



# 2015 INFILL ACTION CONVERSATION TOOLKIT

## WHY THIS TOOLKIT?

Infill is important to building a sustainable city, and the City of Edmonton recognizes the need to support more and better residential infill. A big part of this involves supporting ongoing conversations about infill and neighbourhood change. The Evolving Infill project was initiated to meet this need.

During the Evolving Infill process (November 2013 – July 2014) participants expressed a desire for tools and resources to support infill conversations that are held **outside** formal consultation processes led by the City of Edmonton.

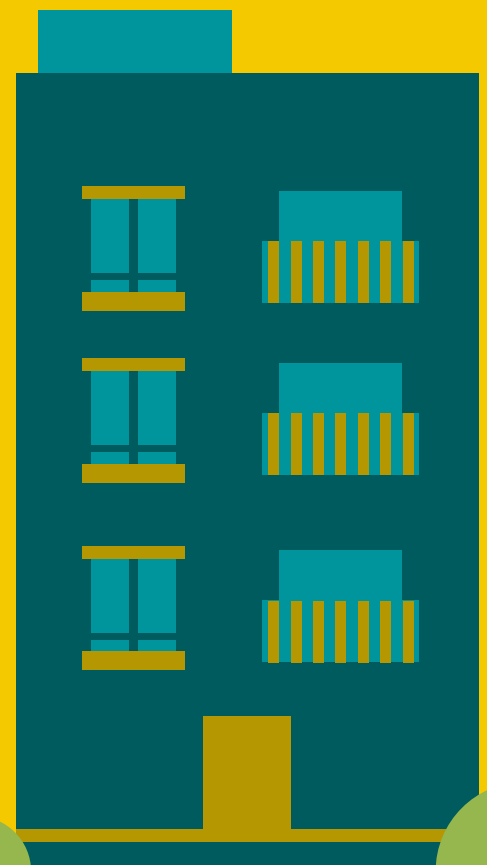
This Toolkit is designed to do just that! It will allow you to have important conversations with others who are interested and care about infill.

The Infill Conversation Toolkit is designed to provide you with tools to create opportunities for you to talk together about the things that matter. It helps support better relationships during the infill process, community building, and active citizenship.

**EVOLVING INFILL** was an eight month long city-wide conversation about residential infill and neighbourhood change. The outcome was Edmonton's Infill Roadmap, which contains 23 Actions to support more and better infill in our city. This Toolkit is just one of those actions.

## ABOUT THIS TOOLKIT

# PART 1



# WHY SHOULD YOU USE THIS TOOLKIT TO HAVE A CONVERSATION?

Are you noticing new homes being built in older neighbourhoods? Are you building infill?

**WOULD YOU LIKE TO TALK ABOUT IT?**

**YOU CAN USE THIS INFILL CONVERSATION TOOLKIT TO TALK AND WORK TOGETHER WITH OTHERS TO:**

- EXPLORE IDEAS
- LEARN NEW THINGS
- BETTER UNDERSTAND OTHERS
- IMPROVE RELATIONSHIPS
- TALK TO PEOPLE ABOUT IMPORTANT ISSUES IN WAYS THAT ARE EFFECTIVE AND MEANINGFUL
- BUILD STRONGER COMMUNITIES
- FIND SOLUTIONS TO CHALLENGES
- IDENTIFY ACTIONS YOU CAN TAKE
- HELP INFILL PROJECTS GO SMOOTHER
- BE PRO-ACTIVE ABOUT CHANGE



## WHAT WILL YOU FIND IN THIS TOOLKIT?

This Infill Conversation Toolkit is a tool for planning and implementing improved, meaningful conversations with neighbours, the building/construction community, and community groups. It provides guidance, information and suggested approaches for conversations related to infill. The toolkit provides you with a resource to use – if you want it – and the use of these conversations are totally voluntary.

Sitting down at a table to discuss infill with others who are interested and who care is something to celebrate. These conversations support community and create opportunities for positive change.

This toolkit **doesn't** contain all the facts, details, or by-laws you might need for the discussion. You can find additional information through the City's website. Because the infill conversations you have are not part of a formal consultation process, results won't need to be reported back to the City of Edmonton.

## THE TOOLKIT HAS 4 PARTS:

**PART 1:** About this toolkit: *this section*

**PART 2:** Having a great conversation takes some thinking: *how to plan, prepare and organize your conversation*

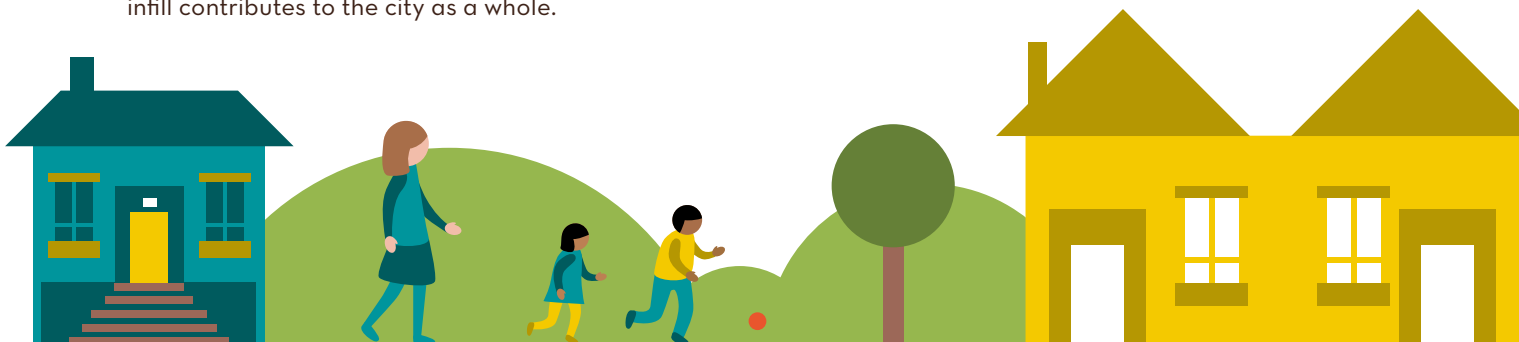
**PART 3:** Talking together about the things that matter: *ideas and approaches for conversations about infill*

**PART 4:** Tools and more: *tools, worksheets and a glossary for your conversations*

Throughout the Toolkit you will find **TIPS** ★ and exercises or approaches to conversations, suggested as **TRY THIS** ✎. In a few places, there are some things to think about, noted in an obvious way as **THINK ABOUT THIS** 💡.

## THINK ABOUT THIS 💡

Infill is happening across Edmonton. This new housing helps to keep our established neighbourhoods thriving, provides diverse housing options for all sorts of households, and helps us use our infrastructure and resources wisely. When you get together in conversation with others, consider how infill contributes to the city as a whole.



## WHO IS THIS TOOLKIT FOR?

If infill interests or impacts you, then this toolkit will help you talk with others about important issues.

- If you are a resident who is renovating or building a home and want to connect with your neighbours to make your project work for both of you;
- If you are a developer, builder or designer building infill housing and want to go above and beyond the standard engagement requirements; and
- If you are a community member or group who wants to celebrate what is great about your community, or talk about the ways your neighbourhood is changing or renewing itself, then this toolkit is for you.

## WHO IS THIS TOOLKIT NOT FOR?

This toolkit is **not** part of formal zoning, by-law or policy decision-making processes.

