The Community Garden Handbook for Newfoundland and Labrador

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PREFACE

This handbook is based on an extensive review of community gardens, as well as surveys and interviews of community garden organizers throughout Newfoundland and Labrador. I selected the best practices from community garden projects throughout Canada, United States and a bit from Europe that fit the Newfoundland and Labrador context. Each section attempts to identify key topic areas and includes information about useful resources. I have also attempted to provide a broad but comprehensive overview of community gardening. The intent is to help any person or group in Newfoundland and Labrador that want to create and operate a community garden, overcome potential challenges, and learn about the ecological and social relationships and processes of growing fruits and vegetables in Newfoundland and Labrador’s variable climate, soils and geography.

The Handbook is set up in such a way as to navigate easily from the Table of Contents’ headings to that heading’s location in the document. This way the reader can immediate access the information they are seeking without wading through material they’re not interested in. I think this is also a useful and efficient way to reduce printing time, expense and potential waste.

Please, if you must, print only what you need and leave the rest
ACKNOWLEDGMENTS

This handbook is the result of a collective effort and insight on the part of many people in and around Newfoundland and Labrador. These are the folks I met who are working to create, or want to create, community garden spaces in their respective community. Without their warm and enthusiastic embrace, their passion for healthy food and lifestyle, their concern for community food security, this handbook would have been far more difficult to write.

The research for this handbook was made possible by the financial contribution from the College of the North Atlantic and the Rural Secretariat. Their funding acknowledges the need to educate interested citizens of Newfoundland and Labrador in how to meet and overcome the challenges and enjoy the many “fruits” of community gardening. I especially want to thank Mark Wilson, Farmer and sole proprietor of NL Organics, and Jennifer Guy, graduate student in Geography at MUN did literature and soils/climate research respectively. Also, the folks at the Burin Peninsula Environmental Reform Committee intending to put together a community garden manual instead gave me their collection of resources and materials. This handbook certainly benefited from BPERC’s contribution of resources.

I would like to my Advisory Committee for their confidence, patience and valuable contributions and suggestions to make this document and the associated materials as accessible and comprehensive as possible:

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The opinions, results and conclusions presented in this handbook are those of the author, and no official endorsement by the College of the North Atlantic or Rural Secretariat is intended or should be inferred. Of course any errors and omissions are my responsibility.
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CHAPTER 1: Getting Your Community Garden Into Your Community

INTRODUCTION

It is commonly said that our communities have only enough food on store shelves to last three to four days, that Newfoundland and Labrador produce only 10 percent of the fresh vegetables we eat, importing the rest. For Newfoundland and Labrador, the fresh fruits and vegetables we purchase and depend on for our healthy and wellbeing are the result of complex, vulnerable supply chains in which the industrial food system is organized.

Disruption at any point along a supply chain, for example a malfunctioning ferry, severe weather or political/social unrest in another country could mean a lengthy delay in delivery to our communities and a
discomforting uncertainty for eaters. Distance between where the fruits and vegetables we eat come from and our plates has other implications that impact our health and wellbeing, namely: the difference between the price we pay at the register and the true price of food; loss of connection between ourselves and the people and processes that grow food; and, food quality. The price we pay at the cash register typically does not include the actual costs to extent that globally sourced industrial fruits and vegetables exclude most environmental and social costs of production and marketing. Without a traceable and transparent connection between ourselves and our food we cannot be confident that the health and wellbeing of all the people and processes involved was first priority; and, in one way or another, distance negatively impact nutritional qualities and distinct flavors of “fresh” fruits and vegetables.

In addition, with our growing dependence on global, industrial food supply and production chains over the past 60 years, we have lost many of the food production, preparation, and preservation skills our family and community economies once depended upon. These skills were passed down from generation to generation but became seemingly redundant and unnecessary with the invention of refrigerated transport, global expansion of export agriculture, “advances” in food science and technology, and the marketing of food based on cheap prices, comfort and convenience. Over time this allowed year-round availability of fruits and vegetables, and allowed family and communities to not only forego, but devalue the skills and aptitudes that fostered self-reliance and food security.

Community food security is generally defined as “a condition in which community residents obtain a safe, personally acceptable, nutritionally adequate diet through a sustainable food system that maximizes health choices, community self-reliance, and equal access for everyone.”1 While some people or populations may be more vulnerable than others, those at greatest risk include one parent families; those who are on unemployment insurance; those living on welfare, those who rent and Aboriginal Canadians.2 Over the past 10-15 years local, market-based food initiatives, have emerged to address community food insecurity issues, including community supported agriculture, producer and consumer cooperatives, entrepreneurial kitchens, public markets and farmer’s markets.

Another community-based initiative to re-emerge is community gardens. Community gardens or allotment gardens have a long history borne out of necessity. As with hunting and gathering, growing one’s own food became more and more unusual. However, the popularity of community gardens has surged in recent years because of their multifunctional uses, not the least of which is growing one’s own food. With the resurgence of community gardens is the fact that many people do not have the necessary knowledge or experience to create and operate a community garden, let alone the various techniques to successfully grow a healthy, vibrant plant from soil to plate and back again.

A Short History of Community Gardening

In the 19th century in North America, during the initial phase of community gardening, a variety of groups, including social and educational reformers, along with those involved in the civic beautification movement, were responsible for promoting community gardening.

During World War I, the government promoted community gardens to supplement and expand the domestic food supply. During the Great Depression, community gardens provided a means for the unemployed to grow their own food. The Victory Garden campaign during World War II encouraged people to grow food for personal consumption, recreation and to improve morale.

Although most community garden programs before the 1970s were generally considered temporary solutions to food shortages, economic depression and civic crises, most advocates today claim that community gardens have permanent, long-term functions that provide a number of benefits to individuals, families and communities.

The rebirth of community gardening in the 1970s was a response to urban abandonment, rising inflation, environmental concerns and a desire to build neighborly connections. Citywide organizations assisted people with acquiring land, constructing gardens and developing educational programming. Local residents, facing a myriad of urban problems, used gardens to rebuild neighborhoods and expand green spaces. Although common themes of food production, income generation, recreation, education and beautification still provided a strong rationale for gardening, a new focus was placed on rebuilding social networks and the infrastructure of blighted urban communities.³

What is Community Gardening?

Neighborhood community gardens vary widely in their structure, purpose and format, and some may feature gathering places for community events. The most traditional form of community garden is the *allotment garden*, where garden plots are rented to community members on an annual basis to plant vegetables and flowers.

Goals for neighborhood community gardens are as unique as the gardens themselves, but many will have goals that include: physical and spiritual health, community building, neighborhood beautification, and neighborhood solidarity.⁴ It is a great way to meet neighbours and build a sense of community. Community gardens provide collective opportunities for both recreational gardening and food production for themselves and their family. Community gardens can be as diverse as its communities of gardeners. Some choose to solely grow flowers, others are nurtured communally and their bounty shared, some have individual plots for personal use, while others are equipped with raised beds for disabled gardeners. Community gardens are safe, beautiful outdoor spaces on public or private lands, where neighbors meet to grow and care for vegetables, flowers and native plant species.

The gardeners take initiative and responsibility for organizing, maintaining and managing the garden area. This participation builds skills and creates positive community development that is widely accessible to a diverse range of people. Partnerships between the City, other levels of government, and community organizations have already created additional community benefits, through fostering youth employment, volunteer activity, and the restoration of natural areas.

Community gardens provide access to fresh produce and plants as well as access to satisfying labor, neighborhood improvement, sense of community and connection to the environment. Access to fresh produce from community gardens may improve the quality, quantity, and diversity of food available to those who need it most. They are publicly functioning in terms of ownership, access, and management. They can be owned in trust by local governments or nonprofits.

Benefits of Community Gardening

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Gardening is the second most popular form of leisure activity in Canada, attracting 72% of Canadian adults according to a report by, Go For Green: The Active Living Environment Program5. In recent years it has been gaining rapidly in popularity. Public parks and other city-owned lands provide opportunities for creating and demonstrating the benefits of gardening. In doing so, they encourage individuals to be part of a community that shares the efforts and benefits of gardening.

Community gardens encourage an urban community's food security, allowing citizens to grow their own food or for others to donate what they have grown. Community gardens also combat two forms of alienation that plague modern urban life, by bringing urban gardeners closer in touch with the source of their food, and by breaking down isolation by creating a social community. From the perspective of building community life, especially in low-income, under-resourced communities, community gardeners hold the potential to draw residents into the common space, beautify previously barren or unused ground, build friendship networks and promote community safety.6

Community gardens have been shown to revitalize areas from fearful places where neglect of the park fostered vandalism and illegal activities into places for community programs and celebration. This transformation takes place when community gardens engage sustained community involvement by youth, families, seniors, intergenerational, ethnic and multicultural groups.

Gardening can also provide people with increased access to affordable food. The American Community Gardening Association estimates that participating in a community garden can save a household $250 to $500 of their yearly food bill per season, or about $25 to $50 a week for the 10 main harvesting weeks.

Most importantly, the fresh vegetables and fruit grown in community gardens can also improve their health. It is potentially amongst the healthiest food available. Having access to this produce encourages people to eat more home-cooked and less prepared foods. The produce not only serves as a dietary supplement, but also as an important substitute for high priced, low quality, processed food.7 In brief many of the benefits of community gardens include, but are not limited to, the following:

- **Food production and access**
  Community gardens enable people without suitable land of their own to grow high-quality fruits and vegetables for themselves, their families and their communities, possibly in places that lack grocery stores or other fresh food outlets.

- **Nutrition**
  Some research indicates that community gardeners eat more fruits and vegetables.

- **Exercise**
  Gardening requires physical activity and helps improve overall physical health.

- **Mental health**
  Interacting with plants and having access to nature help reduce stress and increase gardeners’ sense of wellness and belonging. Along with this therapeutic effect, gardens improve the quality of life for people not only who work in the garden but also for those nearby from a beautified neighborhood to increased social interaction.

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5 Go For Green: [http://goforgreen.ca/](http://goforgreen.ca/)


• **Community**  
  Community gardens foster a sense of community identity, ownership and stewardship. They provide a place for people of diverse backgrounds to interact and share cultural traditions. They provide a catalyst for neighborhood and community development,

• **Environment**  
  Gardens help reduce the heat-island effect in cities, increase biodiversity, reduce rain runoff, recycle local organic materials and reduce fossil fuel use from food transport. Gardens also increase green space and conserve natural resources such as water, petroleum, soil, aesthetics, viewscapes, and air quality.

• **Education**  
  All ages can acquire and share knowledge related to gardening, cooking, nutrition and health. Some gardens have programs that provide training in horticulture, business management, leadership development and market gardening.

• **Youth, generations and culture**  
  Gardens provide a safe place for youth to explore gardening, nature and community through formal programming or informal participation. Gardens also provide opportunities for intergenerational and cross-cultural connections.

• **Income**  
  Produce may be sold or used to offset food purchases from the grocery store, reducing family food budgets and encouraging self-reliance. In some cases, gardeners can create income opportunities for themselves from retail sales of produce. Over time and scale, this could lead to increased opportunities for economic development.

• **Crime prevention**  
  Gardens can help reduce crime including vandalism through increased foot and eye traffic in the neighbourhood, the benefit from many of the but also from increased collective appreciation and ownership of a beautified landscape.

• **Property values**  
  Some research indicates community gardens may increase surrounding property values.

*See, Appendix A: Benefits of Community Gardening*

**COMMUNITY GARDENS: A COMMUNITY DEVELOPMENT PROCESS**

Talk to your friends and neighbours about it. If you can get at least 5 people who will commit to the project, then look for some land close by. It is best to start this process as early as possible--even the autumn before.

You want the garden to succeed and sustain itself over time, which means that many people should be involved in envisioning the purpose of the garden, designing the garden, making decisions, developing guidelines for the garden and maintaining the garden. The more members that participate in the planning stages, the easier it will be to create a community garden that is reflective of its members.

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Some community gardens, particularly those connected with social service agencies that receive funding, may have paid staff and/or formal committee structures that divide up the work (e.g. steering, education, communications, fundraising and social committees).

At the very least, a well-organized community garden committee should do the following:

1. Decide how decisions will be made (e.g. consensus, majority)
2. Elect or hire a garden coordinator and decide how long their term will last. See below.
3. Develop an annual work plan that outlines what the gardeners want to see happen each season (e.g. planting and clean-up days, events, expansion or additions to the garden).
4. Develop guidelines or rules for the community garden that every gardener will agree to and sign as a condition for joining the garden.
5. Hold regular, well-planned meetings with all the gardeners. See below.
6. Develop effective and efficient means for communicating among the gardeners (e.g. phone trees, email lists, bulletin board at the garden)
7. Hold at least one event per season to celebrate everyone’s contribution to the garden! Consider holding potlucks, harvest parties and workshops. You could also invite other community gardens to tour your garden or arrange a visit to other gardens.

Keys to Success

Every community garden is as different as the gardeners that belong to them. There are some common traits that the most successful gardens share, despite their other differences. These are:

1. Establish good lines of communication among all participants:
   Everyone likes to feel that their voice matters, that what they say and think is acknowledged on an equal basis with everyone else. Good communication is the key to ensuring this. There are often many major decisions to be made in the development of a community garden, especially at the outset. It may sometimes seem easier for one or two people to make decisions for the group, but this usually backfires, especially at the beginning before everyone has had time to get to know each other’s strengths and weaknesses. A good garden coordinator will recognize this and give people the opportunity to express their opinions before decisions are made. Obviously there are some things that the coordinator can and should decide independently, or why else have a coordinator. But it is better to err on the side of caution than to pre-empt discussion for the sake of (often imagined) expediency. In addition to regular group meetings, a notice board in the garden is a good way to keep everyone informed about important issues, as is a regular newsletter. And so that no one person is overburdened with the task of telephoning, it is best to set up a telephone tree system. A Briefing Paper can be used to communicate to staff and elected officials about community gardens.

See, Appendix B: Sample Briefing Paper, as well as Communications, below.

2. Develop partnerships within the community:
   Involve as many like-minded groups and individuals in your project as possible. At the very beginning of the project, do a community resources inventory or mapping. That’s a way of listing all of the resources that already reside in your community. It’s also a positive way of approaching the project—rather than thinking, “What’s wrong with this neighbourhood that a community garden can fix”. Instead, you are looking at what are the positive resources that can contribute to the garden and that the garden can

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9 ibid.
enhance. Actively seek out local politicians and other community leaders, members of the media, health professionals, the landscape industry, anti-poverty activists, teachers, faith organizations, and anyone else that could help. It is not necessary to be a gardener in order to enjoy and participate in a community garden. Create a “Friends of the Garden” membership category for those people who want to help the project but aren’t able, for whatever reason, to take a garden plot. The more people that feel a personal attachment to the project, the more awesome it will be.

See Reaching Out, below, and Appendix C: Gaining Community Support.

3. **The garden coordinator:**
A good garden coordinator is all things to all people. She or he is dynamic, enthusiastic, inspiring, a diplomat, a veritable garden encyclopedia, tireless, devoted, able to deal with any problem with ease...and just about impossible to find. Since that’s the case, make sure that the candidates fully understand the scope of the job and that as many garden members as possible are involved in the selection process. If there is no one person able and willing to take on all of the tasks of a coordinator, share them. Create a coordinating group that shares the load.

See Garden Coordinator, below.

4. **Don't rely on only one person:**
As important as a good coordinator is, it is equally important to have a good organizational team. The success of the project should not rest on any one person’s shoulders. If the garden is associated with a community centre or other institution, the coordinator is often a staff member of that organization. But what happens when that person moves on to another position? Without the active involvement of a committed team, the entire project could go into a rapid nose-dive. Your gardeners will only feel ownership of the project if they have been involved in decisions form the beginning. If everything is a fait accompli they will feel no compunction to leave when things get difficult. If, however, they have invested time and physical and emotional energy in the garden, they won’t give it up so easily.

See Sharing Leadership, below.

5. **Start small:**
Especially in the first year it is always better to have a small success than a big failure. Taking on too much at the start of any project usually results in burn-out after only a short time. You can always expand in the years to come. Most people are very enthusiastic gardeners in the spring, when that heady combination of sunshine, warm temperatures and sweet smelling soil is too intoxicating to resist. By mid-summer that enthusiasm has waned considerably as the less than glamorous garden chores, like weeding and deadheading, compete with swimming, baseball and other summer fun. Don’t get too discouraged when this inevitably happens. Instead, create some sort of special event or activity that will draw the gardeners back to the garden and help them to recall the excitement they felt in May or June.

6. **Keep the garden well maintained year round:**
Vegetable gardens often have the reputation of being less than attractive. This is usually the result of haphazard maintenance by the people rather than an aesthetic shortcoming on the part of the plants. Don’t give any would-be detractors ammunition against the garden. Let the gardeners know what is expected of them with a clearly defined, written set of garden by-laws. Keep the grass trimmed, common areas neat, the beds weeded (or better yet, mulched), pick up trash daily, locate the compost area out of sight as much as possible, plant flowers around the edges of the site as well as within the plots, and try to design the site with imagination--there’s no rule that says a garden has to be laid out in perfect 10’ x20’ rectangular plots.
7. **Choose your site well:**
Look for a site that is visible, safe, centrally located, in an area that will benefit from a community garden, has plenty of sun (at least 6 hours), good access, both by foot and for deliveries, and has the support of the neighbours. The area should be as flat as possible and should have good drainage. Make sure the location you’ve chosen has easy access to water. To cut down on pollution from cars, try to find a spot that isn’t too close to a stop sign or traffic light or adjacent to a parking lot. Don’t hide the garden away from view—vandals prefer not to be seen. The more people can see you, the safer the garden will be. Do a soil test for nutrients & heavy metals if the past uses of the land warrants it.

See Evaluating Potential Garden Sites, below, Appendix E-1: Design Guidelines for Community Gardens and Appendix E-2: Site Inventory Checklist.

8. **Build a strong sense of community:**
Most community garden projects don’t start out with this elusive quality already intact unless the group has come together before for other projects. Quite often most of the gardeners have never met before, or are the all too common kind of neighbours who say hello to each other but never really get beyond that. A community garden provides an excellent setting in which to get to know other people without many of the normal barriers to communication that we, unfortunately, create. It’s hard to develop respect for someone when you don’t have the opportunity to get to know them. When people are working together for a common cause, enjoying the fresh air, with their hands in the soil and the beauty of nature all around, things like how much money they make and where their grandmother was born don’t seem to matter as much as they did before. When we can come together to create something with other people, especially something that adds beauty to our lives and helps us to feel that we are contributing something positive, a very special bond can begin to grow. And with careful nurturing it can blossom into that essential ingredient to human happiness: connection, a sense of belonging, a feeling of community.

See Appendix F: How to build support for your community garden and reduce opposition Check List. Also, see Communication, below.

9. **Provide educational opportunities for the gardeners:**
Not all, or even most, of the participants will be knowledgeable gardeners when they join the garden. A wise coordinator will understand that a first time gardener’s enthusiasm is linked to a successful harvest. That doesn’t mean that the first year has to yield a record bumper crop, but it can be very demoralizing if nothing does well. Many novice gardeners will benefit from a bit of guidance from a more experienced gardener, either formally, as in a workshop, or informally, from the life-long gardener in a nearby plot. Actively encourage these opportunities, if necessary.

See also, Appendix G: 10 Steps to Starting a Community Garden

**Communication**

*Listen well:*
The most important skill is listening, hearing another person from their perspective. “Seek first to understand, then to be understood.” Always try for “win – win vs. lose – lose”. Give everyone a chance to voice their opinion, and be sure everyone feels heard. Sometimes it is just as simple as that.

*Expect differences:*
From the beginning, set up how the group will resolve differences and conflicts. If some basic guidelines are in place from the beginning, people know what is expected of them and what they can expect of others. It is
important to clearly spell out the consequences and to have a procedure to follow when someone disregards these rules. Trying to figure out the consequences in the heat of the moment will result in even more conflict. *Conflict is an opportunity:* Create strength in the group by embracing it and navigating to resolution. Never give up, even in times when the group is struggling. Welcome the growing pains.

*Celebrate!* With frequent small celebrations and occasional big ones. Afternoon juice and cookies, potlucks, BBQs, musicians, plays, poetry readings, bake sale.

*Sharing the joy of successes:* Sharing the joy of successes along the way is group communication to each other: stating pride, joy, and appreciation of each other, community.

### Reaching Out

*An Open Invitation:* A group that doesn’t seek new participants will gradually shrink and cease to exist. Invite people into the garden simply to experience it from the inside. Just being in it without feeling pressure to work can inspire people to gradually participate, or at least be an advocate for the garden and your efforts. Announce events such as: celebrations, garden work days, meetings, fundraisers, barbecues, etc.

*Always reach out to people to participate:* Ask in an inviting way, honouring a “no,” without accepting it as a permanent answer. Some people need to be asked a few times. Stop when it’s clear they are absolutely not interested, perhaps with an open-ended invitation to come by should they want to.

*Invite everyone:* Invite people in-person when possible, and provide a written invitation as well (card, flyer). Include: area residents, storeowners, local organizations (faith congregations, hospitals, social services) etc. local officials to. Your garden and other community efforts will be more successful if the neighbourhood feels welcome and included.

See, Appendices H-1 and H-2 for Agenda for Initial Community Meetings, as well as, Appendix I: Ten Tips on Local Advocacy

### Securing Local Government Support

*Why And How Local Governments Would Want To Support Community Gardens*

Quite simply, because of the benefits to both citizens and local governments. This report focuses on a wide spectrum of benefits to be gained from community gardens including: strengthening community food security in a world of escalating food costs, creating social cohesion, and other environmental and economic benefits.

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The importance of community gardens increases in times of uncertainty. In an age of increasing globalization, climate chaos and peak oil, local governments can support community gardens as part of a range of strategies to build greater resilience and stability in their communities. The role of local governments is fundamentally a supportive and enabling one. Community gardens are successful because local gardeners are committed to making them so. When local governments open their doors and invite the community in, there is a great deal of community expertise and experience to be shared. Local governments do have a significant role to play in the process: by removing policy barriers; enacting supportive policies; providing support related to water access, land tenure, and composting; by signaling their support of community gardens in government communications; and by dedicating staff time to interact with community gardening groups.

From the Ground Up- Co-Creation and Partnership

Local governments play an important role in creating and promoting community gardens as their fundamental perspective is to foster the development of healthy communities. With community gardens, this role is actualized through establishing partnerships with local residents and community groups. These partnerships can then foster the development of community gardens, and address challenges to their successful creation and maintenance. While there is no established formula for creating successful community gardens: generally, vibrant and lasting gardens emerge from a community vision. Once initiated, other partners jump in to help realize the vision. Local governments might provide expertise and support in planning and design, access to land, tax relief, and, in some cases, provide materials, insurance and other resources. Residents help plan, build, and maintain the garden. Organizations aid with coordination and administration, while establishing and ensuring good governance, and fundraising. These players bring together the key ingredients to create and sustain a garden: vision, cooperation, expertise, resources, and elbow grease! A community garden that is developed by the community and supported by its local government is much more likely to meet a community’s needs. Genuine partnerships are more likely to create gardens that fit into broad planning and policy frameworks for food secure communities, while addressing the unique strengths and diverse needs of the neighbourhoods and communities they serve. This partnering approach generates greater resident buy-in, sense of ownership and responsibility. Also, by mobilizing a much wider array of resources, there is a potential to lower government expenditures and ensure ongoing stability.

Working in partnership provides a forum to enable the contribution of the strengths of the participants. The process of generating strategies to develop community gardens is an opportunity. To maximize the benefits and best utilize local resources local governments can ask the following kinds of questions:
What can local governments bring to the partnership?
- Planning expertise
- Design and drafting of plans
- Land (provisional and long-term)
- Materials and supplies (soil, sand, woodchips, tools)
- Water access: meter, reduced water rates, irrigation supplies
- Horticultural expertise in Parks Departments
- Perimeter maintenance

What can residents bring?
- Vision and passion
- Expertise
- Resources
- Elbow grease

What can organizations bring?
• Coordination and administrative support
• Insurance
• Consistency and stability
• Skills at ensuring democratic access and governance
• Linkages to other supportive organizations

Fundraising
• What can the private sector contribute?
• A wide range of expertise and resources
• Financial backing
• Donations of equipment, land and in-kind resources. For example, land has been provided by private individuals

Challenges

Creating a community garden site or program requires the formation of collaborative relationships and the mobilization of resources. These processes carry their own challenges. This chapter outlines some of the common challenges to establishing and maintaining community gardens. Virtually all of the perceived barriers listed can be overcome with good planning. In Canada no community gardens that local governments have helped to create that have had to be closed down, once established.

Building political and/or community support:
Often the most pervasive challenge to the creation of community gardens. Education and communication is the best approach. How this takes place will depend on the unique situation of each community. Some possible actions are:
• Place ads in local papers and on the radio to inform locals about any potential changes and opportunities for input.
• Hold an Open House where people can talk about their concerns and ideas.
• Invite community gardening groups to come and present to Council (there is a lot of expertise out there and you will want to take advantage of it!).

Start-up and maintenance costs:
These can be substantial for local governments with small or non-existent discretionary budgets. The City of Kitchener has a community garden policy that provides funding. The City of Waterloo offers a Partners in Parks program. TD Bank’s Friends of the Environment offers funding to community gardens.

Water:
Access to potable water may be difficult or unavailable. Grey water may not be perceived as acceptable. Water hook-ups can cost several thousands of dollars. Some governments cover the cost, others cost-share, while some require the community to raise the money required for assured water access.

Legal barriers and liability issues:
With regard to issues such as personal injury, theft, or property damage, local governments choose their risk tolerance along a continuum from willingness to assume all risk and liability to redirecting risk and liability. To reduce some of the administrative and financial barriers, local governments may cover community gardens under their own insurance.

Accessing appropriate land:
There may be a perceived lack of access to land for community gardens, or an absence of available and appropriate sites. Not all land is appropriate for use for community gardens. However, often the challenges associated with a site (poor soil quality, transportation options, zoning etc) are fairly easily overcome:

- Including community gardens in OCPs will further support availability and access.
- Create an inventory of underutilized land.
- Contact schools, hospitals, churches, housing authorities and other land-holding institutions to find out about opportunities.
- Offer incentives to developers to provide land for community gardens.
- Review transportation options including bus stops, pedestrian and bicycle paths.
- Raised beds and composting can alleviate soil issues.

