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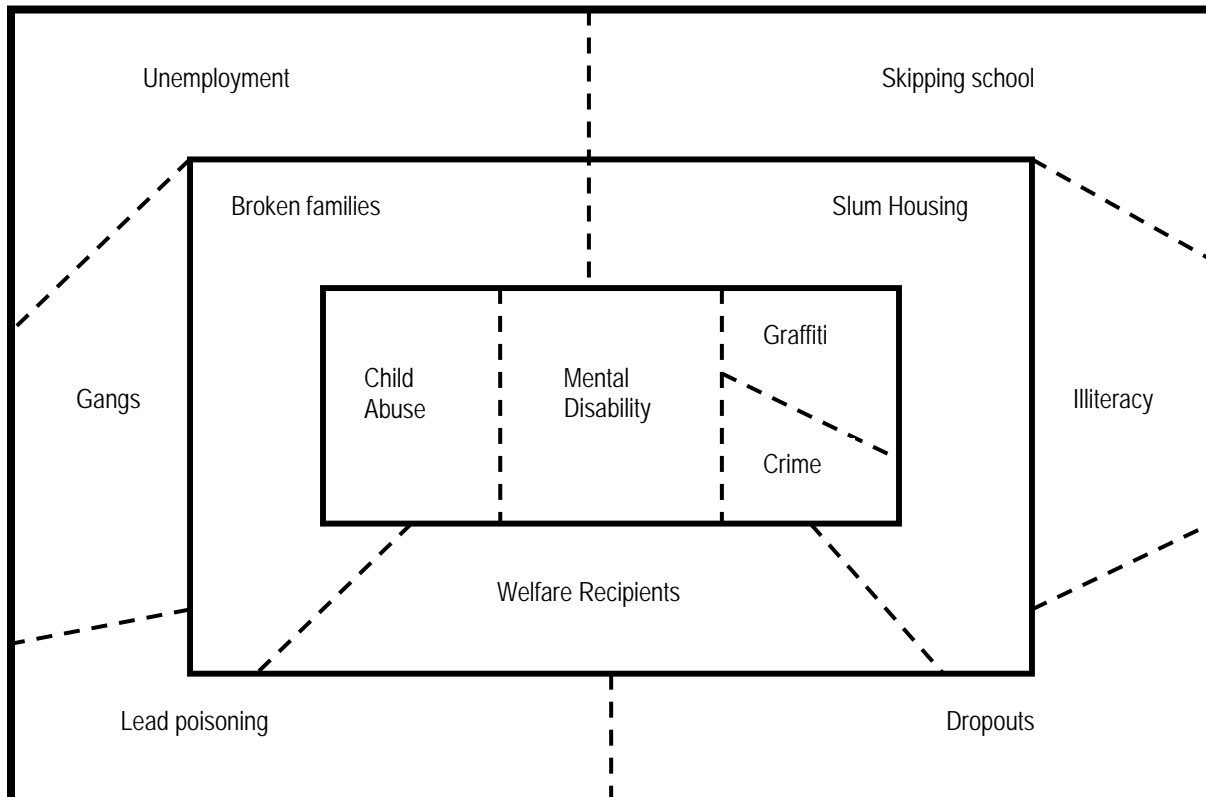
Asset-Based Community Development

Typically, a community development process begins by looking at the needs and problems of a community. External agencies determine what the community is “missing”, what is wrong with the community and then respond by providing services to make up for these deficiencies. While many neighbourhoods do, in fact, lack necessary services and struggle with many serious problems, there are serious consequences that come with looking at neighbourhoods from this “glass half empty” perspective.

Consequences of using a “Needs Map”

- Community members and local residents feel and even believe that that they are deficient and lacking. Communities and people are characterized by what they are missing and lacking, rather than what they have and can do.
- Relationships between community members are weakened or destroyed as neighbours stop talking to one another about the issues in their community and become distrustful of one another.
- Outside funds are directed to professional helpers (service providing agencies) instead of residents.
- Neighbourhood leaders learn to focus on, magnify and reinforce the community’s problems in order to get assistance.
- Hopelessness rises in local residents and negative stereotypes are reinforced. People lose pride and interest in their community, making them less likely to take action to change things. Existing problems become worse.

Neighbourhood Needs Map



Defining Asset-Based Community Development

ABCD is a process through which a neighbourhood can achieve regeneration and revitalisation by locating all of the available local assets and connecting them with one another in ways that multiply their effect.

Five Categories of Assets

Individual Gifts – The specific talents and skills that community members possess that can be put to work to build the community. (Examples: musical talents, computer skills, gardening experience)

Associations – Small formal or informal groups of people that work together towards a common goal (including shared interests). An association helps to amplify or build upon the gifts, talents and skills of individual community members. (Examples: resident's associations, book clubs, sports teams)

Institutions – Local government, businesses and community organisations that have resources and knowledge that can be drawn upon to support community building.