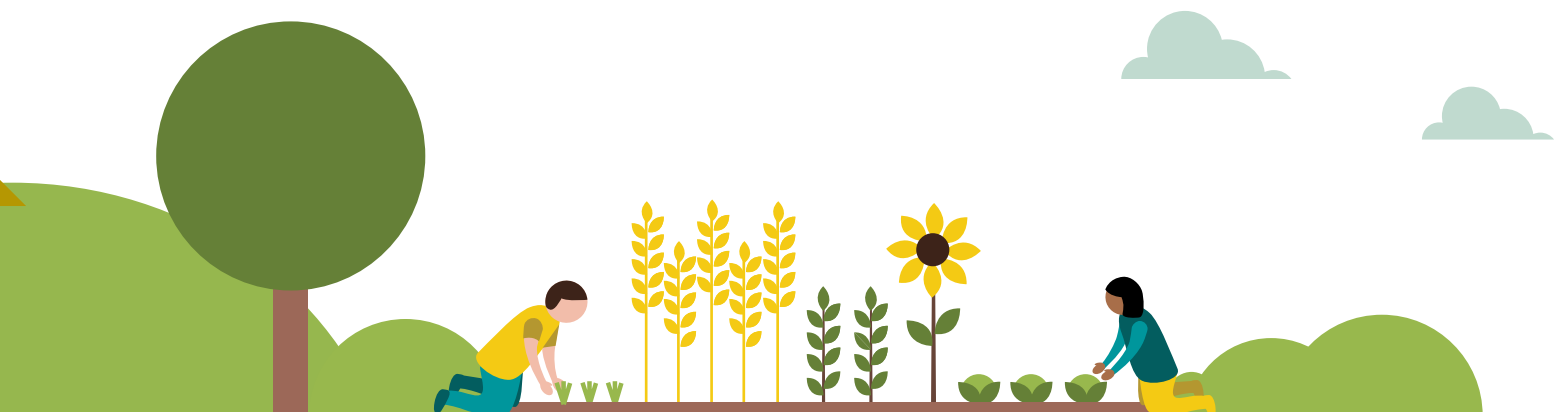
If you want to participate in a formal consultation process – or plan and implement one – this toolkit is not for you.

Ongoing engagement about will also occur as new zoning or regulation changes aimed at supporting more and better infill are proposed.

You can find more information on formal conversations by checking out the Evolving Infill pages, or the City's Public Engagement Calendar.

THIS TOOLKIT IS INTENDED TO SUPPORT INFILL CONVERSATIONS OCCURRING **OUTSIDE** STANDARD CITY-LED CONSULTATION PROCESSES. PARTICIPATING IN THE CONVERSATIONS IN THIS TOOLKIT IS VOLUNTARY. THE CITY WILL NOT PROVIDE ANY FINANCIAL OR HUMAN RESOURCES TO ASSIST WITH THESE CONVERSATIONS, AND THERE IS NO A FORMAL PROCESS OR MECHANISM TO SHARE THE RESULTS OF YOUR DISCUSSION.

THESE CONVERSATIONS ARE **BY YOU, FOR YOU, TOGETHER WITH OTHERS.**



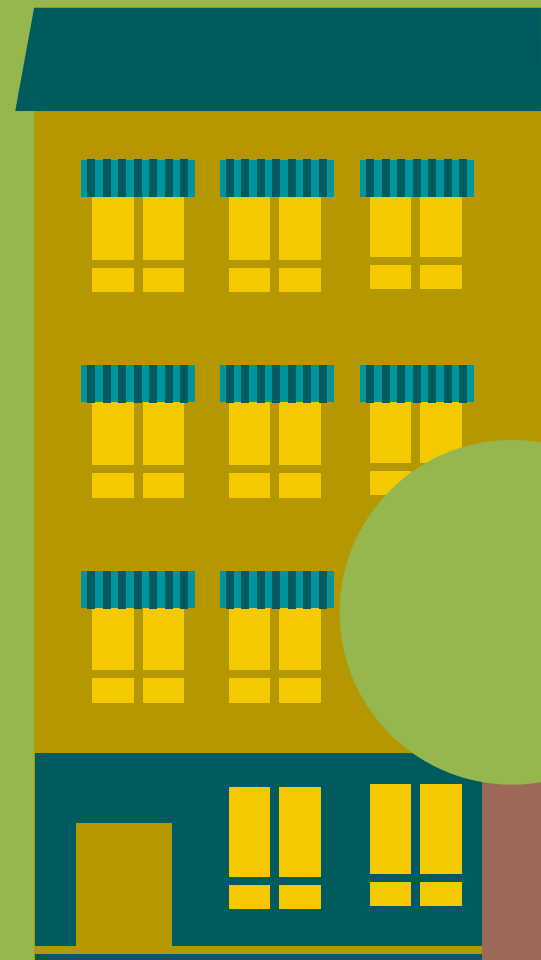


## WHAT DOES A GREAT CONVERSATION LOOK AND FEEL LIKE TO YOU?

Everyone in Edmonton who participates in these infill conversations is part of our great City. We may have more in common than we think! One thing everyone holds in common is the hope and expectation that they will be treated with respect during a conversation about issues that matter to them.

The first step in creating a great infill talk with neighbours, community, industry, and/or colleagues is to agree on what everyone hopes to get out of the conversation.

# HAVING A GREAT CONVERSATION TAKES SOME THINKING PART 2



# THINK ABOUT THIS

WE CAN ALL AGREE THAT A **BAD** MEETING LOOKS AND FEELS LIKE THIS:

- **POINTLESS**, without structure, goal, purpose or agenda
- **ENDLESS**, without time limits or constraints
- **FRUSTRATING**, where a few people dominate discussion and no one leads
- **INTIMIDATING**, where minority views are unwelcome and people feel like they will be ostracized if they don't agree with the loudest or most vocal
- **DISRESPECTFUL**, where everyone feels worse when they leave than when they came
- **MANIPULATIVE**, when the meeting (or meeting leader) feels inflexible, rigid and focused on persuasion or "telling" versus "asking"
- **CHALLENGING**, where people's needs, hopes or expectations are not met
- **POLARIZED**, where people feel pitted against each other, where there are "winners" or "losers" and the conflict or different views remain unresolved

TRY TO CREATE A CONVERSATION THAT FEELS THE OPPOSITE OF THIS!

## TIP

This Infill Conversation Toolkit is designed to help you have great conversations with others. It is **not** designed to make you an expert facilitator. Sometimes conversations don't go as planned. And that's OK! If this happens to you, treat it as a learning opportunity - we don't become great facilitators without practice. If you'd like a trained facilitator to help you with a conversation, you may be able to find one for free!



## WHO SHOULD PARTICIPATE IN YOUR DISCUSSION?

That depends! The answers will be easier to find if you ask yourself these questions when planning the conversation:

- Who cares about the topic(s)?
- Who is interested?
- Who might be affected?
- Who has spoken out about the topic(s)?
- Who has been silent and not yet been heard?
- Who else might want to participate?

Now take this list of people and invite them to talk together. If your list is long, consider holding more than one infill talk. Fewer people mean that the conversation is easier to manage. Ask the people you invite to your talk who else should be part of the discussion so the circle of conversation expands over time.

REMEMBER, THESE ARE YOUR CONVERSATIONS. THESE CONVERSATIONS ARE BY YOU, FOR YOU, TOGETHER WITH OTHERS. INVOLVE PEOPLE WHO ARE INTERESTED OR AFFECTED BY INFILL AND TALK TOGETHER ABOUT THE THINGS THAT MATTER.





# THINK ABOUT THIS

## BUILDING YOUR CITIZENSHIP MUSCLES

The people included your infill conversation are participating in a process that builds community, increases citizen capacity for democracy, and contributes to the neighbourhood and City as a whole. Your conversation creates and strengthens relationships and partnerships, and helps participants to see alternate points of view.

This TED-Ed video by Eric Liu entitled “*What is Power?*” puts forward some important considerations when deciding who should be part of **your** conversation. Watch the video, then take a few moments to reflect on the questions below.

<http://ed.ted.com/lessons/how-to-understand-power-eric-liu#review>

1. During the video, this statement is made; “*If you are aren’t taking action, you are being acted upon.*” How will your participation in this conversation about infill impact your community and/or your role in that community?
2. The video presents 6 forms of power. The power of social norms, ideas, and numbers are directly related to this Infill Conversation Toolkit and your conversation. How will you leverage these forms of power to make a contribution to your community?
3. Who needs to be part of your conversation so that it is rich, diverse, and inspired?



# TRY THIS

## WHEN YOUR GROUP GETS TOGETHER TO HAVE A CONVERSATION, START WITH THESE QUESTIONS:

WHAT HOPES DO YOU HAVE FOR THIS CONVERSATION?

WHAT DO YOU NEED FROM OTHERS SO YOU CAN PARTICIPATE AT YOUR BEST?

