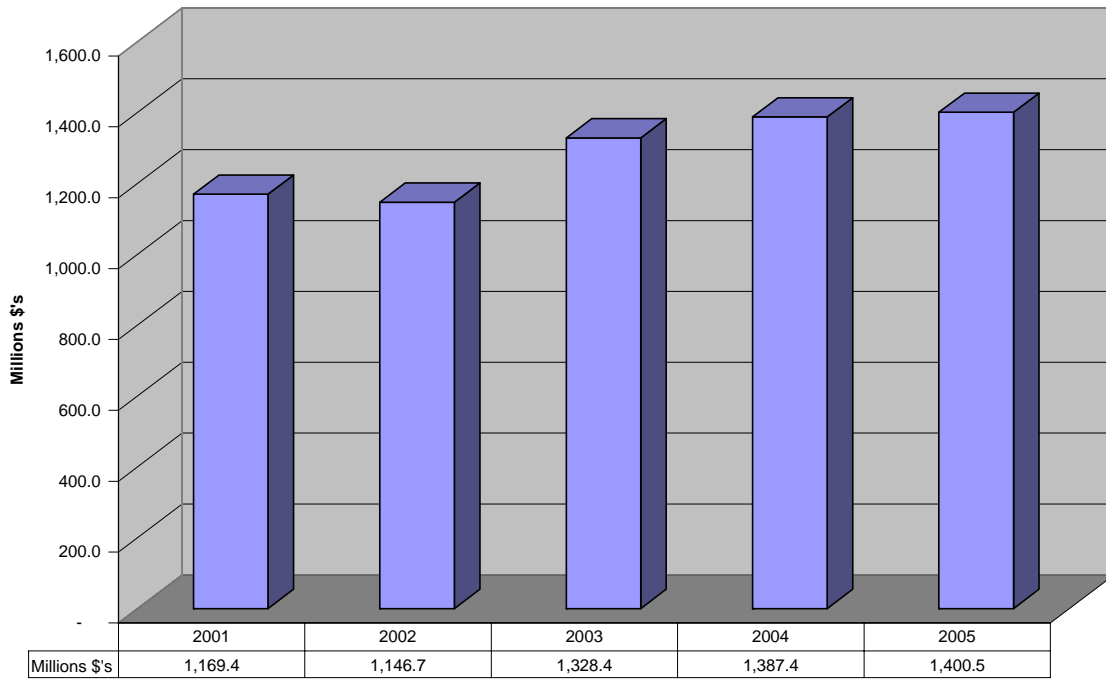




Minister's List of Performance Measures for 2005

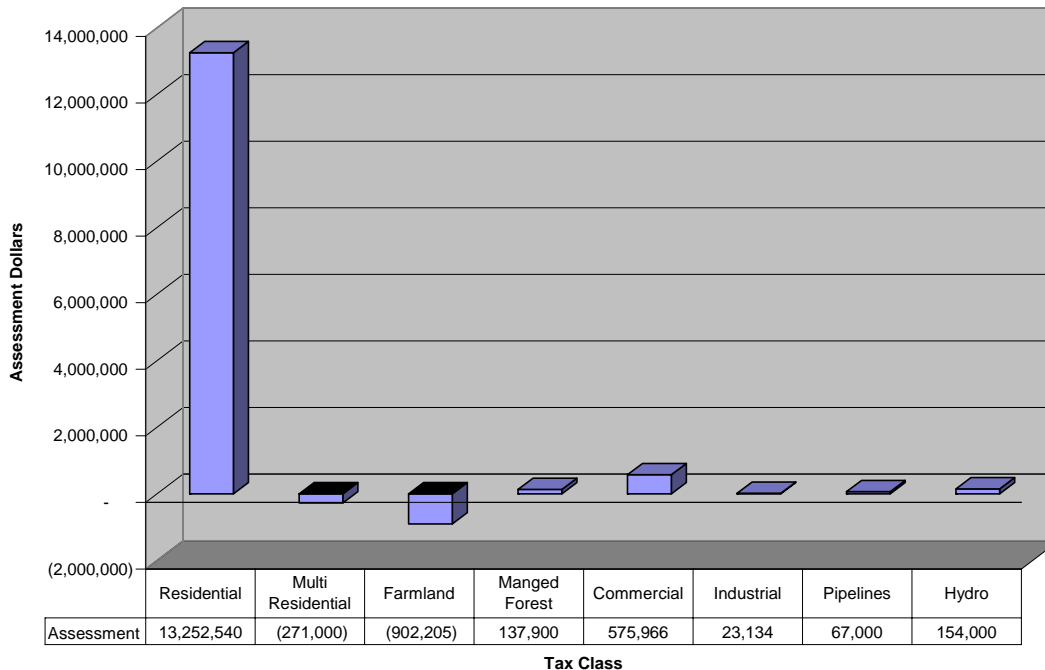
2005 PERFORMANCE MEASURES

Taxable Assessment



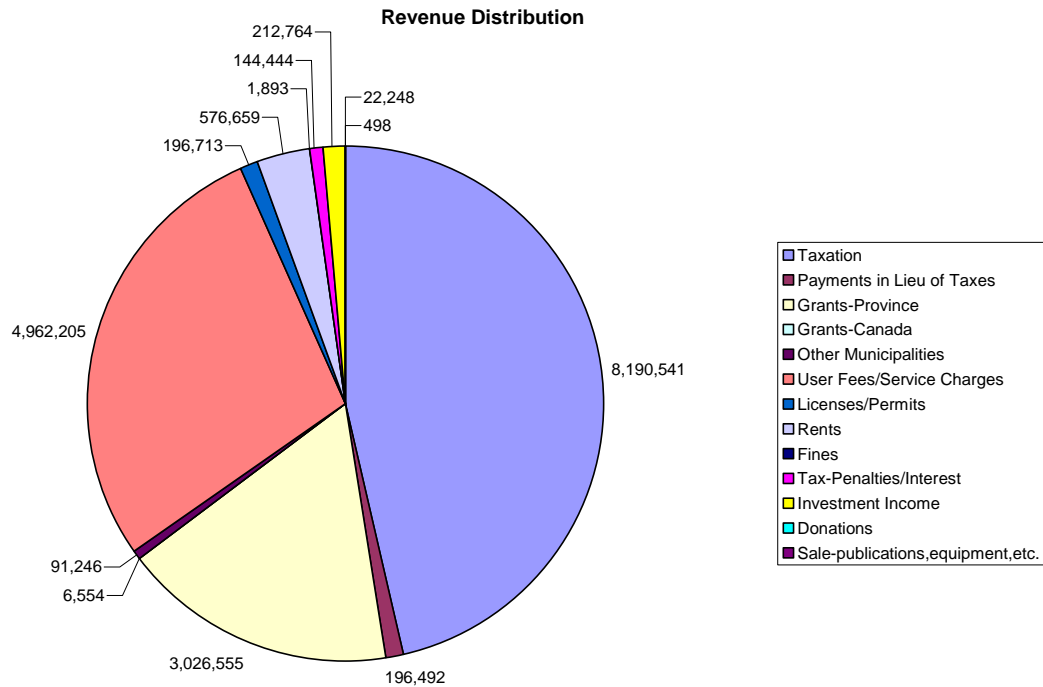
- Taxable assessment increased by approximately 0.98% (\$13,037,335) between 2004 and 2005. Most of the increase was in the residential tax class and was caused by new residences and improvements less write-off's from demolitions and assessment appeals as 2005 was not a re-assessment year.

