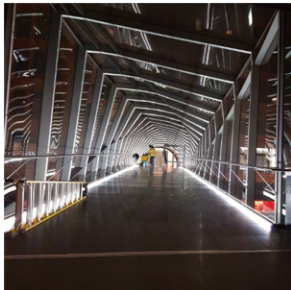


PORTFOLIO

Josh C Estrella

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Hi, I'm Josh,

This booklet is a collection of all the cool things I've worked on. Around the country, I hope my projects make urban places a better place to live in and they allow communities to grow into their strengths, abilities, and personalities.

When I'm not doing this, you can catch me outdoors anytime of year, playing strategy video games, reading in a park with friends, or taking a sweet nap on the train.

Say hi, I promise I don't bite!

Josh C Estrella

joshua.c.estrella@gmail.com | joshuaestrella.com | [LinkedIn](#)

Highlights

- Demonstrable municipal experience in land-use planning (urban design guidelines, bylaw amendments, and creating master plans for recreation and for urban forestry)
- Software skills: GIS tools (QGIS, ArcGIS), CAD tools (SketchUp, Rhino3D), Adobe (Illustrator, Photoshop, InDesign), BlueBeam, Laserfiche, MS Office Suite, others
- Pre-candidate member of the Canadian Institute of Planners; dedicated to the field
- Experienced project manager with strong organization skills and prompt project delivery

Experience

Development Planner

May 2022 – Present

Town of Ajax – Ajax, Ontario

- Drafted and implemented the new pre-consultation bylaw, effectively transitioning to a more comprehensive two phase review process, achieving organizational compliance
- Skilled at distilling planning challenges into digestible stories for front counter customers
- Realized a broad range of development and pre-consultation applications such as Site Plans, Zoning By-law Amendments, Official Plan Amendments, and Plans of Subdivision
- Coordinated minor variance files; guiding dozens of applicants throughout the process

City Planner I

August 2021 – May 2022

City of Regina – Regina, Saskatchewan

- Amended the Zoning Bylaw to permit Backyard Suites throughout the city: researching options and approaches, engaging with the public and creating design guidelines
- Reviewed and approved applications for subdivisions, rezoning, and infill development
- Provided excellent customer service to residents and businesses looking for planning information from zoning, development control, cannabis regulations, and civic priorities

Community Development Officer

July 2020 – February 2021

Town of Pouch Cove – Pouch Cove, Newfoundland and Labrador

- Authored the Town's Trails Master Plan and drafted supporting documents such as Crown Lands Applications, trail system and route outline maps, and potential signage
- Managed mapping projects (road work, emergency services, parkland, business maps)

Urban Planner

March 2019 – April 2020

City of Mount Pearl – Mount Pearl, Newfoundland and Labrador

- Independently managed the research and development of the City's first-ever Urban Forestry Plan; authoring an ambitious plan to greatly increase urban tree coverage
- Played a key role in drafting the Recreation Master Plan, identifying its needs and goals, presenting an elegant and attractive plan for new facilities and amenities

Education

University of Waterloo
Certificate Program, Economic Development

University of Toronto
Honours Bachelor's of Arts, Architecture & Urban Studies

Toronto Metropolitan University (formerly Ryerson University)
Professional Development Award, Project Management

Regina Backyard Suites

2021-2022 | Policy Research, Public Consultation, Digital Modelling

Known by various names such as backyard suites, laneway suites, garden suites, and more, these accessory detached units (ADUs) are becoming increasingly popular across Canada. Cities are now working to make this built form a possibility for their residents and homeowners.

Tasked with restarting the initiative since its pandemic pause, I advanced Regina's ADU program. After researching regulations across several Canadian municipalities and referencing the City's successful pilot projects, I drafted regulations for an ultimate round of public consultation. The resulting feedback supported my recommendation to council to amend the by-law and permit Backyard Suites in residential zones across the city. Residents were no longer constrained to requesting pilot projects in their neighbourhoods.



A grouping of backyard suites in one of the City's pilot project areas.

REGINA

Zoning Bylaw Amendment - Backyard Suites Amendment

Date	June 7, 2022
To	Regina Planning Commission
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	RPC22-20

RECOMMENDATION

Regina Planning Commission recommends that City Council:

- Approve amendments to *The Regina Zoning Bylaw, 2019* to allow for Backyard Suites as a permitted use as described in this report and in accordance with the regulations set out in detail in Appendix A.
- Approve amendments to *The Housing Incentives Policy* to expand a five year, 25 per cent tax exemption to applicable Backyard Suites as described in this report and in accordance with amendments set out in detail in Appendix B.
- Exempt the sign posting requirements, as allowed by *The Public Notice Policy Bylaw, 2020*, for the properties as noted in Appendix B that are being rezoned.
- Instruct the City Solicitor to prepare the necessary bylaw to give effect to the recommendations, to be brought forward to the meeting of City Council following approval of the recommendations by Council and the required public notice.
- Approve these recommendations at its meeting on June 15, 2022.

