

City of Toronto – Parks, Forestry & Recreation

# **Toronto Golf Course Operational Review**

## **Phase 2 What We Heard Report**

November, 2021

Prepared by PROCESS (consultation consultants) and City of Toronto project staff.



# Table of Contents

1.0 Introduction.....	3
2.0 Consultation Process.....	5
3.0 Who Engaged .....	10
4.0 Phase 2 Top Takeaways.....	18
5.0 Online Survey Findings .....	21
6.0 Detailed Summary of the Local Community Meetings .....	34
7.0 Indigenous Leaders and Communities Focus Group .....	53
8.0 Additional Considerations .....	55
APPENDIX A: Toronto Golf Course Operational Review Public Survey	
APPENDIX B: Don Valley Golf Course to Parkland Executive Summary	
APPENDIX C: Friends of North Toronto Residents' Association Letter	
APPENDIX D: Save Toronto Golf Courses Presentation	
APPENDIX E: Toronto Golf Course Operational Review UX Map	
APPENDIX F: Summary of Feedback from the City of Toronto Aboriginal Affairs Advisory Committee	

# 1.0 Introduction

## 1.1 Project Description

The Toronto Golf Course Operational Review (“the Project”) will inform an operational sourcing strategy and recommendations for the future of city-operated golf courses that will be presented to City Council in fall 2021.

In 2018, The City of Toronto began its review of five city-operated golf course locations: [Dentonia Park](#), [Humber Valley](#), [Don Valley](#), [Scarlett Woods](#) and [Tam O'Shanter](#). This review, primarily focused on creating recommendations for operational efficiency and financial sustainability. However, due to the changing needs and demands for publicly accessible open space and parkland through the COVID-19 pandemic, this review expanded in 2020/2021 to include an exploration of alternative and complementary uses and includes:

- A review of golf course operations.
- A financial review of operating revenues, expenditures, and required capital investments.
- A review and analysis of potential future operating models.
- A jurisdictional scan best practices.
- Industry and market analysis to understand trends.
- Stakeholder engagement to understand golf user experience at these courses.
- Stakeholder engagement on potential complementary and/or alternative uses at these courses.

## 1.2 About this Report

This report is a summary of what was heard during the Phase 2 public consultation and stakeholder engagement process for the Project. Phase 2 featured focused public engagement including an online survey, five Local Community Meetings and additional activities outlined in **Section 2** of this report. The report also includes an overview of top takeaways from Phase 2 (see **Section 4**) as well as a detailed summary of feedback collected (see **Sections 5 and 6**) in Phase 2.

## 1.3 Consultation Process Overview

### *Project Purpose:*

The purpose of the Project is to uncover a future for city-owned golf courses that uphold the following goals:

- Continue to provide high-quality and affordable golf.
- Uphold environmental stewardship.
- Advance an operational model that is financially sustainable and responsible.
- Improve golf-related amenities (e.g. rental shops, golf programming, food and beverage).
- Increase public space access.
- Balance multiple and competing desired uses for the site.

### *Project Consultation Goal:*

Deliver a consultation plan that meaningfully engages the public sharing information about the Toronto Golf Course Operational Review Project and soliciting input for the future of city-operated golf courses.

### *Overarching Consultation Objectives:*

1. Engage a diversity of people in the Toronto Golf Course Operational Review.
2. Provide information about how the City makes decisions.
3. Share preliminary opportunity ideas and gather the public's input, visions and perspectives on the future of the City's golf courses.

### *Specific Consultation Objectives:*

1. Communicate the purpose and overall objectives of the project and how we might improve the golf courses as places to play golf and explore potential opportunities for additional and/or complementary uses.
2. Collect feedback (experiences, preferences, priorities) from a diversity of golfer and non-golfer stakeholders (with a focus on targeting equity-seeking communities identified in this consultation plan).
3. Incorporate feedback within the Toronto Golf Course Operational Review project planning process to ensure it reflects a diversity of perspectives and experiences.



## 2.0 Consultation Process

### 2.1 Overview of Phase 1 Engagement Activities

The Project's Phase 1 engagement activities took place from May to June 2021 and focused on city-wide public engagement, including:

- One-on-one Councillor Meetings throughout May and June (13 meetings conducted)
- Three focus groups including:
  - A golf community/experts focus group on June 7th, 2021 (13 participants)
  - Food advocates focus group on June 9th, 2021 (6 participants)
  - Other advocacy or interest groups focus group on June 8th, 2021 (11 participants)
- A city-wide public meeting on July 14th, 2021 (370 participants)
- The launch of the online survey on June 14th, 2021

The Phase 1 *What We Heard Report* is available on the project webpage.

### 2.2 Overview of Phase 2 Engagement Activities

The Project's Phase 2 engagement activities included five Local Community Meetings and one online survey. Additional engagement activities were conducted as outlined in **Section 2.2.3**.

Through these activities, the team collected information about experiences and ideas about the future from a diverse range of participants. The Local Community Meetings were intended to understand the different perspectives of local community members (within 1km of each golf course), regardless of their relationship to golf.

#### 2.2.1 Survey

An online survey was developed to collect the public's thoughts, ideas, and preferences on the future of Golf Courses in Toronto (**see Appendix A**). The public survey was live on the project website as of June 14th, 2021 through to July 12, 2021. A total of 6,627 respondents took the survey.

Respondents were provided with a project overview/information, timeline, and preliminary opportunities. Respondents were then asked about their relationship to Toronto golf, their experiences as a golfer or non-golfer, and their perspectives on preliminary opportunities for additional and complementary uses. Respondent demographic information was also collected to enable the Project team to disaggregate the data and better understand and identify any key differences in the core experiences of specific user groups (**see Section 3.1.4** for more information):

- Food sovereignty, food security, and food access advocates
- Environmental stewards or climate change adaptation advocates
- User perspectives based on access (or lack thereof) to private

- green/outdoor space
- User perspective based on gender identities
- Racialized respondents
- Indigenous (First Nation, Inuit, Métis) respondents
- 2SLGBTQ+ respondents
- Respondents with a disability (or disabilities)
- Local residents (live within three kilometers to a city-operated golf course)

**The purpose of the survey was to:**

- a. Gather feedback from a broad range of golf course users and non-users (golfers and non-golfers).
- b. Understand the local community's current perspectives and uses of their respective golf courses.
- c. Gain informed feedback about what the local communities would like to see happen in the future with the City's golf courses.

## **2.2.2 Local Community Meetings**

Phase 2 included five online Local Community Meetings, one for each golf coursesite:

1. Tam O'Shanter Local Community Meeting: July 5, 2021, 6:30-8:30PM via WebEx
2. Don Valley Local Community Meeting: July 6, 2021, 6:30-8:30PM via WebEx
3. Humber Valley Local Community Meeting: July 7, 2021, 6:30-8:30PM via WebEx
4. Scarlett Woods Local Community Meeting: July 8, 2021, 6:30-8:30PM via WebEx
5. Dentonia Park Local Community Meeting: July 10, 2021, 10AM-12PM via WebEx

These meetings aimed to gather input and perspectives on golf play and complementary uses in each of the five golf courses under review. The meetings were promoted through Councillor's newsletters and emails, the project email list, social media, posters at the golf courses, direct mailers/postcards, and word of mouth. Each meeting included a project presentation from the Project Team followed by a question and answer session and a facilitated discussion in virtual breakout rooms.

### 2.2.3 Indigenous Leaders and Communities Focus Group

The project team met with 20 Indigenous leaders and representatives from different Indigenous communities in August 2021 to discuss the Project and the future of city- operated golf courses. Keytakeaways from this session are outlined in **Section 7.0**.

### 2.2.4 Additional Engagement Activities

In addition to the Local Community Meetings and survey, the project team undertook additional engagement activities to round out findings. ThroughoutPhase 2, the project team also received a number of emails, a petition, and a report outlining further public opinion on the future of the City-operated golfcourses. The following summarizes each of these additional engagement and consultation activities.

- **Additional Golf Community Interviews and Comments**  
In addition to the Phase 1 Golfer Community Focus Group, throughout Phase2 the project team collected additional golfer feedback via email, phone conversations or scheduled meetings.
- **Additional Food Advocate Interviews and Comments**  
Phase 1 included a focus group specifically with food sovereignty and foodsecurity advocates in the Greater Toronto and Hamilton Area. A number ofinvitees were unable to participate on the date selected. The project teamcollected additional Food Advocate feedback from these participants via email comments or phone conversations. Top takeaways from these comments include:
  - Consider making space for bees on Toronto's golf courses. If so, consider the safety of beekeepers regarding golf play as well as pesticide use on courses and potential harm to the bees.
  - Dentonia Park golf course is the course most recommended for food growing opportunities due to varying levels of food insecurity in nearby neighbourhoods.
  - Some indicated that Dentonia Park, among the other courses, is located in an area that is more food insecure, suggesting that providing opportunities for local residents to grow food could helpreduce food insecurity and provide a potential revenue source (through food selling).
  - On the potential of introducing farmer's markets on golf course land,one participant suggested subsidizing costs for sellers to keep produce affordable for customers and local residents.
  - Concern around safety and well-being of gardeners in light of golf operations and golf play. Suggestion to operationalize (through golf operator contracts or a third party entity) a mediator or conflict resolution manager between two user groups to maintain civility andensure safety.

- Union Meetings**  
 In Phase 2, the Project team met with TCEU Local 416 and CUPE Local 79 to discuss the project. Both unions advocated for the City of Toronto to internalize golf course operations instead of continuing to contract out operations.
- Emailed comments**  
 20 email comments were received during Phase 2 of the project. The majority of the comments were within the realm of the findings identified in the online survey or local meetings with a slight majority advocating for the interest of golf players or generally asking the City to do nothing in relation to any operational changes to the city-operated golf courses.
- Dentonia Park Food Growing Petition**  
 The Project received a petition advocating for the City to explore food growing opportunities on Dentonia Park golf course. This petition was organized by Shah Mohiuddin, a local resident of the Dentonia Park golf course. This petition was signed by 86 local residents.
- Don Valley to Parkland Executive Summary**  
 A local resident emailed the project team with an executive summary making a case to convert the Don Valley Golf Course into parkland as included in **Appendix B**. They cited and provided research on parkland provisions in the neighbourhood and suggested to the City to consider ongoing intensification in the area that will exacerbate the lack of parkland provisions for the local community around the Don Valley Golf Course.
- Federation of North Toronto Residents' Association (FoNTRA) Letter**  
 The **Federation of North Toronto Residents' Association** (FoNTRA), submitted a letter advocating for making multi-use trail connections across the Dentonia Park Golf Course and Don Valley Golf Course. Complete letter is enclosed in **Appendix C**.
- Save Toronto Golf Courses Presentation**  
 A group named Save Toronto Golf Courses submitted a presentation deck outlining their interests in the future of the city-operated golf courses (see **Appendix D**). In this presentation, Save Toronto Golf Courses advocates for the City to maintain its golf courses for golf course operations citing financial benefits for the City and health benefits for current users. The presentation outlines recommendations to pursue the Project goals.
- Presentation to the City of Toronto Aboriginal Affairs Advisory Council (AAAC)**  
 On October 22, City staff presented an overview of the Golf Operational Review to members of the AAAC to gather input and perspectives on opportunities for Indigenous Placemaking, improving golf play, and complementary uses at each of the five golf courses under review. A summary of feedback is available in Appendix F. As This feedback is not included in the UX mapping (Appendix E), which was completed prior to the presentation to the AAAC.

## 2.3 Data disaggregation and data limitations

Disaggregated data collection, and analysis is used to examine smaller units of data within a larger, aggregated data set. When data is reported as a whole, that data can hide important differences and inequities in access and outcomes of particular groups. The use of disaggregated data can make it possible to more effectively understand specific residents'/Torontonians' experiences. The data collected for the Toronto Golf Course Operational Review consultation was disaggregated based on demographic data as described in **Section 3.1.4**.

## 2.4 UX mapping and how to use this report

### 2.4.1 What is a User Experience (UX) map?

This report includes a User Experience (UX) of the Project's survey findings (**see Appendix E**). A UX map is a tool that visualizes different user groups/ audiences/ peoples' experiences and perspectives. The purpose of mapping the user experiences and perspectives of the city-operated golf courses is to ensure that the City understands nuanced feedback from golfers, non-golfers and other user segments as they undertake the operational review of the five city-operated golfcourses. The engagement and activities for the project help to evaluate whether the golf courses are meeting the priorities and help to see where experiences align and where they diverge. Similarly, the UX map represents a "snapshot" of experiences. It is not meant to represent one, or the only userexperience but instead serves as an overview of a collection of experiences.

### 2.4.2 How to use the UX map

The Toronto Golf Course Operational Review UX map highlights the experiences of golfers and non-golfers with the city-operated golf courses. The data from the 6,627 respondents who answered the online survey is categorized into three sections:

1. Awareness and access to golf.
2. Current Experiences with City-operated Golf and/or the Golf Course lands.
3. The Future of the City-operated Golf Courses.

In each section, the UX map highlights key findings in the form of statements. The key findings are formulated based on two main user groups, golfers and non- golfers as self-identified through the online survey. The UX map also outlines divergent statements of specific user groups using the disaggregated data (**see Section 3.1.4**).

## 3.0 Who Engaged

The following section describes who engaged in the Phase 2 online survey and Local Community Meetings. In addition to understanding the demographics of who engaged in the process, the demographic data is further disaggregated to create user profiles including profiles for golfer, non-golfer, local resident and more. The section concludes with a note on who might be missing from the conversations.

### 3.1 Who Engaged: Online Survey

The online survey received 6,627 responses. The project team wanted to understand the perspectives of those who play golf (“golfer”) and those who do not play golf (“non-golfer”). Of the 6,627 survey responses, 4,181 identified as a golfer, 2,437 identified as a non-golfer, and 9 selected “prefer to not answer”. Additionally, the online survey asked respondents a series of demographic questions to uncover perspectives from different user segments which provides important understanding on who accesses city-operated golf courses, who experiences barriers, and how this dynamic could shape the future of the golf courses.

#### 3.1.1 Overall Survey Respondent Profile

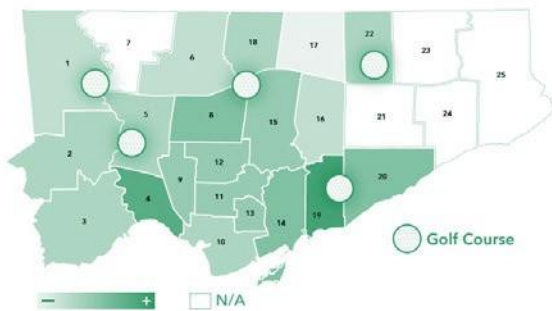
A total of 6,728 respondents filled out the online survey. Based on the demographic data collected, the following visualization includes a profile of who filled out the survey factoring information about race, gender, income, age, and more.

## SURVEY RESPONDENT DEMOGRAPHICS

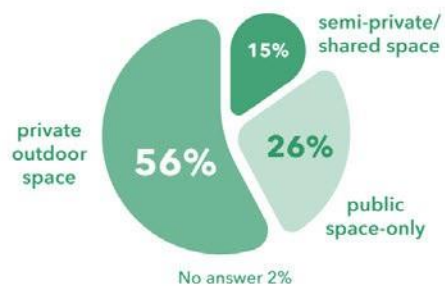
### SURVEY RESPONDENTS BY AGE GROUP



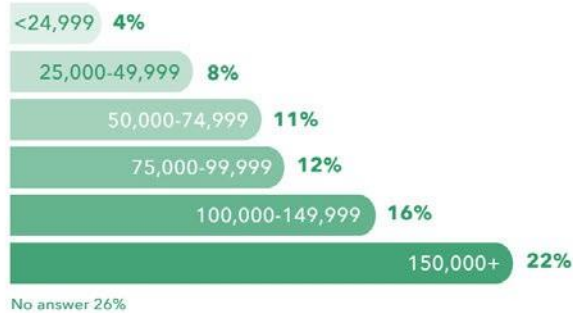
### WHERE RESPONDENTS LIVE IN TORONTO



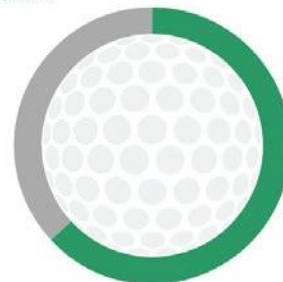
### HOUSEHOLD'S ACCESS TO OUTDOOR SPACE



### TOTAL HOUSEHOLD INCOME BEFORE TAXES LAST YEAR



### GOLFERS: 4181 NON-GOLFERS: 2437 Prefer Not to Answer: 9



**6627**

TOTAL SURVEY PARTICIPANTS

**38%**

Women

**18%**

Racialized

**12%**

2SLGBTQ+

**2%**

Identify as Indigenous

**4%**

Two-spirit, trans, gender queer, non-binary

**25%**

Environmental Advocates

**16%**

Food Advocates

**1%**

Identify as having a Disability

Figure 1. Survey Participant Demographics Visual.



**NOTE TO READER:** Survey participants were provided an option to self-identity for some demographic questions as they see fit. Some respondents took the opportunity to meaningfully add to the dataset by self-identifying with identities not listed.

### 3.1.2 Golfer profile

From the survey demographic data, a golfer profile has been developed to better understand who golfers are and who currently use the city-operated golf courses. A total of 4,181 survey respondents indicated that they play golf with various frequencies (weekly, bi-weekly, monthly, once or twice a season, etc.). **Table 1** includes some golfer demographic insights.

**Table 1. Golfer Profile Demographic Insights**

#### Age (total 5829 count)

- 22.4% are 40 to 55 years old (1306 count)
- 19.1% are 30 to 39 years old (1114 count)
- 15.4% are 56 to 64 years old (897 count)
- 13.5% are 65 to 74 years old (786 count)
- 12.3% are 19 to 29 years old (716 count)
- 8.6% are 12 years old or younger (500 count)
- 4.7% are 13 to 18 years old (272 count)
- 4.1% are 75 years old or above (238 count)

#### Race

- 61.6% identify as White (e.g. English, Greek, Italian, Portuguese, Russian, Slovakian)
- 5.6% identify as East Asian (e.g. Chinese, Japanese, Korean)
- 2.7% identify as South Asian or Indo-Caribbean (e.g. Indian, Indo-Guyanese, Indo-Trinidadian, Pakistani, Sri Lankan)
- 1.9% identify as Black (e.g. African, African-Canadian, Afro-Caribbean)
- 1.7% identify as Arab, Middle Eastern or West Asian (e.g. Afghan, Armenian, Iranian, Lebanese, Persian, Turkish)
- 1.7% identify as Southeast Asian (e.g. Filipino, Malaysian, Singaporean, Thai, Vietnamese)
- 1.3% identify as First Nations (status, non-status, treaty or non-treaty), Inuit or Métis
- 1.1% identify as Latin American (e.g. Brazilian, Colombian, Cuban, Mexican, Peruvian)
- 4.0% selected "Other" to identify as something not listed 11.0% prefer not to answer

#### Gender

- 52.8% identify as a cisgender man
- 25.3% identify as a cisgendered woman
- 1.4% identify as gender expansive (e.g. gender queer, gender fluid, androgynous, non-binary)
- 0.4% identify as two-spirit
- 0.3% identify as a transgender man
- 0.2% identify as a transgender woman
- 0.7% indicated that they do not know their gender
- 2.8% self-identified with a gender not listed.
- 8.7% prefer not to answer

#### Sexuality

- 68.8% identify as heterosexual
- 2.5% identify as bisexual
- 1.5% identify as queer
- 1.0% identify as gay
- 0.8% identify as lesbian
- 0.7% indicated that they do not know their sexuality
- 0.4% identify as two-spirit
- 1.8% self-identified with a sexual orientation not listed)



- 12.1% prefer not to answer

#### Income

- 23.5% indicated their total household income before taxes is \$150,000 or more
- 14.1% indicated their total household income before taxes is \$100,000 - \$149,999
- 10.1% indicated their total household income before taxes is \$75,000 - \$99,999
- 8.8% indicated their total household income before taxes is \$50,000 - \$74,999
- 5.2% indicated their total household income before taxes is \$25,000 - \$49,999
- 1.9% indicated their total household income before taxes is \$0 - \$24,999
- 0.6% indicated they don't know their total household income before taxes
- 25.4% prefer to not answer

#### Employment Status

- 53.1% of golfers are employed full-time
- 21.5% of golfers are retired
- 4.8% of golfers are employed part-time
- 2.6% of golfers are students
- 2.0% of golfers are employed casually, seasonally, temporarily, or on-call
- 1.8% of golfers are unemployed or looking for employment
- 1.1% of golfers are stay at home caregivers
- 0.3% of golfers are unable to work
- 1.4% indicated other employment statuses including self-employed, inability to work due to COVID-19, and questioning the relevance of employment status, among others
- 4.2% of golfers prefer not to answer

#### Ability

- 72.1% of golfers do not identify as a person with a disability
- 7.0% of golfers identify as a person with a disability
- 0.1% of golfers do not know whether or not they identify as a person with a disability
- 7.8% of golfers prefer not to answer

#### Private Space Access

- 54.6% have access to private outdoor space (e.g. yard)
- 19.3% do not have access to (semi-)private outdoor space
- 11.4% have access to a semi-private or shared outdoor space (e.g. condominium courtyard)

#### Ward of Residence

The top five wards where golfers reside are:

1. Ward 19 - Beaches-East York (8.3%)
2. Ward 8 - Eglinton-Lawrence (5.8%)
3. Ward 4 - Parkdale-High Park (5.1%)
4. Ward 20 - Scarborough Southwest (4.8%)
5. Ward 14 - Toronto-Danforth (4.7%)

#### Proximity to Golf Courses

- 50.9% of golfers travel greater than three kilometers to a City-operated golf course
- 28.2% of golfers travel between one and three kilometers to a City-operated golf course
- 7.6% of golfers do not play golf at city-operated golf courses
- 7.0% of golfers travel less than one kilometre to a City-operated golf course
- 1.4% prefer not to answer

#### Golfer habits

- 7.6% of golfers indicated that they do not play golf at city-operated golf courses
- 4.3% of golfers who play at city-operated golf courses do not live in Toronto

### 3.1.3 Non-golfer profile

Survey demographic data was also disaggregated to develop a profile for all non-golfers. A total of 2,437 survey respondents indicated that they do not play golf. **Table 2** includes some demographic insights on golfers who filled the survey.