2004-2005 Assessment Changes by Tax Class

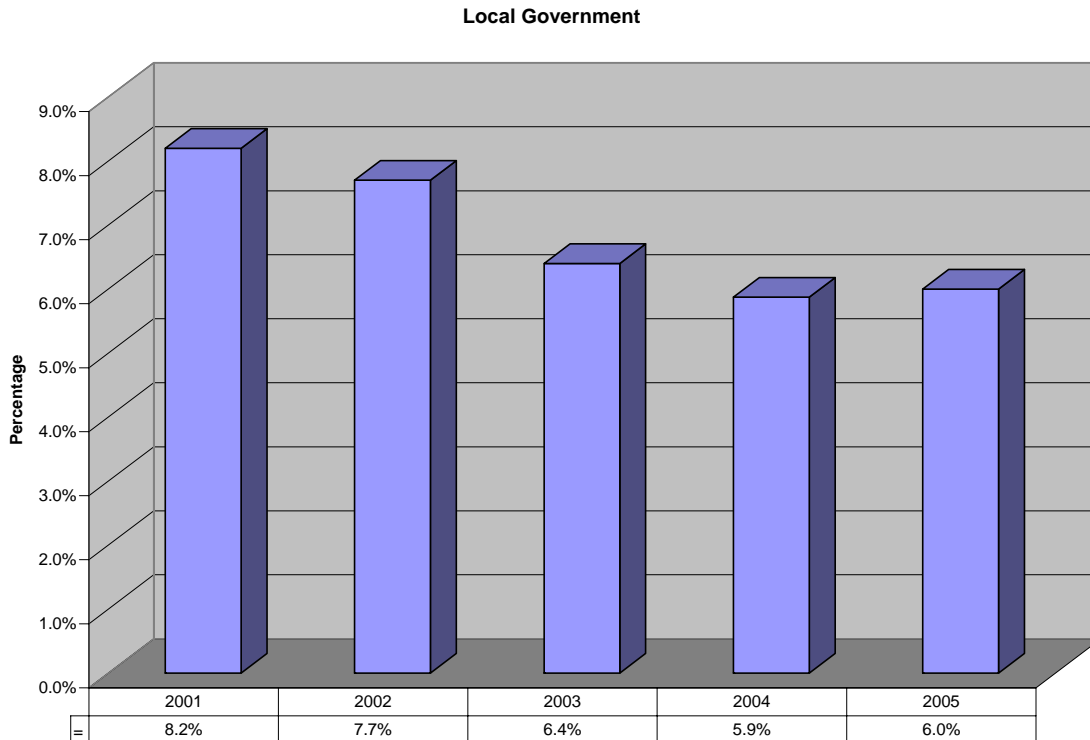


- The total increase in assessment over the four year period from 2001 through 2005 is 19.8%. The reasons for the change in assessment over the four year period would also include re-assessment in 2002 and 2003 (the 2003 reassessment alone made up 15.6% of the 19.8% increase). The next re-assessment was originally scheduled for the taxation year 2006 where the valuation date would have been updated from June 30, 2003 to January 1, 2005; however, the Province just recently cancelled the re-assessments for both 2006 and 2007 as they are reviewing the Ombudsman's report on the Municipal Property Assessment Corporation (MPAC).
- One thing to note is that a 1% increase in assessment does not equal a 1% increase in tax revenue, for example, for a 1% total assessment increase with all the increase in farmland would equal approximately \$13,351 in tax revenue, however, the same 1% increase in assessment with the increase all in the large industrial class would equal \$179,759.

Revenue Distribution



General Government: Operating costs for governance and corporate management as a % of total municipal operating costs



Local government costs held steady at around 6% between 2004 and 2005 as a percentage of total municipal operating costs after a steady decline since amalgamation. The 2003 average (median) of 61 other southern Ontario municipalities with a population between 10,000 and 20,000 was 10%, so we compare favourably with like sized municipalities (2003 was the most recent year that this information was available in summary form for other municipalities, so we've tried to incorporate it throughout the report).

Local government costs above include Council, Council support (such as minute taking, agenda's, etc.), CAO/City Manager, corporate accounting (financial statements, FIR), corporate communication (such as general information telephone lines, web site, etc.), corporate legal support, debt management, development charge administration, emergency planning, internal audit, and taxation. The above costs are not allocated to any other categories of spending, contrary to the program support costs (such as payroll, accounts receivable, accounts payable, etc.) which are allocated to other departments or categories of costs based on a percentage of costs. Program support costs are not included above.

Improvements in efficiency

- Continued implementation of pre-authorized payment plan for property taxes to allow taxpayers more choices when paying taxes or utility bills
- Analyzed and brought to Council reports on Lifecycle Costing for replacement of bridges
- Designed and implemented an improved Township web site (www.twp.stclair.on.ca)

Barriers to improvements

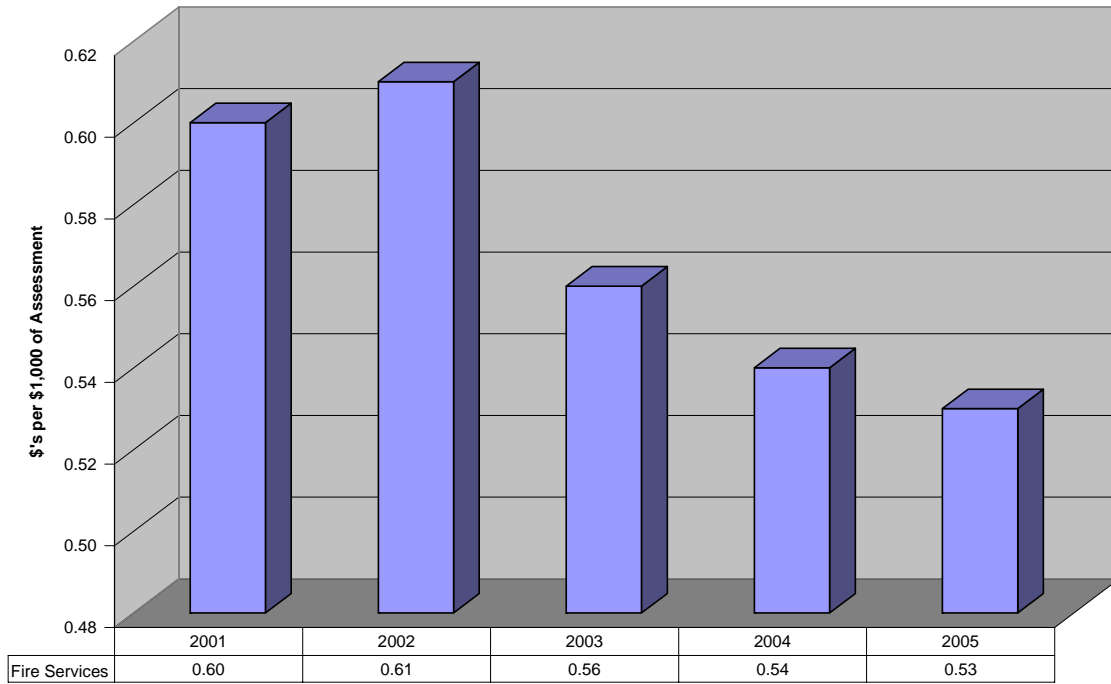
Barriers to improvements for all departments and services we offer include cost constraints caused by the following factors (among others):

- Increases in costs of insurance coverage (approximately 16% increase in 2004) impacts what is available to spend on other programs
- Fuel costs have increased significantly
- Hydro costs have also been increasing significantly

Note that formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. All previous years figures have been adjusted as required to allow comparability between years.

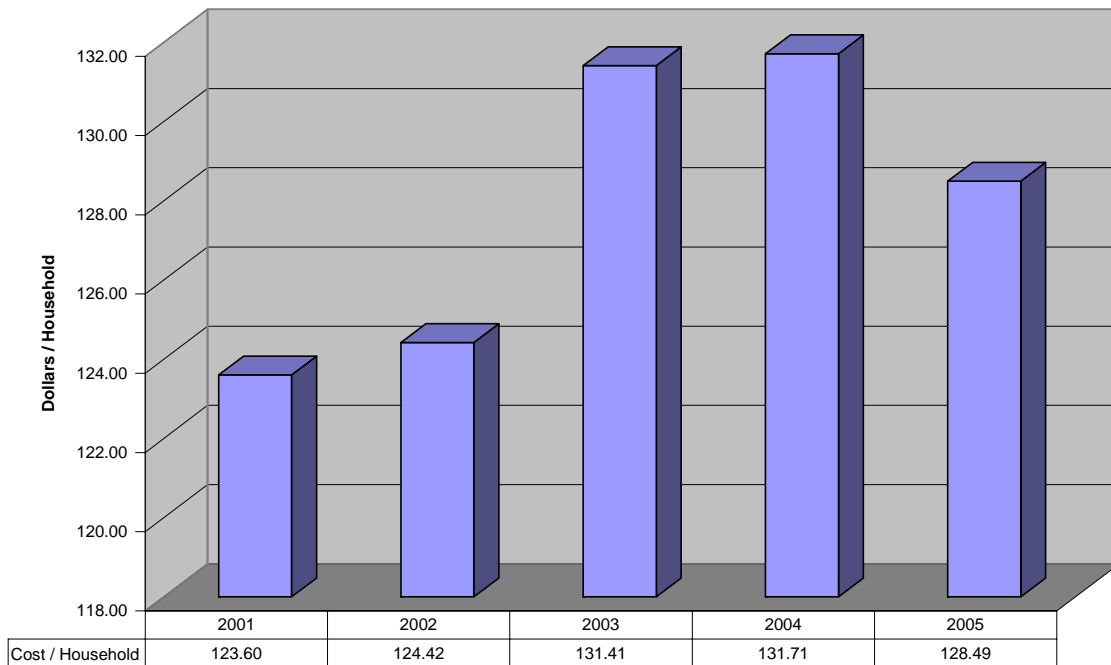
FIRE SERVICES

Fire Services: Cost per \$1,000 of Assessment



The 2003 average for 61 southern Ontario municipalities ranged from \$0.27 to \$2.21, with an average of \$0.50, which we are slightly above.

Fire Services: Cost per Household



The above two graphs show fire costs two different ways, the first one is required by the Province and it shows the cost of fire services per \$1,000 of assessment, the second graph shows the cost per household, which is not required by the Province. The cost per household gives a more realistic picture of the year over year changes in reassessment years. Costs decreased under both methods between 2004 and 2005.