Land and Buildings – Ecology and infrastructure in a neighbourhood, such as an elementary school with after-hours meeting space, open space for gardens, parks for meetings and celebrations, etc. (Examples: green space, community centres, local parks)

The Local Economy – Local businesses and lending organisations that can donate, publicise and support community work in a myriad of ways. (Examples: printing shops that can do free copies of posters, local newspapers that publish stories on community projects, garden centres that donate plants)

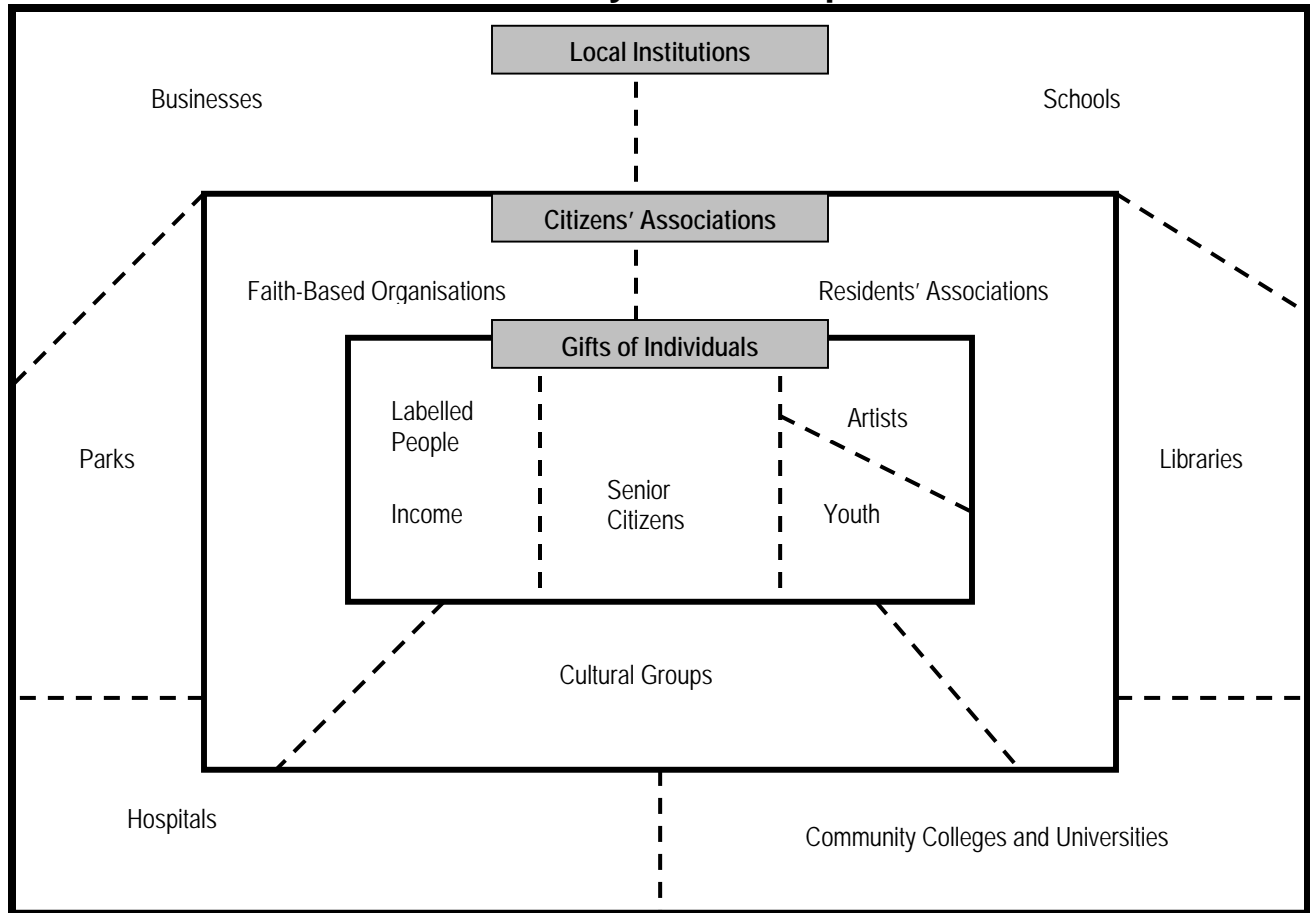
Three Characteristics of ABCD

Asset-based – Based on individual gifts, associations, local institutions and the local ecology and economy of a neighbourhood.

Internally focused – The development strategy focuses on the interests and problem-solving capabilities of local residents, local associations and local institutions.

Relationship-driven – To engage in this approach, one must continually ask, “Will this action strengthen the relationships between residents, local associations and local institutions?”

