



Best Practices for Community Gardening

Planning for Urban
Agriculture in North
Saint Paul

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INTRODUCTION

The City of North Saint Paul is looking for ways to continue its goals of promoting environmentally conscious projects and creating options for healthy lifestyles for its residents. Recently, community members have shown an interest in developing community gardens. The City recognizes the benefits that community gardens can provide citizens, such as building a sense of community, increasing food security, and improved health and wellness of residents.

The purpose of this report is to assist the City with a compilation of best practices from significant case study examples. These examples will inform North Saint Paul's approach in developing policies and processes for community gardens. The best practices selected focus on four main aspects of developing a community garden: initial organization, selecting an appropriate site, management and maintenance, and developing ongoing partnerships and programs to support community gardening.

These selected best practices highlight the tools and strategies that will assist the residents of North Saint Paul with the organization, design, construction, and ongoing processes for this valuable neighborhood asset. While every community has different needs and contexts, we feel that these practices are adaptable to North Saint Paul in laying out a foundation for a sustainable community garden system.



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BEST PRACTICE 1: CREATE AN INFORMATIONAL WEBSITE FOR COMMUNITY GARDENS IN NORTH SAINT PAUL

Case Study: Minneapolis, Minnesota

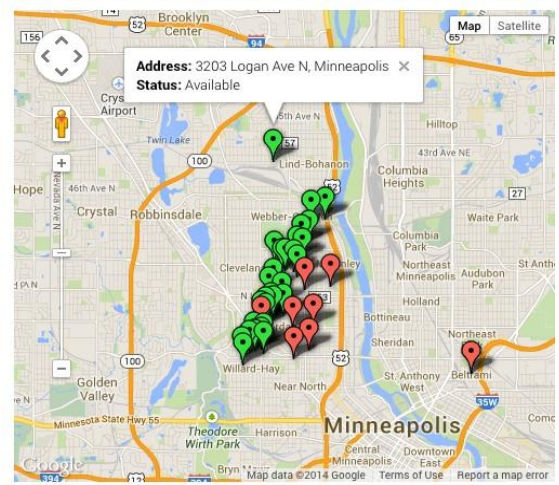
Best Practice Description:

A public website sponsored by a city helps promote awareness of community gardens, explains the different options residents have, and serves as a public forum for questions and resources. An informational website can be useful if a city is just beginning a community garden program because it provides a resource for people to learn about rules and regulations related to starting a garden and what areas of the city are available for gardening.

Context:

The City of Minneapolis has been active in working to improve access to quality food and ensure an “environmentally sustainable and socially just food system” (Homegrown Minneapolis, 2014). As part of this mission, the City has designated vacant lots that will be available for gardening for years to come. These lots were selected because they are not appropriate for development. Minneapolis has created a website to make it easy for residents to find available lots for starting a community garden, to find existing community gardens to participate in, and to provide connections to other supporting organizations. The map excerpt from the website (see right) shows lots that are available to be leased for community gardens (the green pins) and City-owned parcels that are already leased for community gardens (the red pins).

City-owned Parcels Available for Community Gardens



Green pins highlight City-own parcels available to be leased for community gardens. Red pins indicate City-owned parcels already leased out to community gardens.
[http://www.minneapolismn.gov/sustainability/homegrown/WCMS1P-](http://www.minneapolismn.gov/sustainability/homegrown/WCMS1P-1027)

Relevance:

Minneapolis already has a fairly well-established process for the implementation of community gardens and the City’s website helps residents start or get involved with a community garden. If the City of North Saint Paul is open to the idea of allowing vacant lots to be leased by individuals and/or groups, a similar website could provide people an easy way of locating areas near them that would be available to use for community gardens. While North Saint Paul might not have as many available vacant lots for community gardens, the City could still provide a website or link from the City’s homepage for information about community gardens such as information about permit requirements, application processes, regulations, and relevant community organizations.

Sources:

- <http://www.ci.minneapolis.mn.us/sustainability/homegrown/WCMS1P-1027>

BEST PRACTICE 2: INVOLVE INTENDED CONSUMERS IN DECISION MAKING AND PLANNING

Case Study: Hollygrove Market and Farm, New Orleans

Best Practice Description:

Community gardens provide a neighborhood resource that can create a space for collaboration, learning, and access to healthy foods. However, it is important to engage residents in nearby neighborhoods in planning for and contributing to the goals for community garden sites. Local residents and other stakeholders can help in selecting locations, informing schedules, and identifying foods to be grown that would be of greatest interest to the neighborhood. This last item is especially if the intent is to sell produce to local residents.

Context:

Hollygrove Market and Farm is a community garden started in New Orleans after Hurricane Katrina, with the hopes of providing greater food options in nearby devastated neighborhoods. However, it was quickly found that there was a very low rate of participation by the intended consumers. To investigate why participation rates were so low, Kato (2013) conducted interviews with community members and quickly discovered that the produce being grown did not meet the community's needs for canning vegetables. Community members felt that this disconnect between the farm and their community represented a bigger issue of who the garden was intended for, creating a greater lack of participation.

Relevance:

When planning community gardens in North Saint Paul, there should be a strong focus on engaging residents located near planned community gardens and in identifying sites themselves. If the City decides to pursue a garden and market approach, it is important to consider the produce preferences of likely consumers. Involvement of key neighborhood informants should start at the very beginning of the decision-making process to determine whether or not the garden is desired or applicable to local needs and culture.

Sources:

- Hollygrove Market and Farm: <http://hollygrovemarket.com/>
- Kato, Y. (2013). Not Just the Price of Food: Challenges of an Urban Agriculture Organization in Engaging Local Residents. *Sociological Inquiry*, 83(3), 369-391.

BEST PRACTICE 3: CREATE RULES FOR COMMUNITY GARDENING PARTICIPANTS

Case Study: Dowling Community Garden in Minneapolis, Minnesota

Best Practice Description:

Creating a set of agreed upon rules and steps for facilitating a community garden is key in the first stages of the process. The garden rules inform members of the expectations of participating in the community garden as well as helping new gardeners understand the reasons for the rules and why they should be abided. The rules for the community garden can be in the form of a written and signed agreement given to all new participants. Not all rules will be relevant to every garden so the document should highlight rules that are applicable to the city such as safety issues, ordinances, lease requirements, maintenance responsibilities, and penalties if the rules are not followed.