**Table 2. Non-Golfer Profile Demographic Insights**

Age (total 3,597 count)

- 24.0% are 30 to 39 years old (864 count)
- 22.7% are 40 to 55 years old (818 count)
- 16.9% are 19 to 29 years old (607 count)
- 10.2% are 12 years old or younger (367 count)
- 10.0% are 56 to 64 years old (358 count)
- 8.5% are 65 to 74 years old (305 count)
- 3.9% are 75 years old or above (141 count)
- 0.4% are 13 to 18 years old (137 count)

Race

- 63.6% identify as White (e.g. English, Greek, Italian, Portuguese, Russian, Slovakian)
- 7.3% identify as South Asian or Indo-Caribbean (e.g. Indian, Indo-Guyanese, Indo-Trinidadian, Pakistani, Sri Lankan)
- 7.4% identify as East Asian (e.g. Chinese, Japanese, Korean)
- 3.0% identify as Black (e.g. African, African-Canadian, Afro-Caribbean)
- 2.6% identify as Latin American (e.g. Brazilian, Colombian, Cuban, Mexican, Peruvian)
- 2.6% identify as Southeast Asian (e.g. Filipino, Malaysian, Singaporean, Thai, Vietnamese)
- 2.2% identify as Arab, Middle Eastern or West Asian (e.g. Afghan, Armenian, Iranian, Lebanese, Person, Turkish)
- 1.7% identify as First Nations (status, non-status, treaty or non-treaty), Inuit or Métis
- 4.2% selected "Other" to identify as something not listed
- 6.9% prefer not to answer

Gender

- 58.6% identify as a cisgendered woman
- 26.8% identify as a cisgender man
- 5.5% identify as gender expansive (e.g. gender queer, gender fluid, androgynous, non-binary)
- 0.6% indicated that they do not know their gender
- 0.5% identify as two-spirit
- 0.4% identify as a transgender man
- 0.1% identify as a transgender woman
- 1.6% self-identified with a gender not listed
- 6.1% that they prefer not to answer

Sexuality

- 60.9% identify as heterosexual
- 9.3% identify as bisexual
- 7.5% identify as queer
- 3.5% identify as gay
- 2.1% identify as lesbian
- 0.9% indicated that they do not know their sexuality
- 0.4% identify as two-spirit
- 1.8% self-identified with a sexual orientation not listed
- 10.6% prefer not to answer

Income

- 16.4% indicated their total household income before taxes is \$150,000 or more
- 15.6% indicated their total household income before taxes is \$100,000 - \$149,999

- 13.2% indicated their total household income before taxes is \$75,000 - \$99,999
- 12.9% indicated their total household income before taxes is \$50,000 - \$74,999
- 11.3% indicated their total household income before taxes is \$25,000 - \$49,999
- 7.2% indicated their total household income before taxes is \$0 - \$24,999
- 1.7% indicated they don't know their total household income before taxes
- 17.8% prefer to not answer

#### Employment Status

- 53.9% of non-golfers are employed full-time
- 13.3% of non-golfers are retired
- 9.8% of non-golfers are employed part-time
- 6.5% of non-golfers are students
- 4.8% of non-golfers are employed casually, seasonally, temporarily, or on-call
- 3.7% of non-golfers are unemployed or looking for employment
- 3.1% of non-golfers are stay at home caregivers
- 1.3% of non-golfers are unable to work
- 2.6% indicated other employment statuses including self-employed, full-time volunteer, maternity/paternity leave, and questioning the relevance of employment status, among others
- 3.5% of non-golfers prefer not to answer

#### Ability

- 73.1% of non-golfers do not identify as a person with a disability
- 14.6% of non-golfers identify as a person with a disability
- 1.1% of non-golfers do not know whether or not they identify as a person with a disability
- 4.9% of non-golfers prefer not to answer

#### Private Space Access

- 44.2% have access to private outdoor space (e.g. yard)
- 30.8% do not have access to (semi-)private outdoor space
- 17.6% have access to a semi-private or shared outdoor space (e.g. condominium courtyard)

#### Ward of Residence

The top five wards where non-golfers who completed the survey reside are:

1. Ward 4 - Parkdale-High Park (9.1%)
2. Ward 9 - Davenport (8.0%)
3. Ward 19 - Beaches-East York (7.0%)
4. Ward 11 - University-Rosedale (5.9%)
5. Ward 14 - Toronto-Danforth (5.7%)

### 3.1.4 Other user groups

The Project also analyzed the survey data based on particular user segments as identified by Council direction (indicated in with “\*\*”) as well as project team discretion. The identified additional user segments are:

- Food sovereignty, food security, and food access advocates
- Environmental stewards or climate change adaptation advocates
- User perspectives based on access (or lack thereof) to private green/outdoor space
- User perspective based on gender identities
- Racialized respondents
- Indigenous (First Nation, Inuit, Métis) respondents
- 2SLGBTQ+ respondents
- Respondents with a disability (or disabilities)
- Local residents (live within three kilometers to a city-operated golf course)\*

## 3.2 Who Engaged: Local Community Meetings

**Table 1** includes the number of participants per Local Community Meeting, the number of participants who engaged throughout the discussion session (i.e. provided questions or comments), and the total number of RSVPs.

**Table 1. Participant Numbers per Local Community Meeting**

Local Meeting	Total Participant Number (approximate)	Discussion Session Participant Number (approximate)	Total RSVP Number
Tam O'Shanter	78	35	99
Don Valley	122	50	170
Humber Valley	26	25	58
Scarlett Woods	103	35	175
Dentonia Park	79	35	147

## 3.3 Who Engaged: Indigenous Leaders and Communities Focus Group

The focus group consisted of 20 Indigenous leaders and representatives from different Indigenous communities and Indigenous organizations.

## 3.4 Who is Missing (data limitations)

There were numerous conditions within engagement activities that limited the potential for participation. Some significant conditions include:

- All engagement activities were conducted in English.
- All engagement activities were conducted virtually.

While the survey and local meetings did engage a relatively diverse pool of participants, the survey demographic data reveals that the majority of those engaged are white/caucasian (62.1%), cisgendered (80.5%), and heterosexual/straight (65.5%). **Table 2** shows the percentage of the user segment from the total number of responses. Some other notable demographic findings include the fact that 35.2% of respondents earn \$100,000 a year or more per household (35.2%) and 18.4% of respondents are retired. It shows that the data is skewed towards the perspectives of dominant user groups aforementioned and findings can be reinforced through further engagement.

Table 2. Percentage of Respondents per User Segment

User segment	Percentage of total responses
Food sovereignty, food security, and food access advocates	16.1%
Environmental stewards or climate change adaptation advocates	25.6%
User perspectives based on access to private green/outdoor space: Percentage of those with no private outdoor space	23.6%
User perspectives based on access to private green/outdoor space: Percentage of those with no private outdoor space: Percentage of those with access to semi-private/shared outdoor space:	13.7%
User perspective based on gender identities: Percentage of those who identify as a woman (both cisgendered and transgendered)	37.7%** ** 51.9% is the % of Toronto's population that identifies as a woman (2016 census)
User perspective based on gender identities: Percentage of those who identify as 2-spirit, transgender, genderqueer, non-binary	3.7%
Racialized respondents	18.4%** ** 51.4% is the % of Toronto's population that identifies as a visibility minority (2016 census)
Indigenous (First Nation, Inuit, Métis) respondents	2.3%** ** 0.9% is the % of Toronto's population that identifies as Aboriginal peoples (2016 census)
2SLGBTQ+ respondents	11.6%
Respondents with a disability (or disabilities)	10.0%

## 4.0 Phase 2 Top Takeaways

The following provides a summary of the Phase 2 top takeaways learned from the Toronto Golf Course Operational Review. These top takeaways are informed by the detailed findings of the online survey (**Section 5**), the local meetings (**Section 6.0**), the Indigenous leaders and communities focus group (**Section 7.0**) and emergent topics/issues outside the scope of the project (**Section 8.0**). The following top takeaways stem from the top resonating and recurring themes based on comments volumes collected per topic.

### 4.1 Top Takeaways: Local Meetings

1. **The city-operated golf courses should continue to be a place to play golf but should also welcome complementary, additional, and/or alternative uses.**
2. **The city-operated golf courses do not necessarily serve the needs of their local communities.** Participants at the Local Community Meetings shared how the golf courses are disconnected from the local community.
3. **The future of city-operated golf courses should be decided on a site-specific basis.** The Local Community Meetings reveal that there are nuanced differences between the golf course lands, regardless of whether the meeting participants are existing users, prospective users, or non-users. One of the primary conversations was how to improve or keep golf play at the golf courses. The following outlines the top three additional, alternative, or complementary preliminary opportunities that resonated at each Local Community Meeting ordered by volume of comments. These identified opportunities per golf course is in addition to a general key takeaway, across all five of the Local Community Meetings, to improve and/or keep golf play at the existing golf course sites. **Section 6.0** provides a more detailed summary of recommended directions and nuances for each city-operated golf course.
  1. **Tam O'Shanter Golf Course:**
    1. Additional and Complementary Programming
    2. Improved Trail Access
    3. Food Growing Opportunities
  - b. **Don Valley Golf Course:**
    1. Improved Trail Access
    2. Additional and Complementary Programming
    3. Tree Planting
  - c. **Humber Valley Golf Course:**
    1. Additional and Complementary Programming
    2. Improved Trail Access
    3. Recreational Facility
  - d. **Scarlett Woods Golf Course:**
    1. Improved Trail Access
    2. Additional and Complementary Programming
    3. Food Growing Opportunities
  - e. **Dentonia Park Golf Course:**

1. Food Growing Opportunities
2. Improved Trail Access
3. Additional and Complementary Programming

**Local communities want to stay engaged.** Local communities appreciated being engaged in the process and are invested in the future of the city-operated golf courses. Residents would like to stay informed with any future decisions regarding the golf courses as well as would like to be involved in the decision-making, design, and construction process of future uses where appropriate.

**There are instances of racial discrimination and queerphobia at the golf course lands.** Some participants described instances of racial discrimination and queerphobia at city-operated courses that hinders their interest in accessing the space. Nonetheless, other participants also described city-operated golf courses as more diverse and accessible than privately-owned and operated courses.

## 4.2 Top Takeaways: Online Survey

1. **The existing golf community is generally satisfied with the current state of city-operated golf courses.** The online survey revealed that the majority of existing users are satisfied with the golf courses as they are and are content if nothing changes. If golf-related operational improvements were to be pursued, the top suggestions are:
  1. Introduce (and better promote) more junior & entry-level golf programming (i.e., enable access to practice facilities).
  2. Provide designated practice and warm-up areas.
  3. Improve the tee time reservation experience and increase the number and variety of available tee times.
  4. Introduce a tee time reservation fee deposit.
  5. Provide flexibility (especially for seniors) to book shorter 12-hole and/or 9-hole sessions.
  6. Re-enable league play and allow large group reservations.
  7. Improve food and beverage options.
  8. Improve customer experience through improved marshalling and speed of play.
2. **Improving trail access and connectivity, tree planting, and natural area restoration are the three preliminary opportunities that most resonated.** These three opportunities unanimously resonated for both golfer and non-golfer groups as well as other user segments. Indigenous Placekeeping and additional and complementary programming also resonated but in slightly varying levels between golfers and non-golfers. It is strongly encouraged to pursue identified preliminary opportunities on a site-specific basis.
3. **“Affordability” greatly varies among existing and prospective user groups.** Some users expressed that city-operated golf courses are the most affordable place to play golf in the Greater Toronto and Hamilton Area. A few users expressed that the City should increase their fees. Some participants indicated that playing golf is too costly and is financially inaccessible altogether. Consideration could be made to address perceived and actual barriers to playing golf. Alternatively, priority could be given for

the most desired use(s) for the golf course lands per local neighbourhoods as detailed in **Section 6**.

4. **Golfers indicated that the city-operated golf courses are important to helping grow the game of golf in Toronto.** Golfers are most aligned with the idea that the city-operated golf course is an important resource to the golf community and promotes the growth of the sport in the city.
5. **Interest in public space has increased with an emphasis on equitable access.** Debate and discussion on whether the golf course lands are publicly accessible or equitably accessible occurred throughout the entire engagement process of the Project. To some, golf is seen as an inaccessible sport. As publicly-owned lands, the city-operated golf courses are seen as an inequitable allocation of public space due to the requirement to pay for entry and cost of equipment or rentals. Dissimilar to paying for city-operated recreation centres or pools, for example, some engagement participants indicated that paying to play at city-operated golf courses is associated with a sport that is historically white, male, and dominated by the wealthy.

## 4.3 Top Takeaways: Indigenous Leaders and Communities Focus Group

1. **Improve transparency, accountability, and collaboration in Indigenous engagement processes.** Participants provided comments on the need to better engage and collaborate Indigenous peoples through public engagement processes.
2. **Celebrate and acknowledge Indigenous cultures, history and make space for Indigenous uses of the land and water.** Some participants indicated a desire for the City to learn the Indigenous history tied to each golf course land and acknowledge and celebrate Indigenous cultures and uses.
3. **Integrate Indigenous economic opportunities.** Some participants indicated an interest to integrate Indigenous economic opportunities through future operating models at the city-operated golf courses.
4. **Naturalize and restore lands and water.** Of the preliminary opportunities presented, natural area restoration and tree planting resonated with participants. Participants noted the importance of ensuring that any naturalization process included native species only and upheld and protected land and water as much as possible.



## 5.0 Online Survey Findings

The online survey asked respondents questions related to the following categories to better understand perspectives and experiences of the five city-operated golf courses under:

1. Awareness and access to golf.
2. Current experiences with city-operated golf and/or the golf course lands.
3. The future of the city-operated golf courses.

**Section 5.1 to 5.3** of this report outlines the top findings per category noted above. Top survey findings emerged through the analysis of the 6,627 responses collected. Each finding describes how the majority of respondents answered a question. It is important to note that there are many instances where the majority of a specific user group, such as food advocates for example, answered the question differently than the majority of all respondents as a whole. These divergent findings are therefore reported separately to ensure the inclusion of different voices and group perspectives. This section does not include top considerations for Indigenous Placekeeping as comments about this opportunity were minimal and direction for Indigenous Placekeeping will be informed by a separate engagement process with Treaty Holders and Indigenous leaders/ organizations. Direct feedback and quotes are included throughout in **BLUE**.

All respondents were asked a suite of demographic questions ensuring the data could also be disaggregated (**see Section 3.1.4**). By sorting for demographics, the Project team was better able to understand different experiences and perspectives of specific user groups.

**NOTE TO READER:** Please read this report in conjunction with the User Experience Map (**Appendix E**) for a full understanding of the project results from the online survey. Please see **Appendix A** to review the online survey questions.

### 5.1 Awareness and Access to Golf

The following findings were gathered by asking respondents about their awareness and access to the city-operated golf courses. To contextualize the findings, the relevant questions that were asked in this section of the survey are listed below:

- Before now, were you aware that the City operates five golf courses (Tam O'Shanter, Scarlett Woods, Humber Valley, Don Valley, and Dentonia Golf Course)?
- How frequently do you play golf at the city-operated golf courses (Tam O'Shanter, Scarlett Woods, Humber Valley, Don Valley, Dentonia Park)?
- Please select the golf courses that you have used for golfing and/or any other purpose.
- Approximately how far are you travelling to play at a City-operated course?
- How are you travelling to play at a City-operated course? Select all that apply.
- Are you interested in starting to play golf?

- Do you currently experience any barriers to playing golf?
- What barriers to playing golf do you experience? Select all that apply.
- What would encourage you to play golf? Select all that apply.

### 5.1.1 Awareness and Access to Golf Findings

There were **9 top findings** (Finding 1 to 9) centred around awareness and access to golf:

- **Finding 1:** Most survey respondents are aware that the City operates five golf courses (71.4%)

**Divergent findings among other user groups:**

Some respondents who identify as 2SLGBTQ+ are aware that the City operates five golf courses (51%). Some respondents who identify as 2-spirit, transgender, gender queer or non-binary were aware that the city operates five golf courses (53%)

- **Finding 2:** Generally, golfers play at city-operated courses once or twice a season (23.3%). 19.9% of golfers play weekly and 15.9% play once a month

**Divergent findings among other user groups:**

Many 2SLGBTQ+ respondents do not use any of the golf courses (66%). Many food advocates do not use the golf courses (58%). Many respondents who identify as two-spirit, transgender, gender queer, or non-binary do not use the golf courses (61%). Some women indicated that they do not use the golf courses (50%).

- **Finding 3:** Don Valley golf course is the most used city-operated golf course (44%). 31.2% of those engaged use Scarlett Woods, 29.4% use Dentonia Park, 28.2% use Humber Valley, and 28.1% use Tam O'Shanter. These percentages approximately align with the City's usage data. A few of the golfers indicated that they don't use any city-operated golf courses (8.9%).

**Divergent findings among other user groups:**

Of the 2-spirit, transgender, gender queer, and non-binary respondents that do use the golf courses, Dentonia golf course (22%) and Don Valley golf course (21%) are the most frequently used

- **Finding 4:** Just over half of golfers travel over 3km to play at city-operated golf courses (50.9%).
- **Finding 5:** Most golfers travel to the golf courses by car (80.1%). Few golfers take transit (12.1%), walk (4.7%), or bike (3%) to the golf courses.
- **Finding 6:** Most non-golfers are not interested in playing golf (74.1%). Few non-golfers are interested in playing golf (7.5%).
- **Finding 7:** Approximately half of respondents (golfers and non-golfers) indicate no barriers to golf play (49.5%). 46.9% of people say they do experience barriers to play golf. A significant barrier for golfers is access to tee-times.

**Divergent findings among other user groups:**

Many respondents with disabilities experience barriers to play golf (58%). Some racialized respondents experience barriers to play golf (50%). Through open-ended comments, some respondents indicated that a lack of diversity and the prevalence of sexism, microaggressions, transphobia and racism are barriers to playing golf.

*"I have had negative experiences at golf courses in the City of Toronto before based on my identity. I have also played golf before and do not enjoy it but understand many others greatly do."*

- **Finding 8:** Cost is the main barrier to playing golf (21.7%). Finding time (17.7%) and location (11.4%) were the other top identified barriers to playing golf.

**Divergent findings among other user groups:**

Most racialized respondents indicated that cost is the major barrier to playing golf (89%). Most racialized respondents indicated that sourcing equipment is a barrier to golf play (70%). Most environmental advocates found cost to be the largest barrier (82%). Most food advocates found cost to be largest barrier (88%). Most local residents found cost to be largest barrier (76%). Most of those with semi-private outdoor space and no outdoor space found cost to be largest barrier (87%). Most respondents who identified as 2-spirit, transgender, gender queer or non-binary said cost was the most common barrier to playing golf (92%). Most women respondents said cost was the most common barrier to playing golf (84%). Many 2SLGBTQ+ respondents indicated that cost is the major barrier to playing golf (66%). Some respondents with disabilities indicated that cost is the major barrier to playing golf (50%).

*"[Desire for] sessions and lessons specific to marginalized communities - I.e.: for racialized women, non-binary and gender diverse folks, for QTBIPOC"*

- **Finding 9:** Free/discounted rental equipment would encourage non- golfers who are interested in playing golf to play (17.3%). Free/discounted golf lessons (16.7%) and free/discounted rounds of play (15.1%) were also identified to encourage non-golfers to play golf.

**Divergent findings among other user groups:**

Most racialized respondents indicated free or discounted rental equipment would encourage golf play (77%). Most respondents with disabilities indicated free or discounted rental equipment would encourage golf play (71%). Most 2SLGBTQ+ respondents indicated free or discounted golf lessons would encourage golf play (72%).

## 5.2 Current Experiences with City-operated Golf and/or the Golf Course Lands

The following statements were gathered by asking respondents about their current experiences with City-operated golf and/ or golf course lands. To contextualize the findings, the relevant questions that were asked in this section of the survey are listed below:

- For each of the statements below, please select your degree of agreement with the following statements about your experiences with the City- operated golf courses. (*Example Statements: “I am satisfied with my golf experience at the golf courses”, “The golf courses are financially accessible to me”, “The golf courses are more welcoming to new golfers than other courses in Toronto”. See full list of statements in **Appendix A***)
- Has the COVID-19 pandemic and lockdown restrictions affected your golf experience? Please select how COVID-19 pandemic and lockdown restrictions affected your golf experience. Select all that apply. (*Answer Options: Yes, No, Unsure, Prefer not to answer*)
- What activities, if any, other than golf do you do on City-owned golf courses/sites? Select all that apply. (*Answer Option Examples: Food and beverage, winter programming, individual walking/ running, other, please specify. See full list of answer options in **Appendix A***)
- How can the City improve your experience and use of Toronto’s golf courses? Select all that apply. (*Answer Option Examples: Improved golf maintenance standards, Additional and complementary uses, Other, please specify. See full list of answer options in **Appendix A***)

### 5.2.1 Current Experiences with City-operated Golf and/or the Golf Course Lands Findings

There were **11 top findings** (Finding 10 to 20) centred around current experiences with city-operated golf courses and/or the golf course lands.

- **Finding 10:** Many golfers are generally satisfied with the golf experience at City-operated golf courses (68.5%).

#### **Divergent findings among other user groups:**

Some 2SLGBTQ+ golfer respondents are satisfied with their experience on golf courses (46%). Some golfer respondents who identified as 2-spirit, transgender, gender queer and non-binary are satisfied with their golf experience (37%).