Community Assets Map

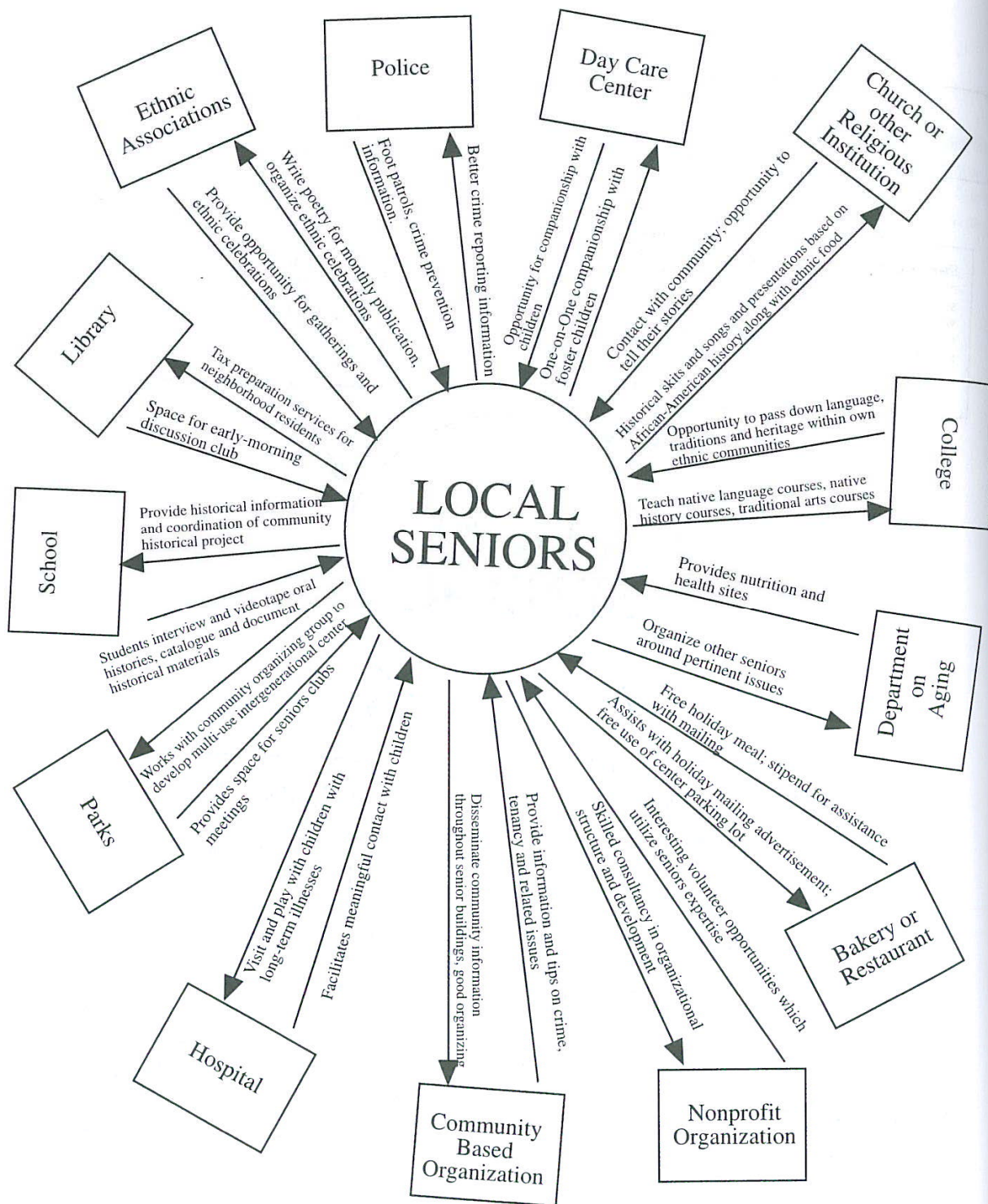


EXERCISE - Mapping Reciprocal Partnership Directions

- 1) On a large sheet, draw a circle in the middle and write "Community Garden Project" inside.
- 2) On the outside edges of the paper write the names of partners or potential partners your group identified and draw a box around each of them.
- 3) Brainstorm ways that each partner can help a community garden. For example, the police department could be a potential partner that might be willing to include the garden site on its neighbourhood check route or to donate funds from the local police athletic league fund.
- 4) Draw an arrow connecting each partner to the community garden box – the way you envision their involvement.
- 5) Brainstorm what the garden can offer each partner. For example, the garden could be an alternative to violence for young people in the neighbourhood. Draw another arrow from the garden connecting to the potential partner.

RELEASING INDIVIDUAL CAPACITIES

Chart Three: One on One Relationships





Community Organizing Guidelines

(Adapted from the ACGA's *Growing Communities Curriculum*)

Your role as an organizer is to create an organization, not to manage people.

The community organizer's goal is to work to create an organizational structure that exists beyond any one player and be able to continue beyond the involvement of the garden organizer.

To motivate people, appeal to their self-interest.

Find ways to make the issues and benefits involved in community gardens relevant to the life and experience of each participant.

Remember that not everyone is alike.

Everyone learns and communicates differently

Don't do for others what they can do for themselves.

It may be tempting for a community organization to "go into" a low-income neighbourhood and "set-up" a garden "for" residents. This can look wonderfully successful but they build dependency not community. When support is withdrawn, these gardens often disappear. Go slow to go fast!

Give people a chance to experience a sense of their own power.

In order to feel that one can bring about change, a person needs to see that her or his personal involvement has had an impact on a broader effort. Contributions of work enable a person to realize their ability to affect the world around them. Thus, in a community organizing project everyone works. Leaders can provide the "space" in structures and opportunities that allow individuals to experience their worth and abilities.

Provide general education. It is the key to long-term success.

For a group to run its own project, two factors must be in place. First, a community needs the skills to undertake the project. In a garden project, this means everything from project planning to meeting facilitation, from irrigation installation to harvesting practices. Also a community needs to believe that they *can* accomplish the project. Constant learning opportunities give folks the skills the need, while structures that encourage participation enable people to use those skills and gain the confidence needed to do it on their own.

Writing things on paper doesn't make things happen, working with people does.

A personal invitation to a meeting is about 10 times more likely to get the person to the meeting. When people are asked why they don't participate in community projects, many people say it is because nobody has asked them to participate.

Make Decisions as a group.

