



**SPF Application Form**  
**Section A - Cover Page**

Fill out this Cover Page and save it to your files for future reference before uploading it on the SPF website.

**Project Title** Thomson House Community Garden North Side Upgrade

**In one to three sentence(s), explain what your project is about:**

This project is to lay the groundwork for building a durable and integrated community garden on the north side of Thomson House (TH).

**Indicate the McGill campus(es) where your project will be implemented:**

- Macdonald  Downtown  Gault Reserve  Bellairs Research Institute  Other (Specify): \_\_\_\_\_

**Approximate Budget Requested to the SPF (\$):** 9,666

**Approximate Total Project Budget (incl. other sources of funding if applicable) (\$):** 10,666

**List 1 to 3 main item(s)/expense(s) for your project that SPF money will be used for (incl. approx. % of total budget):**

Durable and integrated garden infrastructure expansion

**Indicate which of the following team members...**

**... will be in charge of monitoring the project's budget (maximum 1 person):** Amir Nosrat

**... will be the Project Lead (Project Lead will be the contact person for the SPF Staff):** Catherine Nygren

**The Project Lead stays for the entire duration of the project:**  Y  N

**If no, explain in a few sentences your leadership transition plan for one or both of the Project Lead for sustainable continuation of the project:**

Empty box for leadership transition plan.

**PROJECT TEAM MEMBERS** (read details about [SPF Evaluation Criteria #5](#) for more information)

*The SPF encourages your team to be inclusive of individuals who voluntarily self-identify as members of marginalized communities (e.g. women, Indigenous people, people of colour, LGBTTQI, student parents, members of ethnic minorities, immigrants, people with disabilities).*

**1. Project Team Member**

**First Name & Last Name** Amir Nosrat **Affiliation (select one)** Post-graduate (PG)  
**Phone (daytime; only put #)** +1 (514) 709-2531 **Specify if Other** \_\_\_\_\_  
**Email** amir.nosrat@mail.mcgill.ca **Faculty/Unit/Organization** Desautels Faculty of Management

**2. Additional Project Team Member**

**First Name & Last Name** Catherine Nygren **Affiliation (select one)** Post-graduate (PG)  
**Phone (daytime; only put #s)** +1 (438) 863-8119 **Specify if Other** \_\_\_\_\_  
**Email** catherine.nygren@mail.mcgill.ca **Faculty/Unit/Organization** Faculty of Arts

**3. Additional Project Team Member**

**First Name & Last Name** Katherine Hales **Affiliation (select one)** Post-graduate (PG)  
**Phone (daytime; only put #s)** \_\_\_\_\_ **Specify if Other** \_\_\_\_\_  
**Email** katherine.hales@mail.mcgill.ca **Faculty/Unit/Organization** Faculty of Education

**4. Additional Project Team Member**

**First Name & Last Name** Selina Liu **Affiliation (select one)** Post-graduate (PG)  
**Phone (daytime; only put #s)** \_\_\_\_\_ **Specify if Other** \_\_\_\_\_  
**Email** selina.peng.liu@gmail.com **Faculty/Unit/Organization** Faculty of Engineering

## SPF Application Form Section A - Cover Page

### PROJECT TEAM MEMBERS (CONT'D)

#### 5. Additional Project Team Member

First Name & Last Name \_\_\_\_\_ Affiliation (*select one*) \_\_\_\_\_  
 Phone (*daytime; only put #s*) \_\_\_\_\_ Specify if Other \_\_\_\_\_  
 Email \_\_\_\_\_ Faculty/Unit/Organization \_\_\_\_\_

#### 6. Additional Project Team Member

First Name & Last Name \_\_\_\_\_ Affiliation (*select one*) \_\_\_\_\_  
 Phone (*daytime; only put #s*) \_\_\_\_\_ Specify if Other \_\_\_\_\_  
 Email \_\_\_\_\_ Faculty/Unit/Organization \_\_\_\_\_

#### 7. Additional Project Team Member

First Name & Last Name \_\_\_\_\_ Affiliation (*select one*) \_\_\_\_\_  
 Phone (*daytime; only put #s*) \_\_\_\_\_ Specify if Other \_\_\_\_\_  
 Email \_\_\_\_\_ Faculty/Unit/Organization \_\_\_\_\_

#### 8. Additional Project Team Member

First Name & Last Name \_\_\_\_\_ Affiliation (*select one*) \_\_\_\_\_  
 Phone (*daytime; only put #s*) \_\_\_\_\_ Specify if Other \_\_\_\_\_  
 Email \_\_\_\_\_ Faculty/Unit/Organization \_\_\_\_\_

To list more members, fill a 2nd Cover Page form and save it separately. You may then e-mail it to [SPF Staff](#) directly, also specifying your project title.

#### OPTIONAL:

If applicable, total number of team members voluntarily self-identifying as members of marginalized communities: \_\_\_\_\_

Represented marginalized communities: \_\_\_\_\_

Specify if Other(s) and/or add more: \_\_\_\_\_

Relevant link(s): (*to website(s) or social media*)

How did you learn about the SPF? (*select one*) MOOS/SPF website \_\_\_\_\_ Specify if Other \_\_\_\_\_

Have you already been part of an SPF project in the past?  Y  N If yes, specify project(s): \_\_\_\_\_

#### Please check the boxes to confirm that you have read and agree to the following information:

All of our project team members understand that the SPF is publicly funded and therefore, by default SPF projects are not confidential. We agree that if needed, the SPF Steward, the SPF Administrator and/or the SPF Working Group members read and/or share the application and/or communicate part of its content in the case where they would need to (e.g. to receive professional advice, connect our team to stakeholders, etc.).