- **Finding 11:** Generally, golfers feel neutral towards the food and beverage options available at the golf courses (34.3%). Fewer golfers feel satisfied (28.3%) or dissatisfied (23.6%) with the food and beverage options.

- **Finding 12:** The golf courses are financially accessible to most existing golfers (72.8%).

**Divergent findings among other user groups:**

Some 2SLGBTQ+ golfers indicated the golf courses are financially accessible (45%). Many racialized golfers indicated the golf courses are financially accessible (62%).

- **Finding 13:** Many golfers indicated that the city-operated golf courses have more affordable green fees than other golf courses in Toronto (68.6%). 28.9% of non-golfers indicated that cost is a barrier to playing golf.
- **Finding 14:** Some golfers indicated that the city-operated golf courses have accessible rental equipment (36.7%).

**Divergent findings among other user groups:**

Few 2SLGBTQ+ golfers indicated that the golf courses have accessible rental equipment (29%).

- **Finding 15:** Some golfers indicated that the city-operated golf courses DO NOT have better facilities than other golf courses in Toronto (42.2%).
- **Finding 16:** Some golfers indicated that the city-operated golf courses are more welcoming to new golfers than other courses in Toronto (49%).

**Divergent findings among other user groups:**

Many golfers with disabilities indicated the golf courses are more welcoming to new golfers (56%).

- **Finding 17:** Most golfers indicated that the golf courses are important for helping to grow the game of golf in Toronto (79%).
- **Finding 18:** Due to the COVID-19 pandemic, a few golfers played more frequently (22.4%) and a few golfers golf less frequently (15.1%). Few golfers played golf with less people (12.4%) or stopped golfing altogether (9.8%) due to the pandemic.

**Divergent findings among other user groups:**

Some racialized golfers golf less frequently due to the pandemic (32%).

Some racialized golfers golf more frequently due to the pandemic (37%).

Some 2SLGBTQ+ golfers golf less frequently due to the pandemic (33%). Some golfers with disability golf less frequently due to the pandemic (40%). Some of the golfers who have with semi private or no outdoor space golf less frequently due to the

pandemic (34%). Some local residents golf less frequently due to the pandemic (39%). Few 2SLGBTQ+ golfers golf more frequently due to the pandemic (28%). Few golfers with disability golf more frequently due to the pandemic (26%).

- **Finding 19:** In addition to golf play, few people use the golf courses for individual walking/running (30.1%). Winter activities (22.3%) and food and beverage facilities (22%) are the two other more frequent activities on golf courses.
- **Finding 20:** Golfers indicated that improved food and beverage options will enhance the golfing experience the most (42.6%). Improving clubhouse facilities (38.3%), golf maintenance and standards (38%), additional and complementary uses (33.4%), decreased prices (28.4%), and diversified play experience [e.g. tournaments, group bookings, leagues] (25.5%) were cited as additional ways to improve the golfing experience. One of the top suggestions from golfers were improving the booking systems followed by improved marshalling and pace of play to improve golf experience.

**Divergent findings among other user groups:**

Many 2SLGBTQ+ respondents indicated that additional and complementary uses will improve the golf experiences (58%). Some respondents who identified as 2-spirit, transgender, gender queer, non-binary indicated that additional and complementary uses would improve their golfing experience (51%). Some women respondents indicated that additional and complementary uses would improve their golfing experience (49%).

*"I think we have a tremendous opportunity here to harness city resources to improve the health and well-being of Torontonians. Golf benefits a select few, while food growing/indigenous place making/community events would benefit tens of thousands." - Respondent with a disability*

## 5.3 The Future of the City-operated Golf Courses

The following statements were gathered by asking respondents about the future of the City-operated golf courses. The purpose of this section of the survey was to gather input and perspectives of potential future uses and improvements to the City of Toronto's golf course operations. This includes questions on preliminary opportunities for additional and complementary uses. The preliminary opportunities identified by the City were:

- Improving golf play

- Improving trail access and connectivity to trail network
- Tree planting
- Recreational facility (e.g. sports field, playground, splashpad)
- Food growing (e.g. community gardens)
- Natural area restoration
- Additional/complementary programming (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, food growing opportunities, etc.)
- Indigenous Placekeeping

The questions asked in this section are listed below. For the multiple choice questions, view the full list of response options in **Appendix A**.

- Based on the project information shared at the start of this survey, please select your degree of agreement with the listed statements about the future of the City-operated golf courses.
- Please indicate your degree of agreement with each of the preliminary opportunities identified to date.
- What lasting impacts do you think the COVID-19 pandemic will have on the future?
- As someone who does not currently golf, would alternative and/or additional uses at golf courses appeal to you (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, food growing opportunities, etc.)?
- How would additional or complementary uses of golf courses (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, food growing opportunities, etc.) change your relationship and experience with City-owned golf courses? Select all that apply.
- Which additional and complementary recreational facilities, infrastructure and programming would you use if offered at City-owned golf courses? Select all that you would use.
- Is there anything else you would like to share about the future of Toronto's golf courses?

### 5.3.1 The Future of the City-operated Golf Courses Findings

There were **7 top findings** (Finding 21 to 27) centred around the future of the city-operated golf courses.

- **Finding 21:** For the future of golf courses, most people indicated that golf courses should prioritize environmental stewardship, sustainability, and advancing the City's climate goals. (80.6%). Other top priorities were increased affordability (75.1%), introducing additional and/or complementary uses (66.4%), and access for a wider range of the public (66%).

#### **Divergent findings among other user groups:**

Most racialized respondents support additional/complementary uses (75%).

Many racialized respondents indicated that golf courses should include ways to promote food growing opportunities (63%).

Most women respondents support prioritizing all the listed goals



except food and beverage and improving the golf play experience. Of note, many women respondents also support food growing opportunities (66%). Most environmental advocates support prioritizing all the listed goals except food and beverage and improving the golf play experience. Of note, many environmental advocates support additional recreational programming and sporting facilities (70%) and food growing opportunities (69%). Most food advocates support prioritizing all the listed goals except food and beverage and improving the golf play experience. Of note, most food advocates support food growing opportunities (84%), and additional recreational programming and sporting facilities (73%).

- **Finding 22:** Most people indicated that golf courses should pursue tree planting opportunities (74.8%). 71.3% of people are in favour of natural area restoration. 64.9% of people are in favour of improved trail access and connectivity. 55.9% of people are in favour of additional and/or complementary programming. 51.4% of people are in favour of exploring Indigenous Placekeeping opportunities. 48.1% of people are in favour of improving golf play. 46.1% are in favour of exploring food growing opportunities. 41.9% are in favour of creating additional recreational facilities.

**Divergent findings among other user groups:**

Most racialized respondents support tree planting opportunities (83%). Most 2SLGBTQ+ respondents support food growing opportunities (83%). Most respondents with disability support improving trail access and connectivity to trail networks (77%). Most environmental advocates are in favour of Indigenous Placekeeping (74%) and many environmental advocates are in favour of food growing opportunities (68%). Most two-spirit, trans, gender queer, non-binary respondents are in favour of Indigenous Placekeeping (85%), trail access and connectivity (83%), food growing opportunities (82%), additional and complementary programming (76%). Most food advocates are in favour of Indigenous Placekeeping (85%), food growing opportunities (84%), additional and complementary programming (81%). Most respondents with disability support renaturalization (83%). Most women respondents are in favour of Indigenous Placekeeping (74%). Many women respondents are in favour of food growing opportunities (66%), additional recreational facilities (59%). Some Indigenous respondents indicated that golf courses should explore powwows and community/medicine gardens as additional or complementary uses

*"Even if some of the complementary uses would not apply to me (e.g. Indigenous Placekeeping - I am not Indigenous) I would be glad to live in a city that provides these uses to other members of my community"*  
-2SLGBTQ+ respondent

*"City run golf courses have been a staple of the City for decades and there are a lot of fond memories of more senior golfers being shared with the younger up and coming crop of youth entering the cities golf"*

*courses. Also, the City does not run their courses as they should. They need to move away from the idea they are a service and more towards a business oriented model. They are here to generate revenue and sustain themselves, as well as provide a service to the community." -Respondent with a disability*

*"Considering the large amount of land golf takes up, it should really be used for something more than a clean-cut area for the rich to admire and take advantage of. They do enough of that already, especially as Toronto faces more and more gentrification. Toronto cater WAY TOO MUCH to the rich and has not done NEARLY ENOUGH to help support its current residents and their needs -- the recent eviction of those in Trinity Bellwoods is the perfect example of this" - Environmental advocate respondent*

*"These are currently wasted spaces. There is so much more that can be done with this land to better the city living experiences of all Torontonians, not just those with means play golf." -Two-spirit, trans, gender queer, non-binary respondent*

*"I think making it mixed use would be the best way to suit everyone's needs. Even if there were a hundred people per day golfing, I saw easily a hundred people in each mixed use park I passed by this morning taking my child to soccer practice" -Two-spirit, trans, gender queer, non-binary respondent*

*"Food sovereignty is incredibly important. Fostering and supporting more community gardens should be a point of focus for the city" - Food advocacy respondent*

*"I live near a non-city owned golf course, and it's such a shame. The people who use it don't live in this neighbourhood. It offers nothing to us. It interrupts nature. It would make me so much happier to see this land naturally rehabilitated like the woods that surround it, or if it could be used by Indigenous folks, or to grow food, or to do ANYTHING that the people in my community could actually use it for. So I highly support the idea of these courses being re-thought. There are many better uses for that land than as recreation for the limited few who can afford it." -Local resident respondent*

*"During this climate crisis it is unwise and unreasonable to continue to use these spaces for golf, a single sport, that requires so much land and resources. This space and resources could be used for positive climate action and to feed vulnerable people. These things seem clearly, undeniably more important than wealthy people playing a useless sport." -Indigenous respondent*

*"Our green space is even more valuable than ever and frankly shouldn't be used for golf, when the already large areas can perform so many other duties and genuinely provide value to the community instead of mostly just people who play golf" -Indigenous respondent*

- **Finding 23:** Some respondents predicted that more people will be interested in playing golf after COVID-19 (44.5%). A few respondents predicted there will be no lasting impacts from COVID-19 on golf (23.8%).
- **Finding 24:** Alternative and/or additional uses at golf courses appeal to most non-golfers (89.2%).

**Divergent findings among other user groups:**

*"There is potential for stronger community building with this project, as well as healthier living for all neighbours surrounding this land.*

*Having access to walking trails and gardens at some of the courses would be amazing. The change to the courses can be decided by zones, as in if there are two west end courses like Scarlett Woods + Humber one course could stay open while the other became gardens etc." -Racialized community respondent*

*"Either make these spaces safer for people who are marginalized and create more access to all or change them completely. Golf as a sport historically and on an ongoing basis has never been inclusive and is super problematic in who takes up the sport. It's still stuck in second wave feminism and women are still struggling to really access this.*

*The problem is the culture and who takes up the sport. The spaces can be used for so many other things to address inequities in the city. And I'm sharing this as someone who works as a sports inclusion consultant across Canada." -Respondent with a disability*

- **Finding 25:** "If any additional/complementary uses are pursued, some people would participate in the new additional and complementary uses only (31.5%). Some would use the golf courses for both playing golf and any additional/complementary uses (31.2%). Few would be using the golf course lands for the first time if new additional/complementary uses are pursued (24.3%).

**Divergent findings among other user groups:**

Few Indigenous respondents would use the golf course lands for the first time (26%). Some Indigenous respondents would participate in new uses only (31%). Some 2SLGBTQ+ respondents would use the golf lands for the first time if additional/complementary uses are pursued (51%). Many 2SLGBTQ+ respondents would participate in new uses only (61%). Some respondents with disabilities would use the golf lands for the first time if additional/ complementary uses are pursued (35%). Some respondents with disability would only participate in new uses (47%).

- **Finding 26:** Of the presented recreational, infrastructure, or programming opportunities, many people would use any new trails and cycling routes on golf course lands the most (57.3%). 42.4% would participate in cross-country skiing programming. 41.1% would participate in snow-shoeing programming. 40.5% would participate in guided nature walks. 37.6% would use picnicking infrastructure. 33.9% would participate in movie nights programming.

**Divergent findings among other user groups:**

Many 2SLGBTQ+ respondents would use the golf course for guided nature walks (60%). Many racialized respondents would use the golf course lands as a picnicking area (58%). Some respondents with disability would use the golf course lands for picnicking (54%). 577 other responses said they wouldn't use any complementary uses.

Many 2SLGBTQ+ respondents would use the golf course lands as a picnicking area (68%). Some racialized respondents would participate in movie nights (50%).

*"During COVID-19, we have looked for new green spaces to explore in our neighbourhood (Scarborough, Don Valley, and East York), and often been frustrated by the vast amount of land golf courses take up. The golf courses are almost empty while our public parks are filled to the brim with families enjoying the outdoors. People want to be outdoors and they want to be healthy, they just need the land to do it. Open up the golf course lands for others to enjoy." -Local resident respondent*

- **Finding 27:** Some people provided additional comments about the future of Toronto's golf courses outside the preliminary opportunities presented. Of those comments, many respondents indicated that they would like to see the golf courses used in other ways in addition to the preliminary opportunities and priorities outlined (e.g., public park access, green space, urban agriculture, land back, affordable housing, etc.) (55%).

**Divergent findings among other user groups:**

*"Close the golf courses! It is disgusting and shameful that the city continues to operate these colonial facilities for the enjoyment of wealthy settlers while so many in the city do not have housing, food, or their basic human rights. Give the Land Back to indigenous people for use at their discretion, it's the least the settler government could do during this ongoing genocide of Turtle Island's indigenous peoples." -Non-golfer respondent*

*"Give the land back. I'm also reminded of the terribly violent evictions of people living in Toronto parks. Perhaps our unhoused neighbours would like the opportunity to feel safe in a park. Or even affordable housing." -Non-golfer respondent*

*"It would be great to open up the courses so people could walk the courses for free. I've been to lots of courses around the world where the public is welcomed to walk through on designated paths throughout the day." -Golfer respondent*

## 6.0 Detailed Summary of the Local Community Meetings

This section provides a detailed summary of the five Local Community Meetings held in Phase 2. Each Local Community Meeting summary (**Section 6.1 - 6.5**) includes a meeting overview, the participant recommendations for each respective golf course and participants' top feedback concerning the preliminary opportunities (improving golf play, trail access, tree planting, recreational facilities, food growing opportunities, natural area restoration, and complementary programming). This section does not include top considerations for Indigenous Placekeeping as comments about this opportunity were minimal and direction for Indigenous Placekeeping will be informed by a separate engagement process with Treaty Holders and Indigenous leaders/organizations. Direct feedback and quotes are included throughout in [BLUE](#).

### 6.1 What We Heard: Tam O'Shanter

**Section 6.1** highlights the top takeaways gathered at the Tam O'Shanter Local Community Meeting on July 5, 2021 (6:30-8:30pm via WebEx). 78 participants attended the meeting, and around 35 participants contributed to the breakout group discussions.

#### 6.1.1 Recommended Direction for Tam O'Shanter Golf Course

Overall, there was a general consensus that **the Tam O'Shanter golf course should continue to be a place to play golf, and there is interest in additional and complementary programming**. Based on the volume of comments received per preliminary opportunity, the following preliminary opportunities most resonated:

- Improving Golf Play
- Additional and Complementary Programming
- Improved Trail Access
- Food Growing Opportunities
- Tree Planting

#### 6.1.2 Improving Golf Play Top Considerations

The following represents the top feedback related to *Improving Golf Play* that was collected at the Tam O'Shanter community meeting:

- **Maintain 18 holes at Tam O'Shanter.** Frequent users of the golf course shared the importance of maintaining the 18-holes as-is. Participants indicated that turning it into a nine or twelve-hole course would decrease supply and playing opportunities. Golfers shared that key advantages of this course, in addition to its size, are general affordability, accessibility to seniors and easy access by public transit. Maintaining the 18 holes will

ensure that as many people as possible can enjoy the full golf course experience. One participant said, “the city courses are accessible! If the course were changed...you would force people to go out of the city to access golf.”

- **Designate a driving range and practice facilities.** Both new and experienced golfers shared the importance of having practice facilities on site to encourage engagement, learning about the game and how to play.
- **Increase playing opportunities.** Golfers shared many challenges associated with booking tee times, especially as the popularity of golfing has increased over the pandemic. Concerns for pace of play were shared, a golfing pro recommended that tee-times be spaced out by ten minutes rather than the current fifteen.
- **Invest in facilities to produce greater revenue.** Participants expressed support for investment including expanding food and beverage options and updating the infrastructure of the golf course, including the fencing and gates for more porous access to pedestrian facilities and multi-use trails.
- **Recognize that Tam O’Shanter serves certain demographics.** Golfers, including one who volunteers at Tam O’Shanter, shared that many users of the Tam O’Shanter golf course are youth, new golfers, racialized individuals, seniors, and golfers returning to the sport. Maintaining a family-friendly golf course is a priority.
- **Establish elementary programming opportunities for youth and children.** Golfers expressed a need for more programming targeting children and youth, such as golf camps and lessons. There is interest in gamification and electrification opportunities. There is also an opportunity to involve attendees of the nearby high school (across the street) by including enhanced practice facilities at the front of the clubhouse and open free play to youth.

### 6.1.3 Improving Trail Access Top Considerations

The following represents the top feedback related to *Improving Trail Access* that was collected at the Tam O’Shanter community meeting:

- **Prioritize improving trail access.** There is consensus that the golf course would be a great walking area, particularly considering the lack of walking space in the local neighbourhood. Comments indicated that the local trail is used frequently, well-used but there is an opportunity to increase its usage by improving access, maintaining the existing trail, and linking the trail through the golf course.
- **Promote the trail.** While local residents walk through the course in the winter and it is already an important community space, participants shared that there is a lack of awareness that the trail exists or that it can be used. A participant who lives five minutes away from the golf course has “never walked through it, only past it.” They shared, “we thought we couldn’t enter unless we paid. I’m a big cyclist, and I just never even knew we could enter.”
- **Address safety concerns.** Participants shared that steps must be taken when designing the trail and deciding access to it to reduce risks of injury to those using the trail during golf play.



### 6.1.4 Tree Planting Top Considerations

The following represents the top feedback related to *Tree Planting* that was collected at the Tam O'Shanter community meeting:

- **Plant trees that are appropriate for the space.** There is a general consensus that more trees should be planted. Participants shared that the current tree canopy is not maintained well and that the trees are in precarious condition. Any trees that will be planted should be more appropriate for the space, and one specific recommendation was to plant deciduous trees.
- **Ensure trees do not interfere with golf play.** Participants expressed that the City should identify spaces that are unused by golfers before any more trees are planted. This ensures that the new trees are not planted in areas that are heavily used by golfers.
- **Consider that tree planting may create a more challenging course.** While most participants supported tree planting, one participant noted that planting trees would “[make the course more challenging](#)” for beginners.

### 6.1.5 Recreational Facility Top Considerations

**New recreational facilities did not resonate as much as other preliminary opportunities.** If pursued, consider recreational facilities that the local community/residents need/lack.

### 6.1.6 Food Growing Opportunities Top Considerations

The following represents the top feedback related to *Growing Opportunities* that was collected at the Tam O'Shanter community meeting:

- **Address concerns related to the logistics of a community garden.** Participants who opposed the establishment of a community garden expressed concerns regarding complexity and lack of clarity about how and who access community gardens.
- **Consider a food-to-plate model.** If a community garden is established and food and beverage services are changed, one participant recommended that the City “[consider a food-to-plate business model for the community gardens](#)” where the food grown on-site is used in the “[food and beverage offerings at the courses](#).”
- **Involve local community members and youth.** Participants agreed that if a community garden is created, it should be community-led. Youth from the community should have employment or volunteer opportunities in the garden. There was also a recommendation for a farmers' market.
- **Consider the community benefit of complementary food-growing.** Several participants discussed food insecurity and the shortage of allotments in Agincourt. They expressed that a community garden would better serve the needs of the community, increase food security, and offer an opportunity to grow culturally-appropriate food.
- **Consider community gardening access in the local neighbourhood.** A representative from the Agincourt Community Services organization mentioned the closure of a nearby community garden causing an immediate interest by local residents for new gardening and food growing space.



### 6.1.7 Natural Area Restoration Top Considerations

The following represents the top feedback related to *Natural Area Restoration* that was collected at the Tam O'Shanter community meeting:

- **Consider pollinator gardens.** Community gardeners in the focus groups shared that the site is a feasible location for pollinator gardens that encourage and protect bees and insects. There is precedent for establishing pollinator gardens in other golf courses.
- **Protect existing biodiversity.** Golfers and non-golfers alike shared that there is an existing natural habitat with many flora and fauna that should be protected. Natural restoration is necessary.

### 6.1.8 Complementary Programming Top Considerations

The following represents the top feedback related to *Complementary Programming* that was collected at the Tam O'Shanter community meeting:

- **Prioritize accessible winter programming.** Ideas for potential winter programming include cross-country skiing, snowshoeing, ice-skating, and winter camping. Participants shared that winter programming would be “[very important - especially for financial reasons as well as an opportunity for community engagement](#)” There is precedent for golf courses to have ski routes in the winter, including a golf course close to Yonge St. and Highway 407.
- **Focus on community access.** Participants shared that complementary uses should focus on increasing community access to the course, whether that's in the form of addressing food insecurity, creating opportunities for year-round use, or making the course enjoyable for both golfers and non-golfers.
- **Consider other nearby locations for complementary programming.** Some respondents shared that they would prefer complementary programming to occur at other appropriate locations within walking distance of the golf course such as Kidstown Waterpark and hydro corridors.
- **Consider how to broaden the user base of the golf course.** Participants, including golfers, expressed an interest in creating opportunities for non-golfers to use the golf course as well.