Groups make better decisions than individuals. When people are involved in making a decision, they are much more likely to support it and work towards it.

Listen to, invite and value other peoples' opinions.

Doing so demonstrates that you believe that people are intelligent and competent, and allows better solutions and decisions to emerge.



Core Beliefs of a Community Organizer

The community organizing approach that the Toronto Food Animators promote is one grounded in a belief in individuals and communities and their ability to build their own power and change. This is one approach to starting and building community gardens, but one that we believe will make for more successful and beneficial projects in the long-term.

Consider the following core beliefs and think about whether you agree or disagree with these statements.

- People are intelligent and capable and want to do the right thing.
- Groups can make better decisions that any one person can make alone.
- Everyone's opinion is important and is of equal value, regardless of rank or position.
- People are more committed to the ideas and plans that they have helped to create.
- Participants can act responsibly in assuming true accountability for their decisions.
- Groups can manage their own conflicts, behaviours and relationships if they have the right tools, training and support.
- The community building process, if well designed and honestly applied, can be trusted to achieve results.

Food for thought: If you have rated yourself particularly low on any one of these core beliefs, try asking yourself the following questions:

*What could be the impact on a community garden project if I don't believe this?
What are some of the actions that I can take to make this a core belief for myself?*



Outreach ideas for community gardens

When planning your outreach strategy, whether it is for recruiting new gardeners, holding a community meeting or planning a garden event, remember the 10:10:80 rule:

10% of people will always come out to all meetings and events.

10% of people will never come out to any meetings and events.

80% of people will come out if they are personally asked, generally because they have a real interest and they have a relationship with one of the organizers.

Good community organizers know that the key to outreach success is building relationships with people and speaking with them face-to-face.

Here are a few ideas to help you think of ways to reach out to all the members of your community that might be interested in finding out more about your community garden project:

- Hold open community meetings about the garden project
- Post flyers and leave them in key locations
- Use email lists but don't limit yourself to communicating only in this way
- Make presentations to community groups
- Sign-up sheets at different community gathering points
- Advertise in community newspapers
- Advertise on community radio

Add your own ideas!

Always be thinking of 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 whenever possible and provide a written invitation as well (card, flyer). Include: area residents, storeowners, local organizations (faith congregations, hospitals, social services, etc.) and local officials. Your garden and other community efforts will be more successful if the neighbourhood feels welcome and included.



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



Resources

How to Find What You Need

Most gardeners are born scroungers or eventually learn to become one. There's a lot of free or nearly free material out there that, with a little effort, can be turned into something of use for the garden. Keep your eyes and mind open!

- **Manure:** It doesn't have to be bought in bags. Check local stables, including the police, if you are in an urban area. In Toronto, ask at the zoo for "zoo poo".
- **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 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. Free woodchips are available from the City of Toronto at two depots:

Etobicoke and York* - 301 Rockcliffe Boulevard
(east of Jane Street, south of Alliance Avenue)
Monday to Friday: 7:30am to 2:30pm
*check in at reception

Scarborough - 70 Nashdene Road
(west of Markham Road, north of Finch Avenue East)
Monday to Sunday: during daylight hours

Bring your own shovel and containers. For more information, call 416-338-8733

- **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 corncobs, 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, and Parks Departments will give away seeds and annual plants at the end of the planting season (usually around mid-June). You can also buy rare, heirloom and organic seeds or exchange your seeds for other seeds at the annual Seedy Saturday event in mid-March, sponsored by the Toronto Community Garden Network.
- **Tools:** Garage sales, auctions, second hand stores, tool lending libraries.



Resources (cont.)

Community Garden Wish List

If your group is just starting up and needs everything, or if you're looking for something specific, consider publishing a "wish list" in your garden newsletter, local newspaper, or tell your local garden or service club. Also make sure to let your Councillor know about your garden's needs!

Horticultural Items:

- topsoil, compost, potting soil
- seeds, bulbs, bedding plants, cover crop seeds
- perennials, shrubs, fruit bushes and trees shade trees
- manure, bone meal, blood meal, other natural fertilizers
- soil testing kit
- mulching materials such as shredded leaves, cocoa bean hulls, coconut straw, hay, - shredded bark, wood chips, black plastic, corrugated cardboard
- insecticidal soaps, hand held sprayers

Equipment and Supplies:

- hand tools: forks, spades, shovels, trowels, dibbles, rakes, hoes, cultivators
- secateurs (pruning shears), loppers,
- child-sized hand tools
- wheelbarrow and garden cart
- garden hose, soaker hose, drip irrigation systems and parts, spray nozzles, hose reels, water barrels, watering cans
- rototiller, chipper-shredder, mower, edger (you may only need these items once a year so think about renting or sharing with another garden)
- plant labels, plot markers, signs, indelible markers
- plastic, wood or metal edging
- plastic and clay flower pots, all sizes
- seedling trays, peat pots
- wooden planters
- locks and chains
- fluorescent lights, timers
- fabric row covers, cloches
- gloves, kneeling pads
- tool caddies, tool aprons
- shed



Resources (cont.)

Estimating Quantities

Everyone's first question is, "How much does it cost to start a community garden?" Well, that all depends upon what you have and what you want. Much can be scrounged or recycled and the rest can be bought or donated. But you have to know how much you need before you can figure out what it will cost.

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!