Context:

The Dowling Community Garden in Minneapolis is an example of a community garden that has created an agreement and set of rules for its members. Dowling is a well-established community garden that has a history dating back to 1943. The Dowling Garden is operated collectively by its gardeners on land that is leased from the Minneapolis Public Schools. In order to continue its good relationship with the community and surrounding neighbors, the participants have created an agreement that all new members sign and abide by. The Dowling Garden's website has the agreement available for anyone who is interested and is very accessible for anyone to find more information about the Garden's rules before participating. Some of these rules are general and related to the agreement and fee required to participate and other rules detail specifics such as what chemicals are allowed and what the service commitment requires.

Relevance:

Depending on who owns the selected site, whether on private or public land, an agreement between participants and the landowner could be a good option for North Saint Paul to ensure that everyone is treated fairly, ordinances are being followed, fees to participate are accounted for (if applicable), there is awareness of safety issues, and that there are participants are committed to the project. The agreement can also provide structure in the decision making process because it helps community members decide on elements such as the purpose of the garden and the site's allowable uses; the length of time the agreement is enforced and the process for its renewal; and responsibilities for the garden's operation. Setting up an agreement and having rules to follow can be helpful in avoiding issues further in the process.

Sources:

- Dowling Community Garden: <http://www.dowlingcommunitygarden.org/pages/rules.htm>
- Example lease, payment and plot agreement: <http://www.gardeningmatters.org/sites/default/files/garden-rules.pdf>

BEST PRACTICE 4: PROVIDE CITY FUNDING FOR COMMUNITY GARDENS

Case Study: Madison, Wisconsin

Best Practice Description:

One source of financial support for a community garden can come from creating a funding program within a city's community and economic development department. Financial support can promote a partnership between the city and the community, creating a valuable relationship and allowing community members to obtain land and funding for a starting a community garden that they might not otherwise have been able to do. With a city's help, a funding program could strengthen the community's alternative food systems and could later go towards supporting food pantries and food banks.

Context:

The City of Madison allocates funding to community gardens from their Community Development Office, which is a public investment agency within the Madison Department of Planning and Development. This program works with community-based non-profit organizations to improve the quality of life for Madison's low- and moderate-income people and neighborhoods by supporting community gardening initiatives. This program dates back to 1998 when the city developed the Community Development Block Grant (CDBG) Commission to support the Community Garden Program with funds for a number of years. The funding was "provided in recognition of the fact that community gardens serve as a focal point for neighborhood activities, and as a source of low-cost food for some families" (Susan J.M. Bauman, 1999).

Relevance:

Currently, there is only one grocery store located in the City of North Saint Paul. This situation leaves limited options for people who are either transit dependent or are not able to travel easily. Community gardens can help provide a secondary source of healthy produce to these community members. A Community Gardening Program sponsored by the City, potentially through the Community Development Department, could help support community gardening by allocating financial assistance to help residents with land acquisition, management, and maintenance.

Sources:

- Madison, WI Community Action Coalition on Community Gardens- <http://www.cacscw.org/gardens.php>
- Madison, WI Action Plan for Community Gardens- <http://www.cityofmadison.com/mayor/documents/advcommcommunitygardensrpt1999.pdf>

BEST PRACTICE 5: ASSESS POTENTIAL SITE LOCATIONS AND ENGAGE RESIDENTS IN THE PROCESS

Case Study: Twin Cities Community Start Up Guide

Best Practice Description:

Selecting a location for an urban garden traditionally involves assessing the land for soil quality, potential access to water, and availability of sunlight. However, it should also be examined for areas that have potential to become a neighborhood gathering spaces and can to be accessed by walking, biking, or transit. Effective site selection practices can ensure that the site meets the needs for agricultural productivity, but can also serve as an accessible community amenity. Engaging residents and other stakeholders in exploring potential garden locations can help build support for garden development and identify potential users.



Context:

The Twin Cities Community Garden Start-up Guide explains the importance of selecting a location that all participants can easily access. This means that gardens should be within walking, driving, or busing distance that will be of low monetary and time cost to all participants. This can be difficult, but involvement of those within the community can assist the planning team in locating spaces within the community that are currently not used, but easily accessible.

Relevance:

The City of North Saint Paul has various areas, which may be potential sites for a community garden. However, each of these sites may be accessible for only specific segments of the population. For this reason, it is important to survey interested participants and find the best potential location that gardeners could easily access. Ensuring that the garden is accessible for youth and the elderly may also prove to be beneficial by providing outdoor recreational opportunities for youth and giving the elderly a space to be involved within their community.

Source:

- Gardening Matters (2009). Twin Cities Community Garden Start-up Guide <http://www.gardeningmatters.org/sites/default/files/startupguide.pdf>

BEST PRACTICE 6: CONDUCT ASSET BASED COMMUNITY DEVELOPMENT TO IDENTIFY KEY PARTNERSHIPS

Case Study: Denver Urban Gardeners - Denver, Colorado

Best Practice Description:

Communities and their inhabitants contain a wealth of resources that can contribute to creating a successful urban garden. Conducting an inventory of current community strengths and alliances as well as individual strengths can create smoother processes for finding which actors would best fill specific roles. Individuals within a community may be particularly skilled in technical capacities, or they may be integral to creating community leadership and assembly. Identifying these contributions and building upon them can assist programs in building upon the talents already existing in the community. Each individual has specific contributions to make, and while certain actors may have more in-depth knowledge concerning gardening practices, other may have specific knowledge concerning management or financial practices that they may contribute. Similarly, they may have relationships with other stakeholders that could be partners or contributors to the garden.

Context:

Denver Urban Gardeners (DUG) has implemented ABCD practices throughout their gardening practices. They have found that implementation of these practices can create slower garden development, but more sustainable futures for the community gardens. Doing so has created more efficient systems relying on the strengths of the community while also providing opportunities for skill development. This approach also helped DUG be more strategic in engaging community partners, including service, faith, health, and youth/education organizations.

Relevance:

North Saint Paul neighborhoods and organizations have many existing resources to contribute to community garden growth and planning. In planning and developing policies around community gardening in the City, it is important to identify potential community assets, including relevant organizations that may benefit from and/or contribute to the success of local gardens. Asset inventories could be conducted by networking with community members to find key informants and gain an understanding of which actors may be best suited for which roles. Key informants can assist in brainstorming who to contact and create relationships with throughout the community.