1. If your group is small, go around the group and ask each person to answer the questions for themselves. Write down all the answers.
  - Although these conversations work best with smaller groups, they can be used for larger groups too. If your group is larger than 15 people, break people into groups of five. Ask them to come up with group answers and report these back to the larger group. Write down those answers.
2. Ask the group for agreement, questions, and/or concerns about the list that has been created. Can everyone agree to participate during the meeting according to this list? If you get agreement, thank people for their participation and ask that everyone support each other in achieving a conversation that looks and feels like the list.
  - If there are concerns, ask people to propose solutions until you have a final list.
3. Use the “agreements” to support all participants to participate effectively and be responsible for creating a great conversation for each other.

## TIP

### WHAT DO YOU CALL THIS LIST FOR A GREAT CONVERSATION?

Often called “**ground rules**”, you can call your list whatever makes most sense for participants. Some suggestions include:

- Our Agreements
- Conversation Checklist
- Together, we will...

There are common items that form part of a Conversation Checklist. Here are some elements of a checklist you can begin with if participants have a hard time getting started with what they need for a great conversation.

- Respect for all
- Balance what is important to you with curiosity into what is important to others
- Speak one at a time
- Speak for yourself focusing on what matters to **you**, rather than speaking for others
- Listen to understand each other

## HOW DO YOU DECIDE WHAT TO DISCUSS?

A great conversation has a goal, a purpose, and enough structure to support the discussion. Having an agenda helps make this happen.

### TIP ★

#### TRY AND PLAN YOUR AGENDA LIKE THIS

Answer these questions yourself, then work with other potential participants to also answer the questions so you can create an agenda that works for everyone.

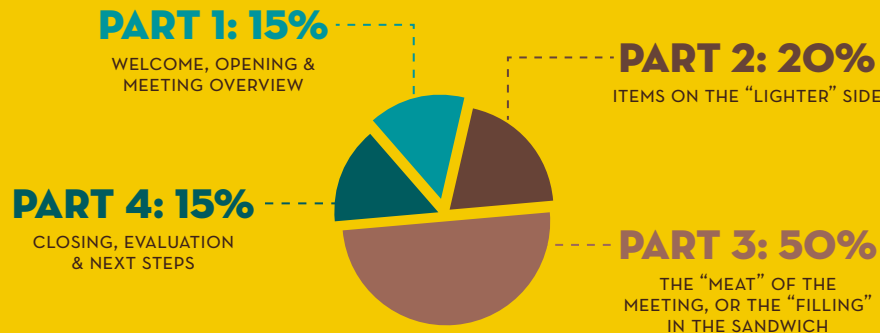
- What do you want to discuss with others?
- What do you hope to achieve by bringing people together in conversation?  
What might others hope to achieve?
- What items need to be discussed face-to-face? What items can be addressed in other ways (for example via email, or sharing information updates)?
- How will you know the meeting was successful?
- Think about who might be interested or affected by the discussion. What might they want to discuss that is the same as you? Different than you?
- What information will people need in advance to prepare themselves to participate?
- Where can you hold your meeting that will support all participants to be at their best?
- People's time is limited and valuable. How much time is available for your conversation?
- Will you need to take notes or write up a summary of the conversation to share with others who couldn't participate? If so, who will do this?

The answers to these questions will give you a good start to planning a great conversation. Now, use the information to build an agenda structured into 4 parts.



# TRY THIS

## YOUR AGENDA SHOULD HAVE 4 BASIC PARTS



**PART 1 – WELCOME, OPENING & MEETING OVERVIEW.** This part of the meeting should set the tone for the rest of the conversation by helping people feel at ease and making them comfortable. Consider a quick ice breaker to help people get to know each other, or a general question that connects people to the discussion such as *“What inspired you to come to this conversation?”* or *“How long have you lived / worked in the community?”* Review the agenda and confirm the items to be discussed, adding any new items if everyone agrees to them.

**PART 2 – ITEMS ON THE “LIGHTER” SIDE.** This part of the meeting should deal with topics that can be resolved quickly, or that are focused on brainstorming, quick interaction, or idea generation. For example, you could have a conversation about the Conversation Checklist or Hopes and Expectations for the meeting in this section, followed by a discussion on prioritizing key issues or ideas (see part 3 for specific examples).

**PART 3 – THE “MEAT” OF THE MEETING, OR THE “FILLING” IN THE SANDWICH.** This part of the meeting is where your most important items for discussion should go. Items that require in depth discussion, complex items or items with multiple and diverse viewpoints go here, and/or “big” ideas to be generated. These are the items you can only effectively discuss face-to-face with the people in the room, and you need the time for everyone to be heard in order to move forward.

**PART 4 – CLOSING, EVALUATION & NEXT STEPS.** In the same way that you took the time to open your meeting and connect people in your community to each other, take the time to close the meeting in order to strengthen the relationships that were made. Ask people to share a thought or insight on closing, or to offer something positive about the experience of being part of the conversation. Take the time to do a quick evaluation to identify what worked and what could have been improved. Then wrap up and list next steps and action items that were agreed upon.

## 8 TIPS FOR CREATING A GREAT CONVERSATION ★

### ENCOURAGE PARTICIPATION

People who have passion and energy for the issues under discussion and who speak freely are important to the conversation. People who aren't speaking or participating are also important to the conversation, and you can't assume you know what they think unless they tell you. Take extra effort to reach out to them directly and let them know their voice is important. Use a variety of approaches so that everyone gets a chance to share their view without feeling put on the spot.

### HEAR FROM EVERYONE AND BALANCE MULTIPLE NEEDS

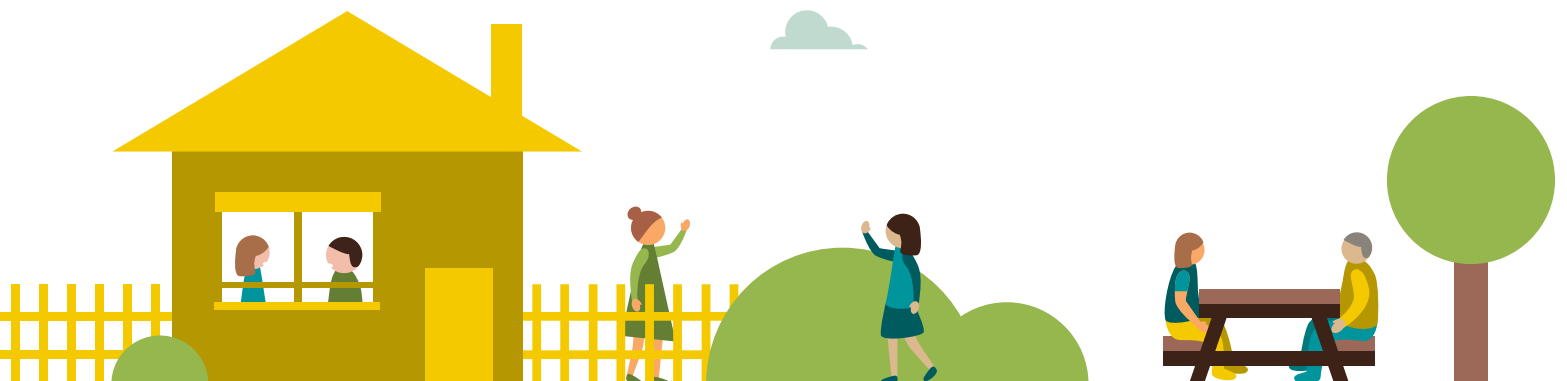
All parties are trying to build community, but some come from different viewpoints, perspectives and needs. Communities are richer and more vibrant when diverse needs are balanced and included. Strive to create a conversation that honours all different views, and that practices inclusion. If your conversation embraces all of these views it will be more likely to find resolution and a path forward.

### THINK ABOUT WHETHER YOU NEED A FACILITATOR

A professional facilitator is a neutral third party whose focus is on group dynamics, process and structure to help a group achieve their goals. You might want to consider using a facilitator if you expect your topic will be emotional or controversial, or if all participants have a strongly held views. You can always look into finding a professional facilitator willing to give their time as a volunteer.

### MAKE SURE EVERYONE IS COMFORTABLE

Think about the great conversations you have been part of – they often happen around a kitchen table with food and a welcoming atmosphere. Attempt to recreate this sense of welcome and inclusion when you bring people together, and if you can, take care of basic needs such as refreshments, snacks and comfortable seating. Pull people together around tables or in a circle so everyone can see and hear each other, rather than using an auditorium or lecture style seating arrangement. Think about accessibility like language, literacy, mobility, hearing and visual needs so everyone can participate at their best.