Thought you'd never need grade eight geometry once you graduated? Think again! Estimating the quantities of materials that you will need for your garden construction requires you to flex those geometry muscles, stiff and rusty as they may be. But take heart, it's not that difficult, especially armed with a calculator and these hints.

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 5ft or 6ft 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 \times 317 \text{ ft} = \4755 .
- Since that's waaay too expensive for your budget, consider a 5 ft or 4 ft high fence instead.



Tip:

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



Estimating Quantities (cont.)

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

Take the area (length x width) and then decide how deep you want it and multiply by that number to get the cubic measurement (volume).

! It sounds easy, but there's a little wrinkle. Chances are you've figured your depth in inches (or centimeters), but your length and width in feet (or meters). If so, you have to convert the inches to parts of a foot so that everything is in the same unit of measurement. Just divide the number of inches by 12. If you are working in metric it is much easier--just move the decimal point.

Here's how it looks:

1" = 0.08 ft	7" = 0.58 ft
2" = 0.15 ft	8" = 0.66 ft
3" = 0.25 ft	9" = 0.75 ft
4" = 0.33 ft	10" = 0.83 ft
5" = 0.42 ft	11" = 0.92 ft
6" = 0.5 ft	12" = 1.0 ft

For Example

You want 3 inches of soil on an area of 50 ft x 70 ft

- $50 \times 70 = 3500$ sq ft
- Multiply that area by depth of 0.33 (3") = 1155 cubic feet

! But 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' x 3' x 3' = 27)

For Example:

$1155 / 27 = 42.78$ cubic yards.



Estimating Quantities (cont.)



Tip:

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

Lumber

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”. Strange but true.



Tip:

- These days, 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 as the p-t but 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 toxic to plants.



Estimating Quantities (cont.)

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:

- $45 \times 4 = 180$ sq ft of paving



Tip:

- For a winding path, measure down the centre line rather than the edges. That way you get an average.



Keys to Fundraising Success

Whether you are writing a grant application, asking for in-kind donations from a local business or holding a bake sale, 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 time lines. 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 up 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 an 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.

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 and will see through \$5,000 for photocopying--unless your proposal involves creating a resource manual or large mail campaign. 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). For example, if you hold a bake sale and couldn't possibly thank each person who bought a pie, then write a letter to the editor of your paper, thanking all who participated in the event. They will like it and it has the added advantage of making more people aware of your project and need for funds.

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.



Dispelling the Fears of Fundraising

Imagine you are going to ask a potential funder for a large amount of money (for example \$1,000). What are your biggest fears in regard to asking for money? Please spend a few minutes and write them here.

Categories of Fears

Your fears most likely will fall into one of the three categories:

1. **Fear of responses that are extremely unlikely to happen.** (Example, the person will yell at me or sue me)
2. **Fear of things that might happen but could be dealt with if they do.** (Example, the person will ask me questions)
3. **Fear of things that will often happen and must be dealt with.** (Example, 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.



Getting Your Garden Organized

Starting, maintaining and sustaining a successful community garden is a large undertaking – far too much work for one person to do alone! Imagine what would happen if one person tried to start and manage a community garden on their own:

- They would have to do ALL the work
- If anything went well that person would be the only one responsible
- If that person moved or could not work on the garden, the project and all their hard work would be lost
- They would probably encounter many barriers that are bigger than one person

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.

Some larger 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 should do the following:

1. Decide how decisions will be made (e.g. consensus, majority)
2. Elect 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) (*See below*)
4. Develop guidelines or rules for the community garden that every gardener will agree to and sign as a condition for joining the garden (*See example below*)
5. Hold regular, well-planned meetings with all the gardeners (*See example agendas 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.

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 year 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".

Responsibilities of the Garden Coordinator:

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.

Sample Template for Work Plan

What do we want to do?	How are we going to do it? What needs to be done?	What resources do we need?	Who is responsible?	When do we want to do it by?
Event, activity, workshop, etc.	Steps to follow or list of tasks	List of items, amount of money required	Name(s)	Date(s)
Example: A harvest festival	- invitations - prepare food - music - set up the space - decide decorations	- paper - food - cd player - cds - tables - chairs	Names of gardeners	Invites out – Sept. 15 Festival – Sept. 30

Sample Rules and Regulations for Gardeners

The Downtown Community Garden

The Downtown 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.

- Plot registration will begin April 5th with preference given to gardeners from last year. Unclaimed plots will be reassigned after May 1.
- I will have something planted in my garden by June 1st and keep it planted all summer long.
- 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.
- 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.
- 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.
- 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.)
- 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.
- I will participate in the end of the season cleanup and attend at least one garden clean-up day.
- I will pick only my own crops unless given permission by others to pick crops from their plot.
- 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 _____

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
 - Translators – meet and explain
 - 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” (with translators too, raise your hand if you are from)
 - 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? (have blank park sheet to draw on) Possible prompt questions: How big, what design, what programming, what systems, what to grow
 - What questions?
 - 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

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?



Keys to community garden 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:



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.



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 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” you are looking at what are the positive resources that can contribute to the garden and that the garden can 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 better.



The perfect 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.



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 from 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.



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.



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 (no wet spots). 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. (Call the Ontario Ministry of Agriculture, Food and Rural Affairs for a list of labs and the simple procedures for taking a soil sample)



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 short-coming 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.



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.



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.