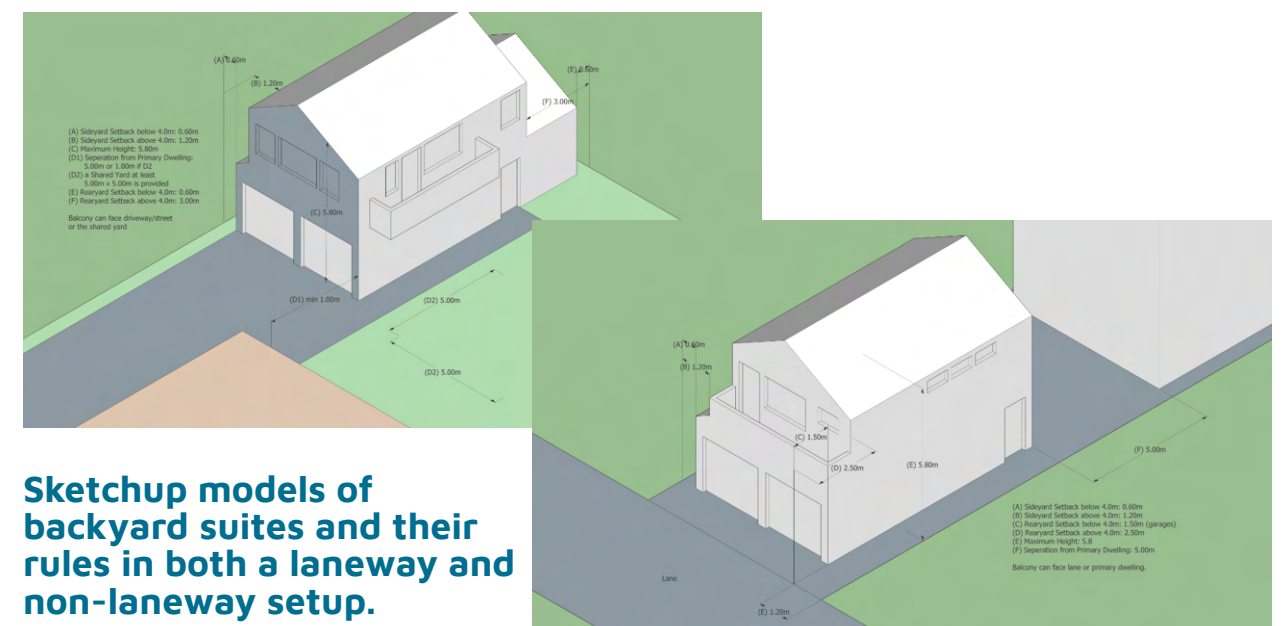
ISSUE

Backyard suites are secondary living units on a residential lot; previously called laneway and garden suites in Regina. There are three backyard suite pilot projects. They are located in the Greens on

Page 1 of 40 RPC22-20



^ Draft plain language rules went to public consultation and informed the by-law.



Sketchup models of backyard suites and their rules in both a laneway and non-laneway setup.

Community Benefits Agreements

2017 | Policy Research, Public Consultation

Together with colleagues, we set out to bring together best practices for public consultation on community benefits agreements (CBAs). As a rapidly developing area, Toronto needed to leverage CBAs to ensure places and neighbourhoods improved and benefited from the development they were experiencing. Councillors needed to know that they had their community's interests at heart when negotiating CBAs that eventually meant supporting and approving development.

We produced a report that highlighted success stories from Canada and the US. Our report summarized legislation, listed common CBA benefits, advised on coalition building, and outlined a consultation strategy. The report and accompanying booklet now inform Toronto policy and aid councillors and staff in their roles as representatives of the community.

ONTARIO & TORONTO CBA POLICY

COMMUNITY CONSULTATION

COMMUNITY BENEFITS AGREEMENT

06.22.17 / FINAL REPORT / WARD 27 / JOSHUA C. ESTRELLA / MINHA LEE / IGOR SAMARDZIC /

OUR GOAL IS TO DEVELOP A TEMPLATE for Community Benefits Agreements that can be used by Ward 27 to negotiate non-capital benefits to mitigate the effects of large-scale private developments.

In Toronto, a Community Benefits Agreement model for private development does not currently exist. While Section 37 of the Ontario Planning Act allows the City to negotiate local community benefits for development applications that exceed a site's height and density restrictions, the section is limited in that the extracted benefits can only take the form of capital expenditures.



CBA SUCCESSES

Kingsbridge National Ice Center CBA (New York City)
The KNIC CBA was reached in the process of the redevelopment of the Kingsbridge Armory in the Bronx. The Kingsbridge Armory in New York City was redeveloped into the largest sports complex in the world, including 750 000 square feet of space and nine regulation size skating rinks (De Barbieri, 2016). The coalition that was responsible for negotiating the terms of these CBAs is KARA, the Kingsbridge Armory Redevelopment Alliance, a coalition of 30 community groups and actors (De Barbieri, 2016). In April of 2013, an enforceable CBA between KNIC and KARA was signed. The voluntary agreement promised a living wage health benefits, hiring preference for local residents, and 50 000 square feet of rent-free community space (De Barbieri, 2016). This case shows us the importance of an inclusive coalition, and exemplifies the great potential that CBAs have in securing community-specific benefits.

Pittsburgh Hill District
While the Pittsburgh Hill district was once a neighbourhood with a predominantly African-American community, many of these residents were displaced by the construction of the Mellon Arena in 1961 (Common Challenges, 2016). In 2007, the city faced backlash from the community when it agreed to a \$750 million investment in a new stadium for the Penguins while its residents were facing poverty and lack of access to vital services (Common Challenges, 2016). In response, the One Hill coalition was formed to represent more than 100 community organizations, and the coalition was able to negotiate the first enforceable CBA in Pittsburgh's history. When the stadium opened in 2011, 38% of employees were local residents as per hiring requirements negotiated by the CBA, and workers were promised a living wage and the right to organize (Common Challenges, 2016). The CBA also provided \$8.3 million in neighbourhood improvements (Common Challenges, 2016). This case highlights the ability of CBAs to create opportunities that are not necessarily based in capital investments, as well as the capacity of coalitions to create meaningful roles for residents to engage in future development planning.

“IS FOR REVEALING LOCAL KNOWLEDGE BRING IT INTO PLANNING DELIVERABLES?”
ANSWER: COLLABORATIVE, DELIBERATIVE THAT TAKE THE SHAPE OF GRASSROOTS CITIZEN INITIATIVES.” (BERMAN, 2015)

PRINCIPLES OF COMMUNITY CONSULTATION
Targeted Demographic Recruitment
Intentional proactive network based recruitment strategy that seeks to identify and select certain groups of underrepresented people (Nabatchi, 2015).
Deliberative Communication
A specific type of multi-way communication in which many actors (citizens, public officials, employees) can all interact with one another in a problem solving structure (Nabatchi, 2015).
Collaborative Procedures
Different stakeholders should work together and focus on sharing local knowledge (Berman, 2015).

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Highlights from the CBA Report

BUILDING A COALITION

Developers and the local councillor invite community groups, grassroots organizations and advocates to form a coalition.

RECOMMENDATIONS:

- Active outreach and recruitment in the community.
- Coalition should be broad, large and represent a wide variety of community interests.¹ The coalition should look like a miniature version of the community (youth, elderly, disabled, indigenous, women, immigrants etc.).²
- Coalition should be the main vehicle that information is funneled through and the main contact for the community and its interests.
- Liaison with government stakeholders; Employment Ontario for network of service providers.³

COMMUNITY CONSULTATION

This is a process by which the coalition engages with the local community to receive feedback and a list of benefits.

Various tools and methods will be used to ensure equal opportunity for community input and participation.

RECOMMENDATIONS:

- Seek out extensive community input to ensure right set of benefits.
- Changes should be made by mutual agreement and compromise among the coalition.^{1,2}
- Define community participation from multiple angles.³
- All member of the community must be given a real voice.⁴
- Ensure robust wrap-around support during community consultation.⁵

Duty to consult indigenous peoples.⁶

IDENTIFY COMMUNITY PRIORITIES

The coalition creates a vision and list of items they wish to negotiate for.