## TIP ★

Check out the glossary of key terms related to infill (found in Part 4 of the toolkit)

### PROMOTE UNDERSTANDING

Some people in the community may be very familiar with the issues or topics under discussion, while others may be newcomers to the conversation. Try to avoid acronyms, short form or technical terms unless you explain them. Distribute background material in advance of the conversation so people are prepared to participate. Take the time to discuss questions and/or assign someone to gather additional information or resources if the group feels they are necessary.

### BUILD RELATIONSHIPS AND COMMUNITY

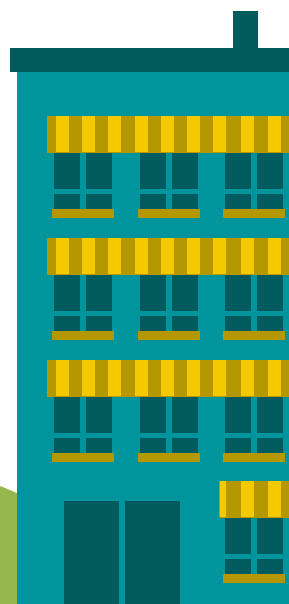
This is your conversation and your community. While there may be differences of view or perspective at times on different issues, everyone wants a safe home and a great quality of life for their families. Keep this in mind and focus on long-term relationships and connections, remembering that all participants – residents, developers, builders, community groups – are wanting to make their communities better in some way.

### EXPAND THE CIRCLE OF CONVERSATION

The more people who are involved in the conversations, the better it will be. Each time you participate in or host a conversation ask “who else should be here?” and reach out to them. Communities are strong when the connections between neighbours, residents and organizations are strong. Expand the conversation! If people need more information, think about inviting someone to speak or present.

### CREATE A SENSE OF RECIPROCAL RESPONSIBILITY

The Infill Conversation Toolkit is designed to support conversations happening outside of formal consultation processes with the City of Edmonton. That means there is no formal mechanism to share the results of your conversation with the City. It also means that if action is going to happen because of your conversation, it is in the hands of participants. If you want to see something happen as a result of discussion, work with your group to identify who in your group will do what to achieve the positive change you are looking for. Then make it happen!



## TIP ★

### WHAT MATERIALS OR SUPPLIES MIGHT YOU NEED FOR THESE CONVERSATIONS

- Flip chart paper or a notepad, depending on the number of people in your group
- Markers
- Tape
- Post it notes
- Copies of tools and worksheets from Part 4 of the toolkit

**THERE ARE WORKSHEETS AND OTHER RESOURCES  
AVAILABLE TO SUPPORT YOUR CONVERSATIONS  
IN PART 4 OF THIS TOOLKIT**

In this section of the Infill Conversation Toolkit you will find a series of different conversations you can plan and implement with neighbours, residents, colleagues, industry, and community members. Each conversation outlines the purpose of the conversation, and gives you a step-by-step “how to” for making the discussion effective.

Remember - you will need an agenda, and to open and close your session so you can build relationships and connections during the conversation. Refer to the tips outlined in Part 2 of the Infill Conversation Toolkit for more ideas on making your conversations great.

# TALKING TOGETHER ABOUT THE THINGS THAT MATTER PART 3



**TIP** ★

**BIG GROUP OR SMALL GROUP? FACE-TO-FACE OR ONLINE CONVERSATION?**

These conversations are designed for small groups but they can easily be adapted to accommodate more people. If your group has more than 3 or 4 people, ask someone to volunteer to act in the following roles: discussion leader, timekeeper, and recorder. This will help support a constructive and meaningful conversation. Remember, if you think there will be high emotion or strongly held, diverse views, then look into finding a facilitator for your conversation. These conversations are designed to be held when people are physically together in the same space. If you have access to online tools that allow people to participate in other ways, you may wish to consider adapting the conversations to these purposes.

**TRY THIS** ✎

## CONVERSATION A: OUR COMMUNITY

**WHAT IS THE PURPOSE OF THIS CONVERSATION?**

Gather people together to discuss ideas, vision, hopes, assets and the things they value about their neighbourhood. Discuss how infill fits into this picture of your community.

**WHEN WOULD THIS BE A GOOD CONVERSATION TO HAVE?**

This would be a great conversation if:

- Your community is new to infill development and you want to explore how infill fits into your established neighbourhood.
- Your community is experiencing a variety of infill development and you want to come together to discuss the changes.
- You are a developer wanting to work with community members to build an infill project and you would like to include community input.
- You are a builder wanting to work with neighbours to integrate some of their ideas or hopes into your project.





## STEP-BY-STEP: HOW TO HAVE THIS CONVERSATION

1. Ask everyone to take a few minutes and think about the community you live and/or work in. Picture the community in different seasons, on different streets, at different events. Each participant should spend a few moments reflecting individually on the following questions:
  - What do you appreciate and enjoy about this community?
  - What aspects of the community contribute positively to your life and the lives of others in the community?
  - When you think about how your community looks and feels as you walk the streets, what images or ideas come to mind?
2. Once everyone has taken a few moments thinking about the questions, ask them to share their thoughts. People should share their answers to each question, going through the questions one at a time.
3. Ask participants to share:
  - What stands out for you about what has been discussed so far?
  - What do people value about this community?
4. Participants should now answer the next set of questions.
  - Based on what we value as a community, what do we hope is considered so that infill development contributes to our neighbourhood? What are some key considerations?
5. Once a list of key considerations has been made, ask participants to identify **who** and **how** this information should be shared with and acted upon.
  - Brainstorm how this information will be shared with others. Who else needs to be part of the conversation? What do they need to know?
6. Present the results of their discussion. Together participants should identify what happens next. Participants can use the templates for Conversation A (found in Part of the Toolkit) to record their discussion.

## TIP

### THESE ARE YOUR IDEAS AND SOLUTIONS

Remember that this conversation is your conversation and actions resulting from the discussion will need to be taken by participants, or by others with their agreement and consent. You aren't making lists of solutions or ideas that other people can implement, but rather identifying actions that **you** can take to make positive change happen now.

**TRY THIS** 

## CONVERSATION B: INFILL SPEED BUMPS

### WHAT IS THE PURPOSE OF THIS CONVERSATION?

Gather people together to identify challenges and concerns being experienced related to infill, and then work together to identify solutions and suggestions for addressing the identified challenges. This is a great conversation for when things get “stuck”, conflict has emerged, or perspectives are far apart.

### WHEN WOULD THIS BE A GOOD CONVERSATION TO HAVE?

This would be a great conversation if:

- You are a neighbour or resident who is impacted by infill and you want to work together with a builder to lessen the impacts you are experiencing (for example, garbage, traffic or noise).
- You are a builder who has received some concerns from the community or neighbours, and you want to work together to find ways to mitigate identified challenges (for example, landscaping, location of windows, construction debris, slope of roof etc).
- You are a developer working on an infill project and want to work with a community to find solutions to challenges that have been identified (for example, energy conservation, aesthetics, quality, look and feel).
- You are a community member who wants to bring neighbours together to identify what you can collectively do to improve what you are experiencing (for example, natural green space and/or recreation space, articulating community values and attributes, or community expectations about infill development).



# THINK ABOUT THIS

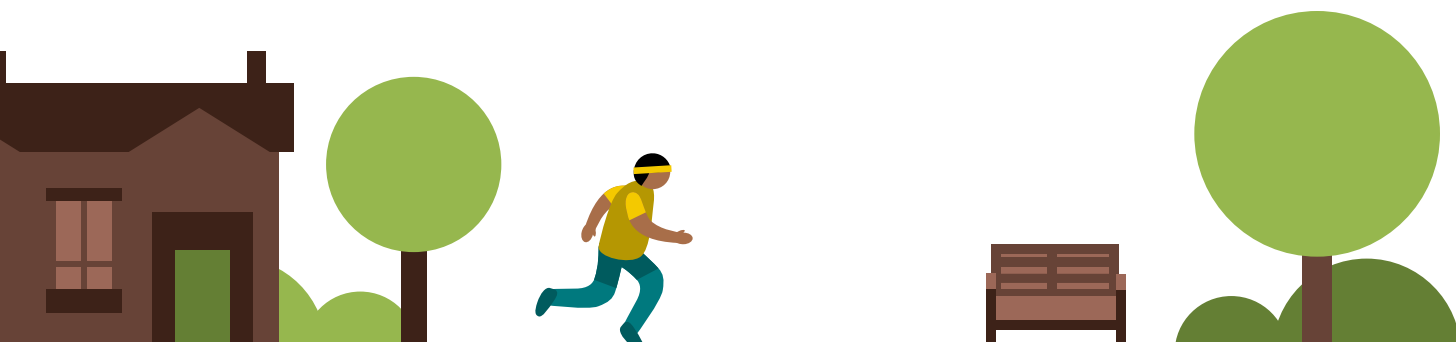
## WE ARE IN THIS TOGETHER

Infill is happening throughout Edmonton, as neighbourhoods change, adapt and thrive. Sometimes conversations about infill can be challenging or emotional.