## 6.2 What We Heard: Don Valley

**Section 6.2** highlights the top takeaways gathered at the Don Valley Local Community Meeting on July 6, 2021 (6:30-8:30pm via WebEx). 122 participants attended the meeting, and around 50 participants contributed to the breakout group discussions.

### 6.2.1 Recommended Direction for Don Valley Golf Course

Overall, there was a general consensus that **the Don Valley Golf Course should continue to be a place to play golf, and there is interest in additional and complementary programming particularly considering how large the space is.** Throughout engagement, it was clear that Don Valley is the most used and most cherished course by engaged golfers. However, golfers and non-golfers alike, acknowledged the opportunity to improve connectivity and walk/cycling access in the area by adding trail access through the course as well as the need to increase

public space access to the local neighbourhood. Based on the volume of comments received per preliminary opportunity, the following preliminary opportunities most resonated:

- Complementary Programming
- Improving Golf Play
- Improving Trail Access

## 6.2.2 Improving Golf Play Top Considerations

The following represents the top feedback related to *Improving Golf Play* that was collected at the Don Valley community meeting:

- **Maintain affordability.** There is consensus that keeping the golf course affordable is a top priority for golfers. Comments indicated concerns that if operational or infrastructural improvements are made to the golf course, the costs would be passed onto golf course users. One participant shared, *“that affordable junior program was really a life saver for us...it got my kids into golf and now I have a kid who is pursuing a golf career, and he has that opportunity thanks to this course because we wouldn’t have been able to afford it otherwise. I think it’s important that it’s accessible.”*
- **Diversify play opportunities and programming.** There is a general consensus that new programming is needed to encourage a wider range of golfers to use the course. Specific opportunities include introducing leagues for juniors, women, men, and seniors, as well as pursuing gamification to attract youth. Participants emphasized the importance of ensuring all new programming is affordable. One participant urged the City to *“grow the game for the growing diversity of the City.”*
- **Designate practice facilities.** Both new and experienced golfers indicated that a driving range and other practice facilities are needed.
- **Consider having lockers.** Several participants indicated the challenges associated with relying on public transit to commute to the course. They recommended that the City designate a locker or storage area on-site for clubs so that golfers do not have to bring their clubs on public transit.
- **Explore digital opportunities.** Participants shared that pursuing digital opportunities would enhance operations. Specific opportunities include the GolfNow application that would address the issue with wasted tee times and offer a more efficient booking system. Comments also indicated that digitization, like using a drone or video cameras, could address issues with the pace of play and specifically the backlog that occurs in the final 9 holes.
- **Consider upgrading infrastructure and services.** Participants shared that the golf course was in need of infrastructural and operational improvements. Specific opportunities include updating the golf carts and adding GPS service to them, diversifying food and beverage options, and updating the clubhouse and washrooms. A marshal recommended that the snack shack near the 9th hole accept food orders for those playing at the ninth, because *“there is a 5-6 minute wait otherwise that can have deleterious consequences for a smooth pace.”* The marshal also recommended adding another cart on weekends in July and August to prevent dehydration. Participants recommended that improved food and beverage services could contribute to creating revenue that could be used for community benefits.

- **Implement clear signage.** While golfers expressed a general openness to complementary uses that did not infringe on golf play, there was agreement from golfers and non-golfers alike that clear signage is key to ensuring the success of complementary uses. Significance should indicate the distinction between golf space and a trail, for example, to prevent injury to non-golfers.

### 6.2.3 Improving Trail Access Top Considerations

The following represents the top feedback related to *Improving Trail Access* that was collected at the Don Valley community meeting:

- **Consider establishing a multi-use trail to enable active transportation.** As the Willowdale and North York Centre region experience population growth, there is a need for multi-use pathways to the south. One participant shared, *“were a multi-use trail to be put in place where the Don Valley Golf Course is, it could create a much needed safe cycling connection across the 401 in central North York and provide a much more practical cycling route between North York Centre and midtown, but also connect other areas of high population such as Bathurst and Sheppard in the process and give subway access to the Earl Bales park system as well as walk-in access for those living in the Yonge and York Mills area.”* They shared that there is precedent for a multi-use pathway coexisting with a golf course. The Don Valley Golf Course in Kitchener links the 401 to Conestoga College through a pedestrian bridge that facilitates biking and walking.
- **Consider creating a network of interconnected trails.** Participants expressed interest in connecting existing trails and any potential new trails throughout or nearby the golf course. Specific ideas include establishing a trail alongside the southwest side or east of the ravine. One participant recommended establishing a path under Highway 401, or establishing a trail that continues north past Highway 407. Participants agreed that having established trails prevents overuse and helps maintain the area. While there was an openness to establishing trails, one participant shared concerns that the difference in elevation from surrounding neighbourhoods to the river would be costly to mitigate.
- **Establish safety measures to reduce risk of injuries.** Participants expressed that establishing trails on steep slopes would require the implementation of safety measures to ensure safety. Golfers shared that measures must be taken to separate golf play from non-golf uses so that non-golfers are not injured by golf balls. One recommendation was to install screens to separate golf play from nearby trails.
- **Establish a bike-friendly trail.** One participant expressed that they would like to see a bike trail that connects the existing bridge at the West Don and the Earl Bales System to the golf course and down to the Don Valley Parkway. Another recommended a bike trail that connects the hydro corridor trail to the Earl Bales path, through the golf course, and out to Yonge. The path could also continue to the Don Valley Parkway PanAm Trail to further connect the city's bike paths. To ensure the safety of all, participants recommended separating walkers and bikers or slowing bikers down through design or signage.

## 6.2.4 Tree Planting Top Considerations

The following represents the top feedback related to *Tree Planting* that was collected at the Don Valley community meeting:

- **Consider tree planting as a way to separate trails from golf use.** Safety concerns regarding the separation of trails from golf use were shared frequently, and participants expressed that planting a stand of trees could be a way to physically separate the two uses.
- **Plant fruit-bearing trees.** Comments indicated interest in planting fruit-bearing trees near the river, including mulberry, cherry, and apple trees. Participants recommended that planting fruit trees is an easy and long-term way to engage the community, and that the City should advertise that these trees are for public use.

## 6.2.5 Recreational Facility Top Considerations

**New recreational facilities did not resonate as much as other preliminary opportunities.** If pursued, consider recreational facilities that the local community/residents need/lack.

## 6.2.6 Food Growing Opportunities Top Considerations

The following represents the top feedback related to *Growing Opportunities* that was collected at the Don Valley community meeting:

- **Ensure food growing does not detract from golf play.** Participants shared concerns that designating some land as a community garden would detract from space that is currently used for golf play.
- **Involve local residents in food growing opportunities.** If a community garden is established, participants shared the importance of involving tenants in nearby apartments as good growers or staff.

## 6.2.7 Natural Area Restoration Top Considerations

**Natural area restoration did not resonate as much as other preliminary opportunities.** One participant urged the City to maintain the embankment on the east of the course so as to prevent further erosion.

## 6.2.8 Complementary Programming Top Considerations

The following represents the top feedback related to *Complementary Programming* that was collected at the Don Valley community meeting:

- **Prioritize family-oriented complementary programming in all seasons.** Participants expressed interest in year-round complementary programming. Winter-specific opportunities include: ice skating, cross-country skiing, and snowshoeing. Other opportunities include kayaking, canoeing, and lawn bowling.
- **Consider shortening the course.** While most participants shared complementary uses should maintain golf use as is, some were open to turning the course into a 9 or 12-hole course instead.
- **Engage local youth.** Several participants recommended engaging youth, including students at nearby schools, in the process of determining what complementary uses should be established.

- **Consider other nearby locations for complementary programming.** Participants who are concerned that complementary uses would affect golf play recommended that other spaces, such as Earl Bales and the Downsview Lands be considered for complementary uses instead.
- **Implement clear signage and direct navigation.** Participants, including local residents who are familiar with the area, shared that it can be challenging to navigate the space. Specific examples include the limited signage on the eastern embankment. Clear signage would also enable the movement of new users through the space, as participants shared that Grendalen Park has multiple access points, for example. These concerns relate to safety, as golfers shared incidents of non-golfers entering the golf course unknowingly. Ensure accessibility and safety (i.e. ski-lift at the back of the course)
- **Encourage community-building and connection.** There was a general consensus that golf and complementary uses should be integrated in a way that enables engagement across uses. One participant shared, *"in addition to a multi-use connection; it would be great to also have a sense of belonging and integration across the various users groups."*
- **Rely on golf course architects and experts.** Golfers were concerned that complementary uses would limit golf play, one participant shared, *"golf courses architects should be engaged about how to build in complementary uses so it does not impact the golf experience."*
- **Create a multi-use, child-friendly space.** One participant recommended that the *"the ravine plateau, comprising the lands around the pond, the 3rd Hole fairway and green, and other adjacent lands"* be turned into a multi-use space for swimming, canoeing, and other activities. To enable safe swimming as per City standards, they recommend the installation of a water filtration system at all water collection points. They recommend installing *"docks, pavilions, and inconspicuous floating rope-dividers"* for wading pool and bubbler, swimming, canoeing, kayaking, paddleboarding, fishing, bridge+tire+rope, naturalists zone, splash pad, wading pool, and shower-heads. They additionally recommend the establishment of vendor huts with food and beverages near the spillway. To ensure safety, they recommend a lifeguard/staff headquarters. They also recommend a wood climbing apparatus and rugged play area similar to the one at Evergreen Brickworks that would include *"Indigenous elements, staffed by First Nations Peoples."* They additionally recommended that the City *"append [Don Valley golf course] 3rd Hole green and fairway to the recreational lands around the pond. This becomes the Beach-Front, and BBQ Zones."*
- **Consider using the course as a park instead.** Participants shared that demand for green space increased due to the COVID-19 pandemic and that the golf course is already used by many walkers.

**Consider the importance of green space to those living in apartment buildings nearby.** Participants shared that maintaining access to open green space is particularly important for those living in high-density apartment buildings nearby.



## 6.3 What We Heard: Humber Valley

**Section 6.3** highlights the top takeaways gathered at the Humber Valley Local Community Meeting on July 7, 2021 (6:30-8:30pm via WebEx). Around 26 participants attended the meeting and contributed to the breakout group discussions.

### 6.3.1 Recommended Direction for Humber Valley Golf Course

Overall, there was a general consensus that **golf play improvements should be made at the Humber Valley Golf Course. There is interest in complementary programming.** Based on the volume of comments received per preliminary opportunity, the following:

- Improving Golf Play
- Complementary Programming

### 6.3.2 Improving Golf Play Top Considerations

The following represents the top feedback related to *Improving Golf Play* that was collected at the Humber Valley community meeting:

- **Prioritize affordability.** Comments indicated that maintaining affordability is a key concern. Participants shared that private courses are unaffordable to them, and affordable municipal-run courses give them an opportunity to enjoy the sport and socialize.
- **Increase opportunities for play.** Participants identified several issues with operations, including the pace of play being too slow, as well as an ask for longer hours of operation. One participant said they do *“not use the golf course [because] it’s too busy...longer hours [are needed] in order to play. The staff demands the cart needs to be back by a certain time.”*
- **Improve booking process.** Participants recommended establishing a more efficient booking process that would enable more golfers to play. A participant expressed that they *“no longer [feel] supported by Humber Valley” as the “sign up [process] has been difficult.”*
- **Explore ways to broaden the base of golfers.** There are several opportunities to grow the game as well as increase revenue at Humber Valley. Participants suggested that community outreach should be prioritized as a tool to encourage more users from the local area. Participants shared a general interest in senior programming, and specific recommendations indicated an interest in opportunities for youth. These recommendations include a mentorship program, enabling children living in nearby Toronto Community Housing to learn golf and use the course, and partnering with schools. One participant shared that *“making opportunities for schools [in the neighbourhood] would be great”* and the City could offer learn-to-play programs or make golf a part of Physical Education classes.
- **Update facilities.** Participants indicated interest in updating facilities, like the clubhouse.

### 6.3.3 Improving Trail Access Top Considerations

The following represents the top feedback related to *Improving Trail Access* that was collected at the Humber Valley community meeting:

- **Create an interconnected network of trails.** Participants shared that existing trails are well used and explored the possibility of connecting existing and potentially new trails. Participants hope to use these trails to hike and walk their dogs.

### 6.3.4 Tree Planting Top Considerations

Tree planting did not resonate as much as other preliminary opportunities.

### 6.3.5 Recreational Facility Top Considerations

The following represents the top feedback related to *Recreational Facility* that was collected at the Humber Valley community meeting:

- **Consider the potential impact of a recreational centre on the neighbouring communities.** Participants shared that a new recreational center would be beneficial for the Rexdale community and wider Etobicoke area. There is a new community center currently under development nearby. The Western North York Community Centre is expected to be completed by fall 2024. The community was also concerned that new programming could negatively impact local neighborhood traffic.

### 6.3.6 Food Growing Opportunities Top Considerations

Food growing opportunities did not resonate as much as other preliminary opportunities.

- Consider that there are food-growing opportunities in local community housing. Participants shared that nearby community housing offers food-growing opportunities on-site or in close proximity.

### 6.3.7 Natural Area Restoration Top Considerations

The following represents the top feedback related to *Natural Area Restoration* that was collected at the Humber Valley community meeting:

- **Protect biodiversity and wildlife.** Participants urged the City to protect existing local wildlife and ensure that wildlife is not being negatively impacted.

### 6.3.8 Complementary Programming Top Considerations

The following represents the top feedback related to *Complementary Programming* that was collected at the Humber Valley community meeting:

- **Prioritize winter programming.** There was an interest in complementary winter uses such as cross-country skiing and snow-shoeing. Participants shared they “absolutely need rental services for winter programming.” Other complementary uses discussed include disc golf.
- **Engage local youth.** Local youth, including students, should be engaged when considering the future of the golf course and potential complementary uses.
- **Promote new and existing programming and access through several channels.** Participants and local residents expressed a lack of awareness about existing programming and access to the golf course. One participant said, “*we need better communications about what we can access.*” They

recommended that the City “*collaborate with school boards and other associations to promote new programming*” and mail information on new programs. Participants urged the City to ensure city services are aware of programming opportunities, as one participant shared that they “*phone 3-1- 1 and [they] didn’t know about the snow loops.*” Another recommendation was to install clear signage in and around the site indicating what is available and how to access it.

- **Ensure existing wildlife is protected.** Participants indicated concern that increased use of the golf course would cause harm to existing wildlife, such as geese. They recommended installing more recycling/garbage bins to ensure that the course is not polluted with waste.
- **Consider the clubhouse for year-round use.** Participants recommended that the clubhouse is used all year for community uses.
- **Create educational opportunities.** Participants expressed that trails should not only be enjoyed by walking, biking, rolling, or hiking through them, but that they also serve as opportunities for wildlife education.
- **Ensure complementary programming is community-oriented.** Several participants emphasized their openness to “*any type of activity to engage [the] local community.*” One participant shared that the “local community does not particularly need...or prioritize golf” and that uses on the golf course should be more connected to local community needs.
- **Prioritize family-oriented programming.** Participants shared that with a growing community surrounding the area, families with children go to nearby parks “but there are not enough facilities to service the kids that are there.”
- **Consider nearby locations for complementary uses.** While there was a general openness to complementary programming, one participant expressed that there is an opportunity for programming “*across the street from Thistle Down Park.*” The participant shared that the site has a canopy of trees, a lodge, hydro service, and land that could be used for farming and food-growing opportunities.
- **Address safety concerns related to accessing the course.** One participant shared that the roads surrounding the golf course are unsafe for pedestrians as they have no sidewalks. There are concerns that additional uses would increase traffic to the course, which poses dangers.



## 6.4 What We Heard: Scarlett Woods

**Section 6.4** highlights the top takeaways gathered at the Scarlett Woods Local Community Meeting on July 8, 2021 (6:30-8:30pm via WebEx). 103 participants attended the meeting, and around 35 participants contributed to the breakout group discussions.

### 6.4.1 Recommended Direction for Scarlett Woods Golf Course

Overall, there was a general consensus that **golf play improvements should be made at the Humber Valley Golf Course. Improving trail access and acknowledging existing informal trails in and around the golf course** was discussed extensively as a top priority for Scarlett **woods**. Based on the volume of comments received per preliminary opportunity, the following opportunities are the overall recommended direction for the course:

- Improving Golf Play
- Improving Trail Access
- Additional and/or Complementary Programming

### 6.4.2 Improving Golf Play Top Considerations

The following represents the top feedback related to *Improving Golf Play* that was collected at the Scarlett Woods community meeting:

- **Maintain affordable golf.** Participants emphasized the importance of keeping golf play affordable, as many would not be able to afford private courses. One participant suggested offering subsidies or free tee times to reduce financial barriers to play.
- **Improve facilities.** There is a general consensus that facilities are dated and improvements should be made to the washrooms, clubhouse, and food and beverage services. Participants shared that a restaurant and patio would also be of interest to non-golfers. Other potential improvements include installing GPS service on golf carts and establishing a locker space for golfers to store their equipment in. Lockers would be especially useful to golfers who walk or bike to the course.
- **Improve booking processes.** When discussing issues participants have experienced with the booking system, one said, *"you get up to book five days before at 5:40/6:00 am for four people; everything from 7 am to 4 pm is booked by 5:42/6:02. [am]. When you arrive to play golf, the course is not busy."* Participants shared that while the booking system opens too early and slots are quickly filled, many tee times go unused. One recommendation to address wasted tee times is to implement a no-show fee or a deposit system.
- **Consider digital opportunities.** Comments indicated an interest in digital opportunities such as drone flyovers and the use of the *GolfNow* application to enhance operations.
- **Maintain the course length as is.** Participants shared that there are other parks nearby for other uses, and that the course holes should be maintained.
- **Create new programming.** Ideas for new programming include mini golf, discounted uses for youth and seniors, and leagues for men, women, juniors, and seniors. Comments indicated an interest in golf summer camps as a way to encourage children to learn the sport and spend time outside.

- **Allow league play.** One participant questioned why the City is not allowing league play while other City-owned golf courses, such as Centennial, and other municipalities in the region are.
- **Establish beginner-friendly programming.** Participants expressed an interest in practice facilities, including driving ranges and digital simulators. When discussing learn-to-play opportunities, one participant said, the *“City of Mississauga is doing a great job with programming geared towards new players to the game.”* Some participants would prefer for practice facilities to be on-site while others would prefer to locate practice facilities off-site.
- **Encourage users' involvement in all municipal golf courses.** There is interest in a seasonal pass to enable access to all the golf courses or attendance at all tournaments held across the seven municipal golf courses.

### 6.4.3 Improving Trail Access Top Considerations

The following represents the top feedback related to *Improving Trail Access* that was collected at the Scarlett Woods community meeting:

- **Extend trail access without compromising quality of play.** Participants expressed that protecting the quality of play was a key concern, although there is a shared interest in additional trails on the golf course lands.
- **Create an interconnected network of trails.** Participants shared an interest in connecting both existing and potentially new trails. One participant who is an avid user of the Humber River trail recommended that a bridge connecting pedestrians across the Eglinton Bridge is necessary, as pedestrians currently have to cross the Eglinton Bridge and walk back down to the trail.
- **Enable safety.** Participants shared that they want the course and its surrounding area to be *“a place where you could walk and ride your bicycles safely.”* Specific examples include a bike lane that takes cyclists out to Eglinton, as well as connecting the area to the South to Eglinton flats *“without having to go on an arterial road.”*
- **Consider other nearby locations for trails.** One participant expressed opposition to improving trail access because *“there are so many trails in the area already, and... parks exist all around the golf property.”* They explained that the safety risk of walkers being struck by a golf ball or distracting golfers *“would not be desirable.”*

### 6.4.4 Tree Planting Top Considerations

The following represents the top feedback related to *Tree Planting* that was collected at the Scarlett Woods community meeting:

- **Consider planting trees to replace ones lost.** Participants expressed an interest in planting more trees especially considering that many trees, including trees along Black Creek, have been lost.

### 6.4.5 Recreational Facility Top Considerations

A new recreational facility did not resonate as much as other preliminary opportunities.

### 6.4.6 Food Growing Opportunities Top Considerations

The following represents the top feedback related to *Food Growing Opportunities* that was collected at the Scarlett Woods community meeting:

- **Prioritize the opportunity to increase food security and build community.** Participants shared interest in food growing opportunities that involve people with no access to private land, particularly considering that food security is an issue in the area. There is interest in both community gardens and allotment gardens. Participants shared that local allotment gardens have a waitlist and that there is only one community garden at Eglinton Flats. One participant said, “*gardens are places where communities gather.*”
- **Explore the potential of intergenerational exchange through food growing.** Many participants value growing food in the local community and noted that growing food brings people of different generations together. One participant said, “*[a] community garden is a great opportunity for intergenerational community [building].*”
- **Consider other spaces for food growing.** One participant who opposed growing food at Scarlett Woods suggested that the City consider the soccer field across from Scarlett Woods instead. One participant who opposed pursuing food growing on the course suggested the City consider nearby parkland sharing that they “*don’t see the real benefit given the small scale.*”
- **Ensure the safety of food growers.** If a community garden or allotment gardens are established, having measures in place that ensure the safety of gardeners from stray golf balls is key.

### 6.4.7 Natural Area Restoration Top Considerations

The following represents the top feedback related to *Natural Area Restoration* that was collected at the Scarlett Woods community meeting:

- **Prioritize environmental protection.** One participant was concerned that increasing use of the area will cause detriment to the wildlife, specifically deer in the area, while another suggested the City consider complementary uses that would mitigate flooding. One participant shared that because the course plays “an important role in flood control on the Humber River....any activities enhancing this role such as additional tree planting...would be a positive step.” Maintaining green space rather than paving additional areas would allow existing wildlife such as birds, rabbits, foxes, and coyotes to thrive. Another participant recommended the City “adopt Audubon International standards that limit use of chemicals and promote more environmentally friendly initiatives to help naturalization and wildlife sustainability.” They highlighted the importance of environmental protection particularly given the course’s proximity to a river.