RECOMMENDATIONS:

- Ensure unity amongst the coalition and that meaningful benefits have been committed to.
- Community benefits to consider: Employment, training, apprenticeship, local supplier, social procurement, displacement, affordable housing, grants, funding, environmental sustainability.^{1,2}
- Priorities have clear measurements and time-frames.³

NEGOTIATION

The coalition's negotiating team and the developer enter into negotiations.

RECOMMENDATIONS:

- Three key themes: stay united, plan collectively, and ensure goals/priorities are maintained.⁴
- Each project is unique.⁵
- Win-win attitude: it is possible for everyone to benefit. Avoid anti-development frame or anti-business approach.⁶
- Insist on effective and enforceable measures that are detailed.⁷
- Be prepared to adjust and reevaluate.⁸
- Allow community and developers to freely negotiate in an organic way.⁹

IMPLEMENTATION AND EVALUATION

The benefits outlined in the CBA are implemented and accountability measures are taken.

This includes a mechanism for continued feedback and revision after the project has been completed.

RECOMMENDATIONS:

- The coalition should be involved in this process and review progress reports.¹ They should ensure constant vigilance and oversight.²
- Ensure that there is a strategy to operationalize the CBA.³
- Ongoing community education and involvement.⁴



Highlights from the CBA Information Booklet

Kristyn Wong-Tam
@kristynwongtam

Thanks @UofT Urban Studies for developing a Comm Benefits template for #Ward27 development. Great work!



Rendering by QD

Grey Spaces: Vaughan Mills

2016 | Urban Sustainability, Landscape Ecology

Vaughan Mills is known as one of the largest shopping malls in Canada, spanning nearly 1.3 million square feet of retail space. It's massive size is surrounded by an equally, if not larger, parking lot. The excessive amount of grey infrastructure thus poses an environmental and ecological problem for the surrounding wildlife (such as birds and insects), these include: no shelter, window collisions, and exacerbating the urban heat island effect.

The team proposes tiered interventions for the co-existence of the mall and wildlife, without interfering with the daily function of either.

Minor Intervention

















Installation of bird decals along the windows of the stores to prevent birds from crashing into the glass. Installation of a green wall inside the mall.

Moderate Intervention

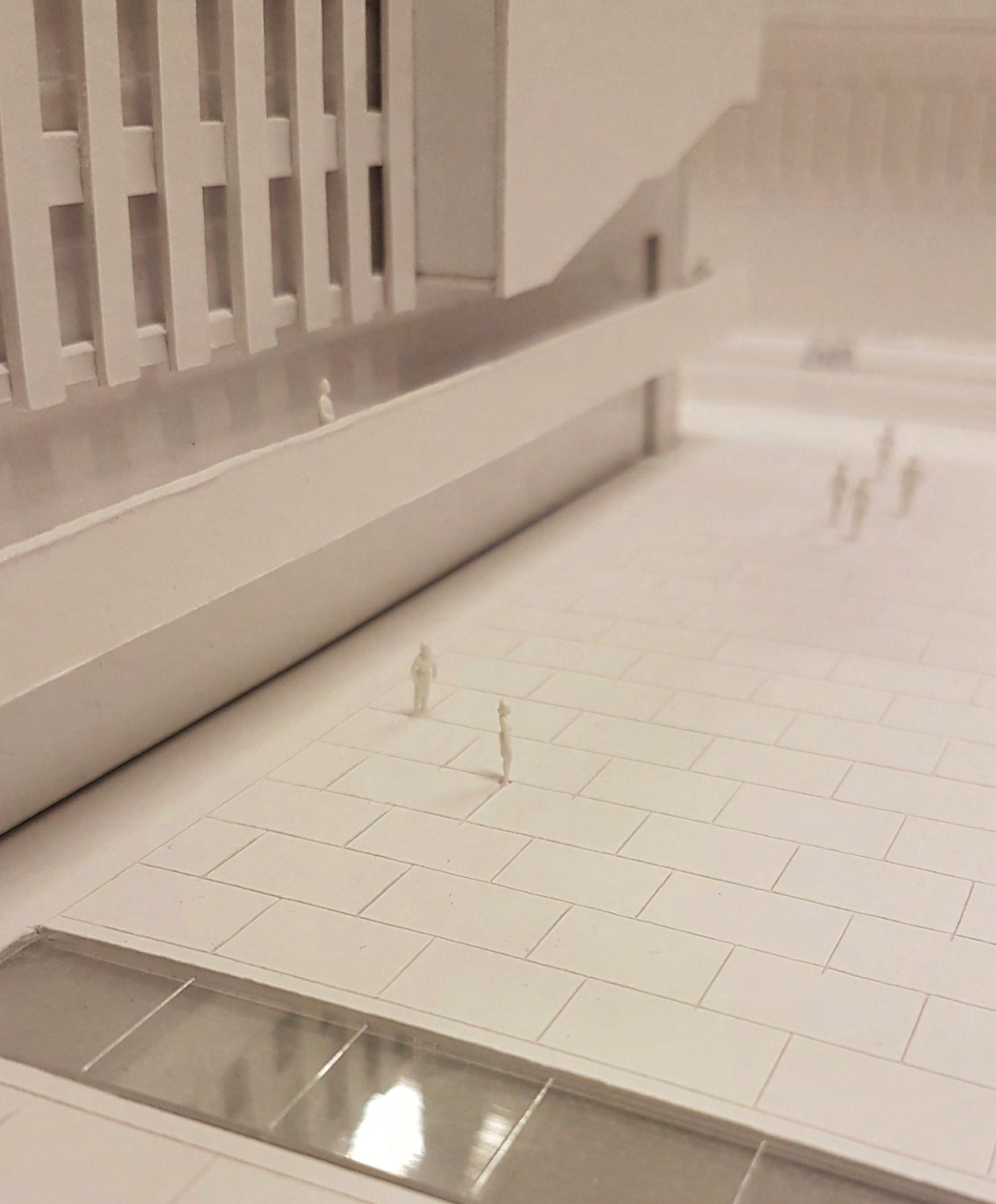
Reorganization of the parking lot to form green borders around parking. Birds and insects to fly around the parking lot, using the green border instead of attempting flight through or over the mall.