If our project is approved, all our project team members agree that their name, email, and phone number as well as their participation to the project be disclosed (e.g. for contact information or through our application and progress/final reports published on the SPF website).  
**If you do not check this box, the SPF staff will communicate with you to know whose information to remove before sharing your project online.**

All our project team members have read and understood the [SPF Terms & Conditions](#), and we confirm that we agree to respect them.  
**If any aspect of the [SPF Terms & Conditions](#) are unclear to you, contact the [SPF Staff](#) before you submit your application so that you can check this box in confidence. Also note that, if your project is approved, the Project Lead and the person monitoring the project's budget will have to confirm in writing (through email or signing the document) that they agree to the [SPF Terms & Conditions](#) before officially starting the project.**



## SPF Application Form

### Section B - Project Overview

Answer the following questions and save this form to your files for future reference before uploading it on the SPF website with Section A - Cover Page.

**Project Title** Thomson House Community Garden North Side Upgrade

**Project Lead** Catherine Nygren **Phone** +1 (438) 863-8119 **Email** catherine.nygren@mail.mcgill.ca

**First & Last Name** \_\_\_\_\_ **(daytime)** \_\_\_\_\_ **a**

Before you fill out this Project Overview, make sure you have consulted all related application documents online, including the [SPF Evaluation Criteria](#), the [SPF Glossary](#), the [SPF Project Flow Diagram](#), and the [SPF Sustainability Brief](#). Read all questions first before starting answering them. Answer **exactly** what is being asked: go straight to the point and stay clear and succinct. If need be, you will have a chance to include additional information in appendices at a later stage of the application process. The characters' limit (including spaces) is indicated for each question so that you can draft your answers in Word first if you want to (you will have to remove all formatting in Word before pasting here). Note that any skipped line will make you lose the line's characters (approx. 140 characters). Once you successfully pass this first stage of the application process, the SPF Staff will ask you to fill a Project Plan, in which you will specify your expected impacts, S.M.A.R.T. objectives and main activities, outputs, success indicators, stakeholders, main risks and mitigation measures, preliminary timeline, and costs. Although it is OK for you not to have all these details ready at this stage, having thought about them in advance will help you succeed in responding to the following questions.

**Project Vision** A durable, community-oriented infrastructure for the Thomson House (TH) community gardens

*A vision depicts the ideal future that someone is hoping for. Thus, a vision is a dreamed aspiration that someone intends to lead or contribute to, and it does not necessarily need to currently seem realistic. As such, tell us how you see McGill campuses in an ideal world once your project is completed successfully. The vision does not need to be completed within the timeline of the SPF funding.*

**Project Goal** Convert the north side of Thomson House into an expanded community garden with permanent infrastructure.

*A goal is the overarching desired tangible realization (and thus change) to be achieved within the project's lifespan. The goal contributes to the project's vision in a palpable and realistic manner. The project's goal may last longer than the SPF funding lifespan. In line with the SPF mandate, when achieved, your project's goal should result in a culture shift (e.g. change in ideas, habits, behavior).*

**1. What is the specific sustainability-related issue/challenge that you see on McGill campus(es) that you want to address?** (530 char. max. ~80 words)

Thomson House (TH) is a gathering place for graduate students, their families, and other members of the McGill and Montreal Community. Thus far, the Community Gardens (CG) west of Thomson House, a student-run initiative, have used plastic bins that wear out quickly. The soil has high levels of lead and zinc, preventing any in-ground planting. This process is not only wasteful, with bins needing regular replacement, but also prevents any permanent improvement or integration into the McGill and Montreal community.

**2. What is your project idea and how will it help address the above issue/challenge?** (2000 char. max. ~300 words)

We propose to build a series of permanent community garden spaces around the north side of Thomson House. These raised beds will avoid the toxic levels of in-ground metals while simultaneously providing a long-term solution which is more economically and environmentally friendly than the current temporary bin setup, as well as being more accessible to children and people with disabilities. In addition to providing a container for the soil, the new garden will be designed with aesthetics complimentary to Thomson House and the McGill landscape. Benches, paths, and open spaces will make the Garden into a place to sit, talk, and meet—not just bins to pass through when the plants need to be watered. Therefore, while the new garden will provide a location for members of the Thomson House Community Garden to experience, learn about, and experiment with urban agriculture, it will also be a gathering place for the larger McGill and Montreal community, particularly for members of the upper campus. The proposed space around Thomson House, currently underused, is in a prime location to intersect with the McTavish promenade, creating opportunities for new, interdisciplinary and cultural communities to form and connect. The current Thomson House Community Garden group includes Masters and PhD students from disciplines ranging from English to Engineering and from countries around the world, which has led to a fruitful exchange of ideas. The new Garden space would allow for more of these interactions, as well as increased opportunities for cross-pollination with the Dandelion Collective's apiary outreach, other PGSS workshops and initiatives like Food Preservation, educational opportunities regarding the reserved Indigenous plants section, community events such as outdoor readings, campus tours, and curious community members exploring the promenade.

**3. What impacts do you want your project to have on McGill structures, processes and/or systems? Also specify how this should positively transform peoples' behaviors/perspectives/habits on McGill campus(es).** (935 char. max. ~135 words)

The project will provide the space and opportunity for graduate students to garden on campus, cultivating skills and engaging with urban agriculture and food pathways. The project will expanding permanent garden plots as the first phase of a two-phase project that will form one network of gardens surrounding Thomson House. Gardening will allow students to be more connected to where food comes from, as well as reducing stress and providing opportunities to meet other likeminded individuals. In addition, the community garden will serve a gathering space that will expose the Thomson House community to local food production.

## SPF Application Form

### Section B - Project Overview

#### 4. What institutional and financial arrangements will make these impacts continue after SPF funding? (530 char.max.~80 words)

The gardens will be jointly administered by PGSS permanent staff and the the PGSS Environment Commissioner. Additionally - the description of PGSS Thomson House Upkeep fee (worth about \$12,000 per year) is being modified via referendum to enable allocation of this fee to the garden maintenance. The fee will be used to hire professional gardeners that will maintain the garden. The cost of gardening animation will be covered through participant fees.

