

Appendix A: Considerations for the Evolution of Tyandaga Golf Course - Communication and Engagement Plan (RCC-15-23)

Background

The property at Tyandaga is situated on over 108 acres of green space and is used as both a municipally operated golf course and public park. Tyandaga was established as a city asset in 1973 and since then has operated as an 18-hole golf course during the spring, summer and fall seasons, and switches into public park land for activities such as walking trails, tobogganing and snowshoeing in the wintertime. This recreational seasonal use will continue to remain at Tyandaga.

Engaging people on issues that affect their lives and their city is a key component of democratic society. Public involvement encourages participation, actions, and personal responsibility. Burlington's commitment to public engagement is reflected in its [Community Engagement Charter](#), adopted by City Council. The Charter establishes the commitments, responsibilities, and concepts of the relationship between the City of Burlington and the residents of Burlington related to public engagement. The goal of community engagement is to lead to more informed and, therefore, better decision-making.

The following plan provides a roadmap of the engagement and communication activities that will take place, highlighting at which points in the process engagement will take place, who will be engaged and the level of engagement. The plan also clearly defines which aspects of the process the City and public can influence throughout the discussion.

Project Overview

Historically, prior reports and engagement endeavors have generated concepts and suggestions for the Tyandaga golf course.

In 2020, (RCC-02-20), staff gathered community feedback on the future of Tyandaga and reviewed financial models for the golf course including capital and operating. Feedback received clarified that residents stated:

- ✓ We value the greenspace at Tyandaga
- ✓ We value having a municipal golf course
- ✓ We value having a destination for the community year-round
- ✓ We look forward to hearing about additional uses for the Clubhouse
- ✓ We would welcome hearing about additional uses on the greenspace for the community to enjoy.

Just recently in 2023, staff engaged residents through surveys on both the Get Involved platform and paper surveys. These surveys sought feedback on Tyandaga's course aesthetics, preferred holes, and overall course conditions. The survey remains active to further gain feedback, yet the overall consensus is that residents genuinely enjoy their golfing experience at Tyandaga golf course.

Decision Statement

At the beginning of an engagement process, it is helpful to know, "what is the decision to be made?" The decision statement clearly identifies:

- What decision needs to be made
- Who is the decision maker
- When the decision is required

Staff reviewed industry best practices, spoke to experts, reviewed trends and data and surveyed the golf community to gather insights. Through this research and feasibility review, staff have identified various options for consideration for the evolution of Tyandaga. These options include a conversion to a 9-hole golf course, addition of a driving range, addition of various green space amenities for non-golfers, to name a few.

In addition, staff are looking for residents' feedback on the design of the green space surrounding the course. The City is looking to the community to understand what recreational ideas you may have for us to further enhance what already exists at Tyandaga. We want to know what you value about this expansive greenspace and explore ideas you may have to make it even more vibrant. The City of Burlington is committed to maintaining the green space, with the many competing requests for park uses and amenities that we are faced with.

Summary of Stakeholders

A stakeholder is anyone who has an interest or concern about a specific topic. In determining who the stakeholders are, a mapping process will occur to capture all the people who will be affected by the work, those who have influence or power over the work and those that have an interest in its outcome. Some individuals or groups who staff will be connected with are:

- Burlington Residents (city-wide)
- Neighbourhood residents
- Golfers
 - Adult, senior and junior
- Neighbouring residential properties
- Indigenous communities
- Youth
- Young families

- Seniors
- Advisory Committees of Council (Accessibility, Inclusivity, Seniors, Cycling, etc.)
- City staff
- Elected officials
- Cootes to Escarpment Ecopark Agency members

Engagement and Communications Goal

Engage residents on the evolution of the golf course as well as the potential uses of the green spaces at Tyandaga to help determine the future recreational uses of the green space. Communicate that Tyandaga is a recreational space and will remain property of the City in its entirety; no buildings will be added to the location and the land won't be developed or sold.

Objectives of Engagement and Communications

The following objectives provide a clear understanding of what the public engagement will strive to achieve through the community discussion and communications about Tyandaga Golf Course and greenspace.