### 6.4.8 Complementary Programming Top Considerations

The following represents the top feedback related to *Complementary Programming* that was collected at the Scarlett Woods community meeting:

- **Prioritize off-season uses.** There is much interest in winter uses, including snowshoeing and cross-country skiing. There is also interest in dog-walking and establishing off-leash areas for dogs. One participant recommended a “nominal charge to cover some costs” of skiing or establishing dog off-leash areas.

- **Consider the lack of public space in the neighbourhood.** There is an interest in prioritizing public green space in the neighbourhood given the density of apartment buildings near Scarlett Woods. One participant shared that the high-rises that will be developed near the LRT station will only add to the need for access to public green space in the neighbourhood.
- **Prioritize uses that engage children and youth.** Participants expressed an interest in affordable and culturally-appropriate youth programming. One recommendation was to build a playground, as one parent said *"if you've got money, you can do activities, but there's no place for the local kids to play."* Other suggestions include an educational program where children learn how to appreciate nature and be outdoors, movie nights, and summer volunteer opportunities for students.
- **Promote existing and new programming.** Several participants shared that they were unaware of existing facilities. One said the *"community would use [the] restaurant facility if they knew [about it]."* Another shared that *"the local school[s] are not aware of the juniors' program."* Promoting and marketing existing and new programs in the community could ensure they are used more often.
- **Consider complementary uses that strengthen the relationship between the course and community members.** Several participants believe the current relationship between Scarlett Woods and non-golfing community members is negative. One said, *"it's not that we're opposed to golf, but we have 3 golf courses around us and they're bad neighbours."* One reason that may be is because *"golf courses have blocked access to travel beside the Humber."* One recommendation was to consider only contracting vendors that run accessible programming as *"an opportunity to grow...connection and the community."*
- **Implement safe and accessible ways for people to access the course.** Participants emphasized that being able to go to Scarlett Woods safely is key: *"all these things are nice but if you don't have access to the park without trekking across the highway, people won't come."*
- **Prioritize inclusion.** Some participants expressed feeling unwelcome in the golf course. One participant, who is a Black woman, walked through the golf course and *"felt out of place."* Some participants indicated that complementary uses must create a more inclusive space for all, especially those who are historically excluded from golf courses. One recommendation was to incorporate programming specific to low-income folks and newcomers. A participant said, *"we have to see golf courses as a portal to new access."*
- **Consider other spaces for complementary uses.** While most participants were open to complementary uses, one shared, *"Scarlett Woods is surrounded by other parks space - if there are other more amenable parks areas, consider those."* One participant recommended adding splash pads to Eglinton Flats or Gladhurst Park, rather than the golf course.
- **Consider Indigenous Placekeeping uses.** Local residents who are settlers expressed support for Indigenous Placekeeping opportunities such as signage indicating Indigenous histories and presents. One participant suggested developing an Indigenous healing centre by the trail.
- **Consider corporate sponsorships.** Participants recommended that a variety of funding methods, including corporate sponsorships, should be considered.

## 6.5 What We Heard: Dentonia Park

**Section 6.5** highlights the top takeaways gathered at the Dentonia Park Local Community Meeting on July 10, 2021 (10am–12pm via WebEx). 79 participants attended the meeting, and around 35 participants contributed to the breakout group discussions.

### 6.5.1 Recommended Direction for Dentonia Park Golf Course

Out of all the city-operated golf courses, Dentonia Park Golf Course exhibits the most place-based divergent perspectives on its future. While golfers mentioned that **Dentonia Park is seen as the most accessible of the City's courses** (lower play/rental costs, easier/beginner friendly course design, established junior and beginner programming), there was also a significant interest to **prioritize exploring food growing opportunities, improved trail access, and adjusting uses for the needs of the local community**. This is evident through information gathered from insight gathered from Sundance Harvest Farm and the resident petition to pursue local food growing opportunities in the Dentonia Park neighbourhood area (see section 2.1.2). Of the preliminary opportunities identified, the following should be considered and pursued for Dentonia Golf Course:

- Maintaining golf access
- Improved Trail Access
- Food Growing Opportunities
- Additional and Complementary Programming

### 6.5.2 Improving Golf Play Top Considerations

The following represents the top feedback related to *Improving Golf Play* that was collected at the Dentonia Park community meeting:

- **Ensure accessibility remains.** Comments indicated that the course is affordable to many, accessible by transit, and friendly enough for beginners to learn the game. Maintaining that form of accessibility is key. Some participants mentioned challenges with accessing the course relating to difficulty booking tee times.
- **Improve facilities.** Participants recommended designating a driving range or putting clinic as practice facilities as well as having a storage area for golf clubs.
- **Consider free public play.** Comments also indicated that the course is certainly not affordable to all, especially considering the local demographic. One participant said, *"in a community where people are finding it difficult to afford rent and food...even \$28 is not affordable to some."* Participants suggested establishing free tee times for locals once a week. They shared that this is the ideal time to pilot something new, given that existing licenses are going to be extended for some time. One participant said, *"if there is willingness to make golf free even at certain times so that families could reasonably access it...why can't we have a test period of who would come if it was free?"* This recommendation also addresses the reputation of golf as an exclusionary sport.
- **Promote opportunities for new golfers.** Some comments indicated that the demographic of golfers is nearly homogenous, and suggested that



action should be taken to introduce more individuals from groups who are generally excluded from golf play into the sport.

- **Address learn-to-play barriers.** Unaffordability is one barrier to recruiting more new golfers. One recommendation to address that was to offer free golf lessons for youth.
- **Improve food and beverage services.** Participants recommended improving the food and beverage services by installing a patio, having a liquor license, and collaborating with local food growers and local businesses.
- **Diversify programming.** A few suggested a celebrity golf tournament to increase public awareness.

### 6.5.3 Improving Trail Access Top Considerations

The following represents the top feedback related to *Trail Access* that was collected at the Dentonia Park community meeting:

- **Prioritize continuous trail access.** There was a general consensus that connecting existing and new trails is important, as there is a ravine trail to the east and west of the course, but not through. Some comments indicated interest in allowing people to walk through the courses, while others preferred a path on the edge of the course to avoid injury to non-golfers. One suggestion for building a separate trail is to build an enclosed structure along holes 4, 5, and 6 and connect the trail in that space. If walking through the course will be permitted, participants recommend identifying certain hours for walkers to avoid disrupting golf play or causing injury to non-golfers.
- **Consider bike paths.** One participant, who is a cyclist, shared that *“navigating some of the perimeter of the course on the north and southside could be better.”*
- **Install clear signage.** There was a consensus that regardless of whether trail use will be within the course or on its edges, clear signage to indicate when the trail is open for use and where it leads to is necessary. This would ensure that non-golfers are able to use the trail safely, as one participant said *“I got chased off once [while] walking because it was only open for people paying to play golf.”* Another participant who is a local in the area said even their neighbours don’t know that the trail continues past the intersection Taylor Creek with Victoria Park. They shared that there is a short walk over the pharmacy and into the Gus Harris Trail, but there is no signage indicating that.

### 6.5.4 Tree Planting Top Considerations

The following represents the top feedback related to *Tree Planting* that was collected at the Dentonia Park community meeting:

- **Plant fruit-bearing trees.** Comments indicated interest in planting fruit-bearing trees and communicating that they are for public use. If much of the fruit remains unpicked, one participant recommended partnering with organizations like *Not Far From The Tree* to support fruit-picking.

### 6.5.5 Recreational Facility Top Considerations

The following represents the top feedback related to *Recreational Facility* that was collected at the Dentonia Park community meeting:

- **Consider a community recreation center.** Comments indicated an interest in a recreation center that would offer a variety of community-oriented services.

### 6.5.6 Food Growing Opportunities Top Considerations

The following represents the top feedback related to *Food Growing Opportunities* that was collected at the Dentonia Park community meeting:

- **Consider food insecurity in the neighbourhood.** Several participants expressed that Dentonia Park is located in a food desert, where there is a need for affordable or free access to healthy food. One local gardener suggested designating a space close to the north side of the course as a community garden. They shared that the area is flat and the soil appears to be high-quality which would be amenable to growing food. The participant said, “[there is] nowhere for poor people in local tower communities [to] grow food; they need places to grow healthy food.” Participants emphasized that community gardens can contribute to intergenerational community-building, increase biodiversity, and help lower levels of carbon dioxide.
- **Explore jurisdictional precedent.** Participants shared that the Cordova Bay Golf Course in Vancouver, British Columbia combines golf and food-growing uses.
- **Ensure the course is safe to grow food in.** Several participants expressed concerns relating to flooding and sewage in the course, two issues that would evidently affect food-growing if they are not addressed.
- **Explore the value of a community garden in the context of the climate crisis.** Participants discussed the role of food sovereignty in building climate resilience. One said, “while a community garden in a golf course might not be the scale required, it can be used as an opportunity to create community and provide affordable foods to communities, as well as [serve] educational purposes...to teach the local communities...about how to grow sustainable foods.” They recommended partnerships with local urban agriculture and environmental organizations.
- **Consider other locations.** While there was an openness to growing food on the golf course, participants who opposed growing food recommended other sites instead, including Prairie Park and hydro corridors. There were concerns that growing food in hydro corridors may be unsafe due to electrical lines.

### 6.5.7 Natural Area Restoration Top Considerations

The following represents the top feedback related to *Natural Area Restoration* that was collected at the Dentonia Park community meeting:

- **Ensure that existing wildlife is protected.** Participants expressed concerns that the wildlife at the course may be harmed by complementary uses and urged the City to ensure existing ecosystems are protected.

### 6.5.8 Complementary Programming Top Considerations

The following represents the top feedback related to *Complementary Programming* that was collected at the Dentonia Park community meeting:

- **Ensure appropriate engagement with Indigenous communities.** Several comments from Indigenous participants indicated that current engagement is insufficient. One representative from the Matriarchal Circle said the “

*[Indigenous Affairs Office] doesn't properly engage" and that they are "ready and willing to have [our] voices heard."* Participants also noted the insensitivity of the timing of engagement given the recent confirmation of over 1,000 unmarked graves of Indigenous children who were killed by the state and the church through the residential "schools" system. A participant who attended on behalf of the Nature Circle said, *"I am Indigenous, this is our land...when will we explore giving back our land for housing? We have 1000s of Indigenous people who are...houseless....I need land to create modular homes...we know that modular housing is a resolution to create substantial impact now. I can't believe that housing is not on the table. Just give us the whole golf course. The [City's Indigenous Affairs Office] does not speak on behalf of our people, Nature Circle."*

- **Ensure safety.** One participant shared an experience of being hit by a golfball while walking on the course. Implementing measures to ensure the safety of all users is key.
- **Consider shortening the course.** One participant suggested that the course be turned into a 9-hole course to allow space for other uses.
- **Prioritize year-round uses.** There is interest in both winter and summer complementary uses. Ideas for winter uses include tobogganing, sledding, snowshoeing, cross-country skiing, and ice skating. Ideas for summer uses include badminton, picnic areas, bocci ball, tai-chi, yoga sanctuaries, splashpads, archery classes, movie nights, and cooling misters.
- **Consider local perspectives.** Participants shared that golf is not accessible or relevant to people who live in neighbourhood improvement areas. One expressed, *"would you rather go golfing or pay your phone bill?"* Several participants expressed feeling unwelcome to walk through the course, and one asked, *"How could the land be more accessible and engage people who live around [it]?"*
- **Consider Indigenous Placekeeping uses.** One participant recommended designating a space for Indigenous growers to grow traditional medicine. Other ideas include space for a sacred fire and opportunities for smudging.
- **Plan for future needs.** The area surrounding Dentonia Park is expecting rapid population growth in the coming years, and participants shared that nearby parks are already at capacity. One participant said, *"the 500 units at the subway will not have enough park space."* When considering complementary uses, plan ahead and consider the changing demographics of the area.
- **Consider closing the golf course for a few days per week.** Participants asked if it was possible to close the golf course for a few days each week so it can be used as a park.



## 7.0 Indigenous Leaders and Communities Focus Group

The project team also met with 20 Indigenous leaders and representatives from different Indigenous communities to discuss the Project and the future of city-operated golf courses. Below summarizes the emerging themes and takeaways from the focus group.

### **Improve transparency, accountability, and collaboration in Indigenous engagement processes**

- Participants indicated that the project and engagement process is based in Western/colonial practices and not aligned with Indigenous processes and practices.
- Indigenous leaders and voices should be engaged first in a municipal consultation process.
- Indigenous voices should be present throughout the entire timeline for all municipal consultation processes including the Toronto Golf Course Operational Review.
- Indigenous leaders are interested in staying informed and involved around the future of the golf courses and should continue to be consulted to determine how to act on the feedback provided.
- The Project should be transparent about the next steps of the process and updating participants on where and how their input is contributing to the outcome.

### **Celebrate and acknowledge Indigenous cultures, history and make space for Indigenous uses of the land and water**

- Reflect historic and ongoing Indigenous presence on the golf course land through commissioned art, historical signage and trails.
- Incorporate and make space for Indigenous uses of the land and water (e.g. gardens, planting, ceremony, education, art).
  - Several participants indicated that in the Dentonia Park golf course area there is huge unmet demand for community gardens, specifically from tower residents, and scarce access to land around for many.
  - Participants indicated that there is a Midewiwin Teaching Lodge (sweat lodge) near the north end of Scarlett Woods Golf Course.
- Do not allow for tokenization and/or appropriation.
- Incorporate Indigenous storytelling events, open Indigenous art galleries and include Indigenous murals.
- Future golf programming should include specific Indigenous youth programming.

## **Integrate Indigenous economic opportunities**

- A comment that resonated with most participants was the idea of incorporating Indigenous economic opportunities in future golf course operations. Some ideas include:
  - Consider creating economic benefits for Indigenous peoples. This can be done through commissioning Indigenous artists, partnering with Indigenous non-profits when contracting out future operations (e.g. giving 2% of construction costs or operational revenue to an umbrella Indigenous group), providing partial ownership of part of a facility to Indigenous groups or other ideas include:
    - Providing (hybrid) Indigenous/City ownership models for Indigenous groups to get revenue from operations.
    - Hire Indigenous vendors and operators for future operations contracts.
    - Consider Indigenous vendors to facilitate off-season experiences (i.e., snowshoeing, building survival skills, etc.).
    - Include Indigenous food at clubhouses via vendors and menus.

## **Naturalize and restore lands and water**

- Of the preliminary opportunities presented, natural area restoration and tree planting resonated with participants. They noted the importance of ensuring that any naturalization process included native species only and upheld and protected land and water as much as possible.

## **Other considerations**

- Centre Indigenous Placekeeping for all additional complementary uses.
- Make sure that the Indigenous Affairs Office is present at Indigenous-oriented consultation like the focus group for this Project.
- Comments were made on how the golf course lands can serve lower income people in the future. In processes like these, a few participants felt that the City disregards the clear social and economic disparities experienced by people near or below the poverty line, Indigenous peoples, and youth.
- Some participants indicated that the City should give the land back to Indigenous peoples.
- Some participants indicated that that land should be used for housing.

## 8.0 Additional Considerations

A number of relevant topics and issues outside the project scope were mentioned by many respondents through the online survey and in the local community meetings. Some were somewhat related to the project scope, while others were completely unrelated but evidently important to survey respondents and/or local meeting participants. Listed below are some topics and issues repeatedly mentioned throughout The Project's engagement process:

- **Land Back:** interest in seeing governance and ownership of land completely returned to Indigenous communities and relevant First Nations communities.
- **The efficiency and effectiveness of the City's allotment gardens and community gardens programs:** food advocates indicated that these programs also need an operational review to address issues and challenges.
- **Racial discrimination** encountered by some users on golf course lands.
- **Queer discrimination** encountered by some users on golf course lands.
- **Defining affordability:** there are differing understandings and perceptions on the concept of golf play affordability as well as an expressed interest to cater land uses for relevance and affordability to local residents.
- **Affordable housing:** Housing was a repeating topic throughout all engagement activities. While participants were given clear information that housing is outside the scope of the Project, affordable housing maintained atop priority for many participants.

# **APPENDIX A: Toronto Golf Course Operational Review Public Survey**

# Golf Operational Review: PUBLIC SURVEY

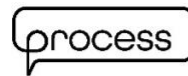


Thank you for participating in this survey. You are helping to shape the future of the City of Toronto's golf course operations.

**Important information about this survey:**

The City of Toronto wants to hear from multiple stakeholders and the general public about their current and potential/desired future experiences with Toronto's five (5) City-operated golf courses. These courses are:

1. Tam O'Shanter Golf Course
2. Scarlett Woods Golf Course
3. Humber Valley Golf Course
4. Don Valley Golf Course
5. Dentonia Golf Course



Your survey answers will help inform the City's Parks, Forestry, and Recreation Division's (PFR) 2021 Golf Course Operations Sourcing Strategy that will be submitted to Council with recommendations on the future operations of the golf courses. It will also help us understand your experiences and perceptions of Toronto's City-operated golf courses.

The survey will take about 7-9 minutes to complete and is anonymous. Your participation is voluntary, and you can stop the survey at any time simply by closing your web browser. If there are any questions you do not want to answer, you may either skip or select the response 'Prefer not to answer'. This survey will close on **July 12, 2021**.

This survey is being conducted by EY and PROCESS, on behalf of the City of Toronto. If you would like more information about the survey or prefer to provide feedback in an alternative format, please contact Alex Lavasidis at [Alex.Lavasidis@toronto.ca](mailto:Alex.Lavasidis@toronto.ca).

**Notice of Collection Statement**

*Parks, Forestry and Recreation collects personal information under the legal authority of section 136 of the City of Toronto Act and the Lease and Contract Extensions for City of Toronto Golf Courses report passed by Toronto City Council at its meeting on September 30, and October 1 and 2 2020. Your name and email address will only be used to keep you informed about the progress of the Review of City Golf Course Operations. Sociodemographic data is collected in alignment with the Data for Equity Strategy. These questions help us understand who this survey reached, and whose feedback we may be missing. Responses to these questions are entirely voluntary. Questions about this collection can be directed to the Manager, Public Consultation, Metro Hall, 55 John Street, Toronto, Ontario, M5V 3C6, or by telephone at 416-338-3020.*

**Alternate Service Provider**

*The City of Toronto has hired EY and Process to assist in the Review of City Golf Course Operations. EY and Process operate under an agreement with the City of Toronto and is considered a consultant as per section 32 (d) of the Municipal Freedom of Information and Protection of Privacy Act.*

**If you would like to participate in this survey, please click START to begin. Thank you for your consideration and participation!**

**SURVEY STARTS HERE**



## Part 1: Information About the Golf Review Project

### Project Overview

The City of Toronto's Golf Review Project includes an analysis on how to improve golf courses as places to play golf as well as exploring potential opportunities for additional and/or complementary uses for the golf courses. This work includes:

- A review of golf course operations
- A financial review of operating revenues, expenditures, and required capital investments
- A review and analysis of potential future operating models
- A jurisdictional scan for best practices
- Industry and market analysis to understand trends
- Stakeholder engagement to understand golf user experience at these courses
- Stakeholder engagement on potential complementary and/or alternative uses at these courses

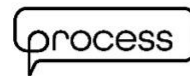
The purpose of this golf course operational review is to uncover a future for City-owned golf courses that uphold the follow goals:

- Continue to provide high-quality and affordable golf
- Uphold environmental stewardship
- Advance an operational model that is financially sustainable and responsible
- Improve golf-related amenities (e.g. rental shops, golf programming, food and beverage)
- Increase public space access
- Balance multiple and competing desired uses for the sites

### Project Timeline

The City of Toronto is currently engaging the public in many ways to get input on the golf operational review project. Below outlines the timeline for engagement and project reporting:

- May to July 2021:
  - One-on-one meetings with Councillors and key stakeholders
  - Stakeholder focus groups (June 7 to 9)
  - City-wide virtual public meeting (June 14)
  - City-wide online public survey (June 14 to July 12)
  - Five (5) local community workshops for those living/located nearby the City-owned golf courses (July 5 to July 10)
- August 2021 : Drafted operational review report
- Fall 2021: Staff report and recommendations sent to Council



### **Preliminary Opportunities**

The City's golf courses are designated as Parks and Open Space areas. This means that golf course sites cannot be sold or disposed of. Further, development is generally prohibited within Parks and Open Space Areas except for recreational and cultural facilities, conservation projects, and similar non-residential or commercial uses. As a part of the Golf Review Project, the City is exploring the following preliminary opportunities for additional and/or complementary uses on golf course sites:

#### *Improving Golf Play*

Continue to explore ways to improve golf play including speed of play, food and beverage operations, rental shops and other golf-related amenities.

#### *Improved Trail Access*

The golf courses are all located nearby ravines, trails, and other parkland. Seen as an opportunity to improve public space access, golf course operations can work on improving trail access and connections to and through City-owned golf courses.

#### *Tree Planting*

Additional and targeted tree planting that does not impact golf operations. This aligns with the City of Toronto's goals to increase tree canopy coverage (see CanopyTO) for its ecological and economic benefits.

#### *Recreational Facility*

Make space for recreational facilities and amenities to serve the community. Considering the limitations of floodplains, initial ideas for additional recreational facilities on golf courses include splash pads and sports fields that require the least development intervention.

#### *Food Growing Opportunities*

Increase community access to the golf course sites by providing space for community gardens or allotment gardens. This aligns with the City's strategic priorities to increase food security and equitable access to food.

#### *Natural Area Restoration*

Renaturalize golf courses for ecological benefits like increased tree canopy and flood mitigations on floodplains. Any naturalization projects will not impact golf operations.



### *Complementary Programming*

Adding new complementary evening and winter uses that do not impact golf operations. Building upon existing programming on golf course sites (e.g. fling golf and snow trail loops), the City is exploring complementary programming like even more additional off-season programming like snowshoeing and on-season evening programming like movie nights and picnicking infrastructure.