Growing Your Group



Garden Guidelines

Vision + Action = Mission

Begin with a brief mission statement that unites the group and the garden to a larger purpose. Example: “Our mission is to strengthen our neighbourhood by creating a beautiful garden where people can get to know each other.”

Set goals

Set a few small goals for the garden per 3-month phases and the year. Review them, adjust them, set a few new ones. An goal not met simply is an opportunity to learn. There is no failure when real learning occurs.

Start with a few guidelines that will help the group get going. Try to develop them *with* your participants, rather than *for* them. Write them out and provide each person a copy. Schedule to review the guidelines, growing them along with the group.

Guidelines Inspire

Guidelines are goals with behaviours associated to them. They are more than a list of “Do’s and Don’ts”

Rules versus Guidelines

“No leaving tools out;” vs. “We value our resources. Be sure to put all tools away.” Keep them positive.

Identify the garden’s needs and name the responsibilities people will have to take on to meet the needs and support the mission. Know the group’s abilities and limitations *before* setting goals.



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.



Share Leadership

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 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.



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.



Youth

Youth Is The Future In The Present

Many elder gardeners are now isolated for rejecting youth over the years as irresponsible and disrespectful. If not from adults, from whom are youth supposed to learn responsibility and respect?

Reach out to youth again and again.

Be patient and encouraging with them as they learn. Allow mistakes. Let their interest grow gradually. Be realistic with what you ask them to do.

They Just Want To Belong.

Very often, youth who have vandalized gardens, but were invited in to learn rather than punished, often become eager participants and protectors of the gardens. Get past anger and feeling victimized; don't grow animosity; grow gardeners! Like with conflict, youthful indiscretion is an opportunity to learn and teach.

(Adapted from *Growing Your Group* by Philadelphia Green)



Internet Gardening Resources

Community Gardening Sites:

American Community Gardening Association
<http://www.communitygarden.org>

ACGA links page: general gardening info as well as community garden websites
<http://www.communitygarden.org/links/index.html>

City Farmer: one of the best web resources on all things urban agriculture
<http://www.cityfarmer.org>
<http://www.cityfarmer.org/communitygarden7.html>

Common Ground Community Garden Start-Up Guide: University of California, LAC
http://celosangeles.ucdavis.edu/garden/articles/startup_guide.html

FoodShare's Community Gardening Tool Box Month-by-Month Start up Guide
http://www.foodshare.net/toolbox_month01.htm

Seeds of Hope...Harvest of Pride! a resource for community vegetable gardeners
<http://www.brightdsl.net/~cuyahoga/index.html>

Gardening How To

Alternative Agriculture Links:
<http://aggie-horticulture.tamu.edu/alternatives/alternativelinks.html>

Asian Vegetables
<http://www.nre.vic.gov.au/trade/asiaveg/thes-00.htm>

Biodynamics
<http://www.biodynamics.com/>

Care2Com's gardening links
<http://www.care2.com/channels/lifestyle/garden>

Children's Gardening
<http://www.kidsgardening.com/>

Composting: City of Toronto's excellent Info sheets
<http://www.city.toronto.on.ca/compost/pubs.htm>

Companion Planting

How to Start a Community Garden Workshop
Presented by The Toronto Community Food Animators

<http://attra.ncat.org/attra-pub/complant.html>

Earth Kind Gardening

<http://aggie-horticulture.tamu.edu/plantanswers/earthkind/ekgarden2.html>

Garden Guides: a very thorough site

<http://www.gardenguides.com/>

Garden Launch Pad-the Starting point for all electronic gardening sites

<http://gardeninglaunchpad.com/veg.html>

Gardening How to Links"

<http://www.backyardgardener.com/>

GardenNet forums: connect with others about every gardening topic under the sun:

<http://gardennet.com/>

Heirloom Seeds: has an excellent veg by veg section

<http://www.heirloomseeds.com/>

ICanGarden: a Canadian portal site

<http://www.icangarden.com/>

Journey to Forever: a wonderful site with downloadable out of print classics:

http://journeytoforever.org/garden_link.html

National Gardening Association: lots and lots of info and links

<http://www.nationalgardening.com/>

Nutrient Deficiency Symptoms

<http://www.ghorganics.com/page32.html#Nutrient%20Deficiency%20Symptoms>

Organic Gardening Techniques

<http://muextension.missouri.edu/xplor/agguides/hort/q06220.htm>

Plant Answers, plant by plant

<http://aggie-horticulture.tamu.edu/plantanswers/vegetables/veg.html>

Resource centre on Urban Agriculture and Forestry

<http://www.ruaf.org/>

Rodale's Organic Gardening: The long-time home of organic gardening information

<http://www.organicgardening.com/>

Seeds of Diversity Canada: protect our gardening heritage

<http://www.seeds.ca/>

Soil Testing labs in Ontario

<http://www.gov.on.ca:80/OMAFRA/english/crops/resource/soillabs.htm>

Terra Viva Organics: a wonderful Canadian resource

How to Start a Community Garden Workshop

Presented by The Toronto Community Food Animators

<http://www.tvorganics.com/>

The Vegetable Patch: organic information

<http://www.thevegetablepatch.com/>

Watch Your Garden Grow: a veg by veg index how to

<http://www.urbanext.uiuc.edu/veggies/index.html>

Weed identification index:

