Town of East Gwillimbury
URISA ESIG Award Application 2018
Enterprise System

Growth Management and Development Dashboard
Managing and monitoring urban growth efficiently and effectively
A. SYSTEM
   1. Name & Category
   2. Letter from executive administrator.
   3. Summary of system; why it is exemplary
   4. User testimonials

B. JURISDICTION
   1. Name of Jurisdiction
   2. Population served by the organization/agency
   3. Annual total budget for jurisdiction
   4. Name, title, and address of chief elected and/or appointed official
   5. Name, title, address, telephone and email for contact person for system

C. System Design
   1. What motivated the system development?
   2. What specific service or services was the system intended to improve?
   3. What, if any, unexpected benefits did you achieve?
   4. What system design problems were encountered?
   5. What differentiates this system from other similar systems?

D. Implementation
   1. What phases did you go through in developing the system?
   2. Were there any modifications to the original system design? Why? What?

E. Organizational Impact
   1. What user community does the system serve and how?
   2. What are the ultimate decisions/operations/services being affected?
      If appropriate, provide a few examples including, but not limited to: screen input/output forms, paper products, or other descriptive graphics.
   3. What were the quantitative and qualitative impacts of the system?
   4. What effect has the system had on productivity?
   5. What, if any, other impacts has the system had?
   6. How did the system change the way business is conducted with and/or service delivered to clients? Give specific examples comparing the old way with the new.

F. System Resources
   1. What are the system’s primary hardware components? Give a brief list or description of the hardware configuration supporting the system.
   2. What are the system’s primary software components? Describe the primary software and, if a commercial package, any customizations required for the system.
   3. What data does the system work with? List and briefly describe the database(s).
   4. What staff resources were required to implement the system? (i.e., report approximate staff and consultant time as FTE's)
   5. Comment on anything unusual about the resources used to develop your system, such as data, software, personnel and financing.

G. Screen Shoots
A. System

1. Name of system and ESIG™ category for which applying

   Name: Town of East Gwillimbury

   Category: Enterprise System

2. Letter from the executive administrator authorizing

   June 4, 2018


   To Whom It May Concern:

   On behalf of the Town of East Gwillimbury, as Chief Administrative Officer, we are pleased to authorize the submission of our enterprise GIS: Growth Management & Development Dashboard, for your consideration of the prestigious URISA Exemplary Systems in Government Award.

   One of the Town’s key priorities is to manage growth effectively. Our GIS, technology based, Growth Management & Development Dashboard, was developed in house, to help visualize, monitor and report on new development. The Town is committed to operating in a strategic and financially responsible manner in planning for the future, based on our fast paced growing population. We believe this is a system that is deserving of this award and in our opinion, is exemplary, based on the many ways in which it has positively impacted the way we work and serve our community. It has brought improved productivity, helped us to provide more efficient public service and excellent, innovative collaborations across all departments.

   Industry Awards and Recognition for this initiative:

   - **CAMA 2018 Professional Development Award** recognizes a community that has developed a unique and innovative program for their staff and can be replicated in other communities.

   - **URISA Ontario Best Public Sector GIS: 2018 Gold Award** presented to organizations that have demonstrated the use of GIS in improving effectiveness and efficiency in enterprise GIS for public sector operations.

   We are very proud of the progress that our Growth Management & Development Dashboard has made to date and look forward to future growth and enhancements.

   Sincerely,

   [Signature]

   Thomas R. Webster
   Chief Administrative Officer
   M.B.A., B.COMM., P.Eng., CMM III

   “Our town. Our future.”
   Town of East Gwillimbury
   200 Lakeside Drive, Steeles, Ontario L4G 1Y9
   Tel: 905-855-1000 – Cell: 905-716-4784
   www.eastgwillimbury.ca
3. Summary of system; why it is exemplary

The Town of East Gwillimbury is experiencing dramatic urban growth that will persist over the next few years. The Town wanted to visualize, monitor and report on the status of development thereby assisting staff to effectively manage workflows: Commence road patrols for maintenance, snow removal, garbage collection, fire break allocations and monitoring.

This project is innovative in that it breaks down the barriers and enables access to information that drive work flows across departments, resulting in greater data confidence, enabling communication and resulting in better decision making.

There are 7,000 units of allocation available and over 21 developers and 19 builders currently working within the Town.