#### - ABOUT SUSTAINABILITY -

#### 5. How do you intend to address social, environmental, and/or economic dimensions of sustainability in your project's objectives? (1350 char. max. ~200 words)

Through the Community Gardens, we form new, interdisciplinary, international communities, who engage with and learn about urban agriculture and sustainability. Highlighted in our gatherings - among CG members and our larger communities - are questions of access to food, urban food sources and social justice, and spreading education about the process of soils, plant growth, pollinators, indigenous plants, and even where our food comes from. For our individual members, many of whom had never gardened before, the experience of planting and the cycles of growth and harvest will be a resource they can share with others in the future. By keeping the price of entry low, we acknowledge the oft-precarious financial situation of graduate students, and we encourage public interaction with our space, even if a cucumber sometimes goes missing. We also recognize our location on unceded Kanien'kehá:ka Mohawk land, and we will consult with the appropriate cultural groups on how to acknowledge this and contribute, in our small way, to reconciliation.

#### 6. In addition to having sustainability-related objectives (Q5), how will you ensure that your project is also executed/ managed sustainably (e.g. material local sourcing; accessibility - see the [SPF Sustainability Brief](#))? (530 char.max. ~80 words)

The operation of the garden will be jointly administered by PGSS environment commissioners and staff and. The fee structure of the model will ensure that the project will be financially sustainable. The construction of the permanent structure will be done with recycled material when possible, the labor will be from local sources, and soil will come from Compost Montreal and other Eco Centers around Montreal.

Beside appear the five categories in which the McGill students, faculty, and staff think the University can make a positive difference within society. The [McGill Sustainability Strategy. Vision 2020](#), describes a specific vision and goals for each of these categories, as they were defined by the McGill direct stakeholders through a comprehensive consultation process.

7a. In the figure, check all the categories under which your project falls (you can select only one if no others apply to your project).

7b. Among the categories that you checked, select the one that you think is most relevant to your project:

Dominant Category: Connectivity

7c. How does your project **concretely** contribute to advancing the vision and goals described under the [Vision 2020](#) category that is most relevant to your project? (800 char. max. ~115 words)

The PGSS Community Garden was first piloted in 2011. Each year, a new group of graduate students with various skills and knowledge engaged with urban agriculture and formed new, interdisciplinary and cultural communities around issues of sustainability and local food production. This is particularly relevant considering McGill's priority of renovating underused outdoor spaces into community gathering spaces and the redevelopment of McTavish Street into a pedestrian-friendly corridor. This project is ensuring that the Thomson House community gardens are continued through permanent, durable, and inviting infrastructure.

#### Vision 2020 Categories

- Finance & Investment
- Diversity & Equity
- Transparency
- Inclusiveness
- Accessibility
- Experimentation
- Accountability
- Leadership
- Human Resources

- Materials
- Energy
- Food
- Water
- Transportation
- Land
- Living Lab



- Exploring Sustainability
- Collaborative
- Community-Engaged
- Social-Ecological Footprint
- Interdisciplinary
- Applied Student Research

- Citizenship
- Leadership
- Lifelong Learning
- Experiential Learning
- Sustainability Knowledge & Skills

- Wellness & Health
- Community Engagement
- Sense of Belonging
- Accessibility
- Community Spaces
- Knowledge Sharing

## SPF Application Form

### Section B - Project Overview

**8. How does your project relate to any current/past initiative(s) on McGill campus(es) (e.g. other SPF projects)? If applicable, also indicate: 1) how your project complements the initiative(s), and 2) how you will partner with them in implementing your project (e.g. working together on some activities, sharing material/resources/costs). (2000 char. max. ~300 words)**

The projects that are most directly related to this application include Sustainable Thomson House (SP0027), Thomson House Permaculture Garden (SP0043), Thomson House Community Garden (SP0136), and Thomson House Pollinator Plantings (SP0148). We have already contacted past and current project participants and secured all relevant information pertaining to gardening on Thomson House grounds.

We are collaborating with the following initiatives:

- 1- The Dandelion Collective (responsible for running the Thomson House apiary)
- 2- Santropol Roulant (responsible for running the McGill community gardens)

**9. List the other stakeholders on/off of McGill campus(es) that you will partner with for your project. (530 char. max. ~80 words)**

*Note: Under Stage 2 of the SPF application process, in the Project Plan, you will be asked to indicate your final key partners and specify how they will participate in your project. You will also be able to submit any documents that you want in appendices to demonstrate your communications and agreements with these key partners (e.g. support letters, emails).*

PGSS Environment Commissioner(s), Thomson House Staff, and participating gardeners will be the main stakeholders. The Beekeeping group - Dandelion Collective will also contribute to the planning stage of the garden. Other urban agricultural groups, such as Santropol Roulant will be consulted for expertise.

**10. What key recommendations and/or lessons learned from current or past initiative(s) do you plan to build your project upon? (800 char. max. ~115 words)**

Sustainable Thomson House (SP0027) - Both Thomson House permaculture and organic gardens are an important component of sustainability, connectivity and education in the PGSS community. Thomson House Permaculture Garden (SP0043) - Thomson House staff must have ownership over future garden development projects. This is ensure that future gardens are incorporated into future PGSS staff roles and routines. We believe ownership is developed at the planning stage. Thomson House Community Garden (SP0136) - The community gardens are key in engaging PGSS membership on food production and waste. Furthermore, PGSS members have been more engaged in gardening operations when there have been less instructions and preparations.

