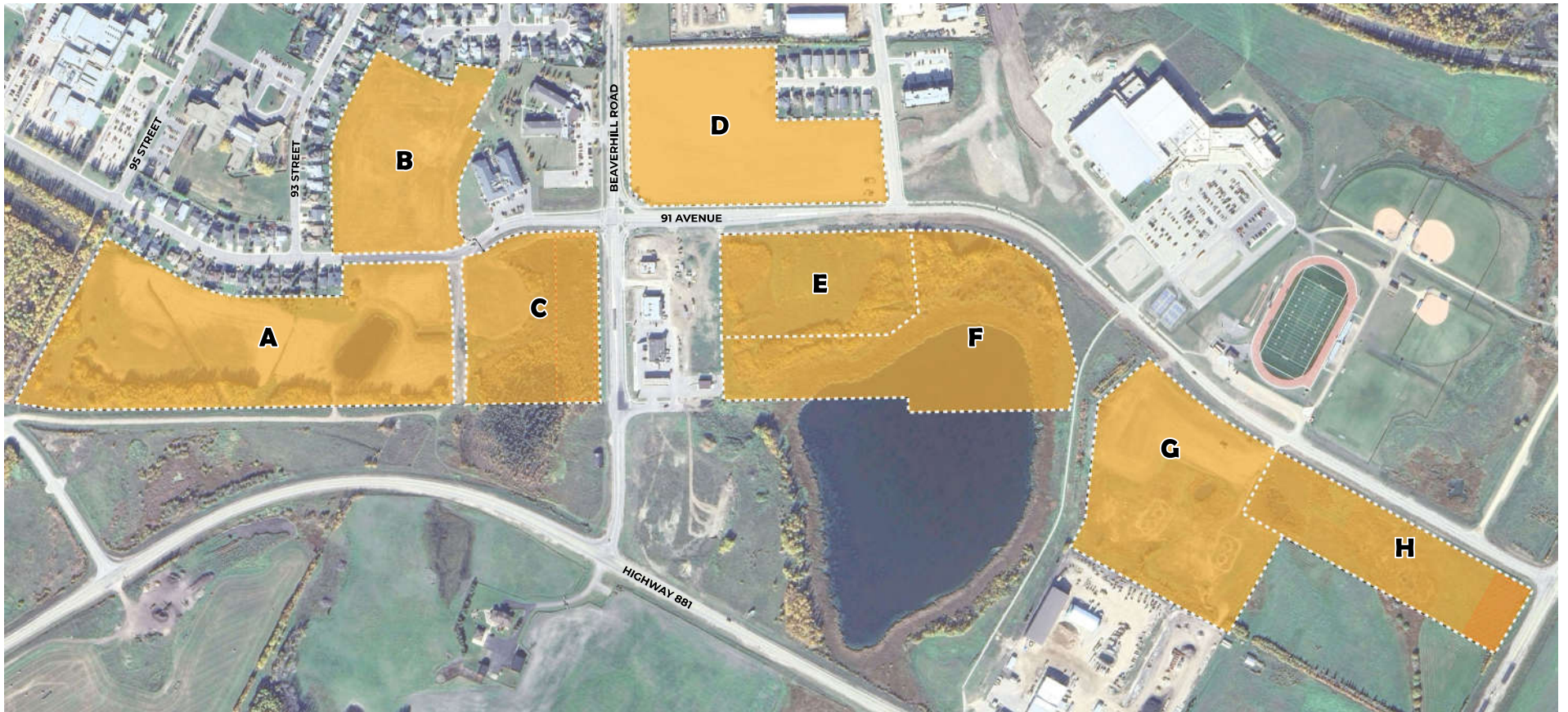
BREAKING IT DOWN

While all areas were considered for development opportunities, it was noted that Area C, G, and H contain wetlands and potentially environmentally significant areas (noted via site tours), would need further investigation for future development considerations. As well, Area E is privately owned, and the eventual build out of the land is included as part of the visioning exercise only.

4 | DAY TWO: DESIGN DAY

Design Day saw a number of iterations transpire from the stakeholder engagement. There were also members of the public that dropped in to see the process unfold and provide comment on their vision for the area. By the end of Design Day, the project team had created four design options.

PLAN AREAS | AREA MAP



4.2 | DESIGN CONCEPTS

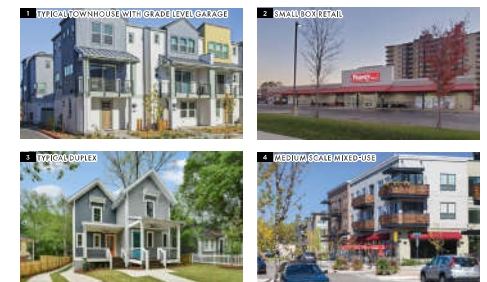


OPTION ONE | QUANTUM LUMINERIA HAVEN

This option was named after "Quantum" for a cutting-edge and futuristic vibe, "Luminaria" to suggest illumination or enlightenment, and "Haven" to convey a sense of sanctuary. It expresses the idea of innovative mixed-use development, incorporating light industrial, commercial spaces, a school and recreational hotspot. The blend of uses creates a fusion of employment opportunities, shopping experiences, and entertainment enjoyment for people of all ages to appreciate.

This option brought together the desire heard from the community to include more diverse housing typologies bordering existing residential areas, and focus new commercial development closer to the east edge of the Plan Area. Adding more housing diversity to the community provides everyone with the opportunity to find a home that suits their needs with the amenities they need to support their well being. Ground level housing included in Area B serves as transitional housing to senior's complexes, by adding more accessible market housing nearby services.

This option saw a concentration of commercial and retail opportunities with little industrial uses added to attract more typical CRU business. The commercial and retail opportunities would be supported by the connection to the highway, the Bold Center, the Recreational Vehicle site, and schools. It should be recognized that this option centres on commercial development and would likely require balancing the impact on the Lac La Biche Main Street and Lac La Biche South.





OPTION TWO | SERENE BLUE VISTA

This option was named to convey a tranquil and picturesque vision for the community, emphasizing a calm and peaceful atmosphere while also highlighting the carefully planned aspects of the development. Serene Blue Vista placed more emphasis on adding more single-detached homes in Area A with adding mixed-use development into this space as well to help address the need for smaller businesses to service the surrounding residents such as day cares and cafés. Dedicated space in Area B for a new seniors housing complex along with townhouse and gentle density in this area helps to address housing needs while providing a transition to existing residential to the north of the Plan Area.

Hearing some feedback on adding more apartment-style density into Area D near the existing development along Nipewon Road would be favourable, the option for both mixed-use and higher density apartments were proposed here. An emphasis on open spaces and trails in this option along with strategic placement of density with views of ponds and natural areas provide a balance between development and preservation. This option takes into account participants' desire to have different housing typologies for different stages of their life, from young adulthood through to seniors living. Serene Blue Vista provides the opportunity to stroll through shops and cafés, take a walk through nature, or find employment opportunities in the light industrial area. Participants wanted to show the variety in uses that could support the community.





OPTION THREE | COSMO MANGO

This option was named to blend "Cosmo" for a cosmic and futuristic touch with a "Mango Grove" to imply a harmonious blend of diverse elements in a communal setting. It suggests a village that embraces various housing typologies, commercial ventures, and industrial growth within a distinctive and interconnected community atmosphere. This option added more commercial opportunities along the east portion of 91 Ave, concentrating residential to the west, and separated use types more definitively. In doing so, there are less mixed-use opportunities in this iteration, with a focus on clear definition of areas. Each area has their own distinct characteristics and purpose to serve the community. This option incorporated feedback desiring more pedestrian friendly commercial areas which led to the commercial corridor being suggested. More commercial opportunities mean more possibilities for employment and entertainment.

Commercial uses were added to Area G to border existing County operations, and vehicle-oriented commercial buffering that area to the corridor. Hearing the need for smaller yet independent living for seniors, the addition of "tiny homes" was introduced into Area B, adjacent to existing seniors' facilities, with the ability to add age-friendly shared gardening opportunities at the centre of this community. Tiny homes provides seniors with the independence to have more flexibility in their living through reduced utility and maintenance expenses and increased affordability in housing.





OPTION FOUR | ECLECTIC HOMES SPECTRUM

This option combines "Eclectic" to convey diversity and uniqueness of the housing aspect. The addition of "Spectrum" suggests a broad range or variety, highlighting the different typologies within the housing options. Feedback from most groups who participated in our workshops and charrette process included the need for more housing diversity and options for the community. This option captures the most diverse number and types of housing to give a dynamic blend and address this need.

A myriad of typologies including on grade townhouses helps address flooding concerns in Area A, with more provided in Area D to transition the existing housing from single-detached to commercial areas. Other innovative ideas include combining tiny homes and smaller single-detached homes along with a senior's activity centre in Area B. This option is the only one that adds housing to the east part of the Plan Area, utilizing the connection to the Bold Center and school. Locating mixed-use that face 91 Ave helps to bring more amenities to that area and a buffer to more gentle density in Area G.