Sources:

- Denver Urban Gardens (2012). Growing Community Gardens: A Denver Urban Garden's Best Practices Handbook for Creating and Sustaining Community Gardens http://dug.org/storage/public-documents/DUG_Best_Practices_digital_copy.pdf

BEST PRACTICE 7: CREATE AN URBAN AGRICULTURE PLAN

Case Study: Baltimore, Maryland

Best Practice Description:

Cities often use the term *urban agriculture* to encompass a wide range of activities, including community gardens. Urban agriculture is often defined as agricultural practices conducted within an urban area, such as the growing, processing, and distribution of locally grown food within the city. One type of food production operating under the umbrella of urban agriculture is urban farming, meaning commercial use gardens on private land that exchange of goods for monetary value. An urban farm is a smaller scale farm that grows food and contributes the food to the local food system, such as selling to Community Supported Agriculture (CSA) programs, farmers' markets, and local restaurants. Because this kind of garden is viewed as a commercial enterprise and community gardens as more recreational, many communities separate the locations of these two types of operations. This approach might require the adoption of new zoning codes that establish community gardens for commercial purposes as a permitted use in appropriate locations.

Context:

Many cities around the U.S. have begun to recognize urban agriculture's importance for their residents and to ensure their ongoing support for it have created an urban agriculture plan within their comprehensive plan or as a standalone document. For example, in 2013 Baltimore created *Homegrown Baltimore: Grow Local – Baltimore City's Urban Agriculture Plan*. This report provides policy and programmatic recommendations to better support all types of urban agriculture, as well as suggests solutions for issues that arise with these types of projects. The three main components of the plan focus on increasing local food production through urban agriculture by growing local, buying local, and eating local. The plan addresses "sales and distribution of locally produced foods, including the expansion of farmers markets, farm stands, community supported agriculture, and distribution of locally produced foods in food stores" (Baltimore City Planning Commission , 2013).

Relevance:

Developing an urban agriculture plan could help the City of North St. Paul examine the full range of potential opportunities with urban agriculture, from larger commercial operations, to smaller community gardens, as well as potential markets. The City might consider intersections with between an urban agriculture plan and other community goals set forth in the community's comprehensive plan. The process of developing a plan creates an opportunity for resident and stakeholder engagement to inform the plan.

Sources:

- Baltimore Office of Sustainability. 2013. Homegrown Baltimore Plan. <http://www.baltimoresustainability.org/resources/homegrown-baltimore-grow-local-baltimore-citys-urban-agriculture-plan>

BEST PRACTICE 8: REGULATE COMMUNITY GARDENS IN ZONING CODE

Case Study: Minneapolis, MN

Best Practice Description:

By including community gardens in North Saint Paul's Zoning Ordinance, the City can provide legitimacy to the practice. The City's Zoning Ordinance uses language that provides that community gardens are an approved land use in appropriate zoning districts. Doing so allows citizens to develop community gardens without obtaining a permit or variance and provide clarification on the rules surrounding the use of community gardens.

Context:

Supporting community gardens in zoning regulations is one of the key land use protections for community gardens outlined in the document *Land Use Protections for Community Gardens* by Public Health Law and Policy, a nonprofit organization funded by the California Department of Public Health which provides legal information on public health issues.

The City of Minneapolis recently amended its zoning code to allow community gardens in several zoning districts as either a principal or accessory use. This includes all residential districts and all five commercial districts. This ordinance gives residents the freedom to fit small plots into lots that are being used for housing, retail, or other purposes or to devote entire vacant lots to larger gardens. The zoning code also requires that overhead lighting be provided, limits the number of vehicles that may be parked on the site, prohibits retail sales on the site, limits where gardens may be located, and prohibits the keeping of animals. This serves to clarify the expectations for community gardens and assuage common neighborhood fears associated with community gardens.



Relevance:

Adding language to support community gardens would be appropriate in all residential districts. If the City of North St. Paul wishes for businesses to participate in the community garden programs, community gardens could also be added to the Business Districts. The City should conduct an outreach effort to identify community members' concerns about community gardens. Specific regulations should be based on these concerns. Potential issues to be addressed include keeping of animals and regulating parking.

Sources:

- Minneapolis Zoning Code- <https://library.municode.com/index.aspx?clientId=11490>
- Public Health Law and Policy. Establishing Land Use Protections for Community Gardens (2009). http://www.michigan.gov/documents/mdch/communitygardenpolicies_303374_7.pdf

BEST PRACTICE 9: DESIGNATE CITY-OWNED LAND FOR COMMUNITY GARDEN USE

Case Study: Richmond, Virginia and Minneapolis, Minnesota

Best Practice Description:

One way a city can support community gardening is by designating a portion of city owned property to be used to grow fruits, vegetables, flowers, herbs, and ornamental plants for non-commercial purposes, i.e. where there is no exchange of goods for monetary value. The city owned land could include public park space, vacant lots not designated for development, or other public areas suitable for a garden space. This designation of public land can show a city's support of increasing public access to healthy foods, bolster public education and strengthen public-private relationships.

Context:

The City of Richmond supports its community by offering a portion of city owned property used to grow fruits, vegetables, flowers, herbs, wood products, native or ornamental plants for non-commercial purposes. The City offers property for community gardens via an online application process. Garden organizations are encouraged to apply for garden space and then engage with individual gardeners to use the space.

The Minneapolis Park and Recreation Board is currently working on a similar concept through an Urban Agriculture Activity Plan to support community gardens within the City park system. This plan will supplement the existing efforts from initiatives such as Homegrown Minneapolis and the City's adoption of an Urban Agriculture Policy Plan to expand the community's options for growing and consuming healthier, local food options. Minnehaha Avenue Community Garden in Minneapolis is one example of a community garden that uses public land for gardening. Plots can be rented out annually from the Minnehaha coordinating committee (\$20 for a 9 X 9-foot plot) to whoever wants space in which to grow vegetables, flowers, or herbs.

Relevance:

Although Richmond and Minneapolis are larger metropolitan areas than North Saint Paul, the concept of designating vacant or otherwise available public space as community gardens is still applicable. The designation of vacant land or other city owned property would require some research and mapping to determine what space could be purposed for community gardens. Ideally, the donated or leased land from the city should be lots that are not slated for any future development so that community gardening could be its permanent purpose. If the City has space available, the organizing committee, made up of local residents, would need to consider a lease agreement, permit application, eligibility, and the renewable process for the lease if applicable.