#### - ABOUT SPF FUNDING -

**11. Why do you think that your project should be funded by the SPF rather than by, or in addition to, another source of funding - i.e. what aspects of your project make it specifically relevant to the SPF mandate? (530 char. max. ~80 words)**

The PGSS has been under abnormal financial strain emanating from a lengthy legal battle with the Canadian Federation of Students. As such, sustainability projects are expected to be deprioritized until such time PGSS finances are restabilized - a process that is expected to take many years. The soil analysis is deemed as an important starting step, the maintenance of the garden will not require further funding. Long-term maintenance can be absorbed through a modified Thomson House upkeep fee (undergoing referendum)

**12. What other sources of funding have you approached for your project? If applicable, also provide the relevant details on these sources (e.g. responses given, amounts already committed, what these amounts will pay). (530 char. max. ~80 words)**

Thomson House Upkeep Fee (not confirmed) \$500 per year to hire gardeners  
Community garden participation fee

*Thank you! After you save it to your files, you can now upload this form and Section A - Cover Page on the SPF website to complete this first stage of the application process. The SPF staff will contact your team within two weeks to provide feedback and accompany you towards next stage - Project Plan. Congratulations for applying to the SPF!*



## SPF Application Form Section C - Project Plan

Answer the following questions and save this form to your files for future reference before uploading it on the SPF website.

**Project Title** Thomson House Community Garden North Side Upgrade

**Project Lead** Catherine Nygren **Phone** +1 (438) 863-8119 **Email** catherine.nygren@mail.mcgill.ca  
**First & Last Name** **(daytime)**

Before you fill out this Project Plan, make sure you have consulted all related application documents online, including the [SPF Evaluation Criteria](#) and the [Project Plan Flowchart](#). Also make sure to consult the [SPF Glossary](#), as it clearly defines each term underlined in this form, as well as the [Sample Project Plan](#), which gives some concrete examples for each term. Last, also do not forget to refer back to your 'Section B - Project Overview' to make sure that all the details you specify here align with it. For more support, consult the SPF website and the SPF staff.

**Project Vision** A durable, community-oriented infrastructure for the Thomson House (TH) community gardens.

*As indicated in your Section B - Project Overview.*

**Project Goal** Convert the north side of Thomson House into an expanded community garden with permanent infrastructure.

*As indicated in your Section B - Project Overview.*

**1. List 1 to 3 main impacts you expect/wish to have with your project - these must relate to the above Vision and Goal:**

*As per question #3 of your Project Overview. If you think of more than 3 impacts, only indicate the ones you think are the most relevant to sustainability at McGill.*

Expected/Desired Impact (200 char. max. ~30 words)	
<b>A</b>	Educate TH community garden members regarding urban gardening, foodways, and sustainability.
<b>B</b>	Form new diverse, vibrant communities surrounding local food production and sustainability.
<b>C</b>	Provide a welcoming space for the TH communities.

**2. List 4 to 7 of your objectives to reach the above impacts with your project. Make your objectives as S.M.A.R.T. as possible.**

**For each objective, indicate one key Success Indicator.** (see [SPF Glossary](#), [Sample Project Plan](#), and [Sample Indicators](#))

*Of your 4-7 objectives, you should have a minimum of one "monitoring" objective, one "outreach" objective, and two "other" objectives. A monitoring objective ensures or verifies the progress and effectiveness of your project, thus allowing you to learn from it. An outreach objective ensures that your project is adequately communicated to the McGill community to increase stakeholders' awareness of and/or participation in your initiative. These two types of objectives might lead to project monitoring and outreach activities (next question). The nature of the 2-5 other objectives is for you to decide and tailor to your project. If you have more than 7 objectives, only indicate the ones that relate best to the above impacts and thus to sustainability at McGill. For each objective, specify the key success indicator(s) that you think should be used to assess the objective's degree of achievement/completion. Your indicators can be qualitative or quantitative (e.g. number of participants, participant testimonials, website analytics, quantity of energy saved, etc.). See the document [Sample Indicators](#) for inspiration.*

#	Type of Objective	S.M.A.R.T. Objectives (125 char. max. ~20 words)	Related Impact(s) (A, B, C)	Related Key Success Indicator(s) - also indicate targeted numbers for each (85 char. max. ~15 words) (ignore the circles for now)	
1	Other	Continue registration and participant feedback system, improved from the previous year and preserved for future ref	A, B	By May 1, > 25 registrants; feedback report from members + report, Oct 1.	<input type="radio"/>
2	Monitoring	Respect project budget of \$9,918.	A, B, C	Budget is reviewed by core team Jan 1, Feb 1, Mar 1, Apr 1, and May 1.	<input type="radio"/>
3	Monitoring	Gardens are ready to use by CG participants by May 1 2017.	A, B, C	Contractor has constructed the gardens and soil is prepped by May 1.	<input type="radio"/>
4	Other	Establish budget line in PGSS budget for gardens for continued organization and maintenance.	A, B, C	Budget line established by Feb 1.	<input type="radio"/>
5	Outreach	Communication with PGSS members and larger community	A, B, C	30 posts on CG FB page, PGSS webpage, mail lists by Oct 1 (focus during Mar-Sept)	<input type="radio"/>
6	Outreach	Coordinate with other groups who may want to use the space	A, B, C	>1 new organizational partner by May 1	<input type="radio"/>
7	Outreach	Animate and bring more value to under utilized spaces, for both registrants and community members	B, C	North side is visited by 50% more people	<input type="radio"/>



**3. List the 4 to 7 most important activities that you need to conduct to reach the objectives you listed before. Make these as S.M.A.R.T. as possible. Also indicate at least one output and a key success indicator per activity. (Sample Project Plan)**

Your main activities should relate to the objectives you listed. As such, if you consider this crucial to your project, you may end up having an activity that relates to your monitoring objective(s) (e.g. developing a survey, any other activity that will help you and other stakeholders learn through your project) or to your outreach objective(s) (e.g. producing and promoting a video about the project). For each activity, indicate the output(s) that will be created as a result, such as a deliverable (e.g. video, report), training, website, network, design plan, or any other output adding value to the project and helping reach objectives/impacts.