Fire Services (continued)

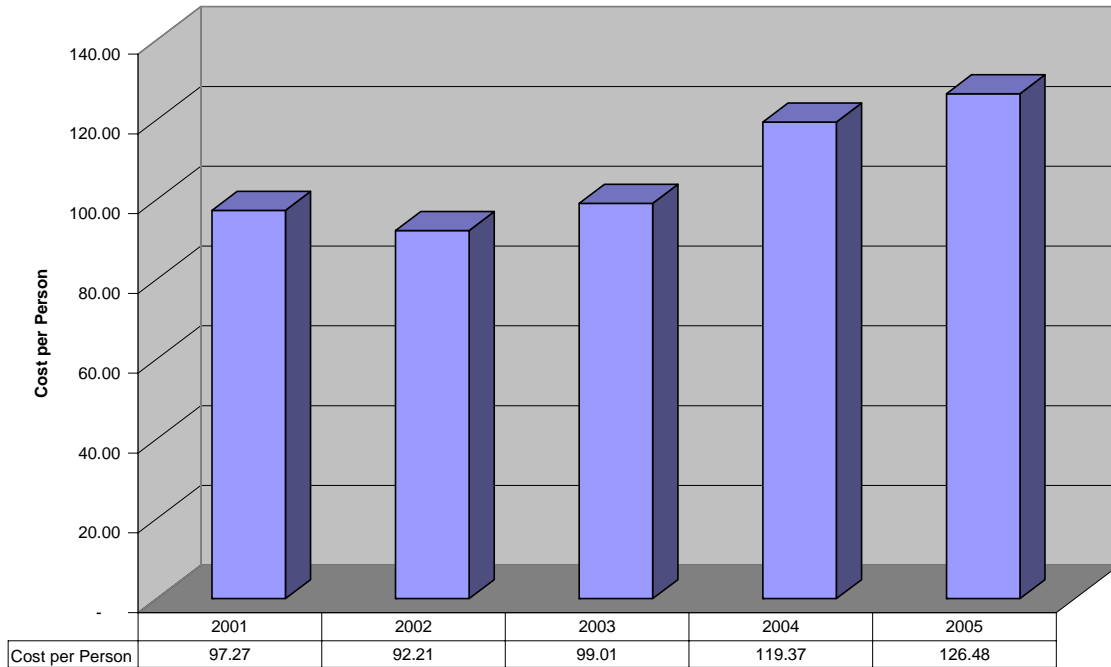
Improvements in efficiency & effectiveness

- In 2005 we will progress with the performance bench marking project and be able to compare our effectiveness against the provincial standard as well as our peers of like-sized communities.
- We expect to see an increase in the numbers of well trained and efficient firefighters.
- Statistics have shown the effectiveness of a well run smoke alarm and fire awareness program. Fire call responses have dropped over the past few years.

Police Services

Operating costs for police services per person

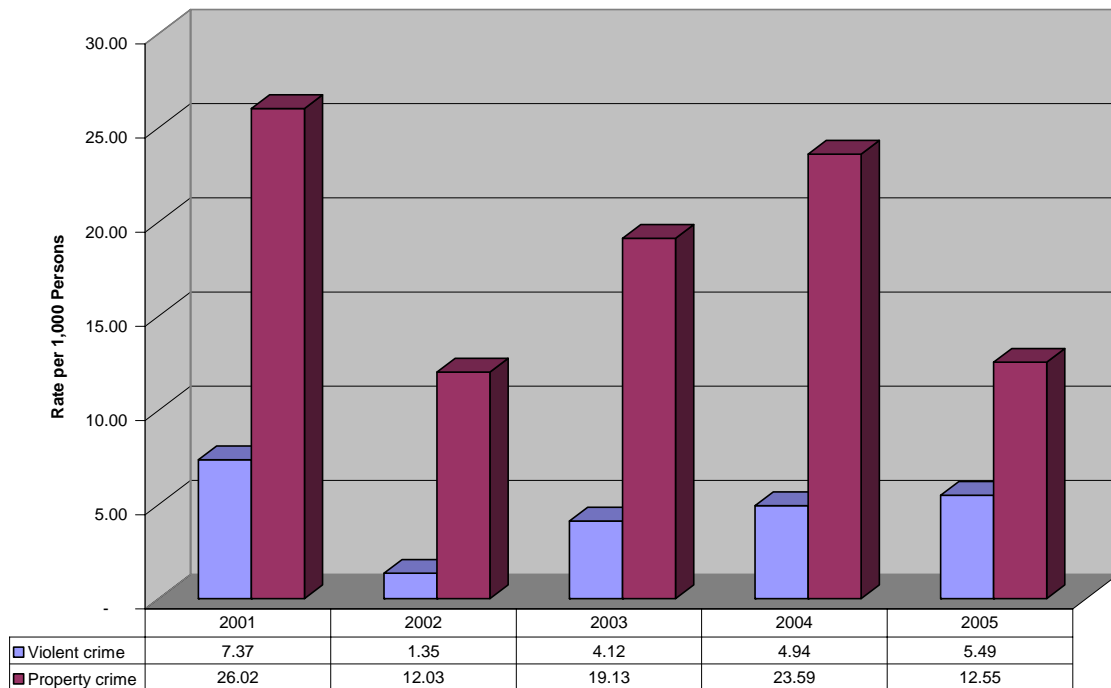
Police Services



After costs increasing last year, costs again increased in 2005 (by 6%) to the highest level since these statistics have been recorded and reported to Council. Note that the denominator has changed from households to population in 2005, therefore, previous years have been restated to cost per person from cost per household.

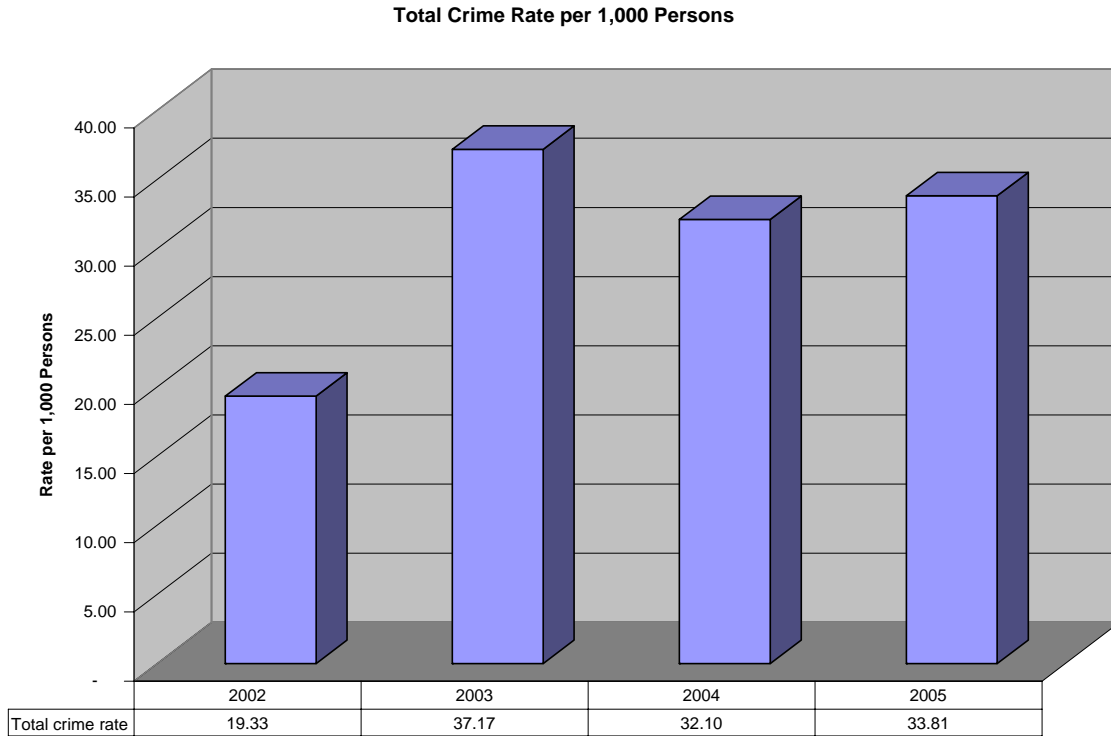
Crime Rate per 1,000 Persons

Crime Rate per 1,000 Persons



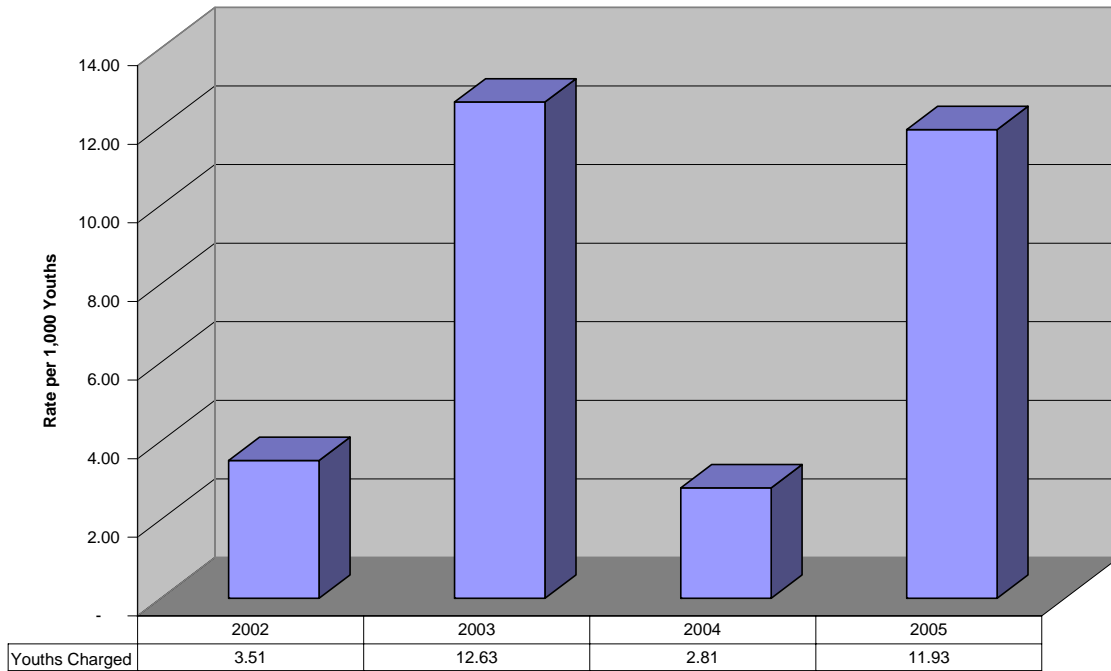
Violent crime increased between 2004 and 2005 but it is still below the year 2001 statistic. The violent crime rate for 2005 is also significantly below the Ontario average of 7.48 and the Canada average rate of 9.43 per 1,000 persons (compared to St. Clair Township's rate of 5.49). The 2003 rate for population centres with populations between 10,000 and 20,000 was 6.00, which also compares favourably as our rate has been consistently below 6.00 since 2002.