People care passionately about their communities, neighbourhoods, homes, children and way of life. Change can be positive, but it can also be challenging. When **you** participate in a conversation with others about challenges, take some time to think about where others might be coming from. Think about how you can work **together** in the conversation. Think about how your community is stronger and richer when you consider diverse needs.

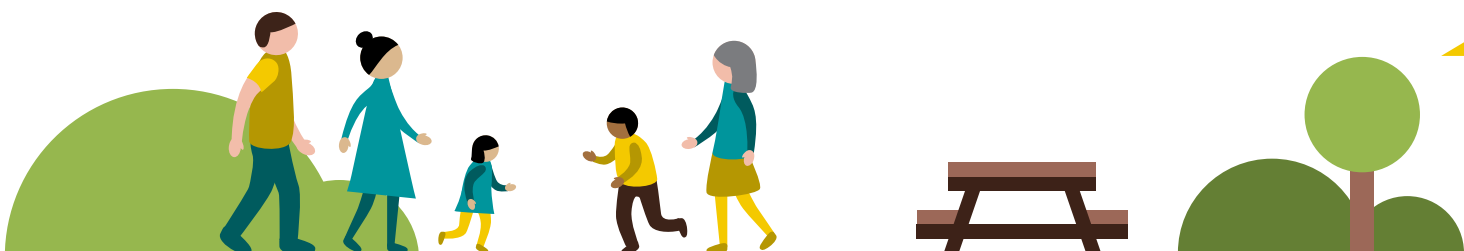
## IF THINGS GET HEATED, CONSIDER:

- Stop providing information and facts or trying to solve an intellectual argument. Listen more to the feelings that are being shared. What is causing concern, worry, frustration or fear for someone else? Try and talk about that issue and those feelings.
- Seek to understand others. If someone is reacting emotionally to an issue that means it matters to them and they care deeply. So what is it they care about? How can you work with them to understand that passion and energy so it benefits the community you both care about?
- Take some time and slow things down. If people are responding emotionally to a conversation, and everyone has stopped listening, it is possible that things will get out of control and relationships may be damaged, feelings may be hurt, and people may be left wounded by the session. Ask if these are issues we need to talk through so we can understand each other better. Call a break. Ask the participants who are upset how they would like to handle the conversation so it can be resolved.



## STEP-BY-STEP: HOW TO HAVE THIS CONVERSATION

1. Ask everyone to take a few minutes and think about the community you live and/or work in and how infill development may be impacting you. The focus of this session is to identify and address the challenges that people may be experiencing, although people can offer positive experiences and impacts during the conversation as well. Reflect individually on the following question:
  - **What challenges or concerns have you experienced related to infill development?**
2. Once everyone has taken a few moments thinking about the question, ask them to share their thoughts. Go around the group to take one answer from each person at a time until all the items have been raised.
3. Ask the group to identify **challenges they want to work together to address**. Each of these items should be written on a piece of paper with marker, one item per piece of paper.
4. Post the challenges on the wall, grouping similar challenges together. These groupings become the challenges the people who are gathered will review and identify how to address. Check to see if anyone in the group has questions or needs clarification on the challenges that have been identified before you move to the next part of the meeting.
5. Present the **priority making worksheet** that will be used for the next part of the conversation focused on ideas, suggestions, and solutions to the challenges that were identified. Make sure everyone understands how to use the worksheet. (See Part 4 for the worksheet.)
6. Participants should **brainstorm potential solutions, ideas, and suggestions that they think will address the challenges or concerns** that have been identified. Clearly print each idea on its own worksheet. Please remember that solutions should be things that participants can implement themselves! When participants have exhausted ideas, they should post the worksheets on the wall related to the challenge they are designed to address.
7. Once all the ideas have been posted, participants should wander around the room, reading and considering ideas. They should **fill in comments and opinions** on the priority making sheets on a scale of “strong agreement”, “agreement”, “neutral”, “disagreement”, “strong disagreement” or “confusion”.
8. Identify the ideas with the most support and share with the group. Also highlight the ideas with the least support.



TRY THIS 

## CONVERSATION C: MAKING THINGS BETTER

### WHAT IS THE PURPOSE OF THIS CONVERSATION?

When a challenge or concern has been identified and participants are eager to improve the situation and willing to work together to achieve change, then this is a conversation that can help reach positive results.

### WHEN WOULD THIS BE A GOOD CONVERSATION TO HAVE?

This would be a great conversation if:

- You are a neighbour or resident being impacted by infill and you can see simple ideas or solutions that can easily make things work better.
- You are a builder or developer and want to check in with neighbours about how things are going. People may have identified simple challenges that can be quickly addressed.
- You are neighbours being impacted by an infill project and want to work together to improve your relationship as the project proceeds.
- You are a member of a community group who wants to improve how you work together approaching infill issues (or other topics too!).
- You are anyone who wants to work with others to improve future projects, or debrief how an infill project went.



## THINK ABOUT THIS

THE BEST WAY TO MAKE SURE THAT CHANGE OCCURS IS TO LEAD IT YOURSELF!  
MAKING TO-DO LISTS FOR OTHERS IS NEVER AS EFFECTIVE AS COMMITTING  
TO TAKE ACTION TOGETHER, AS A TEAM.

### STEP-BY-STEP: HOW TO HAVE THIS CONVERSATION

1. Identify an infill issue or process that participants have experienced that everyone would like to improve (for example like traffic, noise, construction debris, landscaping, green space, information sharing and communication etc.) These items are often easy to identify because someone has used the words “This isn’t working. Next time we should do this...”
2. Post 3 pieces of flip chart paper side by side; write **Keep** on the first flipchart, **Stop** on the second, and **Improve** on the third flipchart
3. Ask the group to individually brainstorm all the things they would like to **keep** doing because they are working well, all the things they think they should **stop** doing because they definitely are not working, and all the new things they think they need to **improve** or positively change the situation to make it go better.
4. Write one idea per large post it note, and keep generating ideas until there are three piles of **Keep**, **Stop** and **Improve** post-its in each group.
5. Place the post-its on the relevant flip charts. Notice common themes on what to **Keep**, **Stop** and **Improve**.
6. Record participant thoughts on how to move forward and what to do differently from now on.



## THINK ABOUT THIS

### CHANGE IS EVERYWHERE. CHANGE IS ABOUT PEOPLE

People experience change in different ways and react differently to changes. When change happens, everyone needs support to understand it. If people have the information they need, are involved over time, and feel like they can influence or impact some of the change, they are more likely to support what is happening. If they feel like something is being “done to them” they will be more likely to resist change.

You can find out more about building process, as well as access Edmonton’s Zoning Bylaw, on the City of Edmonton’s Urban Planning and Design website.

### TRY THIS

## CONVERSATION D: INFILL OVER TIME

### WHAT IS THE PURPOSE OF THIS CONVERSATION?

This conversation will support participants to identify needs, hopes and expectations for a positive infill process over the course of a project’s timeline. This conversation works best at the beginning of a process or project to foster a pro-active, cooperative environment.

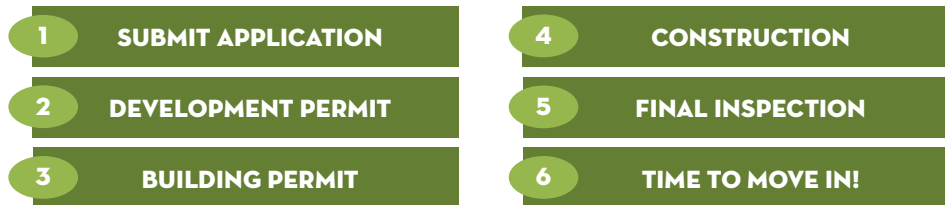
### WHEN WOULD THIS BE A GOOD CONVERSATION TO HAVE?