Major Intervention

Introduction of a green roof, planted with local / non-invasive flowers, and shrubs. The green roof will bridge, connecting the adjacent green areas surrounding Vaughan Mills together.

Key species being introduced				Target species in area			
							
Maple (Black, Red, Silver, Sugar)	Pine (White)	Cedar (Eastern Red, White)	Oak (Bur, Red)	Cellophane Bees	Clouded Sulphur	Worms	Northern Saw-whet Owl
							
Sedum (Spurium, Kamtschaticus)	Wild Chives	Cornus Alternifolia	Rosa Carolina	Canada Warbler	Rose Breasted Grosbeak	Song Sparrow	Ruby Throated Hummingbird

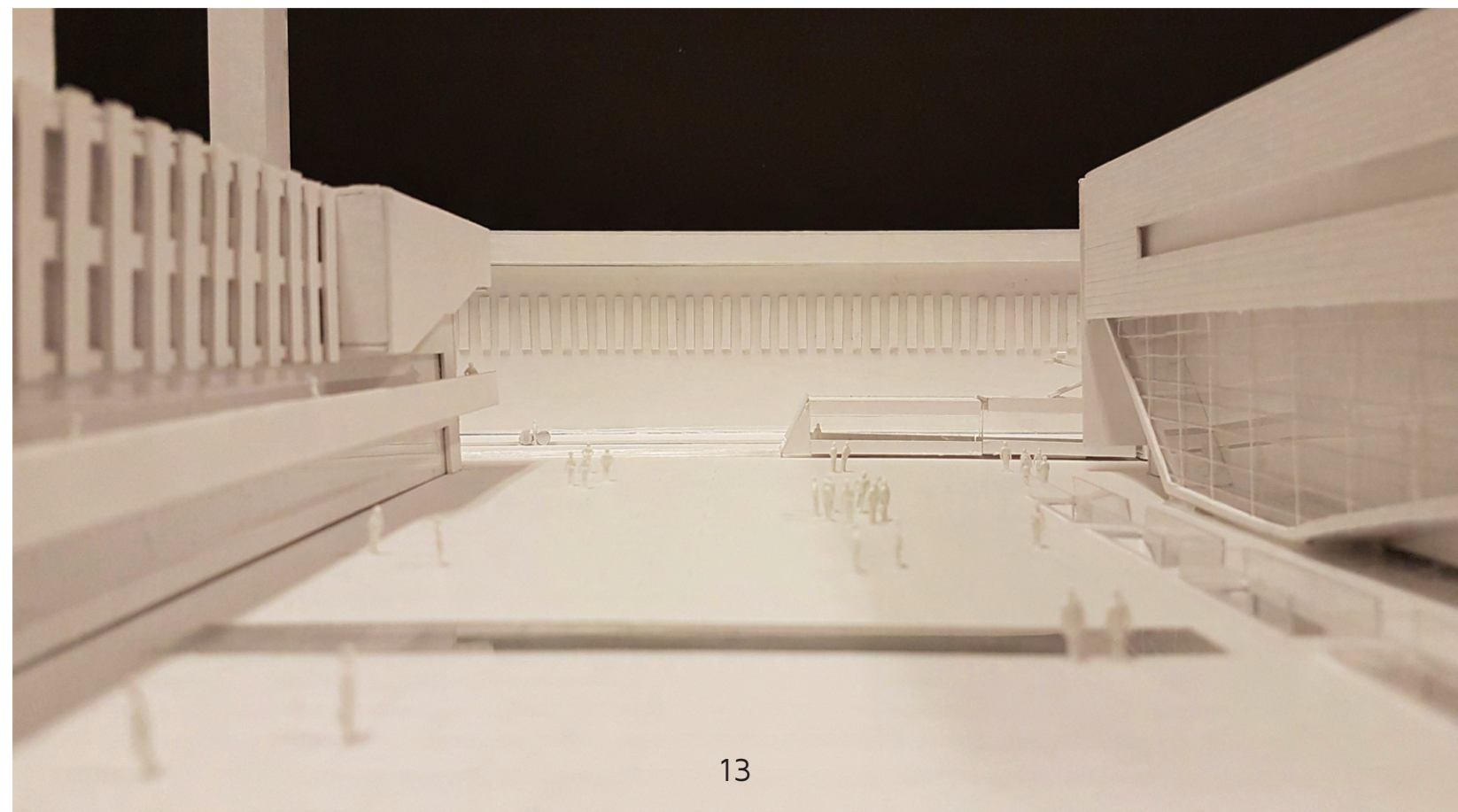
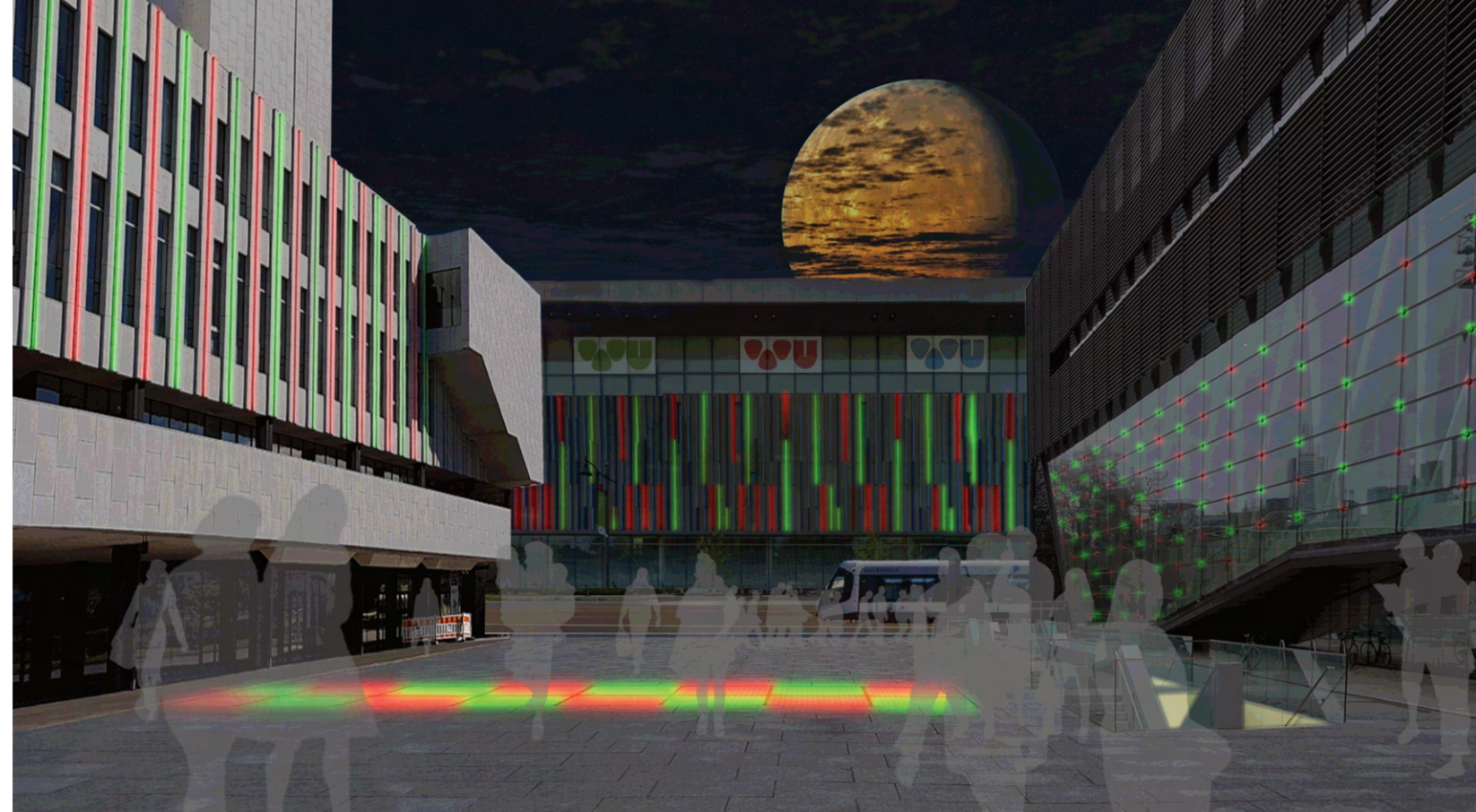