One of the Town’s key priorities is to manage growth effectively. The Town is committed to operating in a strategic and fiscally responsible manner, and planning for the future based on population. In an effort to effectively service the growth that is occurring and plan for the future, staff need data to make intelligence-based decisions and create effective workflows.

The Information Technology (IT) department, utilizing their internal data expertise and broad understanding of the Town’s corporate business processes developed an in-house solution to respond to the organization’s needs. Specifically, IT developed a solution that addresses data isolation and delivers quantitative content to stakeholder groups for action and statistical reporting on current state.

The solution connects to SQL database information and based on defined conditions, passes the results on as formatted email notification, writes the data to an Esri database for mapping and visualization and generates a dashboard report in Excel spreadsheet for reporting and tracking.

The result is a web based enterprise solution that provides corporate wide visualization and quantitative information on current development status:

1) Web map app available on all devices with LDAP authentication.
2) Email notifications for permitting by status change and data quality control monitoring.
3) Automated spreadsheet report tracking percentage complete milestones.
4) Update Dashboard report for improved decisions making and workflow activities.
5) New water meter installation tracking – improves asset management and enables financial account reconciliation of developer accounts.

The solution runs nightly and provides daily email notifications, updates Esri database for mapping and builds an excel report all based on the previous day’s work completed by the building department staff inputted into CityView software.

Awards to date:

- **CAMA 2018 Professional Development Award** recognizes a community that has developed a unique and innovative program for their staff and can be replicated in other communities.

- **URISA Ontario Best Public Sector GIS: 2018 Gold Award** presented to organizations that have demonstrated the use of GIS in improving effectiveness and efficiency in enterprise GIS for public sector operations.
4. User Testimonials

Office of the Mayor

Mayor Virginia Hackson, B.A., B.Ed.

June 4th, 2018

Letter of Support

I am pleased and proud to provide this letter of support for Carolyne Sexton’s application for URISA ESIG Award Application 2018 - Enterprise Systems.

The Town of East Gwillimbury, one of the fastest growing communities in Ontario, is committed to managing growth effectively while, at the same time, operating in a strategic and fiscally responsible manner. In order to achieve this, staff require real-time data to make intelligence-based decisions and create effective workflows.

In response to this need, the Town’s Information Technology (IT) Team, utilizing their internal data expertise and broad understanding of the Town’s corporate business processes, successfully developed an in-house program known as the Growth Management Development Dashboard.

This is an amazing accomplishment from East Gwillimbury’s IT Division and one that we are all proud of. It is a leading edge program that I am sure will receive recognition and accolades across North America, which has already happened. The information it provides in relation to the progress of growth within our Town is invaluable to both our staff and our residents. It provides staff with the information and statistics needed to efficiently and effectively manage the growth and provides the residents the services they need to ensure a smooth and seamless move into their new home in East Gwillimbury.

This newly developed program has already received some much deserved recognition. Recently by URISA Ontario receiving the Best Public Sector GIS – Gold award and, more recently, recognition by CAMA receiving the 2018 Professional Development Award.

Again, I am very proud of the staff team involved with developing this incredible leading edge program.

Yours truly,

Virginia Hackson
Mayor, Town of East Gwillimbury
May 28, 2018

Carolyne Saxton
GIS Coordinator
Town of East Gwillimbury
18000 Leslie Street, Sharon, ON
LOG 1V0

Dear Carolyne:

Re: Testimonial – Town of East Gwillimbury, URISA ESIG Award Application 2018

The Town of East Gwillimbury is located in the northern part of York Region, just 30 minutes north of Toronto, Ontario, Canada, and encompasses an area of 236 square kilometers (91.89 square miles). East Gwillimbury boasts a variety of living environments including fully serviced urban areas, partially-serviced suburban areas, rural hamlets, estate residential subdivisions and rural agricultural land.

The Town with a current population of approximately 24,000 residents is seeing unprecedented growth of its urban areas with a future build-out of 150,000 people and 65,000 jobs by 2051.

As the Drinking Water Authority for the Town, it was important to manage this exceptional growth, ensure quality services continued to be delivered to our residents and manage the Town's assets and data effectively and efficiently.

Through solid interdepartmental communications, the Town’s GIS staff lead Carolyne Saxton, under the Management of Randy Bell, developed a GIS based Development Status Tool. This tool not only provides static parcel, development and road information but more importantly provides dynamic, real time updates as various growth activities occur from both internal and external sources.