5.1

VETTING THE OPTIONS

SEEING THE VISIONS COME TO LIFE

Day three was all about hearing from the community on their thoughts about the interpretations. Feedback, ideas, sketches, and notes were combined into the four initial options, then brought back to the public to ask:

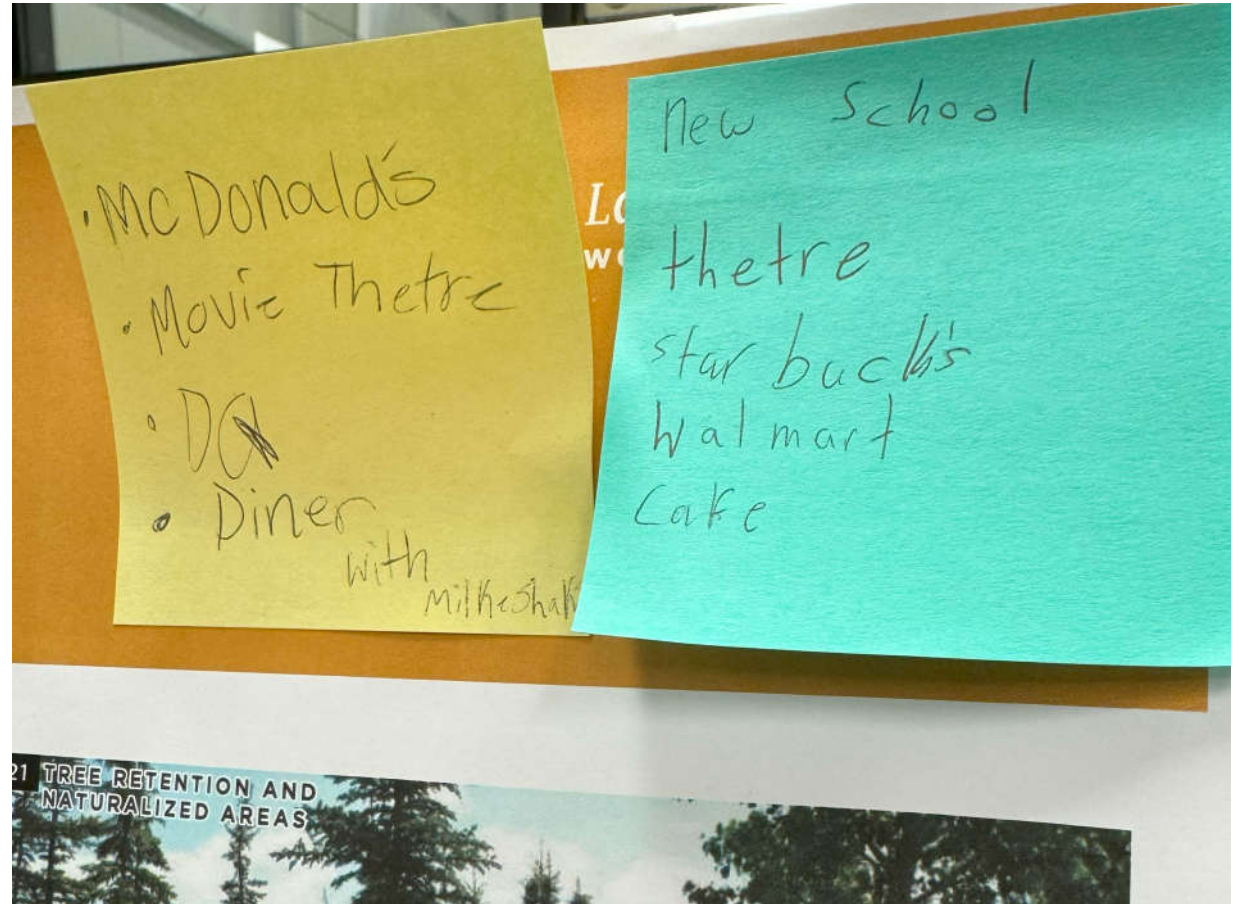
- » What are your favourite areas?
- » What might be missing?
- » What else can we do to enhance the community?

Feedback was recorded verbally as well as post-it notes used to leave detailed comments. The project team also visited the Bold Center and set-up in the front entry to capture passerby's thoughts and ideas from the broader community. This broadened the teams reach, and young children and teenagers participated and gave their ideas – a demographic that is typically difficult to connect with and get feedback from. An important conversation came up with these groups:

- » What would keep you in the community (or have you return to it) after you graduate high school?

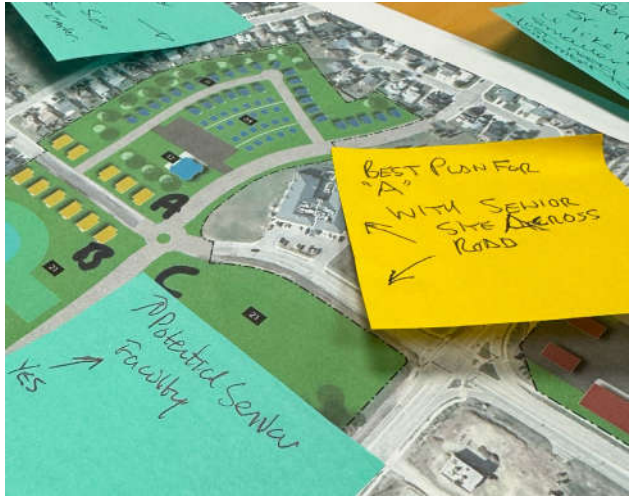
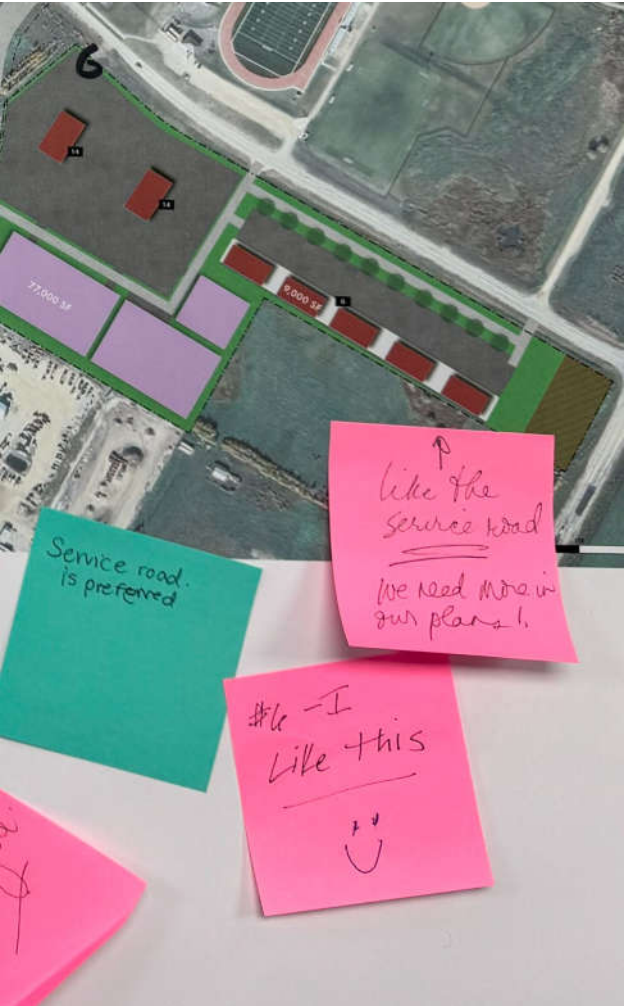
5

DAY THREE: INITIAL FEEDBACK



▲ Bold Center Set-up

Visitors to the Bold Center had the opportunity to learn more about the project, and give their ideas for what could make the 91 Ave corridor more successful. This included children and teenagers who gave fresh perspectives on what they would like to have in the area.



5.2

KEY TAKEAWAYS

THE BIG HITS

We had fantastic feedback in this stage of the process, now that ideas were “on paper” and people could see their ideas translated into design. Most popular features were:

- » **Diversity of housing** typologies. Most agreed that smaller, more dense housing choices were needed in the community. While some said they wouldn't necessarily live in them themselves, they could see their children and young adults moving into them, and their parents being able to utilize them as a step towards downsizing in later stages of life.
- » Many mentioned that the **Hammons Drive** residential area in Area D should be **closed to through traffic** to help mitigate impacts on the residents there and Option #1 was favoured by most for this item.
- » Senior's housing options and **aging in place** opportunities were very popular. Most agreed that Area B from Concept #3 gave the widest variety of options, to downsize in stages from single-detached homes, to more accessible and manageable homes, to tiny homes, then to the lodge when ready. The addition of shared community spaces like parks and community gardens near the senior's area was also favoured.
- » More **commercial retail units** with a few key anchor tenants. This came up in many conversations – that the area should have considerations for a medium to big box store like a Walmart or Canadian Tire, along with smaller retail units to encourage more local eating establishments and clothing sales.
- » **Residential concentrated in the west portion** of the Plan Area was the preferred location for more housing, though most agreed that some **density towards the Bold Center** could be beneficial to utilize that amenity more, with mixed-use development leading up to it.
- » Adding a **movie theatre** like a Landmark Theatres was a popular “want” for the area, and was particularly appealing to participants under the age of 30.
- » **Accessible and age-friendly community garden** opportunities appealed to most, with some pointing out the added benefit of having a range of people to be able to enjoy them and interact with each other. This sentiment was echoed for all park spaces.
- » The addition of **trail networks** (and the desire for even more connections!) was discussed commonly and most liked the proposed trail head and parking design offered in Area F along with its connectivity into commercial retail areas.
- » **Service road with commercial adjacent to Hwy 881** was the most favoured option for Area H, shown in Option #3. This would allow folks who have trailers staying in the campground or the near the rodeo grounds to access food and retail stores as well as those driving through the area on Hwy 881 to easily stop in.
- » Youth overwhelmingly responded that they would remain in the hamlet - or be more likely to return after post-secondary school – if there was **more shopping options and more nightlife opportunities**. As noted above, a movie theatre was the most popular, with nearly all groups of youths who stopped by mentioning this. Other popular options included recreational items like a bowling alley, arcade, and more places to hang out in the evening.