Public Square Design

2016 | Rendering, Modelmaking

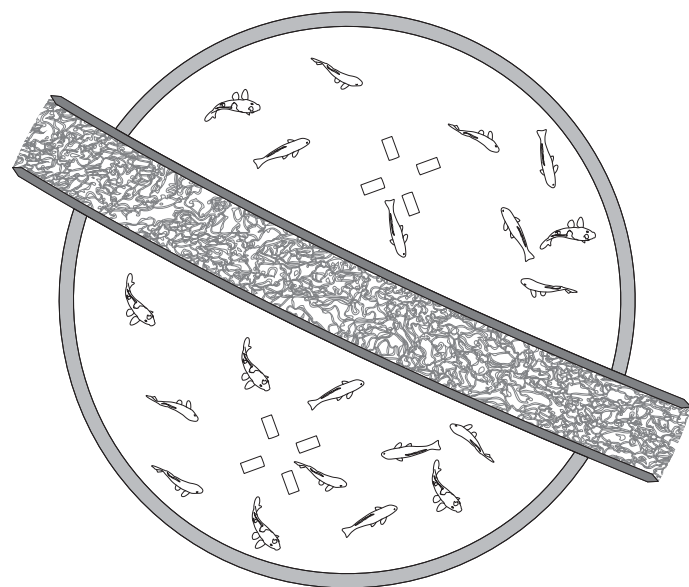
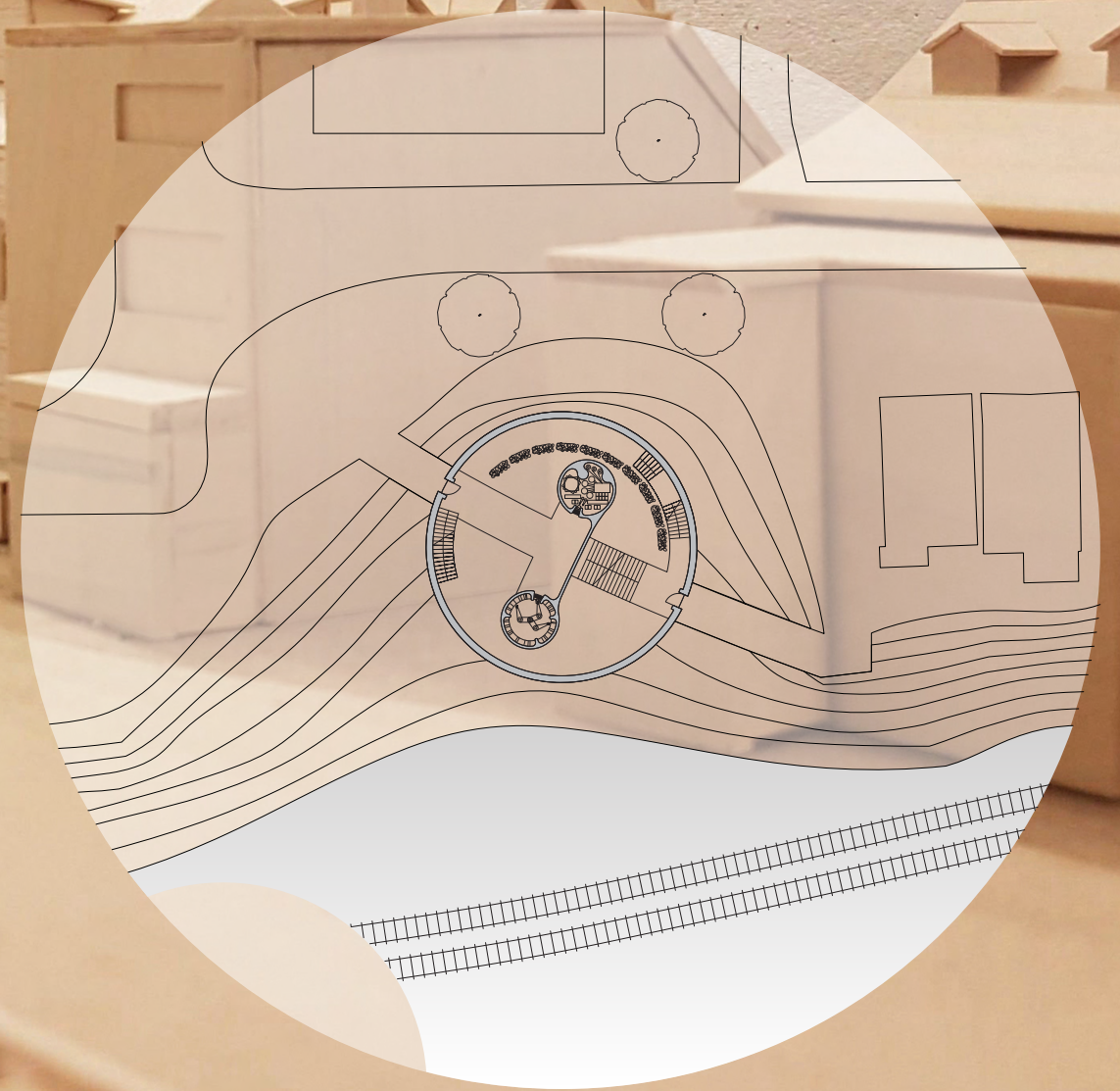
In Adobe Photoshop, I created a public space from existing buildings and selected photos. Once an imaginary space was conceived, in my case a public square near a streetcar line and over a metro station, I constructed the model using museum board, acrylic sheets, model humans and dental floss. The space is dynamic, day and night.