Sources:

- Minneapolis Park and Recreation Board Urban Agriculture Activity Plan - http://www.minneapolisparcs.org/documents/design/UrbanAgriculture/UrbanAgPlan_Final.pdf
- Richmond, Virginia Community Gardens- <http://www.richmondgov.com/CommunityGarden/>
- Minnehaha Avenue Community Garden - <http://minnehahagarden.org/drupal/node/1>

BEST PRACTICE 10: CREATE PROGRAM HIGHLIGHTING VACANT LOTS AS POTENTIAL GARDEN SITES

Case Study: The City of Savannah, Georgia

Best Practice Description:

Site selection for community gardens can be challenging in urban areas, as soils in these places are frequently compacted, lacking in organic matter, or contaminated with toxic substances. In these situations, physical or chemical reconditioning may be needed to improve urban soils to the point where they can be used for food production; if this is not possible, methods such as raised bed and vertical gardening should be used (EPA 2011). To determine whether such improvement is necessary, it is helpful to be aware of the land use history of the site and also to conduct comprehensive soil tests. Additionally, the potential for a garden to impact the surrounding ecosystem should be considered. During rainfall and watering events compost, soil, and fertilizer can wash into nearby waterways, causing nutrient loading problems. Public entities, such as cities, tend to be in a better position than private landowners to assess site suitability for gardening and can be valuable partners to community members who are attempting to find an appropriate location for food-oriented gardening.

Context:

Savannah is located on the coast of Georgia, and is a medium-sized city with a population of 142,022. In 2012, the city approved a Community Gardens Initiative, which “invites individuals and/or groups to use City-owned property in establishing a community garden through application.” Directed by this initiative, Savannah has designated and mapped out lots it considers suitable for gardening. The city defines “suitable lots” as City-owned property that are surplus to the current needs of the City and are found to be environmentally safe, clear of debris and hazardous materials, within an appropriate zoning area, and found to be appropriate for the surrounding neighborhood” (City of Savannah 2013). Through this online tool, community groups are assured that a lot they select will be free of unsafe levels of soil contaminants. As an additional safety measure, Savannah also requires that garden users on city property build raised beds and do not attempt to cultivate the original soil found on site. This requirement also helps prevent soil erosion and nutrient runoff into sewers and local waterways. To help support this measure, the city provides high quality soil free of charge for the use of groups who are building raised beds in their community gardens.

Relevance:

While Savannah is a larger city than North Saint. Paul, both are densely populated urban areas whose residents will likely have similar challenges when establishing a community garden in regard to soil quality and environmental protection. Due to its smaller size, North Saint Paul will not have as many potential lots suitable for gardening as Savannah. Despite this, a similar type of site selection methodology will allow the City to quickly assess and recommend City-owned property that will be safe and environmentally appropriate for use as community gardens by interested groups.

Sources:

- City of Savannah. 2013. Community Gardens Manual
<http://www.savannahga.gov/DocumentCenter/View/3931>
- Environmental Protection Agency. 2011. "Evaluation of Urban Soils: Suitability for Green Infrastructure or Urban Agriculture". *EPA Publication* No. 905R1103.
<http://water.epa.gov/infrastructure/greeninfrastructure/upload/Evaluation-of-Urban-Soils.pdf>

BEST PRACTICE 11: PROMOTE CONSERVATIVE WATER USE AND EQUITABLE ACCESS

Case Study: The City of South St. Paul

Best Practice Description:

Access to a reliable water supply can be difficult for community gardens due to their location on vacant lots that may not be connected to the municipal water supply. While requiring garden participants to bring in their own supply of water can be less complicated initially for cities, problems can arise as vehicles used to transport large amounts of water will increase traffic in the area, especially in hot summer months. This method can also cause issues with equity, as elderly or disabled people may not be able to move heavy containers of water and thus would not be able to use the garden. Providing a connection to the municipal water system on site will eliminate both traffic and equity concerns. However, in this case a payment system must be set up and conservation-oriented water use should be required and promoted to prevent individual users from inadvertently taking more than their fair share of water and depleting a limited resource.

Context:

The City of South Saint Paul has created a community garden site located near the City's compost site and the Mississippi River. Plots are available to residents of South Saint Paul and users are charged a yearly fee, part of which goes to pay for water use. Water is provided by the municipal system, and spigots are located in three areas in the garden, with three spigots at each location, for a total of nine spigots. This allows multiple garden users to water their plots simultaneously. The rental agreement residents are required to sign states that gardeners must conserve water, never leave sprinklers unattended, and make sure to completely turn off water spigots. They are also encouraged to mulch their plots to reduce evaporation from the soil and not to damage plants in other plots while watering with hoses (South Saint Paul Community Garden Program 2014). Including this language in a rental agreement will both educate gardeners about water conservation and help insure that no individual uses an excessive amount of water for their own plot.

Relevance:

The water policies utilized in South Saint Paul are particularly relevant to North Saint Paul as both are located in the same geographical area and likely have identical climates. Unlike the arid regions in the southwest part of the United States, The Twin Cities Metro does not usually experience extreme droughts. Despite this, water conservation is still important, as our water supply is not unlimited and water is expensive to treat and build delivery systems for. Additionally, access and use of water can create issues with equity in almost any community. Therefore, providing equal access to water and ensuring that all garden users take roughly the same quantity of water is important to both maintain the economic viability of a community garden and also to not prevent those with less personal access to water resources from successfully cultivating a garden plot.

- **Sources:** South St. Paul Community Garden Program. 2014. "2014 Community Gardens Rental Agreement/Garden Code". <http://www.southstpaul.org/DocumentCenter/View/670>

BEST PRACTICE 12: APPLICATION AND EDUCATION ABOUT APPROVED FERTILIZERS, PESTICIDES, AND HERBICIDES

Case Study: Menomonie Community Garden, Menomonie, Wisconsin

Best Practice Description:

Pest, disease, and weed problems are a fact of life when gardening, although specific issues will vary depending on geographic area. In Minnesota there are a wide range of pests and diseases that negatively affect fruit and vegetable production, and any plant growing in a garden plot that is not serving a purpose can be considered a weed. Methods for controlling these problems are wide ranging, and some can be very harmful to the environment and plants in nearby garden plots, as well as toxic to humans. In densely cultivated areas like community gardens, it is best to restrict the use of chemicals to those that will be the least likely to harm others, such as those listed by the Organic Materials Review Institute (OMRI 2014). Additionally, education is the best method to help garden users find ways to manage their garden plots using organically approved methods. Local Master Gardener groups and university extension professionals are usually happy to conduct regular workshops on Integrated Pest Management practices, which are defined as “preventing or suppressing damaging populations of insect pests by application of the comprehensive and coordinated integration of multiple control tactics” (Radcliffe, et.al. 2011).