6 | DAY FOUR: PREFERRED DESIGN

DECEMBER 14, 2023

Taking the comments provided from feedback day, the design team refined the design concepts, developing a final, preferred design. Elements from all four design options were included in the final, preferred design. Ultimately, the preferred design was intended to be a combination and reflection of all stakeholder groups' ideas and visions.

6.1

SYNERGY

"Synergy" is the harmonious integration and collaboration of diverse elements, resources, and stakeholders to create a result that exceeds the sum of its individual parts. It represents the aspirational vision of achieving optimal cooperation and coordination among various components involved in the development process, such as environmental sustainability, architectural design, community engagement, and economic viability.

The preferred design includes:

- » diverse housing typologies;
- » commercial retail units closer to the Bold Center and Hwy 881;
- » aging in place opportunities;
- » opportunities for light industrial development;
- » new paths and trail network; and
- » community gathering spaces.



6.2

A CLOSER LOOK



LEGEND:

- CONCEPT PLAN BOUNDARY
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- MIXED-USE DEVELOPMENT
- COMMERCIAL
- SENIOR'S HOUSING
- LIGHT INDUSTRIAL
- TRAILS/PATHWAYS
- GREEN SPACE
- PARKING
- HIGHWAY SETBACK (70M)



AREA A

This area provides a transition of housing typologies to complement the existing neighbourhood, while capitalizing on the prime location – near both a major hospital and college – housing diversity nearby takes advantage of both of these areas. Locating mixed-use [1] along the proposed 93 Street extension allows the opportunity to bring small retail options to the neighbourhood, helping to service the area and encouraging neighbourhood commerce. Businesses to encourage in these complexes would be cafés, day cares, small clothing retailers, and other artisan goods sales like local makers and craft items.

Moving east, an apartment/condominium [2] buffers the mixed-use area and creates a residential buffer to the single-detached homes behind and to the north. The single-detached homes are positioned adjacent to the existing single-detached homes within the cul-de-sac to provide an adequate transition to the mixed-use area. Moving further south, on-grade townhouses [3] are proposed to mitigate concerns about the area being low and potentially less suitable for basement developments.

Finally, the easternmost portion of Area A expands an existing stormwater pond to be "right-sized" and provides an opportunity to incorporate a new trail around the outside to add more passive recreational opportunities to nearby residents. The new trail also helps connect those living in the denser housing typologies in the west part of Area A to have access to nature trails and outdoor recreation. This portion of the project area currently contains a stormwater control area. At the time this report was drafted, the County was undertaking a stormwater study in the area that may alter the location of the stormwater control pond as shown here. It is recommended that this feature is retained irrespective of the outcome of the stormwater plan to be a natural amenity for current and future residents.



LEGEND:

- CONCEPT PLAN BOUNDARY
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- MIXED-USE DEVELOPMENT
- COMMERCIAL
- SENIOR'S HOUSING
- LIGHT INDUSTRIAL
- TRAILS/PATHWAYS
- GREEN SPACE
- PARKING
- HIGHWAY SETBACK (70M)

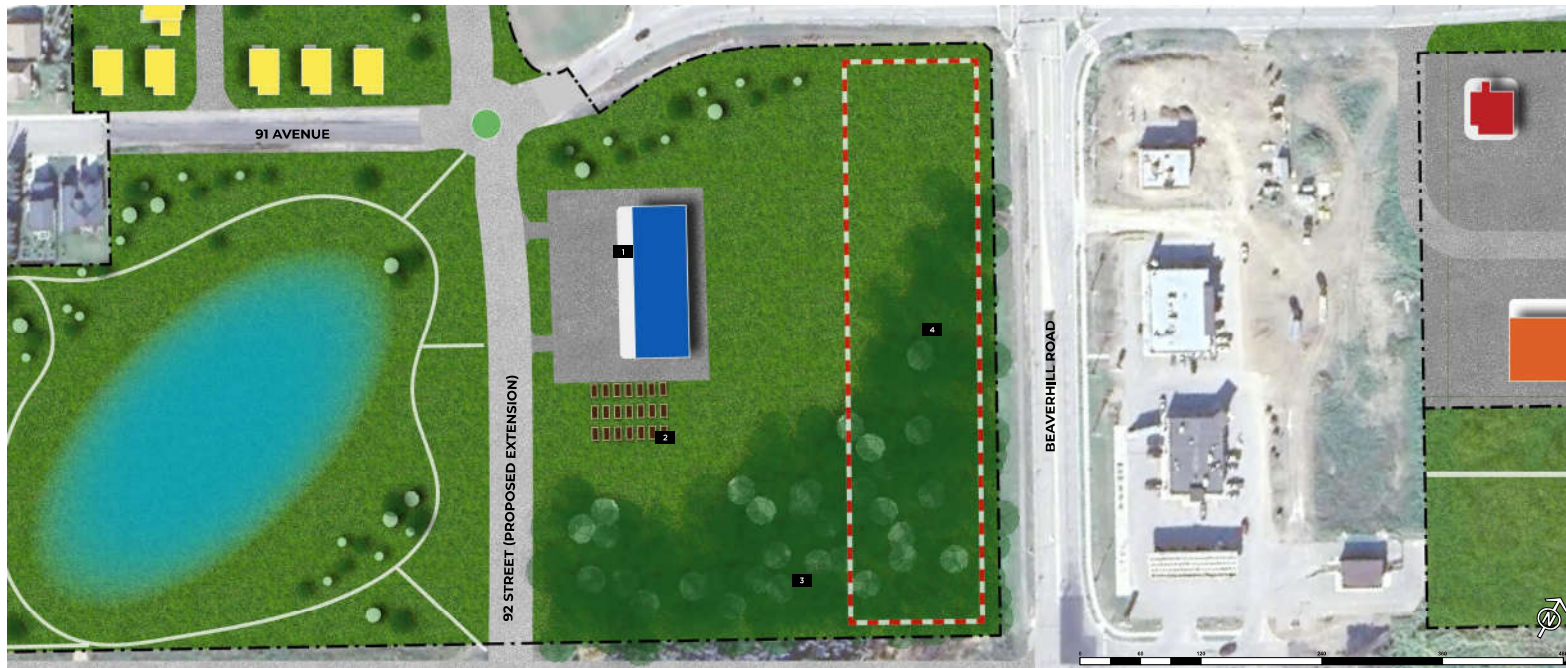


AREA B

This area focuses on expanding housing options and development opportunities for aging in place. This includes expanding the area for seniors housing and providing more unique housing typologies to live in. Along the southwest portion of the area, an extension of single-detached homes completes the row of housing, with accessible duplexes [1] proposed to flank a new road access into this micro-community. These homes are envisioned to be built barrier-free, and on grade and with a garage on each side, which allows for people with reduced mobility or disabilities to live comfortably.

The centre of the community is envisioned to contain 800 sq. ft. homes [3] that are fully self contained, for older adults to transition from larger homes into more reasonable spaces while remaining independent. Tiny homes, typically 300-400 sq. ft. anchor the community with a walkable footprint and provides another option to downsize before transitioning into more care-focused lodging.

Central to this area is the addition of a senior's community centre that could house medical services, recreational opportunities, and activity spaces that would aid in providing some revenue for supporting the costs of the facility. A parking area is also included that could be used for guest visiting. Outside, an accessible community garden [2] provides those who have downsized and no longer have traditional gardens and yards to be able to grow their own food, and build relationships with fellow gardeners.



LEGEND:

-  CONCEPT PLAN BOUNDARY
-  LOW DENSITY RESIDENTIAL
-  MEDIUM DENSITY RESIDENTIAL
-  HIGH DENSITY RESIDENTIAL
-  MIXED-USE DEVELOPMENT
-  COMMERCIAL
-  SENIOR'S HOUSING
-  LIGHT INDUSTRIAL
-  TRAILS/PATHWAYS
-  GREEN SPACE
-  PARKING
-  HIGHWAY SETBACK (70M)



AREA C

This area contains some challenges and opportunities in its topography. Overall, the intention of this area is to provide a balance of natural tree retention [3] and preserving much of the natural features that provide ecosystem services as well as a natural sound buffer from Highway 881 directly to the south. The current wetland/marshy context is not conducive for immediate or "shovel-ready" development. Therefore, the proposal of an additional housing apartment for seniors or 55+ is shown along the northwest edge of Area C to avoid the areas that will take a greater investment to become development ready.