The BC provincial government has historically provided Crown land to local governments, public agencies and community organizations to support public purposes. Where possible, this land has been provided at less than market value through a Crown Grant or Nominal Rent.

**Management and longevity of community gardens:**
Concerns may arise that, if community gardens are managed by non-government groups, they may not have the competence or long-term stability to maintain them appropriately. Develop a working agreement with the organization managing the community garden which outlines the rights and responsibilities of each party. In addition, it is advisable to work with stakeholders to jointly produce a garden handbook that includes enforceable rules.

**Standards for appearance and tidiness:**
Differing standards may cause disagreements, tensions, or conflicts between gardeners, and between gardeners and local governments. Prepare clear guidelines for maintenance and upkeep. These guidelines should be agreed upon by the organization managing the community garden and the local government. Establish a workable mechanism to deal with conflicts.

**Neighbourhood resistance opposition:**
E.g., concerns about smells, pests, unsightliness, noise, traffic, and vandalism. Request that community garden advocates speak with neighbours about their concerns, both before the garden is created, and at regular intervals thereafter.

**Land tenure:**
A land lease agreement may be viewed as desirable but challenging. Design a lease that deals with perceived challenges. A Lease Agreement can be used to define important terms and conditions, including the rental amount, the rental period, and the rights and obligations of both the local government and community organization managing the garden. The agreement should also include provisions for grant, rent, covenants, alterations by tenant, damage and destruction, and other eventualities. There are many examples of leases that could be used as models. Land trusts are another solution.

**Strategies and Tools**

There are always significant and varied demands on local government resources. Therefore, it is important that this toolkit provide practical strategies and tools for local governments which will help facilitate the process while minimizing the demand on scarce resources. Local governments should keep in mind that, in
many cases, community groups have a great deal of experience and expertise which can be tapped into. This section contains strategies which local governments can use in helping to create a community garden or a community garden program, as well as checklists to smooth the process of starting a community garden or community garden program. Other tools in this section include sample communications tools, model policies and by-laws, and regulatory tools.

**Local Government Strategies for a successful Community Garden Program**

Successful community gardens are typically well-planned and involve stakeholders from the outset. This chapter builds on the benefits and challenges outlined in earlier chapters by proposing four key strategies towards the creation of a successful community garden program:

### Strategy 1: Link Community Gardens with Other Municipal Programs and Services

**Goal:** Link community gardens to existing sustainability and community health initiatives to leverage momentum for a local government-supported community garden program.

**Objectives**

1. **Strategically integrate community gardens into town services**, for example by layering community gardens into existing transport or housing strategies.

2. **Use community gardens to help meet greenhouse gas emission reduction targets:** Consider community gardens as part of a community wide greenhouse gas emission reduction strategy. Food from community gardens does not require extensive packaging and does not travel very far!

3. **Include community gardens in healthy communities programs:** Consider community garden programs as part of any healthy community initiative, involving everything from education about healthy diets to creating places for people to gather and socialize. Consider linking community kitchens with community gardens to build stronger community food systems and increase access to locally grown and safely prepared food.

**Ideas for linking community gardens with other local government programs and services**

Effective linkages maximize payback on invested time and resources. Further ideas for linking community gardens with other local government initiatives include:

- Tie community gardens into planning processes, including those for housing and transportation, agricultural area plans, greenways and park master plans.

- Hire a summer intern to conduct a community land survey, identifying lands which could be used for community gardens and other urban agriculture initiatives.

- Consider edible landscaping in public space and landscape design.

- Consider community gardens as components of an emergency preparedness strategy.

- Find out if others (First Nations, NGOs, health authorities, local business, other levels of government) are interested in developing community gardens and what partnership opportunities might exist.

- Review health and recreation programs to identify natural linkages to community garden activities (daycare, preschool programs, seniors’ social activities), and to encourage programming that works in concert with the garden, e.g., cooking classes and gardening workshops. Scale-up could include production of foods for children’s snack programs, birthday parties, and food services. Fresh food markets could be tied to health and recreation facilities.

*Local governments with stretched resources don’t have to do it all themselves! When local governments open their doors and invite the community in, there is a great deal of community expertise and experience to be shared.*
Strategy 2: Engage With the Community

Goal: Connect to and collaborate with existing community initiatives and champions in order to help create a shared local vision of community gardening.

Objectives:

1. **Collaboration**: Community garden initiatives are driven by local knowledge and energy. Support existing initiatives to meet local goals for a community garden program. Work with local advisory councils which focus on food policy, social planning, parks and recreation, and related issues.

2. **Co-design the process with the community**: Co-create policy and action with community representatives to build trust and ensure buy-in. Involve both end-users and detractors.

3. **Work with champions**: Identify those who have, can, or will organize and plan community gardens locally – community garden organizations, program coordinators, social service advocates, teachers, and citizens.

4. **Target a diverse group**: Engage with a cross-section of participants from the government, private and non-profit sectors -- developers, designers, planners, engineers, First Nations, local businesses, master gardeners, students, youth, local chefs, and farmers. Promote wide-ranging participation by using a variety of engagement channels, ranging from on-line software to community feasts.

5. **Build mutual trust and respect**: In all government / community collaborations, ensure that community partners are up-to-date on all government goals, policies, strategies, and planning which could impact the project. (Note that in larger municipalities, a side benefit may be to inform departments of previously unknown policies and programmes in other departments).

6. **Think long term -- act short term**: Have a dual focus: Emphasize strong community relationships to support long-term management and stewardship, while focusing on immediate steps to create, enhance and support community gardens.

Ideas for getting started

Where possible, layer community involvement into existing public processes and/or community events.

- **Community visioning processes** craft statements that weave together food security, local food systems, and community gardening, and shape a community-generated mandate for action.
- **Workshops with champions** co-develop and advance plans to create and maintain community gardens
- **Community feasts and forums** celebrate and share local foods, and provide festive and creative settings to discuss community gardening.
- **Facebook ads and other social networking tools and groups** target youth and create a support network for community gardens.
- **Community garden tours** introduce staff and elected officials to existing community gardens and may stimulate strategies to improve sites.
- **Government volunteerism** (staff volunteering in the community as part of the regular workday) supports existing community gardens and creates a bridge to the community through participation.
- **Existing community activities** such as farmers markets bring people together with a focus on fresh local foods. Farmers markets build relationships between buyers and producers, and facilitate networking between residents, farmers, and non-profit organizations. Information tables can promote awareness of community gardens, survey the community on community gardens issues, and identify volunteers.
- **A community food charter** articulates a vision for a sustainable community food system. When adopted by Council, charters help provide staff and elected officials with a mandate to undertake
community garden initiatives. Vancouver, Victoria, and Kaslo have food charters; Nanaimo and other local governments in BC are developing food charters.

**Strategy 3: Policies To Support Community Gardens**

**Goal:** Develop local government policy to support community gardening, and integrate community gardens into existing policy.

**Objectives:**

1. **Empower decision makers by developing policy options to support community gardens:** Use existing policy tools such as Official Community Plans to signal support for community gardens and commit resources to their creation and management.
2. **Develop policy to meet multiple sustainability goals:** Use community goals and policy documents related to greenhouse gas reduction, healthy communities, food security, and enhancing the public realm to embed support for community gardens in local policy. The Kaslo Food Charter is available at [http://nklcss.org/foodcharter.pdf](http://nklcss.org/foodcharter.pdf); the Vancouver Food Charter at [http://vancouver.ca/commsvcs/socialplanning/initiatives/foodpolicy/policy/charter.htm](http://vancouver.ca/commsvcs/socialplanning/initiatives/foodpolicy/policy/charter.htm), and the Capital Region District Food Charter at: [http://www.crd.bc.ca/rte/documents/CRFAIR_Capital_Region_Food_Charter.pdf](http://www.crd.bc.ca/rte/documents/CRFAIR_Capital_Region_Food_Charter.pdf)
3. **Identify and resolve policy barriers and inconsistencies:** Ensure that existing policy documents allow for and are consistent with permitting community gardens as a desired use in appropriate areas.
4. **Work with the community:** Develop a governance policy that commits local government to collaborating with the community.
5. **Collaborate with other jurisdictions:** Partner with neighbourhood houses, community centres, regional districts, First Nations, the province, and federal authorities to finance, plan, and implement community gardens.
6. **Take advantage of new development and retrofits:** Consider community garden space as a community amenity to be negotiated in the development approval process for new multi-family buildings. Help developers understand your requirements by providing design guidelines and checklists

**Policy ideas to support community gardens**

Ensure that community gardens are a permitted use in a range of spaces, and support community gardens through pro-active policy. Integrate policy to support community gardens with existing policy documents by reviewing:

- Community policy
- land use by-laws
- food and agricultural area plans
- park master plans
- healthy living strategies
- sustainability resolutions/strategies
- climate change strategies
- neighbourhood plans, and
- downtown revitalization plans

**Ideas for getting started**

- Form a food policy or food and agriculture advisory group in your area if one does not exist, in order to provide information to Council on agriculture and food issues.
- Leverage development investment by negotiating community gardens as part of amenity packages for new development
• Ensure that corporate and operating budgets account for financing a community garden program.
• Use student interns to work on various policy-related projects.

Strategy 4: Internal Education / Building Local Government Support

Goal: Generate interest and build knowledge about community gardens among staff and elected officials.

Objectives:

1. Create an enjoyable learning environment: Learning about community gardens should be enjoyable for staff and elected officials. Gardening and celebrating fresh local food are fun and appealing; site visits bring a creative touch to planning, engagement and implementation.

2. Foster interdepartmental collaboration: Effective interdepartmental collaboration involves identifying common goals and strategies. Connect departments concerned with planning, engineering, finance, and parks through events and educational programs. In smaller governments, encourage dialogue with staff and elected officials.

3. Leverage community garden initiatives via other planning processes: Integrate community garden initiatives with master planning for parks, public realm improvements, agricultural plans, neighbourhood plans, downtown revitalization, and targets for greenhouse gas emission reductions. Remember that planning should support the community’s current interests and existing garden initiatives.

4. Establish a go-to person: Establish a community garden champion contact person in the organization, as a resource for internal staff and elected officials as well as the community. Ideally, this person would have an interest in and passion for community gardening. Build this role into a job description.

5. Communicating/celebrating success: Publicize your support for community gardens. Communications from local governments can increase the profile of community gardens, inform residents about local government actions, inspire others to get involved, provide information, and link interested parties to resources and organizations who are working on community gardens.

6. Small grants Establish a Seed Grant or Matching Fund to support community gardens. Small amounts of funding to seed garden development or to support garden upgrades demonstrate government commitment and help groups leverage other resources.

Ideas for internal education and building support

There are many ways to develop internal education programs, host events, and build support for community gardens:

• Cater community garden events with local seasonal produce prepared by neighbourhood entrepreneurs.
• Invite community leaders to talk to staff and elected officials at lunch & learns. Discuss the leaders’ organizations, their upcoming events, and their challenges.
• Invite growers / farmers for luncheon discussions – connect urban and rural people.
• Schedule formal workshops that bring the community together with local government and other stakeholders. Focus on single topics such as creating a vision, design strategies for community gardens, or setting up a kitchen garden for cafeterias in civic facilities.
• Tie community gardens to greenhouse gas emission reduction programs.
• Use advisory councils for up-to-date information on what is happening in the community and beyond.
• Provide speaking points and other tools to help elected officials understand, talk about, and promote community gardens.
• Lead by example: Plant an edible garden on town/city hall land (see San Francisco’s experience at http://www.sfvictorygardens.org/cityhall.html).

See the following Appendices for examples and further guidance to developing support for community garden at the local government level:

Appendix J-1 Elements to Include In a Community Garden Ordinance;
Appendix J-2: Vancouver Park Board Community Gardens;
Appendix J-3: City of Victoria Community Garden Policy;
Appendix J-4: Tips for Meeting with Elected Officials; and,
Append J-5: Proposal to Develop an Organic Community Garden at Rabbittown Community Centre

Community Garden Leadership

The Garden Coordinator

The coordinator’s job involves working longer hours during the peak season, the ability to earn the respect of the gardeners, diplomacy, sensitivity, and tact, the ability to scrounge materials, supplies and favors, as well as basic horticultural knowledge and the firm belief that it is possible to effect change by building community. If at all possible, the coordinator’s position should be salaried. The demands on that person’s time can be enormous, especially during the first and second years of the garden. If a salary is beyond the capabilities of the fledgling garden group, then some sort of honorarium can be considered. But the main requirement for this role remains commitment and time, whether there is a salary or not.

If it is decided, for whatever reason, to have a volunteer garden coordinator, it is still essential that this person is subject to the same type of approval process. If the first person to volunteer is given the role of coordinator, without any general discussion and approval, there is bound to be someone else who would also like the job and who will harbor bad feelings about the way in which the person was chosen. Everyone must be given equal opportunity to volunteer for the role.

A key attribute of the coordinator (and of any leader) is the ability to listen well, to hear another person from their perspective. A good listener hears not only facts but also feelings. Paraphrasing or restating the person’s words in your own terms can help to clarify the message and also shows the speaker that you have heard what they said. Give everyone a chance to voice their opinion, and be sure everyone feels heard. Sometimes it is just as simple as that. “Seek first to understand, then to be understood.” Always try for “win – win vs. lose – lose”.

Depending upon the size of the garden, the coordinator may be responsible for all of the following, or committees could be created to help:

• Respond to questions and concerns of gardeners and other volunteers.
• Plan, coordinate and supervise special work projects
• Make sure that the Rules and Regulations devised by the gardeners are adhered to
• Provide horticultural information, with help from local experts, if necessary
• Keep a record of minutes from all committee and group meetings
• Mediate in disputes between gardeners
• Keep a record, both photographic and written, of the garden’s progress
• Coordinate mailings of newsletters or announcements
• Write reports to donors
• Disperse money and keep a record of expenditures, subject to the Steering Committee’s approval
• Solicit donations for the garden site and for special events such as seeds, plants, mulch, lumber, and refreshments
• Form relationships and networks with other organizations that can offer support to the garden
• Recruit volunteers for special projects
• Assist in planning and supervising planting, maintenance and clean up of the site
• Assist gardeners in harvesting and weeding, if they are unable to do so themselves
• Arrange for guest experts to address the group on topics of interest
• Represent the garden at events and media opportunities

See also, Appendix K: Community Garden Coordinator Position Advertisement, Response to Inquiry, and Job Description.

Sharing Leadership

Leadership at a community garden is a vital part of any garden's ultimate success. While garden leaders may typically wear many different hats, their primary role is to help other gardeners find meaningful ways to be involved in the garden. All too often, garden leaders take on the responsibility of coordinating meetings and workdays, making plot assignments and drafting and enforcing rules when they could be enlisting the help of other garden members to do those and other jobs. Regardless, learning to be a leader takes time. It also requires the willingness and ability to lead by example. According to the, effective leaders are able to:

• Lead by example
• Delegate work
• Appreciate the contributions of others, regardless how large or small the contribution
• Welcome and encourage criticism
• Help people believe in themselves
• Articulate and keep sight of the higher purpose
• Avoid doing all of the work.

More specifically, effective community garden leaders are able to maintain frequent and regular contact and communication with gardeners and enlist the help of other gardeners with the following tasks:

• Forming a team or scheduling regular workdays to complete garden projects and maintain common areas
• Hosting community gatherings to involve neighbors and gardeners
• Planning winter or off-season activities or meetings
• Drafting and enforcing garden rules
• Seeking out funding sources
• Developing a garden budget
• Making sure that both gardeners and interested neighbors know how to become involved

Everyone has some leader qualities: Find ways that they can be expressed. Share leadership via roles, responsibilities, committees, etc. Support each other in filling the roles. A common mistake is that one person

11 Adapted from, Great Garden Leader Practices, by Hannah Reinhart and Lauren Maul, Gateway Greening, St. Louis.

assumes the role, the group lets them, and some form of dictatorship occurs, or a good-hearted person burns out from taking on too much.

Inventory the group’s skills and resources, person by person: Match a person’s skills to the roles and how that fits into the mission. This keeps people personally invested in the project.

*See also, Appendix L: Descriptions of Volunteer Positions.*

**A Year in the Community Garden**

Following are suggested planning activities for the Garden Volunteers to carry out through the year. A list of appendices at the end of this heading contain the documents referred to the month-by-month synopsis below.

**January- February**

Pre-season planning meeting:
- Review last season.
- Assign tasks to prepare for next season.
- Determine if all volunteer positions are filled. Begin to recruit volunteers if needed.
- Determine if changes to Welcome Packet, Rules, etc are needed.
- Consider whether garden will offer special social/educational events, and make contacts with possible facilitators.
- If necessary, make plans for special building projects or expansion.
- Decide if outreach activities are needed to recruit new gardeners, and plan if needed.

Planning meeting to:
- Finalize plans for Registration, Opening Day, special events, etc.
- Set Garden Calendar.
- Review Welcome Packet for changes/additions.

*New people on the waiting list should be invited by the Registrar.*

**March-April**
- Carry out outreach activities to recruit new gardeners, if needed.
- Mail notice of Registration Day (one month prior) to last year’s gardeners and those on waiting list.
- Prepare for Registration Day.
- Till if your garden if necessary.
- Hold Registration Day.
- Prepare for Opening Day.

**April-May-June**
- Hold Opening Day.

**May-June**
- Turn on water

**June, July, August, September**

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13 Adapted from, *Community Action Coalition of South Central Wisconsin*, cacscw.org/gardens/handbook/index.htm
Last Planting Date, announced at Spring Registration, is the time by which all gardeners need to have started gardening or their plot will be reassigned.

Hold work days as scheduled to care for common areas, help with weedy plots, fix broken hoses etc.
- Hold social events at your garden.
- Hold educational events at your garden that could include bringing interpreters to help speakers share their gardening skills, classes in the garden led by experts, food preservation workshops, or welcoming the public to your garden for tours.

September-October
- Shut off water.

October
- Send postcard reminder of Closing Day.
- Prepare for Closing Day.
- Hold Closing Day.
- Till if your garden chooses to.

November
- Hold post-season review meeting.

See the following Appendices for documents referred to above:

- Appendix M: Opening and Closing Day
- Appendix N: Spring Registration
- Appendix O: Managing Your Garden’s Waiting List
- Appendix P: Event Organizing for the Community Garden
- Appendix Q: Community Gardeners’ Welcome Packet; contains the following:
  - Welcome to Community Gardening
  - Success and Security at the Garden
  - Community Garden Job Descriptions
  - Contact List for Garden Jobs
  - Garden Roster
  - Garden Map
  - Calendar
  - Frequently Asked Questions
  - Gardener Guidelines
  - Gardener Application
  - Resources for Planting, Harvesting, Composting, Pests, and Disease
- Appendix R: Theft and Vandalism

Evaluating Potential Garden Sites: Location and Design

Some object to community gardens because they are not always maintained in the most aesthetically pleasing manner. Naturally, this does not have to be the case. Community gardens can be very attractive public open spaces. What needs to be considered when making decisions about the location and layout of a garden site include soil, light, drainage, water, distance to major streets, views, slope, site layout, neighboring buildings

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and uses, and accessibility. Likewise, when choosing a site, look to the surrounding neighborhood to
determine whether or not a community garden is included in any neighborhood plans, neighborhood
demographics, amount of public open space already within the neighborhood, and the proximity of existing
community gardens to the proposed location. When taken into thoughtful consideration, all of these ideas will
help one chose an appropriate site for a community garden. This is the first critical step in developing an
effective garden design.

Once a suitable site is located, one must develop an appropriate landscape plan in order to create an
aesthetically pleasing environment within. A set of guidelines for developing a landscape plan include
providing raised garden beds, mulched pathways, attractive fencing, well-designed compost bins, sitting and
socializing areas, children’s play areas, garden sheds, public art, and lighting. Finally, special attention must
be given to the perimeter of the garden. Vegetable gardens may not always appear attractive, especially
during the winter months.

Decorative fencing, combined with colorful flowers, vines, and shrubs can be used to define the edge of the
garden, and partially screen undesirable aspects from adjacent streets and neighbors. The purpose is not to
block the garden from the street. This could create an unsafe environment for gardeners, and will not create
the welcome feeling that gardens are intended to provide. Rather, the perimeter acts as a transition between
the built-up neighborhood and the urban agriculture taking place within.

The use of a professional landscape architect to develop a landscape plan for a community garden is ideal;
however, if one cannot afford the technical assistance, he or she can take the landscape elements discussed
here into consideration on his or her own to develop a well-designed community garden. Practicing landscape
architects may be willing to provide some pro-bono design guidance to organizations within their own
neighborhoods and the surrounding community. Design resources such as these should be explored as one
begins to plan a community garden.

Most community gardens are located on vacant, city-owned lots or county-owned land. As alternative uses for
the land arise, the gardens are often removed. One must recognize that re-development might occur at the
expense of community gardeners. One reason developers shy away from brown-lot/abandoned/vacant parcels
is because they are located within central city neighborhoods that are not considered attractive for new
commercial or residential development. However, the presence of community gardens, and other positive
amenities, could make these neighborhoods more attractive to new investment. Thus, ironically, the ability of
community gardens to improve neighborhoods can lead to their own demise. Efforts must be taken to ensure
that community gardens are preserved in the face of potential development pressure. In other words, civic
leaders could use community gardens to help improve neighborhoods, recognizing that they must be protected
once the neighborhood has been rehabilitated. One may argue that community gardeners can simply move to
another vacant parcel once a proposal is submitted for a site that already contains a garden. Unfortunately, this
policy is a great waste of resources. It takes countless people hours, hundreds of dollars of supplies, and years
for urban soil to be cultivated into fertile ground. In addition, the fences, paths, and sitting areas that often
accompany gardens are often wasted once a garden is removed. Every effort must be taken to ensure that
actively used, fertile garden plots are preserved and maintained.

Land tenure is a major priority among community gardeners. In addition to strengthening the preservation of
gardens on underutilized land and vacant city parcels, additional alternatives for finding garden space must be
explored. These options may include the outright purchase of land by gardening groups or the use of existing
public open space, such as school sites, to create gardens. For example, within Seattle, Washington,
community gardens are located on city-owned parkland. Likewise, Milwaukee Urban Gardens is currently
purchasing land for garden purposes. The positive and negative aspects of each of these alternatives within
must be continually explored.
When looking at potential garden sites it’s important to consider them from the perspective of wanting the best possible conditions for growing plants, gardener comfort and access, proximity to resources, access for materials, visibility among other things. The list of questions below suggests optimal circumstances for a community garden site:

- If you want to grow fruits and vegetables, does the site get at least six hours of direct sunlight per day during the spring, summer and fall?
- Does the site have access to water?
- Does it have enough room to accommodate the number of interested gardeners you’ve identified and additional gardeners who may want a garden plot?
- Is the site relatively flat?
- How close is the garden to the people who plan to use it? Ideally, gardeners should be able to walk or drive a short distance to the garden.
- Is the site visible? A visible site will be safer and attract more neighborhood support.
- Is the site fenced? Does it need to be fenced?
- Can a truck gain access to the lot?
- How was the site used in the past? Do you suspect that the soil may be contaminated? Some urban soils may be poor and contain large amounts of rubble. These sites may require raised beds and fresh soil.
- Can you sample the soil to check its quality and obtain a soil test for nutrients and heavy metals prior to entering into any agreement with a landowner?
- What is the present use of the land?
- What is the lot’s history?
- Does it currently attract loitering, dumping or drug dealing? Do neighborhood youth use the land for recreation? Consider these present uses and the feasibility of altering the function of the site.
- Can you determine who owns the lot? Often, if you know the address of the potential site you can go to your county tax assessor’s office or Web site to find the property owner.

*Also see, Appendix E-1: Design Guidelines for Community Gardens (A); E-2: Design Guidelines for Community Gardens (B); and, Appendix E-3: Site Inventory Checklist, for a more thorough evaluation and layout of any potential community garden site.*

**Land Tenure Options**

Finding and retaining land for community gardens is one of the greatest challenges facing gardeners. In both rural and urban areas, pressure for development and competing interests for land can pose a challenge. Community gardens can be created on private lands, or on a wide range of public lands. Because community gardens require a considerable amount of time and effort to establish, and can become the “heart” of a neighbourhood, longterm land tenure is optimal. Ideally, leases should be longer than 10 years (though leases of five years or less are not uncommon). Most community gardens lease land, with leases arranged between the landowner and the community gardening group.

**Private Land**

Different kinds of landowners – individuals, religious organizations, private businesses, etc – provide space for community gardens. For example, a gardening group in Kamloops, British Columbia found a home on

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agricultural land owned by a local farmer. In Victoria, St. Vincent De Paul of the Catholic Diocese has for many years leased land to LifeCycles\textsuperscript{17} for “Our Backyard” Community Garden. Tax incentives for landowners are one way that local governments can encourage this practice.

\textit{Public Land}

Community gardens are often situated on public lands. Crown corporations, school districts and local governments have all supported community gardens on their properties. Often, these gardens are developed when a group is looking for land and identifies a viable site on public lands. In other instances, community gardens are part of larger strategies such as city green space or greenway networks. Increasingly, schoolyards, hospitals and health facilities are also becoming homes for community gardens. Because Parks and Recreation Departments see community gardens as a good fit with their mandate to promote healthy lifestyles, many community gardens are developed in conjunction with these facilities. For most gardeners, a garden in a park is a very positive option: park gardens are generally protected from development, have ready access to water, and may have access to compost and other materials. Park locations also enable gardeners to enjoy nearby park amenities such as public washrooms and playgrounds. A Parks Department can manage a community garden program itself (as in Montreal and Toronto), or develop a leasing arrangement with a gardening group. Costs to local governments can be small relative to the benefits. The garden may even save the city money if gardeners tend neglected areas, or areas that add to the seasonal workload of maintenance staff. Keep in mind that land use arrangements may affect municipal staff and unions. Working conditions, contracts and agreements must be taken into consideration, and accommodation or negotiation undertaken where necessary. In some cases, local governments which invest in community gardens to meet health, recreation, climate change mitigation or other related goals, may acquire new parklands, which are then used for community gardens.

\textbf{Increasing the Security of Tenure for Community Gardens:}

Too many gardens end in heartbreak when leases expire or are terminated, and the garden must be dismantled. The types of land use arrangements highlighted below can increase the chances of stable tenure.