This would be a great conversation if:

- You are a builder or developer who wants to go above and beyond the usual level of engagement to build strong relationships with community members over the course of the project.
- You are a builder or developer in the early stages of an infill project, and want to do more than what is required to ensure the community is informed, understands the project, and has an opportunity for input.
- You are a community group who wants to constructively and pro-actively work with builders or developers to address multiple needs over the course of an infill project.
- You are a neighbour who wants to work constructively with a builder or neighbor who is renovating over the course of their project.

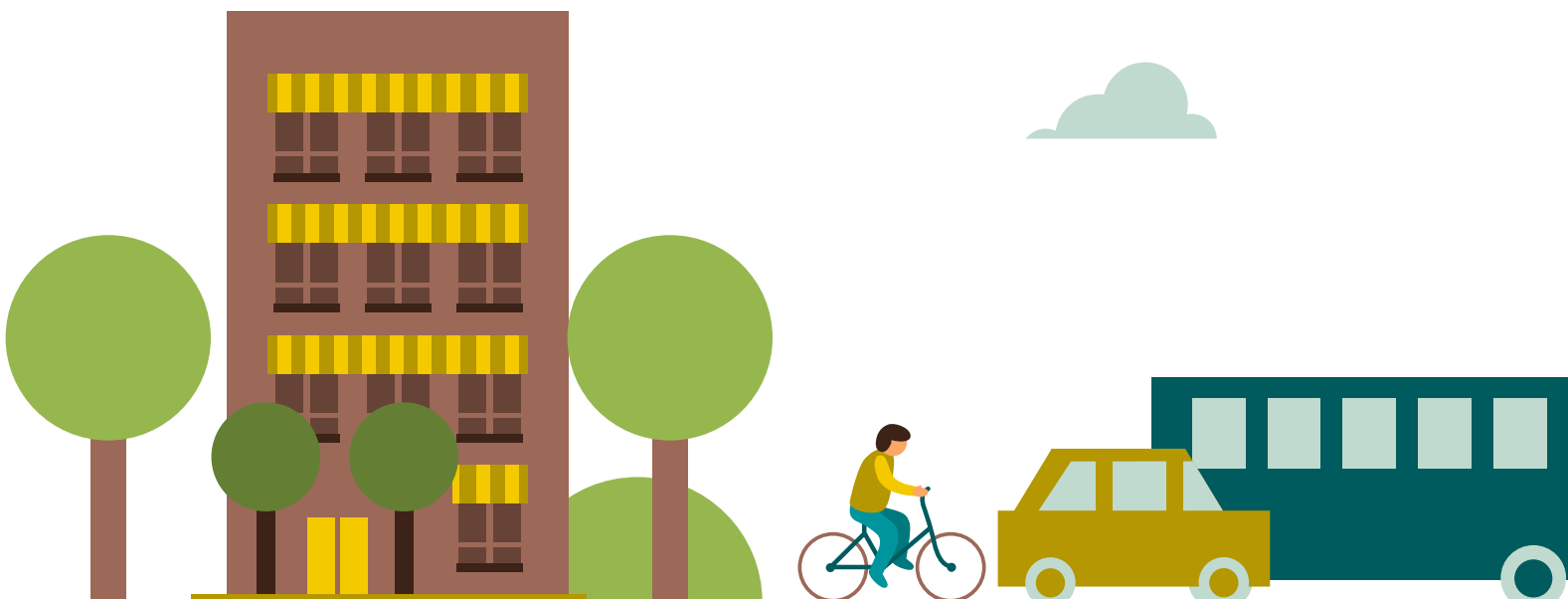
### STEP-BY-STEP: HOW TO HAVE THIS CONVERSATION:

1. Provide all participants with a copy of the Residential Infill Process flow chart, along with a copy of the recording template (found in Part 4 of the toolkit). Put up post it notes on the wall of the meeting space with the titles of each of the 6 steps in the infill process timeline posted like this:



2. Ask participants to work together to answer four questions related to each step along the infill process:
  - A. What information do you need at this step in the project?
  - B. What are your hopes for involvement at this step in the project?
  - C. Who needs to be informed or involved at this step in the process?
  - D. What would have you saying “This went well” when this step is done?
3. If your group is small, write the answers to each question on a flip chart under the step in the process, or provide participants with copies of the recording template to record their conversation.
4. Ask the group to review the input that has been gathered. What stands out for people about what has been identified? **Who** and **how** should this information be shared with and acted upon?

PLEASE REFERENCE THE RESIDENTIAL INFILL PROCESS FLOW CHART ON PAGE 36





## TRY THIS

# CONVERSATION E: SHARING STORIES

### WHAT IS THE PURPOSE OF THIS CONVERSATION?

Gather people together to share their experiences with residential infill. The focus is on sharing experiences and connecting people to each other and the community they care about, and celebrating what is already great in our neighbourhoods, rather than on taking action.

## THINK ABOUT THIS

This infill conversation is about story-telling and the power of stories to make us think differently, open our minds, and connect us to each other. For more information about what stories do to your brain check out this article: <http://lifehacker.com/5965703/the-science-of-storytelling-why-telling-a-story-is-the-most-powerful-way-to-activate-our-brains>

### WHEN WOULD THIS BE A GOOD CONVERSATION TO HAVE?

This would be a great conversation if:

- You are a community member who wants to connect with other residents and celebrate your community.
- You are a community group who wants to gather the knowledge, wisdom and experiences of community members related to infill.
- You are a developer or builder thinking about how to integrate infill into established neighbourhoods in ways that align with and celebrate existing neighbourhood attributes and/or values.
- You are a community member who wants to connect with others and learn more about their experiences with infill.
- You are an advocate or fan of infill development and want to generate excitement and interest in infill.

### STEP-BY-STEP: HOW TO HAVE THIS CONVERSATION

This conversation can take place one-on-one or in a group. The focus is on listening and sharing, connecting community members to each other in appreciation and understanding of their community and infill.



1. Here are some questions you can ask that will help prompt the exchange of stories.

Ask people to share the facts, events **and** how the situations made them feel.

- Infill development is happening throughout the City. What positive events or experiences have you had related to infill? What stories spring to mind that capture these positive moments?
- Think about the important moments in your life, lived in your community. How has your neighbourhood, neighbours and community had a positive impact on your life? Share an experience or situation with your neighbour that brings this story to life.
- What stories have your neighbours or friends told you about your community that make you grateful and appreciative for the place you live?
- What stories do your **new** neighbours have to share about their experiences in this community? What stories might **long-time** residents have to share that shed insight or surprises about the community?
- Imagine your community 5 or 10 years into the future. What might the stories of those future residents be? What might someone who purchased a new infill home in your neighbourhood say about their experiences?

**2. You can invite long-time community residents or the “elders” of the community to share their experiences, history and knowledge of the community through stories.** People who have long-term intimate knowledge of the neighbourhood can shed insight on how the neighbourhood has grown or changed over time.

**3. You can use stories as a prompt for additional conversation and discussion about infill.**

Review the stories of infill (see the story cards found in Part 4 of this Infill Conversation Toolkit).

A. Distribute a variety of story cards to participants, who are grouped in pairs or trios.

B. Ask each small group to share their story card and together reflect on:

- How are the stories similar to their own experiences?  
Different from their own experiences?
- How might the community member on their story card have been impacted by infill development?
- How can all community members work together to achieve neighbourhood change that meets a variety of needs and experiences?