Property crime decreased between 2004 and 2005. The property crime rate is also significantly below the Ontario average of 28.08 and the Canada average rate of 37.38 per 1,000 persons (compared to St. Clair Township's rate of 12.55). The 2003 rate for population centres with populations between 10,000 and 20,000 was 27, which also compares favourably as our rate has consistently been below this average.



The total crime rate increased slightly between 2004 and 2005. The Township rate still compares very favourably with the Ontario rate of 57.80 and the Canada wide rate of 77.61 (compared to the Township rate of 33.81), with the Ontario rate almost double and the Canada wide rate showing almost 2 ½ times more crime. The 2003 total crime rate for comparable sized municipalities was 45, so our rate also is comparing favourably with this as it has consistently been below 45.

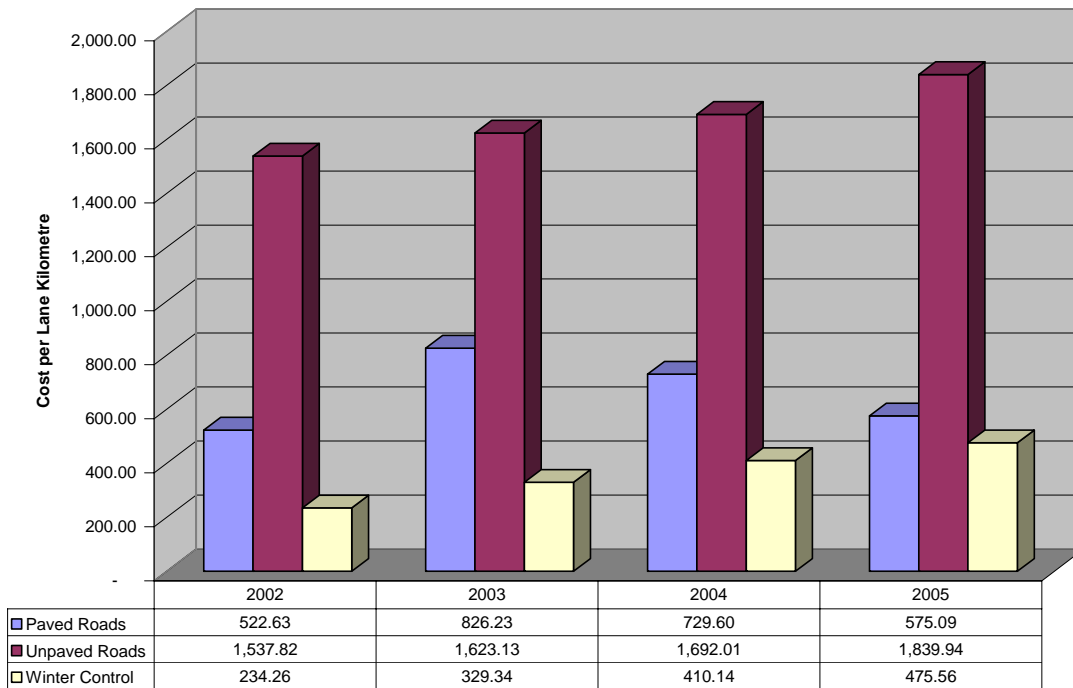
Youths Charged per 1,000 Youths



The year 2005 saw an increase in youths charged per 1,000 youths. The wide variation in rates could be because of our small youth population, for example, four youths were charged in 2004 as compared to 17 in 2005. The 2003 rate for comparable sized municipalities was 20 per 1,000 youths, so our youth rate also compares favourably with this as it has consistently been substantially below 20.

Roadways

ROADWAYS: Operating Costs per Lane Kilometre



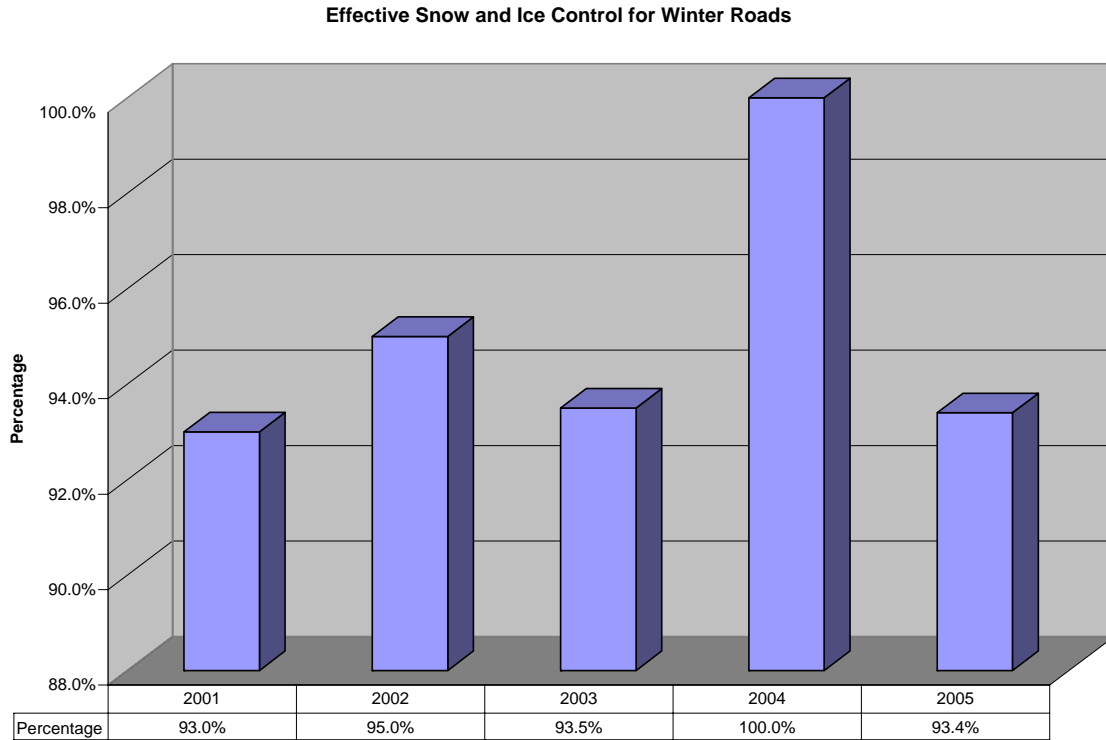
Paved roads include costs such as shoulder maintenance, surface maintenance, sweeping, etc. Unpaved roads include grading, gravelling, wash-outs, etc. Winter control includes snow plowing, ice control, standby, etc. Please note that this measure does not compare all the transportation costs; not included in the comparison are the following: traffic operations (such as pavement markings, railroad crossing maintenance, signs, etc.), roadside (such as vegetation management, sidewalks, etc.), structures (such as culverts, bridges, etc.) and stormwater management. Also to note is that these costs do not include any capital costs for paved roads, only maintenance/operating costs are included here.

The average cost for paved roads for similar sized lower tier municipalities in 2003 was \$710, so our rate of between \$522 and \$826 over the past four years was comparable.

The average rate for unpaved roads in 2003 for other municipalities was \$1,342. Our rate is a little higher than the other comparable municipalities, however, the 2003 survey included 48 municipalities and their rates varied widely from \$386 per lane kilometre to \$7,979 per lane kilometre. Our unpaved roads could be better maintained than the average (our roads are usually re-graveled every two years) and also the location of the roads in relation to water filled ditches and creeks and the base available also would make a difference in costs between municipalities.

The average rate for winter control in 2003 for other municipalities was \$811, which is significantly higher than our rates of between \$234 and \$475 over the four year period. This is mostly due to our location in the south, as the amount of snowfall and icing of roads would be the main difference in costs of this performance measure.

Percentage of winter events where the response met or exceeded locally determined road maintenance standards



The effectiveness of winter control has been consistently above 90% since amalgamation in 2001. The effectiveness measure used is Ontario’s Minimum Maintenance Standards (MMS) for Municipal Highways. These standards vary depending upon the average annual daily traffic and speed limit, to determine the time limit that snow, ice, etc. must be removed within (for example, a roadway with an 80 km/hour speed limit and a traffic count of between 1,000 and 5,000 vehicles daily would be required to have snow cleared when it reaches a depth of 8 cm within 12 hours.) The 2003 average of similar sized municipalities was 100%, however, it is not determined if they followed the same standards when reporting this measure.