\textit{Land Trusts}

Community gardens can find permanent homes on land purchased or donated, then placed in a land trust. Land trusts are generally managed by non-profit organizations with a mandate to protect land from development. Although the majority of land trusts are associated with larger wild spaces, they can be a tool for preserving green space in cities, a practice common in Canada and United States.

\textit{Conservation Covenants}

A conservation covenant is a legal agreement which ensures that a piece of land will continue to be used in a specified way, or be protected from development, in perpetuity. The covenant is registered on the land title, and is maintained if the land changes ownership. In exchange for this land use guarantee, the owner receives a tax break. Local governments may grant covenants on publicly-owned land for specific uses, including community gardening. In some cases, local governments may hold joint covenants with organizations.

\textsuperscript{17} LifeCycles Project: \url{http://lifecyclesproject.ca/initiatives/fruit_tree/}
Policy and Planning Tools

Local governments can use policy and planning tools to support the use of land for community gardens. Community gardens can be integrated into Official Community Plans, and be encouraged through zoning. Community gardens may also be negotiated as an amenity during a re-zoning and/or density bonusing provision as per the Local Government Act.

See Appendix S: Policy and Planning Tools to Support Community Gardens; and, Appendix T: Permission for Land Use Form

FUNDRAISING

Whether you are writing a grant application the basic principles of successful fundraising are the same: know your project, prepare a realistic budget, and thank the donors! Many of the following keys are geared towards writing a funding application but they still hold true for all types of fundraising.

1. Know your project inside and out:
   Be thoroughly familiar with your group and the project, its mission or mandate, goals and objectives, the benefits to the members and to the community, the organizational structure, and activity timelines. Donors want to know where their money is going, why it is needed, and to be assured that it is being well spent.

2. Research potential sources of funding thoroughly:
   *The Internet is the best place to start.* Find out if they fund projects like yours. Just because their published information indicates that they might, things change year by year and this may not be reflected in that information. Call the funder and find out before you go to the trouble of writing a long application. Some foundations require a letter of intent (a brief description of the proposed project) before they will let you apply. And some foundations want you to speak to a grants officer directly or even submit and outline of your proposal before you apply. Do not send a generic, boilerplate, unsolicited proposal to a long list of funders without first finding out if they are a suitable match for your project.

3. Read the instructions:
   When dealing with any funding application, remember to read the instructions carefully before applying. Simple as it may sound, this advice is very important. Because grant makers receive so many applications, they are often quick to discard those that do not comply with the instructions. Although the remaining applications may not be the best of those submitted, they have made it over that all-important first hurdle. Follow instructions!
   Repeat the funder’s words back to them. If they state that job creation is a priority for them, then you had better tell them how many jobs your project will create. Funders look for this and most don’t mind if they find their own words in your proposal. Just make sure that you tell them how you will accomplish your goals (and theirs) in your own words. Don’t be afraid to repeat yourself from section to section, expanding as you progress. It shows consistency of your project and ensures that the important points get across to the grantors, who may not read every page of your proposal.

4. Prepare a well thought out, thorough budget:

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But don’t box yourself into a corner by excessive itemization. Always ask for slightly more than you need--there’s always something you didn’t foresee. But be careful about artificially inflating your budget. Grantors make it their business to know how much things cost. Be sensible.

5. **Ask local businesses for in-kind donations:**
   Community-based businesses are likely to be interested in your project and want to support you but they may not be able to give you money. For example, ask your local hardware store for garden tools, seeds, hoses, etc. That way you don’t need to spend any money that you do raise on these types of items.

6. **Be creative!**
   If a business that has nothing to do with gardening wants to donate their products to the garden, hold a community fundraising auction of donated items. *Don’t turn any donations down even if you can’t figure out what to do with them at that particular time.*

7. **Submit letters of endorsement:**
   These can come from community partners, well known people or groups active in the community gardening field, community leaders and activists, politicians supportive of your project, and individuals and groups who have been helped by your project or others like it.

8. **Timing is important:**
   Willingness to contribute may depend upon the ups and downs of business. Many funders have deadlines for applications while others receive them at any time. Also look to see what the timing is between submitting your proposal, when you will be notified of acceptance and when you will receive the money. Some have fast turn around times and others are very slow--which could affect your start time and the eventual success of your project. Waiting till June or July for garden start-up money is very frustrating.

9. **Ask for feedback before you apply:**
   Ask an experienced fundraiser or someone with similar skills to read and comment on your proposal before submitting it. Ask a friend or group member to double-check for typos and inconsistencies and to make sure that you have included all asked-for appendices. And double-check your math!

10. **Spread out your requests over several donors:**
    Don’t put all your eggs into one basket. Most donors know that they cannot fund all aspects of each project. They like to see other funders and partnerships.

11. **Make sure to thank your donors, both privately and publicly:**
    This holds true for a $20 private donation as well as a $20,000 grant. It is essential and will help to get repeat donations in subsequent years. Some creative ways to publicly thank donors: include their name on a garden sign, write a letter to the editor of the local newspaper, create a certificate of appreciation that can be hung on a wall (especially good with store owners).

12. **Keep a scrapbook:**
    Fill it with media clippings, letters of support, design drawings, photos, etc. Take before, during and after photos of the site and give them to the donors. They like to see what their money accomplished--and they’ll be more inclined to continue the support.

13. **Learn from your mistakes and try again:**
    If your proposal is not approved, ask the funder how the proposal could have been better and try again, perhaps with another funder or with the same one. We often learn more from our mistakes than from our successes.
Fears of Fundraising

Imagine you are going to ask a potential funder for a large amount of money. What are your biggest fears in regard to asking for money? They most likely will fall into one of the three categories:

- Fear of responses that are extremely unlikely to happen. (Eg., the person will yell at me or sue me)
- Fear of things that might happen but could be dealt with if they do. (Eg., the person will ask me questions)
- Fear of things that will often happen and must be dealt with. (Eg., the person will say no)

Most important when fundraising is to remember that the worst thing that can happen when asking for money is that the person will say no. Everyone who does fundraising will experience this kind of rejection. It’s important not to take this rejection personally. The best advice for any fundraising is to let the cause speak through you. Your passion and perseverance will increasingly pay off as your knowledge and success grows.

See also, Appendix U for potential funding opportunities for community garden projects in Newfoundland and Labrador; as well as, Appendix V: Sample Community Garden Budget, which should be prepared every year to understand expected costs associated with that year’s planned activities.

Social Entrepreneurial Community Gardens

Entrepreneurial gardening programs are growing in popularity, and are providing non-profit agencies with new approaches to traditional job training programs. These types of programs use gardening and urban agriculture as a way to help under-served youth gain valuable job training experience though internships or jobs that focus on food system development. The format of these types of programs varies, but participants usually gain experience in all aspects of food system development, from planting, harvesting and maintaining a garden to marketing, packaging and selling garden products. Many programs pay participants for their involvement, either through hourly wages or profit-sharing, and most also train participants in interview techniques, resume writing, and other general job-related skills.

Who are Social Entrepreneurs? 19

Social entrepreneurs are individuals with innovative solutions to society’s most pressing social problems. They are ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change. Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps.

Social entrepreneurs often seem to be possessed by their ideas, committing their lives to changing the direction of their field. They are both visionaries and ultimate realists, concerned with the practical implementation of their vision above all else.

Each social entrepreneur presents ideas that are user-friendly, understandable, ethical, and engage widespread support in order to maximize the number of local people that will stand up, seize their idea, and implement with it. In other words, every leading social entrepreneur is a mass recruiter of local change-makers—a role model proving that citizens who channel their passion into action can do almost anything.

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19 See: Canadian Social Enterprise Foundation: [http://www.csef.ca/what_is_a_social_entrepreneur.php](http://www.csef.ca/what_is_a_social_entrepreneur.php); Social Enterprise Council of Canada: [http://www.enterprisingnonprofits.ca/resources/secouncil](http://www.enterprisingnonprofits.ca/resources/secouncil); Community Services Council of Newfoundland and Labrador (funding opportunities): [http://www.envision.ca/](http://www.envision.ca/)
Over the past two decades, the citizen sector has discovered what the business sector learned long ago: There is nothing as powerful as a new idea in the hands of a first-class entrepreneur.

**Social entrepreneurship is**

- about applying **practical, innovative and sustainable approaches** to benefit society in general, with an emphasis on those who are marginalized and poor.
- a term that captures a **unique** approach to economic and social problems, an approach that cuts across sectors and disciplines.
- grounded in certain **values and processes** that are common to each social entrepreneur, independent of whether his/her area of focus has been education, health, welfare reform, human rights, workers' rights, environment, economic development, agriculture, etc., or whether the organizations they set up are non-profit or for-profit entities.

It is this approach **that sets the social entrepreneur apart from the rest of the crowd of well-meaning people and organizations** who dedicate their lives to social improvement.

**Social Entrepreneurs share common traits such as:**

- an unwavering belief in the innate capacity of all people to contribute meaningfully to economic and social development
- a driving passion to make that happen.
- a practical but innovative stance to a social problem, often using market principles and forces, coupled with dogged determination, that allows them to break away from constraints imposed by ideology or field of discipline, and pushes them to take risks that others wouldn't dare.
- a zeal to measure and monitor their impact. Entrepreneurs have high standards, particularly in relation to their own organization’s efforts and in response to the communities with which they engage. Data, both quantitative and qualitative, are their key tools, guiding continuous feedback and improvement.
- a healthy impatience. Social entrepreneurs don’t do well in bureaucracies. They cannot sit back and wait for change to happen – they are the change drivers.

**Social entrepreneurs are:**

**Ambitious:** Social entrepreneurs tackle major social issues, from increasing the college enrollment rate of low-income students to fighting poverty in developing countries. These entrepreneurial leaders operate in all kinds of organizations: innovative nonprofits, social purpose ventures such as for-profit community development banks, and hybrid organizations that mix elements of nonprofit and for-profit organizations.

**Mission driven:** Generating social value—not wealth—is the central criterion of a successful social entrepreneur. While wealth creation may be part of the process, it is not an end in itself. Promoting systemic social change is the real objective.

**Strategic:** Like business entrepreneurs, social entrepreneurs see and act upon what others miss: opportunities to improve systems, create solutions and invent new approaches that create social value. And like the best business entrepreneurs, social entrepreneurs are intensely focused and hard-driving—even relentless—in their pursuit of a social vision.

**Resourceful:** Because social entrepreneurs operate within a social context rather than the business world, they have limited access to capital and traditional market support systems. As a result, social entrepreneurs must be exceptionally skilled at mustering and mobilizing human, financial and political resources.
Results oriented: Ultimately, social entrepreneurs are driven to produce measurable returns. These results transform existing realities, open up new pathways for the marginalized and disadvantaged, and unlock society's potential to effect social change.

INSURANCE AND AGREEMENTS

It is highly recommended that community gardens develop written agreements between landowners and the gardening organization, whether the landowner is a private citizen, an organization or a local government. Liability insurance may be required when dealing with local governments, and it is wise to closely consider the potential benefits.

Liability Insurance

Caveat: The author is not an insurance expert. This information is provided as a guide ONLY. You must consult a qualified insurer, insurance broker or risk manager for expert Legal advice.

This is probably just about everything you need to know about liability insurance, courteous of the American Community Gardening Association: 20

1. Liability insurance protects the organization that owns it or some other entity (like a land owner) who is "named as additional insured" on the policy. It protects gardeners or volunteers indirectly only if the insured organization stands between them and a potential lawsuit. It does not protect individuals from legal action, nor does it necessarily pay individuals for injuries or damage that occur at a garden. Most gardens have insurance because they have an organization to protect or because some other entity requires coverage in order for the garden to exist.

2. Usually, individual gardens seeking liability coverage will pay a high price. Just as group health insurance is much less expensive than individual coverage, insurance purchased by a larger organization to cover a multitude of risks will be less expensive per coverage than the same insurance purchased piecemeal. Therefore, if you are a single garden suffering from sticker shock, the best avenue may be to ask a larger organization that already has liability coverage to sponsor the garden. Such organizations might include community groups, churches, horticultural/agricultural organizations, or anything else that might work in your locale.

3. Often it is a city or town providing land for a garden that is requesting insurance. They usually have a "risk manager" whose job is to protect the municipality against all risk. Whenever the town enters into a relationship, that relationship is passed before the risk manager, and the risk manager almost always says "buy insurance" to protect the town. But towns always have lots of insurance. They engage in lots of risky business. Adding a community garden to their list of risks will have almost no impact on their overall risk and on the cost of their insurance. It becomes a political issue and should be treated as such. If the town wants to support community gardening, the risk is trivial.

4. Insurance is a local business, governed by provincial law and regulation. If you have to buy insurance, a creative and responsive local agent can be very important. Remember that there is a good chance they haven't insured a garden before and they will have to figure out how to do it. Get an agent that specializes in insurance for non-profit social service organizations, who considers gardens like social service programs do only a general analysis of risk.

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5. If gardeners or garden officers are concerned about personal risk (i.e., potential for being sued as individuals due to their involvement in a garden), the best solution is probably "umbrella coverage." People can usually obtain this for a relatively small premium as an add-on to homeowner's or renter's insurance. Talk to your agent.

**Incorporating Provincialy and Liability**

Incorporation is the process of limiting your liability. When you incorporate you essentially form a new "Person" or "Entity." A limited liability company has all the same rights and privileges (except voting) that any individual Canadian might have. A Limited company can own land, operate bank accounts, secure credit and employ others.

"Limited Liability" is a legal term. It means the liability of the company is limited to the assets of the company. It also means the members cannot be held liable for the debts incurred by the company. However, as the company is a person it can be sued for its debts and held accountable for its actions.

A corporation exists as a separate legal entity from your personal life. Any debts or lawsuits are incurred by the company, not the owner or members. Incorporating will offer an added layer of protection but it is still advisable to obtain business liability insurance.

Incorporating provincially you'll have to register and license your company through the appropriate provincial Registrar in each province and territory you wish to do business in, outside of the original incorporation jurisdiction. It is highly recommended that anyone seeking to incorporate a company consult the Department of Government Services of Newfoundland and Labrador. All the available forms and instructions for doing so can be found there.

See also, Appendix W: 9 Steps to Creating a Corporation, for a general overview of the process of incorporating your community garden organization.

**Waivers and Participant Agreement**

A waiver is a contract between a service provider and a participant signed prior to participation by which the participant agrees to absolve the provider of any fault or liability for injuries resulting from the ordinary negligence of the provider, its employees or its agents. The agreement relieves the provider of liability for injuries resulting from mistakes, errors or faults of the provider and, in effect, relieves the provider of the duty to use ordinary care in providing for the participant.

There is a new approach to waivers—the participant agreement. The participant agreement has two major advantages. First, it provides more protection by including such protective tools as an indemnification agreement, a covenant not to sue, a severability clause, a venue and jurisdiction clause, a mediation/arbitration provision, and an in-depth assumption of risk section. The second major advantage is that it is written with a less threatening, less one-sided approach, which serves to benefit both the provider and the signer. It strives to build rapport between the two and delivers the message that the provider cares about the safety and well-being of the signer.

Finally, it is important to understand that all waivers are not created equal. Your waiver should be written specifically for your business, considering the services you have to offer, the way you do business and the quirks of your business operation. Not all attorneys have experience and know-how regarding waivers. Be

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sure to select an attorney who is familiar with waiver law and familiar with your type of business. A more economical approach is to write your own waiver and then have a knowledgeable attorney examine and improve it.

See Appendix X: Agreements and Insurance: policies and examples for community gardens; also see, Appendix Y: Sample Waiver, Release of All Claims.

**Riders on Existing Insurance Policies**

As mentioned above, a simple and inexpensive method of securing liability insurance for a community garden is for the organization to have a sponsor and be a “rider” on their existing insurance policy. This assumes of course the community garden is located on the land of the insurance policy holder. Most, if not all not for profit, municipalities or charity organizations already have comprehensive insurance policies. Offering to pay the associated set up and additional insurance costs would be splendid.

**Security and Personal Safety at the Community Garden: Pounds of Prevention**

- **Safety training.** Make it a point that all garden members are aware of safety issues and procedures. Train novice gardeners on the proper use of sharp and pointed garden instruments.
- **Pick up, during and after.** Don’t leave tools and materials lying around to be stepped on or tripped over.
- **Watch after children.**
- **Know your neighbors.** Learn the names and a little about your non-gardening neighbors. Share some extra produce. Take the time to visit with them about how the garden works if they’re not familiar with it. You may be surprised to find that people just assume that they can take food from the garden. “Hey, it’s for the community, right?”
- **Harvest produce on a regular basis.** Some people use the excuse that “a lot of food is going to waste” to justify taking food from a garden without permission. During harvest season, let garden leaders know if you plan to be out of town for more than a few days. Gardeners can harvest for you and donate the food to a local pantry.
- **Consider growing unpopular, unusual, or hard to harvest varieties.** People generally go for easy to snatch things like tomatoes, peppers and corn.
- **Encourage members to grow more than they need.**
- **Put a border or fence around the garden.** Even a simple barrier can be a deterrent.
- **Use common sense.** Even though the garden may be well-lit from street lights, only garden during daylight hours. Garden in pairs or keep a cell phone nearby if it makes you feel more comfortable.
- **Report theft, vandalism and unusual activities to garden leaders and the police.** The more people who are looking out for the garden and talking about what’s going on, the more success you’ll have at being safe and curbing unwanted activities.

**TOOLS, EQUIPMENT AND OTHER RESOURCES**

Identifying tools, equipment and other gardening resources early on is necessary for garden planning, fundraising and work plan scheduling and coordination. Most resources are available locally, but some may need to be ordered through catalogues or online shopping. Gardeners are usually natural scroungers (or they quickly learn to become one), and sourcing locally can be a great deal of fun. Once a person’s mindset is centred around the garden it seems natural to always be on the lookout for useful garden materials.
Determining What You Need

When planning out the community garden’s first year or so some helpful questions garden members should ask themselves are:

- Does the group have access to tools and other gardening equipment?
- Will the garden need to be plowed or tilled or can the soil be turned by hand? Is no-till gardening an option?
- Are compost and mulch available?
- Will the group provide seeds and transplants?
- Will the group need a shed for storing tools?
- Will the site need to be fenced?
- Will the site need to be cleaned? How will trash, branches, etc., be removed?
- Will trees need to be trimmed?
- Will the site need to be mowed on a regular basis?
- Will the garden and group need to carry liability insurance?
- Are there existing community gardens in your area that you can learn from?
- Are experienced gardeners or others available to share their gardening expertise?
- Are community organizers available to help facilitate the group's process?
- Are local government departments, nonprofit agencies or businesses willing to sponsor the garden, make donations or lend other types of support?

How to Find What You Need

Sourcing locally is knowing what is needed and being creative about potential “supplies”. The saying that one person’s junk is another’s treasure was never truer than for a gardener and his/her garden. That pile of discarded chimney bricks headed for the landfill can have a new life as stepping stones or a pathway. Lastly, there is certain camaraderie among gardeners when it comes to finding sought after materials for each other. Keeping a look out for things your fellow gardeners need builds and nourishes garden solidarity.

When sourcing locally consider the following:

- Retailers (e.g., hardware, nurseries, garden centres, box stores, lumber yards, plumbing suppliers, other landscape suppliers)
- Sponsors (e.g., hardware stores, nurseries, garden centres, manufactures)
- Farmers/producers (e.g., manure, spoiled straw and hay, and materials laying in storage unused or obsolete)
- Service providers (e.g., Hydro, RCMP, coffee shops, restaurants)
- Manufacturers (e.g., food processors, and brewers)
- FreeCycle
- Construction sites
- Landfill
- Garage sales
- Friends and colleagues
- Newspapers
- Curbside
Keep your eyes and mind open! Here are some common materials nearly every community garden needs and some suggestions where to find what you need:

- **Manure:** It doesn’t have to be bought in bags. Check local stables, including the police, if you are in an urban area.
- **Leaves for mulch and compost:** Most municipalities now collect leaves for their own composting programs. Either beat them to it on collection days or order their finished product.
- **Grass clippings for mulch and compost:** Rake it up yourself, raid your neighbour’s curbside collection bags, but beware of herbicide-treated lawns.
- **Wood chips for mulch and pathways:** Power companies, tree service companies and municipalities chip their trimmings, usually right on site. Bring your own shovel and containers.
- **Miscellaneous mulch and soil amendments:** Food processors, coffee grounds, rice, peanut and buckwheat hulls, apple and grape pomace; monument companies for granite dust (a potassium source); feed mills for corn cobs, farmer’s spoiled hay and straw, construction companies for straw and topsoil.
- **Scrap wood:** Old pallets (great for making compost bins), dumpsters at lumber yards and construction sites, wooden packing crates (often perfect as planters, just as they are). Just make sure that it isn’t pressure treated wood (the stuff with a green color).
- **Scrap metal:** Pipes for posts, trellises can often be found in dumpsters at construction sites.
- **Fencing:** Scrap wood from various sources (see above), used snow fence (sometimes free from fence companies who rent it to construction companies).
- **Large plastic buckets:** These come in handy for watering, container gardening, hauling anything and everything, protecting newly transplanted seedlings, mixing ingredients. Can be found at restaurants, construction sites, dumpsters.
- **Trellis materials:** Plumbing companies will often throw out damaged or small pieces of PVC (plastic) pipe. Also, old snow fence makes good plant supports.
- **Free or inexpensive seeds and plants:** Many nurseries, garden centres, seed companies. You can also buy rare, heirloom and organic seeds or exchange your seeds for other seeds at an annual Seedy Saturday event usually held in mid-March.
- **Tools:** Garage sales, auctions, second hand stores, tool lending libraries.

A community garden wish list of needed garden materials and supplies and posted in public spaces is helpful too. It’s a good way to bring exposure to the community garden and get more community members involved, even if they cannot, or do not want to garden. Here are some suggested places to post your list:

- The garden shed
- The garden gate
- The garden newsletter or website
- Local newspaper
- Community bulletin boards
- Announced on local radio or television
- City Councilor

See Appendix Z for a comprehensive Community Garden Wish List that separates horticultural from equipment. You can add or subtract to this list as necessary and include your organization’s contact information to arrange drop-off point/delivery or pick-up. Remember: most folks appreciate recognition for their contributions, so a private or public thank you, an invitation to the garden to meet the members, or an invitation to a year-end harvest celebration would be wise.
Determining How Much You Need

Once you have calculated your quantities, it is always best to call several local suppliers for each item to make sure that you are getting the best value for your money, especially for big-ticket items. Calling landscapers, fencing companies, soil suppliers and lumber yards for prices will help you put together a budget and if you tell them it’s for a community garden project, maybe you’ll get a better price or even a donation.

Fencing

Fencing is sold by the linear or running foot or metre. Prices depend upon the height of fence you want and the type (wood, chain link, snow, wrought iron, etc.). For example, a wood fence could be 4 ft or 5 ft or 6 ft high and each height will have a different price.

**How to figure it:** add up all the lengths where the fence is located = linear feet

*For example:*

- A garden site that measures 70 ft + 85 ft + 72 ft + 90 ft = 317 linear ft.
- If you get a fencing price of $15 per linear ft that would be $15 x 317 ft = $4755.
- Since that’s too expensive for your budget, consider a 5 ft or 4 ft high fence.

**Tip:**

- Ask if the price includes installation
- The price usually does not include a gate.

Figuring out soil volumes:

To figure out how much volume of topsoil, mulch, compost, or gravel to order, you need to find the volume.

**How to figure it:** Length x width x depth = volume (usually in cubic feet)

- However, soil is sold in cubic yards, not cubic feet. You’ll have to convert. **How to figure it:** cubic feet divided by 27 (that’s because one cubic yard is 3’ x3’ x 3’ = 27). *For Example:* 1155 / 27 =42.78 cubic yards.

**Tip:** The smaller the amount you want, the more expensive per cubic yard it will be because you are paying for the delivery.

Lumber needs

Lumber comes in standard sizes, The ones you will be most likely to use when building raised beds, retaining walls, or wood fencing are: 2x2, 2x4, 2x6, 2x8, 4x4, 6x6. These sizes are called “nominal” which means that they don’t really measure 2 inches by 2 inches. They did at one time, when they were first cut, but since then they have been dried and otherwise treated. That means that a 2x4 really measures 1-1/2” x 3-1/2” and a 4 x4 is really 3-1/2” x 3-1/2”.

**Tip:**

- Using pressure treated wood is a no-no, because it’s made with toxic chemicals that leach into the soil and can get taken up by plants. Cedar last just as long and it isn’t toxic. However, it does deplete our forests. So look for reused or recycled timber or find another solution.
- Don’t use old railroad ties --they’ve been treated with creosote which is also toxic.
Paving

Calculating the amount of paving you may need is simple: area. The only difference in price is because of the type of paving material: asphalt, concrete (poured or pre-cast pavers), natural stone stepping-stones, brick, bark or wood chips

**How to figure it:** Length x width = area

*For example:* The path measures 45 ft long and you want it to be 4 ft wide to ensure wheelchairs can easily negotiate it: 45 x 4 = 180 sq ft of paving

**Tip:** For a winding path, measure down the centre line rather then the edges. That way you get an average.
ADDITIONAL INFORMATION RESOURCES

American Community Gardening Association Website
This website discusses some of the basics of community gardening. Broad definitions and a section with some benefits of community gardening.

This document is available by order on the Toronto Foodshare website and contains a multitude of information for those setting up community gardens. It is a comprehensive manual designed specifically for the Toronto context but would be useful in here for us in NL.

A Handbook of Community Gardening, Boston Urban Gardeners, Edited by Susan Naimark, 1982 (180 pgs.), Charles Scribner's Sons, New York
Filled with great information and illustrations describing everything from setting up a community garden from a human and land perspective to to incorporating the garden group. Slightly less suitable for Newfoundland and Labrador as this is based on the U.S. context but still a hearty handbook.

This website provides a clear context for Urban agriculture from a worldwide context. Lots of information and ideas to draw from for application here in NL.

Benefits and Barriers to Implementing and Managing Well Rooted Community Gardens in Waterloo Region, Ontario. Written by Cheryl Lyn Dow
http://homepage.mac.com/cityfarmer/CHERYLFINAL.pdf
A Urban Planning Master's Thesis that examines barriers and benefits to implementing and managing community gardens in the Region of Waterloo. A very informative document that can help successful community gardens.