Context:

Menomonie Community Gardens are located on city-owned land in Menomonie, WI, a small town with a population of 16,214. The garden restricts the use of chemicals to those on the current OMRI list, and encourages gardeners to follow organic gardening practices that minimize the use of pesticides overall, whether organic or not. The Rules and Regulations section of the garden user registration form also provides guidelines on practices that will minimize weed problems, such as removing and composting weeds before they produce seed heads (Menomonie Community Garden 2014). In addition, the non-profit organization that manages the garden works with the Dunn County Master Gardener Program to provide additional information and links on their website regarding Integrated Pest Management techniques (Dunn County Master Gardeners 2014).

Relevance:

Menomonie is located in a similar geographic area as North Saint Paul, and thus it is safe to assume that pest and disease issues in both locations will also be similar. Users of Menomonie Community Gardens have successfully maintained garden plots following organically approved practices that limit the use of synthetic chemicals. These restrictions help protect the surrounding environment and also reduce the likelihood that chemical pesticides or fertilizers used in one garden plot will affect nearby garden plots or individuals maintaining those plots. Educational resources provided to gardeners through workshops or online websites make it much easier for them to effectively use IPM practices instead of indiscriminate and unnecessary applications of harmful chemicals.

Sources:

- Dunn County Master Gardeners. 2014. "Integrated Pest Management". *Dunn County Master Gardeners*. <http://dunncountymastergardeners.weebly.com/ipm.html>
- Menomonie Community Garden. 2014. "Menomonie Community Garden Registration Packet 2014". *Menomonie Community Garden (Farmer to Farmer 501 c3)*. <http://www.menomoniecommunitygardens.com/uploads/1/4/8/8/14886786/2014mcgregistration.pdf>
- OMRI. 2014. "OMRI Products List, Web Edition". *Organic Materials Review Institute*. <http://www.omri.org/omri-lists/download>
- Radcliffe, E.B, Hutchison, W.D & Cancelado, R.E. [eds.]. 2011 "IPM Defined". *Radcliffe's IPM World Textbook* <http://ipmworld.umn.edu>, University of Minnesota, St. Paul, MN.

BEST PRACTICE 13: ESTABLISH MAINTENANCE PRACTICES FOR COMMON AREAS AND INDIVIDUAL PLOTS

Case Study: Montgomery Parks Community Gardens Program, Montgomery County, Maryland

Best Practice Description:

The maintenance of individual vegetable and fruit garden plots can be labor intensive and time consuming. While most gardeners are motivated to take care of their own space so as to harvest a bountiful crop at the end of the growing season, common areas of gardens such as paths and picnic areas can become neglected and overgrown. It is important for community gardens to lay down ground rules about the maintenance of individual plots as well as require garden users to assist in taking care of common areas. Overgrown and weedy paths can harbor insect pests and organisms that cause plant disease, as well as produce a yearly supply of weed seeds that invade garden plots. Additionally, unkempt gardens can become eyesores in their neighborhoods and may generate complaints from nearby property owners. It is in the interest of all community garden participants to help with the upkeep of the garden space as a whole and not just their own plots.

Context:

The Montgomery County Department of Parks is located in the state of Maryland and operates eleven community gardens on county-owned park property. Those who use plots in any of these gardens are also required to participate for eight hours each year on community garden workdays and assist in keeping paths well chipped and free of weeds. The Park Volunteer Liaison in each garden organizes these activities and the parks department provides woodchips for common areas. In addition to these requirements, individual plots must be cultivated by April 1st and cleaned up by November 15th to ensure that the space is being used productively. The plots must also be well maintained and weeded, and the planting of invasive species or crops that are tall enough to shade neighboring plots are prohibited. The Volunteer Liaison conducts regular inspections to assess whether these rules are being upheld (Montgomery Parks Community Gardens Program 2014).

Relevance:

All plants, whether in managed landscapes or vegetable gardens, require regular upkeep to thrive and appear healthy. Community garden areas such as paths, grassy lawns, and individual plots need maintenance to prevent weeds from becoming overgrown and a nuisance. These facts will remain consistent throughout different geographical regions, and therefore the rules used by Montgomery County are relevant to the City of North Saint Paul. These regulations are very comprehensive and ensure that common areas and individual plots will not become overgrown, unproductive, inconvenient to other gardeners, or a neighborhood eyesore. Furthermore, the organization of each garden and the appointment of a Park Volunteer Liaison will ensure that every garden user contributes an equal quantity of time to the work that goes into maintaining common areas

- **Sources:** Montgomery Parks Community Gardens Program. 2014. "Montgomery Parks Conditions for Use of Community Gardens 2014". *Montgomery County Department of Parks*. http://www.montgomeryparks.org/permits/find/documents/2014ConditionsofUse_dec02.pdf

BEST PRACTICE 14: ESTABLISH STANDARDS FOR ON-SITE COMPOSTING

Case Study: The City of Bellingham, Washington

Best Practice Description:

Composting plant material from garden plots is an excellent way to both dispose of plant debris at the end of the growing season and also to create a free source of organic matter for incorporation into garden beds. However, composting that is done incorrectly can be a nuisance to garden neighbors and those working in nearby plots. Individual compost bins must be 3' by 3' by 3' to create enough heat to effectively break down plant material, kill weed seeds, and reduce the smell given off by rotting organic matter. Completely enclosed plastic bins generate more heat because of their structure and do not need to be this large. However, diseased plant material should not be incorporated into these bins, as the heat generated will not be enough to kill most organisms that cause plant diseases. Therefore, while it is important to allow individuals to create and maintain compost bins within the confines of their own plots, it is also necessary to provide space for gardeners to deposit excess and diseased plant material that will be properly disposed of by the municipality that owns the property.

Context:

Bellingham is a city with a population of 80,885 located in the northern part of the state of Washington. The City Parks and Recreation Department operates three community gardens on park-owned land. The department provides a communal location for gardeners to put plant debris from their own garden plots, and does not allow people to deposit household waste in the compost pile. Weeds must be placed in a designated area where they will be removed by staff from the parks department. While individuals are not required to maintain a compost pile in their own plots, they are allowed to do so, provided that the plant material remains completely within the boundaries of their own plots and does not intrude upon the space or use of the garden by others (The Department of Parks and Recreation, 2014)

Relevance:

While Bellingham is located in a different geographical region with different environmental conditions than North Saint Paul, the regulations in place there are still relevant. Plant debris from garden plots is something that will need to be dealt with, no matter where the garden might be located. Usually the quantity of debris created by an individual plot is too much to be composted on-site, and thus a communal compost pile is helpful. Once adequately broken down, the compost can then be re-incorporated into the plots, improving the quality of the soil without using synthetic fertilizers. Additionally, the provision of a separate space for weedy plants that will be disposed of off-site is highly recommended, as this will help prevent the accidental reintroduction of weed seeds into garden plots via the addition of poorly-composted plant material.