S.M.A.R.T. Main Activities (125 char. max. ~20 words)	Related Objective #(s)	Resulting Output(s)	Related Key Success Indicator(s) - also indicate targeted numbers for each (85 char. max. ~15 words) (ignore the circles for now)	
Consult the community for design feedback on the prototype garden plans	5,6,7	Garden Design	3 consults completed and compiled by February 15; 80% in favour of design.	<input checked="" type="radio"/>
Choose a (non profit, local) contractor to design and construct the garden	ALL	Contractor Picked	Contract finalized by March 15.	<input checked="" type="radio"/>
Construct the garden	ALL	Garden constructed	Contractor completes construction and soil is prepped by May 1.	<input checked="" type="radio"/>
Organize training and community activities during growing season 2017	ALL	Active participants	4 activities: prep (May) planting (June) harvest (August) Clean-up (Sept)	<input type="radio"/>
Coordinate with other organizations and individuals to use the space	1, 3, 5, 6, 7	Coordination	Space is used > 3 times by other orgs (like Dandelion Collective, PGSS, etc)	<input type="radio"/>
				<input type="radio"/>
				<input type="radio"/>

**Provide any additional qualitative details that you would like to share with the SPF about your activities. (800 char.max.~115 w.)**

This SPF grant is to establish a permanent community garden on the north side of Thomson House. Eventually, we hope to see the gardens stretch around the west side as well, though that is not currently available due to an unstable building that needs to be demolished in the future.

**4. Now, about the circles...: Select a total of 3 success indicators that you wish to track more seriously and report on during your project out of all those you indicated for your objectives and activities. These 3 indicators should be the most relevant to your goal and to creating a culture of sustainability at McGill and they should be relatively easy to monitor.**

When selecting your indicators, make sure that you will have/plan the time and resources you will need to allocate to monitor them throughout the course of your project. Before you start your project, the SPF may ask you to change a chosen indicator for another that seems more pertinent to the SPF or to the University sustainability reporting. Note that, in addition to these three indicators, you will be asked to track four other generic ones that will be specified in the Award Letter. You will be required to indicate progress towards your final 7 indicators in your progress and final reports to the SPF. Because the SPF values the experiences and learning that occurs during your project (not only results), these reports will also gather related information through open-ended questions.

We have selected the 3 Success Indicators that we wish to monitor during the project:

**5. For all projects, there exist various risks, i.e. factors or preconditions whose probable presence or absence could negatively influence the successful achievement of the project's objectives. Please indicate 2 to 4 main risks for your project and the mitigation measures you intend to use/implement to reduce their likelihood. (advise if you have more to list)**

It is particularly important that you list all risks to health and safety of the project's team members, direct and indirect stakeholders, and/or the environment.

Main Risks (65 charac. max. ~9 words)	Preventative Measures (65 char. max. ~9 words)
Quality of garden construction is not durable	Contract experienced landscaper with relevant experience.
Participants don't sign up for the garden	Advertise and communicate through all available channels
Money cannot be allocated through TH Upkeep Fee	Work with PGSS executive to allocate budget from other sources
Knowledge on how to run program is not maintained	Task permanent staff and CaPousse with garden maintenance

If needed, list additional Main Risks in a separate appendix.

**6. List the 3 to 10 stakeholders/partners on/off McGill campus(es) that will be involved with and/or impacted by your project, and indicate their respective role in your project.** *If your project team (as presented on Section A - Cover Page) does not include a student member or a faculty or administrative staff member, please make sure to have this group represented as part of your stakeholders/partners to better align with [SPF Evaluation Criterion #5](#).*

Stakeholder's Name(s)	Affiliation	Role in the project	Confirmed support/participation
Catherine Nygren et al.	PGSS	Project Lead and Organizers	Yes
Andre Pierzchala	Thomson House	Thomson House manager	Yes
Dalal Hanna	Dandelion Collective	Share the same space	Yes
Brian Karasick and Paul Guenther	Campus Space and Planning	Advisory	Yes

**- PRELIMINARY TIMELINE ASSUMING THAT PROJECT STARTS IN 3 MONTHS -**

**Note:** *If your project is approved, you will be asked by the SPF staff to fill out a more detailed timeline before any funding can be allocated.*

Key Tasks and/or sub-tasks	Related Output(s)	Responsible Team Member(s) and Time <i>(initials + if paid, estimated # of hours to do task)</i>	Start Date	End Date
Secure funds	10500	CN, AN, SL, KH	Nov 20, 2016	Jan 1, 2017
Approach contractors	get quotes	SL	Aug 15, 2016	Sep 5, 2016
Choose contractor	Hired contractor	AN, SL, CN	Sep 5, 2016	Jan 1, 2017
Get garden mock-ups	design	SL	Aug 15, 2016	Sep 30, 2016
Public consultations	outreach	CN, KH, AN	Jan 1, 2017	Feb 15, 2017
Choose design, based on consults	design	CN, KH, AN	Feb 15, 2017	Feb 28, 2017
Planning and construction of the garden	construction	CN, KH, AN	Feb 28, 2017	May 1, 2017
Gardening season and use for 2017 season	implementation	CN, KH, AN	May 1, 2017	Sep 15, 2017

**Provide any additional details that you would like to share with the SPF about your timeline.** *(530 charac. max. ~80 words)*

In preparation for the SPF grant, we already completed items 2-4 (approaching contractors, comparing quotes, choosing a contractor (though contract obviously waits on SPF outcomes), and getting the mock-ups [see appendix]).