Film - My Urban Garden (Judith Merritt - National Film Board of Canada)
“From her small backyard plot, Halifax gardener Carol Bowlby brings forth a bountiful and mouth-watering harvest. Treating soil quality, lack of space and a short growing season as challenges rather than obstacles, Carol offers a wealth of practical growing tips. Frankly motivational, the film shows urban dwellers that the principles of intensive organic gardening can be applied equally well on an apartment balcony, on a small or large city lot, or in a rural setting.” (NFB Website - http://www.onf-nfb.gc.ca/eng/collection/film/?id=14332) 1984, 26 min 33 s

Insurance for community gardens
By Jack Hale, Executive Director, Knox Parks Foundation
http://communitygarden.org/docs/learn/articles/insuranceforcommunitygardens.pdf
An informative one page document from the American Community Gardening Association discussing insurance. Mostly U.S. Context with some interesting ideas that have pertinence to Newfoundland and Labrador.

Fundraising for Community Gardens - American Community Gardening Association – Audio Recording - Teleconference
This is a teleconference about fundraising for community gardens from May 2007. It is available at this link in Realmedia audio file format. You may have to download the real media player (http://forms.real.com/real/player/download.html?type=rpssp.us&rpr=realcom) in order to listen to the teleconference.

Foodshare Toolbox - Vandalism
http://www.foodshare.net/toolbox_month_vandal.htm
Some common sense techniques to help prevent vandalism in community garden plots. Very concise.

This website has a few excellent ideas to conquer vandals in a community garden.

Hartland Community garden proposal
This website offers a model of a short community garden planning document which includes a section on vandalism.

American Community Gardening Association Website
Community Gardening Publications
http://www.communitygarden.org/learn/resources/publications.php
Various Reference documents, e-news, video, and websites to assist in community gardening operations.

OASISNYC.net Website Community Garden Resources
http://www.oasisnyc.net/garden/resources.aspx
This New York city community gardening website offers links to many of the initiatives going on in this

Community Gardens and Urban Farms
http://www.cityfarmer.org/communitygarden7.html
Canada’s favourite urban food production website (www.cityfarmer.org) offers an extensive community gardening resource website. This lists a number of existing community gardening projects and information sources from across Canada and the world.

Resource Centres on Urban Agriculture and Food Security
Videos and slideshows on urban agriculture
http://www.ruaf.org/node/1527
This website introduces multimedia presentations that discuss community gardening and urban food production in general. This a worldwide resource with some information from Canada but there are no videos or slideshows from our province yet in the website listing.

ACORN (Atlantic Canadian Organic Regional Network) Resource links
http://www.acornorganic.org/organicpath/resources/
ACORN (and the ACORN -NL chapter) is an excellent resource for all things organic within the country and the Atlantic region. This website includes books, course opportunities, magazines, and organizations. Excellent resource.

Community Gardens: Sample Rules and Regulations
http://www.cityfarmer.org/gardenrules.html
A List of community garden rules from two different sources in one place on the web. This site contains some good rules for keeping the peace in the garden and avoiding conflict so that the focus in the garden can be on growing food and community.

The Toronto Foodshare Resources Website  
http://www.foodshare.net/resource/showall.cfm  
A good listing of resources of food security, food policy, and sustainable agriculture, and Foodshare newsletters.

This book is filled with ideas that straddle the boundary between a small community garden and a productive market garden or small farm. Elliot Coleman takes real east coast (Maine) organic methods to the limit to offer time saving techniques. An excellent resource for any community.

This book is very useful in especially a small farm situation however many of these tools can also be adapted toward a small scale or hand tools by some of our provinces crafty metal-workers and woodworkers. It’s lately become a free publication as an online download and is well worth the space it takes up.

This book is filled with ideas that straddle the boundary between a small community garden and a productive market garden or small farm. Elliot Coleman takes real east coast (Maine) organic methods to the limit to offer time saving techniques. An excellent resource for any community. There is a very useful tool section and many of Elliot's inventive designs are available through Johnny's seed company in Maine.  

Gardening Tools Guide  
http://www.gardening-tools-guide.com/  
This website has a good listing of different tools that may be useful in the garden. There are many links to find specific new or old tools that may be useful for community gardeners in Newfoundland. This may provide a good description of tools that can be built in communities for communities.

Foodshare Toolbox – Garden Tools  
http://www.foodshare.net/toolbox_month06.htm  
This is a short listing of many of the types of tools that will be commonly found in any community garden. You can use this list to create a start-up checklist of tools that you will need.
APPENDICES

Appendix A: Benefits of Community Gardens
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Appendix A: Benefits of Community Gardening


Benefits of Community Gardening

**Community Organizing**
- Community gardens increase a sense of community ownership and stewardship.
- Community gardens foster the development of a community identity and spirit.
- Community gardens bring people together from a wide variety of backgrounds (age, race, culture, social class).
- Community gardens build community leaders.
- Community gardens offer a focal point for community organizing, and can lead to community-based efforts to deal with other social concerns.

**Crime Prevention**
- Community gardens provide opportunities to meet neighbors.
- Community gardens build block clubs.
- Community gardens increase eyes on the street.
- Community gardening is recognized by the many police departments as an effective community crime prevention strategy.

**Cultural Opportunities**
- Community gardens offer unique opportunities for new immigrants (who tend to be concentrated in low-income urban communities) to:
  - Produce traditional crops otherwise unavailable locally,
  - Take advantage of the experience of elders to produce a significant amount of food for the household,
  - Provide inter-generational exposure to cultural traditions,
  - Offer a cultural exchange with other gardeners,
  - Learn about block clubs, neighborhood groups, and other community information.
- Community gardens offer neighborhoods an access point to non-English speaking communities.
- Community gardens allow people from diverse backgrounds to work side-by-side on common goals without speaking the same language.

**Youth**
Community gardens offer unique opportunities to teach youth about:
- Where food comes from
- Practical math skills
- Basic business principles
- The importance of community and stewardship
- Issues of environmental sustainability
- Job and life skills

And,
- Community gardening is a healthy, inexpensive activity for youth that can bring them closer to nature, and allow them to interact with each other in a socially meaningful and physically productive way.
Food Production

- Many community gardeners, especially those from immigrant communities, take advantage of food production in community gardens to provide a significant source of food and/or income.
- Community gardens allow families and individuals without land of their own the opportunity to produce food.
- Community gardens provide access to nutritionally rich foods that may otherwise be unavailable to low-income families and individuals.
- Urban agriculture is 3-5 times more productive per acre than traditional large-scale farming!

Health

- Studies have shown that community gardeners and their children eat healthier diets than do non-gardening families.
- Eating locally produced food reduces asthma rates, because children are able to consume manageable amounts of local pollen and develop immunities.
- Exposure to green space reduces stress and increases a sense of wellness and belonging.
- Increasing the consumption of fresh local produce is one of the best ways to address childhood lead poisoning.
- The benefits of Horticulture Therapy can be and are used to great advantage in community gardens.

Green Space

- Community gardens add beauty to the community and heighten people's awareness and appreciation for living things.
- Community gardens filter rainwater, helping to keep lakes, rivers, and groundwater clean.
- Community gardens restore oxygen to the air and help to reduce air pollution.
- Community gardens provide a place to retreat from the noise and commotion of urban environments.
- Community gardens provide much needed green space in lower-income neighborhoods which typically have access to less green space than do other parts of the community.
- Development and maintenance of garden space is less expensive than that of parkland.
- Scientific studies show that crime decreases in neighborhoods as the amount of green space increases.
- Community gardens have been shown to actually increase property values in the immediate vicinity where they are located.
Appendix B: Sample Briefing Paper

Community gardens and potential role for local governments

Start with a brief two or three sentence introduction to the issue.

Example:
There is an opportunity to revitalize underutilized municipal land as community garden space. This could contribute to greater food security in the region.

What Are Community Gardens?
This is the background section which provides, in two brief paragraphs at most, background information on community gardens. This could include any information on existing gardens in the community. The American Community Gardening Association defines a community garden as: “Any piece of land gardened by a group of people. … urban, suburban, or rural. It can grow flowers, vegetables or community. It can be one community plot, or can be many individual plots. It can be at a school, hospital, or in a neighbourhood. It can also be a series of plots dedicated to "urban agriculture" where the produce is grown for a market.”

Community gardens take many shapes and sizes, and include the growing and harvesting of vegetables, fruit, flowers, and the raising of small livestock, both for personal and commercial purposes. Most people think of community gardens as common or individual garden plots, but there are community gardens in backyards, on rooftops, balconies, boulevards, and in greenhouses. Gardens are located on vacant land, in parks, alongside schools, churches, recreation and health facilities, and elsewhere.

How Can Community Gardens Benefit Our Community?
This section discusses, in a maximum of three to four paragraphs, the reasons for taking action: community pressure to act, food security, revitalization, greenhouse gas emission reductions, etc. It also presents expected benefits, which could be drawn from the benefits section of this Toolkit or taken from local organizations willing to share more site or locally specific information.

Recommended Course Of Action
This section outlines the proposed course of action and describes both positive and negative impacts. It is appropriate to include positive and negative information on the potential impact of not taking action. You may also want to include more detailed information on the stages of planning and implementation.
Appendix C: Gaining Community Support


Reasons for supporting a community garden project

- A garden is a non-threatening place for interaction among people of ages, cultures, income levels and physical and mental abilities.
- It is an on-going project that, after the initial start-up phase, can be sustained primarily by the will of the community rather than by outside agencies or experts. It requires relatively few funds compared to other outdoor activities.
- The process can involve a wide range of skills, allowing even non-gardeners to be involved.
- A garden can continue to grow and change in form, offering challenges and opportunities for its participants along the way.
- The space in which a garden is created is safe and controlled by the residents themselves.
- Visual changes can happen in the short term, unlike housing or economic development projects, which can take years to realize.
- Through the process of creating a natural environment and caring for living things, people learn to step outside of themselves and feel the pride of giving something beautiful to their community.

Ideas for Getting People Involved in Garden

- **Let people know the benefits** – let people know that developing a garden empowers people of all ages and abilities to participate and contribute something positive to the community and that they can make a difference.
- **Word of mouth** – talk to neighborhood friends and anyone passing by the garden project and how they can become involved.
- **Use established institutions** – talk to groups already invested in the community such as church groups, community centers, boys’ and girls’ clubs, local council representatives, schools, garden clubs and businesses to let them know about new developments with your community garden and how they can get involved in garden activities.
- **Post contact information** – create garden signs (in all languages in your neighborhood) and pass out flyers listing the location of the garden, the contact person (see TIP box), meeting times and recent garden developments.
- **Connect with community** – post your community garden flyers at local churches, community centers, libraries, schools, corner stores and other public locations.
- **Neighborhood Libraries** – maybe your local library has a display box. Use that space to tell the story of your community garden and how folks can get involved.
Appendix D-1: Gardener Guidelines

(Adopted from: Friends of Burlington Gardens www.burlingtongardens.org)

- Visit your garden plot often and get to know your fellow community gardeners. Find ways to pitch in to help coordinators in maintaining your site.

- Share questions, ideas, or concerns with your site coordinator. Community gardening often involves finding creative ways to work together to meet challenges.

- Keep your plot and the adjoining pathways well cared for. Use a garden rake on unplanted areas, and hoe weeds between rows while they’re small. Allowing your plot to become overgrown with weeds may jeopardize your present and future participation in the community garden.

- Keep the lawn areas and garden paths free of rocks, weeds, and plant debris. Pick up piles of debris and hoses so as not to create a hazard to trip over or hit with the lawnmower.

- Please conserve water by watering plants in the morning or evening, rather than in the heat of the day.

- Apply water at the base of plants where possible. Keep hoses and connections in good repair. Use mulch (hay, straw, or grass clippings) to reduce evaporation from the soil.

- Use water wisely and conserve where possible. Unattended watering via sprinklers and/or underground watering systems is not allowed.

- Black (or other colored) plastic may only be used by permission of the site coordinator. Landscape fabric is not allowed as it is less effective for weed control and is difficult to remove after use.

- Please clean garden tools and carts and put them back in the tool shed after use.

- Place only organic materials in the compost piles. Help care for the garden site by participating in community work projects and by picking up litter as found.

- Garden organically to preserve soil fertility and avoid damaging the garden ecosystem. Organic gardening involves three main principals: 1) Feed the soil by using compost and cover crops to add organic matter and nutrients. (Chemical fertilizers such as 5-10-5 are not used in organic gardening.) 2) Apply natural mulches (such as hay or straw) to suppress weeds, reduce water loss, and add organic matter to the soil. 3) Use natural, botanical, and biological insect controls to avoid harming beneficial organisms and pollinators. (Don’t use synthetic pesticides, as they can have unwelcome side effects to plants, wildlife, and people.)

- Organic gardening produces healthier soils and safer ecosystems. Organic insect controls include Bt (a bacterium), rotenone, pyrethrium, Neem, copper soaps, and various homemade remedies. Please use caution and read instructions before applying any pesticide.

- Gardeners are responsible to clean up their garden plot by the closing date for the garden site.

- These guidelines are intended for the health and safety of all. If you have questions, suggestions, or are experiencing a problem, please talk with your garden site coordinator.

- Thanks for your help, and have a great season in the garden!
Appendix D-2: Sample Rules and Regulations for Gardeners

The ------------------- Community Garden is a colourful, peaceful place for residents to gather and get their hands dirty. The following are regulations designed to keep the garden a happy, friendly and growing place:

1. Plot registration will begin April 5th with preference given to gardeners from last year. Unclaimed plots will be reassigned after May 1.
2. I will have something planted in my garden by June 1st and keep it planted all summer long.
3. If I am unable to continue gardening, having trouble coming to the garden regularly or in need of assistance I will contact the garden coordinator who will assist me to the best of their ability.
4. If my plot is not kept up, I will be contacted by the garden coordinator and asked to clean it up. If the situation does not change within 2 weeks after I have been contacted or if I do not respond, I understand my plot will be re-assigned.
5. I am invited to participate in garden festivals and activities held at the garden throughout the year. Notice of these events will be posted on the garden bulletin board.
6. This is a green garden and I will only use organic fertilizers and insecticides. I will volunteer my time for general site maintenance to keep the garden site looking good. (Chores needing to be done will be posted on the garden bulletin board.)
7. I will dispose of weeds and plant materials in designated compost areas and I will keep my plot as well as adjacent pathways free of trash and litter.
8. I will participate in the end of the season cleanup and attend at least one garden clean-up day.
9. I will pick only my own crops unless given permission by others to pick crops from their plot.
10. I will contact the garden coordinator if I have grown more food than I can use. There are many people in the area who can make use of extra vegetables.

I understand the above rules and regulations and promise to follow them.

Signature of the Gardener ________________________________

Date ____________________

Signature of the Coordinator ________________________________


Appendix E-1: Design Guidelines for Community Gardens (A)


In a community garden, priority is placed on the garden plots. Choose the best area (soil, light, drainage) for the plots. The poorer or secondary areas can be used for non-growing functions such as picnic, sitting and children's play areas.

Size

The size of each plot is really dependent on the size of the overall site, and the interest and abilities of the gardeners. Consider offering different sizes.

- 10’ x 20’ (or 200 sq.ft.) is a good sized plot for growing an adequate supply of summer vegetables. (Biointensive gardening may even allow for growing a little extra, perhaps for the winter or for sharing with others.)
- 5’ x 20’ is a good size for “new-to-gardening” folks, or for gardeners with little time.

Plots can be rectangles, circles, curved, and integrated with the overall site plan to create visual interest.

- If possible, orient plots on a north-south axis to provide maximum exposure to the sun and minimizes shading problems.
- Encourage gardeners to plant with regard to their neighbors. Throughout the planning session, a review should check for possible challenges. Tall plants may create shading problems for neighboring gardeners. Perhaps, a communal plot for the tall, and sprawling plants (like squash) may help to resolve this issue.

Water Needs Calculation Worksheet
(Excel file, courtesy S. Johnson, Terwillegar)

Paths

- Paths must be well-defined.
- Main traffic areas should have 4’ paths allowing for hoses, wheelbarrows and exuberant children to move around.
- Minimum 30” paths between gardeners' plots allows for wheelbarrows. Growing plants will overhang the paths in the summer, so although this space seems excessive in spring, it will quickly shrink during the summer.
- Mulch pathways to allow for access in wetter times.
- Optional: define the paths with an edging of wood or stone.

Neighbouring landscape

(if your site is in the middle of an open field)
• What beautification improvements or maintenance routines can be done to encourage gardeners to want to be on site and to demonstrate to the community how a community garden will beautify the neighborhood?
• Is chemical spray drift from neighboring fields a possible issue?

Communal Areas

• Observe crop rotation guidelines in communal areas. Change the location of your crops each year to deter pest and disease problems.
• Reach a consensus to what will not be planted. For example, identify noxious weeds as determined by your district agriculturist. In the County of Parkland, Tansy is considered a noxious weed, and to grow it as an ornamental in this region is unlawful.
• Perennial plantings: Your group may resolve no plantings will be left to over-winter in the individual plots. Therefore, a designated area may have to be created for perennial plants such as herbs, and soft fruits crops.
• Tall plants and space loving plants: Tall plants such as corn and sunflower may cause shading in neighboring garden plots. Sprawling crops such as squash and cucumber can easily over run areas.

Children's Garden Plots

Base the plot size on the length of the child's reach.

• It should be no wider than twice the length of the child's reach, providing the plot is accessible from both sides.
• Edge the plot with bricks or stones to define the child's plot boundaries. This will create a sense of ownership for the child.
• Using boards, stepping stones, grass, or bark; define the path so that is very clear where it is okay to walk.
• In a central location within the children's garden, locate a water station. This area will have 5 gallon pails for water. Each child will fill a small watering can or pail to water his/her garden patch. This reduces the risk of damage by dragging hoses, overuse of water, excess spillage in pathways, etc.

Children's Play Area

A children's play area can make the family's garden experience more enjoyable for all.

• Locate it near the children's garden plot area.
• Provide direct access.
• Have a grassed area, fenced, and some basic playground apparatus. Ideally, this area would be a safe place for children to play, while allowing for their parents to tend to the garden.

Information Signs

• Inform your neighbours and community about the garden: what you are doing and why.
• Invite them to participate.
• Explain who the gardens are for and how they may participate (as a volunteer, gardener, sponsor).
• Acknowledge your sponsors.

Individual Signage
- Encourage children to put up a sign on their garden plot.
- Signage at families/individual plots will encourage pride and ownership. It may also reinforce regular maintenance of individual plots if their family name is displayed alongside.
- General signage such as: Children's Gardens, Herb Garden, etc. inform passers-by, and can be an educational tool. Labeling the herbs in the herb garden will help your gardeners to identify plants and perhaps encourage cooking with them.
- 'Grow a Row' signage or a sign reading “If you need vegetables, please join our community garden. If you need food today, then please pick from this plot only.”

**SAMPLE LAYOUTS:**

Sample sketches of community gardens done simply on graph and note paper, drawn close to scale, using rulers or graph squares.

University of Manitoba Student Community Farm: [http://uofmgarden.pbworks.com/Tentative-Garden-Layout](http://uofmgarden.pbworks.com/Tentative-Garden-Layout)

Legend:
Red – Rows
Light Blue – Path
Yellow – Water Tank
Green – Arbour/Trellis
Dark Blue – Information Area

Brightside Farm - Community Garden:

Carrville Community Garden: [http://www.carrvillecommunitygarden.com/measure.htm](http://www.carrvillecommunitygarden.com/measure.htm)
Appendix E-2: Design Guidelines for Community Gardens (B)

(Adapted from: Dig it! A practical Toolkit: How local governments can support community gardens, by Herb Barbolet, Co-published by: Ministry of Community Development and Union of British Columbia Municipalities. Spring 2009.)

**Goal:** Build and maintain community gardens as functional, lasting, and enjoyable places to garden and gather. Community gardens take all sorts of shapes and forms. The design guidelines below offer general principles for building and maintaining community gardens. More specific guidance on “structural design requirements” can be found below. But first, the essential elements of a well designed community garden are outlined.

**Guiding principles for designing community gardens**

*Celebrate food:* Build outdoor facilities for food preparation and outdoor eating that enable people to socialize and celebrate food. Consider including an outdoor clay oven for community use. Such ovens are used to create pizza, bread, and other baked goods.

*Productive landscape:* Whenever possible, choose landscape plants that produce food or herbs. Edible flowers add a pleasing aesthetic.

*Appearance:* Design community gardens to be attractive and easily maintained, especially in highly visible spaces.

*Showcase:* Use community demonstration gardens to profile urban agriculture practices. Where possible, site gardens in communal spaces (e.g., courtyards and rooftops).

*Think like a gardener:* Design community gardens from the perspective of a user (e.g., think about wheelbarrow turning radii and loading zones.)

*Ecological health:* Maintain community gardens with plant and soil health in mind. Incorporate wildlife habitat where possible, and promote the use of natural building materials, fertilization, and pest control.

*Inclusiveness:* Design for all mobility levels.

*Safety:* Ensure safety for all ages by pro-actively addressing potential hazards.

*Eyes on the garden:* Ensure whenever possible that sites are highly visible, especially from multi-family or community buildings.

*Connect to green space:* Locate community gardens near trail systems and / or park areas, whenever possible.

*Long-term stability:* Ensure that community gardens have long-term leases, where possible, to ensure stability for gardeners. This provides the security required for gardeners to work towards a successful garden. Explore alternative land tenure models such as land trusts or cooperatively owned land.

*Design for energy efficiency, effectiveness and sustainability:* Place most-used functions close by and less-used functions in further reaches of the garden. For example, place information kiosks at entrances, compost bins at the extremities, often-harvested plants near edges, and fruit trees furthest away.
Siting & Orientation: Where to locate new Community Gardens

Exact locations will emerge from community input and need. Sitting considerations include:

- Orient community gardens to maximize solar exposure and minimize shade and wind exposure throughout the year (e.g. against a wall, south-facing).
- Situate community gardens within a 5-10 minute walk from residential areas and / or near transit stops whenever possible, and explore transit options.
- Site community gardens near other community land uses, especially high pedestrian traffic areas such as parks, community centres, schools, and town squares, and near amenities such as schools, seniors’ living, cafes, and restaurants. This will maximize participation and integration into the community. High exposure and visibility will also assist in long-term management and reduce vandalism.
- Maximize the efficiency of existing infrastructure, especially water systems, by locating community gardens in serviced areas, or in areas where services can be reasonably supplied.
- Avoid areas with high vehicular traffic and/or contaminated soil. If soils are contaminated, ensure that old soil is either removed or capped with a non-permeable surface, utilize raised beds, and bring in clean soil.

Structural Design Requirements for Community Gardens

Many community gardens were created with little planning or design. Some lack access to water, composting facilities, tool storage, or universal accessibility, and require upgrading. When planning new community gardens, the following structural design requirements should be considered:

Gardens (in-ground and raised): Raised beds are necessary when soil is contaminated or low quality. Beds should be a maximum of two feet wide to allow access from one side, and a maximum of four feet wide to allow access from two sides. Where space is limited, a minimum of 32 sq. ft. (4’ X 8’) is sufficient to grow a good range and quantity of produce. Stepping stones are not recommended. They compact the soil, and are not an efficient use of growing space. Wheelchair accessible gardens should be 24” to 48” above grade. In-ground gardens should adhere to the same guidelines.

Soil: Soil depth for in-ground and raised beds should be a minimum of 18” to ensure adequate substrate for plant growth. Soil composition should be suited to climate (e.g., better-drained soils for wetter climes, more organic matter to retain soil moisture where summers are hot). If soil must be transferred to a site, test it for pH, nutrients, and contaminants. On-site composting provides regular soil amendments and builds soil quality. Many community gardens choose to use only organic amendments and eschew synthetic pesticides, herbicides and fertilizers for a variety of reasons, including food quality, environmental health, and the health of gardeners.

Water: Access to water is essential. Providing hose bibs will ensure safe and easy watering of all areas of the garden. Numerous hose bibs are essential to avoid hoses being dragged over and across growing plants. A guideline for hose bib frequency is: one hose bib centred in eight 4’ by 8’ beds (see diagram). Rain barrels can collect rainwater to be stored in cisterns. Water is then pumped to hose bibs and used to decrease reliance on sources of potable water.

Easing movement in the garden: Gardens should be designed for easy movement of soil, plants, tools and water. One-foot wide paths between beds and two-foot widths between bed clusters are a minimum to maneuver wheelbarrows or carry tools and buckets. Four-foot wide paths are required for full accessibility. Include space for vehicle access and loading areas to ease transfer of garden supplies. A small number of parking spots and a bike lock-up area should be made available.

Composting: On-site composting is a key to managing gardens and creating nutrient-rich soils. The size of the composting system should be relative to the number and size of garden plots. One three-stage composter
is generally required for every 10-15 standard-sized (4’ X 8’) garden beds, or every 320-480 square feet. The number of composters required will vary with the type of planting and style of garden management. For example, intensive growing and year-round gardening produce more organic waste and require more composting facilities.

**Additional soil amendments:** Additional amendments may be required, above and beyond compost. Manure, worm castings, fish meal, seaweed and other supplements should be considered, as should nitrogen-fixing legumes grown as winter cover crops – a great way to build soil fertility. Synthetic or chemical amendments should be avoided.

**Structures:** On-site structures include tool storage sheds, potting areas, greenhouses, benches, outdoor kitchen areas with sinks, BBQ pits, and harvest tables. These enhance the garden environment and provide spaces for people to gather, garden and gab. Secure, dry tool storage is essential for keeping tools and other materials on-site.

**Signage:** Weather-protected bulletin boards help gardeners manage the space. Signage for the garden itself eases way-finding and creates a special identity for the garden.

**Fencing:** Fencing is not generally recommended, as a fence can send the message: “Private property… keep out!” However, low, permeable fences can exclude dogs and signal that the garden is a special place with specific rules. Green fences – edible shrubs and trees – are a friendly and attractive alternative to traditional fencing.

**Special features:** Community gardens can be enhanced by installing special features – an espalier fruit tree orchard, beekeeping facilities, or permaculture demonstration plots. Feast tables and BBQ pits encourage social activity in the garden and add value to the space. Demonstrations of container gardening for patios and rooftops offer a valuable service in areas where housing reaches two storeys or more.
Appendix E-3: Site Inventory Checklist

Investigate the following items and locate them on a site plan, drawn to scale. The more information that you can gather about your site, the easier it will be to design the garden project.