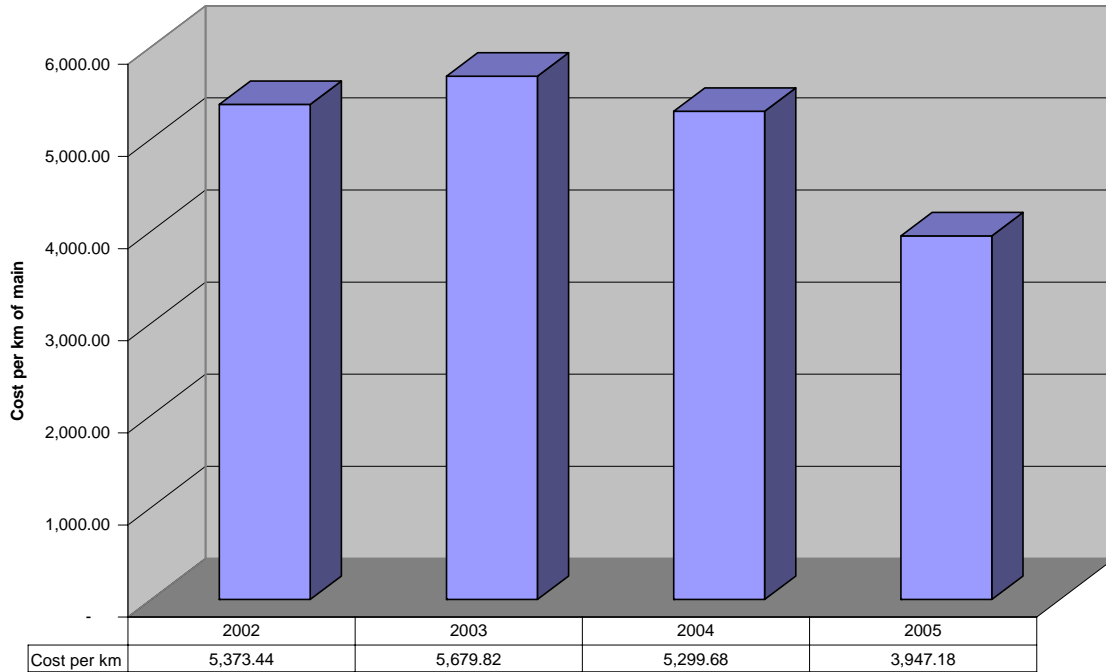
Improvements in efficiency & effectiveness and Barriers to Improvements:

- To complete edge repair of all surface treated roads
- To increase the frequency and quality of sweeping of curb and gutter streets
- To reduce material quantities for gravel resurfacing by 5% without affecting the level of service provided on loasetop roads
- To improve the efficiency of winter maintenance by better utilization of equipment and manpower

ENVIRONMENTAL SERVICES

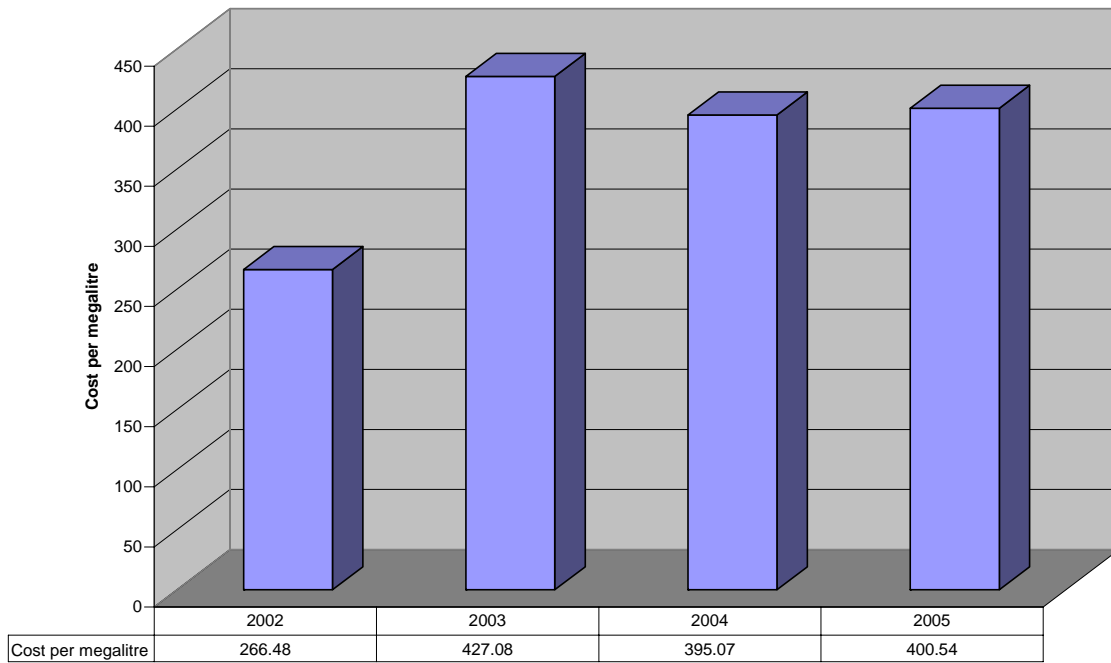
WASTEWATER COLLECTION – EFFICIENCY

Wastewater Collection - Cost per Kilometre of Wastewater Main



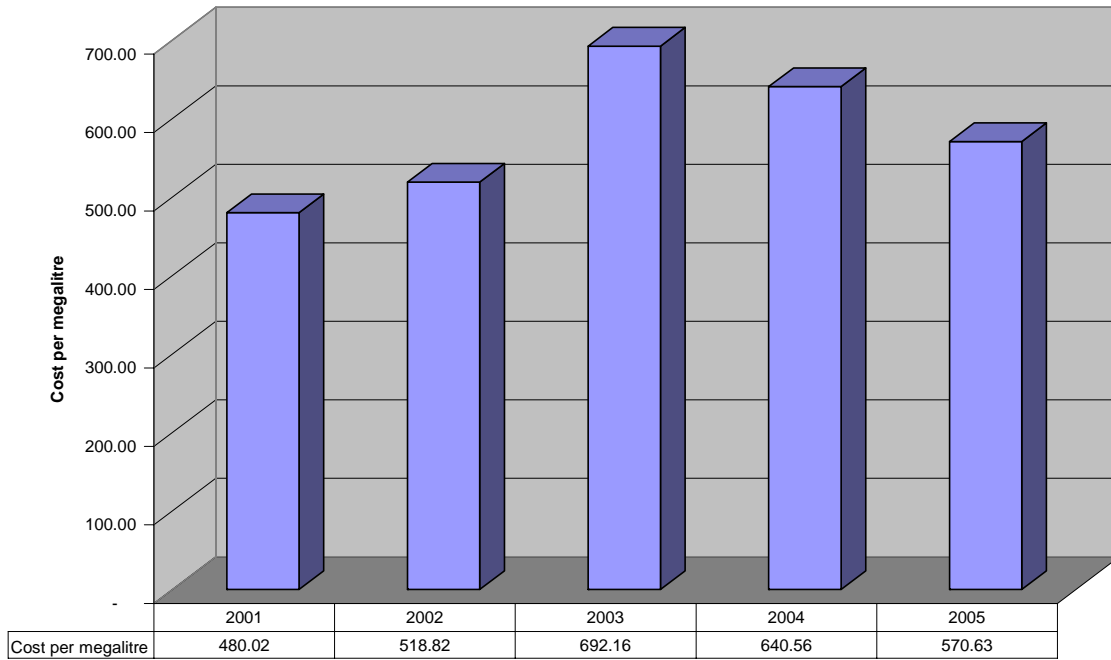
WASTEWATER TREATMENT AND DISPOSAL – EFFICIENCY

Wastewater Treatment & Disposal: Cost per Megalitre



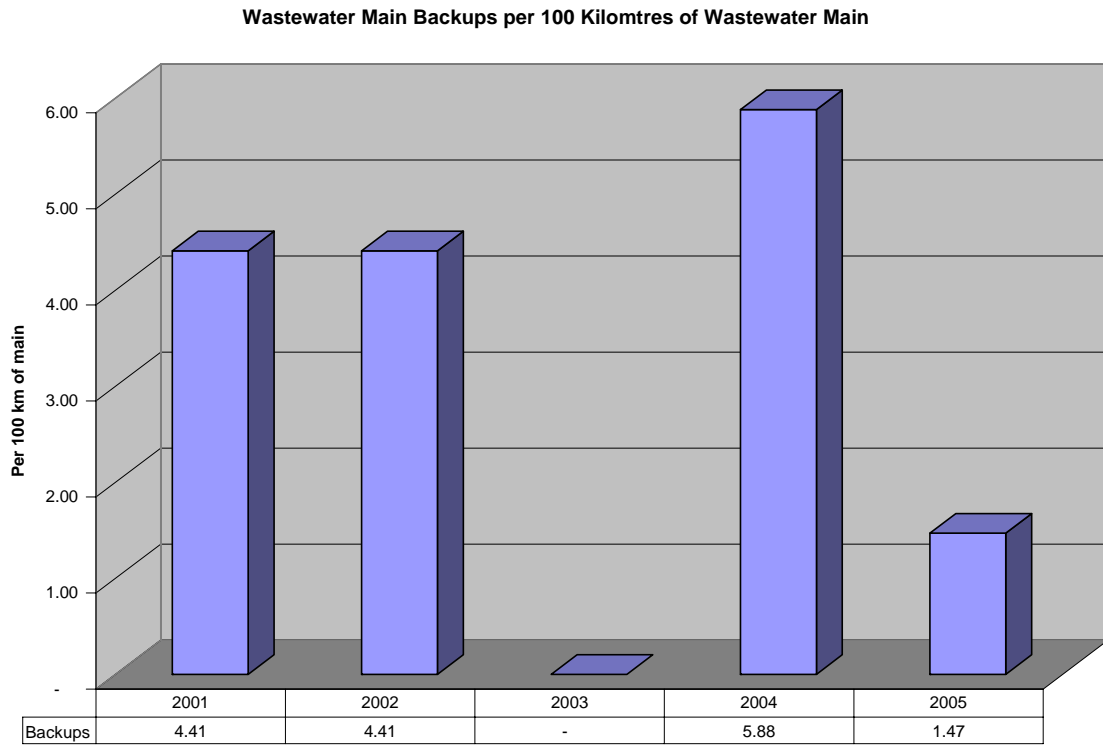
WASTEWATER INTEGRATED SYSTEM - EFFICIENCY

Operating Costs for the Collection, Treatment and Disposal of Wastewater per Megalitre