This great tool ensures the efficacy of data collected but more importantly ensures that the Drinking Water Authority has the ability to track its new assets and plan for future operational and capital expenditures. The dynamic nature of the application ensures that the Authority collects revenues through “just-in-time” meter installation to balance its operating expenditures.

“Our town, Our future”
19000 Leslie Street, Sharon, Ontario LOG 1V0 Tel: 905-478-4282 Fax: 905-478-8545 www.eastgwillimbury.ca
Significant staff savings have been realized across the municipality as a result of this application. The manner in which the tool was developed ensures that data can be provided on various platforms including desktop computers, tablets and cellular phones. The data can be utilized across the corporation whether in the office or out in the field.

The Town’s Drinking Water Authority is very pleased with the competency of the GIS team, usefulness of their application and the overall benefit to town residents.

We look forward to our continued partnership and future opportunities realized by the development of the Development Status Tool and the excellent GIS team at the Town of East Gwillimbury.

Sincerely,

Larry B. Hollett, C.E.T.,
Director of Operations,
Community Infrastructure & Environmental Services
June 4, 2018

To Whom It May Concern:

I am pleased and proud to support the Town of East Gwillimbury’s submission for the URISA ESIG Award Application 2018 - Enterprise Systems.

This project has significantly enhanced the Town ability to review, analyze, and interpret growth data, allowing the Town to operate in a strategic and fiscally responsible manner. Staff are now able to use real-time data to make intelligence-based decisions to effectively plan for the future based on emerging growth trends. The workflows created by the IT team has allowed our staff increased efficiencies and data-certainty.

Further to the day-to-day assistance the application provides, this exceptional GIS tool has also quickly been adopted by the Town’s senior management team. Having access to data in a geographic format has proven to be an invaluable tool in managing the strategic delivery of municipal services, and forecasting of new tax revenue, both of which allow the Town to effectively manage growth.

Sincerely,

Mark V cic
General Manager, Corporate Services / Treasurer
Town of East Gwillimbury

c: Carolynne Saxton
B. Jurisdiction
1. Name of jurisdiction
   Town of East Gwillimbury, Sharon Ontario Canada

2. Population served by the organization/agency
   The Town of East Gwillimbury serves a population of 23,000 will be over 50,000 by 2025.

3. Annual total budget for jurisdiction
   $19,422,258 (2017)

4. Name, title, and address of chief elected and/or appointed official
   Thomas Webster
   Chief Administrative Officer
   19000 Leslie Street
   Sharon Ontario, L0G 1V0

5. Name, title, address, telephone, FAX, and email for contact person for system
   Carolynne Saxton
   GIS Coordinator
   19000 Leslie Street
   Sharon Ontario, L0G 1V0
   905 478 3823
   csaxton@eastgwillimbury.ca

C. System Design
1. What motivated the system development?
   The Town of East Gwillimbury has been preparing for growth for many years. In the early 1970’s, Town Council approved the Town’s first Official Plan (OP) (the subsequent update was approved in 1997). The OP designated lands for residential, commercial and mixed-use development. However, the development of the designated lands was placed on hold as there was not enough water and wastewater servicing to accommodate the developments at that time. Despite the lack of servicing, many developers purchased land and went through the subdivision approval process and the various developments were approved with a Holding Symbol under the Zoning By-law until such time that water and wastewater servicing was available.
   In 2016, the necessary allocation became available with the completion of the York Durham Sewer System (YDSS). The YDSS allocated 7,000 units of development to the Town. The newly available allocation, coupled with a surging housing market in 2017, resulted in the Town of East Gwillimbury entering an unprecedented phase of growth.
   There are 7,000 units of allocation available and over 21 developers and 19 builders currently working within the Town.
The Information Technology (IT) department, utilizing their internal data expertise, combined GIS/IT technologies and broad understanding of the Town’s corporate business processes developed an in-house solution to respond to the organization’s needs.

2. What specific service or services was the system intended to improve?

Originally intended to provide GIS data to our new Esri Portal for web mapping and send email notifications to a group of permitting stake holders. The building department used paper maps with highlighters in an attempt to track permitting.

The Operations department would have access to this timely information for roads and waste collection workflows, no process was previously in place.

The FME process filters new permitting data that is entered into the CityView application system and provides nightly status update notification emails as well as update GIS for visualization. With the high volume of permitting being issued, it would not be efficient, nor guaranteed to be error free, to have individual staff members provide manual notifications every time a status changed.