1. **Sun / shade patterns, throughout the day**
   - Hours of sun
   - Shade from buildings on site
   - Shade from buildings off site
   - Shade from trees on site
   - Shade from trees off site

2. **Wind patterns**
   - prevailing wind direction
   - micro climates

3. **Drainage patterns**
   - constantly wet spots
   - high & dry spots
   - catch basins

4. **Changes in elevation (slope)**
   - retaining walls
   - low areas
   - hills/slopes
   - swales

5. **Soil conditions and quality:**
   - texture (clay, sand, silt)
   - pH
   - nutrients
   - organic content
   - compaction
   - contamination (salt, lead, car exhaust, industrial or other waste)

6. **Existing trees:**
   - exact location
   - type
   - trunk diameter
   - canopy spread
   - health condition

7. **Existing shrubs & flower beds:**
   - exact location & dimensions
   - type of shrub or perennial
   - height
   - condition (good, fair, poor)

8. **Existing buildings**
   - on site buildings—sheds, portables, etc.—height or number of stories
neighbouring buildings--height or number of stories
location of entry and exits
ground floor windows
steps--number, height, width
canopies and overhangs—dimensions

9. Existing structures
water outlets
electrical
benches
trash cans
light poles
signs
catch basins
fire hydrants
driveways

10. Fences
types/material (wood, chain link, wrought iron, post and wire, etc)
height
length
location

11. Paved areas
walkways—width, length
open areas
paving material

12. Traffic patterns
pedestrian: paved
pedestrian: unpaved (desire lines)
vehicular, especially waiting areas

13. Play areas
sports fields
play structures
informal

14. Sitting areas
formal
informal

15. Underground sprinkler system:
look for in ground sprinkler heads or check with caretakers or owner

16. Views
good views, to enhance
bad views in need of screening

17. Future plans:
It is very important to consult with the site’s owner concerning any planned future construction
Appendix F: Building Community Support Checklist

Is the initiative community led, meaning that community members have taken ownership of driving and implementing the process? This includes such actions as being the main contact for the initiative, leading decision-making and taking responsibility for implementing the decisions that are made.

Do you have an understanding of who the stakeholder groups in the area are who may have a vested interest in the initiative happening or not? (This includes park users, local residents, people who speak different languages, people of various social classes, ethnic groups, etc.) Have you identified who could be an ally (and why they are an ally)? Have you identified who might be opposed (and why?). Do you have a strategy in place with how to harness the support of the allies and address the concerns of the potential opposition?

Have you had contact with these various stakeholder groups?

Do you understand the local political and historical context of the area? For example, are there ongoing conflicts or divisions that may influence the process?

Do you know the existing uses of the space that is proposed for the initiative? Are they complimentary?

Have you built partnerships with interested local organizations and leaders?

Have you posted information about the proposed initiative at the site where it is supposed to take place?

Have you continued to update the posted information with what is happening, what has been decided, and how people can get involved?

Have you made a thorough effort to inform the community about the proposed initiative (e.g. flyering, door-knocking, signage, community newspapers and newsletters, list-serves, etc.)

Have you explored and determined whether or not there is opposition to the initiative?

If you are facing opposition, have you made a genuine effort to listen to that opposition, to make sure that they feel heard, and to respond appropriately to their concerns and work towards compromise?

Have you taken your time and engaged in significant dialogue (formal and informal discussion and information sharing) before making a decision about what will happen in the space?

Have you consulted with others who have significant experience with initiatives like this?
Appendix G: Ten Steps To Starting A Community Garden

(Adapted from the American Community Garden Association's guidelines for launching a successful community garden in your neighborhood.)

1. Organize A Meeting Of Interested People
Determine whether a garden is really needed and wanted, what kind it should be (vegetable, flower, both, organic?), whom it will involve and who benefits. Invite neighbors, tenants, community organizations, gardening and horticultural societies, building superintendents (if it is at an apartment building)—in other words, anyone who is likely to be interested.

2. Form A Planning Committee
This group can be comprised of people who feel committed to the creation of the garden and have the time to devote to it, at least at this initial stage. Choose well-organized persons as garden coordinators Form committees to tackle specific tasks: funding and partnerships, youth activities, construction and communication.

3. Identify All Your Resources
Do a community asset assessment. What skills and resources already exist in the community that can aid in the garden’s creation? Contact local municipal planners about possible sites, as well as horticultural societies and other local sources of information and assistance. Look within your community for people with experience in landscaping and gardening. In Toronto contact the Toronto Community Garden Network.

4. Approach A Sponsor
Some gardens "self-support" through membership dues, but for many, a sponsor is essential for donations of tools, seeds or money. Churches, schools, private businesses or parks and recreation departments are all possible supporters. One garden raised money by selling "square inches" at $5 each to hundreds of sponsors.

5. Choose A Site
Consider the amount of daily sunshine (vegetables need at least six hours a day), availability of water, and soil testing for possible pollutants. Find out who owns the land. Can the gardeners get a lease agreement for at least three years? Will public liability insurance be necessary?

6. Prepare And Develop The Site
In most cases, the land will need considerable preparation for planting. Organize volunteer work crews to clean it, gather materials and decide on the design and plot arrangement.

7. Organize The Garden
Members must decide how many plots are available and how they will be assigned. Allow space for storing tools, making compost and don’t forget the pathways between plots! Plant flowers or shrubs around the garden's edges to promote good will with non-gardening neighbors, passersby and municipal authorities.

8. Plan For Children
Consider creating a special garden just for kids--including them is essential. Children are not as interested in the size of the harvest but rather in the process of gardening. A separate area set aside for them allows them to explore the garden at their own speed.

9. Determine Rules And Put Them In Writing
The gardeners themselves devise the best ground rules. We are more willing to comply with rules that we have had a hand in creating. Ground rules help gardeners to know what is expected of them. Think of it as a code of behavior. Some examples of issues that are best dealt with by agreed upon rules are: dues, how will
the money be used? How are plots assigned? Will gardeners share tools, meet regularly, handle basic maintenance?

10. Help Members Keep In Touch With Each Other
Good communication ensures a strong community garden with active participation by all. Some ways to do this are: form a telephone tree, create an email list; install a rainproof bulletin board in the garden; have regular celebrations. Community gardens are all about creating and strengthening communities.
Appendix H-1: Proposed Agenda for First Community Meeting

6:00 pm Upon arrival
- Set up welcome table with name tags
- Coffee, tea, snacks
- Child care – meet volunteer and get them set up
- Room arrangement
- “Agenda” and “Where things are at” on flipcharts, drawing posted
- See who is in the room that needs to be welcomed

7:00 Welcome
- A call out activity of “Who’s in the Room”
- Agenda for night, washrooms, etc.

7:10 Why are community gardens great?

7:20 Here’s where things are at - white board, flip chart

7:30 Before we continue does anyone have any questions?

7:40 Set-up break out groups

7:45 Break-out Session: (all available hands) – groups around tables
- What do you want to see happen in the garden? (See Questions to Address at an Initial Meeting, below)
- Pass sign-in sheet, encourage interested to get involved – give flyer for second meeting
- Help report back floaters with the key themes, ideas, questions in your group

8:15 Report back
- Is done by observers- they record themes on a flip chart at the front of the space, asking at the end if they have missed anything

8:25 Next Steps and Wrap up
- The next meeting will be happening
- Thank you – make sure we can reach you, something fun, stay for snacks
Questions to Address at an Initial Meeting

• What type of community garden does the group want to create? Will space be divided and gardened by individuals and families, will it be gardened collectively by the group, or a combination of both? Will it take some other form?
• What is the purpose of the garden?
• Who will the garden serve?
• Is land available for a garden?
• What are some of the resources needed for a garden? Can gardeners provide their own resources or will the group need to locate and provide some of them?
• How much gardening experience does the group have?
• Are there individuals or organizations willing to provide materials and expertise?
• Will there be a fee charged to gardeners to cover expenses? Will there be a sliding scale?
• When are dues collected?
• How will dues be used?
• How much time (hours per week) can group members commit to the project?
• How will other people and organizations know about the group and the garden?
• Who is willing to serve on a garden leadership team?
• What is the best way for the group to stay in touch?
• Should the group proceed with finding and evaluating land for a garden?
• Will there be a garden committee?
• Will there be a garden coordinator & how will this person be chosen?
• How long will the coordinator(s) serve?
• What are the duties of the coordinator(s)?
• How will the leader(s) be replaced, when necessary?
• What are the eligibility requirements for membership in the garden?
• What rules will be needed?
• How will the rules be adopted?
• How will the rules be enforced?
• What committees will be necessary?
• How often will the group meet?
• Where will the gardeners hold meetings and at what time?
• Will the garden be run communally or will each gardener have his or her own plot?
• Will the harvest be shared or is it up to the individual gardener to decide?
• Will our group participate in the Plant a Row-Grow a Row program
• How many garden plots will fit on the land?
• How big should a garden plot be? The "standard" size is 10ft. by 10ft. but this will depend entirely upon the size of the overall garden site and the experience level of the Gardeners. For example, 4ft x 8ft. is a good size for a senior.
• Do all plots have to be the same size? Or, should new gardeners begin with smaller plots?
• How will the plots be assigned (to individuals, by family, by need, by residency, by group, youth, elderly, etc.,
• Will gardeners share tools, hose and other such items?
• Is watering to be the responsibility of each gardener or will that duty be shared?
• How will it be shared?
• Will the garden be organic (no chemical pesticides or fertilizer)?
• Is there any restriction to the hours that the garden is open?
• Will there be any raised beds or other provisions for people with limited mobility?
• What about a garden message board & sign, a tool shed…?
• What about a play area for kids?
• What about a sitting area in the shade?
• Should flowers be planted to beautify the site?
• Is a fence needed?
• What will be the name of the garden?
• How will work for the garden as a whole, such as annual flower planting, record/bookkeeping, potluck events and maintenance, be shared?
• How will extra money be raised?
• Should the group be incorporated as a nonprofit organization
Appendix H-2: Proposed Agenda for Second Community Garden Meeting

(Once it has been decided to go ahead with the garden)

What is our vision? (long term, short term)
- What we know so far about what we want to do

Visioning
- Close your eyes if you like. Imagine yourself walking around and through the garden.
- What shape is the outside of the garden. What are the pathways like? What does it smell like?
  What shapes are the beds? What kinds of plants are in the garden? Who else is there? What is
  in the garden besides plants?
- A couple of minutes to sketch out ideas in words or images
- Brainstorm rules
- Brainstorm a list of elements in the garden and design of the garden

How are we going to get there?
- First and foremost is us - mapping our personal assets
- Next is how we are organized - how committed are all of us- how much time and energy is
  each person ready to put in - what things we’re committed to do - how we are going to make
  decisions?

Things to begin to decide on as we start to grow
- Guidelines
- Elect a garden coordinator
- How membership will work

When will the next meeting be?
Appendix I: Ten Tips on Local Advocacy

(Adapted from American Community Gardening Association)

1. **Develop a plan (or don’t wait for crisis).** If your garden is not protected, understand exactly who owns the land. Know exactly what you are asking for and who you are asking. Is there a public process or is it “who knows whom”? Your plan should include the other tips listed below. Meanwhile keep the garden looking great!

2. **Develop allies.** Community gardens, low income housing organizations, churches, schools, community development organizations all serve the same constituencies. Introduce potential allies, including government officials and business leaders, to the garden. Determine areas of commonality and find ways to have gardeners help your allies. Be sure to ask your allies to take specific actions to help your cause.

3. **Be prepared for opposition.** Acknowledge, in advance, that there will be objections to your efforts. Know both who is likely to be in opposition and what objections they will raise. Read opposition material, study the newspapers, watch or listen to talk shows, and check websites. Determine if there are any points of commonality. Learn, if possible, if you have contacts with those to whom the opposition listens.

4. **Become known.** Invite decision-makers and the media to your garden. Host activities for neighbors. Share your produce. Do other community service – a children’s program; horticulture therapy, conduct neighborhood clean-ups and plant tree-pits. Make presentations at nearby neighborhood and tenant association meetings.

5. **Use the media.** Develop a compelling message which includes what you are asking for and a convincing reason why you should get it. Determine spokespersons and have them practice giving your message. Make a list of the human interest stories of your garden. Write up the stories (with photos!) for neighborhood weeklies. Invite newspaper and TV garden reporters to the garden. Don’t forget public access cable TV.

6. **Meetings, meetings, meetings.** Be prepared to attend public meetings of the city council, planning department, parks commission, city planning and zoning hearings, and health department. Whenever possible sign up to speak at these meetings and present your message. Host meetings of your own to inform and motivate gardeners.

7. **Resolutions, plans, and ordinances.** Take the offense. Get friendly local legislators to sponsor and champion resolutions and ordinances supporting community gardening. Be alert for opportunities to have community gardening promoted and sanctioned within neighborhood and citywide planning and re-zoning efforts.

8. **Celebrate successes.** Preservation efforts can take many years. However, there can always be something to celebrate (alliances with new organizations, a successful harvest, a resolution sponsored). To keep up spirits, demonstrate progress, become known, use the media, and involve allies – have press conference, parties, and congratulatory award events.

9. **Be persistent.** The opposition is hoping that you will just go away. Don’t let them wear you down. This is why having parties (tip #8) is so important. It is really important that gardeners really do go to ALL the meetings!
10. **Be flexible.** Be open to changing your campaign to reflect the needs of allies or what you realize is more realistic long-term success. For example, you may lose a garden, but gain a commitment to the building of a permanently protected and larger garden across the street.
Appendix J-1 Elements to Include In A Community Garden Ordinance

(Jane E. Schukoske Associate Professor, Director of the Community Development Clinic
University of Baltimore School of Law)

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In crafting ordinances, localities must assess their context, such as the number, size and location of vacant
lots, the climate, gardeners’ interests in food production and marketing, the real estate market, and the
potentially interested group of gardeners. In older cities, community garden ordinances may be a part of a
larger effort of city restructuring to facilitate the process of returning abandoned, tax-delinquent property to
"productive use." In other contexts where vacant public land is less of a problem, the people to be served by
gardens may be the point of departure for programming and legislation. For example, the establishment of
instructional gardening programs in schools may lead to youth involvement in community services.

In addition, the nonprofit and private sector entities that exist or can be created to meet local needs is another
variable that must be considered. The model adopted by a locality should provide for the variables for
planning actual gardens. It has been suggested that the following local strategies may be used for preserving
and developing community gardens: inclusion in the local planning process; permission under zoning
ordinances; budget allocations; and staff support by local government. Finally, the local legal context
specifically, whether state enabling legislation is desirable before seeking local support - must be considered
in formulating an approach. With these caveats, the following are common elements of many community
garden ordinances or of "best practices" in successful local programs.

1. Assign the duty of inventorying vacant public lots and vacant private lots in low income neighborhoods and
   the duty to make that information readily accessible to the public.

2. Authorize contracting with private landowners for lease of vacant lots.

3. Authorize use of municipal land for minimum terms long enough to elicit commitment by gardeners, such
   as five years, and provide for permanent dedication to the parks department after five years of continuous
   use as a community garden.

4. Provide for clearing of rubble and contamination where needed, and for regular trash collection.

5. Prepare land for gardening by tilling and building raised beds, configuring some gardens for access by
disabled gardeners.

6. Provide for access to water without charge to gardeners.

7. Provide compost from the locality's recycling programs, if available.

8. Provide tools, hoses and secure storage facilities for tools and other necessary items.

9. Tap resources for training about gardening, including organic methods or pesticide use, and consulting
   about particular garden problems.

10. Provide technical assistance to support programs with youth, elderly, disabled, low income, and other
    populations depending on neighborhood needs and interests.
11. Provide signage, if requested.

12. Network with farmers' markets, entrepreneurship programs, vocational education, and organizational leadership programs.

13. Provide for liability insurance against personal injury.

14. Permit sale of excess produce by charitable organizations.

15. Provide trash collection service.

16. Provide maintenance for adjacent park property.

17. Provide favorable tax treatment for loan of private land.

18. Identify sources of program materials (for teachers, youth and senior counselors, etc.).

19. Provide a funding mechanism to cover the locality's costs in establishing a computer database and mapping program, property acquisition and maintenance, and technical assistance.
Appendix J-2: Vancouver Park Board Community Gardens Policy

(Adapted from Vancouver Park Board, Parks and Gardens: http://vancouver.ca/Parks/parks/comgardnpolicy.htm)

Preamble:

Urban dwellers in search of plots beyond the balcony can become a part of Vancouver's growing tribe of community gardeners. The gardens' tenure on parkland are guided by a Park Board approved Community Gardens Policy.

These community gardens are located on parkland but organized through neighbourhood groups. Find the nearest site available to you where carefully tended beds bring forth the glory of the harvest, be they edible or floral by nature! In addition, tilling the soil next to people within your own community can reap the even larger benefits of friendship as neighbour meets neighbour while sharing a common outdoor pursuit.

Policy:

The Board recognizes community gardening as a valuable recreation activity that can contribute to community development, environmental awareness, positive social interaction and community education. The Board will collaborate with interested groups in assisting the development of community gardens.

For the purposes of this policy, a community garden is defined as a community development program operated by a non-profit society. The program has one or more of the following features:

- A piece of land is utilized by the society to produce food and flowers for the personal use of society members.
- A community development program is in place which encourages the involvement of schools, youth groups and citizens who do not have an assigned plot in gardening activities.
- An organic community garden is maintained, that will increase the ecological biodiversity of Vancouver and provide increased understanding of local food production

Clause One

The Board will support the development of community gardens in Vancouver through the following means:

- Providing access to information on the development and operation of community gardens.
- Assisting interested groups in searching for suitable land for the development of community gardens. This inventory must include City-owned land, land controlled by other government agencies, and privately owned land.
- Assisting in the development of user agreements with the owners of sites chosen.
- Assisting with the development of a community led environmental education program.

Clause Two

If it is determined that park land is the most suitable site for community gardens, the following conditions will apply:

- The garden is developed at no cost to the Board, except that prior to the first season, the Board will, at its cost, prepare the site for planting by removing grass, ploughing the soil and adding compost.

  - A community consultation process indicates neighbourhood support for the garden.
• A garden site plan must be drawn up and approved by the General Manager. The plan must include the layout of the plots and indicate any proposed structures or fences.
• A non-profit society agrees to develop and operate the gardens according to a users agreement which will specify the term of use, management responsibilities, user fees and access procedures including the following specific terms:
  a. "The standard term of the user agreement will be five years. The Board may consider the granting of multiple terms in exceptional circumstances. The issuance of such longer terms is warranted in circumstances where the Society can demonstrate that the standard five year term would significantly restrict the Society's ability to:
     1. comply with Park Board policies and direction
     2. conduct community outreach programming beyond the Societies members
     3. implement a long term plan
     4. execute significant approved site improvements
     5. such other circumstances that the Board deems relevant
     6. for terms longer than five years, a review and formal reporting to the Board will be required at each 5 year period and the agreement will incorporate a strengthened termination clause to allow both the Society and the Park Board the option to terminate the agreement with adequate notice."
  b. Allotments of space must be made from a waiting list on a first come first served basis.
  c. While community gardens are a neighbourhood initiative, membership in the Society, and the opportunity to be allotted a plot, must be open to any resident of Vancouver.
  d. Organic gardening methods and integrated pest management principles are to be followed.
  e. Allotment fees charged by the society must be reported to the General Manager.
  f. The Society must adhere to maintenance standards set by the Board.
  g. No barriers to general public access to the site can be erected.
  h. Garden practices shall comply with all Park Board and City Policies and Bylaws.
     1. Although located on Parks with the prior approval of the Park Board, Community Gardens are operated by volunteers from the community.
Appendix J-3: City of Victoria Community Garden Policy

City of Victoria
COMMUNITY GARDENS POLICY

Policy Definition

The City of Victoria recognizes community gardening as a valuable community recreational activity that contributes to health and well-being, positive social interaction, community development, environmental education, connection to nature, protection and use of open space and economical, nutritious food production and food security. The City of Victoria encourages community gardening by collaborating with existing non-profit groups in the development of community gardens. This policy primarily applies to public lands and has provisions for private land.

For the purposes of this policy, a “community garden” is defined as: a plot of land where community volunteers from a non-profit society produce food, flowers, native and ornamental plants, edible berries and food perennials on public or private lands. A community garden program may have the following features:

- Promotes urban agriculture, food security and food production.
- Utilizes a parcel of land in order for the society to: produce organic vegetables, fruit and flowers for the use of its members through allotments or shared plots, and can be an ornamental, native plant and perennial food producing garden for community enjoyment.
- Provides demonstration gardening and other environmental education programs to encourage the involvement of schools, youth groups and citizens (who do not have assigned plots) in gardening activities.
- Provides to society members plots and services such as water, tilling and shared tools usually in exchange for a fee or volunteer labour exchange.
- Compost bins, tool storage sheds and other elements necessary for the operation of a community garden.
- Ensures that the public have access to the community garden areas
- Donates surplus produce to local food banks
- Encourages partnerships with other community organizations
- Provides compost bins, tool storage sheds and other elements necessary for the operation of a community garden

Goals of a Policy for Community Gardens

- To recognize the need for community gardens.
- To establish community gardens throughout the City on public or private lands, where feasible.
- To recognize the value of community gardens, as a public amenity, in land use redevelopment.
- To encourage backyard, rooftop and workplace gardening to complement community gardens, as ways to promote more greening of the City.
- To maintain existing community gardens and protect local food production.

City Support for Community Gardens

The City of Victoria supports community gardens by working with community associations and gardening organizations. Subject to available resources the City will:
• Promote and raise awareness of community gardening (e.g. through the City of Victoria website).
• Provide contact information to the public of existing community garden organizations.
• Provide information to the public about who to contact to start and operate community gardens.
• Where appropriate, offer Victoria-owned land as new community garden sites, such as undeveloped parcels, closed road rights of way, marginal park land * and along Greenways as part of a Green Streets * program.
• Identify the City’s community garden contacts including roles and responsibilities of Parks staff.
• Assess site suitability for food consumption and production, perennials and flowers through a Phase 1 Environmental Analysis.*
• Through Neighbourhood Development Matching and Greenways Grants, provide Community and Neighbourhood Associations with funds to start up and develop community gardens.
• Provide in-kind support where feasible (i.e. excess materials like compost).

Guidelines for Selecting New Sites on Public Property

Victoria supports the creation of community gardens and will assist the organization in locating new garden sites where available land exists, where neighbours have been consulted and are supportive, and where a gardening group demonstrates an interest and commitment. In identifying new sites for community gardens, the following guidelines should be considered:

• Interest and commitment of a gardening group (non-profit), in partnership with a community association
• Informed and supportive neighbours
• Availability of the site
• Volunteers willing to operate and manage the site
• Year-round accessibility of the site
• Soil quality and drainage
• Sun exposure
• Accessibility by public transit
• Access to municipal water as per standard regulations and permits
• Availability of [minimal] parking
• Provide a public education component
• Priority for new sites should be for neighbourhood areas that are underserved

Retention of Existing Sites

Establishing new community garden sites are a challenge due to the lack of undeveloped parcels of land. Therefore, the protection of existing sites is an essential component of this policy. The City of Victoria endeavours to do the following to retain existing community garden sites as a valuable use of public open space:
- Support community organizations/gardening organizations in securing licenses.
- Assist in longer-term lease opportunities in developing a project or ownership of sites by the municipality.
- Support the retention and expansion of community gardening sites through policy and promotion of the value of community gardening.

**Conditions of Use on City-owned Property**

The following conditions apply to community gardens sites on City of Victoria-owned land, and should act as a guideline for other sites in Victoria:

- The garden is developed at no cost to the City of Victoria, other than the Matching grant or Greenways program.
- A community consultation and planning process undertaken by the community association and the garden organization which indicates neighbourhood support.
- The consultation process will determine how new gardens and the surrounding neighbourhood can benefit and support each other.
- Expressions of art and creativity are welcomed and encouraged.
- Environmental innovation, demonstration and education sessions including: composting, organic gardening practices and drought tolerant gardening are encouraged.

**Conditions for Use on Park Land**

The City will approve the use of park land for community gardens on a case-by-case basis following consultation with the affected community and subject to Council approval.

**A. User Agreement between the Non-Profit Society and Community Garden members**

The non-profit [community garden] organization and/or a neighbourhood association agrees to develop, manage and operate the community garden according to a user agreement with their members which specifies the terms of use, management responsibilities, user fees, and access procedures which include the following:

- User agreement will not exceed three years; with an option to renew.
- Residents of the City of Victoria will be given priority for membership and the opportunity to garden.
- A list of regulations is developed for use of the site, and members are required to sign a contract indicating their compliance with regular maintenance and standards.
- Membership and use of the site can be revoked for non-compliance with the organization’s bylaws and regulations.
- Allotment garden must be maintained to a minimum standard of aesthetics and orderliness. Year round production is encouraged.
- Participation must be made from a waiting list on a first-come, first-served basis.
- No pesticides are to be used; produce is to be organically grown.
- Produce grown on the site is not for private profit; excess produce can be donated.
- Access to the site for the enjoyment of the general public is permitted and facilitated.
- Groups are required to have liability insurance.
- Contact information is posted for neighbours to support positive relationships.
B. License for Use

A license for use agreement must be signed between the property owner and the community association for the purpose of developing and maintaining a community garden. This License will be for a maximum of 3 years with an option to renew. (Samples of City License for Use agreements - Appendix B).

Community Gardens on Private Lands

- Community gardens and rooftop gardens on non-City lands that adhere to the goals of the policy will be encouraged during re-zonings if there is a policy supporting their provision at the site. In these instances a restrictive covenant would be required to be registered on the title to secure access, hours of operation, maintenance, liability and other relevant matters.
- Community Gardens on private lands not requiring re-zoning, are encouraged in this policy and would require a minimum of three years lease agreement with the property owner and the non-profit gardening organization in order to qualify for City Matching and Greenway funds.
- "Greening" of worksites is encouraged through gardening on rooftops, decks and balconies to assist in the beautification and greening of buildings.
- Backyard gardening and sharing of backyard gardens are encouraged as additional ways of promoting food security and food production in the City.

Definitions

*Urban Agriculture: Is the growing, processing and distribution of food and other products through intensive plant cultivation in and around cities.

*Food Security: All persons in a community have access to culturally acceptable, nutritionally adequate food through local, non-emergency sources at all times.