C. Ask each group to share back insights and highlights from their conversations. What had most meaning for them?





## GLOSSARY OF TERMS

### TOOLS AND TEMPLATES FOR GREAT CONVERSATIONS

- CREATING A CONVERSATION CHECKLIST
- AGENDA OUTLINE
- CONVERSATION A RECORDING TEMPLATE: OUR COMMUNITY
- CONVERSATION A TAKING ACTION TEMPLATE
- CONVERSATION B PRIORITY MAKING WORKSHEET
- CONVERSATION C KEEP, STOP, IMPROVE WORKSHEET
- CONVERSATION D – RESIDENTIAL INFILL PROCESS FLOW CHART
- CONVERSATION D – INFILL PROCESS NEEDS AND HOPES
- CONVERSATION E QUESTIONS TO INSPIRE GREAT STORIES
- CONVERSATION E STORY CARDS TEMPLATE

OTHER THINGS  
TO THINK ABOUT

# PART 4

## EDMONTON INFILL – GLOSSARY OF TERMS

**ACCESSORY SUITE:** A secondary, smaller, separate dwelling on a site that would normally only accommodate one principal dwelling.

**AFFORDABLE HOUSING:** Housing that requires no ongoing operating subsidies and is targeted at households with lower incomes that do not require support services on the site.

**AGING IN PLACE:** Availability of housing options, services, and facilities that support residents remaining in their own neighbourhood or community as they age and transition through different stages of life.

**APARTMENT HOUSING:** A large building divided into several dwelling units that are arranged in any horizontal or vertical configuration. All dwelling units share a common entrance and hallway, but do not share any living facilities.

**BASEMENT SUITE:** An accessory suite located below the main floor of the principal dwelling. A basement suite has a separate entrance at the side or rear of the dwelling, or through a separate entrance in a common landing.

**BUILDING PERMIT:** A document granted by the City before construction of a new or existing building can legally occur.

**DEVELOPMENT PERMIT:** A development permit is a document that allows a specific use or uses on a parcel of land, and includes development plans for how buildings will be built. A development permit is generally required before receiving a building permit.

**DUPLEX HOUSING:** A building containing two dwellings with a shared interior wall.

**DWELLING:** A combination of rooms intended to be used as a place of residence exclusively by one household.

**ESTABLISHED NEIGHBOURHOODS:** Neighbourhoods that are primarily residential, mostly planned and developed before 1995, and generally located within the Anthony Henday Ring Road.

**GARAGE SUITE:** An accessory suite located above or attached to a detached garage. A garage suite has an entrance either from a common indoor landing or from the exterior of the garage.

**GARDEN SUITE:** A single-storey dwelling detached from the principal dwelling. A garden suite has its own cooking facilities, food preparation, sleeping and sanitary facilities separate from those of the principal dwelling.

**LAND USE ZONE:** A Land Use Zone classifies the type of development allowed on a parcel of land. Types of land use zones in Edmonton include residential, commercial, industrial, urban services, agricultural, and direct control. The complete Zoning Bylaw (#12800) should be consulted when researching land uses.

**MATURE NEIGHBOURHOOD:** Mature neighbourhoods in Edmonton are generally those completed before 1970. There are 107 mature neighbourhoods in Edmonton.

**MATURE NEIGHBOURHOOD OVERLAY (MNO):** A section of the Edmonton Zoning Bylaw regulating residential development in Edmonton's mature neighbourhoods.

**PRINCIPAL DWELLING:** The primary residential unit and largest building on a site.

**RESIDENTIAL INFILL:** New housing in established neighbourhoods. This includes secondary suites, garage suites, duplexes, semi-detached and detached houses, row houses, apartments, and other residential and mixed-use buildings.

**REZONING:** A process to reclassify a property from its existing Land Use Zone to a different zone.

**ROW HOUSING:** A building containing a row of three or more dwellings joined at the side, with no dwelling located above another. Each dwelling has separate, individual, and direct access.

**SECONDARY SUITE:** An accessory suite to a principal dwelling that has its own cooking, food preparation, sleeping and sanitary facilities physically separate from those in the principal dwelling. Secondary suites have entrances separate from the entrance to the principal dwelling.

**SEMI-DETACHED HOUSING:** A building divided vertically into two dwellings joined at the side or the rear. Each dwelling has separate access. Semi-detached housing is often referred to as a duplex.

**SINGLE-DETACHED HOUSING:** An individual building containing one principal dwelling, and may contain a secondary suite. This form of housing is often referred to as a house, or a single family house.

**STACKED ROW HOUSING:** A building containing three or more dwellings arranged two deep, either vertically so that dwellings are placed on top of each other, or horizontally so that dwellings are attached at the rear as well as at the side. Each dwelling has a separate entrance.

**SUBDIVISION:** Dividing one site into two or more parcels.

**SUPPORTIVE HOUSING:** Housing combined with services tailored to help the inhabitants to live more stable, productive lives.

**ZONING BYLAW:** A document that contains the rules and regulations for the development of land in Edmonton. The Zoning Bylaw may be amended over time.



## CREATING A CONVERSATION CHECKLIST

WHAT HOPES DO YOU HAVE FOR THIS CONVERSATION?  
WHAT DO YOU NEED FROM OTHERS SO YOU CAN PARTICIPATE AT YOUR BEST?

REMEMBER...THERE ARE COMMON ITEMS THAT FORM PART OF A CONVERSATION CHECKLIST. HERE ARE SOME ELEMENTS OF A CHECKLIST YOU CAN BEGIN WITH.

- Respect for all
- Balance what is important to you with curiosity into what is important to others
- Speak one at a time
- Speak for yourself (and not for others)
- Listen to understand each other



# AGENDA OUTLINE

DATE AND TIME \_\_\_\_\_

LOCATION \_\_\_\_\_

## WHAT DO WE HOPE TO ACHIEVE WHEN WE COME TOGETHER?

GOAL #1 \_\_\_\_\_

GOAL #2 \_\_\_\_\_

GOAL #3 \_\_\_\_\_

| AGENDA ITEM                                                    | TIME AVAILABLE | MORE INFORMATION                                                                                                                             |
|----------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| WELCOME, OPENING<br>& AGENDA REVIEW                            |                | BACKGROUND INFORMATION<br>(IF NECESSARY)<br><br>KEY QUESTIONS<br>FOR CONSIDERATION<br><br>UPDATES OR INFORMATION<br>TO SUPPORT PARTICIPATION |
| “LIGHT ITEMS”<br>MEETING EXPECTATIONS,<br>PRIORITY SETTING ETC |                |                                                                                                                                              |
| “MAIN ITEMS”<br>OF THE MEETING                                 |                |                                                                                                                                              |
| CLOSING, EVALUATION<br>& NEXT STEPS                            |                |                                                                                                                                              |

WHO TO CONTACT FOR MORE INFORMATION:



WHAT DO YOU APPRECIATE AND ENJOY ABOUT THIS COMMUNITY?

WHAT ASPECTS OF THE COMMUNITY CONTRIBUTE POSITIVELY TO YOUR LIFE AND THE LIVES OF OTHERS IN THE COMMUNITY? \_\_\_\_\_

WHEN YOU THINK ABOUT HOW YOUR COMMUNITY LOOKS AND FEELS AS YOU WALK THE STREETS, WHAT IMAGES OR IDEAS COME TO MIND?

BASED ON WHAT WE VALUE AS A COMMUNITY, WHAT DO WE HOPE IS CONSIDERED SO THAT INFILL DEVELOPMENT CONTRIBUTES TO OUR NEIGHBOURHOOD? WHAT ARE SOME KEY CONSIDERATIONS?

32





# CONVERSATION A

## TAKING ACTION TEMPLATE

WHAT ARE THE MOST  
IMPORTANT THINGS  
TO COMMUNICATE TO  
PEOPLE WHO WERE NOT  
IN THIS CONVERSATION  
WITH US?

WHAT ARE OUR BEST  
IDEAS ABOUT HOW TO  
SHARE THESE IDEAS  
AND INFORMATION?

WHAT ARE OUR BEST  
IDEAS ABOUT WHO,  
WHERE AND WHEN  
TO DO THIS?

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# CONVERSATION B

## PRIORITY MAKING WORKSHEET

### PART 1:

WHAT IS YOUR IDEA OR SUGGESTION THAT WILL ADDRESS THIS CHALLENGE OR CONCERN? KEEP IN MIND THAT ANY IDEAS THAT YOU SUGGEST MUST BE ONES THAT YOU CAN ACCOMPLISH.