**- ADDITIONAL INFORMATION -**

**Qualifications:** If applicable, a List of Tasks for each position to be funded and the CVs of those to be employed in the project are attached:

**List of appendices, if any** *(maximum 7 pages of appendices, excluding CVs, but including List(s) of Tasks for all positions to be funded):*

*If a McGill department/unit is to contribute financially to your project, make sure to include a support letter from its Financial/Budget Officer confirming contribution. Note that the SPF Working Group will evaluate your project based on your main application forms (i.e. Sections A, B, and C), not on appendices.*

Appendix #	Title/Topic of Appendix	Total Qty of Pages
1	Letter of support from PGSS staff and secretary general	1
2	Letter of support from campus planning	1
3	Social Business Plan	4
4		
5		
6		
7		



**- BUDGET -**

When completing this form, please refer to the [SPF Guide to Budgeting](#) for additional information and explanations. If you would like to submit a more elaborated Financial Model/Business Case in addition to this SPF project budget (for instance, because of the nature of your project; e.g. you plan to generate some revenues through selling some items, revenues that will then allow your project to become financially self-viable), please develop it separately and join it as an appendix to this application. If you need guidance on how to elaborate a Financial Model/Business Case, see [suggested resources on the SPF website](#).

**REVENUES**

Please indicate any funding you will receive or anticipate receiving to complete your project, including funds from McGill Departments and Units. Reminder: For McGill department/unit's financial contributions, make sure to include a letter from its Financial/Budget Officer confirming contribution in appendix. Note that this contribution will also need to be confirmed at the end of the project.

(A) Funding Source(s)	(B) Amount (\$)	(C) Status
1. Sustainability Projects Fund (SPF)	\$9,666.00	Unconfirmed
2. Annual Participation Fees	\$500.00	Unconfirmed
3. Annual Thomson House Upkeep Fee	\$500.00	Unconfirmed
4.		
<b>REVENUES GRAND TOTAL - add all (B)</b>		<b>\$10,666.00</b>

**EXPENSES**

**1. Salaries & Wages** (only if applicable)

If applicable, indicate the job position(s) under your project and the associated costs. See the [SPF Guide to Budgeting](#) for further instructions.

(A) Position Title	(B) ~# of Hours per Week	(C) ~# of Weeks	(D) Hourly Wage* (\$)	(E) Subtotal (\$) (B x C x D)	(F) 20% Benefits	(G) Total Cost (\$) (E x F)	(H) Funding Source(s)**
Gardener Year 2+	1	7	\$30.00	\$210.00	1.2	\$252.00	TH Upkeep 3
					1.2		
					1.2		
					1.2		
<b>Expenses Subtotal 1 - add all (G)</b>						<b>\$252.00</b>	

Do you already have a specific person in mind for filling the above position(s)?  Y  N

Do you have a personal and/or professional affiliation with the above position(s)?  Y  N

If you answered 'Y' to one or both of the above questions, please disclose:

Based on invoice requests from three different landscaping services (including McGill's) we will be contracting CaPousse. Estimated costs for budget items are based on draft CaPousse quotes.

**2. Other Expenses**

Indicate all of the expenses associated with your project; think back to all of your project's activities and all of the items that you need to complete them. It may be beneficial to group by category (not required); if you do so, please use the following categories: Materials-Supplies, Equipment, Printing, Events, Transportation, One-time Profess. Fees, and Miscellaneous.

(A) Item Description (inputs)	(B) # of Units	(C) Unit Cost (\$)	(D) Total Cost (\$) (B x C)	(E) Funding Sources**	(A) Item Description (inputs)	(B) # of Units	(C) Unit Cost (\$)	(D) Total Cost (\$) (B x C)	(E) Funding Sources**
Year 1 workshops	1	\$810.00	\$810.00	SPF	Design			\$384.00	SPF
Gardener year 1	1	\$252.00	\$252.00	SPF	Construction labour			\$720.00	SPF
3.5 feet high planters	4	\$500.00	\$2,000.00	SPF					
Planter benches	2	\$150.00	\$300.00	SPF	Year 2				
Tables	2	\$600.00	\$1,200.00	SPF	Garden Misc Year 2			\$388.00	2, 3
Table benches	6	\$300.00	\$1,800.00	SPF	Year 2+ workshops			\$360.00	2
Stairs	1	\$600.00	\$600.00	SPF					
Pollinator garden ext.	1	\$200.00	\$200.00	SPF					
Fruit bushes	5	\$80.00	\$400.00	SPF					
New perr. flowers	1	\$1,000.00	\$1,000.00	SPF					
<b>Expenses Subtotal 2 - add all (D)</b>				<b>\$8,562.00</b>	<b>Expenses Subtotal 3 - add all (D)</b>				<b>\$1,852.00</b>

**EXPENSES GRAND TOTAL (Subtotals 1 + 2 + 3) \$10,666.00**

\* See the [SPF Guide to Budgeting](#) for the conditions and Hourly Wages applicable to hiring under the SPF.

\*\* To indicate the one or many Funding Source(s) that will pay for the expenses, use their respective number as you listed under Revenues (SPF or other).

Thank you! After you save it to your files, you can now upload this form and any appendices on the SPF website to complete the application process. The SPF staff will contact your team within two weeks to provide feedback. Congratulations for applying to the SPF!