Sources:

- The Department of Parks and Recreation. 2014. "Community Gardens: Rules and Regulations. *The City of Bellingham, Washington*. <https://www.cob.org/services/recreation/activities/community-gardens.asp>

BEST PRACTICE 15: MITIGATE AGAINST NEGATIVE EXTERNALITIES OF NEW STRUCTURES

Case Study: The City of Richmond, Virginia

Best Practice Description:

Permanent and semi-permanent structures are built in gardens for numerous reasons, including improving the suitability of a site for growing vegetables, as well as for aesthetic purposes. The construction of raised beds can eliminate issues created by poor soil quality and water drainage problems, and benches and picnic tables can be both useful and pleasing to the eye. However, the construction and maintenance of these structures can have negative environmental impacts as well affect other gardeners and residents of the neighborhood. City zoning codes and future land use plans can also influence whether or not a permanent structure is appropriate in a specific community garden. Given the fact that different garden sites in a single locality may be very diverse in terms of neighborhood attributes, zoning, and site development plans, it is generally a good practice to assess permanent structures on a case-by-case basis.

Context:

The City of Richmond has a population of 210,309 and is located in the state of Virginia. In 2011, the City created a program called “Richmond Grows Gardens”, which was designed to help interested groups develop community gardens on available City-owned property. The properties are located in areas with many different attributes, and therefore the city assesses the construction of permanent structures on a case-by-case basis, with a few exceptions. Raised beds are allowed as long as they are built out of untreated lumber, and fences are allowed as long as they meet height specifications, are constructed out of specific materials and comply with any local ordinances or zoning rules. Other structures such as sheds are allowed if they meet zoning and size requirements, are built on a temporary foundation, and are specifically approved by the City. In addition to zoning regulations, the City also takes into consideration the current aesthetics of the site as well as whether or not the garden is located in a City Old & Historic District (City of Richmond, 2011)

Relevance:

Richmond is a larger city than North Saint Paul, but the issues regarding the building of permanent structures are relevant to any city. Tall fences or sheds may create shade that will disproportionately affect certain areas of the garden and reduce the ability of gardeners to successfully grow produce on their plots. More seriously, the construction of raised beds out of treated lumber or other harmful materials can cause environmental damage if toxic compounds leach into the surrounding soil. This can also threaten the health of those consuming food produced in these garden beds, as many plants have the ability to take up elements such as lead and arsenic.

Sources:

- City of Richmond. 2011. “Richmond Grows Gardens Rules and Guidelines”. *City of Richmond*. <http://www.richmondgov.com/content/CommunityGarden/RulesAndGuidelines.aspx>

BEST PRACTICE 16: DONATE FOOD TO LOCAL FOOD SHELVES THROUGH A PRODUCE DONATION PROGRAM

Case Study: Ute Trail Community Gardens –Denver, Colorado, Community Action Coalition – Madison, Fridley church partnered with Anoka County

Best Practice Description:

Once a community garden is set-up and established a next step in continuing the involvement from the community could be to partner with local food shelves to maintain support of the food production and distribution. Creating and establishing a donation program “is an ideal way for community gardeners to share produce with those in their neighborhood with limited access to fresh food” (Denver Urban Gardens, 2012). Such a program could be facilitated through a Produce Donation Program and would further integrate the community garden into the surrounding neighborhood and bring more people involved into the process.

Context:

Many cities have incorporated a produce donation program into their community gardens such as in Denver, CO through the Ute Trail community gardens, in Madison, WI through Community Action Coalition, and a Fridley, MN church that partnered with the Anoka County Food Shelf. In 2012, members of the Fridley congregation planted a community garden to donate almost all the harvest to two local food banks. This was made possible by connections and collaboration with Anoka County Community Health and Environmental Services and a nonprofit foundation. Each week, Community Emergency Assistance Program “helps feed 75 to 100 families in northern Hennepin and Anoka counties” (Prather, 2012) from the food donations from the Fridley church’s garden. The Ute Trail Community Garden in Denver has a donation system set up where anyone can contribute financially via their website to support the garden’s produce for local food shelves.

Relevance:

Creating a program to support local food shelves by donations of fresh, healthy food options is applicable in every city. North Saint Paul could greatly benefit from its residents coming together to establish a community garden that promotes a localized food system and can contribute to a plan such as a Produce Donation Program to local food shelves. Once the community garden is established, one plot or a portion of the garden could go to donations to the North Saint Paul Area Food Shelf. It would be important to plan from harvest to delivery and work closely with the appointed charitable organization to establish the process of the donation program.

Sources:

- News article on Fridley/Anoka Partnership- <http://www.startribune.com/local/north/168055616.html>
- North St. Paul Area Food Shelf- <http://northstpaulareaemerge.homestead.com/index.html>
- Denver Urban Garden Donation Website- <https://www.givingfirst.org/DUG/overview>
- Community Action Coalition for South Central Wisconsin, Inc. <http://www.cacscw.org/food.php>

BEST PRACTICE 17: CREATE A COMMUNITY COMMERCIAL KITCHEN

Case Study: Clinton, Minnesota

Best Practice Description:

Making a commercial kitchen accessible to community members can help residents find a legal way to market value-added products from community gardens. This kitchen could be commercially licensed and residents would have the opportunity to rent time in the kitchen in order to process foods. The products produced can then be sold in grocery stores, farmers markets, roadside stands, and through Farm to School programs.

Context:

Produce from community gardens is regulated in Minnesota under what is commonly referred to as the "Pickle Bill" (M.S. Chapter 28A.15 Subd.10). Under this law, individuals can sell up to \$5,000 per year in processed products (i.e. jams, pickles, chopped and frozen vegetables) from community gardens. The PH of these products is regulated and cannot exceed 4.6. If community members wish to sell more than \$5,000 worth of processed products, they will have to utilize a commercial kitchen. The cost of these kitchens is high and can be a major road block for families who wish to sell a small amount of produce to supplement their income.

In Clinton, Brent Olson created a commercial kitchen that is open to community members. The kitchen is located in a renovated building which was sold to him from the City at a low cost. The cost of the renovation and purchasing equipment came from a \$75,000 grant from the Bush Foundation. Mr. Olson is also managing a restaurant, which is open only for breakfast. His hope is that the proceeds from the restaurant will eventually provide enough money to cover the operating expenses of the kitchen. The kitchen is open to any community member and has been used to help start a hard cider business.

