

AURORA LEISURE COMPLEX SKATEPARK FEASIBILITY STUDY



AUGUST 31, 2023



Introduction

Landscape Planning Limited has been retained by the Town of Aurora to complete a feasibility study for the Aurora Leisure Complex Skatepark located at 135 Industrial Parkway North, Aurora on the south side of the Aurora Leisure Complex. In concert with the Town of Aurora, Landscape Planning Limited and our Skatepark Specialist, Newline Skateparks have reviewed six (6) potential options relating to the direction of this project. Through this report, our team has analyzed each option and presented the following:

- Strengths;
- Weaknesses;
- Opportunities;
- Threats;
- Anticipated Costs:
 - Hard Costs
 - Soft Costs
- Required Additional Investigations

Following review and careful consideration of the above, a recommendations section has been included by our team to assist in guiding the Town of Aurora's next steps.

Skatepark Options

The six (6) options reviewed through this study are as follows:

1. **Remediation works** – incorporate some drainage, patch work of concrete to extend life of current skate park and mitigate risk on the basis of a professional audit.
2. **Remediation & build out** – this would include remediation measures as outlined in a professional audit as per above and utilizing the remaining funding from Capital project to build a small skatepark with a few amenities in another park with the remaining funding.
3. **Reduce size of proposed skatepark** – full removal of existing skatepark and reconstruction of a smaller version to fit the budget.
4. **Phase the reconstruction** – have a two (2) phase approach to reconstruction. This would allow budget to be spread out over time.
5. **Status quo** – Town of Aurora staff to continue to preform minor remediation works up to a certain dollar threshold, continue to inspect and monitor conditions and when park is past safe use or deemed inoperable it be closed and other options explored at that time.
6. **Full replacement** – as previously recommended



1. Remediation Works

Incorporate some drainage, patch work of concrete to extend life of current skate park and mitigate risk on the basis of a professional audit.

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Strengths:

- Lower initial capital cost than full replacement
- Will reduce initial service disruption to existing facility
- Budget can be established for remedial works and scoped to suit approved council budget
- Public perception maintained that a relatively new facility will not be removed prior to the end of its anticipated useful life cycle

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Weaknesses

- Will not address underlying drainage, construction issues and soils issues present on site identified in the Greenview Environmental Management Plan (September 30, 2018)
- Increased risk of damage to facility during remedial works
- Operational / maintenance issues identified in skate area may not be addressed
- May require more than one phase of remedial work depending on Town desired remedial works budget
- Remedial works may exceed Town staff capabilities
- Remedial works may require public bid solicitation
- May require increased, shorter service disruptions to existing facility
- Existing facility does not include seating opportunities or supporting infrastructure for recreation events (ie. shade sail, lighting, bench seating, planting enhancements, and water fill station)
- Detailed field audit required for completion during favourable weather conditions
- Will not be clear how repairs increase the life cycle of the facility
- May not be seen as politically favourable

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Opportunities

- Dedicated per annum budget can be established to cover the costs of remedial works through yearly program identified in audit
- Preserve existing facility and opportunity to mitigate lengthy service disruptions to the community
- Opportunity to delay work on site and leverage other funding avenues to achieve the full buildout to address the inevitable replacement

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Threats

- Availability of qualified contractors to complete remedial works
- Increasing construction and material costs
- Increased risk exposure to the Town being in receipt of Greenview Environmental Management report dated September 30, 2018 recommending replacement of the existing facility.
- Report presented to council identified the facility as a safety risk to users if not mitigated (OPS19-016 Dated June 18, 2019)
- Detailed monitoring required, possible that new safety concerns or facility issues emerge and are not identified causing increased risk to the Town
- Potential for change in current political ideas (new council members)

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Anticipated Costs:

Hard Costs: \$ 260,000.00 - \$ 450,000.00 (ex. HST, 2024 build assumed)

Soft Costs: \$ 10,500.00 (ex. HST) (Study)

\$ Town Resources / Project Management

\$ Preparation of Tender Documentation and Construction Administration of Remedial works

Required Additional Investigations:

Skatepark specific remediation audit and plan completed by Newline Skateparks (January 2022). This investigation elaborates on the report prepared by Greenview Environmental Management (September 30, 2018) and identifies priority levels and methods for remediation.

2. Remediation and Build Out

Include remediation measures as outlined in a professional audit as per above and utilizing the remaining funding from Capital project to build a small skatepark with a few amenities in another park with the remaining funding.