**The Post-Graduate Students' Society of McGill University Inc.**

**L'association des étudiantes et étudiants des 2e et 3e cycles de l'Université McGill inc.**

Maison David Thomson House, 3650, rue McTavish, Montréal (Québec) H3A 1Y2

Tél.: (514) 398-3756

Fax: (514) 398-1862

<http://pgss.mcgill.ca>

To the Sustainability Project Funds Working Group,

This letter is intended to express our support for **SPF 17-311 Thomson House Community Garden North Side Upgrade**. Maintaining and operating the gardens has been a circuitous process of learning and innovation. Developing durable permanent infrastructure, retaining expert knowledge on garden maintenance, and incorporating financial mechanisms to maintain the garden are essential steps in the long-term institutionalization of the project. We believe that the nature of this application addresses all of these aspect. As such, we support, in principle, the development and expansion of the Thomson House community gardens, particularly in the north end of the Thomson House. As staff, elected, and appointed members of the Post-Graduate Students' Society, we will be working closely with the proponents of the project to ensure that the gardens become an integrated component of the Thomson House community.

Sincerely,

Victor Frankel on behalf of the PGSS Executive and Commissioners

Andre Pierzchala, Thomson House Manager

Jacinthe Deschênes, Society Manager

To the Sustainability Project Funds Working Group,

This letter is intended to express my support for **SPF 17-311 Thomson House Community Garden North Side Upgrade**.

Maintaining and operating the gardens has been a circuitous process of learning and innovation. Developing durable permanent infrastructure, retaining expert knowledge on garden maintenance, and incorporating financial mechanisms to maintain the garden are essential steps in the long-term institutionalization of the project. We believe that the nature of this application addresses all of these aspects. As such, we support, in principle, the development and expansion of the Thomson House community gardens, particularly in the north end of the Thomson House.

It should be noted that any designs for the space should receive approval from the Grounds Department, Gardens & Grounds Committee and the Design Review Committee.

Sincerely,

A handwritten signature in black ink, consisting of a large, sweeping loop followed by a smaller, more intricate flourish.

Paul Guenther, OUQ, PMP  
Senior Campus Planner, McGill University



The Post Graduate Students' Society of McGill University  
Thomson House, 3650 rue McTavish, Montréal (Québec) H3A 1Y2  
Tel: (514) 398-3756  
Fax: (514) 398-1862

## **Thomson House Community Garden Social Business Plan (2017)**

Amir Nosrat, Selina Liu, Catherine Nygren, Katherine Hales

### **Executive Summary:**

The following social business plan has been produced in preparation for the Sustainability Projects Fund Application #17-311. While the idea of developing community gardens in the Thomson House community gardens is not a new one, this social business plan adopts a purpose and strategy that is different from previous years.

First, we are no longer relying on volunteers to develop and maintain the gardens. We believe that the community gardens will best be maintained through professional landscapers, gardeners, and Thomson House staff. To do so, we are in need of new sources of capital to develop and maintain a durable infrastructure. Second, our emphasis has shifted from food production to community development. This is because previous attempts at food production have failed. We have learned that the Thomson House gardens are far more effective in developing sustainability-minded communities that intersect different identity demographics. Third, we are incorporating workshops that empower and transmit participants with the knowledge of maintaining urban gardens. We believe this approach will deliver a cultural shift for participants that will transcend the duration of the participant's involvement with the Thomson House community gardens.

Together, we believe these three modifications represent lessons from years of successes and failures in operating the Thomson House gardens. We hope the Sustainability Projects Fund Working Group will enable the next step in our continuous journey towards sustainability.

### **Thomson House Garden History and Overview:**

Several projects at Thomson House have laid the foundation for the proposed Community Garden. The Sustainable Thomson House (SP0027) project, in 2011, established a baseline for awareness and action regarding Thomson House's sustainability and environmental impact, emphasizing that both Thomson House permaculture and organic gardens are an important component of sustainability education and connectivity in the PGSS community. Similarly, the Thomson House Permaculture Garden (SP0043), also conducted in 2011, established several garden components, such as a permanent rain flower bed, three large raised beds, and a small container garden. Unfortunately, while the garden setup went according to plan, the desired local food production for Thomson House restaurant and the institutionalization of garden maintenance were unsuccessful.

In spring 2014, another attempt at a community garden was made, with 9 participants each caring for a 4-bin garden plot and participating in a series of workshops on small-scale agriculture. Based on feedback, PGSS members have been more engaged in gardening operations when there have been less instructions and preparations. We believe that future community gardens for PGSS members will require a flat organizational structure coupled with (non-hierarchical) expert supervision for maximum engagement.

In summer 2015, the garden again lay fallow. A separate project, the Thomson House Pollinator Plantings (SP0148) increased the number of flowering plants desirable to pollinators, which increased not only the yield of container gardens but also added visual interest and contributed to the knowledge and understanding amongst community members about the importance of supporting urban pollinator populations. Good research in native perennial plants results in durable and permanent foliage with very little maintenance.

The Community Gardens were revived for the summer of 2016, following new guidelines based on previous years. The 20 participants were from numerous disciplines and countries, and several had never gardened before. The Community Garden successfully grew tomatoes, sunflowers, basil, kale, and several other plants, though participants commented on the general deterioration of the bins and the lack of community space in the garden.

Currently, the Thomson House community gardens are physically deteriorated and knowledge management of the garden is undergoing rapid turnover. Reasons include the absence of financial and knowledge resources, lack of ownership by Thomson House staff, poor visual appeal of the garden infrastructure for non-gardeners, and the relatively short tenure of PGSS appointed officials (such as the environment commissioners) and volunteers.

Moving forward, an SPF application has been submitted in Fall 2016 that incorporates organizational knowledge and experience accrued over the previous years. In particular, a professional landscaper has been consulted in collaboration with Thomson House staff. Furthermore, Thomson House staff are being asked to actively maintain the program in future years with more appropriate financial mechanisms (Thomson House upkeep fee and registration fees to cover professional gardening animation workshops). This approach is a modified strategy from previous applications that emphasizes continuity, durability, and expert gardening knowledge.