<http://www.rce.rutgers.edu/weeds/index-commonname.asp>

William Dam Seeds: an Ontario seed company

<http://www.damseeds.com/>

You Grow Girl: Toronto's own

<http://www.yougrowgirl.com/>

Appendix 1 Soil Testing

Knowing Your Soil - Soil testing and other considerations

Healthy soil is the key to growing healthy, productive plants. Although it is possible to have the soil tested for fertility, there are many factors that can indicate how fertile the soil in your garden is, for example the types of plants that are already growing there and the soil's texture (see additional hand-outs). The best way, however, is simply to start planting and see what happens. Good quality compost should always be added to garden beds prior to planting, especially in the first few seasons, and compost will generally address any of the problems that your soil might have, such as infertility, poor drainage, high or low pH (acidity or alkalinity) and low organic matter. Keep in mind that building up healthy soil is a long-term and on-going process that can involve a number of different and complementary strategies - adding compost and other soil amendments, rotating crops, growing green manures, using mulch and companion planting.

In an urban setting, we must also be aware of potential soil contamination problems. Depending on what the land was used for in the past, there is a risk that some urban soils might be polluted with heavy metals (such as mercury, arsenic and lead), pesticides or other harmful chemicals. These contaminants can be taken up by the plants, making the consumption of these vegetables and fruits potentially and even gardening dangerous to your health. Knowing the history of the land that you intend to use for your community garden is very helpful. For example, if your garden is located in a former industrial area of the city, the soil might be contaminated, even if these industrial activities are long past. Remember that the City has changed drastically as it has changed and grown in the last 100 years. If you are unsure about how the land was used, we strongly recommend that the soil be tested for possible contaminants.

The following pages contain more information about soil testing laboratories, procedures and costs.

Accredited Soil Testing Laboratories in Ontario

<http://www.omafra.gov.on.ca/english/crops/resource/soillabs.htm>

The following labs are accredited to perform soil tests for pH, buffer pH, P, K, Mg and Nitrate-N on Ontario soils.

Error! Bookmark not defined.

The following is information from the Soil and Nutrient Laboratory at Guelph University (From: <http://www.labservices.uoguelph.ca/units/soil-nutrient/>). Please contact other labs for other services and costs. Be aware that not all labs can do contaminant (heavy metals) testing.

Soil & Nutrient Laboratory (University of Guelph)

The Soil and Nutrient Laboratory is a multifaceted laboratory providing high-quality testing services for environmental and agricultural applications.

We serve a variety of professional fields - farmers, researchers, industry, consulting firms and government. As part of Laboratory Services, the Soil and Nutrient Laboratory

has access to several added value services for our client; heavy metal analyses provided by the Toxicology lab, pesticide screens performed by Trace Organics and Pesticides, microbiology services, as well as the Pest Diagnostic laboratory.

Submitting Samples

Notify the laboratory prior to submitting any samples.

Meeting your needs is a priority at Laboratory Services. If you are a new client or this is a new project with us, please contact **Client Services**. We will ensure that your project receives the most efficient and cost-effective process available for your project size and testing volumes.

Client Services

With over thirty individual laboratories spread over three physical locations, Laboratory Services has a wide range of services to offer. Client Services is your key to unlocking the potential of Laboratory Services. Our staff have in-depth knowledge of the services we offer and how they can assist you with your business. Please feel free to contact us to discuss your testing needs.

Lynne Fruhner

Client Services

Telephone: (519) 767-6299

Fax: (519) 767-6240

E-mail: info@lsd.uoguelph.ca

Soil and Nutrient Laboratory Price List

Effective January 1, 2006. As of February 2008 prices were being revised.

A minimum charge of \$50.00 per submission of samples applies.

For volume discounts and customized packages, please contact the laboratory by phone (519) 767-6226 or by e-mail nschrier@lsd.uoguelph.ca

Standard turn-around-time is 2 weeks from receipt of samples. For shorter turn-around-time, please indicate deadline on sample submission form. A surcharge may apply for rush analysis.

An additional fee of \$10 per sample will apply to samples requiring special preparation. This may include: combining replicate samples and subsampling, preparing soil cores and grinding rock samples. The laboratory will contact the client if applicable.

NOTE:

The highlighted tests are those that are particularly useful for most community gardens. Other tests are also available. For more information, please see:

<http://www.labservices.uoguelph.ca/units/soil-nutrient/SNLprices.cfm#SA>

Soil Analysis

Test	Description	Fee (per
------	-------------	----------

		sample)
Soil Fertility	Soil pH, plant available P, K, Mg (mg/L soil)	\$12.00
Plant Available Ca, Mg, K or Na	Ammonium acetate extractable. Report as mg/L soil	\$5.00 per element
Plant Available Ca, Mg, K or Na (by mass)	Ammonium acetate extractable. Report as mg/kg	\$6.00 per element
Plant Available Zn, Cu or Fe	DTPA extractable. Report as mg/L soil	\$5.00 per element
Plant Available Zn, Cu or Fe (by mass)	DTPA extractable. Report as mg/kg	\$6.00 per element
Plant Available Manganese	Phosphoric acid extractable Mn. Report as mg/L soil.	\$5.00
Plant Available Manganese (by mass)	Sodium bicarbonate extractable Mn. Report as mg/kg	\$6.00
Plant Available Phosphorous	Sodium bicarbonate extractable P. Report as mg/L soil.	\$5.00
Plant Available Phosphorous (by mass)	Sodium bicarbonate extractable P. Report as mg/kg soil.	\$6.00
Metals Package	Nitric Acid digestible As, Se, Hg, Co, Cr, Cd, Cu, Ni, Pb, Zn, and Mo	\$90.00
O.M.	Organic Matter (Walkley-Black method)	\$8.00

From this chart we can calculate that each soil sample would cost approximately \$110 (not including postage). Depending on the size of your garden site, several samples might be required. Please contact the lab directly for further advice and precise instructions.

