A guide to assist with the implementation and ongoing management of a community garden in your local neighbourhood.
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Welcome

Brisbane’s open spaces are important to our city. Currently Brisbane’s residents and visitors value and enjoy access to a range of open spaces, including parks, gardens, bushlands and sports fields. Our open spaces are important for the lifestyles of Brisbane residents for play, recreation and relaxation. Like other activities, community gardens provide opportunities for participants to enjoy our open spaces and come together with others to grow food and share information and learnings.

This guide has been developed to assist Brisbane residents with the implementation and ongoing management of a community garden.

It demonstrates the broad range of considerations that will contribute to the long-term viability of any community garden project. It is based on the experience of successful community gardeners, as well as research conducted into the factors influencing the success or otherwise of community-based natural resource management and community development projects.

Community gardening is an immensely satisfying and enriching experience and it is hoped that this guide will go some way towards supporting the development of a strong network of diverse and beautiful gardens across Brisbane.
A community garden is an area of open space that has been allocated to grow food. Generally, this will include a diverse variety of herbs, fruit and vegetables – sometimes animals (such as chickens, ducks, or bees) are kept too.

In Brisbane, community gardens are managed by local people who share the food produced in the garden and by organisations that share food with the disadvantaged. The City Farm at Northey Street Windsor also offers some of its produce at its weekly markets and the profits are reinvested in the garden and the community activities that the City Farm delivers.

Community gardens can be found in many different environments including on school or church grounds, at community centres and in parks. With increasing population densities, rooftops are now emerging as valuable space for community gardens. There are over 30 community gardens and city farms across Brisbane and these green areas provide a local place to meet, discuss gardening and sustainable living, hold workshops and grow healthy food.

Community gardens provide a wealth of sustainable benefits including:

- **Social** – builds and strengthens community networks; reaffirms local identity; supports active and healthy lifestyles; and promotes active citizenship.

- **Economic** – saves money; increases participant’s planning and organisational skills; and provides local enterprise opportunities, such as farmers’ markets and food exchanges.

- **Environmental** – greens local landscapes; increases reuse of organic wastes; stores carbon; reduces fossil fuel use (i.e. local ‘food miles’); supports environmental education and increases eco-literacy.
Getting started

With many community gardens already established across Brisbane, there are some great opportunities to join existing community gardens to tap into their knowledge as well as help them to maintain a sustainable membership base. Many garden groups will welcome new members so this can be a great way to get into community gardening.

If the option to join an existing garden isn’t available, you may wish to consider starting your own community garden. The most successful community garden projects are those where the initiating group takes the time to undertake a detailed process of planning and design. Therefore the first part of this guide looks closely at the various aspects of project planning as they apply to community garden projects.
To begin a community garden it takes a great deal of time, commitment, energy and a strong network of like-minded community members to bring the vision to life. The following questions will help you to identify if a community garden is the right project for you and where you are on your journey towards a flourishing community garden.

- Do you have an established community group that wants to do this project?
- Is there enough interest and energy within the group to sustain the project in the long term?
- Is a community garden the most effective way to address your community’s needs, e.g. for food security, social opportunities, health promotion, environmental improvement or learning for sustainability?

If you answered no to any of the above there is still some work to do and the following questions may help you identify a way forward.

- Would joining an established community garden be a better way to achieve your aims, while also strengthening and enhancing that garden?
- Would another form of ‘gardening in community’ be more appropriate, e.g. sharing and distributing produce from neighbourhood fruit trees, gardening collectively in backyards or starting a Habitat Brisbane Group?

With many community gardens already established across Brisbane, there are some great opportunities to join existing community gardens, to tap into their knowledge and existing capacity and to help them to maintain a sustainable membership base. Most garden groups will welcome new members so this can be a great way to get into community gardening.

See Council’s website for the location of existing community gardens in Brisbane and for information on joining or starting a Habitat Brisbane Group.

If you believe that a community garden is right for your group and you have the ability to achieve your goal then read on. At this point you need to consider the following tasks as priorities for your group to ensure your community garden has the best chance of success:

- Develop a strong and committed garden group that can share the load, and form partnerships with other organisations in the community – the garden will be a community resource.
- Research your project thoroughly.
- Work together as a group to agree on and articulate a clear vision for your project.
- Conduct some simple strategic planning that will provide a road map and priorities towards achieving your shared vision.
- Design your garden carefully with your vision in mind.

By planning methodically and resisting the urge to rush into the implementation stage too quickly you will build solid foundations for your project. Use the following checklist as an aid to identifying the issues that you need to work on.

Remember that the community garden can be as big or small as you want to reflect your local community. Try not to focus on a site, instead think about the range of options that are available to you and what you need to do to achieve your community outcomes.
Checklist for new community garden projects

The following checklist is adapted from the Australian City Farms and Community Gardens Network. It is a useful starting point for gardeners seeking to clarify their aims and objectives before commencing a more detailed planning process.

1. What type of community garden?
   - A shared garden where participants share the gardening and the harvest
   - An allotment garden where participants garden their own plot and share the maintenance of common areas
   - A garden with both allotments and shared gardening space.

   How long can allotments be held while they are not being used?

   What size will we make the allotments?

2. What will be the purpose of the community garden?

   Recreation/community building
   - A place where people come to grow food and get to know each other
   - A place where parents can bring their children
   - Other:

   Food security and nutritional health
   - Access to fresh, nutritious food
   - Reducing family expenditure on food
   - Supplementing the family food supply
   - Other:

   Education
   Will the garden be open to use and/or visitation by community colleges, schools and other educational bodies?
   - Yes  
   - No

3. How will we garden?

   Organic gardening?
   - Yes  
   - No

   Reasons:

   If it is to be an organic garden, will this be explained to new gardeners when they join the garden – either verbally or in writing?
   - Yes  
   - No

   Explained in some other way?

4. What types of plants will we grow?

   Remember that fruit and nut trees need to be spaced about 3-5 metres – sometimes more – apart. Ensure there is enough space to accommodate the trees you would like.