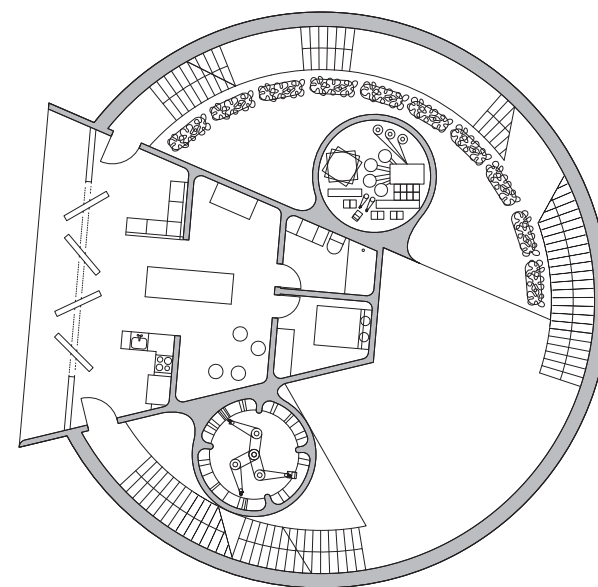
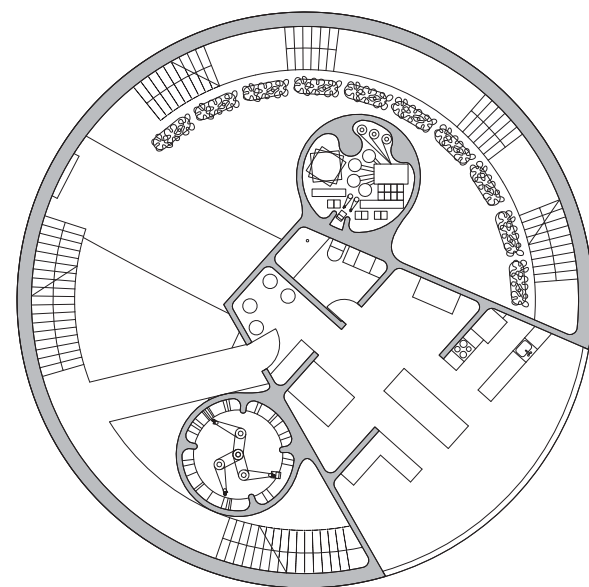
Malaparte at McPherson

2017 | Precedent Study, Drawing, Modelmaking

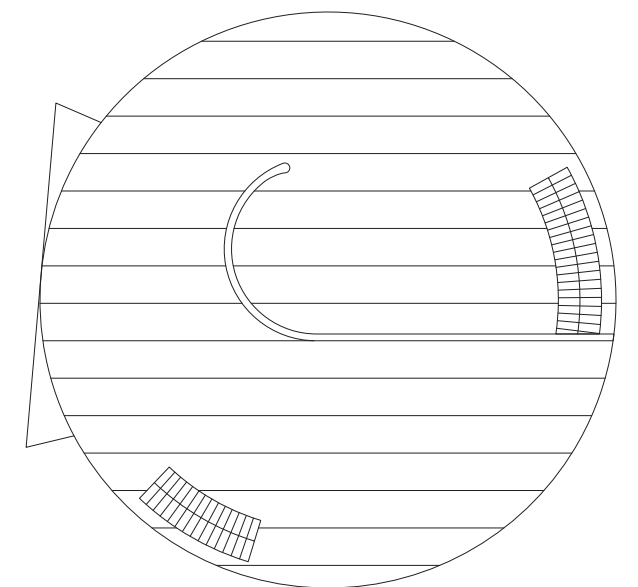
Located on McPherson Avenue is a unique jog in road, a parking lot, and the crossroads of visible and invisible infrastructure. Studying Villa Malaparte in Italy and bringing its focus on viewsheds to the unique site was an exciting challenge. Noticing the crossroads of infrastructure (roads, railways, transmissions lines, and a plethora of buried pipes), I set out to daylight and draw on the buried pipes for the project's landscape and interior spaces. The massing is inspired by Villa Malaparte and seeks to emphasize the site's viewsheds to the south, railways and downtown.