### *Indigenous Placekeeping*

Working with Indigenous Treaty Rights holders and Indigenous leaders to find opportunities for Indigenous cultural practices and placekeeping.

### **Map of City of Toronto Golf Course Locations**



## Part 2: YOUR Relationship to Toronto Golf

1. As a part of the Golf Review, the City of Toronto wants to better understand your experience and perspectives of the current and future golf courses. Please select all user groups that you identify with (Select all that apply).

- ☐ I am a local resident and/or community member to one of the City-owned golf courses (live within 3km of a City-owned golf course)
- ☐ I am a resident of Toronto (live 3km or more from a City-owned golf course)
- ☐ I am a golfer at City-owned golf courses
- ☐ I am a golfer at non-City-owned golf courses
- ☐ I am a food access, food security, and food sovereignty advocate
- ☐ I am an environmental stewardship and climate change adaptation advocate
- ☐ I am an Indigenous community member
- ☐ Other, please specify:  
☐ \_\_\_\_\_
- ☐ Prefer not to answer

2. How frequently do you play golf?

- ☐ Significantly play (more than once a week)
- ☐ Very frequently (Once a week)
- ☐ Frequently (Every other week)
- ☐ Somewhat frequently (Once to twice a month)
- ☐ Infrequently (A few times a season)
- ☐ Rarely (Once a year)
- ☐ Never/I don't play golf
- ☐ Prefer not to answer

3. Before now, were you aware that the City operates five golf courses (Tam O'Shanter, Scarlett Woods, Humber Valley, Don Valley, and Dentonia Golf Course)?

- ☐ Yes
- ☐ No
- ☐ Somewhat
- ☐ Prefer not to answer

4. Please select the golf courses that you have used for golfing and/or any other purpose (Select all that apply).

- ☐ Tam O'Shanter Golf Course
- ☐ Scarlett Woods Golf Course
- ☐ Humber Valley Golf Course
- ☐ Don Valley Golf Course
- ☐ Dentonia Golf Course
- ☐ I don't use any of the City-operated golf courses
- ☐ Prefer not to answer

5. Based on the project information shared in the previous survey section, please select your degree of agreement with the following statements about the future of the City-operated golf courses (see below map for course locations).

Statement*	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree	6. I don't know/ Prefer not to answer
Any changes to golf courses should focus on improving golf play and the golfing experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses should welcome additional and/or complementary uses (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, food growing opportunities, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses should prioritize accessibility to a wider range of the public.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses should prioritize affordability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf should prioritize environmental stewardship, sustainability, and advancing the City's climate goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses should include ways to promote food growing opportunities (e.g. allotment gardens or community gardens).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses should prioritize supporting city-wide efforts to increase tree canopy coverage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses should prioritize providing additional recreational programming and sporting facilities (e.g. winter sports programming, splash pads, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses should focus on improving food and beverage services and options.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*\*Please note, the City is consulting and engaging with Indigenous Treaty Holders and groups to gather their thoughts, ideas, and suggestions to inform the Golf Course Operational Review.*

## Part 2a: Golf Community Branch

### **\*\*SHOW IF:**

- **Part 1, QUESTION #2: How often do you play golf?**
- **ANSWER SELECTED:**
  - **Significant play (more than once a week)**
  - **Very frequently (Once a week)**
  - **Frequently (Every other week)**
  - **Somewhat frequently (Once to twice a month)**
  - **Infrequently (A few times a season)**
  - **Rarely (Once a year)**

### **Section description:**

You have self-identified as someone who plays golf and the following questions seek to understand your experiences and perceptions of golf course operations at the City's five golf courses.

6. For each of the statements below, please select your scale of agreement with the following statements about your experiences with the City-owned golf courses:

Statement	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree	6. I don't know/ Prefer not to answer
I am satisfied with my golf experience at the golf courses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the food and beverage options and service at the golf courses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The golf courses are financially accessible to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The golf courses have more affordable green fees than other golf courses in Toronto.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The golf courses have accessible rental equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The golf courses have better facilities than other golf courses in Toronto.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The golf courses are more welcoming to new golfers than other courses in Toronto	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The golf courses are important for helping to grow the game of golf in Toronto.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. a) Has the COVID-19 pandemic and lockdown restrictions affected your golf experience?

- ☐ Yes
- ☐ No
- ☐ Unsure
- ☐ Prefer not to answer

7. b) If YES please select how COVID-19 pandemic and lockdown restrictions affected your golf experience (select all that apply):

- ☐ I started to golf
- ☐ I golf more frequently
- ☐ I golf less frequently
- ☐ I stopped golfing
- ☐ I golf with more people
- ☐ I golf with less people
- ☐ I golf earlier in the day
- ☐ I golf later in the day
- ☐ I golf shorter games
- ☐ I golf longer games
- ☐ Other: \_\_\_\_\_

8. What lasting impacts do you think the COVID-19 pandemic will have on the future?

- ☐ More people interested in playing golf
- ☐ Fewer people interested in playing golf
- ☐ There will be no lasting impacts
- ☐ Prefer not to answer
- ☐ Other, please specify: \_\_\_\_\_

9. Do you currently experience any barriers to playing golf more frequently?

- ☐ No, I play as often as I would like to
- ☐ Yes, I would like to play more often but experience barriers

If Yes, What barriers to playing golf do you experience?

- ☐ Cost
- ☐ Location
- ☐ Finding the time
- ☐ Sourcing equipment
- ☐ Learning how to play
- ☐ Finding others to play with
- ☐ Other, please specify: \_\_\_\_\_





10. What activities, if any, other than golf do you do on site?

- ☐ Food and beverage
- ☐ Winter programming like snow trail loops
- ☐ Other sporting activities like fling golf and disc golf
- ☐ Guided nature walks (e.g. Don Valley)
- ☐ Individual walking/running
- ☐ Use the site as a park to socialize with friends and family
- ☐ Other, please specify: \_\_\_\_\_

11. How can the City improve your experience and use of Toronto's golf courses?

- ☐ Improved food and beverage options
- ☐ Improved golf maintenance standards
- ☐ Improved clubhouse facilities
- ☐ Additional and complementary uses (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, gardening, etc.)
- ☐ Decrease prices
- ☐ Diversify the play experience (e.g. more tournaments, group bookings, leagues, etc.)
- ☐ More/improved rental equipment options
- ☐ Other, please specify: \_\_\_\_\_

12. How frequently do you play golf at the city-operated golf courses (Tam O'Shanter, Scarlett Woods, Humber Valley, Don Valley, Dentonia Park)?

- ☐ Once or twice a season
- ☐ Less than once a month
- ☐ At least once a month
- ☐ About twice a month on average
- ☐ Weekly
- ☐ I do not play golf at City-operated courses

13. Approximately how far are you travelling to play at a City-operated course?

- ☐ Less than one kilometre / less than a fifteen-minute walk
- ☐ Between one and three kilometres / less than a ten-minute drive
- ☐ Greater than three kilometres / more than a ten-minute drive
- ☐ I travel from outside of Toronto

14. How are you travelling to play at a City-operated course? Check all that apply.

- ☐ By foot
- ☐ By bike
- ☐ By public transit
- ☐ By car

## Part 2b: Non-golfers Branch

### **\*\*SHOW IF:**

- **Part 1, QUESTION #2: How often do you play golf?**
- **ANSWER SELECTED:**
  - **Never/I don't play golf**
  - **Prefer not to answer**

*You have self-identified as someone who DOES NOT play golf. The following questions seek to understand your experience and perceptions of the City's golf courses.*

1. a) Are you interested in starting to play golf?

- ☐ Yes
- ☐ No
- ☐ Unsure
- ☐ Prefer not to answer

2. b) If YES, what would encourage you to play golf?

- ☐ Free/discounted sessions
- ☐ Free/discounted golf lessons
- ☐ Free/discounted rental equipment
- ☐ Family sessions
- ☐ Other, please specify: \_\_\_\_\_

3. Do you currently experience any barriers to playing golf?

- ☐ No
- ☐ Yes

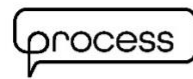
**If Yes,**

What barriers to playing golf do you experience?

- ☐ Cost
- ☐ Location
- ☐ Finding the time
- ☐ Sourcing equipment
- ☐ Learning how to play
- ☐ Finding others to play with
- ☐ Other, please specify: \_\_\_\_\_

4. Other than golf do you currently participate in any of the following activities on the golf courses?

- ☐ Food and beverage
- ☐ Winter programming like snow trail loops
- ☐ Other sporting activities like fling golf and disc golf
- ☐ Guided nature walks (e.g. Don Valley)
- ☐ Individual walking/running



- ☐ Use the site as a park to socialize with friends and family
- ☐ Other, please specify: \_\_\_\_\_

5. As someone who does not currently golf, would alternative and/or additional uses at golf courses appeal to you (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, food growing opportunities, etc.)?

- ☐ Yes
- ☐ No
- ☐ Unsure
- ☐ Prefer not to answer

6. What lasting impacts do you think the COVID-19 pandemic will have on the future of golf courses in the City of Toronto?

- ☐ More people interested in playing golf
- ☐ Less people interested in playing golf
- ☐ There will be no lasting impacts
- ☐ Prefer not to answer
- ☐ Other, please specify: \_\_\_\_\_



## Part 3: Preliminary Opportunities for Additional and Complementary Uses (Potential Future Uses and Improvements)

The purpose of this section is to gather input and perspectives of potential future uses and improvements to the City of Toronto's golf course operations. This includes questions on preliminary opportunities for additional and complementary uses. As a reminder, here are the preliminary opportunities identified by the City:

- A. Improving golf play
- B. Improving trail access and connectivity to trail network
- C. Tree planting
- D. Recreational facility (e.g. sports field, playground, splashpad)
- E. Food growing (e.g. community gardens)
- F. Natural area restoration
- G. Additional/complementary programming (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, food growing opportunities, etc.)
- H. Indigenous Placekeeping

1. The following table outlines possible preliminary opportunities for the future of golf course operations. Please indicate your scale of agreement with each of the preliminary opportunities identified to date.

Preliminary opportunity*	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree	6. I don't know/Prefer not to answer
A. Improving golf play	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Improving trail access and connectivity to trail networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Tree Planting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Recreational facility (e.g. sports field, playground, splashpad)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Food growing opportunities (e.g. community gardens)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

F. Natural Area Restoration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Additional/Complementary Programming (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, food growing opportunities, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

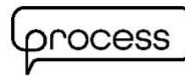
*\*Please note, the City is consulting and engaging with Indigenous groups and Treaty Holders to gather their thoughts, ideas, and suggestions to inform the Golf Course Operational Review.*

2. How would additional or complementary uses of golf courses (e.g. movie nights, picnicking area, disc golf, fling golf, improved trails, winter programming, gardening, etc.) change your relationship and experience with City-owned golf courses? (Select all that apply).

- ☐ I would use the golf course land for the first time
- ☐ I would participate in the additional and complementary uses in addition to playing golf
- ☐ I would participate in the new additional and complementary uses only
- ☐ I would continue to not golf play nor participate in any new additional and complementary uses
- ☐ Other, please specify: \_\_\_\_\_

3. Which additional and complementary recreational facilities, infrastructure and programming would you use if offered at City-owned golf courses. Of the following possible additions, please select which ones you would like to see (Select all that apply).

- ☐ Splash pads
- ☐ Cricket fields
- ☐ Improved connectivity to neighbouring trails and cycling routes
- ☐ Movie nights
- ☐ Picnicking area
- ☐ Community runs
- ☐ Speed golf
- ☐ Disc golf
- ☐ Snowshoeing
- ☐ Cross-country skiing
- ☐ Guided nature walks
- ☐ Other: \_\_\_\_\_



4. Is there anything else you would like to share about the future of Toronto's Golf Courses (maximum of 150 words)

---

## PART 4: Demographics

*The last few questions ask about who is filling out this survey. These questions help us understand who this survey reached, and whose feedback we may be missing.*

**Responses to these questions are entirely voluntary.**

### **Notice of Collection Statement**

*Parks, Forestry and Recreation collects personal information under the legal authority of section 136 of the City of Toronto Act and the Lease and Contract Extensions for City of Toronto Golf Courses report passed by Toronto City Council at its meeting on September 30, and October 1 and 2 2020. Your name and email address will only be used to keep you informed about the progress of the Review of City Golf Course Operations. Sociodemographic data is collected in alignment with the Data for Equity Strategy. These questions help us understand who this survey reached, and whose feedback we may be missing. Responses to these questions are entirely voluntary. Questions about this collection can be directed to the Manager, Public Consultation, Metro Hall, 55 John Street, Toronto, Ontario, M5V 3C6, or by telephone at 416-338-3020.*

1. What is your age?
  - ☐ 12 years old or younger
  - ☐ 13 to 18 years old
  - ☐ 19 to 29 years old
  - ☐ 30 to 55 years old
  - ☐ 56 to 64 years old
  - ☐ 65 to 74 years old
  - ☐ 75 years old or older
  - ☐ Prefer not to answer
  
2. Please provide the first three characters of your postal code (e.g. M5H)  

---
  
3. What Toronto Ward do you live in? (drop-down)
  - ☐ Ward 1 - Etobicoke North
  - ☐ Ward 2 - Etobicoke Centre
  - ☐ Ward 3 - Etobicoke- Lakeshore
  - ☐ Ward 4 - Parkdale- High Park



- ☐ Ward 5 - York- South Weston
- ☐ Ward 6 - York Centre
- ☐ Ward 7 - Humber River-Black Creek
- ☐ Ward 8 - Eglinton- Lawrence
- ☐ Ward 9 - Davenport
- ☐ Ward 10 - Spadina- Fort York
- ☐ Ward 11- University- Rosedale
- ☐ Ward 12 - Toronto- St. Paul's
- ☐ Ward 13 - Toronto Centre
- ☐ Ward 14- Toronto- Danforth
- ☐ Ward 15 - Don Valley West
- ☐ Ward 16 - Don Valley East
- ☐ Ward 17 - Don Valley North
- ☐ Ward 18 - Willowdale
- ☐ Ward 19 - Beaches-East York
- ☐ Ward 20 - Scarborough Southwest
- ☐ Ward 21 - Scarborough Centre
- ☐ Ward 22 - Scarborough- Agincourt
- ☐ Ward 23 - Scarborough North
- ☐ Ward 24 - Scarborough- Guildwood
- ☐ Ward 25 - Scarborough- Rouge Park

4. What best describes you and your households access to outdoor space?

- ☐ I have access to private outdoor space like a yard
- ☐ I have access to semi-private/shared outdoor space
- ☐ I only have access to public spaces like parks for outdoor space (I do not have access to private or semi-private outdoor space)

5. a) Indigenous people from Canada are those who self identify as First Nations (status, non- status, treaty or non-treaty), Inuit, Matis, Aboriginal, Native or Indian. Do you identify as Indigenous to Canada?

- ☐ Yes - First Nations
- ☐ Yes - Inuit
- ☐ Yes - Matis
- ☐ Yes - Not listed, please describe:  
☐ \_\_\_\_\_
- ☐ No
- ☐ Prefer not to answer



5. b) If you answered YES, do you identify as Two-Spirit? Note: Two-Spirit is a term some Indigenous people use to describe their identity and/or gender and/or sexual orientation.

- ☐ Yes
- ☐ No
- ☐ Prefer not to answer

6. People often describe themselves by their race or racial background. For example, some people consider themselves "Black", "White" or "East Asian". Question: Which race category best describes you? (Select all that apply)

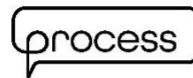
- ☐ Black (examples: African, African Canadian, Caribbean)
- ☐ East Asian (examples: Chinese, Japanese, Korean)
- ☐ First Nations (status, non-status, treaty or non- treaty) Inuit or Metis
- ☐ Latin American (examples: Colombian, Cuban, Mexican, Peruvian)
- ☐ Middle Eastern (examples: Afghan, Iranian, Lebanese, Saudi Arabian, Syrian)
- ☐ South Asian (examples: Bangladeshi, Indian, Indian- Caribbean such as Guyanese, Pakistani, Sri Lankan)
- ☐ Southeast Asian (examples: Filipino, Malaysian, Singaporean, Thai, Vietnamese)
- ☐ White (examples: English, Greek, Italian, Portuguese, Russian, Slovakian)
- ☐ Not listed, please describe:  
☐ \_\_\_\_\_
- ☐ Prefer not to answer

7. Disabilities, both visible and invisible, include physical, hearing, seeing, developmental, learning or mental health conditions, chronic illnesses and addictions. Disabilities may be from birth, caused by injury or accident, developed over time, or result from the combination of a person's condition and barriers in society. Question: Do you identify as a person with a disability?

- ☐ Yes - visible
- ☐ Yes - invisible
- ☐ Yes - both visible and invisible
- ☐ No
- ☐ Prefer not to answer

8. How do you identify your gender? (Select all that apply)

- ☐ Cisgender\* Man
- ☐ Cisgender\* Woman
- ☐ Two-spirit
- ☐ Transgender woman
- ☐ Transgender man
- ☐ Gender expansive (e.g., genderqueer, genderfluid, androgynous, non-binary)
- ☐ Not listed



- ☐ I don't know
- ☐ Prefer not to answer
- ☐ Other \_\_\_\_\_

\*Note that being cisgender means your gender identity matches the biological sex you were assigned at birth.

9. Sexual orientation describes a person's emotional, physical, romantic, sexual and/or spiritual attraction, desire or affection towards other people. Question: What best describes your sexual orientation?

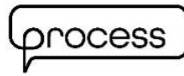
- ☐ Heterosexual or straight
- ☐ Bisexual
- ☐ Gay
- ☐ Lesbian
- ☐ Queer
- ☐ Unsure
- ☐ Not listed, please describe:  
☐ \_\_\_\_\_
- ☐ Prefer not to answer

10. Which of the following best describes your current employment status? (Select all that apply)

- ☐ Employed - full-time
- ☐ Employed - part-time
- ☐ Employed - casual, on-call, temporary or seasonal
- ☐ Unemployed or looking for a job
- ☐ Stay at home caregiver
- ☐ Student
- ☐ Retired
- ☐ Unable to work
- ☐ Not listed, please describe:
- ☐ Prefer not to answer

11. What was your total household income before taxes last year?

- ☐ 0 - \$24,999
- ☐ \$25,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 or more
- ☐ Don't know
- ☐ Prefer not to answer



12. How did you find out about this survey?

- ☐ Social Media
- ☐ Councillor's Office communications
- ☐ Email from project team
- ☐ Mailer to my home
- ☐ The project web page
- ☐ Park sign
- ☐ Word of mouth
- ☐ Other, please specify

13. If you would like to stay up-to-date on the Golf Operational Review process please provide your email address so that we can contact you in the future. Your email is collected in accordance with the Municipal Freedom of Information and Privacy Act, and will be kept confidential. Your email will only be used to contact you regarding this project.

## **SURVEY CLOSE**

**Thank you for taking the time to share your experiences and feedback!**  
**Your insights will be used to help shape the future of the City of Toronto's golf course operations.**



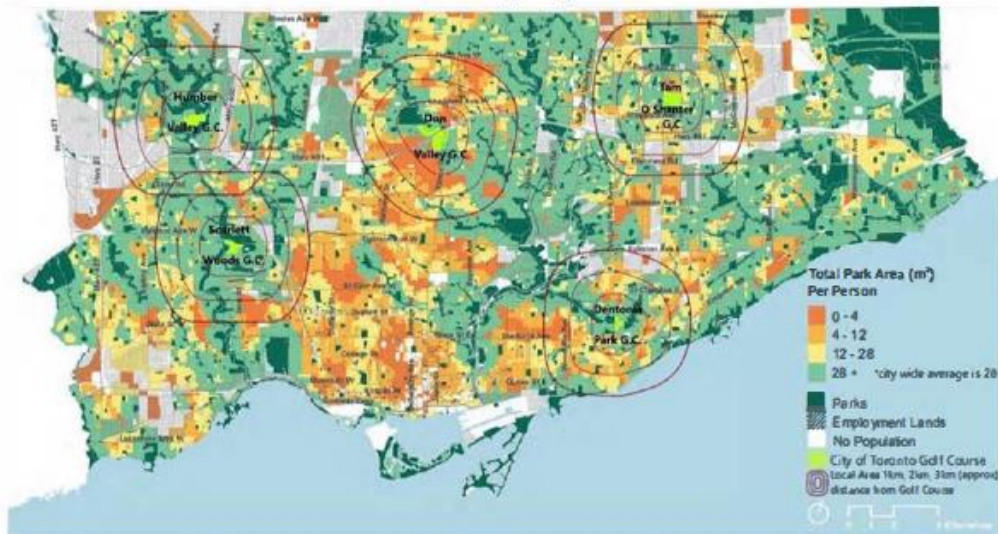
# **APPENDIX B: Don Valley Golf Course to Parkland Executive Summary**

# DON VALLEY GOLF COURSE TO PARKLAND

## Justification To Convert Don Valley Golf Course to Regular Parkland

Of City's Five Golf Courses, Don Valley Golf Course's 3km local area includes the City's largest park deprived area to the southwest in Mid-Town and parkland deprived high-density North York Urban Growth Centre to the northeast where intensification cuts parkland per resident.