The area dashed in red shows the potential area within Area C that could be considered for future development if wetland reclamation and proper processes and approvals from the Province were explored. If so, the intentional development in this area would be concentrated in the east portion, along Beaverhill Road, and contain commercial retail units [4] to mirror the developments on the other side of this road.



LEGEND:

- CONCEPT PLAN BOUNDARY
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- MIXED-USE DEVELOPMENT
- COMMERCIAL
- SENIOR'S HOUSING
- LIGHT INDUSTRIAL
- TRAILS/PATHWAYS
- GREEN SPACE
- PARKING
- HIGHWAY SETBACK (70M)

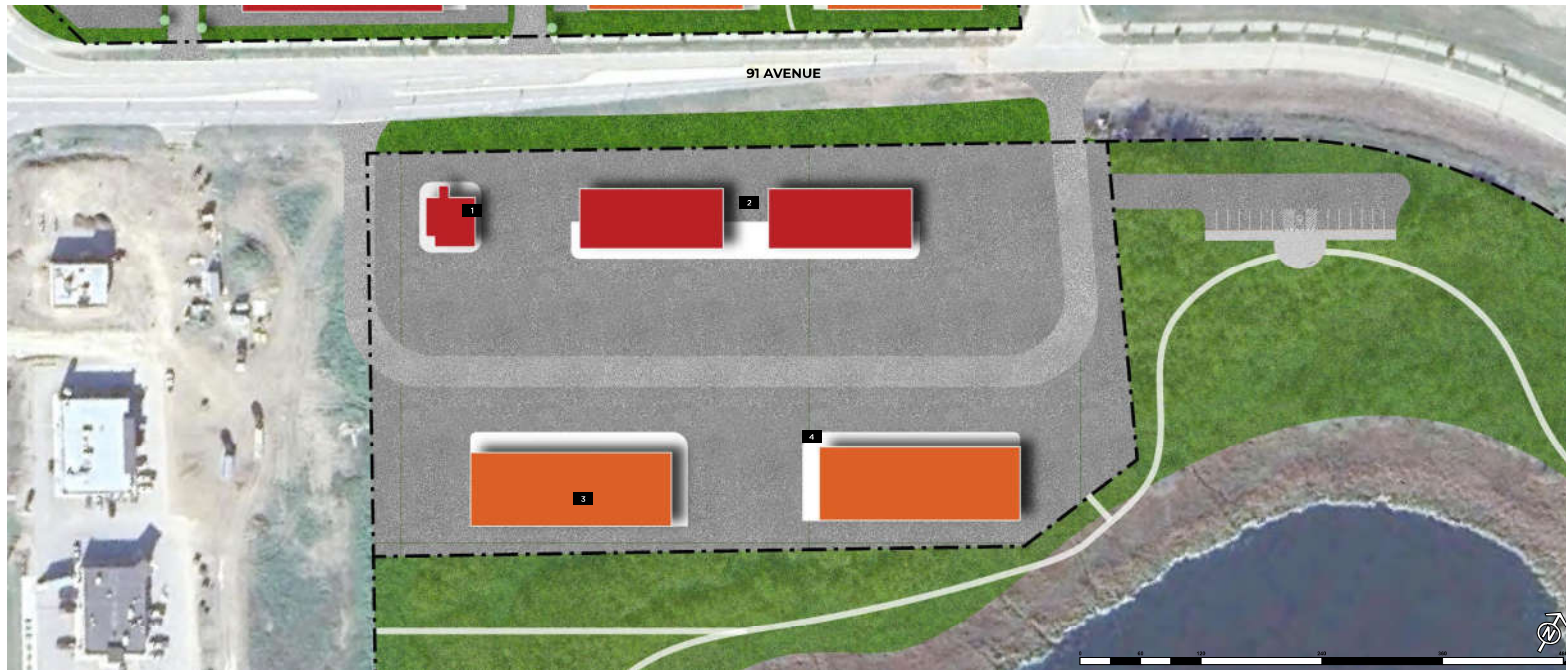


AREA D

This area focuses on balancing commercial and residential needs, and provides for a thoughtful and gradual change in intensity of use to meet the needs of the broader and more immediate community. Capturing the commercial momentum along Beaverhill Road, the east portion of Area D locates commercial opportunities [1] along with the ability for drive-through food operations at the intersection of 91 Ave and Beaverhill Road to help complement the area's offerings and provide options for families in the residential area and for the senior's facilities to the west of the area.

This has helped to make a clear delineation from the single-detached homes to the north of the area and provide an appropriate cap to the Hammons Drive area. Capping the road in a cul-de-sac provides a buffer between the new residential and commercial areas with the potential for a trail network, and outdoor gathering spaces [2] and/or play areas as noted by some participants.

Transitional housing density on the east portion of Area D moves from single-detached homes, to small scale apartments/condominiums [3] to mixed-use developments [4] that flank 91 Ave. These residential opportunities provide great access to the school, recreational centre, natural recreation features, and ease of access to commercial that could reduce costs related to motorized transportation.



LEGEND:

- CONCEPT PLAN BOUNDARY
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- MIXED-USE DEVELOPMENT
- COMMERCIAL
- SENIOR'S HOUSING
- LIGHT INDUSTRIAL
- TRAILS/PATHWAYS
- GREEN SPACE
- PARKING
- HIGHWAY SETBACK (70M)



AREA E

This area, while privately owned, has been included in the overall visioning of the 91 Ave Concept Plan due to it being along the central corridor, and providing a high-level strategy going forward can help Administration in assessing applications, as well as marketing potential development opportunities from an economic development perspective.

The vision for this area continues the commercial corridor intention along 91 Ave, with the ability for more drive-through franchises [1] due to ease of access, as well as the opportunity for recreational facilities, such as a movie theatre [2], one of the most asked-for businesses to attract during the discussions with the public.

Complementing this new commercial, the addition of mixed-use development [3] capitalizes on residents becoming patrons of the area that they live in, but also attracts residents by having the amenity of the pond to the south (see Area F for more details). This location lends itself to restaurants with patios [4] and other pedestrian-friendly commercial opportunities while also having the ease of access to the Bold Center, library, and school.



LEGEND:

- CONCEPT PLAN BOUNDARY
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- MIXED-USE DEVELOPMENT
- COMMERCIAL
- SENIOR'S HOUSING
- LIGHT INDUSTRIAL
- TRAILS/PATHWAYS
- GREEN SPACE
- PARKING
- HIGHWAY SETBACK (70M)



AREA F

This area contains an existing pond that is currently in need of aeration. Incorporating aeration strategies will help aquatic wildlife to flourish by using oxygen to break-up layers of sludge build up in the pond while also increasing the amenity feature for the community. The concept for Area F really encompasses the entire pond area, and captures the natural scenery and its proximity to major draws like the Bold Center. Dedicated parking has been provided, to allow for day use. A new trail head with public washrooms [1] and covered gathering spaces [2] welcomes visitors and creates opportunities for picnics.

This area intends for passive recreation to occur, limiting the amount of human impact on the pond. Passive recreation will allow users to recharge, enjoy scenic moments of nature, and engage in activities such as strolling and cycling through and around the pond, connecting the trail system into the commercial establishments.

Providing a trail network [3] around the pond brings access to the community, and aerating [4] the pond helps to make it a more attractive feature of the hamlet. This concept plan intends to ultimately revitalize and rejuvenate the pond so that the community can passively enjoy the natural amenity.



LEGEND:

- CONCEPT PLAN BOUNDARY
- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- HIGH DENSITY RESIDENTIAL
- MIXED-USE DEVELOPMENT
- COMMERCIAL
- SENIOR'S HOUSING
- LIGHT INDUSTRIAL
- TRAILS / PATHWAYS
- GREEN SPACE
- PARKING
- HIGHWAY SETBACK (70M)



AREAS G + H

These areas finish off the 91 Ave Concept Plan as the easternmost part of the plan. This area is important for the hamlet because it is flanked by major roadways, connection points, and community amenities. Uses in both Area G and H are intended to be more commercial in nature with some light industrial, and speak seamlessly to each other so therefore have been proposed together.

With the Bold Center and High School to the northwest, the campground to the Northeast, the Agricultural Society grounds to the southeast, and access from 91 Ave to Highway 881, considerations were made to carefully locate more commercial that would be compatible in this context.

Area G focuses on including opportunities for light industrial uses to the southwest [2], and transitioning into more commercial and office space development typologies [1]. Area H features the same small-scale commercial [3] intention or the opportunity for a car dealership, while also aligning the service road [4] access to the entrance of the campground, campers and truckers can easily pull an RV across 91 Ave and into the service road for easy parking, keeping visitor dollars within the community. The design enables trucks to access without the heavy vehicles having to fully travel along 91 Avenue by easily using the internal roads to access the new southern road and reconnecting to Highway 881.



6.3

SHARING THE PREFERRED DESIGN

At the culmination of the four-day design charrette process, the preferred design was shared with Council, Administration, stakeholders, and the public. Overall, the feedback was very positive, and participants voiced their appreciation of being involved in the concept development, and enjoyed seeing where their own ideas came to life in the plan.