### **Goals and Objectives:**

The project will convert the current Thomson House Community Gardens to a more permanent gardening space with gathering spaces. We propose to build a series of permanent community garden spaces around the north and west sides of Thomson House. These raised beds will avoid the dangerous levels of in-ground chemicals while simultaneously providing a long-term solution which is more economically and environmentally friendly than the current temporary bin setup, as well as being more accessible to children and people with disabilities.

In addition to providing a container for the soil, the new garden will be designed with aesthetics complementary to Thomson House and the McGill landscape. Benches, paths, and open spaces will make the Garden into a place to sit, talk, and meet--not just bins to pass through when the plants need to be watered. Therefore, while the new garden will provide a location for members of the PGSS Community Garden to experience, learn about, and experiment with urban agriculture, it will also be a gathering place for the larger McGill and Montreal community, particularly for members of the upper campus. The proposed space around Thomson House, currently underused, is in a prime location to intersect with the McTavish promenade, creating opportunities for new, interdisciplinary and cultural communities to form and connect. The current PGSS Community Garden group includes Masters and PhD students from disciplines ranging from English to Engineering and from countries around the world, which has led to a fruitful exchange of ideas. The new Garden space would allow for more of these interactions, as well as increased opportunities for cross-pollination with the Dandelion Collective's apiary outreach, other PGSS workshops and initiatives like Food Preservation, educational opportunities regarding the reserved Indigenous plants section, community events such as outdoor readings, campus tours, and curious community members exploring the promenade.

### **PGSS Management and Legal Structure:**

The PGSS has a complicated but somewhat effective governance structure. Officially, the organization is split into two sides - the society side and business side. The business side is geared primarily towards running the Thomson House bar and kitchen as well as thorny legal issues that cannot be easily exposed to public scrutiny. The business side reports to a board of directors which consists of the PGSS secretary general, VP

Finance, a representative from the PGSS council, 2-3 members at large, and a legal expert. The society side deals with non-business issues and reports to Council. PGSS permanent staff fall squarely underneath the business side and tend to be recruited from outside the PGSS membership. Elected representatives and appointed commissioners (such as the environment commissioner) fall under the Society side and must be PGSS members.

The budget structure is very much a reflection of this legal structure. Revenue generated from society fees are controlled by Council while revenue generated from PGSS businesses fall under the business side. Projects that require a joint collaboration between the PGSS society and business side fall under a joint budget line. From a practical perspective, the business side and society side of PGSS are one and the same. Ultimately, day to day operations are controlled by the PGSS executive while PGSS staff provide technocratic and operational guidance. They exist to serve the PGSS membership while remaining cognizant of the organization’s dynamic organizational history. While there may sometimes be tension between the Board of Directors, the PGSS Executive, and Council, all of these different units exist to serve the PGSS membership and only represent the dynamism of the PGSS community.

The PGSS community garden programs will most likely last if maintained by PGSS staff. Specifically, the environment commissioners will request the House Manager, Andre, and PGSS Society Manager, Jacinthe, to maintain retention of landscape services and to revitalize the program at the beginning of each gardening season. These responsibilities will also be institutionalized in the Environment Commissioner role descriptions to ensure redundancy and oversight between the different position. Maintenance of the PGSS community gardens can best be guaranteed through collaboration between these three roles.

**McGill Urban Agriculture Landscape:**

Similar initiatives existing within the McGill community include Santropol Roulant (specifically the Edible Campus), Campus Crops, the McGill Farmers’ Market, and the Macdonald Student-Run Ecological Gardens (MSEG). While these initiatives have created green spaces on campus dedicated to food production, the Thomson House Community Garden North Side Upgrade will additionally provide a green space for community building to be used by all students.

**Expenses and Funding Sources**

Funding Source	Item	Amount
Sustainability Projects Fund	year 1 workshops	810
	3.5’ planters (4)	2000
	planter benches (2)	300
	tables (2)	1200
	table benches (6)	1800
	stairs	600
	pollinator garden extension	200
	fruit bushes (5)	400
	new perennial flower planting	1000

	CaPousse gardening support, year 1	252
	CaPousse construction labour	720
	CaPousse Design	384
Annual Participation fees	Year 2+ workshops	360
Annual Thomson House Upkeep Fee	Year 2+ Maintenance labour and capital costs	252
<b>Total</b>		<b>\$10,278</b>

### Community Engagement Programs:

The garden project will not only be an infrastructure project, but also an educational and engagement project. The garden will be an opportunity for members of the community garden to meet and engage with students interested in gardening, and urban agriculture. With communications infrastructure supported through the PGSS listserv and Community Garden Facebook group, the garden project would include a non-hierarchical management structure encouraging participation and management from all members. We are also planning to retain Ça pousse!, a non-profit organization who is also constructing our gardens, to offer animated sessions and workshops to our members and other interested parties. These collaborations would complement and work together alongside PGSS workshops on subjects such as food preservation, apiculture, and musical gardens. In addition, the garden would allow the PGSS community to maintain and build relationships with other McGill and Montreal organizations, such as the Dandelion Collective, Santropol Roulant, Campus Crops, and MSEG.

### Human Resources:

After consultation with the PGSS Thomson House manager, it is clear that the PGSS does not have any existing operational capacity to handle the maintenance of gardens. Maintenance of the community gardens would primarily have to happen through retention with a landscaping service such as . The landscaping service will be responsible for preparing, maintaining, and decommissioning the garden during each gardening season.

### Risk Assessment:

Potential Risk	Mitigation Strategy
Restrictions to use money from the Thomson House Upkeep Fee is not lifted.	Work with PGSS Executive to allocate budget in 2017-2018 budget
Knowledge on how to run the program is not properly maintained.	Allocate permanent staff and CaPousse with task of garden maintenance
Participation registration is low	Advertise and communicate through all available channels starting at least 1 month before growing season (ie. April 1, 2017)
Quality of garden construction is not durable	Contract experienced landscaper with relevant experience.