*Green Streets Program: A program where individuals or organizations can adopt Greenway features such as traffic circles, boulevards and traffic bulges and maintain the plantings in them.

*Park Land: Spaces identified within a Park where the community garden groups could place garden plots, fences, compost bins, tools storage sheds and other elements necessary for the operation of a community garden that would not be considered offensive to the community.

*Undeveloped parcels: Those city lands that have minimal development potential.

*Phase 1 Environmental assessment: A historical search of the property to determine if there are any past uses that could be suspect (e.g., former gas station)

*Rooftop gardens: Gardens built on the rooftops, decks, etc. of buildings to increase access to outdoor green space within the urban environment.
Community Garden Policy - Background

1. Community Allotment Gardens have operated in Victoria since the mid-seventies. Victoria is known as the "City of Gardens", however the retention and expansion of community gardens face challenges in the future, due primarily to the high cost of land and the lack of available sites.

2. Within the City of Victoria’s municipal boundaries there are presently five community allotment gardens and three ornamental and native plant gardens for a total of eight gardens. The allotment gardens include: the Vic West Community Garden, Fernwood Compost and Education Centre, Garden Street Garden, James Bay Allotment Garden and the Michigan Street Community Garden. The ornamental gardens include: the Rockland Garden, North Jubilee Spirit Garden, and Springridge Common. Burnside had an allotment garden that was dismantled and will be rebuilt next year. All of these existing community gardens are secured by short term leases and the allotment gardens have long waiting lists. Some are on City land and some are on private land.

3. There is a national trend toward urban agriculture that has increased the demand for community gardening. Demographic changes including an aging population combined with the popularity of gardening as a favorite outdoor activity, have also increased interest in establishing community gardens. There are many other reasons for this interest including: healthy lifestyles, social interaction, cultural expression, protection of open space and nutritious and economic food production.

4. Population projections for Victoria suggest growth and interest particularly in the older age groups (baby boomers) who like to garden. Gardening is the top leisure activity for 80% of Canadians according to Statistics Canada. More households will be living in multiple family housing which generates greater demand for community gardens. In addition, the CRD’s Regional Growth Strategy promotes increased densification of the core municipalities and de-emphasizes single detached housing. Therefore in the future, there will be more demand for gardens and less land available, as fewer residents will not have their own back yards in which to garden.

5. Community gardens are invaluable to the social and ecological well-being of cities. Community gardens:
   • Promote an accessible recreational activity that contributes to the health and well-being of residents and that residents of all ages may enjoy;
   • Build communities, as neighbours garden side by side;
   • Assist low income people by providing healthy fresh organic food at low cost;
   • Increase the amount of greenspace in a city;
   • Provide educational opportunities about food production, composting and environmental education to children and adults; and
   • Increase local food security.

6. Experience and research from the POLIS Project on Ecological Governance at the University of Victoria (2002-2003), shows that community gardens flourish when supported by local governments. For example, Seattle, has a target of one community garden for every 2,500 households and several full-time municipal staff supporting this objective, and has over 60 community gardens with 5,000 gardeners. Local governments can support community gardens in many ways. For example, they can provide land and promote community gardens through changes in policies and bylaws.

7. Saanich has adopted a Community Gardens Policy, which promotes community gardens and commits the City to assisting in identifying, securing and retaining suitable sites for gardens.

8. The proposed Community Gardens Policy for the City of Victoria will help promote community gardening as a healthy leisure activity and a desirable use of public open space. The policy outlines Victoria’s role, conditions of use, guidelines for selecting new sites, and strategies to retain existing ones. It will be a further step towards Victoria ensuring we are a “City of Gardens”.

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Appendix A

Canadian Models of Municipal Support for Community Gardening

Community gardening occurs across Canada (and the United States) in cities of all sizes. The role of the local government in management, growth and operations varies from a centralized, coordinated approach to a more independent and fragmented one.

Montreal is an example of an extensive municipally-run gardening program. Established in 1975, the larger urban area had approximately 100 gardens, of which the City maintains 75 gardens supporting 6,500 plots. The City provides land, fencing, composting, manure, topsoil, tools and a clubhouse, outdoor furniture, garbage collection and maintenance. Day-to-day administration is carried out by a group of volunteers. The program is considered one of the best in North America. Several Canadian cities, such as Winnipeg, Regina and Halifax have adopted some form of this model.

In cities like Toronto, Calgary and Edmonton, efforts have been much more “bottom up”. Unlike Montreal, these municipal governments had lacked, until recently, a gardening consciousness and comprehensive approach to community gardening.

The growth of community gardens has stemmed from the action of community groups and their ability to effectively work together and lobby governments. Community groups such as FoodShare Toronto, Edmonton’s Community Garden Network and Calgary’s Community Garden Resource Group offer a centralized community voice, as well as coordination and support to garden sites. Municipal policy and infrastructure that supports the growth of community gardening has been a result of the ability of community groups to advocate for them at the political level. Now, the City of Toronto supports food security with a Food Charter, and six to ten community gardens are started each year.

In Greater Vancouver, there are 26 community gardens (providing 2,000 plots) that have developed in an individualistic way. There are some long-established sites and some emerging new ones. In 1996, the Vancouver Parks Board adopted the first community gardening policy in the region to allow community gardens on park property. The Board will provide start-up assistance and lease land to non-profit societies for a minimum five-year term. In 2002, the Southeast False Creek Urban Agriculture Strategy examining the role between food, agriculture, and the urban development was completed. It is perhaps the first study in North America to explore the role of urban agriculture in the comprehensive neighbourhood planning process.

In Greater Victoria, there are 15 community gardens that support approximately 430 plots in Victoria, Saanich, Esquimalt, Langford, Oak Bay, and Colwood. Gardens sites are grassroots operations, operating independently with little coordination. LifeCycles, a non-profit community organization interested in urban agriculture and sustainability, operates some community gardening programs. In the past two years, two gardening sites were lost to development.
Appendix J-4: Tips for Meeting with Elected Officials

(Source: American Community Gardening Association, communitygarden.com)

From planning and zoning regulations to economic development initiatives, policy can affect your work in community gardening. Since policy can influence you, you want to be able to influence policy. This requires meeting with your elected officials and their staff to tell them about the issues that are important to you and your organizations.

**Before the Meeting**

- Call ahead to schedule your meeting. Be sure to mention you are a constituent and why you want the meeting. You may need to speak with a scheduler. If you want to meet with a federal official but cannot travel far, find out when the official will be back in your area, or schedule a meeting with a staff person in the local office.
- Don’t be disappointed if you get a meeting with a staff person instead of the legislator—staff people often write legislation.
- Plan who will come to the meeting. Keep the group small but representative, no more than 3-4 people.
- Plan what points each of you will cover in order to utilize your meeting time most effectively. As you plan your points, consider the following:
  - Have statistics, but make them personal. Your legislator will want to know how your issue affects his/her constituents.
  - Have a very specific "ask" that you want the legislator to do (i.e. co-sponsor a piece of legislation).
  - Be prepared to thank the legislator if he/she has supported your issue in the past.
- Prepare materials to bring: photos of your program, media regarding your issue, background information you may not be able to cover in the meeting, and always your contact information.
- Dress for success. You want to make a good first impression.
- Allow plenty of time to get there, and allow more time for the meeting than it should actually last. Schedules often change, requiring you to wait for a brief time when you arrive.
During the Meeting

- Introduce yourself and your organization. Remind whomever you meet with that you are a constituent.
- Be succinct, and be clear about your ask.
- Answer the staff person or legislator's questions as thoroughly as you can, but don't be afraid to say "I don't know" and offer to follow-up with the answer after the meeting.
- Take notes of follow-up items and reactions the staff person or legislator has. If you're meeting with a staff person who can't commit to your ask, set a deadline as to when you will receive an answer (i.e. "Can I call you next week to find out if Sen. Jones will co-sponsor the bill?")
- Obtain a card from whomever you meet with so that you may contact that person again directly.

After the Meeting

- Debrief. Talk over your impressions, and decide who will make follow-up contact.
- Write a thank-you note. Include in your thank-you note an overview of main points of the meeting, and answer any questions you were unable to answer in the meeting.¹
- If your meeting is part of a larger campaign, contact the organizer to let him/her know how your meeting went.
Appendix J-5: Proposal to Develop a Community Garden at Rabbittown

A GreenspringNL Project Design Process by:
  Derek James - Pythagore International NL Office
  Mark Wilson – NL Organics

With initial consultation and input of:
  Will Hilliard – Community Centre Alliance, Same Page Publisher
  Mathew Della Valle – Rabbittown Tenants Association
  Mathew Piercy – Director of Rabbittown Community Centre

PROJECT DESCRIPTION

We propose the development of a sustainable community garden on either:

Site 1. A vacant parcel of land adjacent to Rabbittown Community Centre, on Graves Street in St. John’s or

Site 2. Another location in Rabbittown to be identified.

The community garden would be a local source of fresh and healthy food for the Community Centre programs and participating community members of the Housing units in Rabbittown.

It is being designed to ensure community participation, enhance community wellness, skills development and to spur Community economic development through possibilities in Social Enterprise development.

The garden will be an educational centre with training programs for all ages in Organic Production Methods and could incorporate healthy eating sessions, whole foods workshops, and bridge generational gaps by facilitating workshops in food preservation techniques by members of the community.

Outreach programs will be built into the programs to connect Organic farmers outside the city to community members involved in skills development workshops on these farms and in their greenhouses.

PARTNERING & FUNDING AGENCIES TO BE APPROACHED:

A number of agencies will be approached for manpower, funding and partnering. Agencies Include: MUN Environmental Studies Dept., Skills Link Training Coordinators, Newfoundland Housing, Atlantic Canada Opportunities Agency, Healthy Environments Subcommittee of the Wellness Coalition-St. John’s region., John’s Clean and Beautiful, Food Security Network of Newfoundland & Labrador, MMMSB etc.

HUMAN RESOURCES

Project Design Consultant team
Project Coordinator/Garden Keeper from community
Organics Consultant/Trainers
Participants/Community Members

INITIAL CONSULTATIONS

March 28th with Rabbittown Community Tenants Association
Require letter of support

Require appointment of representative to work with Project Design Consultant team.

Further consultations dependent on outcome of March 28th Tenants consultation.

Next consultation with NL Lab Housing.

INITIAL SITE ASSESSMENT

Clean up assessment
Soil sampling
Schedule clean up event

PROPOSED INFRASTRUCTURE AND MATERIALS REQUIRED

Organic seed and seedlings
Soil amendments
Gardening equipment and garden shed
Rain water reservoir tanks and water hoses
Odor free composter
Roll-out net fencing, post and gate installation

PROPOSED IMPLEMENTATION TIMELINE

May – Prepare garden area, till, import soil, construct fence, seed
June – Weeklong training workshops for participants in basic gardening methods
July – Weeklong training workshops for participants in organic growing methods
August – Weeklong training workshops for participants in food preparation methods
September – Weeklong training workshops for participants in harvesting methods
October – Harvest and decommissioning of soil. Coordinator finalizes report

Dated March 28, 2007
Appendix K: Community Garden Coordinator Position

(Adapted from: Job Opportunity in Seattle: Community Garden Coordinator, Seattle P-patch Program)

A) Use this as an advertisement that can be posted in a local newsletter or newspaper:

Dear Friends,

Attached is a job announcement for a Community Garden Coordinator position with the *********** The position is for a project called *********** The Community Garden Coordinator assists neighborhoods in *********** in the development of both community and market gardens. Our market gardens use public land to develop small scale Community Supported Agriculture enterprises that link the low-income community with the *********** community.

This is an exciting position that requires skills in community organizing, organic gardening, program development, grant writing and work with multi-cultural groups. Please reply by *********** with a resume and cover letter to:

[YOUR ADDRESS/EMAIL]

B) Use this to respond to inquiries to the position:

[YOUR ADDRESS/CONTACT INFO]

[DATE]

Dear Applicant:

Thank you for your interest in the position of Community Garden Coordinator in our project ***********. During the last *********** years we have worked with residents at *********** sites to build *********** community gardens and one Community Supported Agriculture garden, a cooperative business venture between consumers and gardeners. This project was created by a partnership of between ***********. Funding for the project, including salary, comes from multiple grant sources.

This project will continue for *********** more years. In the remaining time the focus of the project will shift from garden construction and development to making the gardens and the CSA community managed efforts.

The coordinator will be hired as a temporary employee of ***********. The position will start on *********** and last until the end of the year. During this time we will begin the process for a permanent hire. Holding the position as a temporary is helpful but no guarantee for permanent hire. As a temporary hire there are no benefits, and salary is approximately $*********** /yr.

If you wish to apply, please send a resume and cover letter to *********** by [DATE]. In your cover letter please detail your experience with the minimum qualifications and position requirements listed on the attached job announcement. If you have questions, please call ***********.
Thank you for your interest.

Sincerely,

C: The actual job description:

JOB DESCRIPTION

Coordinator for Community Garden and Community Supported Agriculture

Job Title: Community Garden Coordinator

Proposed Start Date: **********

Job: Coordinate and develop self-reliance among *****#****** community gardens in *****where/places******and oversee transition of newly formed community supported agriculture (CSA) project into self-sustaining and community managed enterprise.

Background: ****ANSWER: Who you are/What has been accomplished to date/Where you expect to be in the future/How the Coordinator will help******

Overall Responsibilities:

Community Garden Responsibilities. Work with gardeners to manage the gardens; coordinate and secure cooperation of participants in the project ****project partners and/or garden site locations********. The coordinator will need to work with all participants to develop continuity and cooperation in the gardens.

CSA Responsibilities: Coordinate continuing growth and expansion of CSA, working toward goal of CSA becoming community managed and self-sustaining. Facilitate development of relationship between subscribers and gardeners. Implement training programs (horticultural, business and marketing) for gardeners.

Additional responsibilities:  Eg., Develop grant funding proposals.

Specific Tasks:

Community Gardens

(1) In early *****year/season*****coordinate start of the gardening season, meet with gardeners, recruit and place new gardeners, work with translators and interpreters where needed, pass out seeds and hold gardening workshops;

(2) Coordinate with gardening education organizations *****who/which orgs****** to offer workshops on organic gardening and provide education tours of community and demonstration gardens;

(3) Work with gardeners and ************ Program to develop a system of self management for the gardens; and,

(4) In the remaining months of *****year******, insure that gardens are tended, planted and bedded down for winter. Recruit residents in order to continue developing the waitlist and to bring new people into gardens.
Community Supported Agriculture Project

(1) Beginning in ***month***, work with gardeners and subscribers to plan for ***year/season*** production; Work with gardeners and subscribers to expand subscriber waitlist and develop other marketing options; Work with gardeners and subscribers to plan training programs in essential market garden skills, including among others, marketing, storage, preservation, delivery, sales, accounting.

(2) In remaining months of ***year***, continue to oversee production, subscription sales and management of CSA.

Other tasks:

(1) Create reports, include photo documentation, for grant makers, document project for possible publication as a model project.

Minimum Qualifications:

(1) Demonstrated community organizing skills: neighborhood organizing, community development or grass roots organizing;

(2) Demonstrated experience with collaborative work projects and the design and implementation of programs;

(3) Business development background, with CSAs a plus, but especially experience collaborating with others to develop a business;

(4) Organic food gardening skills: four years experience preferred, though two years of education in horticulture, agriculture, organic gardening or similar study, may substitute for one year of experience;

(5) Demonstrated sensitivity toward cultural diversity;

(6) Work with limited supervision and willingness to work some evening/weekends;

(7) Familiarity with grant proposal preparation and fundraising strategies;

(8) Computer skills including database management and word processing;

(9) Excellent written and oral communication skills;

(10) Valid driver's license; and

(11) Ability to lift 50 pounds.

Preferred Qualifications:

(1) Familiarity with local resources (gardening, community and other environmental);

(2) Negotiation and problem solving skills;
(4) Ability to provide safety training for gardeners and volunteers;

(5) Knowledge of working with a nonprofit board;

(6) Ability to work with and maneuver in bureaucratic systems;

(7) Ability to work within a budget creatively;
Appendix L: Descriptions of Volunteer Positions

(Adapted from, Community Action Coalition (CAC) for South Central Wisconsin: http://www.Your organisation’s scw.org/gardens/handbook/index.htm)

In community gardens, these committee leaders work together as a garden committee. They meet several times during the growing season to make plans and decisions between the all-gardener meetings in spring (Spring Registration) and in fall at some gardens. Large decisions like changes in garden policy or plans to expand or build at the garden are made democratically by discussions and voting at the all-gardener meetings.

Registrar
The registrar holds the waiting list for people who want plots, runs Spring Registration, and assigns plots. S/he takes calls from people who would like plots at the garden. Her/his phone number and email are printed in your organisation’s publicity about the gardens, so that new gardeners will know who to call for the garden that is nearest to them. The Registrar also coordinates the activities that occur on Registration Day. At large gardens, a committee shares the work of the Registrar.

- Beginning in winter, keep a list of each person who wants a plot, with their contact information and the date they called.
- Your organisation’s asks that most new gardeners begin with ½ plot their first year so that they can learn and keep up with their weeds. If new people are very experienced, they might start with more space if it is available.
- When a date for Spring Registration is set, contact each person on the waiting list by phone call or a post card, to let them know to come to sign up for a plot, meet other gardeners, and learn how the garden works.
- Help the Coordinator and Treasurer lead Spring Registration. If space is tight, encourage gardeners to request smaller plots so that all can fit. Help gardeners fill out their registration forms and collect these at the end.
- After Spring Registration, make up a map of the whole garden, assigning plots to as many gardeners as possible. If there are extra plots, they can be assigned to gardeners who want multiple plots. Ask gardeners to pay for as much space as they want while warning them that the top priority is giving some space to everyone who wants it. Then the treasurer can mail refund checks if space runs out, rather than having to track down people to pay again if it turns out that extra space if available.
- Most gardens have a system for giving out plots that gives preference to returning gardeners, people who live nearby, people who come to Spring Registration, and people who are on the waiting list. Create and use plot assignment criteria for a strategy that gardeners developed to be fair to all. You might need to meet with interested gardeners as a Registration Committee to develop a policy for plot assignment at your garden.
- Attend Opening Day, bringing the map of the garden to use to lay out the plots. Post the map on the bulletin board so that all gardeners can see where their plot is.
- After Spring Registration is over, keep a waiting list of people who want plots (or want another plot). Fit new gardeners in when plots become available.
- Give copies of the garden map to the Coordinator, and the Monitor. Monitor The monitors (a.k.a. “weed police”) have the task of making sure that all garden plots are being used and maintained.
- Soon after the Last Planting Date, check all the plots to make sure that gardeners have begun working. If any are not being used, notify the Registrar to reassign them. Contact the person who hasn’t planted to let them know that their plot has been reassigned. (Most gardens use this system because they have found that gardeners who do not plant by the Last Planting Date rarely succeed with their garden plot. If the plot can be reassigned quickly in early summer, someone else will be
able to use it for the season. Otherwise, the plot will most likely weedy throughout the season, since it is hard to find a gardener to take on a plot in midsummer or later.)

- Several more times during the summer, check the plots to make sure that they are being used. Some gardens find that monitoring during the planned workdays works well. Each garden has their own rules for plot maintenance, but tall weeds are a sign that the gardener needs help. Call the gardener to see whether they need help or want to give up their plot.
- If they want help, try to pair them with an experienced gardener who can help. Give them a deadline for having the plot tidy.
- If they do not want the plot, ask the Registrar to reassign it.
- If a weedy plot is not tidy by the deadline, ask the Registrar to reassign it.
- Your organisation’s staff can help if there is conflict about monitoring; often it’s easier for staff to play the role of enforcer. Monitoring can be divisive, since keeping your plot tidy means different things to different people. A friendly approach by the Monitor, as well as clear expectations and deadlines can go a long way. We all want the gardens to be a place to build community, so feel free to call for a little help with mediating.

Coordinator

The coordinator gathers the gardeners together for events, workdays, and meetings, encouraging all to share in the work and decision-making of the garden. S/he also works to get other gardeners involved, recruiting people to take on tasks and responsibilities so that the garden and gardeners are cared for well. At some gardens, there are two people who co-coordinate. At the large gardens, there are committees of gardeners who take on the role of coordination, meeting monthly during the growing season.

- Call together garden volunteers in late winter to plan Spring Registration, set Opening Day and other dates on your Garden Calendar, plan for any needed tilling or water system preparation needed, and decide if any major improvements will happen this season.
- Take notes at planning meetings and distribute to volunteers involved in planning.
- Coordinate preparation of a welcome packet.
- Plan for translation when needed so that non-English speaking people can garden and be a part of the garden leadership.
- Work with the Treasurer to budget for the season and discuss major expenses and purchases.
- Plan for regular or as-needed workdays, asking a different gardener to lead each one. These can be a time for volunteers to do plot monitoring as a group.
- At smaller gardens the coordinators take care of communications through email listserves, mailings, or phone calls.
- Conflict resolution is occasionally part of the coordinators’ work.
- If space is available at the garden or if you want to reach out to more neighbors to get involved, some simple publicity can be done by the Coordinator(s) and the Registrar.
- Call together garden volunteers as needed during the summer to plan workdays, potlucks, workshops, or any other events you want.
- In late summer, let gardeners know if their plots need to be cleared, and plan for a Closing Workday to get things tidy for winter.
- Be a point of contact for garden neighbors and the outside world in general.
- Set a Last Planting Date, by which gardeners need to have planted their plots. Monitors will check the plots then, and several more times through the summer, to make sure that plots are being used.
- Delegate! Recruit gardeners to take on the small but important tasks of running the garden rather than trying to do it all yourself. Encourage as many gardeners as possible to get involved so that all can share in the tasks and decisions of the garden. Instill a spirit of “it’s OUR garden” and always be on the lookout for new volunteers.
• Make policy decisions, with input from other Garden Leaders, and check out major changes with all gardeners at Spring Registration.
• Support gardeners with disabilities, and discuss any needed raised beds or other accommodations within your organisation’s membership, who can help.
• Send in news of your garden for publication in the spring, summer, and fall issues of your organisation’s Community Garden News.
• Keep a record of your garden’s procedures in writing, so that coordinators that come after you will have a place to start.

Communications Leader
The communications person makes sure gardeners are in touch through meetings, phone calls, mail and email, and with help of interpreters when needed.

• Send postcards announcing garden events, or make phone calls if this will work better.
• Arrange for translation so that all gardeners can participate in activities and management of the garden.
• If needed, find a volunteer to create a listserv for the gardeners who use email.
• Find a volunteer to keep a gardener list with phone, address, and email contact information for gardeners.
• Find a volunteer to update the bulletin board.

Outreach
The outreach volunteer makes sure that people in the neighborhood know about the garden and feel welcome to participate. At large gardens, this is sometimes done by a committee of several people. Recruitment strategies that have worked well at other community gardens:

• Flyers and posters (post at businesses, churches, libraries, apartment complexes, community agencies).
• Articles in newsletters & newspapers put out by neighborhood associations and neighborhood centers.
• Radio spots. announcements or interviews, in English and French.
• Speakers at neighborhood meetings.
• Hold informational meetings.
• Word of mouth
• Door-to-door, talking with neighbors, leaving flyers (it’s good to go in pairs, and bilingual people will be an asset).

Treasurer
The treasurer collects garden fees and deposits them in garden bank account, pays bills, authorizes spending in consultation with other gardeners, and sometimes manages grants that the garden receives. The treasurer will also work with other garden volunteers to budget for the season and then approve expenses. At some gardens, there are two treasurers. It’s a good idea to have several co-signers on the bank account for convenience.

Information about garden bank accounts:
• You do not need any official non-profit status to open a checking account. You want a noninterest bearing checking account, so that you will not need to pay taxes on the interest. There is no charge on the account; they provide them as a free service for community groups. You can have any number of authorized signers for the checks, and each of them needs to fill out a signature card at the bank. There is no minimum balance.
Grounds Leader
The grounds committee leader organizes workdays to make sure that paths, common areas, hoses, fences, compost, etc are in order.

- Find volunteers to lead each workday. Talk with them in advance to make sure that you have materials and tools that you need. It’s especially important to have one or several people leading the two big workdays: Opening Day and Closing Day.
- Help organize any improvements to the garden like signs, bulletin boards, fences, water system improvements, etc.
- Keep a to-do list of things that you notice or other gardeners suggest. When workdays happen, share this list with the leaders so that they know what the top priorities are. Keeping common areas like tool sheds, compost piles, and paths in good condition is a big part of the job. If a plot is abandoned, the Monitor will let you know and you can ask a volunteer to mow the plot to prepare it for a new gardener or keep it under control until the end of the season.
- Keep a list of requested tools or supplies, ask a volunteer to shop for these things when needed.
- Some gardens also have a Water Committee that takes care of leaky hoses, broken faucets, etc.
- Arrange for compost delivery when your supply is low.

Social / Education Leader
The social committee leader organizes and publicizes potlucks and other parties at the garden. They can also set up educational workshops and connect new and experienced gardeners with a Garden Buddy Program.

- In spring, choose a date with garden leaders for at least one fun garden event. a potluck or other gathering. Some gardens hold a welcoming event early in the season, others wait until people have food to harvest and share. Some gardens include musical performances at their events.
- Educational workshops that have been popular include basic organic gardening, crafts (e.g., gardening baskets), cooking and preserving, extending the season for fall harvest, organic pest control, and gardening tips taught by gardeners.
- Your can offer new gardeners assistance by teaming them up with experienced gardeners. It’s a good idea to have a spring event at the garden for those participating. That way they can meet soon after Spring Registration, since garden design and initial planting can be intimidating for new gardeners.

Translation
Bilingual gardeners are important as interpreters during events, liaisons through the season, and with translating signs, mailings, etc.

- If a member is bilingual in French consider using their skill to help at your garden. Make it your organisation’s goal is to make it easy for all participate equally in their garden’s management.

Security
- The Security Leader works on strategies to minimize theft and vandalism.
Appendix M: Opening and Closing Day

(Adapted from, Community Action Coalition of South Central Wisconsin, cacscw.org/gardens/handbook/index.htm)

Opening Day is a time for gardeners to get to know each other at the beginning of the season. Some gardens require that everyone come to either the Opening Day or the Closing Day.