   - Vegetables
   - Herbs
   - Fruit/nut trees
   - Flowers
   - Berry fruit shrubs
   - Water crops
   - Medicinal plants
   - Bush foods
   - Herbal tea plants
   - Native or indigenous plants (native plants are those originating in Australia; indigenous plants originate in the local region)
5. What animals will we keep?
- [ ] No animals
- [ ] Chickens
- [ ] Other poultry
- [ ] Bees
- Other animals:

6. What structures will we build in the community garden?
- [ ] Sitting area to shelter from the sun and rain
- [ ] Lockable shed for storing tools, seeds etc
- [ ] Nursery for plant propagation
- [ ] Fireplace for making coffee and tea – barbecue for preparing food
- [ ] Play area for children
- [ ] Public art
- [ ] Educational signs
- [ ] Rainwater tanks collecting water from shed/shelter roof to irrigate the garden
- [ ] Other:

7. What training do we need?

**Gardening and construction skills**
- [ ] Plant propagation
- [ ] Soil analysis
- [ ] Improving soils
- [ ] Making compost
- [ ] Using mulch – irrigation
- [ ] Pest management
- [ ] Seed saving
- [ ] Construction
- [ ] Developing a planting calendar
- [ ] Planting out and harvesting
- [ ] Other:

**Design skills**
- [ ] Site analysis for site design
- [ ] Garden design Education
- [ ] Cooking what we grow
- [ ] Other:

Are any of these skills available within the group?
- [ ] Yes
- [ ] No

If not where will we find these skills?

8. How will we cooperate with local government?
Will the garden be a place where communities and local government can work together to demonstrate social and environmental practices compatible with the aims of community gardening, such as:
- [ ] Waste reduction
- [ ] Regreening
- [ ] Biodiversity
- [ ] Energy efficiency
- [ ] Nutritional health

9. How will we support biodiversity?
Will we plant the non-hybrid seed of heritage or heirloom vegetables and fruits so we can collect, save and replant the crops?
- [ ] Yes
- [ ] No

Will the garden join the Seed Savers Network to learn more about food plant biodiversity, to obtain non-hybrid seed from the members of the network or to become the focus of a Local Seed Network?
- [ ] Yes
- [ ] No

Will we propagate and distribute seed of endangered or rare local native (indigenous) plants?
- [ ] Yes
- [ ] No

10. How will we educate gardeners and the public in waste reduction?
Will we demonstrate the reuse and recycling of waste organic matter through:
- [ ] Compost
- [ ] Worm farms
- [ ] Mulching
- [ ] Use of recycled materials
- [ ] Other:
11. How will we conserve water in the garden?
- Rainwater tanks
- Low-water-use plants
- Mulching
- Efficient irrigation
- Other:

12. How will we fund the garden?
- Apply for grants
- Membership fees
- Other types of self-funding:

13. What will we look for in a preferred site for the garden?
- Size of area needed
- Access to public transport
- Access to sunlight, water and wind protection

Comments/suggestions:

14. Description of the proposed management structure for the garden:
- Will the organisational structure be an incorporated association?
  - Yes
  - No
- Will the garden obtain public liability insurance?
  - Yes
  - No
- How will decisions be made?

Other:

- What will be the proposed conflict resolution process?

- How will new members be recruited?

15. How will gardeners ensure there are no problems with:

- Odour:

- Vandalism:

- Excessive noise:

- Site aesthetics – how the site looks:

- Rodents:

- Parking:

- Non-gardener access:

- Other:
Establishing a community garden group

A community garden is built on a sense of community and is unlikely to succeed with the enthusiasm of just one or two people. Forming a working group of committed folk with a range of skills and experience is the first step in establishing the groundwork for your project.

The size of this group will depend on the project but may be as large as twenty or as small as five. A larger group will provide more energy and input, but a smaller group may be easier to manage in the initial stages.

Drawing on your personal networks and holding public meetings are a couple of ways to recruit involvement. Extend the invitation to your local community including environment or gardening groups and resident associations. Advertise in the local paper and letterbox the local neighbourhood, particularly if you already know where the garden is likely to be located.

At the meeting avoid putting forward your own already developed ideas for the garden. Instead, consider having someone from an established garden give a presentation on their project and present the benefits of community gardens generally. If possible, have a skilled facilitator run the meeting, someone who is able to draw out ideas from the group and ensure these ideas are recorded. At the end of the meeting, get names and contact details of everyone who wants to be involved. This will form the basis of your project contact list.

Anticipate that there may be concerns about the project. Make sure there is room for these to be heard and that you have the background information to address them.

If concerns persist, don’t bulldoze ahead with the project. In the long-term you will need the support and goodwill of the broader community in order to get the best possible outcomes. It is best to take a little time working with the people concerned rather than assuming the problems will go away by themselves. Many issues will be site based so it is advisable to be flexible about sites and site issues and focus on the real outcomes that your group want to achieve. Remember that the garden is as strong and productive as the people that support it.

Once you have established a committed group, work to develop trust and collaboration through social events such as BBQs, skill-sharing workshops and planning days.

**Maintain enthusiasm through celebration and activities that foster both personal and group development.**

Developing community partnerships

Many successful community gardens have developed strong supportive partnerships with other community groups, businesses and organisations in their local area. This can be a source of valuable resources, collaborative projects and ideas.

Undertaking community outreach activities to engage youth in the local community can also reap big rewards with reduced levels of vandalism when they have been actively involved in your gardening events.

It is important for all community gardens to have a strong relationship with their surrounding community, particularly with immediate neighbours – who can be both your best advocate or your strongest critic.

For example, some neighbours may perceive community gardens as being unkept and raise concerns of untidiness and unsightliness aspects.
Researching your project

One of the best ways for your group to learn about how to develop a successful community garden project, and how to avoid the pitfalls, is to undertake a tour of existing community gardens. A community garden tour can be a great way to attract involvement in your project and can generate lots of ideas and enthusiasm. It is also a great way to build connections that will prove useful as your project progresses. Documenting the tours with photos and notes will help you down the track.

Russ Grayson and Fiona Campbell from the Australian City Farms and Community Gardens Network suggest asking the following questions when visiting other community gardens.

- How did the garden start?
- What type of organisational structure do you have?
- What do you do about public liability insurance?
- Where do you obtain resources (mulch, compost, seeds etc)?
- What are your links to local government?
- How are you funded?
- How do you make decisions, solve problems and resolve conflict?
- How do you pass on skills to new gardeners and improve people’s skills?
- How did you build a sense of community around the garden?

With over 30 community gardens and city farms across Brisbane there is no shortage of tours to undertake. Two examples of local community gardens are the Wynnum Manly Community Group and Northey Street City Farm.

Wynnum Manly Community Garden Group

**Name:** Wynnum Manly Community Garden Group (WMCGG)

**Location:** Wynnum – Manly – Lota

**Size:** 720m²

**Commenced:** October 2011

**Members:** 200+ members

**Open:** Daily from dawn to dusk

**Aim:** To set up organic gardens and teach the community how to grow and appreciate organic food in the Wynnum-Manly-Lota area.