Relevance:

If North Saint Paul finds that a large number of community members wish to market value-added products in excess of what can be sold under the Pickle Bill, it would be worth investigating community commercial kitchens. The Kitchen in Clinton, MN was funded by a grant from the Bush foundation and the total cost (around \$60,000) was higher than what would be reasonable for a City budget. If they City needs a commercial kitchen, they could look into partnering with establishments in the City that already have commercially licensed facilities. These establishments may include private restaurants, local VFW, or schools. If the City finds that the majority of residents are growing produce for personal use or marketing produce within the confines of the Pickle Bill, a commercial kitchen may be an unnecessary expense. If only a small number of community members are interested in marketing value-added products, it may also make more sense to help them find community commercial kitchens in nearby communities.

Sources:

- You Should Meet: Brent Olson. (2013, April 2). *NewsCut*. Retrieved April 20, 2014, from http://blogs.mprnews.org/newscut/2013/04/community_kitchen/

- Pickle Bill Fact Sheet. (n.d.). *Pickle Bill Fact Sheet*. Retrieved April 20, 2014, from <https://www.mda.state.mn.us/food/safety/minn-food-code-fact-sheets/pickle-bill.aspx>

BEST PRACTICES 18: MARKET PRODUCE THROUGH THE FARM TO SCHOOL PROGRAM

Case Study: Hopkins, Minnesota

Best Practices Description:

The Farm to School Program is operated by the United States Department of Agriculture's Department of Food and Nutrition Service. The goal of the program is to provide support to school districts that wish to incorporate local foods into the school lunch program. The support offered by the program includes research, training, technical assistance, and grants. By increasing their participation in the Farm to School Program, schools will be able to provide children with healthy locally-sourced produce. Teachers can tie participation in the program with field trips to the community garden to help children learn more about nutrition, ecology, and where their food comes from.

Context:

As of 2013, 179 school districts in Minnesota are participating in the Farm to School Program, although the amount of local produce that each district serves varies. One nearby community that has made a strong commitment to participate in the program is Hopkins, MN. Hopkins started to participate in 2007, but the program took off during the 2009-2010 school year when the district began a partnership with a farm in Delano, MN. In that year, the district served 22,000 pounds of local produce through their school lunch program. Produce served includes radishes, squash, eggplant, melons, oatmeal, hot dogs, and pasta sauce. The school has made an effort to use the program to get students excited to try new local produce. In the Fall of 2011 the school brought in farmers to visit the school and handed out "farmer trading cards" that children could collect. The school district has also used "food coaches", which are parent volunteers who spend time in the lunchrooms encouraging students to try new foods. Food coaches have made an effort to make healthy foods exciting for children. One technique is to offer a daily "Brainpower Fruit and Vegetable Bar" which makes healthy produce easily accessible for kids and branded in a way that makes it sound appealing. Elementary school cooks from Hopkins acknowledge that participation in the program is a serious commitment. The knowledge and skills required to process raw produce are beyond what is normally required to prepare school lunches. In addition, processing the produce in large batches requires a significant investment in time and equipment. The school district believes that it is worth the cost and has invested in necessary kitchen upgrades including the purchase of large industrial blenders

Relevance:

Participation in the Farm to School Program would provide North Saint Paul residents with an easy location to market their produce while also providing school children with nutritious meals and a great educational opportunity. The largest challenge associated with participation in the farm to school program is the cost of processing raw produce in school kitchens. Regulations severely limit the types of processed foods that farmers can sell to schools. Many school kitchens rely on pre-chopped vegetables and do not have the equipment that they need to cook large meals from scratch. If schools or child care centers in North Saint Paul wish to participate, their kitchens may require costly upgrades. The Minnesota Department of Agriculture currently provides grants to school districts and child care centers that cover the costs of purchasing equipment to prepare and serve more Minnesota grown and raised foods. RFPs are due at

4:00pm on Monday, November 3, 2014. More information about the grant program is found at this website: <https://www.mda.state.mn.us/grants/grants/mnfarmtoschool.aspx>

Sources:

- Farm to School Grant Program. (n.d.). *Farm to School Grant Program*. Retrieved April 20, 2014, from <https://www.mda.state.mn.us/grants/grants/mnfarmtoschool.aspx>
- Siple, J. (2013, October 24). Minnesota farm to school nutrition programs grow, along with challenges.
- *Minnesota Public Radio News*. Retrieved April 20, 2014, from <http://www.mprnews.org/story/2013/10/24/health/minnesota-farm-to-school-nutrition-programs-grow-along-with-challenges>

BEST PRACTICE 19: CREATE EDUCATIONAL ACTIVITIES FOR YOUTH (CADENCE PETERSON)

Case Study: Madison, Wisconsin

Best Practice Description:

By creating fun and educational opportunities for youth, the City can increase participation in community gardens. Youth who are involved in the community garden program will bring a wealth of enthusiasm which may help their families and neighbors see the value of the program.

Context:

The Community Action Coalition for South Central Wisconsin (CACSCW) organizes community gardens in the Madison area. CACSCW's core mission is to reduce poverty by developing the economic and social capacity of individuals, families and communities. Because of this mission, the community garden program has focused heavily on serving low-income and diverse communities. CACSCW found that a key component of reaching out to these communities was working with youth. The organization has supported numerous youth programs



and workshops. This has helped them more than double the number of community gardens in the area since 2002. A guidebook published by CACSCW, which outlines community garden activities for kids.

<http://www.cacscw.org/downloads/Food%20and%20Garden%20Activities%20for%20Kids%205-05.pdf>

Relevance:

Involving youth in the community garden program is a great idea in the City of North Saint Paul. Creating unique activities for youth will help the City retain its reputation as a family-orientated community. In addition, involving youth is a great way to increase participation in community gardens because they will talk about the program with their friends and family. There is already an elementary school garden in North Saint Paul. City officials should talk with teachers to figure out what educational programs already exist and how the City can best support them. Children who have been learning about gardening at school may be interested in involving their families and applying their knowledge to new garden in their neighborhoods.