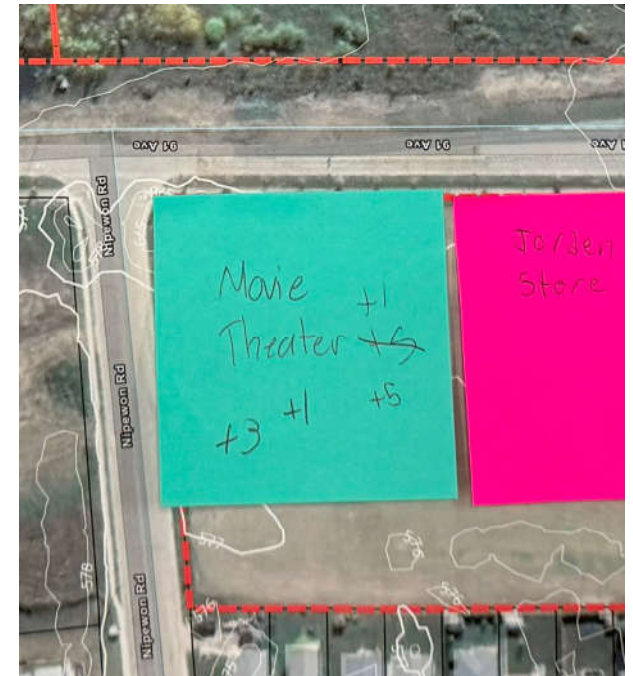
The project team once again set up at the Bold Center to share the preferred design, which received supportive feedback and lots of excitement and interest.



▲ The preferred design was printed and placed on a board at the Bold Center on Day Four to share with the public and passerbys.



▲ Council and Administration visited the project headquarters to see the preferred design, along with listen to a presentation summarizing the week.



▲ Thoughts and ideas from youths who visited the Bold Center and their favourite uses and design concepts were clear - movie theatre was the most popular "big win" in their books!

6.4 | VISUALIZING THE POTENTIAL



6.5

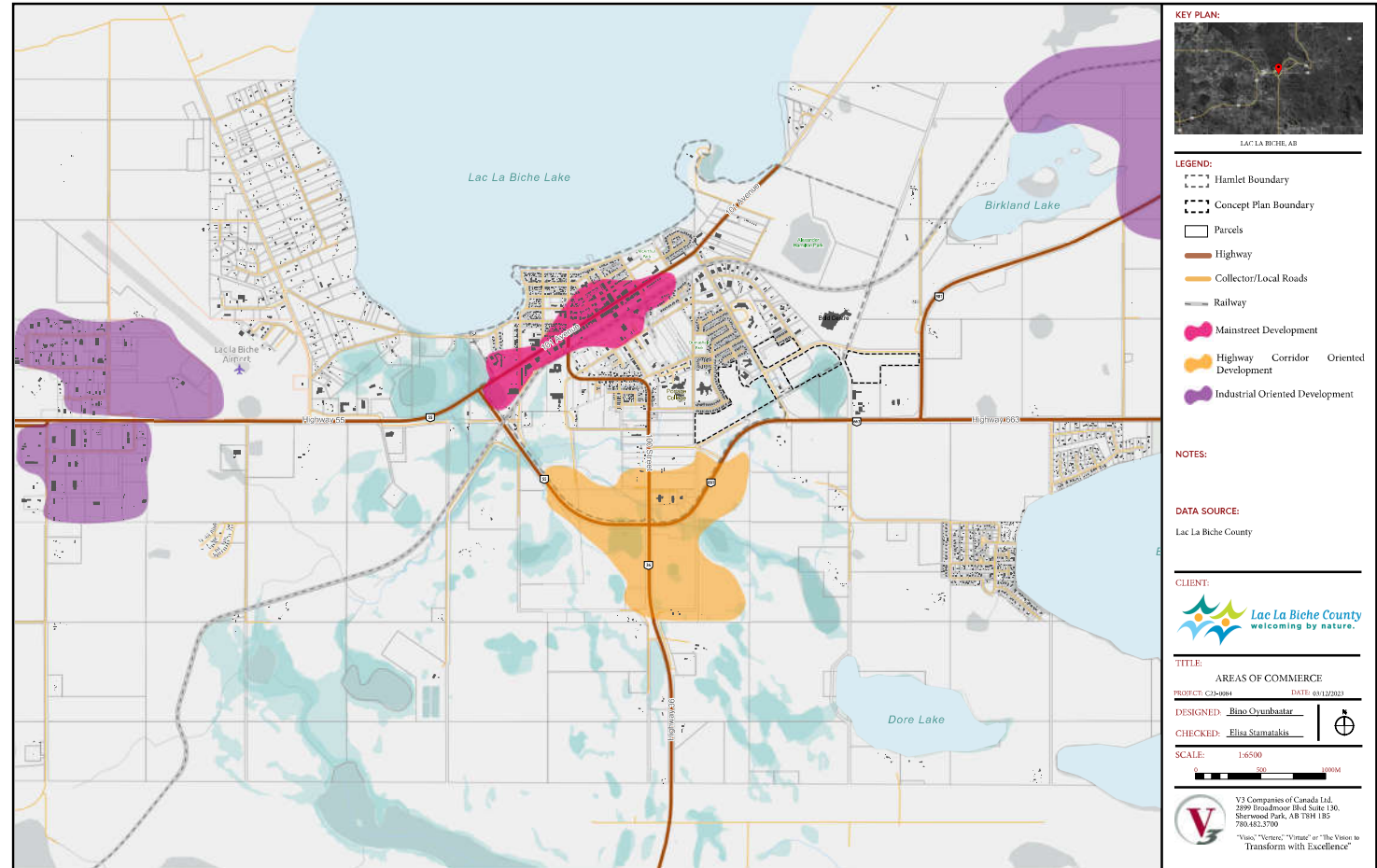
ASSESSING THE POTENTIAL

THE BIG PICTURE

The hamlet of Lac La Biche is dotted with a variety of businesses ranging from quaint local shops to modern retail chains, offering everything from everyday essentials to specialty goods. Its bustling downtown area features charming boutiques, cozy cafes, and family-owned restaurants, creating a vibrant atmosphere for leisurely strolls and community gatherings. In order to fully assess the potential of the Plan Area, it is important to understand the landscape it is operating in, specifically in regards to the various commercial and industrial development opportunities.

KEY FINDINGS

1. Development along Main Street is generally oriented to be more local, with small-scale development like coffee shops, restaurants, and other locally owned and operated businesses.
2. Development leading into the hamlet along Highway 36 are envisioned to be more oriented to the travelling public, with the ability to host larger commercial opportunities such as big box stores.
3. Development to the east and west of the hamlet are more oriented to general industrial and larger commercial developments.
4. Development within the Plan Area is envisioned to provide mixed-use opportunities with higher densities to support the Bold Center nearby, as well as provide patrons within walking distance to commercial services.