### Toronto Parkland Provision - Parkland Per Resident (2016):



Original Image Source: Parkland Provision (aka Parkland Per Capita) Map from Page 24 of Toronto Parkland Strategy Report – Adopted By City Council November 26, 2019; Added City 5 Golf Courses and Their Local Catchment Areas At 1km, 2km & 3km Distances

<https://www.toronto.ca/wp-content/uploads/2019/11/97fb-parkland-strategy-full-report-final.pdf>

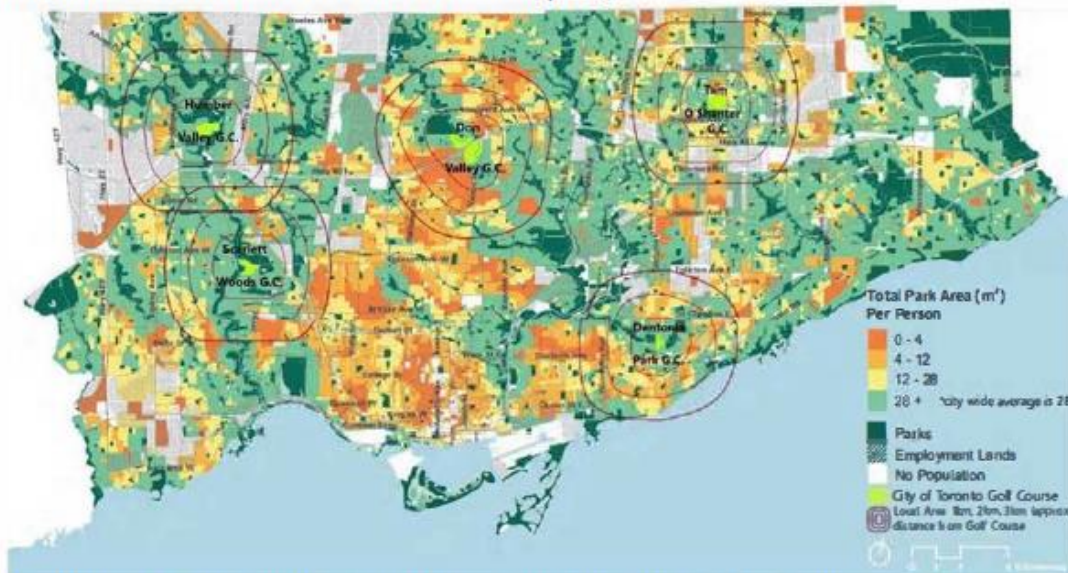
Final Version – July 2021

## EXECUTIVE SUMMARY:

On November 26, 2019 – Toronto City Council adopted Toronto Parkland Strategy Report to improve access to parkland especially for residents in parkland deprived neighbourhoods.

- Using the most recent Statistics Canada 2016 Census data, the city-wide average parkland per resident is 28m<sup>2</sup>.
- Parkland Per Capita Map (below) from Page 24 of Toronto Parkland Strategy Report visually shows block by block comparison – yellow and orange represent below average with dark orange (0-4m<sup>2</sup>) indicating severe lack of adequate parkland; Added City 5 Golf Courses and their local catchment area at 1km, 2km & 3km distance (3km used by Golf Course Review)  
<https://www.toronto.ca/wp-content/uploads/2019/11/97fb-parkland-strategy-full-report-final.pdf>
- Severity: Of City's five golf courses, Don Valley Golf Course's 3km local area is by far the most parkland deprived. Golf course sandwiched between City's largest park deprived area to the southwest (subject to Midtown Parks and Public Realm Plans) and to the northeast the high-density North York Center Secondary Plan area - an Urban Growth Area where condo dwellers don't even have access to backyards.
- Future Trend: This high-density North York Center Secondary Plan area is another parkland priority area (Chapter 415, Article III, of the Toronto Municipal Code), parkland per capita will continue to free fall since new high-density development only contribute about less than 4m<sup>2</sup> of new parkland per new resident (usually in terms of useless little parkettes) – significantly below the average for the area and City's average of 28m<sup>2</sup> per resident.

## Toronto Parkland Provision - Parkland Per Resident (2016):



Original Image Source: Toronto Parkland Provision Map from Page 24 of Parkland Strategy Report  
<https://www.toronto.ca/wp-content/uploads/2019/11/97fb-parkland-strategy-full-report-final.pdf>



## New High-Density Intensification Constantly Lowers Parkland Per Residents

High-density redevelopments like condo towers with more height, more density and zoning changes adversely affect local residents (shadowing, more traffic, more crowded sidewalk & transit, lack school capacity, etc...); to help compensate local residents Developers must contribute Section 37 Community Benefit and Section 42 Parkland Dedication. Both of which can be on-site, off-site or cash-in-lieu. While City Planning uses formula as guidance, the local City Councillor's negotiation skills also plays into the amount of Section 37 Community Benefit and Section 42 Parkland Dedication developer must contribute.

Former (East) Willowdale Councillor David Shiner who has a background in real estate development; has the reputation of being the City Councillor getting the most Section 37 Community Benefit and Section 42 Parkland Dedication per unit! And since he usually had all the Section 37 Community Benefit and Section 42 Parkland Dedication stay on-site (vs off-site or cash-in-lieu), an examination of his projects he negotiated could determine a reasonable upper limit on new parkland per new resident:

- redevelopment of Canadian Tire land on Sheppard to Concord-Adex Park Place with 23+ condo towers; "Overall, Concord Park Place spans 45 acres, and will include over 5,000 homes for as many as 10,000 residents.",... "An adjacent eight-acre public park dubbed Woodsy Park currently under construction is slated to open next year, months ahead of schedule." Which I measured at 2.4 hectare (5.9 acres); they might be including the land for the Community Centre. Anyways, 8 acres = 32,374.9 m<sup>2</sup> or 3.2 m<sup>2</sup> per new resident; 5.9 acres = 23,876.5 m<sup>2</sup> or 2.4 m<sup>2</sup> per new resident.  
<https://dailyhive.com/toronto/bessarion-community-centre-toronto-concord-park-place>

This article published October 10, 2018 (before Toronto's Parkland Strategy came into effect) - At present the calculation for parkland for residential high rises is as follows:

- 0.4 hectares per 300 units capped at 10 per cent of the site or 10 per cent of the land value for a site under a hectare, which represents the vast majority of development sites in the City of Toronto.
- For sites between one and five hectares: 0.4 hectares for 300 units but capped at 15 per cent of the site or 15 per cent of the land value for paying cash in-lieu.
- For sites of more than five hectares, it's the same rate per unit but capped at 20 per cent of the site area or 20 per cent of the land value, cash-in-lieu.  
<https://storeys.com/toronto-condos-expensive-parkland/>

Even getting the maximum 0.4 hectare = 4,000 m<sup>2</sup> and 300 units has about 750 residents; thus 5.3 m<sup>2</sup> per new residents (again, a fraction of the city's average). With Toronto land value being so high, often the 10%, 15% or 20% cap is reached first. In addition, often the parkland dedication is off-site or cash-in-lieu and the resulting parkland is away from the high-density area that is deprived of parkland the most.

Thus, new high-density development brings down the area's parkland per resident amount because their contribution is only a measly fraction of the city's average of 28 m<sup>2</sup> of parkland per resident.





### Final Note:

While some call Toronto – a city within a park; Toronto is really a city of valleys. Valleys where golf courses block off multi-use trails, often forcing trail users to take long detours. Here, the Don Valley Golf Course prevents the existing multi-use trails of Earl Bales Park from connecting directly to York Mills Subway Station and existing multi-use trails in Hoggs Hollow. The addition of multi-use trails through Don Valley Golf Course will require 7 golf fairways to be repositioned; 40% of the golf course will have to be redesigned, an expensive undertaking. In addition, the existing Golf Club House and facilities are the original from the 1950s and have exceeded their service life. It's much more prudent for the City to convert Don Valley Golf Course into a regular park to join the adjacent Earl Bales Park and create a "High Park of the North" for the benefit of local residents who are currently severely parkland deprived!

# **APPENDIX C: Friends of North Toronto Residents' Association Letter**



July 28, 2021

Alex Lavasidis,  
Senior Public Consultation Coordinator,  
Parks, Recreation, and Forestry

**Re: City-Operated Golf Course Review**

Dear Ms. Lavasidis,

FoNTRA is pleased that the City of Toronto is reviewing the use of its City-operated golf courses. We believe that it is important that publicly-owned green spaces in the city be available to a wide range of residents.

City-operated golf courses use a considerable amount of land, in some cases in locations that stand in the way of connecting Toronto's park and trail networks. However, they are currently available only for the single purpose of playing golf, and at a fee. Golf is a worthwhile sport that encourages physical outdoor activity, and we have no wish to make it unavailable to those who want to engage in it, especially given that City-operated courses offer access to this sport at below market cost. However, as several of the City's courses are strategically located in Toronto's ravine system, we should consider how they might dovetail with trail-based activities, and offer recreational opportunities in places near to nodes of high population, with few other recreational opportunities.

With continuing development and increasing population density in many parts of the city, and given the difficulty and cost of adding any publicly-owned green spaces to the City's inventory, it is crucial that existing green spaces be used to their best capacity, both to make parkland available to residents, and to improve the connectivity of the trail system. The recent pandemic has shown just how vital it is to Torontonians to have public park and trail space readily available.

In some cases, current City-operated golf courses cut off natural connections between trails. We note, in particular:

- the Dentonia golf course, which blocks the continuation of the Taylor Creek trail to Scarborough
- The Don Valley golf course, which occupies one of the few locations where people can walk or cycle under Highway 401 in a comfortable environment, and cuts off connections between the trail systems north and south of the 401. Were the Don Valley golf course open to hikers and cyclists, one could follow the West Don from Hogg's Hollow to Steeles. And if access to the private Rosedale golf course could be arranged, then hikers and cyclists could travel all the way from Lake Ontario.

In both of these cases, FoNTRA advocates making multi-use trail connections across the publicly owned courses to open them up to all users. The other three City-owned courses should also be reviewed with a lens as to whether they can contribute to the trail network.



We hope that the City of Toronto will take advantage of this opportunity to open up these valuable spaces to a wide variety of residents, while maintaining facilities for those who enjoy golf.

Yours truly,

[Redacted Signature]

Co-Chair, FoNTRA

Co-Chair, FoNTRA

[Redacted Signature]

Cc: Janie Romoff, General Manager, Parks, Forestry and Recreation Division  
Gregg Lintern, Chief Planner and Executive Director, City Planning Division  
Kerri Voumvakis, Director, Strategic Initiatives, City Planning Division  
Directors, Community Planning, TEY and North York

**The Federation of North Toronto Residents' Associations (FoNTRA)** is a non-profit, volunteer organization comprised of over 30 member organizations. Its members, all residents' associations, include at least 170,000 Toronto residents within their boundaries. The residents' associations that make up FoNTRA believe that Ontario and Toronto can and should achieve better development. Its central issue is not *whether* Toronto will grow, but *how*. FoNTRA believes that sustainable urban regions are characterized by environmental balance, fiscal viability, infrastructure investment and social renewal.

# **APPENDIX D: Save Toronto Golf Courses Presentation**



# Toronto Golf Courses: The Future Vision

August 18, 2021



Dentonia Park  
Humber Valley

Don Valley  
Scarlett Woods

Tam O'Shanter



## Who Are We?



We are a community of golfers sharing a common passion for Toronto's five Municipal Golf Courses, courses that welcome a diverse cross-section of players of all ages, genders, and backgrounds.

Toronto's Municipal Golf Courses are very popular destinations city-wide. Our vision is that these courses will grow their capacity to further serve the community, to positively affect the environment, to support charitable and educational endeavours, and to ensure that GOLF in the city is accessible and affordable for all.

We look forward to sharing our vision for building a world class model of Toronto's golf courses for the future.

# Executive Summary



## Inclusion and Diversity Lens

- Our group has taken an inclusive approach recognizing all community stakeholders to ensure the courses continue to provide access to a highly popular recreational sport as well as developing new complementary uses for the enjoyment of city residents;
- Council received 1,750 letters in Fall 2020 requesting alternative use for golf courses; this represents less than 1% of the total number of golf rounds played at the City courses in 2020. There is a vast array of 1,500 accessible parklands throughout Toronto with 71 currently hosting community gardens; we believe further investigation should be conducted of existing nearby hydro corridors and other green spaces for alternative/complementary use prior to any significant redevelopment of these heritage courses.
- Proposals put forth from the 1,750 letters involve redevelopment costs and ongoing maintenance of alternative uses that are substantially in excess of existing maintaining golf operations. Currently low estimated at \$5 Million in redevelopment per course.

## Financial Considerations

- City golf courses generate positive revenue for the City (2020/2021 Pandemic years alone);
- City golf courses provide access to the game for a wide spectrum of the city's economically and socially diverse population;
- As evidenced by our comparable markets slide, Toronto is facing a shortage of available golf courses in comparison to most major cities throughout North America. Golf is an increasingly popular game in Toronto, as demonstrated by the lack of available tee times at all five courses in the last two seasons.

## Direct Health Benefits

- Toronto and nearby residents are deriving a significant health benefit from golf and access to City courses: A recent study has shown that golfers on average live 5 years longer than non-golfers. It is also proven that golf relieves the stresses of everyday life and is excellent for mental and physical well being, including social isolation throughout since March 11, 2020. Since 2020, golf participation was one of the most important physical and social/mental health outlets for many people and communities during the pandemic and has continued to grow exponentially in 2021.

---

## What are the Participation Rates and related Economic Impact of Golf in Ontario?

- With 5.7 Million participants, Golf is far and away the largest participation sport in Canada, and is one of the very few sports that can be enjoyed by people of all ages, genders and levels of athleticism TOGETHER.
- There are approximately 1.7 Million golfers in Ontario, with over 20 million rounds played safely in 2020.
- Rounds played were up 22.9% in 2020 vs. 2019, an impressive statistic given the loss of six (6) weeks due to pandemic restrictions.
- The number of new golfers and those who tried the game for the first time time rose in 2020, this demonstrates a sustained growth trend for the next decade and beyond as we emerge from the pandemic.
- The City of Toronto courses posted an amazing 170,000+ rounds alone in 2020, an increase year over year since 2019.
- Economically speaking, Golf contributes an annual spend of over \$6 billion in Ontario. Over \$2.7 Billion in Toronto alone. Government revenues indicate that Golf is an \$810 Million tax contributor, Provincially it is \$1.7 Billion (Including Federal Taxes).
- Key spending includes: Golf fees, Golf lessons, Tourism/Travel, Food & Beverage, and Golf Equipment/Apparel.



## North American Comparable Markets

Toronto "Is in the Game", yet other major North American cities are supporting/growing their Municipal Golf portfolios to satisfy an increased focus on GOLF before, during and with an eye to after we get through the pandemic.

City	Municipal Golf Courses	Population (Millions)	Population Per Course
<b>Toronto</b>	<b>5</b>	<b>2.8</b>	<b>560,000</b>
Los Angeles	12	9.9	825,000
New York	6	8.7	1,450,000
Chicago	6	2.6	433,333
Houston	8	2.5	315,000



## City of Toronto Golf Review - Project Goals

Corresponding to the six Golf Review Project Goals, our group has consulted with fellow golfers and we have developed short term and long term initiatives to meet the project goals and make Toronto's City Courses even more inclusive and diverse.

The Six Golf Review Project Goals:

1. High Quality and Affordable Golf
2. Uphold Environmental Stewardship
3. Be Financially Sustainable & Responsible
4. Improve Golf Related Amenities
5. Increase Public Space Access
6. Balance Multiple and Competing Desired Uses





## Project Goal # 1 - High-Quality and Affordable Golf

The Municipal Golf Courses provide accessible and affordable Golf to people of all ages, genders and backgrounds. Without these publicly accessible facilities, Golf would be pushed out of reach for most residents.

Much like destination parks such as High Park or Ashbridge's Bay, these courses are destinations in their own right and draw golfers from across the city and beyond. Ideas to continue to provide and enhance high quality golf:

- Include municipal golf in the Welcome Toronto recreational program subsidy
- Update and improve awareness through inclusion in Toronto's Tourism promotions
- Bolster the sense of community through social media promotion to help showcase the health benefits that Golf offers.
- Improved Food & Beverage options through consultation with local restaurants, catering companies and food truck operators to deliver a renowned hospitality experience. Through this process, the City will be able to realize increased revenues and increased user satisfaction from Golfers and Non-Golfers alike.
- Create Loyalty Programs to reward and re-target consistent users of the City's courses, by offering perks or preferred pricing to those that reside inside the City Limits similar to US Cities. (e.g. Centennial Park offers a yearly membership for unlimited golf)
- Participate in Youth Programming such as The First Tee Canada, (Inner-City Golf, Mentorship & Educational Programming), Youth of Course, to help provide opportunities for kids and teens to benefit from Golf.
- Create regular/structured competitions in addition to the pre-existing self administered league play.
- Given the uptick in rounds played contrasted with years of minimal investment, the City will benefit from engaging with a Canadian Golf Course Architect to examine and improve playability, course conditions, and routing to ensure that these facilities are leading us through the decades to come.



## Project Goal # 2 - Uphold Environmental Stewardship

As a game played in a natural environment, golf courses present an opportunity for enhanced green space with a commitment to sustainable practices. Some avenues the City can evaluate include:

- Create aviaries for bee pollination, with harvested honey to be sold on-site (Mississauga Golf and Country Club, CedarBrae).
- Profile natural flora and fauna found on each respective course through markings on tee signage.
- Renovate/replace dated assets and inefficiencies in clubhouse and maintenance buildings to bring up to current standards for energy efficiency.
- Evaluate potential use of grey/effluent water use for course irrigation.
- Investigate and remediate course to pursue Audubon Cooperative Sanctuary Program for Golf (ACSP)
- Identify cost saving measures for course maintenance through competitive procurement of long-term maintenance and operational contracts.
- Partner with Canadian Golf Course Architects to evaluate current course designs and examine opportunities for improved management of closely mown areas, water-usage, decreased use of pesticides and fortifying tree canopy needs while improving playing conditions/routing for everyone's enjoyment.

We look forward to seeing these green spaces become even greener in the future!



## Project Goal # 3 - Maintain a Financially Sustainable and Responsible Model

City of Toronto's Golf Courses were profitable to the tune of \$1,000,000 last year - With a renewed focus on operations, marketing and investment, the City could and should realize solid, sustainable growth in revenue for years to come.

It is worth noting that Golf is the only self funded recreation offered by the City while serving the widest demographic of ages and genders.

Below are a few points worth consideration to help ensure that not only well-used, but are revenue positive for the City:

- City Golf Courses to retain operating surpluses in established reserve fund - fund can be used to expense future upgrades to these courses without burdening the overall city budget.
- Integrate Online Tee Time bookings with Online Payment to maximize capacity, limit no-shows and partner with multi-party sites like GolfNow.com to showcase the City's tee time inventory alongside other area courses to ensure all tee times are filled to capacity (e.g. Royal Woodbine is currently integrated).
- Identify cost saving measures for course maintenance, Food and Beverage, and Golf Shop/Instructional Operations through competitive procurement of long-term maintenance and operational contracts.
- Invite Corporate Canada to invest in Partnerships/Sponsorships both inside and outside of the Golf Industry to support programming, enhancements and co-operative marketing to grow Golf's foothold in the marketplace.
- Aim to create added revenue via smaller sponsorships to promote local surrounding small businesses through advertising/partnership.



## Project Goal # 4 - Improve Golf Related Amenities

With the volume of play, there are many underserved needs that City courses can help to fill in the market. Namely:

- Increased promotion of the City's Junior Golf Membership Program, this program offers all kids aged 10-18 low-cost access in off-peak times, developing the game for future generations.
- Partner with youth programs like "First Tee", organizations that make educational and mentorship environments a reality to aid in the development opportunities that Golf can offer all young people.
- Engage with local sport groups to provide Alternative Golf Programming such as Foot Golf, Disc Golf in addition to the existing Fling Golf opportunities, which can be mixed in with tee times of regular players at most courses.
- Evaluate the need for revitalized and additional Practice & Instructional facilities inside of the City to help new and improving players reach their goals while offering shorter duration outdoor golf experiences.
- Outfit/Retrofit Clubhouses to include Indoor Golf Simulator Technology, which extends the season to create year-round opportunities for golfers to have a shorter golf experience that is not weather dependent, to allow golfers keep their skills sharp over the off-season or create a more casual learning environment for new golfers.
- Investigate the creation of Putting-Only Courses for those looking to have shorter/entry level golf experience.
- Investigate the cost-benefit of illuminating one or more courses to provide an avenue for "Night Golf" which can both extend the number of hours of tee-time inventory throughout the day, and creates a safer opportunity for other after-hours usages of the courses.
- The City of Toronto conducts 311 in over 180 languages, similar services can be applied to marketing and communications to ensure everyone can feel comfortable and welcome at Toronto's courses.





## Project Goal # 5 - Advance Parkland and Recreational Needs of Non-Golfers, Advance a Winter Use Strategy

Clubhouses and outdoor grounds that are safely "Out of Play" of golfers can advance the parkland recreational needs of non-golfers with innovative programming, shared use arrangements, and increased access to these spaces where possible.

Golf courses and Clubhouse in their current and future form could/should aim to accommodate a wide array of activities for the enhanced enjoyment of green space by more residents via:

- New/existing Clubhouse spaces be made available for community meetings or group event rentals at an affordable cost.
- Coordinate with local art groups to use Clubhouses as Art Gallery spaces for local artists to display and sell their work.
- Host Outdoor movie nights at each course for the local community during non-golfing hours.
- Permit fitness classes such as Yoga, Tai Chi, and running during non-golf hours and seasons.
- Seasonally, course parking lots can be made available for Night Markets/Holiday Markets pending size/season.
- Clubhouses and out-of-play boundaries can be made available to Yoga, Tai Chi and Pilates or similar exercise groups.
- Continue to permit safe off-season/winter use for hiking/walking, snowshoeing, cross country skiing, tobogganing, guided walking tours with programming offered by local recreational clubs.
- In conjunction with other youth golf programs, these spaces can serve as a base of operations for CampTO programs.

## Project Goal # 6 - Balance Multiple and Competing Desired Uses

We have taken an inclusive approach recognizing ALL community stakeholders to ensure our courses continue to provide access to a highly popular recreational sport, as well as developing new complementary uses for the enjoyment of city residents.