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Strengths:

- Will reduce initial service disruption to existing facility
- Budget can be established for remedial works and scoped to suit approved council budget coordinated with the build-out budget
- Public perception maintained that a relatively new facility will not be removed prior to the end of its anticipated useful life cycle
- Town will net one (1) additional skatepark facility

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Weaknesses

- Will not address underlying drainage, construction issues and soils issues present on site identified in the Greenview Environmental Management Plan (September 30, 2018)
- Increased risk of damage to facility during remedial works
- May require more than one phase of remedial work depending on Town desired remedial works budget
- Will require continued remediation program, monitoring and Town staff commitments
- Remedial works may exceed Town staff capabilities
- Remedial works may require public bid solicitation
- May require increased number of shorter service disruptions to existing facility
- Existing facility does not include seating opportunities or supporting infrastructure for recreation events (ie. shade sail, lighting, bench seating, planting enhancements, and water fill station)
- New facility location will require additional studies, investigations and review to coordinate construction works, and available services. Reduction to available for construction budget.
- Construction in new location may cause service interruptions to adjacent facilities
- Build out of new facility is expected to be considerably smaller than the currently proposed facility due to budget limitation
- Potential debate on preferred new location
- Public process may be required to facilitate

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Opportunities

- Preservation of existing facility and addition of smaller facility (skatepark or bike park)
- Preserve existing facility and opportunity to mitigate lengthy service disruptions to the community
- Opportunity to change the facility type while supporting the Town of Aurora Parks and Recreation Master Plan Update (2016).
- Opportunity to delay work on site and leverage other funding avenues to achieve the full buildout

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Threats

- Availability of qualified contractors to complete remedial works
- Availability of qualified contractors to complete new facility build-out
- Increasing construction and material costs
- Increased risk exposure to the Town being in receipt of Greenview Environmental Management report dated September 30, 2018 recommending replacement of the existing facility.
- Report presented to council identified the facility as a safety risk to users if not mitigated (OPS19-016 Dated June 18, 2019)

	<ul style="list-style-type: none"> - Approved capital budget (2019) will not be indexed and may not have the same buying power for future remedial works and new facility - Detailed monitoring required, possible that new safety concerns or facility issues emerge and are not identified causing increased risk to the Town - Conditions of separate facility are not currently known, unfavourable conditions (ie. poor soils or utilities) could constrain the approved budget and reduce the amount available for construction thus decreasing the size of the facility - Difficulties accessing and obtaining public consensus on a location; potential political involvements - Potential for change in current political ideas (new council members)
\$	<p>Anticipated Costs:</p> <p>Hard Costs: Remediation Works: \$ 260,000.00 - \$ 450,000.00 (ex. HST, 2024 build assumed) Remaining Build-out Budget: \$ 85,000.00 - \$ 195,000.00 (ex. HST)</p> <p>Soft Costs: \$ 10,500.00 (ex. HST) (Study)</p> <ul style="list-style-type: none"> \$ Town Resources / Project Management \$ Preparation of Tender Documentation and Construction Administration of Remedial works \$ Preparation of Conceptual Design, Design Development and Construction Documents for new build out \$ Background Studies and Investigations (Geotechnical, Survey and SUE)
...	<p>Required Additional Investigations:</p> <ul style="list-style-type: none"> - Geotechnical Investigations - Ontario Land Survey - Subsurface Utility Investigations - Public Engagement / Study of Other Potential Sites - Skatepark specific remediation audit and plan completed by Newline Skateparks (January 2022). This investigation elaborates on the report prepared by Greenview Environmental Management (September 30, 2018) and identifies priority levels and methods for remediation.

3.0 Reduce Size of Proposed Skatepark

Full removal of existing skatepark and reconstruction of a smaller version to fit the budget.

S	<p>Strengths:</p> <ul style="list-style-type: none"> - Full removal of existing failing facility to address concerns identified in the Greenview Environmental Management Plan (September 30, 2018) - Mitigation of liability borne by the Town associated with the existing facility - Original project budget of \$600,000.00 can remain (including hard and soft costs) for initial investment - Mitigate ongoing remedial works including staffing efforts and monitoring
W	<p>Weaknesses</p> <ul style="list-style-type: none"> - Proposed facility will be smaller in size than the existing facility which has set a service level precedent, this may lead to issues with political and user groups - Additional park facility items should be considered for removal to maximize the usable skatepark area (shade sails, furnishings, lighting, plantings and water fill station) - Additional soft costs required reduce the available for construction amount - Additional time required to complete design works, community engagement and construction documentation
	<p>Opportunities</p>

	<ul style="list-style-type: none"> - Complete a facility redesign to engage the local community; and/or - Complete modifications to the currently designed facility to form part of either a phased approach or as a standalone facility
T	Threats <ul style="list-style-type: none"> - Availability of qualified contractors to complete new facility build-out - Increasing construction and material costs; less buying power - Public opinion on receiving a smaller skatepark than exists today; reduction in service level - Market uncertainty - Potential for change in current political ideas (new council members)
\$	Anticipated Costs: Hard Costs: \$ 495,000.00 (ex. HST, 2024 build) Soft Costs: \$ Town Resources / Project Management \$ Revisions to Construction and Tender Documents
...	Required Additional Investigations: Not applicable

4.0 Phase the Reconstruction

Two (2) phase approach to reconstruction. This would allow budget to be spread out over time.