The WMCGG began as a group of 20 in 2011 with the vision to create a sense of community and inclusiveness through encouraging and promoting the growing and sharing of organic food.

The community garden group has created a thriving and cherished community space, funded by donations from the local Councillor, Brisbane City Council’s Cultivating Community Gardens Program and the Lord Mayor’s Sustainability Grant.

Members of the garden consist of local residents seeking to learn how to grow organic food and be a part of the local community.

The WMCGG involves the local community on a number of levels. Waste products for the compost system are provided by a local café and neighbours also drop off items for composting. Local schools, neighbourhood centres and the local library promote the events, and connections have been established with social housing advocates, the local school for disabled students, local disability organisations and the mental health service. The community garden is also registered with Centrelink for members on Newstart and with community service obligations.

The community garden hosts many public events including events in conjunction with Brisbane City Council GOLD and GOLD n KIDS programs. A playgroup is also held in the gardens every Tuesday.
**Northey Street City Farm**

**Name:** Northey Street City Farm (NSCF)

**Location:** Windsor

**Size:** Four hectare farm site

**Commenced:** April 1994

**Members:** 500+ members, 50 active members.

**Nursery open times:** Tuesday, Thursday, Friday Saturday: 9am-3pm, Sunday: 6am-12 noon

**Aim:** To create a working model of a cooperative, community-based urban permaculture farm which demonstrates, promotes, educates and advocates for environmental and economic sustainability in a healthy, diverse and supportive community.

NSCF is situated in Windsor on the banks of Brisbane’s Breakfast Creek. The farm consists of more than 1500 exotic and native fruit trees, bush tucker plants, shrubs and ground cover.

The farm has more than 5000 fans on Facebook and members enjoy many benefits including an annual magazine, 10% discount on plants at the nursery and discounts on any NSCF courses.

Farm tours are held weekly at the city farm. School tours and group tours are also held by appointment. NSCF also hold workshops on Sustainable Living and Permaculture Design and every Sunday Organic Markets are held.

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**Clarifying aims and objectives**

You can see from the real life examples above that it is essential for the group to develop a shared vision for the garden and to establish exactly what it is the group wants to achieve.

A community garden can be many things to many people and unless group members own and actively support the purpose of the garden, it is likely that conflict will emerge at an early stage and the project and the group may not have the integrity to survive it. Conflicts may arise from important issues such as organic verses non organic gardening, whether to get certification, the types of plots to be on site, or how to distribute excess food. It is important to have an open mind and consider all ideas otherwise you may limit the ability of the group to renew itself and attract new members.

There are many good books that describe the basic process of strategic planning, to develop a group vision and a plan of action for achieving a prioritised set of objectives. It is recommended that groups invite a skilled facilitator to assist with this process, someone who is not an active part of the garden group or has the ability to detach themselves so that they remain neutral in discussions. A facilitator’s role is to ensure that all group members have the opportunity to provide input and to have their voices heard.

At the outset, keep an open mind and dream big. You might not be able to have that solar cooker straight away but having it in your plan might inspire someone in the group to develop it later on. Spend time brainstorming what the group would like to see the garden become in five years’ time.

Some things to consider are:

- community art (e.g. sculpture, mosaics and murals)
- social spaces, seating and outdoor eating areas
- shady and covered areas
- spaces for performance and areas for workshop delivery
- tool sheds and work areas
- signage, displays and noticeboards
- children’s play areas and special plots for children or local schools
- bike parking space
- a bush tucker trail, sensory or butterfly gardens
- animals e.g. chickens, bees or ducks
- composting and waste management areas
- storage areas for materials such as manure or straw
- fruit trees
- plots and shared garden areas
- rainwater tanks and an irrigation system
- predatory insect attracting plants to help manage pests
- propagation area and a stall for sale of plants.

Once you have a shared vision you can begin to plan in earnest. Create a five-year action plan that prioritises tasks, allocates responsibility for these tasks to different group members and sets a timeframe for their completion.

What you include in your community garden is limited only by your imagination and your ingenuity.
Plans of management

Developing a plan of management for your garden is an important step as it will help clarify the practical procedures by which the garden will be developed and organised. It will also demonstrate to the landowner and to funding bodies that an appropriate level of thought and research has been undertaken before implementing the project.

The plan of management should include the following.

- Statement of purpose.
- Aims and objectives, including the long term vision for the garden.
- Proposed management structure.
- Proposed induction process for volunteers.
- Proposed risk management framework and completed risk assessment.
- Provision for public liability insurance.
- Proposed decision-making framework and conflict resolution processes.
- Proposed policy regarding sustainable land management including management of soil, water, energy, organic and non-organic waste, biodiversity and building materials.
- Proposed policy regarding access, equity and membership.
- Proposed policy for the allocation and management of plot gardens.
- Proposed funding model, e.g. membership fees, fundraising, grants.
- Proposed policy regarding drugs and alcohol, including smoking onsite.
- Any potential partnerships the group envisages, e.g. with local schools.
- Contact details for project coordinators.
- Considerations of accessibility including proximity to public transport.

Site assessment for new community gardens

Many of the issues considered in your plan of management are based around managing the behaviour of people using and visiting the community garden and they can be developed ahead of the site selection. Some parts of your plan will deal with the physical side of the project, in particular your site. It is essential for the garden group to undertake a detailed site assessment to identify risks, opportunities and possible threats to the project as an input to this part of your plan. With a clear understanding of the site the group will have a good foundation for success.

Sites may include school grounds, church grounds, community centres, rooftops or public land including parks. Your local ward Councillor will be a valuable resource providing information about potentially suitable sites.

The site assessment should consider the following.