WATER AND
STORMWATER
SERVICING

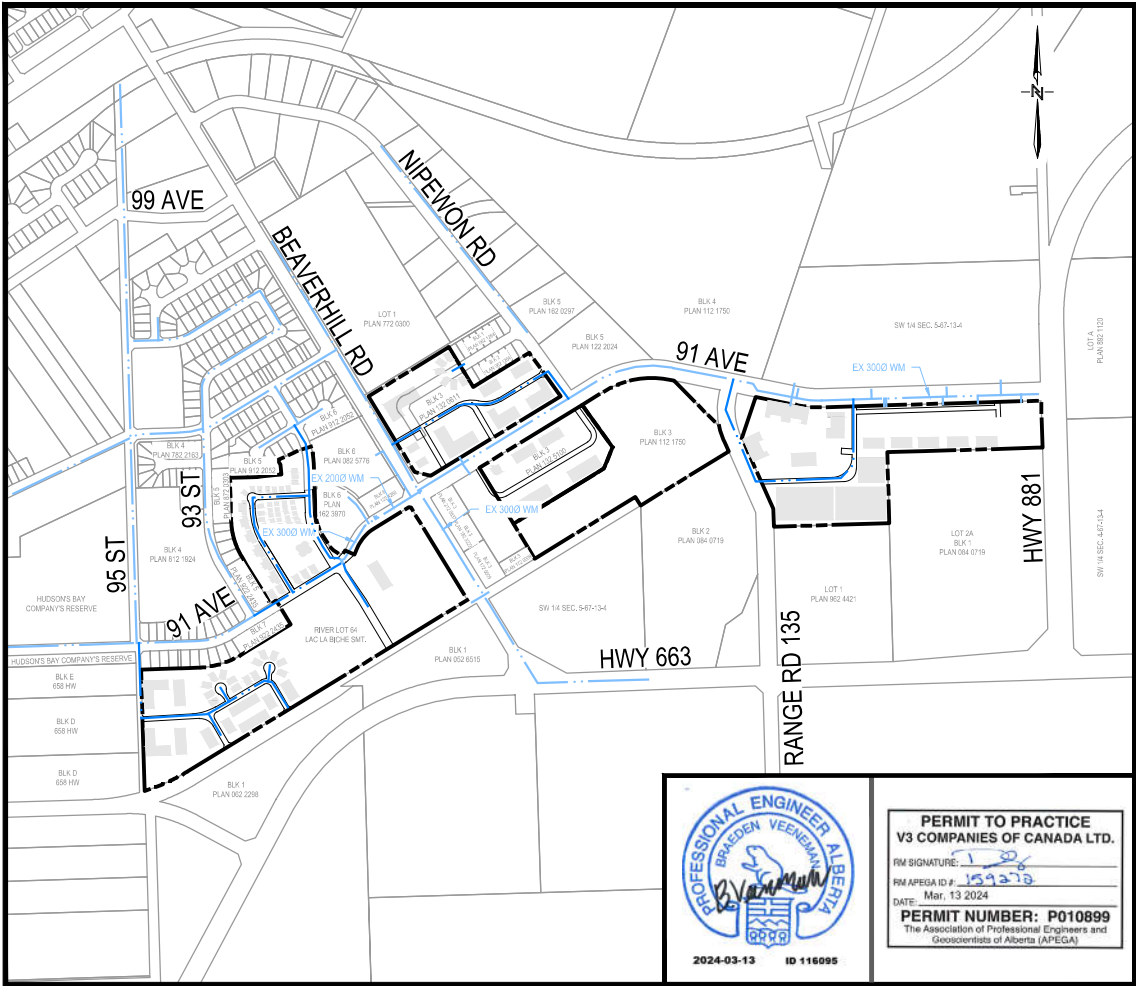
KEY FINDINGS

Currently, there is an existing 300mm water main running east west along 91 Avenue. Water service is proposed to extend off the water main within 91 Avenue. The water master plan indicates that there is sufficient fire flow for residential land use. Two new hydrants are required along 91 Avenue to meet the maximum hydrant spacing requirements.

RECOMMENDATIONS

A new Stormwater Master Plan is being prepared for Lac La Biche County at the time of this report. The stormwater strategy for future development should be designed in general accordance with this master plan.

There are shallow utilities including Fibre Optics, power, and gas in close proximity to the subject sites, which are available for connection.



V3 COMPANIES OF CANADA LTD.
Suite 130, 2899 Broadmoor Blvd,
Sherwood Park, Alberta T8H 1B5
Ph: 780-482-3700
WWW.V3C.O.C.A

Visio, Vertere, Virtute...

"The Vision to Transform with Excellence"

LEGEND

- EXISTING PROPERTY LINE
- EXISTING EASEMENT LINE
- BOUNDARY - SITE
- EXISTING WATER LINE
- PROPOSED WATER LINE

NOTES

1. ALL DIMENSIONS ARE IN METERS AND DECIMALS THEREOF, UNLESS OTHERWISE SPECIFIED.
2. ONE CALL NOT PERFORMED FOR THIS ANALYSIS. ALL UNDERGROUND SERVICES ARE TO BE LOCATED PRIOR TO SITE IMPROVEMENTS.
3. UTILITY INFORMATION OBTAINED FROM GIS DATA PROVIDED BY LAC LA BICHE COUNTY ON 6 FEBRUARY 2023.

NOT FOR
CONSTRUCTION

REVISIONS

DATE	NATURE OF REVISION	DESIGN	DRAWN
2024.02.09	ISSUED FOR INFORMATION	BEV	VLE

SCALE:

1:7500



DATE:	2024.02.09	DRAWN:	VLE	DESIGN:	BEV	PROJECT NO:	C23-0084
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CUSTOMER: LAC LA BICHE

PROJECT: LAC LA BICHE 91 AVENUE

LOCATION: LAC LA BICHE, AB

TITLE: WATERMAIN CONCEPT PLAN

FIG. 1.0



PERMIT TO PRACTICE
V3 COMPANIES OF CANADA LTD.
FPM SIGNATURE: [Signature]
FPM APEGA ID #: 153278
DATE: Mar, 13 2024
PERMIT NUMBER: P010899
The Association of Professional Engineers and Geoscientists of Alberta (APEGA)

PROJECT: LAC LA BICHE 91 AVENUE WATERMAIN CONCEPT PLAN
DRAWN: VLE
CHECKED: BEV
DATE: 2024.02.09

SANITARY SEWER SERVICING

KEY FINDINGS

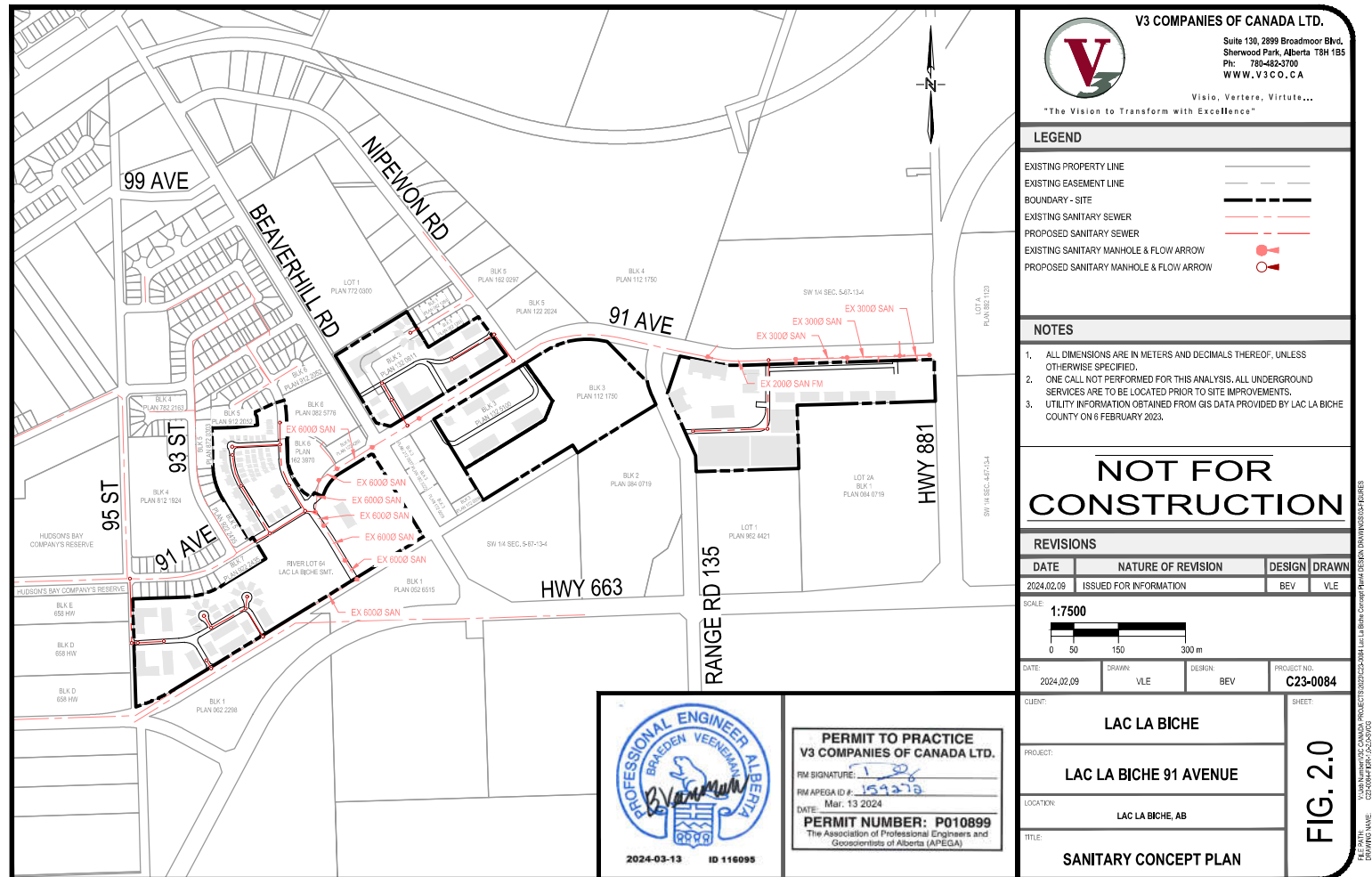
Currently, there is an existing 600mm sanitary sewer main running east west along 91 Avenue. Sanitary service is proposed to extend off the sanitary main within 91 Avenue.

The Sanitary Master Plan indicates that the capacity of the existing sanitary system within the area is at less than 50% utilization.

RECOMMENDATIONS

Through the Design Charrette process, it was identified that a sanitary lift station will be required at the east end of 91 Avenue. The cost of the lift station would be in the order of \$2 million dollars.

It is recommended that the sanitary flows and water demands of the proposed sites are confirmed and reviewed to ensure there is sufficient capacity in the existing systems to accommodate the anticipated flows of the new development.





7 | THE PATH FORWARD

7.1

WHAT'S NEXT?

Engaging with stakeholders, including local residents, businesses, and government officials, was essential in the design charrette process to gather input and feedback in an effort to meet their vision and ideas for the Plan Area. To move the needle forward, it is crucial to conduct thorough assessments of the feasibility and practicality of the proposed concepts, considering factors such as budgetary constraints, environmental impact, infrastructure requirements, and market opportunities to accommodate growth. Then developing a timeline, allocating resources, and establishing accountability mechanisms to guide the successful execution of the concept plan that seeks to meet the vision.