All Town departments play a role in supporting growth. Each department needs to be aware of the progress of the various developments and permitting activities for a variety of purposes to ensure that residents receive the required Town services, which is the Town’s key priority.

3. What, if any, unexpected benefits did you achieve?

All Town departments play a role in supporting growth. After the corporate launch of the map portal the conversations really started. Each department needs to be aware of the progress of the various developments and permitting activities for a variety of purposes to ensure that residents receive the required Town services, which is the Town’s key priority.

Though the process of building the Growth Management, system conversations with departments revealed added value areas:

**Parks:** Requested a milestone report based on percentage complete and defined by registered plan to help them manage and meet their development agreements. This eventually grew into the “Dashboard” competent for an even higher overview of the municipality.

  - Proactive engagement, occupancies percentage driven.
  - Development agreements compliance.

The Full Dashboard provides detailed statistics on percentages complete by permit type, community and developer. This is used by all our senior management and council for data based decision making.

  - Corporate wide single source data and reporting

**Water:** Requested a FME workbench to add new water meter installations. This process also acts as content validation, each parcel with an occupancy permit must also have a symbol for water meters. This is important for accounting staff tasked with reconciling contracted water meter installations and developer deposits more efficiently. Provides an asset management component not only for new installs
but is also reutilized to populate current Town wide meter information which assists the water billing and account validation.

- Automated digitization
- Asset management and inventory
- Accounting and billing improvements
- Data validation across department

**Taxation:** Using the Portal map can validate not only occupancy information but water meter information for billing purposes. Any discrepancies trigger staff to communicate with the appropriate department for clarification or update.

- Data validation and maintenance
- Timely flow of information

**Bylaws and Emergency services:** Monitor fire break lots for compliance and community safety.

- Corporate wide single source data for off-site departments

**External stakeholders:** Receive notices of new occupancy to trigger contracted waste collection services and MPAC taxation roll updating.

- Improves service delivery to new residents
- Timely flow of information

4. What system design problems were encountered?

Schema changes to parcel base data meant a rework of an FME process workflow.

5. What differentiates this system from other similar systems?

This project significantly enhanced the Town ability to review, analyze, and interpret growth data, allowing the Town to operate in a strategic and fiscally responsible manner. This system provides tailored notifications to various stake holders and groups that initiate action based on department area and service level expectations. The process updates the management dashboard in near real time, based on the last business day but it can also be pushed at any time should an update be needed. Built by our organization and is corporate data driven, combining IT / GIS technologies and methodologies to support the Town’s key priority of service delivery to residents.

**D. Implementation**

1. What phases did you go through in developing the system?

The Information Technology (IT) department, utilizing their internal data expertise and broad understanding of the Town’s corporate business processes. IT practised basic project management techniques and started planning back in 2015 prior to our Esri server purchase. Esri server was implemented along with federating Esri Portal. The acquisition of FME in 2016 our plans expanded to incorporate data automation. After the launch of Portal for corporate GIS change requests were received from department to incorporate more feature such as water meter and percentage complete reports. 2017 was a year of refinement and change requests to enhance the system.
2. Were there any modifications to the original system design? Why? What?

Modifications were made as more conversations grew from the web map portal. Once departments saw the benefits and understood the concept they each had input.

Parks requested a percentage complete excel sheet. IT Created an FME process that populates an Excel tabbed work book for percentages reporting. This drove the creation of the full Dashboard for complete statistics by community and developer.

Water department requested a process to add meter information to web mapping. IT Created an FME process that populates an Esri SDE for mapping and information sharing. An FME directory watchers runs when a new file is added by the water department administrator. This eliminates any need to manually digitize a dataset and has also improved asset management for the water department. The email notice advises water billing staff that new content is available to assist with their workflow.

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E. Organizational Impact
1. What user community does the system serve and how?

As the Town continues to grow, it is important for Council, senior management and the public to have a high level understanding of the status of development in Town. Reports need to be consistent across the organization and easily attainable. The initial process to receive these reports was time consuming and was subject to human error. This caused an issue for long-term strategic planning as there was not consistent data sharing nor was there one specific owner who kept track of the updates, thus making it difficult to identify patterns and trends.