- What community groups and businesses are nearby that might support/partner or object to the project? Consider churches, schools, childcare centres, community or aged care facilities, environment groups, restaurants, chambers of commerce, garden stores, nurseries etc.
- Who lives nearby? What are their age groups? What are the employment levels? Is housing primarily public, community, private rental or owned? What are people’s cultural and linguistic backgrounds?
- How safe and secure is the site? Is it near other community facilities? Can it be seen from nearby houses or shopping areas? Is there any graffiti or vandalism? Is there lighting? What is the crime rate in the area?
- What other land uses surround the site? Consider commercial, industrial, open space, major roads and residential.
- What is the site currently used for? E.g. as a shortcut for local residents, a place to dump rubbish or for illegal activities, children’s play or sport, walking dogs, vacant rooftop or communal area or even sleeping. Will the project conflict with these uses?
- What plants are already on the site? Are there areas of weed infestation? What plants grow well in the local area?
- How big is the site? How much of the site is really suitable for gardens?
- Who owns the site? What is the land use zoning category? What does this zoning allow/restore?
- How does water move through the site? Does it soak in quickly or cause water-logging? Are there flooding issues?
- What is the current ground-cover? E.g. grass, gravel, paving, compacted earth, concrete.
- What is the slope of the land? Is there opportunity for terracing or swales? Swales are mounds and trenches built on the contour of the slope that allow infiltration of water.
- What is the soil type? Has soil testing been undertaken? What is the history of the site? Is there a risk of soil contamination?
- How many hours of sun does the site get each day? Are any large trees or buildings blocking solar access?
• What direction does wind come from? Is the wind likely to affect plant growth? Is there wind turbulence caused by nearby buildings or walls?
• Are there any existing structures on site? Consider buildings, seating, sheds, walls, fences, paving and existing gardens.
• Are there existing services to the site? Consider electricity, water, phone, sewers, stormwater drains, public transport and parking.
• Are there major roads nearby? If so, are there barriers to pollution and noise from traffic? Is it safe for small children?
• Does the site include any trees or other significant vegetation? On public land these are protected under Council’s Natural Assets Local Law and should be managed to minimise impacts of the garden and its activities.

Council will advise on any existing vegetation management including removal or trimming on public land.
• Does the site have potential for flooding? Some community gardens may be located in areas of potential flooding. If the garden is likely to flood, the garden group must advise Council and ensure that appropriate provisions are made for any new structures.
  – There are a variety of tools that can assist in determining if the site has the potential to flooding, such as Flood Flag Maps and the Flood Wise Property Report. Refer to Council’s website for more information.

*Adapted from the Community Gardening in South Australia Resource Kit.*

Allow plenty of time for your site assessment. The better you get to know your land the more realistic and successful your garden design will be.

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**Design considerations for new gardens**

If possible, seek guidance from a professional in regards to the design of your proposed community garden, better still, recruit a permaculture or landscape designer onto your working group. The following points are worth bearing in mind during this stage.

• **Design for low-waste** – maximise the opportunities for onsite management of organic waste generated by the garden, specifically compost and worm farming systems, as well as, potentially, organic waste materials produced by the surrounding community.

• **Design for integrated soil fertility management** – Aim to grow the biomass (organic material) you need for mulch and composting on-site, incorporate legume species that both produce biomass and fix nitrogen (an essential plant nutrient) in the soil for other plants to utilise, and design in crop rotation. Crop rotation moves different types of plants through the garden beds in sequence so as not to exhaust the soil of nutrients and to help in the management of plant diseases.

• **Design for sustainability** – Use recycled and local materials in construction, avoid importing soils and other inputs; grow a variety of plants that can be used.

• **Design for water management** – maximise opportunities for water harvesting and passive irrigation while reducing run-off to the stormwater system. On sloped sites, use swales, terraces or beds that run along the contour of the slope to catch water.

• **Design for solar access** – planting and positioning of buildings and infrastructure should not block northerly and easterly sun. Plantings of shrubs on the western boundary can provide shade from the hot afternoon sun.

• **Design for integrated pest management** – include a range of plants that provide habitat for small birds, frogs, lizards and predatory insects; include sources of water such as ponds and bird baths.

• **Design in windbreaks** – plantings of native (or exotics adapted to dry conditions) trees and shrubs on the southern and western perimeters will protect the garden and reduce evaporation of valuable moisture in the soil.

• **Design for biodiversity** – when carefully designed, community gardens can contribute to native bird and animal habitat, and demonstrate rare and local food species (exotic birds will also make use of the habitat created).

• **Design for the senses** – A garden designed to engage the senses will be a place where people want to be. It will also enable your garden to ‘speak’ to a wider cross-section of the community including children and the disabled. Try to include scented plants, colour, public art and auditory elements such as wind-chimes.

• **Design for learning** – Think about how groups will be accommodated; design in outdoor learning areas and paths with nodes that allow a group to pause for discussion. Create opportunities for experiential learning, demonstration and practical small-group activities.

• **Design for accessibility** – Think about those with limited mobility. Raised beds should be incorporated where possible, pathways made wide enough for prams and wheelchairs to pass and beds made narrow enough for gardeners to reach the centre without strain. If gardeners with limited mobility do not join the garden immediately, the beds will still be more comfortable for all gardeners to use.

• **Design for sociability** – Ensure you incorporate seating and informal sheltered spaces for eating, chatting and planning as a group.

• **Design for safety** – maintain clear lines of sight; incorporate seating to encourage people to spend time in the garden and avoid creating enclosed or hidden spaces. Bearing safety in mind, spaces may still be created for people seeking solitude, for meeting with one or two...
Design for cultural diversity – include the plants and cultural traditions of the various cultural groups who make up your neighbourhood. Invite these communities to participate in the design process.

Actively involve as many people as possible in the design process. By ensuring that everyone’s ideas are heard it creates a design that everyone can ‘own’ and relate to.

An accurate and attractive final site plan demonstrating how the community’s input was used will be inspiring to new members, especially at the initial stages of implementation and will keep the project on track if core founding members move on.

As new members join the garden group, encourage their fresh design input and be flexible – a healthy garden needs to grow and develop and change just as much as the plants that grow in it.

Funding your garden

Once you have a clear vision for your garden and a plan for implementing that vision, you will need to develop a budget and consider where you will obtain the necessary financial resources. In-kind support (such as donations from local businesses and government grants), reusing ‘waste’ resources and applying for grants are some of the ways community garden groups have resourced their projects.

The requirements of each unique garden will vary, but most gardeners will need to consider the following:

- costs of involving the community (e.g. producing promotional material, mail-outs, local advertising and venues for meetings)
- public liability insurance
- construction materials (e.g. termite-free recycled sleepers or bricks or other materials).
- organic material for soil enrichment and or no-dig bed construction
- tools and equipment (e.g. hand-tools, wheelbarrows, watering cans, hoses and propagation supplies)
- irrigation equipment
- a lockable tool shed
- rainwater tanks, including costs of fittings and professional installation
- a small selection of books as a resource for the group
- permanent or casual staff, such as a co-ordinator or design consultant.