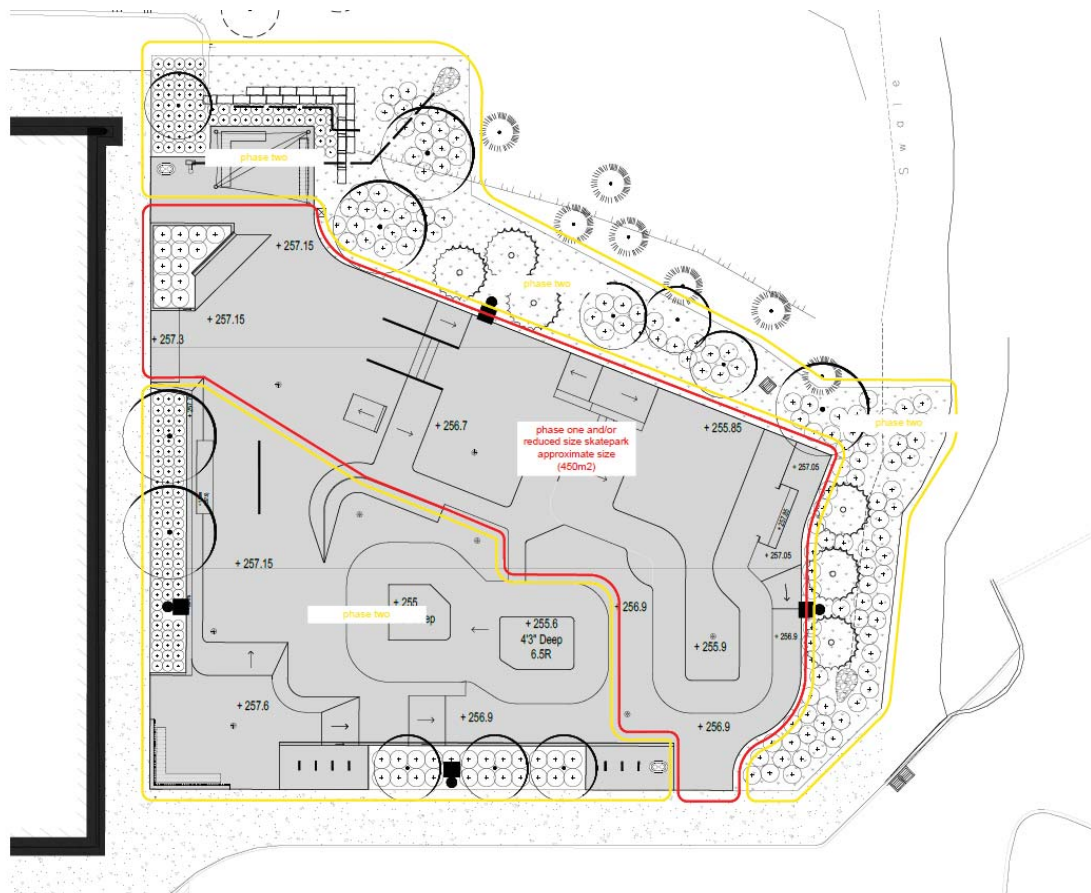
S	Strengths: <ul style="list-style-type: none"> - Full removal of existing failing facility to address concerns identified in the Greenview Environmental Management Plan (September 30, 2018) - Mitigation of liability borne by the Town associated with the existing facility - Original project budget of \$600,000.00 can remain (including hard and soft costs) for initial investment - Endorsed skatepark redevelopment plan will ultimately be achieved including additional amenities (shade sails, water fill station, lighting, furnishings and plantings) - Mitigate ongoing remedial works including staffing efforts and monitoring - Possibility for this to be a politically acceptable approach
W	Weaknesses <ul style="list-style-type: none"> - Proposed interim facility will be smaller in size than the existing facility which has set a service level precedent; user group backlash - Additional park facility items may be considered for future phases to maximize the usable skatepark area in phase one (shade sails, furnishings, lighting, planting and water fill station) - Additional soft costs required reduce the available for construction amount - Additional time required to complete design works, (user group engagement if required) and construction documentation - Lost economies in the construction of a smaller facility and 'throw away' works from any interim conditions
	Opportunities

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\$ Revisions to Construction Documents

Not applicable



5.0 Status Quo

Town of Aurora staff to continue to perform minor remediation works up to a certain dollar threshold, continue to inspect and monitor conditions and when park is past safe use or deemed inoperable it be closed and other options explored at that time.