We propose:

- Establish Indigenous markers at any/all courses explaining history of land and area.
- Support Foodshare, Second Harvest and similar charities through Food Operations or financial support/sponsorship via revenue generated by the properties, positively impacting food insecure residents the local area.
- Undertake outreach to Toronto Community Housing buildings in vicinity of these courses, hold meetings to invite residents and introduce the game of golf as a means for recreation, as well as seasonal employment opportunities for youth in the local area.

Council received 1,750 letters in Fall 2020 requesting alternative use of golf courses, this represents less than 1% of the total number of golf rounds played at the City courses in 2020.

Currently, there is a vast array of 1,500 accessible parks throughout Toronto, with 71 currently hosting community gardens. we believe further investigation should be conducted of existing nearby hydro corridors and other green spaces for alternative/complementary use prior to any consideration of significant redevelopment of these heritage courses.

Proposals put forth from those 1,750 letters involve redevelopment costs and ongoing maintenance of alternative uses that are substantially in excess of existing maintaining golf operations. Currently low estimate at \$5 Million in redevelopment per course.

**This does not have to be an and/or discussion - It can be both!**



## Voices of Toronto Golfers

*"As a senior on a Canada pension, the reasonably priced city golf courses allow me the opportunity to go out and play the game I love while providing me with exercise. Golf courses generate revenue, parks do not. Golf courses provide many ancillary businesses the opportunity for income. Last year 35,000 golfers alone went through Dentonia golf course providing a revenue stream to help pay for maintenance of those parks that are free to the public."*

*"I am the single mother of a biracial son. He dreams of going to law school and taking golf lessons at Dentonia, which he can access by transit. He feels comfortable there because the golfers there are so racially diverse".*

*"Perhaps the golf courses can be a means for seniors to enjoy activities which are helpful for their health, well being and it appears that there are many seniors who utilize the golf courses including myself, (i.e. 18 holes as opposed to 9 holes). I would very much appreciate the City considering allowing the 18-hole golf courses to be available to our seniors as well as any others who are interested, such as young folks to enjoy the game at a reasonable price and not a sport for the elites."*

*"As a senior of 84, the only pleasure and exercise I get outdoors is golf during the spring, summer and fall and in an attempt to keep fit and healthy, that is the only recreation that I feel is advantageous for my well being. Why is the City considering either abolishing the Scarlett Woods and Humber golf courses for other unknown types of recreational facilities?"*

*"These golf courses city treasure that should be maintained in tact. There are many City parks that can be repurposed and additional spaces that can be further utilized."*

---

## Voices of Toronto Golfers

*"Playing golf with the ladies' league is our main social outing for the week. Many of us live alone and depend on golf to get out and be with other people."*

*"My kids are young teens, are very eager to learn the game. As a family we cannot afford entry into the game for them other than the City Golf Course Youth Clinics."*

*"I ride my bicycle to Scarlett Woods every week with a golf bag carrier on the back. I take the subway when I play Dentonia. This is the only golf I can access without a vehicle and that I can afford."*

*"I feel very strongly that Public Golf Courses should be retained by the City. Golf courses provide another source of recreation for the City's residents, and like cycling, walking, picnics and parks they should be part of a diverse City which gives its residents options for a healthy and active lifestyle. It is a misconception that the courses are only for the elite. City courses are accessible by public transit and more affordable than private clubs. Golf is a great way to maintain lifelong health and wellness. The City courses are fully booked throughout the spring, summer and fall and many people walk the course in winter."*

---

# Appendix - Other Resources For Consideration

## Economic Impact Studies

2014: Economic Impact Study (released in 2014) Preview attachment 2014-Economic Impact Study FULL REPORT and Key-Findings.PDF

2014-Economic Impact Study FULL REPORT and Key-Findings.PDF.1.7 MB

2019 Economic Impact link (released in 2020): <http://canadagolfs.ca/we-are-golf-releases-economic-impact-of-golf-in-canada-2019/>

## Facilities

2017: [http://s3.amazonaws.com/golfcanada/app/uploads/golfcanada/production/2017/06/06143334/NGF-GOLF-CANADA\\_2017\\_530.pdf](http://s3.amazonaws.com/golfcanada/app/uploads/golfcanada/production/2017/06/06143334/NGF-GOLF-CANADA_2017_530.pdf)

2015: <https://gao.ca/2015/07/09/golf-canada-pga-of-canada-publish-golf-facilities-in-canada-2015-report/>

USA Today - Golf Week Municipal Courses:

<https://golfweek.usatoday.com/2021/06/15/golf-us-open-torrey-pines-municipal-golf/>

<https://golfweek.usatoday.com/2021/06/16/golf-industry-municipal-courses-us-open/>

<https://golfweek.usatoday.com/lists/muni-golf-5-case-studies/> - See Detroit Municipal course below, overgrown and dilapidated after Council's decision to turn it into a natural parkland.



# APPENDIX E: Toronto Golf Course

## Operational Review UX Map

### How to use the UX map

The Toronto Golf Course Operational Review UX map highlights the experiences of golfers and non-golfers with the city-operated golf courses. The data from the 6,627 respondents who answered the online survey is categorized into three sections:

1. Awareness and access to golf.
2. Current Experiences with City-operated Golf and/or the Golf Course lands.
3. The Future of the City-operated Golf Courses.

In each section, the UX map highlights key findings in the form of statements. The key findings are formulated based on two main user groups, golfers and non-golfers as self-identified through the online survey. The UX map also outlines divergent statements of specific user groups using the disaggregated data (**see Section 3.1.4**).



# 1 AWARENESS AND ACCESS TO CITY OPERATED GOLF COURSES

## KEY FINDINGS



1 Respondents are aware that the City operates **five golf courses** (71.4%).



2 Generally, golfers play at city-operated courses once or **twice a season** (23.3%), 19.9% of golfers play **weekly** and 15.9% play **once a month**.



3 Don Valley Golf Course is the **most used city-operated golf course** (44%), 31.2% of those engaged use Scarlett Woods, 29.4% use Dentonia Park, 28.2% use Humber Valley, and 28.1% use Tam O'Shanter. Few golfers do not use any city-operated golf courses (8.9%).



4 Just over **half of golfers travel over 3km** to play at city-operated golf courses (50.9%).



5 Most golfers travel to the golf courses by **car** (80.1%), few golfers take **transit** (12.1%), **walk** (4.7%), or **bike** (3%).



6 Most non-golfers are **not interested** in playing golf (74.1%). Few non-golfers are **interested** in playing golf (7.5%).



7 Close to half of respondents indicate **no barriers to golf play** (49.5%) and 46.9% say they do **experience barriers to play golf**, with a significant barrier for golfers being access to tee-times.



8 **Top identified barriers** to playing golf were cost (21.7%), finding time (17.7%) and location (11.4%).



9 Non-golfers who are interested in playing golf would be encouraged **to play** if offered free/discount rental equipment (17.3%), golf lessons (16.7%), and rounds of play (15.1%).

## 1

# AWARENESS AND ACCESS TO CITY OPERATED GOLF COURSES

## COMMUNITY PERSPECTIVES

### COMMUNITY MEMBERSHIP LEGEND

- Racialized (18%)
- 2SLGBTQ+ (12%)
- Women (38%), two-spirit, trans, gender queer, non-binary (4%)
- People who identify as Indigenous (2%)
- People with Disability (1%)
- Environmental Advocates: (25%)
- Food advocates (16%)
- Semi-private or no outdoor space (40%)
- Local resident (44%)

- 1 Many racialized respondents are aware that the City operates five golf courses ( 57%).  
Some respondents who identify as 2SLGBTQ+ are aware that the City operates five golf courses (51%).  
Some respondents who identify as 2-spirit, transgender, gender queer or non-binary were aware that the city operates five golf courses (53%).  
Many respondents who identify as people with disabilities are aware that the City operates five golf courses (64%).

- 2 Some racialized respondents do not use any of the City-operated golf courses (48%).  
Many 2SLGBTQ+ respondents do not use any of the golf courses (66%).  
Many respondents who identify as two-spirit, transgender, gender queer, or non-binary do not use the golf courses (61%).  
Some women indicated that they do not use the golf courses (50%).  
Some Indigenous respondents indicated they do not play golf (32%).  
Some respondents with disabilities do not use the golf courses (53%).  
Some environmental advocates do not use the golf courses (46%).  
Many food advocates do not use the golf courses (58%).  
Few local residents do not use the golf courses (24%).  
Some respondents with semi-private or no private outdoor space do not use the golf courses (46%).

- 3 Don Valley Golf Course (DVGC) hosts the highest number of racialized golfers (31%).  
DVGC hosts the largest number of 2SLGBTQ+ golfers (18%).  
Of the 2-spirit, transgender, gender queer, and non-binary respondents that do use the golf courses, few use Dentonia golf course (22%) and Don Valley golf course (21%).  
DVGC hosts the largest number of golfers with disability (33.4%).

- 6 Many non-golfer racialized respondents are not interested in starting to play golf (64%) and few are unsure (23%).  
Most non-golfer 2SLGBTQ+ respondents are not interested in starting to play golf (77%) and few are unsure (17%).  
Many of the non-golfer respondents who identified as 2-spirit, transgender, gender queer, or non-binary are not interested in playing golf (70%).  
Most of the non-golfer women respondents are not interested in playing golf (73%).  
Most non-golfer respondents with disabilities are not interested in starting to play golf (73%).  
Most non-golfer environmental advocates are not interested in playing golf (77%).  
Most non-golfer food advocates are not interested in playing golf (77%).  
Most non-golfer local residents are not interested in playing golf (73%).  
Most non-golfer respondents with semi-private or no outdoor space are not interested in playing golf (72%).

- 7 Some racialized respondents experience barriers to play golf (50%).  
*"I have had negative experiences at golf courses in the City of Toronto before based on my identity. I have also played golf before and do not enjoy it but understand many others greatly do."*  
Through open-ended comments, some respondents indicated that a lack of diversity and the prevalence of sexism, micro aggressions, transphobia and racism are barriers to playing golf.  
Many respondents with disabilities experience barriers to play golf (58%).

- 9 Most racialized respondents indicated free or discounted rental equipment would encourage golf play (77%).  
Most racialized respondents indicated free or discounted golf lessons would encourage golf play (76%).  
Most 2SLGBTQ+ respondents indicated free or discounted golf lessons would encourage golf play (72%).  
Most respondents with disabilities indicated free or discounted rental equipment would encourage golf play (71%).



# 2

## CURRENT EXPERIENCES WITH CITY-OPERATED GOLF AND GOLF COURSE LANDS

### KEY FINDINGS



1 Many golfers are **generally satisfied with the golf experience** at City-operated golf courses (68.5%).



2 Generally, golfers feel **neutral towards food and beverage options** at the golf courses (34.3%). Fewer golfers feel satisfied (28.3%) or dissatisfied (23.6%) with the food and beverage options.



3 The courses are **financially accessible** to most existing golfers (72.8%). 28.9% of non-golfers indicated cost is a barrier to play.



4 Many golfers indicated that the city-operated golf courses have **more affordable green fees** than other golf courses in Toronto (68.6%).



5 Some golfers found that the city-operated golf courses have **accessible rental equipment** (36.7%).



6 Some golfers indicated that the city-operated golf courses **do not have better facilities** than other golf courses in Toronto (42.2%).



7 Some golfers indicated that the city-operated golf courses are **more welcoming** to new golfers than other courses in Toronto (49%).



8 Most golfers indicated that the golf courses are important for helping to **grow the game of golf** in Toronto (79%).



9 Due to the **COVID-19** pandemic, few golfers indicated that they golfed more (22.4%), fewer golfers golfed less frequently (15.1%). Few golfers played golf with less people (12.4%) or stopped golfing altogether (9.8%).



10 In **addition to golf play**, few people use the golf courses for individual walking and running (30.1%), winter activities (22.3%), and the food and beverage facilities (22%).



11 Golfers indicated that the golfing **experience would be enhanced** with improved food and beverage options (42.6%), improved clubhouse facilities (38.3%), golf maintenance and standards (38%), additional and complementary uses (33.4%), decreased prices (28.4%), and diversified play experience [e.g. tournaments, group bookings, leagues] (25.5%). Top suggestions from golfers were improved booking systems and improved marshalling and pace of play.

# 2

## CURRENT EXPERIENCES WITH CITY-OPERATED GOLF AND GOLF COURSE LANDS

### COMMUNITY PERSPECTIVES

#### COMMUNITY MEMBERSHIP LEGEND

- Racialized (18%)
- 2SLGBTQ+ (12%)
- Women (38%), two-spirit, trans, gender queer, non-binary (4%)
- People who identify as Indigenous (2%)
- People with Disability (1%)
- Environmental Advocates: (25%)
- Food advocates (16%)
- Semi-private or no outdoor space (40%)
- Local resident (44%)

1

Some 2SLGBTQ+ golfer respondents are satisfied with their experience on golf courses (46%).  
Some golfer respondents who identified as 2-spirit, transgender, gender queer and non-binary are satisfied with their golf experience (37%).

3

Many racialized golfers indicated the golf courses are financially accessible (62%).  
Some 2SLGBTQ+ golfers indicated the golf courses are financially accessible (45%).

5

Few 2SLGBTQ+ golfers indicated that the golf courses have accessible rental equipment (29%).

7

Many golfers with disabilities indicated the golf courses are more welcoming to new golfers (56%).

9

Some racialized golfers golf less frequently due to the pandemic (32%).  
Some racialized golfers golf more frequently due to the pandemic (37%).  
Some 2SLGBTQ+ golfers golf less frequently due to the pandemic (33%).  
Few 2SLGBTQ+ golfers golf more frequently due to the pandemic (28%).  
Some golfers with disability golf less frequently due to the pandemic (40%).  
Few golfers with disability golf more frequently due to the pandemic (26%).  
Some local residents golf less frequently due to the pandemic (39%).  
Some of the golfers who have with semi private or no outdoor space indicated that they golf less frequently due to the pandemic (34%).

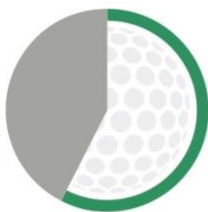
11

Many 2SLGBTQ+ respondents indicated that additional and complementary uses will improve the golf experiences (58%).  
*"I think we have a tremendous opportunity here to harness city resources to improve the health and well-being of Torontonians. Golf benefits a select few, while food growing/indigenous place making/community events would benefit tens of thousands."*  
Some respondents who identified as 2-spirit, transgender, gender queer, non-binary indicated that additional and complementary uses would improve the golfing experience (51%). Some women respondents indicated that additional and complementary uses would improve their golfing experience (49%).



# 3 THE FUTURE OF CITY OPERATED GOLF COURSES

## KEY FINDINGS



① In the future, most people indicated that golf courses should **prioritize environmental stewardship**, sustainability, and advancing the City's climate goals (80.6%). Other top priorities were increased affordability (75.1%), introducing additional and/or complementary uses (66.4%), and access for a wider range of the public (66%).



② Most were in favour of **future golf-course operations** pursuing opportunities like tree planting (74.8%), natural area restoration (71.3%), improved trail access and connectivity (64.9%), and many were interested in additional and/or complementary programming (55.9%), exploring Indigenous placekeeping (51.4%), improving golf play (48.1%), exploring food growing (46.1%), and creating more recreational facilities (41.9%).



③ Due to COVID-19, some predicted that more people will be **interested in playing golf** (44.5%). A few people indicated there will be no lasting impacts from COVID-19 on golf (23.8%).



④ Alternative and/or **additional uses** at golf courses appeal to most non-golfers (89.2%).



⑤ If any additional/complementary uses are pursued, some people would participate in the new additional/complementary uses only (31.5%), some would play golf and participate in additional/complementary uses (31.2%), and few would use course lands for the first time (24.3%).

***"I would only golf, but I am happy for others to benefit from the public space provided it does not interfere with the golf courses' normal operations."***



⑥ Of presented **recreational, infrastructure, or programming opportunities**, many people would use any new trails and cycling routes on golf course lands (57.3%), participate in cross-country skiing (42.4%), participate in snow-shoeing (41.1%), participate in guided nature walks (40.5%), use picnicking infrastructure (37.6%), and attend movie nights (33.9%).



⑦ In addition to the opportunities listed above, many respondents would like to see the **golf courses used in other ways** (e.g., public park access, greenspace, urban agriculture, land back, affordable housing) (55%).

# 3 THE FUTURE OF CITY OPERATED GOLF COURSES COMMUNITY PERSPECTIVES

## COMMUNITY MEMBERSHIP LEGEND

- Racialized (18%)
- 2SLGBTQ+ (12%)
- Women (38%), two-spirit, trans, gender queer, non-binary (4%)
- People who identify as Indigenous (2%)
- People with Disability (1%)
- Environmental Advocates: (25%)
- Food advocates (16%)
- Semi-private or no outdoor space (40%)
- Local resident (44%)

1

Most racialized respondents support additional/complementary uses (75%). Many racialized respondents indicated that golf courses should include ways to promote food growing opportunities (63%).

Most women respondents support prioritizing all the listed goals except food and beverage and improving the golf play experience. Of note, many women respondents also support food growing opportunities (66%).

Most environmental advocates support prioritizing all the listed goals except food and beverage and improving the golf play experience. Of note, many environmental advocates support additional recreational programming and sporting facilities (70%) and food growing opportunities (69%).

Most food advocates support prioritizing all the listed goals except food and beverage and improving the golf play experience. Of note, most food advocates support food growing opportunities (84%), and additional recreational programming and sporting facilities (73%).

2

Most racialized respondents support tree planting opportunities (83%).

Most 2SLGBTQ+ respondents support food growing opportunities (83%).

Most two-spirit, trans, gender queer, non-binary respondents are in favour of Indigenous placekeeping (85%), trail access and connectivity (83%), food growing opportunities (82%), additional and complementary programming (76%).

Most women respondents are in favour of Indigenous placekeeping (74%). Many women respondents are in favour of food growing opportunities (66%), additional recreational facilities (59%).

Some Indigenous respondents indicated that golf courses should explore powows and community/medicine gardens as additional or complementary uses.

Most respondents with disability support improving trail access and connectivity to trail networks (77%).

Most respondents with disability support renaturalization (83%).

Most environmental advocates are in favour of Indigenous placekeeping (74%) and many environmental advocates are in favour of food growing opportunities (68%).

Most food advocates are in favour of Indigenous placekeeping (85%), food growing opportunities (84%), additional and complementary programming (81%).

4

"There is potential for stronger community building with this project, as well as healthier living for all neighbours surrounding this land. Having access to walking trails and gardens at some of the courses would be amazing. The change to the courses can be decided by zones, as in if there are two west end courses like Scarlett Woods + Humber one course could stay open while the other became gardens etc."

"Either make these spaces safer for people who are marginalized and create more access to all or change them completely. Golf as a sport historically and on an ongoing basis has never been inclusive and is super problematic in who takes up the sport. It's still stuck in second wave feminism and women are still struggling to really access this. The problem is the culture and who takes up the sport. The spaces can be used for so many other things to address inequities in the city. And I'm sharing this as someone who works as a sports inclusion consultant across Canada."

5

Few Indigenous respondents would use the golf course lands for the first time (26%).

Some Indigenous respondents would participate in new uses only (31%).

Some 2SLGBTQ+ respondents would use the golf lands for the first time if additional/complementary uses are pursued (51%).

Many 2SLGBTQ+ respondents would participate in new uses only (61%).

Some respondents with disabilities would use the golf lands for the first time if additional/complementary uses are pursued (35%).

Some respondents with disability would only participate in new uses (47%).

6

Many racialized respondents would use the golf course lands as a picnicking area (58%).

Some racialized respondents would participate in movie nights (50%).

Many 2SLGBTQ+ respondents would use the golf course for guided nature walks (60%).

Many 2SLGBTQ+ respondents would use the golf course lands as a picnicking area (68%).

Some respondents with disability would use the golf course lands for picnicking (54%).

577 other responses said they wouldn't use any comp uses

7

"Close the golf courses! It is disgusting and shameful that the city continues to operate these colonial facilities for the enjoyment of wealthy settlers while so many in the city do not have housing, food, or their basic human rights. Give the Land Back to indigenous people for use at their discretion, it's the least the settler government could do during this ongoing genocide of Turtle Island's indigenous peoples."

"Give the land back. I'm also reminded of the terribly violent evictions of people living in Toronto parks. Perhaps our unhoused neighbours would like the opportunity to feel safe in a park. Or even affordable housing."



# APPENDIX F: Summary of Feedback from the City of Toronto Aboriginal Affairs Advisory Committee (AAAC)

## Meeting Information

City of Toronto project Staff attended the October 22, 2021 meeting of the AAAC. Staff presented an overview of the Golf Operational review, and what was heard at the Indigenous Focus Group. The goals of the meeting were to:

1. Provide a short project overview
2. Answer questions
3. Get suggestions for any of the following:
  - Improving Toronto's Golf Courses
  - Additional and/or complementary uses of the courses
  - Indigenous Placekeeping opportunities on the courses

A copy of the presentation is available on the project webpage.

## Feedback Summary

The following is a summary of the feedback received at the AAAC meeting:

- Happy to be consulted before decisions are made
- Change all five golf course names to Indigenous names
- Install bronze plaques at each site that outline the importance of the land at each course, what the Indigenous uses of the land is and was, and the respect that should be given to the land
- Ensure urban Indigenous populations are consulted through this process
- Present to and get feedback from the Toronto Aboriginal Support Services Council (TASSC)
- Supportive of the idea of adding medicine gardens and Indigenous plantings. Work with young people to introduce these species whenever possible.
- Look to how this strategy can be connect to other City Strategies (e.g. those related to culture and technology)
- Support for providing Indigenous Cultural Spaces on the land
- Ensure safety on golf sites for community members

*Note: Following the presentation to the AAAC, staff reached out to TASSC and will be presenting at their next available meeting in early February.*