At or before Opening Day, the following tasks should be completed:
- Measure and stake garden plots. The Registrar should bring a map of the whole garden with plots assigned for each gardener. CAC has maps of each garden that you can use as a base.
- Put up bulletin board, post map of garden plots and other pertinent info.
- Get out hoses, tools, and water barrels if you use them.
- Mulch, plant, weed common areas including paths and around tool shed or compost piles.
- Remove any trash that has collected over the winter.
- Fix any broken or leaky hoses with the spare hose parts in your water kit.
- Materials needed:
  - Wooden stakes to mark corners of plots and to label each plot with gardeners’ name
  - Hammers or mallets for driving in stakes
  - Cotton string to mark the perimeter of each plot
  - Permanent marker to label stakes with gardeners’ names
  - Long measuring tape
  - Calculator to figure dimensions of plots
  - Bulletin board (some gardens remove these in the fall and put them back up in the spring)
  - Set of Garden Tools – CAC can provide at least 2 shovels, two rakes, and one hoe
  - Water Kit – CAC can provide a plastic box with everything you need to fix leaky hoses: plastic replacement parts for mending hoses, pruners, a screwdriver, and plastic washers.

Closing Day is a time to tidy up common areas and plots to prepare for winter.
- Drain water system if needed. Coil hoses and put them in a tool shed or somewhere out of the weather.
- In a no-till garden, care for paths and mow any plots that have been abandoned.
- If you are preparing for tilling, remove all stakes, fencing, tomato cages, long vines (like tomatoes and squash), which can make it difficult to till.
- Take down bulletin board and store it inside if you want to, to preserve it from the winter weather.
- Clean tools and organize them.
- Straighten up common areas. Compost or dispose of garden refuse. Take home trash or put it out for curbside pickup.
- Store tools and other materials on site or with neighbors who garden or contact CAC for help finding storage space.
Appendix N: Sample Community Garden Budget

(Source: Gardening Matters, Community Garden Start Up Guide: www.gardeningmatters.org)

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Appendix N: Spring Registration

(Source: Gardening Matters, Community Garden Start Up Guide: www.gardeningmatters.org)

Spring Registration

☐ Hold a meeting for all gardeners. The Coordinator(s) should lead this meeting and allow time for each of the committees to give reports.
  • Encourage gardeners to put on name tags. Start out with introductions of Garden Volunteers and all gardeners.
  • Explain how the garden works and ask for volunteers for any open positions.
  • Announce a Last Planting Date, a time when all gardeners need to have planted their plots. (After that date, plots should be checked by the Monitoring Committee, and any that are not being used should be reassigned by the Registrar.)
  • Announce dates for Opening Day, any other workdays, Closing Workday in the fall, and social events or workshops through the season.
  • Hear committee reports and announcements from Treasurer, Registrar, Monitors, etc.
  • Distribute a Welcome Packet with info about the garden.
☐ Gardeners fill out registration forms & pay plot fees.
☐ Distribute free seeds! CAC will supply these, 10 packs per gardener.
☐ Interpreters will be needed at many gardens. CAC can arrange for them to come. Approximately 3 weeks notice is needed to arrange for interpreters.

Materials needed:
☐ Name tags
☐ Receipt book
☐ Cash box with change
☐ Registration forms
☐ Fee charts
☐ Snacks or a potluck are a nice addition to Spring Registration
☐ Welcome Packets

After Spring Registration, the Registrar should make up a map of the garden with plots marked for each person. The map should be given to the volunteers who will be leading Opening Day, who will use it to measure out and label each plot. Then the map should be posted on the garden bulletin board, so that each gardener can easily find their plot.
Appendix O: Managing Your Garden’s Waiting List

(Source: Garden Matters, www.gardeningmatters.org)

No two ways about it, we continue to see overwhelming demand for community gardens. Gardens are having waiting lists for the first time.

Now it is everyone’s job to have good waiting list policies. Here are some guidelines and strategies used by gardens around the Twin Cities.

1) Take name, phone number, address and email. Record the date their call or email or letter was received.

You’ll want to invite these folks to garden events, potlucks or clean-ups. They took an interest in the garden -- honor it by inviting them to be part of the garden even if there isn’t a plot available. This is a “good neighbor” practice and there may come a time when the garden needs all its friends!

Then share your waiting list with GardenWorks, for two reasons:

First, help us gauge demand for community garden space in the Twin Cities. We keep tally of the number of calls and where they live as people call to join a community garden. This information tells a powerful story both within the neighborhood and regionally.

Second, we help groups start a community garden...which is no small endeavor. There may be people on your waiting list that would like to start a community garden, and could give a new project the critical mass it needs for a successful outcome.

2) Have waiting list policies available for those who are interested in joining the garden. Make these available online or on a bulletin board at the garden.

For policies available online, visit www.dowlingcommunitygarden.org. You can also find a number of waiting list policies in “Garden Rules” available on our website.

3) Give those on the waiting list other options if it is unlikely they will be placed in the garden in the upcoming season.

Is there a role that they can have in the garden without renting a plot? Are there other community gardens nearby? And as always, GardenWorks can let them know what options are available as well, but be careful if they learned about the garden from GardenWorks.

4) For your own community garden "health", limit the number of plots per gardener. When a plot is relinquished or abandoned, offer it first to those on the waiting list.

Give them an opportunity join and get a jump on the next season. Even if a plot is available relatively late in the season, let a person decide whether or not they want the plot. There’s still time to harvest and they might appreciate the opportunity to prep the plot for next season (if applicable). At the Museum Services Community Garden, people are able to bump themselves up the waiting list by attending the spring meeting and workdays.
Appendix P: Event Organizing for the Community Garden

(Twelve basic steps to follow when selecting, organizing and conducting a community event)

Custom-tailor these steps to reflect your own ideas and special needs of your event, organization and neighborhood.

Step 1: Explore the Possibilities

Let the group figure out activities that everyone can support. It is essential that the group identify activities that residents will support. A fish fry will work in one neighborhood, while a cocktail party would be better in another. To get a feel what kind of event to organize, observe events sponsored by church and civic groups. Avoid simply copying the event – expand your horizons.

Step 2: Select the Event

Events serve many purposes: raise money, allow people to socialize, recruit new members, and generate community support. Make sure that the event fits the purpose. Do you want to raise awareness? Raise funds, or simply get people together? Once the type of event and the objectives of the event have been figured out, then a couple other steps are needed before preparing and planning for the event should get started.

Does the group have the capacity to carry out the event? Does it have the skills or connections it needs in order to make the event happen?

Is there enthusiasm and commitment from the group to make the event happen? Will it complicate or compromise the other activities of the group or does it compliment? There will need to be several people working on the event.

Make a “back-of-the-envelop” budget and see where and what the costs could be and whether some kind of start-up funds are needed.

Step 3: Appoint an Event Pointperson

There will need to be a core group of people to organize and carry out the event. From this group, there will need to be one willing volunteer capable of being the pointperson (aka coordinator) of the event.

This person will be part nag and part cheerleader as they make sure that the planning process is carried out well, timetables are created and deadlines met. This person is important because they will not only monitor progress, but also prevent duplication of efforts and handle the inevitable crisis or two.

Step 4: Form a Planning Team

Create a planning committee or a group of people who will coordinate the event. These folks will take the lead on planning and coordinating the event. One person can not, and should not do it alone! 
Step 5: Define Tasks

List the specific tasks that need to get done by one or more persons. No one person can
nor should do it all! Divide the work into manageable pieces and share the load. Figure out
what the workload will be, how it can be divided up and who will be in charge of what. Once
the workload is defined, then it becomes much easier to figure out how to get it done. Below
are some possible scenarios to consider:

Example: Pancake Breakfast
- Publicity and Decorations
- Block Captains
- Volunteers
- Tickets and finance
- Food
- Door Prizes
- Picnic Tables
- Cooking set-up
- Photographer
- Chefs
- Cleanup
- Thank Yous

Example: Garden Festival
- Arts, crafts and flea market
- Set-up (and Clean-up)
- Entertainment
- Games
- Publicity
- Transportation, parking and barricades
- Creating Brochures, posters and tickets
- Bake Sale
- Photographer
- Information booth
- Food/refreshments (including sales)
- Ticket Sales

Step 6: Determine the Budget

Look at the list of tasks to figure out total budget and expectations. Sometimes items or
skills can be donated or lent. If a donation is unsure at the time, be prepared to pay for the
item (rent or own) or skill set (graphic design). It is always better to know about possible
costs than to be facing an unexpected cost as the event nears. Some folks like to then add
another 30% to the overall budget for unexpected costs or unanticipated cost increases.

Step 7: Develop a Timetable

Put together a timetable so all the deadlines will be met. Under each task, figure out the
steps that need to be taken and when they need to be done. Sometimes it can be helpful to
work backwards from the date. Give "slush time" to complete tasks whenever possible (20%
more time than anticipated). By breaking down each task into very discrete and doable pieces
it helps get the job done. It also helps with monitoring the progress of the event, and assess
if a task has become larger or more difficult than anticipated, whether to find an extra person
or get outside assistance. It happens.

Step 8: Recruit Volunteers

After identifying specific tasks, the group should reach out to involve other members and
residents. This will spread out the workload so that everyone can enjoy themselves and not
feel overburdened. Also, when more people are involved, they have a personal investment in
the event (and organization) and will likely invite friends and family to attend.

When recruiting volunteers be specific and personal. Never assume that volunteers will
arrive solely because of a printed appeal or a public announcement. Instead, call or visit
the member or resident and explain why they are needed and ask them to do a very specific and
manageable task. Get a yes or no answer. Invite the volunteer to participate in any planning
meetings, but do not demand that they attend.

Step 9: Do It! – Have a fantastic event!

Having completed the steps 1-8, the planning team should be organized to produce the
event. This preparation will make it easier but not easy. To be successful, many people will
have to work cooperatively together, learn new skills, shoulder responsibilities and be prepared to handle the unexpected.

Carefully coordinate all activities on the day of the event. Prepare a fact sheet to be used by volunteers and the planning team. It will describe each major activity, its location, time and name of person in charge. In addition, it will:

- Detail standard procedures, such as how money will be collected
- Provide answers to likely questions (i.e. “where’s the bathroom?”)
- List emergency phone numbers.

Step 10: Clean Up & Give Thanks

An event is not finished when everyone goes home. Always plan in advance to have volunteers assigned to take down decorations, remove signs and posters, and put back any tables or chairs. It is important to have the person in charge of the set-up available during the clean-up to tell folks what goes where, and it is also nice to have some new people with fresh energy to help with take-down.

“Thank yous” are essential. All organizers should personally thank each person during the event and again by written card or note. Donors should be acknowledged during the event either with signs or in the event program, and with a follow-up letter.

Step 11: Conduct an Evaluation

The experience gained by a group in conducting a community event is an invaluable asset that can make it easier to coordinate the same or similar event or a more ambitious one in the future.

Soon after the event, the planning team should meet afterwards to discuss their experiences and lessons learned; such as, what worked well, what could have been done better, and how the event could be improved and/or expanded. Use the above steps in this document to help evaluate not only the event itself, but the planning and preparation of the event.

All planning documents, including worksheets, letter templates, budgets, receipts, records of donations, lists of volunteers and guest registers should be assembled and stored for future reference – all of this will make any future event that much easier to organize and coordinate.

Step 12: Give yourself and your team members a pat on the back!

Make sure that everyone is recognized for their efforts and have fun together afterwards. Invite all the volunteers as well. Have a small potluck or go out together. And remember, it gets easier with each event. Good Job!
Appendix Q: Community Gardeners’ Welcome Packet

NOTE: This Gardeners’ Welcome Packet was adapted in part from the Welcome Packet Documents in the Community Garden Organizer’s Handbook (cacscw.org/gardens/handbook/index.htm) published by the Community Action Coalition of South Central Wisconsin. Other materials were adapted from Gardening Matters (gardeningmatters.org) and the Community Garden Coalition (cgc.missouri.org/).

Introduction to the Gardeners’ Welcome Packet

Dear Community Garden Organizers,
Welcome to the Gardeners’ Welcome Packet — a template for creating written materials that explain how your community garden operates and how gardeners can be involved. The information contained in the packet was gleaned from the experiences of various community gardening organizations and community gardeners from around the country. It is intended to be a tool for organizing your garden, introducing new gardeners to the policies, procedures and people that keep the garden running smoothly, and keeping returning gardeners updated and involved. It is also intended to help gardeners find a clear and easy way to play an active role in the garden’s management and upkeep.
The packet is not intended to be used as is. Rather, the materials are meant to serve as a template. To make the most of them, you will need to edit, add or delete information or pages to suit the unique circumstances of your garden.
We recommend that you revise these materials with your garden’s leadership team or other people at your garden. If you don’t have some type of leadership team, such as an executive committee or organizing committee, we recommend that you form one. By involving others, the responsibility of creating, reviewing, editing and enforcing the garden’s policies can be shared by the group.
Have a bountiful gardening season!
Welcome to (Name of Garden). This Welcome Packet contains important information about how our garden operates and who to contact with general and specific questions. It also contains information about how you can pitch in to make the garden run smoothly and efficiently. Because community gardening requires a fair amount of work beyond tending your own plot, every gardener is asked to participate to the best of his or her ability in the management and upkeep of the entire garden.

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<td>Calendar</td>
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<td>Frequently Asked Questions</td>
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<td>Gardener Guidelines</td>
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Welcome to Community Gardening
A community garden means many things to many people. For some, a community garden is a place to grow food, flowers and herbs in the company of friends and neighbors. For others, it’s a place to reconnect with nature or get physical exercise. Yet others use community gardens simply because they lack adequate space to have a garden at their house or apartment.
Regardless of why you are choosing to take part in a community garden, the activity comes with both responsibilities and rewards.

Responsibilities: Successful and vibrant community gardens rely on the dedication of each and every gardener to 1) maintain his or her own plot and 2) contribute to the upkeep and management of the entire garden. There are many jobs that need to be done in order to help the garden run smoothly, including keeping paths mowed or mulched, maintaining tools and equipment, planning events and workshops, stocking and hauling supplies and building raised beds, among other things (see pg. 3, Community Garden Job Descriptions, for a complete list). The adage many hands make light work is appropriate. If everyone pitches in according to their ability and desire, then the garden will prosper and grow.

Rewards: Community gardening has the potential to offer a range of benefits to individuals, families, communities and the environment. Benefits include, but are not limited to, the following:
**Food production** — Community gardens enable people to grow high quality fruits and vegetables for themselves, their families and their communities.

**Nutrition** — Some research indicates that community gardeners eat more fruits and vegetables than non-gardening families.

**Exercise** — Gardening requires physical activity and helps improve the overall physical health of gardeners.

**Mental health** — Interacting with plants and nature helps reduce stress and increase gardeners’ sense of wellness and belonging.

**Community** — Community gardens foster a sense of community identity and stewardship among gardeners. They provide a place for people of diverse backgrounds to interact and share cultural traditions.

**Environment** — Gardens help reduce the heat island effect in cities, increase biodiversity, reduce runoff from rain, recycle local organic materials and reduce fossil fuel use from long-distance food transport.

**Learning** — People of all ages can acquire and share skills and knowledge related to gardening, cooking, nutrition, health, culture, etc.

**Youth** — Community gardens provide a place for youth to explore gardening, nature and community.

**Income** — Produce grown at community gardens may be sold or used to offset food purchases from the grocery store.

**Crime prevention** — Community gardens can help reduce crime.

**Property values** — Some research indicates that property values around community gardens increase faster than property values in similar areas without gardens.

Above all, community gardening can provide a real sense of satisfaction and accomplishment for all involved.
Success and Security at the Garden
(Adapted from the Community Action Coalition of South Central Wisconsin Community Garden Organizer’s Handbook at cacscw.org/gardens/handbook/index.htm)
The following tips are intended to help ensure your success at the garden, minimize theft and vandalism and keep you safe while gardening.

Successful Community Gardening

- **Plan to visit your garden two to three times a week during the growing season.** Make a schedule with yourself or other gardeners. Write it in your calendar. Post a colorful reminder on the fridge. Because your garden is not located outside your front or back door, it’s sometimes easy to forget that there is weeding, watering, staking or harvesting to do.

- **Attend scheduled meetings and workdays.** This will help you meet other gardeners and become part of your gardening community. You’ll also learn about the various jobs and projects that need to be done to keep your garden in shape.

- **Make friends with other gardeners.** Experienced gardeners are an invaluable resource at your garden. Pick their brains for gardening tips. Visit their plots to see how they stake their tomatoes or trellis their beans.

- **Volunteer for a garden job or committee.** Community gardens don’t manage themselves. They require a fair amount of work. By pitching in on a certain job or project, you’ll be supporting the garden as a whole and ensuring that the work is spread among many people.

- **Educate yourself.** Check out books from the library. Attend classes. Become a Master Gardener. There’s always something to learn about gardening. The more you learn, the more success you’ll have.

Security and Personal Safety at the Community Garden

- **Know your neighbors.** Learn the names and a little about your non-gardening neighbors. Share some extra produce. Take the time to visit with them about how the garden works if they’re not familiar with it. You may be surprised to find that people just assume that they can take food from the garden. “Hey, it’s for the community, right?”

- **Harvest produce on a regular basis.** Some people use the excuse that “a lot of food is going to waste” to justify taking food from a garden without permission. During harvest season, let garden leaders know if you plan to be out of town for more than a few days. Gardeners can harvest for you and donate the food to a local pantry.

- **Consider growing unpopular, unusual, or hard to harvest varieties.** People generally go for easy to snatch things like tomatoes, peppers and corn.

- **Grow more than you need.**

- **Put a border or fence around your plot** if your garden rules allow it. Even a simple barrier can be a deterrent.

- **Use common sense.** Even though your garden may be well-lit from street lights, only garden during daylight hours. Garden in pairs or keep a cell phone nearby if it makes you feel more comfortable.

- **Report theft, vandalism and unusual activities to garden leaders and the police.** The more people who are looking out for the garden and talking about what’s going on, the more success you’ll have at being safe and curbing unwanted activities.
Community Garden Job Descriptions: The who and what that make your garden tick

(Adapted from Gardening Matters (gardeningmatters.org) and the Community Action Coalition of South Central Wisconsin Community Garden Organizer’s Handbook at cacscw.org/gardens/handbook/index.htm.)

Community gardens depend on gardeners’ willingness and ability to take responsibility for a number of important tasks. Please review the following job descriptions and contact the garden co-leaders to let them know how you’d like to help.

**Garden co-leaders:** Primary contacts for the garden. Coordinate and facilitate all garden activities and meetings. Recruit gardeners for various jobs. Provide leadership and guidance for gardeners and volunteer positions below. Identify and recruit new garden co-leaders. Chair the garden’s leadership team.

**Plot coordinator:** Organizes spring registration, makes plot assignments and garden map, collects gardener applications and manages the waiting list. Creates spreadsheet or other files for gardener contact information.

**Grounds crew:** Maintains the garden’s common areas. Mows grass, clears pathways and removes trash.

**Maintenance crew:** Maintains tools, equipment, hoses and raised beds.

**Supply crew:** Maintains supplies of common garden materials such as compost, mulch, tools and hoses.

**Composting crew:** Maintains and oversees the composting and compost bins. Provides gardeners with clear composting instructions via signs, verbal communication, workshops, e-mails or memos.

**Events crew:** Coordinates regular and special garden events including work parties, neighborhood parties and educational workshops.

**Treasurer:** Collects plot fees, maintains garden accounts, writes checks.

**Communications crew:** Revises and assembles the Gardener’s Welcome Packet with leadership team. Writes and distributes garden newsletter or blog. Communicates with gardeners through e-mail, phone calls or mailings about garden news, meetings and events. Maintains garden bulletin board.

**Outreach and community relations:** Maintains positive relations with neighbors. Ensures that neighbors are involved in and supportive of the garden. Coordinates social events for neighbors and gardeners with events crew.

**Horticulture advisers:** Possess gardening experience and a willingness to share it with gardeners. Mentor new gardeners, circulate new gardening resources, and coordinate gardening workshops with the events crew.

**Monitors:** Ensure that all plots are being used and maintained at acceptable levels according to the Gardener Guidelines. Contact gardeners who either appear to have dropped out or are not keeping their plots maintained. Communicate with the registrar about available plots.

**Security:** Works to minimize theft, vandalism and other unwanted activities.

**Translation:** Provides translation for gardeners, garden literature and signs. May also make arrangements for others to provide translation.

**Leadership team:** Comprised of the garden co-leaders and at least three other gardeners. Responsible for reviewing, editing and enforcing all Gardener Guidelines.
**Contact List for Garden Jobs**

(Adapted from the Community Action Coalition of South Central Wisconsin Community Garden Organizer’s Handbook at [cacscw.org/gardens/handbook/index.htm](http://cacscw.org/gardens/handbook/index.htm))

The following people have volunteered for the following jobs at the garden this year.

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<tr>
<th>Job</th>
<th>Name(s)</th>
<th>Phone</th>
<th>E-mail</th>
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<tr>
<td>Garden Co-Leaders</td>
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<td>Plot Coordinator</td>
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<td>Grounds Crew</td>
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<td>Communications Crew</td>
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<td>Horticulture Advisers</td>
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<td>Monitors</td>
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<td>Translation</td>
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<td>Leadership Team</td>
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**Garden Roster**
(To be shared once everyone has confirmed his or her plot assignment.)

The following people are gardening at our community garden this year.

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>E-mail</th>
<th>Plot #</th>
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**Garden Map**
(To be shared once everyone has confirmed his or her plot assignment)

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Calender
(Adapted from the Community Action Coalition of South Central Wisconsin Community Garden Organizer’s Handbook at cacscw.org/gardens/handbook/index.htm)

Throughout the year the garden hosts a number of meetings and events. To date, the following meetings and events have been proposed or scheduled. Questions concerning events should be directed to the events crew or garden co-leaders (page 5).

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time</th>
<th>Location</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>Annual Meeting</td>
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<td>Review last gardening season.</td>
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<td>Plan for upcoming gardening season.</td>
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<td>Update and revise Gardener Guidelines.</td>
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<td>Select garden co-leaders.</td>
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<td>Select crew leaders and leadership team.</td>
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<td>Prepare for spring registration.</td>
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<td>Spring Registration</td>
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<td>Pick up Welcome Packet.</td>
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<td>Complete application.</td>
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<td>Confirm plot assignment.</td>
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<td>Sign up for a job/crew.</td>
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<td>Pay plot fees.</td>
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<td>Pick up seeds.</td>
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<td>Meet gardeners and crew leaders.</td>
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<td>Opening Day</td>
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<td>Ensure water is turned on.</td>
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<td>Meet gardeners and crew leaders.</td>
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<td>Clean the garden.</td>
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<td>Hold potluck picnic.</td>
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<tr>
<td>Garden Work Parties</td>
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<td>Clean the garden or help with various projects.</td>
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<td>Hold potluck picnic.</td>
</tr>
<tr>
<td>Closing Day</td>
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<td>Put your garden to bed.</td>
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<td>Confirm plot assignment for next year.</td>
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<td>All plots should be cleaned by this date to guarantee your space for next year.</td>
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<td></td>
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<td></td>
<td>Hold potluck picnic.</td>
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<tr>
<td>Workshops</td>
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<tr>
<td>Social Events</td>
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<tr>
<td>Garden Tour</td>
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</tbody>
</table>
FAQs
Adapted from the Community Action Coalition of South Central Wisconsin Community Garden Organizer’s Handbook at cacscw.org/gardens/handbook/index.htm.

Questions about how the garden operates will arise throughout the year. The following answers to some frequently asked questions may help shed some light on a few questions. Other questions can be directed to the garden co-leaders or other crew leaders.

How much does it cost to garden here?
What kinds of tools, equipment and supplies are available at the garden?
Can I leave a sprinkler or soaker hose “on” if I am not at the garden?
What do I have to do to stay in good standing with the garden?
Can I bring fruit and vegetable scraps from home to compost in the bins at the garden?
How are plot sizes determined?
How many plots can I get?
Is this an organic garden?
Who do I contact for gardening advice?
How much time should I expect to spend at the garden?
What should I do if I experience or see theft or vandalism?
What should I do if I am threatened or harassed at the garden?
Gardener Guidelines
(Adapted from the Community Garden Coalition (cgc.missouri.org) Gardener Guidelines)

Gardener Guidelines (or rules, regulations, policies, etc.) can take many shapes and forms. The following guidelines have been established by the members of this garden. Please read the guidelines and direct any questions or comments to the garden co-leaders.

1. All gardeners are required to complete an application form. A plot fee of $_____ is due by ______.
2. All gardeners are required to sign up for one of the garden jobs/crews list on page 4. Please contact the garden co-leaders for more information.
3. Garden meetings and work parties are scheduled throughout the season (see calendar on page 8). Please plan to attend to get to know your fellow gardeners and help with garden upkeep and special projects.
4. Keep your plot and the adjoining pathways tended. If your plot appears to be untended for a period of time, and you haven’t contacted the garden monitor, you will be contacted and your plot may be assigned to another gardener. Call the garden monitor if you need help or if you will be out of town for an extended period of time. If you plan to discontinue use of your space, please let the monitor or registrar know as soon as possible so that your plot can be assigned to another gardener.
5. Plant tall plants and vines in places where they will not interfere with your neighbor’s plot. Planting illegal plants is prohibited.
6. At the end of the gardening season, all dead plants and non-plant materials (string, wire, wood, metal, plastic, etc.) must be removed and disposed of properly and all gardens left neat and tidy. If your garden is not cleaned-up by _______, you could lose your gardening privileges for the next season or be reassigned to a new, smaller plot.
7. Pick up litter when you see it.
8. Please put weeds and dead plants into the compost bin provided. Do not leave them in the pathway. Any diseased plants or seedy or invasive weeds are to be bagged and put in the trash so as not to contaminate the gardens. Old woody plants are to be placed in the brush pile to be carted to the recycling center.
9. Do not apply anything to or pick anything from another person’s plot without their express approval.
10. Please do not leave the water on unattended. When finished gardening for the day, please roll up the hose at the faucet area, return tools to the shed and lock the shed before leaving the garden.
11. Smoking and chewing tobacco is not allowed. Tobacco can transmit a lethal virus to tomatoes and cigarette butts are loaded with toxins.
12. Pets, drugs (including alcohol), radios, boom boxes and fires are not allowed.
13. Please supervise children in the garden.
14. For your safety, only garden during daylight hours. Consider gardening in pairs or keeping a cell phone nearby if it makes you feel more comfortable.
15. Report theft, vandalism and unusual activities to the garden co-leaders and police.
16. Use common courtesy, be considerate of your gardening neighbors and ENJOY.
17. Violation of Gardener Guidelines: If any of the guidelines are violated you will be contacted by phone or e-mail and have one week to address the violation. After one week, if the violation has not been remedied, you may lose your gardening privileges.
Appendix R: Theft and Vandalism


Problem solving tips

• ENCOURAGE the whole community to take ownership of the garden. Share the pride and satisfaction that comes from tending a bright spot in the neighborhood. (Sharing a few luscious ripe tomatoes doesn’t hurt, either).