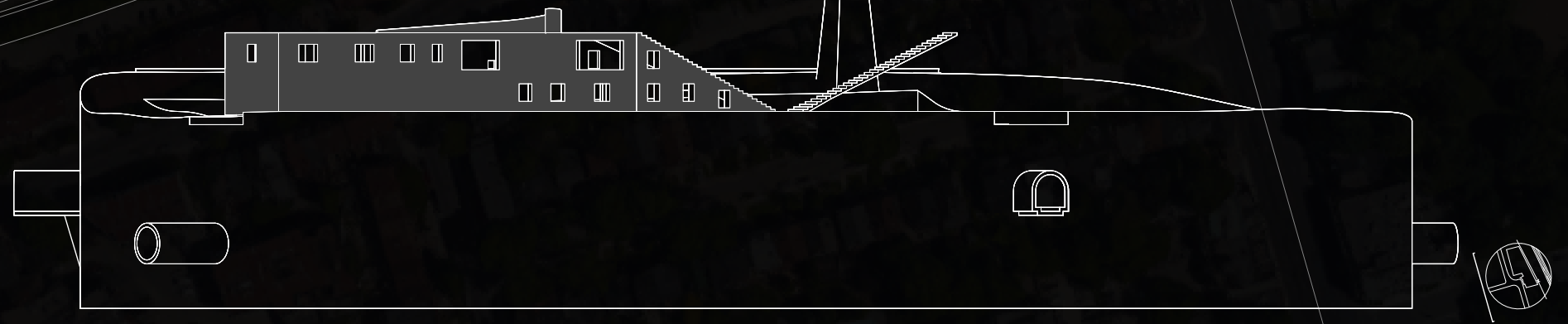


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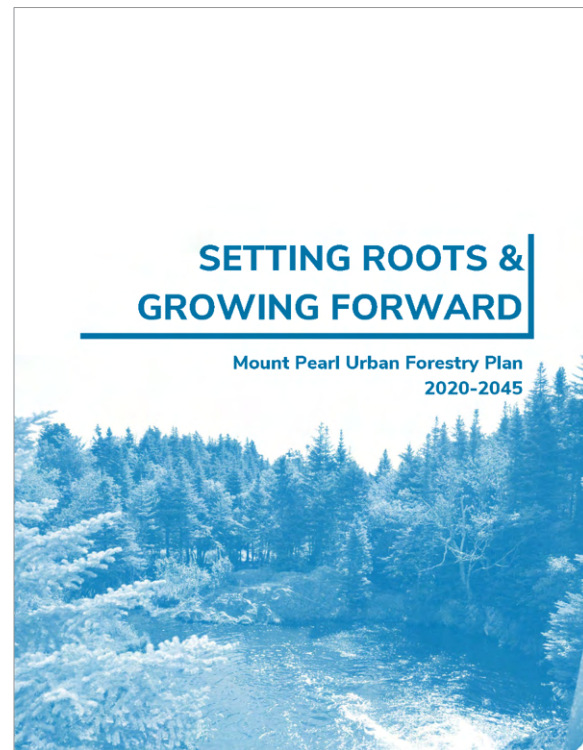






Mount Pearl Urban Forestry Plan

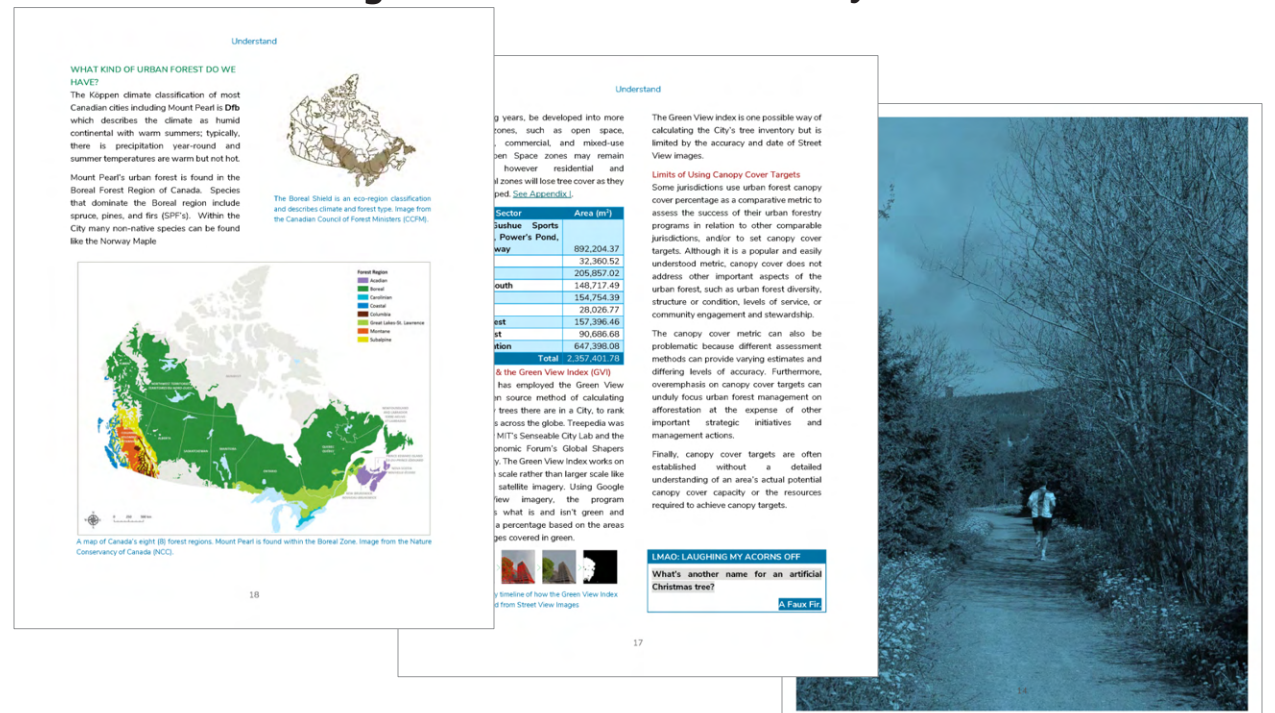
2019 - 2020 | Policy Reserach, Masterplanning, Urban Sustainability



The Urban Forestry Plan, tentatively titled Setting Roots & Growing Forward, is a comprehensive plan that outlines goals and methods for increasing the tree canopy of the city over the next 25 years. It addresses issues regarding tree planting on public and private land, land use patterns, sustainable development, related city services, landscaping legislation, green infrastructure, and so much more. As a lead contributor to this project, I am excited about the potential to develop a greener urban environment and envision action that supports sustainability at the individual, business, and municipal levels.