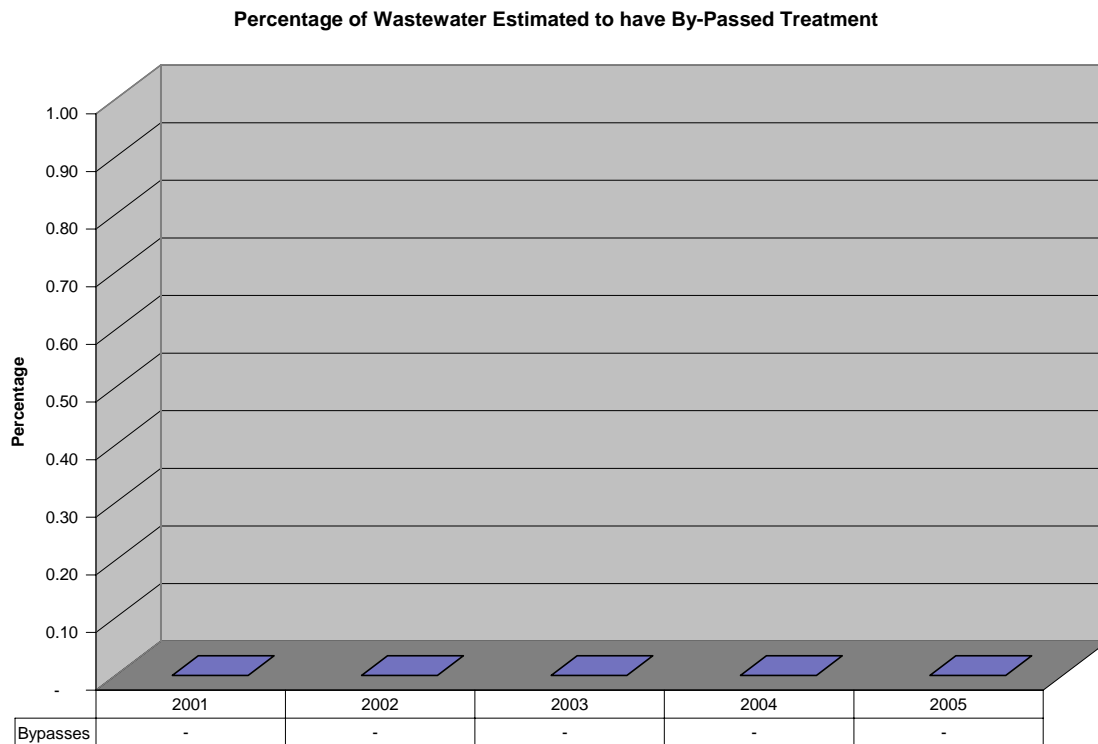
Wastewater costs decreased in 2005 as compared to both 2004 and 2003. The 2003 average cost for 32 similar sized municipalities was \$445 per megalitre, which we are slightly above. However the cost varied in similar municipalities with the lowest cost being \$85 per megalitre and the highest cost being \$2,212 per megalitre, with the majority of municipalities being in the \$100 to \$900 per megalitre range.

Number of wastewater main backups per 100 kilometres of wastewater main in a year



The 2003 average for similar sized municipalities is 3.3 backups per 100 km of wastewater main, which we were below in 2005.

Percentage of wastewater estimated to have by-passed treatment



The 2003 average of similar sized municipalities was 0% also.

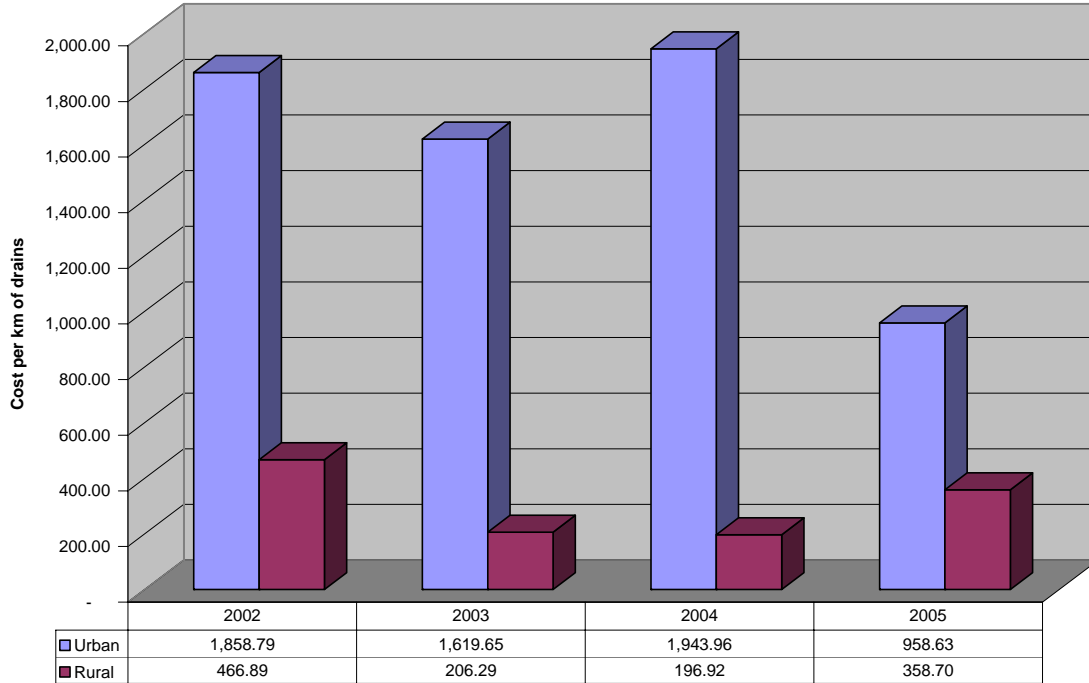
Improvements in efficiency & effectiveness and Barriers to Improvements:

- To establish a scheduled maintenance program for pump station maintenance and repairs
- To develop an Operations manual and Standard Operating Procedures for the wastewater system

STORM WATER

Operating costs for storm water management per km of drainage system

Operating Costs for Storm Water Management per Kilometre of Drainage System

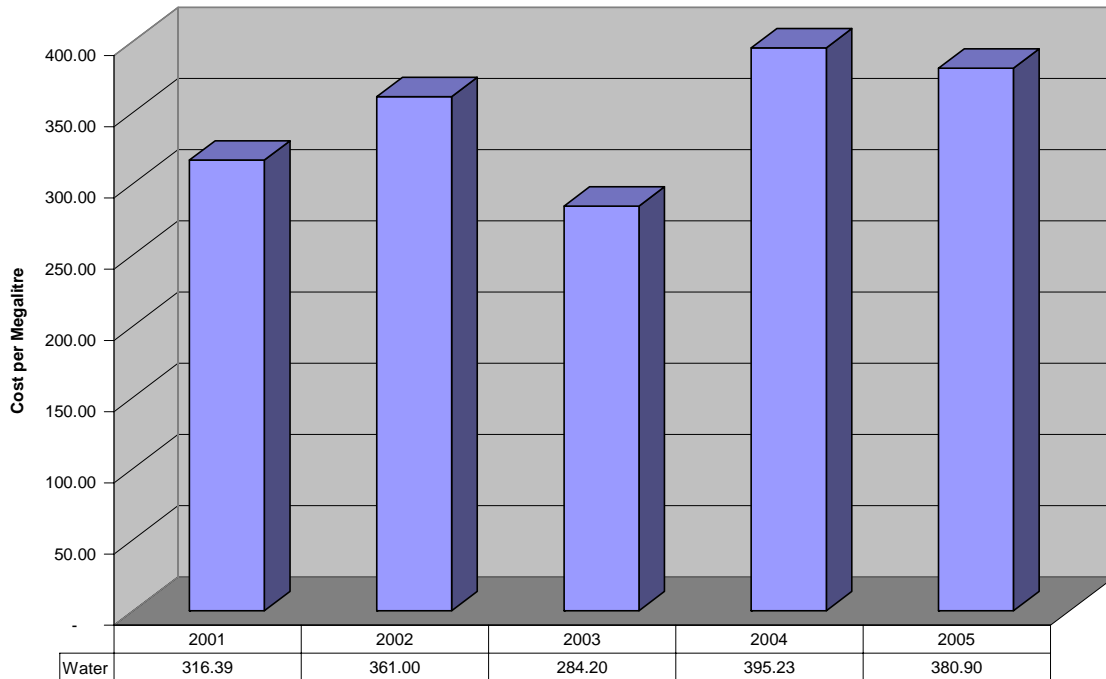


Urban storm sewer costs include catch basin cleaning, catch basin & curb repairs, line locates, main installation, main maintenance & repair, main inspection, etc. Rural storm sewer costs include drain repairs, municipal drains, washout repairs, and drainage superintendent services. The 2003 average for 11 similar sized municipalities that reported this statistic was \$525 for urban storm water management and \$113 for rural storm water management. The factors that could contribute to our slightly higher cost could be a combination of factors. Many municipalities did not separately track urban and/or rural storm water systems and therefore had to estimate their costs. Also, the size of the service area, service level standards, urban form (i.e., numerous small urban areas versus large compact urban area), and availability of data regarding the kilometres of drainage systems would also affect the cost calculation.