**PART 2:** PLACE A CHECK MARK TO INDICATE HOW THE IDEA MAKES YOU FEEL. PUT ONE CHECK MARK ONLY.

| I STRONGLY AGREE | I AGREE | I'M NOT SURE | I DISAGREE | I STRONGLY DISAGREE | I'M CONFUSED |
|------------------|---------|--------------|------------|---------------------|--------------|
|                  |         |              |            |                     |              |

WHAT DO YOU SEE AS THE BENEFIT OF THIS IDEA? \_\_\_\_\_

\_\_\_\_\_

WHAT CAN YOU CHANGE OR WHAT ACTIONS CAN YOU TAKE TO MAKE THIS IDEA MORE EFFECTIVE? \_\_\_\_\_

\_\_\_\_\_



# CONVERSATION C

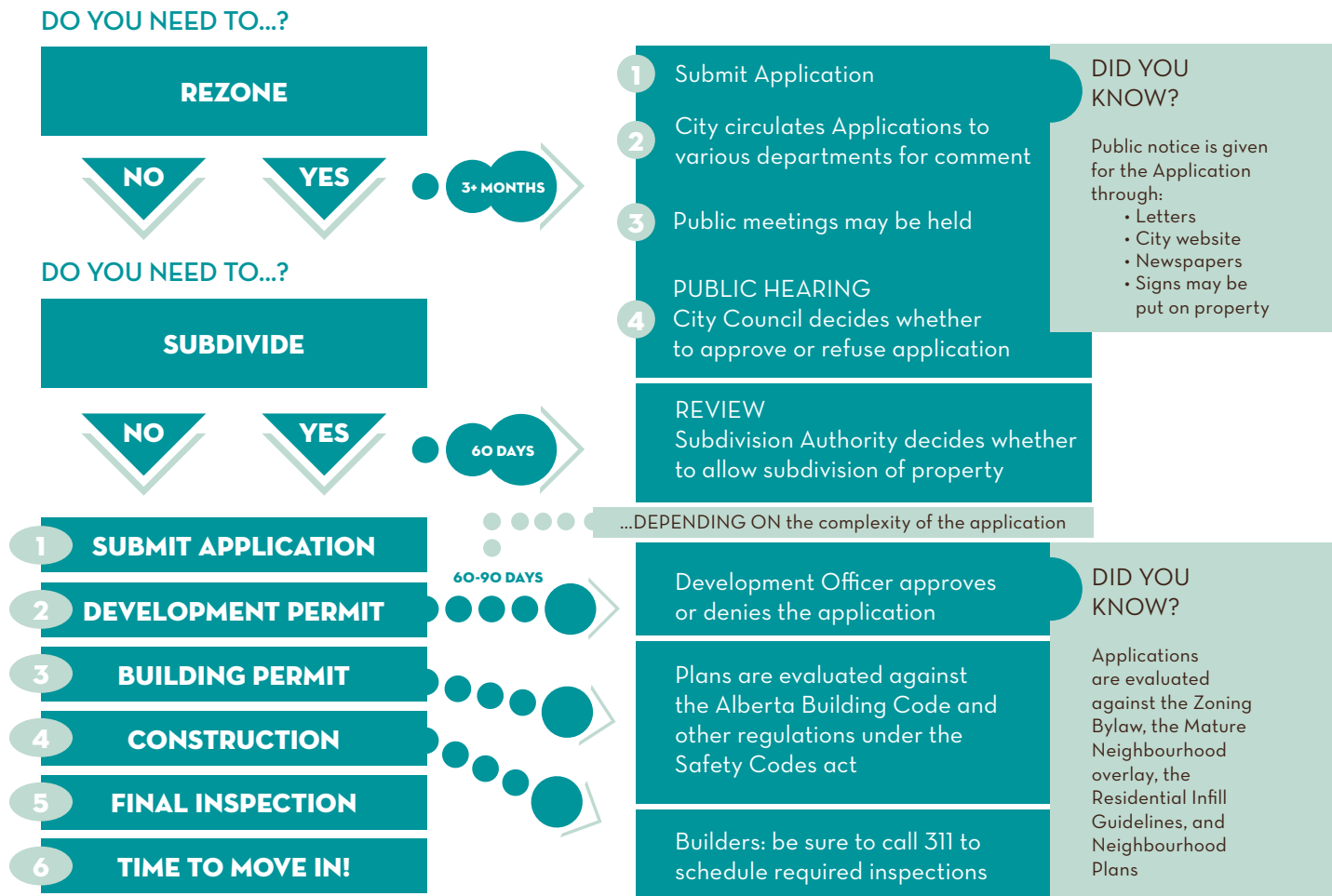
## KEEP, STOP, IMPROVE WORKSHEET

| WHAT SHOULD WE<br>KEEP DOING BECAUSE<br>IT IS WORKING WELL? | WHAT SHOULD WE<br>STOP DOING BECAUSE<br>IT IS DEFINITELY<br>NOT WORKING? | WHAT DO WE NEED<br>TO IMPROVE TO MAKE<br>THINGS WORK BETTER? |
|-------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------|
|                                                             |                                                                          |                                                              |
|                                                             |                                                                          |                                                              |
|                                                             |                                                                          |                                                              |
|                                                             |                                                                          |                                                              |
|                                                             |                                                                          |                                                              |

REMEMBER – ANY ACTIONS YOU SUGGEST SHOULD BE ONES THAT YOU OR MEMBERS OF YOUR DISCUSSION GROUP – CAN IMPLEMENT!

# CONVERSATION D

## RESIDENTIAL INFILL PROCESS FLOW CHART



In every Land Use Zone there are two types of land uses: permitted and discretionary. Permitted uses are those which must be approved by the Development Officer.

Discretionary uses are those which may be approved or refused at the discretion of the Development Officer, depending on how the proposed uses relate to surrounding areas and any applicable neighbourhood plans.

Permitted and discretionary uses are evaluated at the Development Permit stage of the building process.

All decisions of the Development Officer on a Development permit may be appealed to the Subdivision and Development Appeal Board (SDAB). However, the public will only be notified of their right to appeal in discretionary land use decisions or if there is a variance to any regulation.



# CONVERSATION D

## INFILL OVER TIME

STEP IN THE RESIDENTIAL INFILL PROCESS \_\_\_\_\_

WHAT INFORMATION  
DO YOU NEED AT THIS  
STEP IN THE PROJECT?

WHAT ARE YOUR  
HOPES FOR INVOLVEMENT  
AT THIS STEP IN THE  
PROJECT?

WHO NEEDS TO BE  
INFORMED OR INVOLVED  
AT THIS STEP IN THE  
PROCESS?

WHAT WOULD HAVE YOU  
SAYING “THIS WENT WELL”  
WHEN THIS STEP IS DONE?

**WHO** AND **HOW** SHOULD THIS INFORMATION BE SHARED WITH AND ACTED UPON?



# CONVERSATION E

## SHARING STORIES

### CONVERSATION E: SHARING STORIES

Here are some questions you can ask that will help prompt the exchange of stories.

Ask people to share the facts, events **and** how the situations made them feel.

- Infill development is happening throughout the City. What positive events or experiences have you had related to infill? What stories spring to mind that capture these positive moments?
- Think about the important moments in your life, lived in your community. How has your neighbourhood, neighbours and community had a positive impact on your life? Share an experience or situation with your neighbour that brings this story to life.
- What stories have your neighbours or friends told you about your community that make you grateful and appreciative for the place you live?
- What stories do your **new** neighbours have to share about their experiences in this community? What stories might **long-time** residents have to share that shed insight or surprises about the community?
- Imagine your community 5 or 10 years into the future. What might the stories of those future residents be? What might someone who purchased a new infill home in your neighbourhood say about their experiences?

### STORY CARD TEMPLATE

USE THESE STORY CARDS TO WRITE DOWN YOUR INFILL STORY,  
OR SOMEONE ELSE'S INFILL STORY.

Distribute a variety of story cards with different stories that you have collected to participants, who are grouped in pairs or trios.

Ask each small group to share their story card and together reflect on:

- How are the stories similar to their own experiences? Different from their own experiences?
- How might the community member on their story card have been impacted by infill development?
- How can all community members work together to achieve neighbourhood change that meets a variety of needs and experiences?



# CONVERSATION E

STORY CARD TEMPLATE



## STORY CARD

SHARE YOUR STORY

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## STORY CARD

SHARE YOUR STORY

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## STORY CARD

SHARE YOUR STORY

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## STORY CARD

SHARE YOUR STORY

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