Following the completion of the concept plan for the 91 Ave corridor in Lac La Biche, the subsequent steps revolve around detailed planning, servicing analyses, economic research, marketing and implementation strategies. The development of the 91 Ave corridor involves a number of actions that are anticipated to occur over several years based on the demand for housing, retail, and industrial development. The phasing has been developed based on obtaining quick wins and from areas that are more development ready versus others that have greater servicing challenges.

7.2

RECOMMENDED PHASING

The overall phasing for the Plan Area has been prepared with the following key considerations in mind:

1. **Infrastructure.** Leveraging lands adjacent to existing infrastructure (water mains, sewer/sanitary, stormwater, and roadways) significantly reduces the capital required to develop these lands as it eliminates the need for extensive new expansions. It also accelerates the development processes, making it quicker to bring projects to fruition and serve community needs. Managing infrastructure expansion allows the County to mitigate risks associated with the inefficient use of resources, which in turn is more cost-effective for the municipality.
2. **Grading.** Much of the land within the Plan Area requires significant site grading to enable development. Proactive grading, like the County has done on some of the lands, streamlines the preparation process for construction, reducing development time and associated costs. Lands already graded, or those that require less grading, are more attractive to developers as the lands become more business ready with supporting servicing.
3. **Wetland Removal.** Some of the Plan Area has been delineated as 'environmentally significant areas' containing wetlands; further to this the project team visually noted areas that may also be considered wetlands upon more detailed biophysical and/or environmental investigation. To that end, the process of removing wetlands can influence phasing, primarily from a cost and efficiency perspective. Eliminating wetlands often requires environmental mitigation and compensation that can increase both the value of the land and complexity of the project. This increases the risks associated with development as developers have to navigate the regulatory approvals and environmental impact assessments, making the development process more time-consuming, which adds costs to the land.
4. **Contiguous Development.** There are certain areas within the Plan Area that, from a high-level planning perspective, make sense for being earlier in the planning process for development. This is rooted in the idea of 'contiguous development' or in other words expanding development continuously from existing infrastructure and development. An example of this is creating a cul-de-sac at the end of Hammons Drive, a natural extension and capping of existing development. Contiguous development also reduces ad hoc development, which capitalizes on existing infrastructure resources reducing capital cost.
5. **Market Absorption and Anticipated Demand.** While a demand analysis hasn't been completed specifically for this project, there is the basic understanding that there isn't a large enough catchment area to support the realization of all the non-residential opportunities within the Plan Area at the same time. As population within and near the hamlet grows, as well as the number of travelling public expands, the demand for non-residential development increases. As a result of this, commercial and light industrial development has been proposed to occur over time, based on market demand.

Based on these key considerations, the concept plan was broken down into nine (9) different phases, further described below. It should be noted that most of the lands will need to be redistricted to support subsequent subdivision and future development. To help facilitate and streamline future redistricting, it is recommended that the County proactively update the Lac La Biche East Area Structure Plan to accommodate the outcomes of the 91 Ave Concept Plan.

Please also note that this is a high-level phasing plan. Should there be interest from Council, the private sector and/or market conditions the phases may change.



FUTURE CONSIDERATIONS | PHASING MAP



PHASE 1

The land is development ready with the land adjacent to existing infrastructure, the site being already graded, and interest already signalled in the area. By 'capping off' Hammons Drive as part of this first phase, the concept plan is supporting the liveability for residential development by reducing the impact of commercial development through the built form. Promoting this as the first phase at the centre of the 91 Ave Concept Plan is the logical step. The construction of deep utilities tying into Beaver Hill Road and Hammons Drive will be included in this phase. The construction of the internal road has not been included as it is not required.

PHASE 2

As a natural extension of Phase 1, this Phase is a natural contiguous development, adding residential density to support the commercial development. This site has been proactively graded, is adjacent to existing infrastructure and is well positioned near the Bold Centre, library, and school providing easy access to this amenity to future residents. The design approach also seeks to help transition the existing residential development into the Plan Area to help mitigate potential nuisances from an increase in activity.

The construction of deep utilities tying into the eastern Phase 1 limits and the intersection between 91 Avenue and Nipewon Road will be included in this phase. The construction of the internal road has not been included as it is not required.

PHASE 3

The lands are strategically positioned near Highway 881 and sits adjacent to existing commercial development, where if developed, could enable creating a commercial corridor along Beaverhill Road. However, wetlands exist within this portion of the plan that will need to

be assessed, and future development approved by the province to enable development. A proforma should be prepared to determine the feasibility and return on investment prior to moving forward with development.

Beyond these constraints, the northwestern portion of Phase 3, that does not appear to be within the wetland areas, presents an opportunity to add another senior's facility to provide housing opportunities for an aging population. It is likely the lands will need to be re-graded along with the construction of a new road to the south to support development, however there is existing infrastructure along 91 Avenue that could be tied into that make these lands advantageous in terms of cost-effective development.

During this phase, 92 Street between 90 and 91 Avenue will be constructed. A new water main will be constructed on 92 Street and tie into the existing main at 91 Avenue. Phase 3 will be further serviced by existing storm and sanitary services. Fill material will be taken from Phase 5 (already stripped) for the grading of Phase 3.

PHASE 4

Phase 4 capitalizes on its proximity to existing urban infrastructure and its contiguous location next to current residential areas, offering an extension of the community that addresses the desire for diverse housing options. It aims to bridge the gap between larger, single-detached homes and more compact, efficient living spaces, enhancing community cohesion by facilitating close connections among residents, particularly easing access for those with friends and family in the neighbouring retirement facility.

Additionally, this development introduces a two-storey senior's building designed to enrich community services with one storey being rented out to support operational costs.

Without the constraints of wetland preservation but necessitating some regrading to accommodate construction, this phase looks to be an extension of existing residential development, optimizing the use of available land. The inclusion of a variety of housing types, from 1200 sf duplexes to 400 sf tiny homes, caters specifically to the lifestyle needs of independent seniors who may not be ready to transition to living in a senior's lodge or care facility. The planned seniors building is not just envisioned as a residential space but also a hub for essential services such as day-care, medical, and dental care, that could help offset the cost of development.

This phase includes the construction of a new internal residential road and the extension of 92 Street between 91 and 93 Avenue. A new water main will also be constructed on 92 Street between the northern Phase limit and 93 Avenue. Additional water main will be constructed on 91 Avenue to connect the existing mains at 92 and 93 Street. New sanitary and storm mains will also need to be constructed on 91 Avenue between 92 and 93 Street to provide servicing for the buildings within the Phase limits. Fill material will be taken from Phase 5 (already stripped) for the grading of Phase 4.

PHASE 5

The east portion of the 91 Ave Concept Plan should begin across from the Bold Center, capturing commercial opportunities defined by demand and servicing.

PHASE 6

This phase is a transition from Phase 5 and will be market driven. Preparing the lands to accommodate development will require bringing fill onto the site to bring it up to grade. Infrastructure will also need to be expanded to facilitate future development. A key asset of these lands in this area is the proximity to Highway 881, the campground,

sports fields, and the Bold Center. Through the engagement process, this area was identified as accommodating a service road that jogs off 91 Ave to divert heavier truck traffic in anticipation of Phase 7.

This phase will utilize existing services built off of 91 Avenue. These services will need to be pulled south prior to construction of the service road. During construction of this phase, Phase 7 will need to be stripped so that surplus material located there can be placed within Phase 6. The grading of Phase 6 will also require additional fill material that will need to be sourced externally.

PHASE 7

The lands provide a transition and connection with County lands to the south generating the opportunity for light industrial uses, such as logistics. The extension of the roadway to connect to Highway 881 is a key piece of infrastructure to the lands and trucks to avoid the need to move through other areas of the hamlet. It also enables trucks that access the area from the west to loop through and back out into Highway 881.

This area is viewed as a long-term development opportunity that needs to be viewed in context to other developments currently planned within the hamlet.

During Phase 7, a new road will be constructed along the west side of the development to connect 91 Avenue and Hwy 881. Servicing for Phase 7 will have been constructed during Phase 5. Since Phase 7 will have been stripped and partially graded during construction of Phase 6, only minor grading work will need to be completed in this phase.

PHASES 8 & 9

These two phases may come earlier, however, they have been viewed as the last phases because the area is likely to involve significant

costs to have the land development ready. The lands are low lying and have a high-water table that will require bringing fill into the site to bring it up to a grade that can accommodate development. The area is also not serviced requiring infrastructure for water and sanitary services, including the construction of new roads. Based on the elevation, a lift station may be required which are costly to install and maintain.

Notwithstanding the above, the land is well positioned near the hospital and school located in the north and access to services in the west. The phases present a range of housing options and if the market can support growth will lead to creating population within close proximity to further support the retail services to the east.

In Phase 8 an extension to 95 Street will be constructed to connect 91 and 90 Avenue. At the intersection between 90 Avenue and 95 Street, a traffic circle will be constructed. Phase 8 will also include the construction of an internal road that connects to the newly constructed portion of 95 Street.