Accessing funds

There are numerous ways community gardeners can access funds for their project, depending upon its scale and focus. When planning your fund-raising efforts it is important to ensure that the time and energy expended is relevant to the money raised.

Successful ways that community gardeners have raised funds include:

- Events – open days, celebrations, festivals and markets can all attract a donation for entry as well as income from the sale of plants and other products. You may also attract new members this way.

- Annual plot and membership fees – a consistent income stream that is enhanced by incentives such as a library, newsletter or free workshops.
- Lease of space – a well-developed community garden can be leased to local educators and community groups for courses and workshops.
- Visitor donation box – decorate it to attract attention.
- Nursery – a number of community gardens operate successful nurseries specialising in edible plants. These attract people to the garden, provide consistent income and sometimes employment for committed members.
- Educational tours – community groups, schools, TAFE and university courses may pay to visit a well-developed site that demonstrates key sustainability principles.
- Courses and workshops – this can be a significant source of income in a well designed and developed garden with appropriate facilities.
- Commercial crops – some high value organic crops may sell well in local cafes.
- Sausage sizzle or café – on market days and events, food and drinks always sell well.
- Products – recipe books, jams and preserves, craft items, heritage seeds, guidebooks (there are many options here).
- Services – some community gardens have developed successful consultancy arms that provide an income stream.

Reuse and in-kind support

During your time with a community garden you will quickly become very skilled at turning waste into resources. Using recycled materials makes both financial and environmental sense.

Investigate the following:

- Lawn clipping for composting from local mowers and landscapers.
- Animal manure (e.g. from a race-track or stables).
- Food waste from restaurants, fruit and vegetable shops and residents.
- Woodchips from a local tree lopping contractor.
• Plant cuttings and heritage seed varieties from other community gardens or neighbours. Once your project is up and running you can reciprocate.
• Out-of-date or root bound plant stock from local nurseries.
• Recycled building materials from local demolition businesses.
• Old sleepers from Queensland Rail Authority (or contractor).

Local businesses may be happy to negotiate on-going discounts, donations or sponsorship of the project in exchange for publicity in your newsletter, project signage or promotional material. Invite them to visit your project or take your design to them and discuss potential partnerships based on a shared concern for the local community.

Grants and other assistance
Council offers a variety of grants and assistance.

Council
• Community Grants
• Lord Mayor’s Community Sustainability and Environmental Grants
• Free Native Plants.

To be eligible for Council grants the organisation must be a not-for-profit, community-based group that is incorporated or sponsored by a not-for-profit incorporated body that is able to accept legal and financial responsibility for the development and operations of the community garden on Council land.
The Queensland Government provides support for individuals and organisations that support community gardens. You may be eligible to apply for funding to help your local garden project.

Queensland Government
The Gambling Community Benefit Fund provides:
• office equipment
• community development
• minor capital works one-off events
• educational activities.

Australian Government
Grants to voluntary environment and heritage organisations help to protect Australia’s natural environment and historic heritage.

There is a wide-range of government grants available, see http://grants.myregion.gov.au for more details.

Other helpful organisations
Several other organisations or websites provide a range of helpful information on successfully operating your community garden or running your group. Some of these include.
• Australian City Farms and Community Gardens Network – http://communitygarden.org.au/
• Australian Food Sovereignty Alliance – http://www.australianfoodsovereigntyalliance.org/
• Brisbane Local Food – http://brisbanelocalfood.ning.com/

Insurance
It is recommended that all community gardens acquire and maintain public liability insurance, either by obtaining a policy of their own or through becoming auspiced by another organisation. Insurance protects both the garden and the landowner against charges made against them if a visitor is hurt or injured.

During your tours of local established community gardens it is a good idea to ask them what kind of cover they have, how much it costs and what level of service the company provides. Community gardens are a unique land use that does not fit easily into established insurance categories. This can lead to significant variations in the cost of premiums, so shop around.
As the garden expands and changes it is a good idea to do a yearly review of your insurance. Changes such as employment of staff, increasing numbers of volunteers, changes to activities and investment in equipment could change your requirements and/or premium costs.

Implementing your design
When implementing your community garden consider the funding and human resources you have available. Take on manageable tasks with sustainable outcomes, such as planting fruit trees and constructing compost bays. These will survive periods of inactivity whereas plantings of annual vegetables will not. Concentrate on the positives and successes during this initial stage of hard work to maintain enthusiasm. Be patient. Persevere. Build social capital.
Building systems around each phase of your project is essential. These systems include the development of policies and procedures for the management of community participation, maintenance, administration, ongoing infrastructure development and garden safety. Although time consuming to set up, this can be the locus upon which the success or failure of your project hinges.
Administrative systems

Unfortunately, community garden projects aren’t just about gardening. There are a few crucial administrative matters that will need to be attended to.

Keeping records

Maintaining volunteer and member contact details can be as easy as a simple notebook or spreadsheet. A well thought out spreadsheet design can make distributing information simple and efficient. Quick access to email addresses opens up the possibility of distributing paperless newsletters and promotional material.

Documenting the community garden is very important, both to promote the garden’s progress and to obtain and keep funding. Keep records of member numbers, volunteer hours and the demographics of those involved. Regularly take photographs to document the garden’s progress and significant events for use in promotional material and grant applications.

Handling money

Community garden projects must abide by many of the same laws regarding management of money as a small business. If you are selling a product, acquire an Australian Business Number (ABN) through the Australian Taxation Office. Always include your ABN on receipts you issue, e.g. for membership fees or plant sales.

Equally, always obtain a receipt for anything you purchase. This is especially important if you are spending money from a grant that will need to be reported to a funding body. Keep careful records of all income and expenditure to avoid confusion later on.

Health and safety systems

A site safety audit is to be conducted by the community garden group prior to commencing any work on a new community garden, and annually thereafter. You will be required to identify potential hazards on the garden site, the likely risks posed by those hazards and the appropriate control measures.

By anticipating problems before they occur, and implementing systems to avoid or minimise them, you will protect both the community from injury and your project from costly and potentially damaging allegations of negligence.

Conduct a thorough risk assessment that considers the following, with particular reference to the safety of children and the elderly:

- poisonous or potentially allergic plants
- insect, reptile and animal bites
- trip hazards
- sharp or dangerous edges
- manual handling and heavy loads including the use of wheelbarrows
- use of sharp or dangerous tools
- use of soils and manures
- dangerous materials (e.g. barbed wire)
- poisons and pesticides.