S	<p><u>Strengths:</u></p> <ul style="list-style-type: none"> - Town currently fully understands the costs associated with inspections and remedial works completed by Town staff - Minimal to no service disruption - May be seen as favourable to political groups
W	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> - No issues in Greenview Environmental Management Plan (September 30, 2018) report will be addressed - Town of Aurora maintains increased liability operating failing facility - Existing design flaws and maintenance issues not addressed - Unknown remaining useful life cycle / unknown degradation hard to determine - Ongoing remedial works including staffing efforts and monitoring - May not be seen as favourable to user groups
O	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> - Opportunity to delay work on site and leverage other funding avenues to achieve the full program - Dedicated per annum budget can be established to continue the current review program
T	<p><u>Threats</u></p> <ul style="list-style-type: none"> - Future repair requirements may exceed Town capabilities resulting in closures - Increased risk exposure to the Town being in receipt of Greenview Environmental Management report dated September 30, 2018 recommending replacement of the existing facility. - Report presented to council identified the facility as a safety risk to users if not mitigated (OPS19-016 Dated June 18, 2019) - Approved capital budget (2019) will not be indexed and may not have the same buying power for future replacement
\$	<p><u>Anticipated Costs:</u></p> <p><u>Hard Costs:</u> \$ 30,000.00 – \$60,000.00 (ex. HST 2023 dollars per year)</p> <p><u>Soft Costs:</u> \$ Regular Town Staff Inspections</p>
...	<p><u>Required Additional Investigations:</u></p> <p><u>Not applicable</u></p>

6.0 Full Replacement

as previously recommended

S	Strengths: <ul style="list-style-type: none">- Full removal of existing failing facility to address concerns identified in the Greenview Environmental Management Plan (September 30, 2018)- Mitigation of liability borne by the Town associated with the existing facility- Endorsed skatepark redevelopment plan will ultimately be achieved including additional amenities (shade sails, water fill station, lighting, furnishings and plantings)- Detailed design has been completed for this facility and is tender ready
W	Weaknesses <ul style="list-style-type: none">- Public and political perception in replacing a five year old facility- Full season service disruption- Requires additional capital budget to yield the approved buildout (approx. \$565,000.00 additional in 2021 dollars)
O	Opportunities <ul style="list-style-type: none">- Opportunity to delay work on site and leverage other funding avenues to achieve the full program- Opportunity to implement new infrastructure/design to improve and extend service levels of current facility
T	Threats <ul style="list-style-type: none">- Approved capital budget (2019) will not be indexed and may not have the same buying power for future replacement- Availability of qualified contractors to complete new facility build-out- Increasing construction and material costs- Market uncertainty
\$	Anticipated Costs: Hard Costs: \$1,150,000.00 - \$1,350,000.00 (ex HST. 2024 build) Increase expected to be 3-5% per year, originally estimated at \$960,000.00 (2020 ex. HST) Soft Costs: \$15,000.00 (ex. Hst)
...	Required Additional Investigations: Not applicable

SWOT Analysis Summary

	Skatepark Options					
	Remediation Works	Remediation and Build-Out	Reduce Size of Proposed Skatepark	Phase Reconstruction	Status Quo	Full Replacement
Priority	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Mitigate Capital Cost	Green	Orange	Green	Orange	Green	Red
Mitigate Operating Cost	Red	Orange	Green	Green	Red	Green
User Group Satisfaction	Red	Orange	Red	Orange	Red	Green
Political Satisfaction	Orange	Orange	Orange	Orange	Orange	Red
Risk to Town of Aurora	Red	Red	Green	Green	Red	Green
Functionality	Orange	Orange	Red	Orange	Red	Green

- Green = Positive Influence / Satisfaction
- Orange = Medium Influence / Satisfaction
- Red = Negative Influence / Satisfaction

Recommendations

In consideration of the Strengths, Weaknesses, Opportunities, Threats, Costs and Additional required investigations of the six (6) options on how to proceed with the Aurora Leisure Complex skatepark, Landscape Planning Limited recommends the full removal and replacement of the existing facility in line with item number six (6).