- Provide relevant information about the project, decision-making process and how the public can provide input and feedback;
- Provide multiple channels for people to provide meaningful input, both online and in person, at appropriate decision points;
- Create an ongoing record of what is said during engagements and make it available to the public throughout the process, so they can track the progress of the project, including reports back to the community to highlight how feedback was or was not incorporated into the final recommendation to Council;
- Gather meaningful input from members of the community whose voices are historically underrepresented in conversations about City issues;
- Establish www.getinvolvedburlington.ca as the main online platform for up-to-date information about the project and upcoming engagement opportunities;
- Keep all residents and stakeholders informed of key decisions, milestones and final outcomes;
- Use clear, plain language to inform the public about which aspects of the process are out of our control and cannot be influenced;
- Inform and engage residents and community partners on the final uses of Tyandaga Golf Course and greenspace;
- Communicate project details and involvement opportunities through multiple channels.

Project Milestones and Engagement Level

The key milestones for the project are presented below. For each milestone, the engagement plan identifies where public input will take place, who will be involved in the engagement and what level of engagement will occur. The different levels of engagement are based on the [International Association of Public Participation \(IAP2\)'s Public Participation Spectrum](#), which is also a component of Burlington's [Community Engagement Charter](#).

Timing (WHEN)	Milestone	Message (WHAT)	Stakeholders (WHO)	Level of Engagement
Fall 2023	Project page on the City's engagement portal – Get Involved Burlington	The online space for the public to learn about the project, find engagement opportunities and progress of the project.	<ul style="list-style-type: none"> • All 	Inform, Consult, Involve
Sept 11, 2023	Report to Committee	Inform about the considerations for the evolution of the golf course and explain upcoming community engagement.	<ul style="list-style-type: none"> • Elected Officials • Public 	Inform
Sept 11, 2023	Email to Tyandaga Golf membership	Inform current membership about the considerations for the evolution of the golf course and explain upcoming engagement.	<ul style="list-style-type: none"> • Golfers- Adult, Senior, Juniors 	Inform
Sept 14, 2023	Report to City Council	Inform about the considerations for the evolution of the golf course and explain upcoming community engagement.	<ul style="list-style-type: none"> • Elected Officials • Public 	Inform
Sept 16, 2023	Food for Feedback event – engagement with residents city-wide	Inform residents about the project, timelines, how residents can engage in the project.	<ul style="list-style-type: none"> • Burlington Residents (city-wide) • City staff • Elected officials • Newcomers 	Inform, Consult

Timing (WHEN)	Milestone	Message (WHAT)	Stakeholders (WHO)	Level of Engagement
Sept 28 & Oct 3, 2023	Public -Virtual and In-person Information and visioning sessions	<p>Inform residents about considerations for the evolution of the course, including a possible operating model change to a 9-hole course, project details and timelines.</p> <p>Consult with residents on residents' visions of green space at Tyandaga, what that means to them, how they would like to see the green space being used.</p>	<ul style="list-style-type: none"> • Burlington Residents (city-wide) • Neighbouring residential • Indigenous Communities • Advisory Committees of Council (Accessibility, Inclusivity, Seniors, Cycling etc.) • City staff • Elected officials • Golfers- Adult, Juniors, Seniors 	Inform, Consult, Involve
Q4 2023	Recommendation report to Council	Seek Council approval of recommended option for the evolution of the Tyandaga Golf Course including financials and results of community engagement.	<ul style="list-style-type: none"> • Elected Officials 	Inform, Consult
Summer/Fall 2024	Design Concepts	Design Concepts presented to stakeholders for information	<ul style="list-style-type: none"> • Burlington Residents (city-wide) • Indigenous Communities • Advisory Committees of Council (Accessibility, Inclusivity, Seniors, Cycling etc.) • City staff 	Inform, Consult, Involve
2024	Council Report	Report to Committee and Council with final design and uses of the green space and golf course.	Staff, Council and the public (delegation)	Inform, Consult, Involve