Develop a health and safety policy outlining the way your project will minimise the risks you have identified. Include safety procedures for any chemicals or power tools you will be using. A thorough volunteer induction process, including the provision of a health and safety training session and guide book, is essential.

Make sure you provide safe facilities and tools, including shade, sunscreen and personal protective equipment such as hats and gloves. Provide a well equipped first-aid kit that includes a logbook for recording accidents, incidents and near misses, and ensure everyone is made aware of its location and contents at induction. Having regular gardeners do a first aid course could prove useful.
Maintenance systems

One challenge for a community garden is maintaining the right balance of plot types being offered to the community. Many people working in community gardens like to have their own plot and this has many advantages. However, gardens made up solely of plots provide few opportunities for cooperation and community building. Some of the best community gardens have a balance of individual plots and communal space. Chat to other community gardeners about your options and test the options against your vision and desired community outcomes.

Individual plots

Individual plots don’t necessarily have to be laid out in rows. They can be attractively integrated into an overall design with careful thought. Integration benefits the overall functioning of the space, aids in achieving integrated pest management, water sensitive design and enhances solar access.

In developing a management system for plot gardens you will need to consider:

- How many plots and can the number and size be changed?
- Will the supply of plots be demand driven or will the total number be limited?
- Will fees be charged annually or quarterly? How will they be calculated?
- Will small plots attract a lower fee and will you have a concession rate?
- Will plot holders need to agree to participate in other garden activities?
- Will there be rules regarding use of chemicals and artificial fertilisers?
- Will some plants, such as invasive species, be disallowed?
- Will plot holders be required to maintain solar access to other plots?
- How long will people be able to leave their plot fallow before it’s reclaimed?

Adapted from the Community Gardening in South Australia Resource Kit.

Communal areas

While maintenance of individual plots is the responsibility of the individual, maintaining communal areas can be a challenge unless a management system is implemented from the outset.

One way to ensure the communal areas are kept clean and tidy is to hold monthly work-days to be attended by all plot holders. The overall premise of a community garden is cooperation, group effort and community building so any activity that builds on these fundamentals is a worthwhile, if not essential part of the activity.

Maintaining the garden in an attractive, safe and functional state is important to maintain community relations. An appealing, inviting and well maintained garden will attract new members and showcase the visual and the practical aspects of sustainable gardening.

A number of tools can assist in the smooth functioning of garden maintenance systems including:

- Rosters for specific tasks e.g. feeding chickens or turning compost.
- Logbook for recording specific tasks undertaken – this shows clearly who is doing the work.
- Allocation of specific roles and responsibilities with corresponding incentives where appropriate e.g. green waste coordinator.
- Work-groups for specific tasks (e.g. animal systems).
- Regular work days accompanied by social activities and shared meals.
- Design for fun, involvement, achievement and reward to encourage willing participation.
Social and organisational systems

An emphasis on the design of internal governance and communications structures will significantly reduce the possibility of failure for your community garden. In a recent research paper (Ketai, D, 2006), Devorah Ketai identified six aspects of garden management that are key to their long-term success. These aspects are:

- attracting new members
- orienting and educating new members
- internal organisation
- internal communication
- governance
- community partnerships.
Attracting new members

Prior to the implementation of your community garden it can be quite difficult to attract new members when there is little concrete evidence of the project. Some ideas that have worked for other successful gardens include:

- ensuring your vision and objectives are clear and easily communicated
- registering the project with a local volunteer network
- having well publicised working bees and BBQs
- inviting the involvement of schools, local residents and friends
- having an attractive drawn design plan.

As the project develops it will be easier to attract involvement. Try:

- running short, practical workshops
- holding open days, events and celebrations
- including musical and artistic events as well as gardening.

In order to maintain the long-term interest of a visitor to your garden, you need to make them feel welcome. Take the time to sit down and answer any questions they might have. Explain how they can get involved – community gardens belong to the community and everyone is welcome.

Have a brochure explaining the garden’s aims and objectives available to give to visitors and, as the garden develops, erect attractive project and interpretive signage that makes your vision clear to visitors from all walks of life. Graphical signage is important for children as well as those who don’t read much English.

If you have planned, reoccurring work days and events, this gives you a reason to invite people to come back. It also helps to have a clearly defined structure of roles and responsibilities, or work groups, that you can invite the visitor to participate in. For example, over coffee you might discover that a visitor works in marketing, a skill that perfectly fits the needs of the garden promotions team.

Set up a comment box at the garden for visitors to pop in their suggestions and feedback, and take these comments seriously!

Design and aesthetics

Think about how people will see the garden from outside. Paying attention to aesthetics is important, not only for attracting new members to your garden but for ensuring good relations with your neighbours. Design your garden to be:

- beautiful and welcoming
- safe, orderly and well maintained.

Thoughtful design can invite involvement from the local community. Pay close attention to the presentation of the entrance area, provide sheltered seating areas and have welcoming signage. Such signage clearly and graphically explains the garden’s purpose and how people can get involved.

Orienting and educating new members

The best chance you have of getting people to stick around is by developing a process to include them, ensuring that they are familiar with your project and making them feel they are a valuable member of the group. Conducting a volunteer induction process is therefore essential, ensuring that all new volunteers are aware of:

- their rights and responsibilities
- occupational Health and Safety
- training opportunities
- garden policies and procedures.

It is recommended that garden coordinators develop a system of governance that allows volunteers to take on increasing responsibility as their involvement in the project deepens. This may be through the creation of a number of sub-coordination roles where a person can take responsibility for the management of certain aspects of the garden e.g. compost systems, community events or promotion. This allows for the development of a resilient social ecology that is not dependent for its success on the involvement of one or a few key people. If you find your garden is surviving on the efforts of a few then it is in dire need of rejuvenation.

It is important to match volunteers’ skills and experience with a role that suits them and helps them feel valued. By taking the time to get to know the individuals that volunteer at the garden you will easily find out what they have to offer and where best they can assist.

Ask the volunteer what they hope to achieve by participating in the project. A volunteer application form can be used to ascertain the skills, experience and interest each volunteer brings to the project and what they hope to achieve. See volunteer involvement as a fair exchange, acknowledge and support volunteers, and ensure they are getting something of value from the experience. Encourage creativity and independent activity within a clearly defined structure.