WATER

Operating costs for the treatment and distribution of drinking water per megalitre

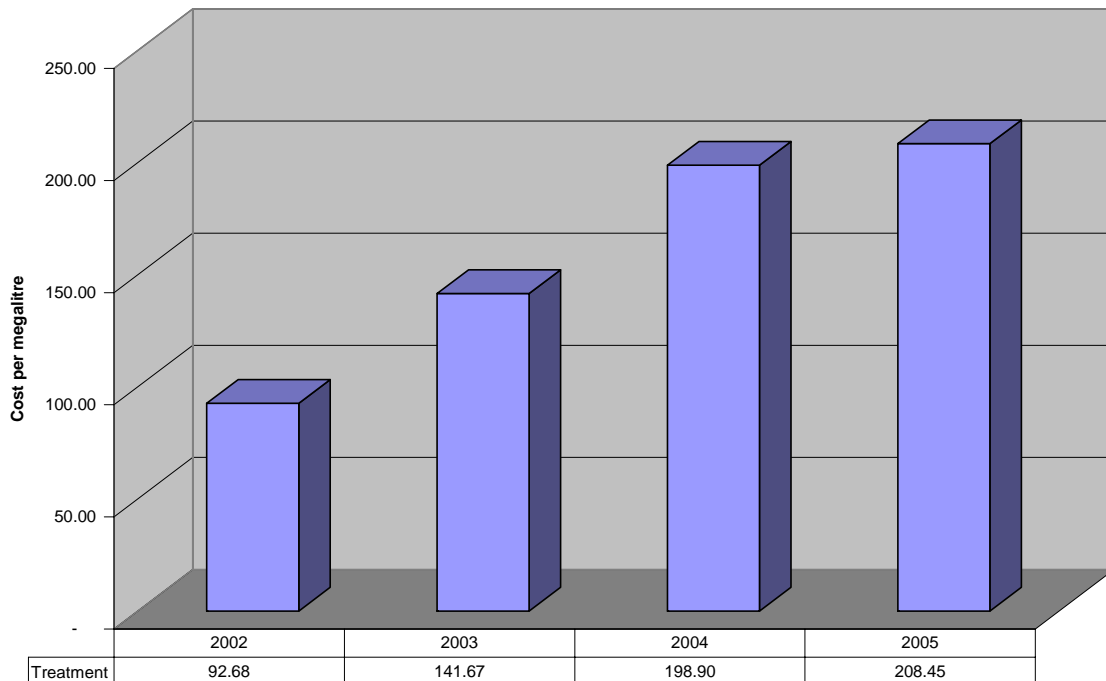
Operating Costs for the Treatment and Distribution of Dinking Water per Megalitre



Costs for the treatment and distribution of drinking water have decreased slightly in 2005. In the following graphs you will see an analysis of the costs of drinking water split between treatment and distribution costs. The average cost in 2003 for 35 other similar sized municipalities was \$585, significantly higher than our cost.

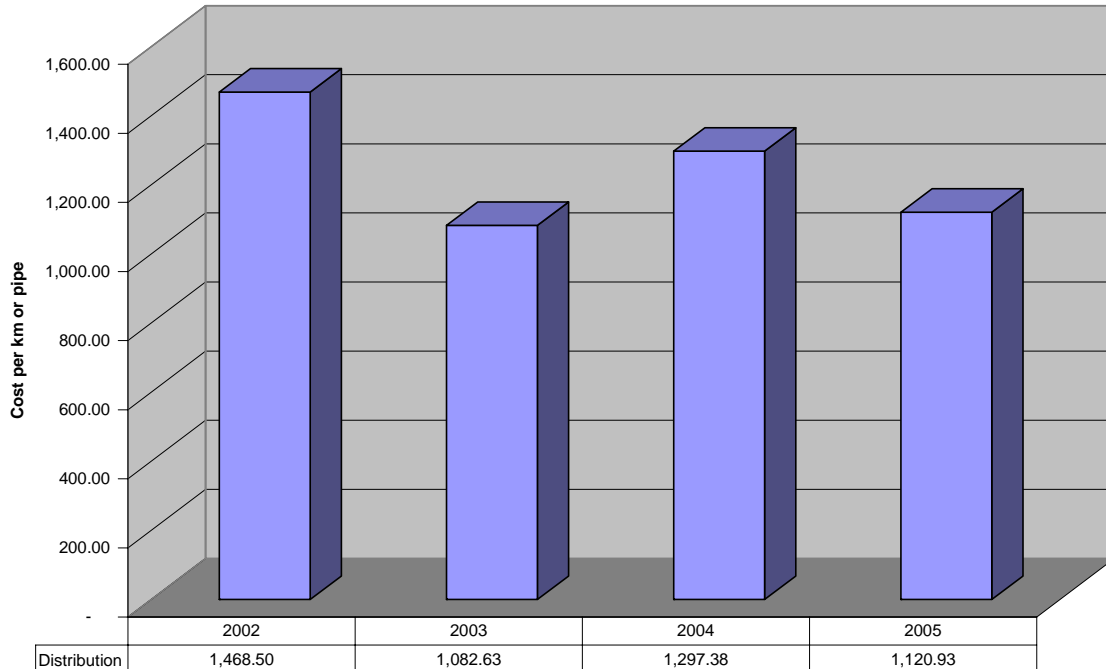
Operating Costs for the Treatment of Drinking Water per Megalitre

Operating Costs for the Treatment of Drinking Water per Megalitre



Operating Costs for the Distribution of Drinking Water per Kilometre of Water Distribution Pipe

Operating Costs for the Distribution of Drinking Water per Kilometre of Water Distribution Pipe



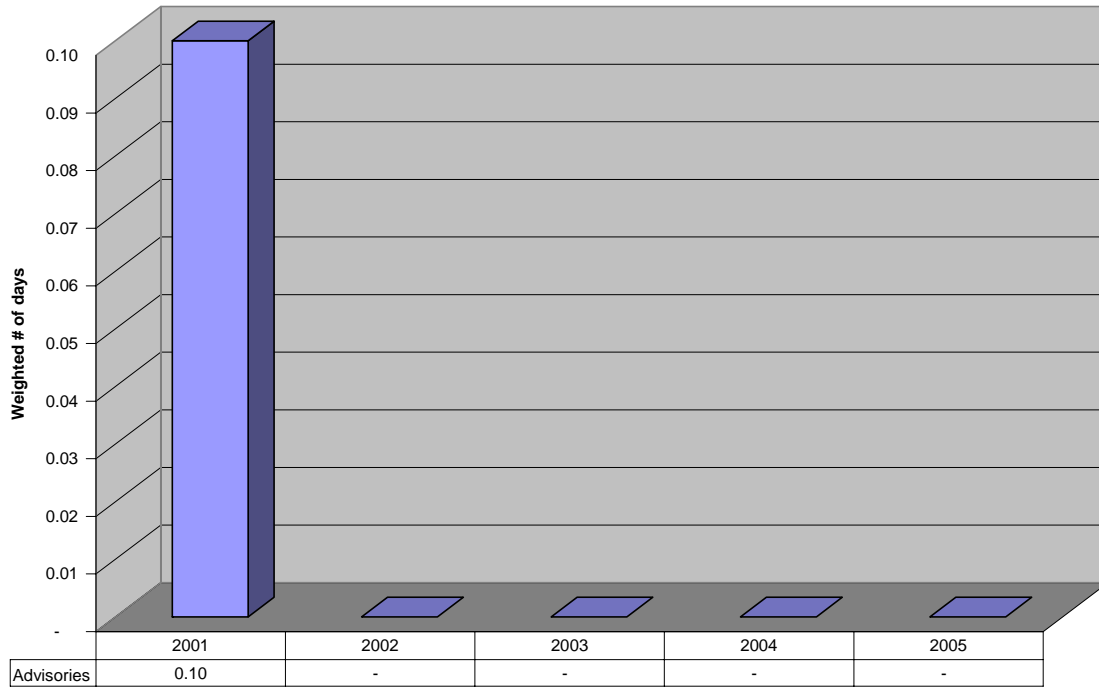
Note that treatment costs have increased substantially, while distribution costs have not. Treatment costs are made up primarily of payments to LAWSS (Lambton Area Water Supply System), which is a collection of six municipalities united in the delivery of safe clean water at an affordable price. Distribution costs are defined as all activities from the point the water leaves the treatment plant and reaches private property lines. The Township (not LAWSS) is responsible for all distribution costs within the Township boundaries. Distribution costs include line locates; main, service, meter, hydrant, and water tower installation repair & maintenance.

The average cost of treatment for 33 other similar sized municipalities in 2003 was \$286, slightly higher than our cost of treatment. The average cost for distribution in 2003 was \$3,505 per km of water pipe, almost three times our cost of distribution.

Factors that could contribute to our lower cost could include service area, consumption levels, settlement patterns and urban form, number of connections, number and capacity of pumping stations and water storage facilities, age, size, and location of the system, kilometres of pipe, condition of the system, and service levels.