Policies and Factors That Cannot be Influenced

In every public engagement process, it is important to be aware of the things that cannot be influenced: either because they are beyond the City's control (for example things that are required by regional or provincial policy or law), or because they are outside the scope of the project as set out in the Council-approved terms of reference. The following aspects of the project are considered 'givens' and will not be included in engagement activities:

1. Conservation land restrictions- no buildings or infrastructure will be considered
2. Hydro One and Pipeline restrictions
3. Overall, the property size will remain the same

Communication Tactics

Goal	Audience	Tactic	Timing	Responsible
Inform and engage residents on the potential uses of the green spaces at Tyandaga to help determine the future use of the golf course and green space. - Launch	All	Media release - Engagement opportunities/launch	Sept 15	Jeff
		Social media	Sept. 15	Jeff
		Get Involved project page	Sept. 15	Tracy
		Get Involved newsletter	Sept. 15	Tracy
		City Update ad	Sept. 21	Jeff
		Google adwords	Sept. 15	Jeff
		Food for Feedback	Sept. 16	RCC
	Nearby residents	Letter/postcard	Sept. 18	Rebecca/Jeff
	Golfers	Posters/signs	Sept. 15	Jeff/Brad
		Tyandaga website update	Sept. 15	Brad
		Email to current/past members	Sept. 15	Brad
		Article/notice to industry partners and publications	Sept. 15	Brad
	Council	Councillor Toolkit	Sept. 15	Jeff
		Meeting with Councillor Galbraith	TBD	RCC

Goal	Audience	Tactic	Timing	Responsible
Inform and engage residents on the potential uses of the green spaces at Tyandaga to help determine the future use of the golf course and green space. – Proposed concept	All	Media release – decision/proposed concept	December	Jeff
		Social media	December	Jeff
		Get Involved page update	December	Tracy
		Get Involved newsletter	December	Tracy
		City Update ad	TBD	Jeff
	Golfers	Tyandaga.ca update	December	Brad
		Poster/sign	December	Brad
		Email to current/past members	December	Brad
	Council	Report to Council	December	RCC
		Update Councillor Toolkit	December	Jeff
	Nearby residents	Letter/postcard	December	Rebecca/Jeff

Key Messages:

- Staff are considering changes for the evolution of Tyandaga Golf Course. One of these considerations is the transition to a 9-hole golf course with public recreational greenspace. This change would not take place until 2025. Residents are invited to participate in public engagement to tell us about what other recreational opportunities you would like to have at Tyandaga Golf Course.
- The amount of public, recreational greenspace will not be reduced. The land will not be sold for development or housing.
- Tell us your thoughts and ideas by visiting getinvolvedburlington.ca/tyandaga or by participating in an in-person or online public engagement session.
- The City is looking to the community to understand what recreational ideas you may have for us to further enhance the greenspace at Tyandaga Golf Course. We want to know what you value about this expansive greenspace and explore ideas you may have to make it even more vibrant or to keep it the way it is.
- The land at Tyandaga Golf Course is a valued, ecological and recreational asset and remain as greenspace. It will not be developed for housing.
- Information gathered from information sessions and the online survey will be used to present options to City Council for the future use of Tyandaga.

Budget

City Update ad, ½ page x4: \$3000

Poster/Signs: \$50

Google adwords: \$500

How the City Will Collect and Respond to Feedback

Throughout the engagement process, City staff will diligently collect and record all input provided by stakeholders. All input will be recorded by theme into response tables, showing in detail how the comments were considered and how they did or did not shape the study process, and why.

Evaluating the Public Engagement Process and Communications

To assist in measuring how the public participation and communications contributed to the project decision to be made, the following will be used to evaluate the public participation process and communications.

1. Once the project is complete, measure the degree to which community members felt they:
 - a. Understood the project's process and its limitations
 - b. Understood how the feedback they provided influenced the outcome
2. Evaluate each form of engagement. How did each of the engagement approaches used help to achieve the engagement objectives?
3. Analyze how the feedback received about the forms of engagement impacted the overall public participation process as the project moved forward
4. Media summary reports – number of articles, reach and sentiment
5. Social media reports – number of posts, engagement and reach