Now Town employees, MPAC tax roll assessment office and waste collection contractor receive daily update of new occupancies town wide. This triggers workflows for each stakeholder, in turn provides essential services to residents and data updates to stakeholders. The next iteration will include the planning department at the Regional Municipality of York and is currently in development. This will assist the Region with forecasting, monitoring and service delivery for residents new and old. The rapid growth of East Gwillimbury has far reach implications and this system will help with the growing pains.

2. What are the ultimate decisions/operations/services being affected? If appropriate, provide a few examples including, but not limited to: screen input/output forms, paper products, or other descriptive graphics.

As the Town continues to grow, it is important for Council, senior management and the public to have a high level understanding of the status of development in Town. Reports need to be consistent across the organization and easily attainable.
Dashboard - Senior management and council use this product to make better decisions with exacting numbers on progress to keep residents informed.

Quantitative – Email notification that provide at a glance information on the quantity of the last days occupancy permits as well as an excel document containing the date, roll number if available and the address

Departments: Building, Taxation, Operation – roads waste collection, Waste collection contractor, MPAC.

Qualitative – Building adminstrators and coodinators receive this for corrective action. IT receives for monitoring quality.
Water meter notification—emails notify water and taxation staff that a water meter update has been performed. Another email is generated by mismatched information goes to water administrator and IT for corrective action. Usually a misspelt address related to new streets.

Web app—available on PC or mobile devices through LDAP provides complete corporate access. Widgets provide tailored access to common question like where are today’s new occupancies, which are listed and heightened in black. The ability to visualize our growth has been very insightful and impactful.

3. What were the quantitative and qualitative impacts of the system?

The numbers are exacting based on inputs provided by the building departments in the last business day. Qualitatively the notification on mismatched addresses has improved data quality and exposed an area of improvement regarding historic records.

4. What effect has the system had on productivity?

Over all workflows corporate wide have improved dramatically as previously staff had to provide manual or verbal notifications. Staff previously waited for information that might be very dated, incomplete or missed entirely.

✓ The water department will not have to digitize the water meter locations manually which would have been labour intense and consume half an FTE at least.
✓ Taxation and billing can be more in front of the quarterly billing cycle.
✓ Parks are proactive, monitoring change and enforcing compliance for new park construction.
✓ Waste collection can start immediately.
✓ Roads can be serviced and maintained sooner.
✓ Senior management has complete confidence in the data to make informed discussion.

5. What, if any, other impacts has the system had?

The system has brought data quality and governance into the forefront as an emerging priority.
6. How did the system change the way business is conducted with and/or service delivered to clients? Give specific examples comparing the old way with the new.

The dashboard is essential to growth management and has become the organization’s most essential tool for managing growth in the community. The data allows staff to break down growth by community. Staff are able to conduct long-term forecasting and strategic planning, that visualizes the story of growth in East Gwillimbury.

The Building department no longer has to manually notify, call others to report changes or use paper wall maps and markers. Other departments no longer have to wait on the building departments updates. There are no longer multiple individuals trying to manage potentially the same data. The water department previously had not been digitizing new meter assets and would send excel sheets to water billing staff as updates. Parks never knew what percentages a development was occupied before this system. Senior management relied on department managers for data and sometime the numbers did not match which meant longer meetings.

The new system provides a single source of content that is reliable, up to the moment and available to all staff.

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F. System Resources

1. What are the system’s primary hardware components? Give a brief list or description of the hardware configuration supporting the system.

The primary hardware for implementing this project are a combination of virtual and physical servers.

1. Esri server is a physical server and supports the Esri Server application 10.4 which is federated with Esri Portal.
   - Esri ArcGIS Server
     - Version 10.4
     - Esri Portal Federated
     - Windows Server 2012 R2
     - 1 TB 64 GB RAM 4 CPUs

2. Safe software FME Server is a virtual server
   - FME Server 2017.1
   - 200 GB
   - FME Desktop Workbench 2017.1

3. Mail Server is a virtual server
   - Windows Server 2012 R2
   - Exchange 2013

2. What are the system’s primary software components? Describe the primary software and, if a commercial package, any customizations required for the system.

East Gwillimbury primarily utilizes Esri, FME and Microsoft suite software’s for implementing this project.

Safe Software
- FME with Esri Edition Desktop 2017.1 combined with FME Server 2017.1. FME Esri Edition Desktop was unitize to build the work benches that run on FME server.