A person with good interpersonal skills is best suited as a volunteer co-ordinator to maintain volunteer involvement in the long-term.
Volunteer rights and responsibilities
To facilitate the development of a healthy social ecosystem where everyone feels safe and included, volunteers working in community garden should have the following rights:

• To receive all necessary information about the group and its policies.
• To receive a clear instructions about the task they are undertaking.
• To be able to negotiate the jobs, times and work days that suit them.
• To understand who is responsible and for what.
• To be included in meetings, social events and in decision-making.
• To receive proper training, initially, and on an on-going basis.
• To know who to go to with problems and difficulties.
• To have their work valued and to receive constructive feedback.
• To have the protection of insurance and safe working conditions.
• To be provided with the right tools for the job.
• To say ‘no’ if they feel unhappy with what is being requested of them.
• To be reimbursed for of out-of-pocket expenses, to an agreed limit.
• To carry out their role without being exploited.
• To be consulted on issues which affect them.

Equally, volunteers have the following responsibilities:

• To respect other gardeners and visitors to the garden.
• To communicate information and concerns with other group members.
• To take responsibility for the decisions they make.
• To accept group decisions.
• To address areas of conflict with those involved.
• To ask for and give support when it is needed.
• To work safely and be aware of their duty of care to others.
• To accept the presence of people with different philosophical, political and religious allegiances and points of view.

Written guidelines for new members
An information package provided to each volunteer ensures that they are able to fully participate in the activities of the garden, makes them feel included and informed and prevents misunderstanding and conflict that might otherwise crop up at a later date. The information package should include fact-sheets, important policies and procedures, contact telephone numbers, the garden code of conduct and other important details.

Creating opportunities for learning
Because people come to community gardens with a wide range of skills and experience, it is the perfect environment for informal peer-based learning to occur. Being aware of this process and facilitating it can be as simple as providing opportunities for gardeners to chat and socialise together. Other ideas and strategies are outlined below.

Printed and video resources
Fact-sheets outlining basic organic gardening are an easy way to introduce new gardeners to a range of skills. Alternatively, a small library of well-chosen books, DVDs and magazines is also useful, as are planting guides and posters.

Mentoring
A mentor system is a great example of how to encourage leadership and enhance learning. This is a great opportunity for skilled gardeners to pass on experience and tricks of the trade by mentoring new members. As these mentors become more skilled they may expand their focus to become educators within the wider community.

Workshops
Hosting skill-sharing workshops at the garden is another way of facilitating learning. Workshops can be presented by skilled garden members or you can bring in an expert to build capacity within the group. Make sure all group members have a say in what skills they feel need to be developed. Opening up workshops to the community can also act as a revenue raiser, attract new membership and spread the good word on sustainable living.
Internal organisation

A community garden without well-developed systems of internal organisation may not last long, because without clearly defined structures, responsibility tends to rest excessively on the shoulders of a few people who rapidly burn out and become discouraged. The following are some ideas for the internal organisation of community gardens.

**Working groups**

Working groups and sub-committees can be extremely effective ways of getting things done in a community garden. Ensure groups are provided with the information and resources they need to get their job done and that roles are clearly defined to avoid confusion.

**Skills-mapping**

Knowing the strengths that each group member has to offer will help the overall function of the garden. Being aware of the skills each member has will help the group evolve into an effective social ecology, where everyone’s skills are fully utilised and valued. Each person should conduct a basic skills-audit which includes the following:

- networks and membership of community organisations
- gardening skills
- technical skills
- access to equipment
- administration skills
- interpersonal and communication skills
- leadership and learning and facilitation skills
- fund-raising skills
- promotion and marketing skills
- local knowledge
- licences for use of equipment or vehicles
- research and writing skills.

Adapted from the Community Gardening in South Australia Resource Kit.

**Decision-making**

All decision-making for the garden must be via transparent and inclusive processes. Some garden groups opt to make decisions democratically, by vote after formal discussion at public meetings, while others choose a consensus decision-making model.

Effective facilitation at meetings can make decision-making easier, particularly where there is conflict involved, and garden coordinators should consider developing skills in this area.

**Garden rules and policies**

Everyone involved with the community garden needs to have input into and/or be made aware of the rules and policies that underpin the project.

Member agreements are one way of ensuring that everyone is committed to abiding by these policies and that they clearly understand their rights and responsibilities with regard to the project.

Internal communication

To ensure that everyone’s voice is heard it is important to develop effective systems of communication within the garden group, this is essential to maintain a spirit of inclusiveness.

Some of the methods that other gardens have developed for communicating amongst themselves may prove useful to your project:

- letterboxes at each plot
- newsletters and/or an email discussion list
- noticeboards or blackboards for listing events, news and task lists
- a logbook or garden diary that volunteers fill in when they visit, noting what they did and anything out of the ordinary that they observed
- regular meetings.

**Community building**

Internal communication will be vastly improved if a little effort is put into developing a sense of community within the group.

Community building can be aided by organising a range of events that involve:

- **socialising together** – any opportunity to get to know each other, share ideas, chat and build friendships
- **celebrating together** – seasonal festivals, birthdays or simply the group’s achievements thus far. Incorporate music wherever possible
- **cooking and eating together** – BBQs, shared picnics, morning teas, harvest feasts, shared produce
- **working together** – regular working bees as well as one-off projects.

Remember that a community is made up of a diverse range of unique individuals who do not always agree or hold the same values. Although frustrating at times, it also provides a wealth of opportunities for sharing skills, experience and knowledge. If you value equally the needs of all members and provide a framework where everyone’s voice can be heard, you will find that diversity is a great asset, enriching the community garden and everyone who is involved.
Governance

A core group should be gathered to form the garden management committee, ideally the group will include people with a range of skills and experience. This group of between five and ten people work collaboratively to keep the project on track and ensure that responsibility does not rest solely upon the shoulders of one or two people. Be strategic and invite people to sit on your committee who have the leadership skills to take the project forward.

Effective committees:

- work in support of the garden’s aims, objectives, and vision
- include representation from a range of stakeholders
- are well informed about the workings and goings-on of the garden
- have good support from the community garden as a whole
- target key people with key interests, skills and networks to fill roles
- rely on agreed meeting and decision-making procedures
- have friendly, efficient, well facilitated meetings
- provide training and/or mentoring for committee members
- have effective communication between committee and gardeners.

Adapted from the Community Gardening in South Australia Resource Kit

The management committee should move to become an incorporated association as soon as possible. This will give the group greater flexibility in gaining and managing funds as well as allowing them to take greater ownership of management decisions. It will also require a greater level of internal organisation and administration.