Road construction in Phase 9 will include rebuilding 90 Avenue between the new traffic circle at 95 Street and the end of 92 Street which was constructed in Phase 3. Phase 9 will also include the construction of an internal road that connects to Phase 8 and the newly constructed 90 Avenue.

The internal roads constructed in Phases 8 and 9 will contain newly constructed water and sanitary mains. Due to the low existing grades within these phases, the new sanitary main will need to be split into three sections to reduce the overall run length. The grading of Phases 8 and 9 will also require additional fill material that will need to be sourced externally.



7.3

COST ESTIMATE

A high-level, class D cost estimate was prepared for this study. A class D estimate means that a contingency has been built into all cost to account for unknowns, variables, and changes in the cost of labour and materials.

The cost estimate has been broken down into the identified phases, excluding trails and open space amenities:

Phase	Estimated Cost
Phase 1	\$ 1,265,578.00
Phase 2	\$ 1,055,800.00
Phase 3	\$ 1,025,502.00
Phase 4	\$ 6,119,703.00*
Phase 5	\$ 3,536,644.50
Phase 6	\$ 2,465,432.00
Phase 7	\$ 2,267,775.00
Phase 8	\$ 3,788,314.00
Phase 9	\$ 7,063,440.00*
Sub-Total	\$ 28,588,188.50
30% Contingency	\$ 8,576,456.55
Total	\$ 37,164,645.05

All estimated costs are in 2024 figures. As development progresses, the cost estimate needs to be updated and refined to reflect the current market. This is a high-level starting point for the County, not-for-profits, and developers to understand the financial viability of the 91 Ave Design Charrette outcomes. See **Appendix A** for full cost breakdown, and list of assumptions.

*Note: Residential phases are higher in construction costs because of more infrastructure services required where they currently do not exist.

7.4 | ACTION PLAN

To support the vision of the 91 Ave Concept Plan coming to life, three key actions have been identified and are recommended for the County to undertake to advance the outcomes of this project forward.

TARGETED DEVELOPMENT ATTRACTION STRATEGY	A targeted development attraction strategy looks at the Plan Area in relation to other areas in and around the hamlet to determine what specific businesses, developers, etc. should be approached to spur development in the Plan Area. This may involve an Economic Development Strategy that defines and distinguishes between the different commercial and industrial areas within and near the hamlet to encourage a systematic approach to growth and development, and a Housing Needs Assessment to determine what housing products are specifically needed within the community and what the housing absorption rate is. The key is looking at all developable land options in the area to understand priority areas overall.
POLICY ALIGNMENT	When said and done, this concept plan is a non-statutory document. To support the vision of this document, it is recommended to amend the Lac La Biche East Area Structure Plan to align with its outcomes. By proactively doing this, the County is taking the burden off of the development community, saving both time and cost in doing so, removing red tape to support future development.
DETERMINED DESIRED PROPERTY STRUCTURES/ SALES/ FUNDING	Four different ways that the County can approach managing the lands in the future have been identified. The County is recommended to review the different structures and come to a united approach to managing future development in order to better streamline development when/if there is interest in the lands.

While completing any of these initiatives individually will inevitably move the needle forward, completing the initiatives in tandem of one another is the recommended approach moving forward. To that end, the following provides the framework to support the three key actions above.



TARGETED DEVELOPMENT ATTRACTION STRATEGY

While the proposed concept plan creates a vision, it is also important to recognize that the hamlet population is declining which limits growth opportunities. As a result, it is critical to identify growth opportunities that create employment and bring people to live in the community. This involves identifying, at a county-wide scale:

1. **Economic Development Strategy.** As noted in section 6.5 and further described in section 7.4, there are unique areas within and around the hamlet that are 'areas of commerce' or in other words, have numerous commercial and/or industrial opportunities. To avoid creating unnecessary and potentially counterproductive competition between these unique areas, it is recommended that an Economic Development Strategy is created that defines the 'vibe' of each area and where to focus investment attraction efforts. The outcomes from this macro-level analysis may then give a framework to micro-level attraction strategies for the unique areas, which focus efforts for business and talent attraction efforts.
2. **Housing Needs Assessment.** A Housing Needs Assessment evaluates the demand for housing within the community, identifying gaps between current supply and future needs. Benefits of conducting this type of assessment include informing policy, guiding development to meet demographic changes, and identifying opportunities for affordable, adequate housing for all residents, enhancing community well-being and economic stability. As the concept plan identifies multiple housing options, the outcomes of the Housing Needs Assessment provides an opportunity for the county to have the quantitative backing when approaching the development community.

The subsequent outcomes of macro-level studies is a micro-level targeted Development Attraction Strategy that seeks to identify opportunities for growth that attracts development opportunities. Benefits that we see from the County conducting a targeted Development Strategy include:

- » **Business Readiness.** A targeted development attraction strategy positions the County to be 'business ready', so that when opportunities arise, the County has an actionable plan in place to secure investment and support development.
- » **Attraction of Investment Capital.** An articulated development attraction strategy can help attract investment capital from both domestic and international sources. By showcasing the county's potential (at a macro-level), the unique opportunity of this concept plan (at a micro-level) and articulating a clear vision for growth, Lac La Biche County can become a desirable destination for investors seeking opportunities.
- » **Diversification of Economic Base.** A targeted development attraction strategy can help diversify the county's economic base beyond its traditional sectors, while being specific to the vision of the Plan Areas. This may result in the identification of emerging industries and encouraging entrepreneurship, and by way of this, Lac La Biche County can create a more resilient economy less susceptible to fluctuations in specific sectors.

POLICY ALIGNMENT

In general, the 91 Ave Concept Plan aligns with the goals of the East Lac La Biche Area Structure Plan, which aims to:

- *create a community rich in lifestyle opportunities to attract new residents and commercial investment;*
- *establish and support the continued development of highly desirable business and employment opportunities that are compatible with the surrounding residential and institutional land uses;*
- *plan for the provision of an adequate supply of multiple dwelling unit types;*
- *continue investment in additional recreational open space opportunities for lands surrounding the Bold Center; and*
- *provide a planning, infrastructure and services framework for the subdivision of lands that promotes economic sustainability.*

While the overarching goals of the East Lac La Biche Area Structure Plan are achieved with this concept plan, the level of detail in the concept has shown a more granular approach to land uses than the mapping currently within the ASP. In order to streamline development, the East Lac La Biche Area Structure Plan should be updated to reflect this refinement, namely:

- Updating Fig. 2 – Future Land Use Concept.

Pro-actively amending this document will reduce the burden on future developments, and provide more development certainty. Less barriers and unknowns for developers can help entice investment.

PROPERTY STRUCTURES / SALES / FUNDING

There are numerous options the County can pursue in the development of the lands to achieve the strategic development desired along 91 Ave. Based on the direction Council takes will lead to number of actions required to be followed up by Administration.

OPTION 1: SELL THE LANDS

Council could set up the planning structure and then seek to sell the lands to a developer.

PROS

- The County already owns a majority of the lands in this study, and if the cash flow of selling portions off could help offset costs in making other phases/parcels shovel ready.

CONS

- The lands or their cost may not be attractive for purchase creating a redundant process.
- The vision created could be lost over time as development occurs.
- The development of different housing typologies may not fall within the intentions or the vision anticipated by Council and the community.

OPTION 2: DEVELOP THE LANDS

Council could decide to take the lead in the development of the lands through a phased approach that seeks other sources of funding (e.g. CMHC) for specific areas in the plan to provide affordability of housing, particularly in the areas denoted for seniors housing and higher density housing. The development could be structured where the land costs are not passed on in the sale and purchase costs coupled with other sources of funding, keeping costs low.

PROS

- Greater control of achieving affordable housing in the residential portions of the plan and desired commercial targeting, building on the outcomes of the potential Economic Development Strategy.
- Obtain additional funding to support infrastructure/ housing costs to enable the development to move forward.

CONS

- Unknown costs required to improve the infrastructure to enable development of the lands in latter phases.
- To take the lead on the development would require administration and/or hiring consultants who have expertise in carrying out such activities.

OPTION 3: COLLABORATIVE PARTNERSHIPS

Partner in the development of the lands with other organizations/developers and collaboratively seek other sources of funding (e.g. CMHC) for specific areas in the plan to provide affordability of housing through a phased approach. In carrying out development it could be structured where the lands costs are not passed on in the sale of the land. This option could also involve varying arrangements on the land ownership, including long term leases, to protect the interest of future sales to new owners.

PROS

- Greater control of achieving vision and desired outcomes.
- Obtain additional funding to support infrastructure costs to enable the development to move forward.
- A partnership could reduce the risks of errors through collaborating with a sophisticated developer.

CONS

- Unknown costs required to improve the infrastructure to enable development of the lands in latter phases.
- Local developers may oppose the County carrying out development that could undermine the sale of their developments.

OPTION 4: LAND DEVELOPMENT READINESS

The County may also view the option of developing the lands ready for attracting development similar to what has been done for the lands on the corner of Beaverhill Road and 91 Avenue.

PROS

- Lands are ready for development (*Non-residential development helps municipal revenue).

CONS

- Investing with no results on land development occurring from the private sector.