• MAKE FRIENDS with people who live near the garden. Encourage everyone to keep a watchful eye on the garden. Invite neighborhood kids into the garden with you to see what’s growing.

WHAT TO DO WHEN THE WORST HAPPENS

COMMUNITY GREENING REVIEW 1999

YOU’VE TILLED AND YOU’VE TOILED, now the tomatoes are ripe and the squash is just the perfect size. You and your family are all excited about the harvest.

Then, overnight, your vegetables disappear before you have a chance to enjoy a single one. It’s very discouraging. At best, you can hope your work benefitted some hungry soul and the food didn’t go to waste. It’s even worse when crops you’ve watered faithfully, mulched, debugged and watched over are trashed by thoughtless vandals. That’s utterly depressing – food wasted, beauty destroyed, and gardeners left sick at heart.

Dealing effectively with vandalism and theft poses a real challenge. The best long-term strategy – developing community friendships – takes time; and, even under the best circumstances, both youthful mischief and spiteful nastiness still happen from time to time. Keeping this reality check in mind, these tips can help your garden program minimize problems with vandalism and theft.
• REPORT THEFT or vandalism to gardeners, police, and the neighborhood watch. Post signs announcing that police and neighbors are watching the site. At locked, fenced gardens, consider a "friendly" sign inviting participation—it's a lot more positive than unadorned chain-link.

• HOST PUBLIC EVENTS at the garden especially if it's fenced and usually locked. Design gathering spaces for all ages, to encourage community building and social interaction.

The right plant for the job

• CULTIVATE beautiful unfamiliar plants less attractive to blossom snatchers. Observe what gets taken and replace these varieties with alternatives.

"Florist-style" long stem roses make tempting targets. Grow old fashioned and species roses instead. Plant odd-colored edibles—yellow tomatoes, strawberries or raspberries—are bothered far less than red ("real") ones.

• GATES, LOCKS AND FENCES (from ornate and artsy to plain chain link) deter mischief. At some gardens, they work well; at others, especially in out-of-the-way areas, locks are broken or fences breached.

• HARVEST PRODUCE REGULARLY. Have a clear policy about picking without permission. If a gardener makes off with someone else's harvest, warn the culprit they could lose their place in this community garden. That may be all it takes to stop a problem.

• KEEP THE GARDEN well-tended. Encourage gardeners to come regularly, and assign tasks if necessary.

• REPAIR DAMAGE quickly. Encourage all gardeners to help restore order. Have "graffiti guerillas" clean up scralls and marks right away.

• CARING COUNTS. Listen supportively and compassionately to gardeners who have suffered damage, and encourage everyone to share produce with them.

• TIE DOWN expensive plants and garden furniture using chain or airplane cable.

• PROTECT YOUR GARDEN nature's way: Use thorny shrubs, such as rugosa roses, barberry and hollies, as a barrier for delicate and desirable plants. For tough problems, grow your own barbed wire fence: trilofolate orange (Poncirus trifoliata).

• GROW MORE THAN YOU NEED. Share the bounty inside and outside the garden.

• DUST PLANTS WITH FLOUR or wood ashes. Thieves may avoid plants covered an unknown substance.

• SOW FLOWERS thickly around beds to make vegetables more difficult to get to. Put plants with smaller or less-interesting leaves in front of tropical-looking plants with big or colorful leaves like caladiums and hostas.
Appendix S: Policy and Planning Tools for Community Gardens

(Source: Dig It, A Practical Tool Kit: How Local Governments Can Support Community Gardens, by Herb Barbolet, Co-published by: Ministry of Community Development and Union of British Columbia Municipalities, Spring 2009)

Local government policies can indicate a range of commitments to community gardens: from high-level resolutions that support gardens in principle to specific policies which designate land for community gardens, regulate development, and allocate resources for gardens. Community gardens can also be integrated into many types of planning processes, including official community plans, park master plans, neighbourhood plans, and downtown revitalization plans. With legislation which requires local government to set greenhouse gas emission reduction targets, policies and actions in OCPs and Regional Growth Strategies community garden policy development may be expedited. The following table showcases examples of policy language used by other local governments. The table is organized by:

- Policy type: for example, OCP, LAPs;
- Intent: purpose of the policy;
- Policy: the actual wording and/or excerpts from longer policies and;
- Reference: The name of the local government and a URL.

<table>
<thead>
<tr>
<th>Policy tools for community gardens</th>
<th>Policy Type</th>
<th>Intent</th>
<th>Policy</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council resolution</td>
<td>Signal that Council intends to support community gardens</td>
<td>The City recognizes community gardening as a valuable activity that can contribute to community development, environmental awareness, positive social interaction and community education. The City will collaborate with the Kenton Food Policy Council in assisting the development of community gardens (Resolution continues to outline Development of Community Gardens and Parkland Use).</td>
<td>Kenton (1996)</td>
<td></td>
</tr>
<tr>
<td>Encourage community gardening in all areas of the jurisdiction</td>
<td>In 1999, the City of Toronto adopted the Community Garden Action Plan, which commits the City to have a community garden in each of its 44 wards by 2006.</td>
<td></td>
<td>Toronto</td>
<td></td>
</tr>
<tr>
<td>Official Community Plans</td>
<td>Support community gardening as part of the overall vision for the town or city</td>
<td>[ ... ] Residents enjoy food security through the safeguarding of agricultural land and the promotion of community gardens and urban farming. The community's heritage is valued and promoted [ ... ] (District of Saanich OCP 2008: Extract from vision statement)</td>
<td>District of Saanich</td>
<td></td>
</tr>
<tr>
<td>Allocate public land to community gardens</td>
<td>Where appropriate, offer [local government] owned land as new community garden sites, such as undeveloped parcels, closed road rights of way, marginal park land and along Greenways as part of a Green Streets Program (City of Victoria Community Gardens Program 2005)</td>
<td></td>
<td>Victoria</td>
<td></td>
</tr>
<tr>
<td>Integrate community gardens into existing land use by-laws</td>
<td>To encourage and support community gardens as important land uses that promote social and environmental sustainability, build communities and provide local food sources. (Regina Development Plan Bylaw No. 2006-54)</td>
<td></td>
<td>Regina</td>
<td></td>
</tr>
<tr>
<td>Incorporate community gardens into parks and open space</td>
<td>Community gardens are specified as a permitted use in Public Land Use (Bylaw 1999-108). Co-operative farming and community gardens shall be encouraged.</td>
<td></td>
<td>Hornby Island</td>
<td></td>
</tr>
<tr>
<td>Incorporate community gardens into parks and open space</td>
<td>Support community ownership of our parks and open space system through community gardens and stewardship programs, where appropriate. (OCP)</td>
<td></td>
<td>Port Coquitlam</td>
<td></td>
</tr>
<tr>
<td>Establish support for community gardens</td>
<td>The utilization of land for community gardens, market gardens and nurseries that facilitate the growth, sale and consumption of local produce are supported (OCP)</td>
<td></td>
<td>Lake Windermere (East Kootenay Regional District)</td>
<td></td>
</tr>
<tr>
<td>Incorporate community gardens into revitalization projects</td>
<td>That the City shall continue to pursue the social and physical revitalization of residential neighbourhoods with improvements to community facilities.</td>
<td></td>
<td>Regina</td>
<td></td>
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<tr>
<td>Policy tools for community gardens</td>
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<tr>
<td>Use vacant local government-owned land for temporary community gardens</td>
<td>Support for community associations and neighbourhood initiatives such as community gardens ...</td>
<td>Regina**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage school community gardens</td>
<td>That community gardens be considered as short-term options for vacant and surplus City property.</td>
<td>Burnaby**</td>
<td></td>
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</tr>
<tr>
<td>Encourage community gardens in corridors</td>
<td>Through the [community] schools, area residents gain encouragement and support to work on a variety of initiatives, including focused needs assessments, community newsletters, community gardens, seminars, parent/child and youth drop-in programs.</td>
<td>Nanaimo**</td>
<td></td>
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</tr>
<tr>
<td>Undertake an inventory in order to determine the best locations for community gardens</td>
<td>Public parks and open spaces in the form of urban plazas, community gardens, and landscaped boulevards and open spaces are encouraged in Comox. (In OCP)</td>
<td>Summerland**</td>
<td></td>
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</tr>
<tr>
<td>Establish covenants on public land to encourage community gardening</td>
<td>Inventory existing municipally owned land and determine if such lands may be appropriate for community gardens. Further in the review of multifamily development applications, consider the appropriateness of incorporating garden plots for residents.</td>
<td>Terrace**</td>
<td></td>
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</tr>
<tr>
<td>Support community gardening</td>
<td>Council will support the efforts of community organisations in acquirers, or negotiating Conservation Covenants on private lands for the purpose of protecting lands of natural environmental, habitat, historical, open space or scientific value, including existing farmland that could be converted to community gardens, or demonstration farms for educational, recreational and tourism uses. (In OCP)</td>
<td>Ellison** (Regional District of Central Okanagan)</td>
<td></td>
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</tr>
<tr>
<td>Create partnerships for community gardens and provide appropriate insurance</td>
<td>Support and encourage efforts by community organizations to partner in the maintenance or management of public-owned spaces including parks, and future facilities such as community gardens, heritage sites etc. (In OCP)</td>
<td>Westside** (Regional District of Central Okanagan)</td>
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</tr>
<tr>
<td>Encourage community gardens in private developments</td>
<td>The City will encourage the creation and integration of green spaces in private developments e.g. community gardens and green roofs. (Draft)</td>
<td>Port Moody**</td>
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<tr>
<td>Action</td>
<td>Description</td>
<td>Location</td>
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<tr>
<td>Set up an advisory council</td>
<td>Provide council with an advisory body that is a bridge between the community and decision makers and has expertise in food systems. (It is recommended that a small portion of staff time be dedicated to going to meetings, attending events, etc.)</td>
<td>Support the creation of a Council advisory body that is focused on community health, food security, and community gardening</td>
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<td>Toronto, Montreal, Vancouver, Kamloops, etc.</td>
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<tr>
<td>Adopt a food charter</td>
<td>Indicate Council support for community gardens in principle.</td>
<td>Council adopts the local charter</td>
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<tr>
<td></td>
<td></td>
<td>Vancouver, Kaslo, Central Saanich, etc.</td>
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</tr>
<tr>
<td>Land inventory</td>
<td>Determine what lands within regional/locality boundaries can be used for community gardens</td>
<td>Undertake an inventory of all lands within the local government boundary to identify lands that can be made available for community gardens, as well as other community uses</td>
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<td></td>
<td></td>
<td>Vancouver</td>
<td></td>
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</tr>
<tr>
<td>Zoning by-laws</td>
<td>Permit community gardens in all zoning areas</td>
<td>Community gardens are permitted in all zones in the District of Lake Country. (In Zoning by-laws)</td>
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<tr>
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<td></td>
<td>District of Lake Country</td>
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</tr>
<tr>
<td>Park Master Plans</td>
<td>Allow and plan for community gardens in public parks</td>
<td>7.4.2 Strategic Intent - Over the next two years many more community garden areas should be developed in both communities. While the main venue for the gardens should be in community level recreation parks, there is some potential to locate them in neighbourhood park/school sites to encourage resident and school children partnerships which also helps to serve the “integration of the generations” objective. 7.4.3 Recommendations - Designate areas within parks to be used as community gardens, and develop the sites in partnership with local groups and individuals (In Maple Ridge and Pitt Meadows Master Plan for Parks, Recreation and Culture)</td>
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<tr>
<td></td>
<td></td>
<td>Maple Ridge and Pitt Meadows</td>
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<tr>
<td>Agricultural Area Plans</td>
<td>Consider community gardens on agricultural lands</td>
<td>Encourage farmers to diversify their agricultural operations, by […] encouraging partnerships between farmers and […] others to carefully locate and manage allotment gardens (community gardens) on agricultural lands. (Agricultural Viability Strategy, 2003)</td>
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<td></td>
<td>Document support for an urban food system and align regional context statements with</td>
<td>Advance a low carbon future for the region … Municipalities will … Develop Regional Context Statements that identify policies and actions to reduce greenhouse gas emissions both through corporate operations and</td>
<td></td>
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<td></td>
<td></td>
<td>Metro Vancouver</td>
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### Policy tools for community gardens

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>Greenhouse gas reduction targets</td>
<td>Community wide initiatives which could include promotion of urban agriculture, community gardens, street greening and green roofs. (Metro Vancouver's Growth Strategy – Preliminary Draft)</td>
<td></td>
</tr>
<tr>
<td>Support food self-reliance</td>
<td>Food security has been identified as an important issue by the community. Initiatives to alleviate the threats to food security, such as farmer's markets and community gardens, will be promoted within the City of Nelson. There is a movement toward food self-reliance and Nelson is home to several community food groups and initiatives designed to foster local food security. (From OCP)</td>
<td>Nelson</td>
</tr>
<tr>
<td>Downtown revitalization plans and other strategies</td>
<td>Encourage community gardens in downtown planning include a provision for a community garden in the residential site planning. (In Design Guidelines – Healthy Buildings, Health Landscapes and Practices)</td>
<td>City of Langley</td>
</tr>
<tr>
<td>Community gardens part of the public infrastructure</td>
<td>The District will encourage new development in growth centres by giving higher priority to improved public infrastructure (sidewalks, parks, open spaces, street trees, community gardens, etc.) in these areas. (In OCP)</td>
<td>North Cowichan</td>
</tr>
<tr>
<td>Provide incentives for community gardens and urban agriculture</td>
<td>Policy Direction - Food Systems Strategy – Key Tasks and Catalyst Projects - Urban agriculture – Promote and provide spaces for urban agriculture, building upon Sooke’s three existing community gardens. For example, offer incentives to developers who incorporate edible landscaping (e.g. fruit trees), extensive green roofs and other forms of urban agriculture into their developments. Community gardens can provide opportunities for residents of multi-family units where space is limited, and home gardening should also be encouraged and supported. (Sooke Sustainable Development Strategy)</td>
<td>Sooke</td>
</tr>
<tr>
<td>Sustainability strategies</td>
<td>Establish community gardens. Work towards establishing a network of community gardens, ideally in proximity to the stock of apartment units where people do not have their own plot. For starters, consider three community gardens - one in the vicinity of the former Chinese Gardens, one in the vicinity of the apartments in the downtown area, and one adjacent to the proposed composting facility. City to acquire or dedicate land for this purpose or seek a landowner to grant use of the land as a community garden. (Strategic Sustainability Plan)</td>
<td>Rossland</td>
</tr>
</tbody>
</table>
Appendix T: Permission for Land Use Form

The following form is intended as a guide only. Be sure the final agreement you use meets the needs and details of your group and the property owner.

Permission Land Use Form

I, ____________________________, give permission to (property owner's name)

________________________________________ to use the property located at

(community garden project)

________________________________________ as a community gardening project, for the

(site's street address)

term of ____ years beginning _______ and ending _______.

(start date) (ending date)

This agreement may be renewed with the approval of both the property owner and the community garden organization at the end of the agreement period. All questions about the community garden, its nature, risks or hazards, have been discussed with the garden coordinator to my satisfaction.

The community garden agrees to indemnify and save harmless the property owner from all damages and claims arising out of any act, omission or neglect by the community garden, and from any and all actions or causes of action arising from the community garden's occupation or use of the property.

As the property owner, I agree to notify the community gardening organization of any change in land ownership, development, or use 60 days prior to the change in status.

__________________________  _______________________
Property owner's signature   Date
Appendix U: Potential Funding Opportunities for Community Garden Projects

This list of funders is up to date as of April 2010.


2. New Horizons for Seniors Program


6. College of the North Atlantic, School of Industrial Trades (can student training requirements benefit your community garden? See individual trades and contact a trade instructor): [http://www.cna.nl.ca/ProgramsCourses/School_Industrial_Trades.asp](http://www.cna.nl.ca/ProgramsCourses/School_Industrial_Trades.asp)

7. Landscape Newfoundland and Labrador (they are focused on the non-food component of landscaping so orient appeals for donations toward this part of your garden): [http://www.envision.ca/templates/news.asp?ID=8954](http://www.envision.ca/templates/news.asp?ID=8954)

8. Banks/Credit Unions:
   b. Scotia Bank Community Giving in Canada: [http://www.scotiabank.com/cda/content/0,1608,CID12983_LIDen,00.html](http://www.scotiabank.com/cda/content/0,1608,CID12983_LIDen,00.html)
   e. Newfoundland and Labrador Credit Union, NLCU Charitable Foundation: [https://www.nlcu.com/Home/InOurCommunity/CommunityPrograms/NLCUCharitableFoundation/](https://www.nlcu.com/Home/InOurCommunity/CommunityPrograms/NLCUCharitableFoundation/)
   f. Eastern Edge Credit Union (Call local branch for information how to apply): [https://www.easternedgecu.com/Home/InOurCommunity/](https://www.easternedgecu.com/Home/InOurCommunity/)
   g. CIBC Community Matters program: [http://www.cibc.com/ca/inside-cibc/cibc-your-community/how-to-apply-for-funding.html](http://www.cibc.com/ca/inside-cibc/cibc-your-community/how-to-apply-for-funding.html)
9. Corporate:
   a. Rona (In-kind and Foundation):
      i. Store Locator (Contact store near you): [http://www.rona.ca/tool/store-locator](http://www.rona.ca/tool/store-locator)
      ii. RONA Foundation (Teens and Young Adults): [http://www.rona.ca/content/rona-foundation-unleashing-potential-youth_profile_investor-relations](http://www.rona.ca/content/rona-foundation-unleashing-potential-youth_profile_investor-relations)
   b. Kent Building Supplies
      i. Community Events
      ii. Health and Wellness
      iii. Sponsorship and Donations
         1. ALL ACCESSIBLE HERE: [http://www.kent.ca/company_info/community_involvement.htm](http://www.kent.ca/company_info/community_involvement.htm)

10. Evergreen:
    b. Greening School Grounds
    c. Greening Communities
    d. Other Funding Sources
       i. ALL ACCESSIBLE HERE: [http://www.evergreen.ca/en/funding/overview.sn](http://www.evergreen.ca/en/funding/overview.sn)

11. Mountain Equipment CoOp Community Contributions Fund:
    a. Grassroots Product Donations (in-kind support)
    b. Land Acquisition
    c. Capacity Building
    d. Research
    e. Advocacy and Education
    f. Access and Activity
    g. Urban Sustainability
       i. ALL ACCESSIBLE HERE: [http://www.mec.ca/Main/content_text.jsp?FOLDER%3C%3Efolder_id=1408474396038943&FOLDER%3C%3EbrowsePath=1408474396038943&bmUID=1270928413809](http://www.mec.ca/Main/content_text.jsp?FOLDER%3C%3Efolder_id=1408474396038943&FOLDER%3C%3EbrowsePath=1408474396038943&bmUID=1270928413809)

12. Employment Benefits and Support Measures (EBSM):


14. Garden Events: *Any number of community oriented events that can garner donations and gift giving.*

15. Growing Forward, Programs and Services by
    a. Region
    b. Subject:
       i. Co-operatives
       ii. Expanding your business options
       iii. Making foods that satisfy consumers and markets
       iv. Managing the risk of your business
       v. Positioning you for international markets
vi. Protecting the environment
vii. Science and innovation
viii. Services for rural Canadians


17. Social Entrepreneurial Initiatives: you’re limited by your imagination here, but entrepreneurial activities would likely focus on marketing raw and secondary processed foods locally in a variety of venues and settings for a local cause.


19. Join Newfoundland and Labrador Environmental Network (NLEN); Keep abreast of funding opportunities advertised on their website and/or their weekly newsletter: [http://www.nlen.ca/](http://www.nlen.ca/)

20. Join the Food Security Network of Newfoundland and Labrador (FSN-NL); Keep abreast of funding opportunities advertised on their website and/or their weekly newsletter: [http://www.foodsecuritynews.com/](http://www.foodsecuritynews.com/)

Appendix V: Sample Community Garden Budget

(Source: Gardening Matters, Community Garden Start Up Guide: [www.gardeningmatters.org](http://www.gardeningmatters.org))
<table>
<thead>
<tr>
<th>Line Items</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue/Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plot Fees</td>
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<td><strong>Total Expenses</strong></td>
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<tr>
<td><strong>NET INCOME (Income - Expenses)</strong></td>
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Appendix W: 9 Steps to Creating a Corporation

(Adapted from: Corporation Centre: http://www.corporationcentre.ca/docen/pinc/home.asp?t=checknf)

CAVEAT: While this list is intended to describe the basic steps required to create a corporation, readers should be aware that it is not exhaustive, and that certain steps may be performed simultaneously. Do not hesitate to consult NL Department of Government Services (http://www.gs.gov.nl.ca/registries/companies/corp_inc.html)

1. Select the name of the Corporation. You must select the name of the corporation. Alternatively, you may opt for a numbered corporation.
   - A Newfoundland corporation's name must end with one of the following: Limited, Limitée, Incorporated, Incorporée, Corporation, Ltd., Ltée, Inc. or Corp.
   - A Newfoundland corporation's name may be in English, French or it may have a version in both languages.
   - Choosing a corporate name can be a difficult task. To increase the chances of your proposed name being accepted, try to select a name that is as distinct as possible, yet accurately describes your business. If your proposed corporate name uses common or popular names, the chances of it being accepted decrease. Furthermore, you may not be allowed to use a name which is either identical or deceptively similar to one that is already used by another corporation or competitor in your jurisdiction.
   - Alternatively, a Newfoundland corporation may be assigned a number as its legal name (for example, 123456 Newfoundland Inc.). This speeds up the incorporating process and permits immediate delivery of the Articles of Incorporation. The corporation may then register a trade name and be known to its customers as doing business under the trade name. Although the corporation must be identified by its actual name (i.e., the number followed by Newfoundland Inc. or Ltd.) for all formal and legal matters and relations (e.g., contracts), the corporation may use its trade name for exterior signs, business cards, letterhead, etc.

2. Select a Registered Office. You must select a registered office for the corporation that is within Newfoundland.
   - The registered office of a corporation is the location officially designated as such by the corporation to the relevant government department or authority. The registered office may be a commercial or residential address, but should not be a post office box. You will need the complete address.
   - The registered office is typically the principal place of business of the corporation (e.g., store, plant or office) and does not have to actually be an "office". If the corporation will have more than one place of business, you may select any of the places of business.

3. Select Shareholders. You must select who will be the shareholders of the corporation.
   - Shareholders are the person(s) who hold (i.e., own) the shares in the corporation. Whoever holds the shares of a corporation essentially "owns" the corporation. By reason of the votes that are usually attached to the shares, the shareholders control the corporation.
• Every private corporation must have at least 1 shareholder and there may be several (but not more than 50) shareholders.
• You will need the complete residential address of each shareholder.

4. Number of Shares. You must select the number of shares each shareholder will have.

• A corporation may issue as few or as many shares as it deems desirable. The crucial matter is the proportion of shares that is initially issued to each shareholder, rather than the actual number. For example, if there are 2 shareholders and each is to have a 50% interest in the corporation, it is irrelevant whether each shareholder receives 10 shares or 10,000 shares each, since in either case, both receive an equal proportion of the shares.
• Nonetheless, it may be advantageous to issue a larger amount of shares. It may facilitate selling a portion of these shares at a later date since each share will have a lower value. Also, subsequent share issues from the corporation may be more attractive to investors since the value of the shares would be lower given the larger number of shares that were already issued.
• It is not uncommon for the total amount of shares issued to all initial shareholders to equal 1000 shares. However, you may decide to increase or decrease this amount.

5. Select Directors. You must decide who will be the directors of the corporation.

• Directors are the individuals who administer the affairs of the corporation and make all major decisions for the corporation.
• Every corporation must have at least 1 director, and there may be several. Only individuals (i.e., physical persons) may be directors of a corporation.
• A Newfoundland corporation requires that a majority of directors be Canadian residents.
• Directors may also be shareholders and officers (see below) of the corporation. In fact, this is typical in small corporations.
• You will need to know the following for each director: their complete residential address, whether they are Canadian residents and their profession.

6. Select Officers. You must decide who will be the officers of the corporation.

• Officers are the persons who hold certain senior management positions, such as President, Vice-President, Secretary and Treasurer, among others.
• A corporation must appoint a President and a Secretary.
• Officers may hold more than one office or position. For example, an individual may be the President, Secretary and Treasurer of the corporation.
• Officers may also be directors and shareholders of the corporation. In fact, this is typical in small corporations. There is no Canadian residency requirement for officers.
• You will need to know the following for each officer: their complete residential address and their profession.

7. Fiscal Year-end. You must select the fiscal year-end of the corporation.

• A fiscal year is any 12-month period used by a corporation as its official accounting period. A fiscal year-end is the official last day of the fiscal year of a corporation. The
fiscal year-end does not need to be December 31, but is typically the last day of the chosen month.

- It is not uncommon for corporations to select December 31 as their fiscal year-end. However, you may change this date if you have specific reasons for doing so.

8. **Select Accountants.** You may select the auditors or accountants of the corporation. If you do not, you may still incorporate.

- Auditors are the professionals who check the accuracy, fairness and general acceptability of a corporation's accounting records and attests to them. A corporation must generally appoint an auditor to prepare the annual financial statements of the corporation. The accountant should be a CA, CGA or other professional with the proper credentials. Alternatively, you may appoint accountants to prepare the financial statements of the corporation but who will not act as auditors of the corporation.

- Shareholders of a private corporation may choose not to appoint an auditor for any given fiscal year. All the shareholders must agree to this decision. This decision remains valid only until the next annual meeting, where all the shareholders of the corporation must once again consent to not appointing an auditor for the following fiscal year.

9. **Government Incorporation Fees.** Newfoundland corporations have a government incorporation fee of $250. Named corporations also require an additional search report at a cost of $30.