Code of conduct

A code of conduct is important to have – it should be prescriptive, so keep it brief and avoid creating too many rules and regulations. It will define what is, and is not, acceptable behaviour within the community garden. In some gardens the code of conduct has been an important tool for resolving conflict where one or more members are causing difficulty due to differing or inflexible objectives.

Constitution

In contrast to a code of conduct, a constitution is a longer and more formal document with legal status. It is a requirement for community gardens that have decided to become incorporated associations and is also useful for any garden group that has begun to develop more complex projects and procedures as it formalises the fundamental principles and tenants that the group abide by.

Conflict resolution

Despite best intentions it is inevitable that conflict will sometimes arise, either within the garden group or with external stakeholders. Developing a clear process for the resolution of conflict is therefore essential. Many community gardens have learnt this the hard way.

Honestly and openly address the potential of conflict as a group and discuss what you will do when it arises. Your conflict resolution process should look at:

- ensuring respectful communication between those involved
- who, both internally and externally, will mediate serious conflict
- what will be the process for addressing personal grievance.

Project evaluation

Every now and then your garden group should sit down to look at the project to assess whether or not you are achieving what you set out to achieve. Assessment helps you see how far you’ve come, can show you where potential sources of conflict lie and is also useful as a means of leveraging funding and publicity for your project.

- What are we trying to do here? Does it work?
- Is this what we set out to achieve?
- What is its value?
- What has this achieved?
- Has this been successful?
- Why does it work?
- Why doesn’t it work?
- What can we do to make it work better?
- What has been the short to medium term impact of our work?
- What has been the longer term outcome of our work?

Adapted from the Community Gardening in South Australia Resource Kit.

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Community partnerships

A community garden is very good at building networks in the community through the development of collaborative and mutually beneficial partnerships.

Community outreach

There are many promotional activities you can undertake to let the community know about and get involved in your project. Some to try include:

- **onsite signage** – clear, welcoming and attractive, explaining what the garden is about, when it’s open and contact details
- **a brochure** – detailing the project vision and how people can get involved. Ensure it’s distributed widely within your local area
- **t-shirts or hats** – to wear in the garden and at events
- **community events and celebrations** – these can give you coverage in the local media and showcase the success of your project
- **a website** – website space is available to promote your community garden and tell people about how it works at www.communitygarden.org.au. You should also list your garden at www.communityfoods.org.au
- **an information stall** – for community festivals and market days
- **a publicity officer** – someone with publicity or marketing skills is ideal.

Vandalism

By encouraging involvement and a sense of ownership within the local community you will minimise problems of vandalism. You can achieve this by welcoming and engaging everyone in the community, this includes non-gardeners and those who might be potential vandals. The following hints may also prove useful:

- Provide supportive neighbours with phone numbers they can call if they see something suspicious.
- Ensure garden signage lets people know that the garden has been developed for and by the community.
- Liaise with schools and youth groups to develop activities in the garden that children and young people will enjoy.
- Use spiky plants and vines on walls and fences that invite graffiti, or invite local artists to develop murals, aerosol art and mosaics.

*Adapted from the Community Gardening in South Australia Resource Kit.*

Links with other organisations and networks

Initially, developing links with other community gardens and community garden networks is an important means of increasing your skills, as well as your access to funding and resources. As your garden develops, its value as a demonstration of sustainable living will increase; other organisations may use it as a site for field trips, practical activities or workshops. Opportunities will arise to form collaborative projects with groups such as youth centres, schools and universities.

Employment programs

Many community gardens develop work-skills programs for the unemployed that provide significant energy and input into the garden project while building confidence, skills and motivation in participants. Such programs are most effective when there is a particular project the group can take ownership of, such as building a pergola, and are particularly appropriate at the project outset.

Participants of such programs need to be afforded the same respect and opportunities provided to other volunteers. Encourage them to give input, take on responsibility and participate in training, social events and decision-making.

Community gardens participating in such programs need to be aware that there are administrative, coordination and financial responsibilities involved. Talk to other garden groups that have already undertaken similar programs to get advice and assistance in developing your own program.
Glossary

**Biodiversity**: The abundance and variety of all living things on earth including plants, animals, insects, micro-organisms and human beings.

**Biomass**: Organic material, both living and no longer living, in a specific environment.

**Charter**: A statement setting out an organisation’s purpose, mission, values and goals.

**Code of conduct**: A document designed to guide the behaviour of an organisation’s members.

**Consensus decision-making**: A group decision-making process that requires the agreement of most, if not all, members. The process also involves the resolution of objections to the decision.

**Constitution**: An official document setting out the rules and principles governing management of an organisation. It is required of all organisations seeking to become incorporated associations.

**Contour**: An imaginary line on the surface of the earth, or drawn on a topographic map, connecting points of the same elevation above sea level.

**Experiential learning**: Learning through doing; a participatory approach to learning.

**Incorporated association**: A legal entity with certain rights and responsibilities under Australian law. It allows an organisation to do such things as sign a lease or obtain insurance without risk to individual members.

**Integrated pest management**: Designed pest management using a range of complementary methods including planting habitat for natural predators, using pest-resistant varieties and changing cultural practices. Pesticides (even natural ones) are used only as a last resort.

**Integrated soil fertility management**: In this context it refers to designing your garden to provide the nutrients and biomass required for sustainable soil fertility management from on-site sources.

**Management committee**: An elected group comprising a president, vice president, treasurer, secretary and public officer, as well as several ordinary members. Establishment of a management committee is required of organisations seeking to become incorporated associations.

**Operations manual**: The agreed procedures and practices for maintaining the community garden and its assets.

**Passive irrigation**: In this context, making the most of rainwater that naturally falls on the site.

**Permaculture design**: The use of ecological principles as the basis for designing sustainable systems of food production, housing, appropriate technology and community development.

**Plan of management**: A detailed document outlining exactly what the group hopes to achieve and how it intends to do so.

**Public liability insurance**: Insurance to cover the cost of accidental injury or property damage to garden visitors. It protects the organisation if a member of the public sues them for negligence.

**Risk assessment**: A formal process of identifying health and safety risks, assessing how likely and how serious these risks are and developing ways to avoid them occurring.

**Swale**: In this context a man-made depression along the contour designed to prevent rainwater running off the site. It is useful to increase passive irrigation and to avoid stormwater pollution.

**Water sensitive urban design**: Designing to increase rainwater and stormwater harvesting options, maximise water reuse and minimise the impacts of stormwater on urban waterways.
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