**Two workbenches:**

1) Main system runs nightly at 6am Monday to Friday.
   - A) Updates Esri SDE with permits and firebreak lots
   - B) Updates dashboard Excel template
   - C) Builds email notification
     1. List of new occupancies – All stakeholders
     2. Address mismatch list for corrections – Building Administrator, IT

2) Directory watcher is triggered by new file added by water administrator.
   - A) Builds email notification
     1. New updates available – Water, Taxation/Billing
     2. Mismatched list for corrections – Water administrator, IT

Esri
- Esri ArcGIS Server 10.4
- Esri ArcGIS Portal 10.4
- ArcMap 10.3.1

Microsoft
- Microsoft Excel
- Microsoft Exchange

SQL Database – source data from building department
- Municipal Connects Cityview
- IIS web adaptors

3. What data does the system work with? List and briefly describe the database(s).

The Towns building department has a permit application tracking software CityView’s which is a SQL database. Utilized by building and planning staff, this software is not corporately available.

4. What staff resources were required to implement the system? (i.e., report approximate staff and consultant time as FTE’s)

   1 FTE town staff
   .25 FTE Consultant

5. Comment on anything unusual about the resources used to develop your system, such as data, software, personnel and financing.

   There is nothing unusual to report
G. Screen shots
The web application on a PC displaying the legend and a pop up on the selected parcel and important information like full addressing and water meter specifications.

The layer list widget controls what the viewer would like to see.
The chart widget shows the developments as a whole with the number of occupancies in each.

The query widget enables the display of occupancies by day with a list of addresses that is clickable.
Email notifications for corrective action

Email notifications for daily occupancy reports with and excel sheet attached.
Dashboard reporting for growth management and tracking.

### Development Status Report

**Town of East Gwillimbury: URISA ESIG Award Application 2018 - Enterprise System**

#### Number of Tax Units
- Total: 798
- New Homes added to tax roll: 11.4%
- Newly occupied units on Tax Roll: 27.4%
- Occupancy permits: 38.7%
- Building permits: 46.6%
- Registered units today: 3265
- Total YDSS Units: 7000

#### Registered units today
- Of 7000 YDSS units: 3265 (46.6%)

#### Building Permits
- Of 7000 YDSS units: 2706 (38.7%)

#### Occupancy Permits
- Of 7000 YDSS units: 1916 (27.4%)

#### Development stats by Community

<table>
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<tr>
<th>Community</th>
<th>Project Name</th>
<th>Builder</th>
<th>Salvage</th>
<th>Units in Place</th>
<th>Building</th>
<th>% of 7,000</th>
<th>Occupancy</th>
<th>% of 7,000</th>
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<tbody>
<tr>
<td>SHARON</td>
<td>Ashley Park</td>
<td>Rodex Homes</td>
<td>105-11000</td>
<td>79</td>
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<td>Birchview</td>
<td>Deer Creek</td>
<td>105-10000</td>
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<td>Savannah Greens</td>
<td>Moslex homes</td>
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#### Town of East Gwillimbury

<table>
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<tr>
<th>Community</th>
<th>Project Name</th>
<th>Builder</th>
<th>Salvage</th>
<th>Units in Place</th>
<th>Building</th>
<th>% of 7,000</th>
<th>Occupancy</th>
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</thead>
<tbody>
<tr>
<td>QUEENSVILLE</td>
<td>Queenson Estates</td>
<td>Moslex, Mosquito</td>
<td>105-100000</td>
<td>212</td>
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<td>3.15%</td>
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<td>Queesha Estates</td>
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<td>1.93%</td>
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#### Holland Landing

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<th>Building</th>
<th>% of 7,000</th>
<th>Occupancy</th>
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<tbody>
<tr>
<td></td>
<td>Wingfield</td>
<td>windows, Roderick Homes</td>
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<td>105</td>
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<td>Ravine</td>
<td>Andor homes</td>
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#### Mount Albert

<table>
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<tr>
<th>Community</th>
<th>Project Name</th>
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<th>Salvage</th>
<th>Units in Place</th>
<th>Building</th>
<th>% of 7,000</th>
<th>Occupancy</th>
<th>% of 7,000</th>
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<tbody>
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<td>Oxford Homes</td>
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#### Grand TOTAL YDSS

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#### Grand TOTAL Mount Albert

<table>
<thead>
<tr>
<th>Community</th>
<th>Project Name</th>
<th>Builder</th>
<th>Salvage</th>
<th>Units in Place</th>
<th>Building</th>
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