Pages from the Urban Forestry Plan

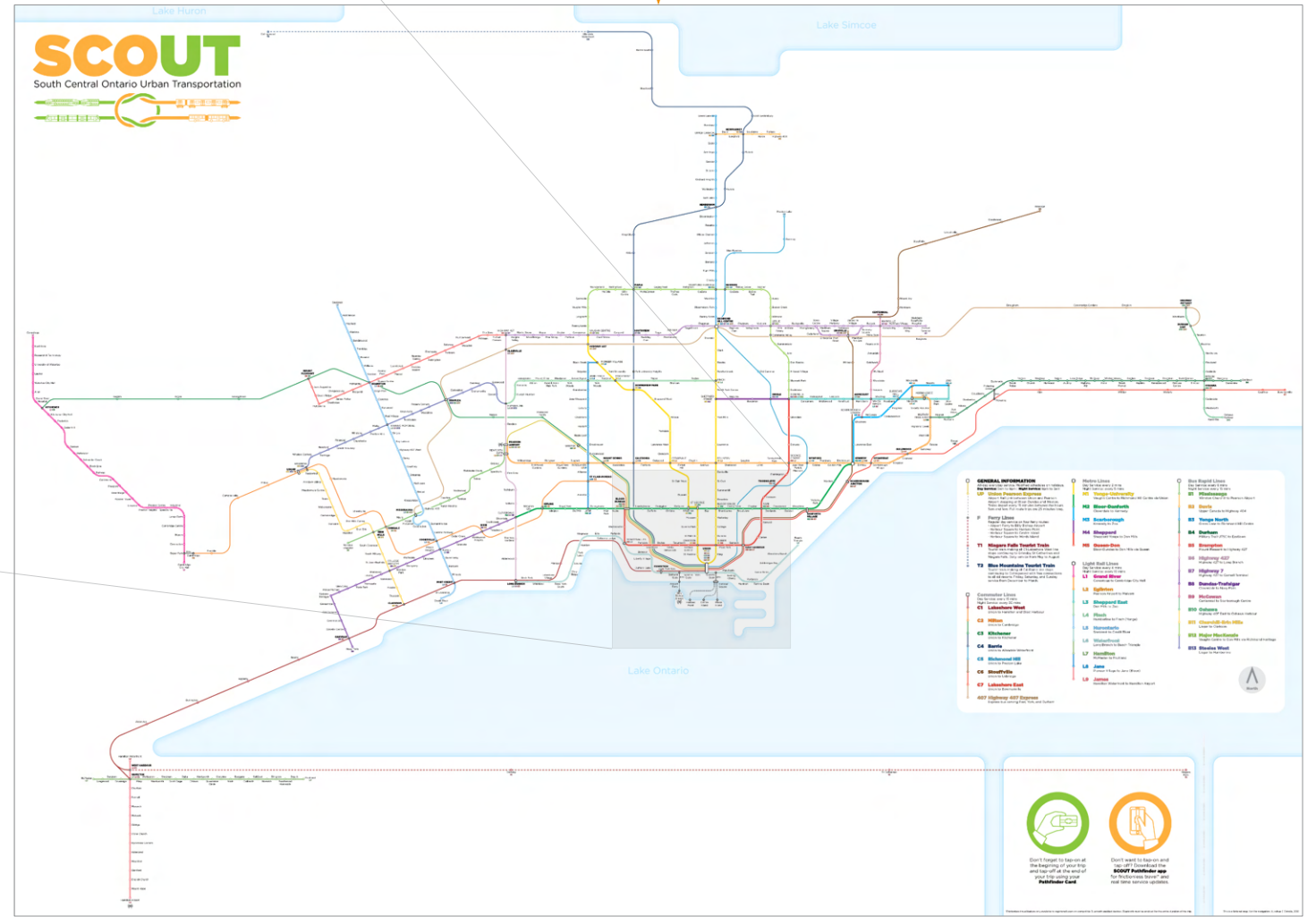
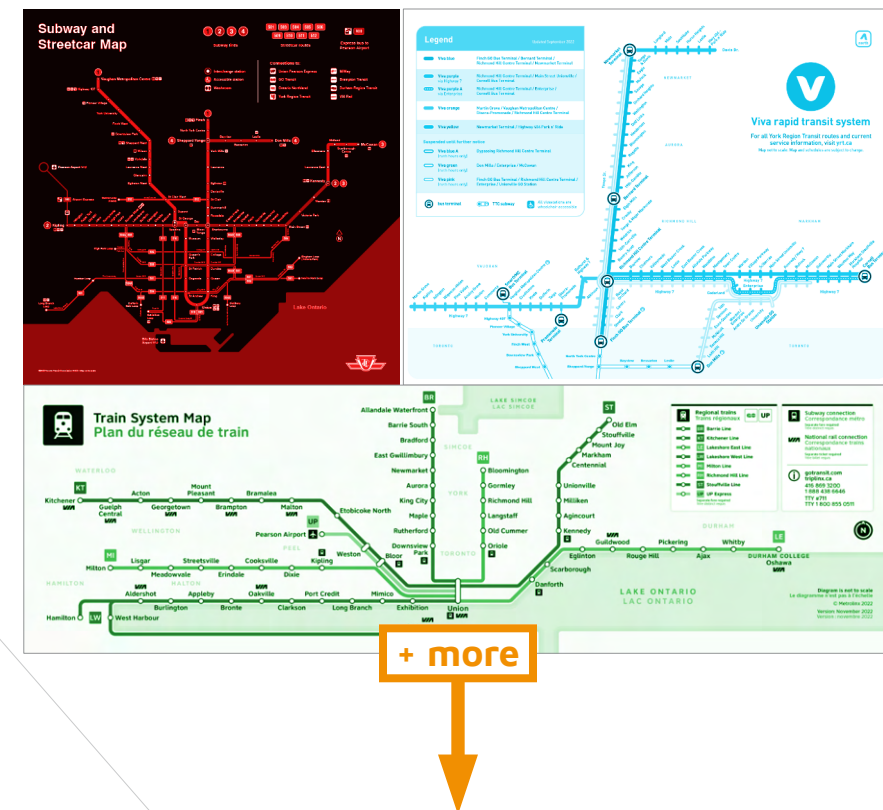




Metrolinx Map

2018-2019 | Graphic Design, Map Making

As trips become more regional, they rely on multiple transit agencies. With more than 10 transit agencies each with their own maps and design decisions, how do you reconcile all the information into a single design language? Using existing rapid transit maps, system maps, and expansion plans, I compiled all rapid transit and regional transportation into a single map. Every mode its own style and every line its own colour.



Thank you

Teammates:

Backyard Suites - Ben Mario, Erin Navin, Laura Pfeifer;
Community Benefits Agreements - Minha Lee, Igor Samardzic;
Grey Spaces Vaughan Mills - Queenie Dang, Jessica Frasca;

Creative Commons Attributions:

Maple - Mhsheikholeslami, Cedar - Famartin, Oak - Jürgen Eissink, Sedum Kamtschaticus - Flickr/52582306@N03 ,
Wild Chives - Fornax, Cornus Alternifolia - Jaknouse, Rosa Carolina - D. Gordon E. Robertson,
Cellophane Bee - Michael Becker, Northern Saw-whet Owl - Andy Witchger, Rose Breasted Grosbeak - John Harrison,
Song Sparrow - Rhododendrites, Ruby Throated Hummingbird - "jeffreyw - just to keep my hand in"

Maps and Aerials:

Mount Pearl Aerial - Google Maps, Greens on Garidner Backyard Suites - Google Maps,
Subway and Streetcar Map - TTC, VIVA Rapid Transit System Map - YRT, Train System Map - GO Transit

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