Sources:

- Community Action Coalition for South Central Wisconsin. Food and Garden Activities for Kids. <http://www.cacscw.org/downloads/Food%20and%20Garden%20Activities%20for%20Kids%205-05.pdf>
- Community Action Coalition for South Central Wisconsin Community Gardens Division- <http://www.cacscw.org/gardens.php>

BEST PRACTICE 20: SELL PRODUCE FROM COMMUNITY GARDENS AT A LOCAL FARMERS MARKET

Case Study: Mahtomedi, Minnesota

Best Practice Description:

Create a farmers market that features vendors from the community. Make an effort to showcase smaller vendors and allow local artisans to participate in the market. Highlight the market as a community destination in branding efforts to increase traffic.

Context:

The City of Mahtomedi has had a farmers market since 2010. The market has the normal mix of produce from nearby farms, but also features products produced by residents and members of nearby communities. The market's success can be partially attributed to a branding effort and the significant steps that the City has taken to make the market accessible to smaller local vendors.

The City website links to the Farmers Market Facebook page. The page is relatively active, even in the off season with updates about weather cancelations, new vendors, easy recipes, and community news. The page also clearly explains how to apply to be a vendor. There are spaces open to nearby farmers, but also to vendors of value-added products and local artisans. By allowing a wider range of products, the market is more accessible to members of the non-agricultural community. The wider range of products also gives the market more appeal as a community destination by creating a more unique experience for market shoppers.

Relevance:

While the City of North Saint Paul has experimented with farmers' markets in the past, implementation of a community garden program is a unique opportunity to create a market that showcases local vendors and is more exciting for the community. If the City creates a farmers market, they should take care to allow smaller vendors to make it more accessible for community members. Under the Pickle Bill, vendors cannot sell more than \$5,000 in processed produce without use of a commercial kitchen. Thus, to encourage use by users of community gardens, it is vital to remove any application requirements that favor large producers. Vendors should not be required to attend every market and should be allowed to sell a variety of products including non-food products.

To make the market more appealing to residents, the City should be very active in branding the market as a community destination. Looking to the City of Mahtomedi's Facebook page can provide the City with some simple ideas. It would also be wise to take advantage of other community events, like the car show, to increase visibility. A market immediately before or after the car show would allow families to make small purchases without making a special trip. It would also make the market more accessible to tourists from nearby communities and increase sales.

Sources:

- Mahtomedi Area Farmer's Market Facebook Page:
<https://www.facebook.com/MahtomediAreaFarmersMarket?fref=ts>

BEST PRACTICE 21: SELL PRODUCE TO LOCAL RESTAURANTS

Case Study: Western Sustainability Exchange, Montana

Best Practice Description:

The City of North Saint Paul can help community members market their produce by forging partnerships with local restaurants. Local restaurants will agree to use produce from community gardens when possible in exchange for positive publicity and the opportunity to provide fresh healthy produce to their clients.

Context:

The Western Sustainability Exchange is a nonprofit that works to promote local food by connecting local agricultural producers to restaurants in the cities of Billings, Bozeman, Livingston, Missoula, Pray, and Red Lodge. Currently nineteen restaurants are participating in the program including two at Yellowstone National Park. In exchange for providing a market for local producers, the restaurants receive publicity from the program. The Exchange works exclusively with producers who are using sustainable agricultural techniques. The restaurants participating in the program receive praise for promoting sustainable land use practices, promoting economic development by investing money locally, educating consumers about local foods, and encouraging the consumption of nutritious and healthy foods.

Relevance:

Creating a similar program would be a great way to both increase the visibility of the community garden program and to promote local bars and restaurants. A program in North Saint Paul would be a smaller in scale. The City could agree to provide a list of

restaurants that purchase foods from the community garden program on their website. Participating restaurants would not be required to rely exclusively on local produce, but would be expected to provide seasonal menu items featuring local produce or incorporate produce from community gardens whenever possible. This will encourage restaurants to make a good faith effort to participate in the program without making the requirements overly burdensome. To increase the publicity that these restaurants receive, the City could partner with organizations such as Slow Food MN or the Local Foods Partnership with the University of Minnesota. Broader publicity could encourage people from nearby cities who are interested in local foods to visit North Saint Paul and patronize local businesses.

Sources:

- Western Sustainability Exchange- <https://www.facebook.com/MahtomediAreaFarmersMarket?fref=ts>
- Slow Food MN- <http://www.slowfoodmn.org/>
- University of Minnesota Local Foods Partnership- <http://localfoods.umn.edu/>



BEST PRACTICE 22: INVOLVE UNIVERSITIES AND STUDENTS

Case Study: Portland, Oregon, and Vancouver, British Columbia

Best Practice Description:

Involvement of universities and college students can assist in creating urban gardens, which are informed by the latest research and more likely to be continued in the future if government or community resources become restricted. This method also creates an opportunity for students to gain valuable, firsthand experience on an influential project within their city. Participation by the university can create involvement of a stakeholder with consistent, reliable resources that it can dedicate to the project should there ever be a limit on the other resources being used in the project.

Context:

This case study comes from the two cities of Portland and Vancouver, which have demonstrated success in community gardening. Within the City of Vancouver, the Social Planning Department created relationships with the faculty of the Land and Food Systems Department of the University of Vancouver and the Simon Fraser University's Center for Sustainable Communities. This alliance not only created a method for the city to access professors and the resources they have as researchers and experts in their field, but also created internship opportunities for students in these departments where they would be able to have an impact in their city and gain insights from a current project testing new ideas and innovations. Similarly, the Commissioner's Office of Portland recruited master's students in the urban and regional planning program at Portland State University to inform urban gardening planning practices.

Relevance:

North Saint Paul is equipped with numerous nearby colleges and universities whose students have applicable knowledge to bring to the table on community gardening. Utilizing these resources creates the potential for community gardens to gain insights from researchers who have become experts in their field, which can assist in creating greater investment and sustainability of the program. Hiring students not only allows them to gain knowledge and experience in an economy struggling with unemployment rates for young adults, but also creates a system by which the garden can further develop with innovative contributions.

Source:

- Mendes, W., Balmer, K., Kaethler, T., & Rhoads, A. (2008). Using Land Inventories to Plan for Urban Agriculture: Experiences From Portland and Vancouver. *Journal of The American Planning Association*, 74(4), 435-449.

CONCLUSION

We hope that these best practices will inform the policies and processes for organizing, maintaining, and promoting an on-going network for community gardening in North Saint Paul.

With the success of the existing community garden, Cowern Community Garden, along with the support of the City in creating a framework to support future community gardens, this will generate a valuable neighborhood asset and foster a greater sense of community in North Saint Paul. We feel that these best practices are applicable and adaptable to the goals of the City in promoting a sustainable and healthy environment for its residents.