Appendix 2 TCHC Contacts

Community Housing Unit (CHU) Managers and Offices-2008.

CHU 1- Humber Village

Office
Rowntree Manor
2765 Islington Avenue, Toronto, M9V
5C2
Manager - Barry Thomas

CHU 2 - Eglinton Lawrence

Office
Champlain Place
3050 Bathurst Street, Toronto, M6B 4K2
Manager - Ahmed Samater

CHU 3 - Seneca Don Valley

Office
Seneca Towers
1700 Finch Avenue East, Toronto, M2J
4X8
Manager - Patricia Narine

CHU 4 - Scarborough East

Office
Markham/Ellesmere
2180 Ellesmere Road, Toronto, M1G
3M4
Manager - Ron Adair

CHU 5 - Scarborough Warden

Office
Byng Towers
3330 Danforth Avenue, M1L 4P9
Manager - George Ewer

CHU 6 - York Weston

Office
Eagle Manor
1901 Weston Road Unit 18, Toronto,
M9N 3P1
Manager - Jacqueline Daley

CHU 7 - Etobicoke Lakeshore

Office
100 Cavell Avenue (Etobicoke), Toronto,
M8V 3V6
Manager - Barbara Frey

CHU 8 - Bloor West Central

Office
High Park
100 High Park Avenue, Toronto, M6P
2S2
Manager - John Kraljevic (Acting)

CHU 9 - Downtown West

Office
Queen Vanauley
20 Vanauley Street, Toronto, M5T 2K7
Manager - Sandy Grujin

CHU 10 - Spadina Downtown

Office
Queen Vanauley
22 McCaul Street, Toronto, M4Y 1J8
Manager - Gilda Crawley

CHU 11 - St Lawrence

Office
Scadding Avenue
15 Scadding Avenue, Toronto, M5A 4E9
Manager - Nancy Evans

CHU 12 - Don River

Office
Broadview Manor
80 Danforth Avenue, Toronto, M1L 1C6
Manager - Bill Ward

CHU 13 - Sherbourne Dundas

Office
Moss Park
275 Shuter Street, Toronto, M5A 1W4
Manager - Brian Davis

CHU 14 - Beaches East Toronto

Office
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Appendix 4 Community Garden Planning Questions

Whether you are starting a new community garden or working with an established one, you will need to develop an organization/group to keep everything running smoothly. Organizing your community garden takes work and requires cooperation, but will result in everyone working together to grow productive gardens and make improvements to the site.

When you start planning for the development of your garden raising money, finding and securing land, and making all other arrangements to carry out this initial gardening activities is a big assignment. Trying to do this on your own will only result in early burn-out. An organized group can do this and much more. When organizing, your gardening group you will want to answer these questions...and more:

What is a community garden?

Any group of people that come together to garden is a community garden. Every community garden is different and is determined by what the gardeners themselves want. Community gardens come in many different shapes and sizes. They can be large or small, on the ground or on rooftops, in plots or in planters. And they can be a mix of all of these things. Some are communal, where everyone shares the work and the harvest. Many more have separate, individual plots for each gardener, and some encourage gardeners to join together to grow some crops communally, either to donate to a food bank or to maximize space for plants that need lots of room.

What is the difference between a community garden & an allotment garden?

Community gardens are run by the members themselves and the allotment plots are administered by the former municipalities of Toronto. These plots are usually slightly larger than community plots and there is always rental fee. As well, allotments aren't often located within neighbourhoods, so they might not be within an easy walk of the gardeners. There is usually a long waiting list to get an allotment plot. Community gardens plots, while smaller, are close to home and all decisions concerning the running of the garden are made by the gardeners themselves.

What can you grow in a community garden?

Community gardeners grow many things, not just vegetables. You can grow fruit, herbs, flowers, you can grow a butterfly garden, a bird garden or a woodland garden of native plants. Most community gardens start out as vegetable gardens but will often have a communal area where flowers, both annual and perennial, are grown.

How much time do I need to spend in the garden weekly?

Most gardens require that every gardener must spend enough time so that your plot is kept properly maintained and as weed free as possible. Most gardens hold a couple of group work days every year, usually for spring and fall clean up. Often there will be an improvement project that the garden committee organizes, like building a shady area for resting or a children's garden area. Every community garden sets their own rules about maintenance standards and required participation for these group work days.

How much does it cost to join a community garden?

Every garden is different. Some gardens don't charge anything at all. Those that do charge usually are in the range between \$10 and \$30 depending upon the size of the plots.

How can I start a community garden?

First, 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.

- 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?
- Are dues necessary? If so, how much are they?
- When are dues collected?
- How will dues be used?
- 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 5 Community Garden Organizing Checklist

Check list for how to build support for your community garden and reduce opposition

- 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, e.g. City of Toronto Parks Department, TCGN, other garden leaders?