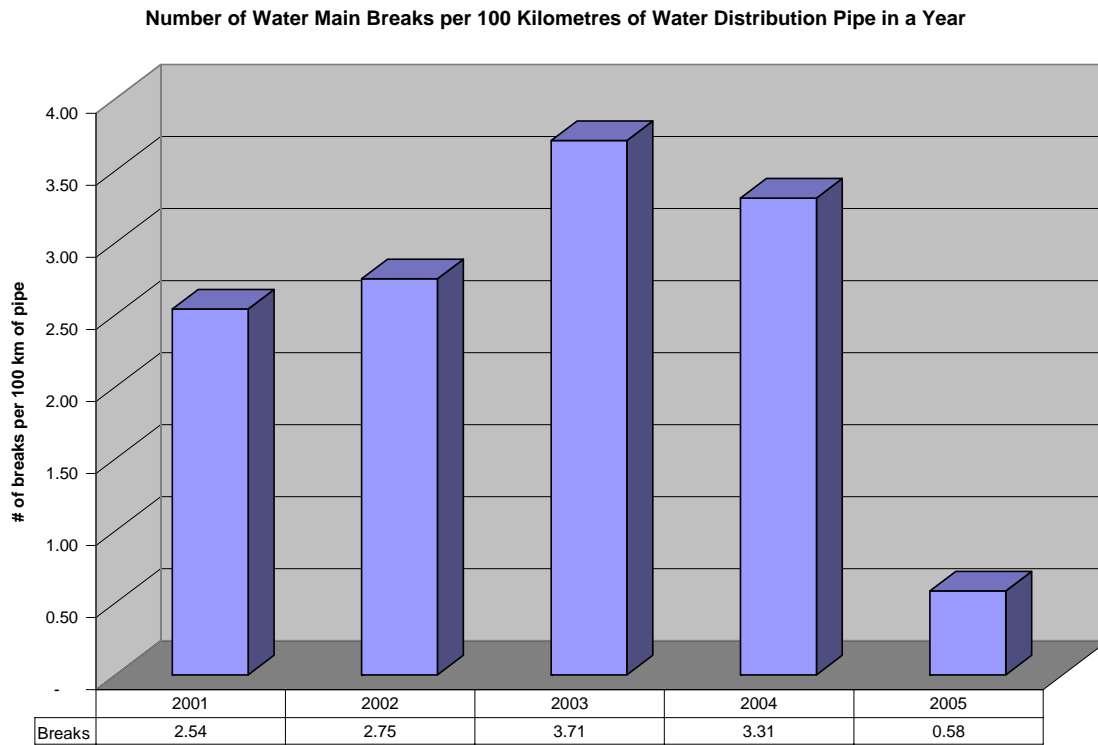
Boil Water Advisories: Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect

Weighted Number of Days when a Biol Water Advisory Was in Effect



This measures the desired outcome of safe water meeting local needs. The average in 2003 for similar sized municipalities was zero.

Water Main Breaks: Number of water main breaks per 100 kilometres of water distribution pipe in a year



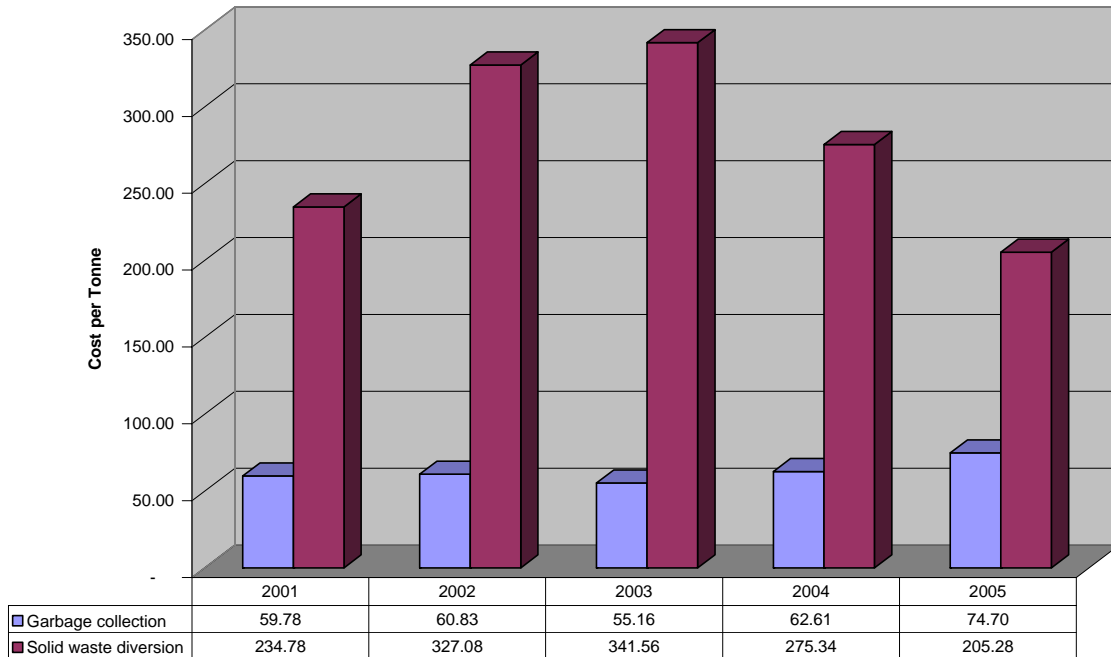
This measure desired outcome is to improve system reliability. The average of 51 similar sized municipalities in 2003 was 7, which is almost double the breaks which we show in our worst year and almost twelve times the breaks we experienced in 2005.

Improvements in efficiency & effectiveness and Barriers to Improvements:

- To add additional flushing and sampling sites to the water distribution system
- To continue to develop an Operations manual and Standard Operating procedures to the water system

SOLID WASTE

Operating Costs for Garbage Collection and Solid Waste Diversion per Tonne



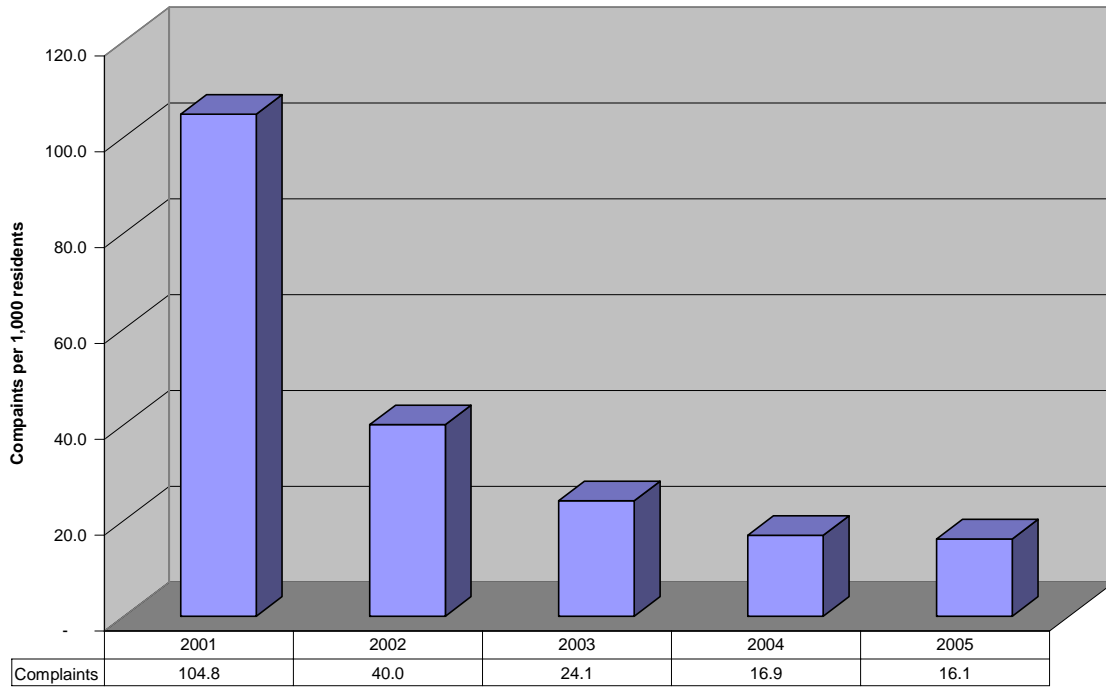
Total tonnes of waste decreased from 5,306 tonnes in 2004 to 4,856 tonnes in 2005, and total tonnes recycled (diverted) increased from 754 tonnes recycled in 2004 to 865 tonnes recycled in 2005. Garbage collection costs have increased, while recycling cost have decreased over the last year, which is consistent with the longer term trend that can be seen over the last five years above.

The average cost for garbage collection in 2003 for twelve similar sized municipalities that provide that service is \$84 per tonne. Our costs come in slightly lower than that even in 2005.

The average costs for solid waste diversion in 2003 for twelve similar sized municipalities was \$202 per tonne. Our costs were consistently above that average, but because they have been trending down, in the current year (2005) they are approaching the average from 2003. The reasons our costs are above average could include: rural/urban mix, the scope of the program and the materials diverted, the mix of residential, industrial and institutional waste in the diversion stream, the actual diversion rate including levels of both public and industrial and commercial participation, the pick-up services and frequency of pick-up, the promotional and education budget, the distance to processing and markets, the presence of competitive market forces, the reliance on private contactors, and the prices received for recyclable material.

Complaints – Garbage and Recycling Collection: Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households

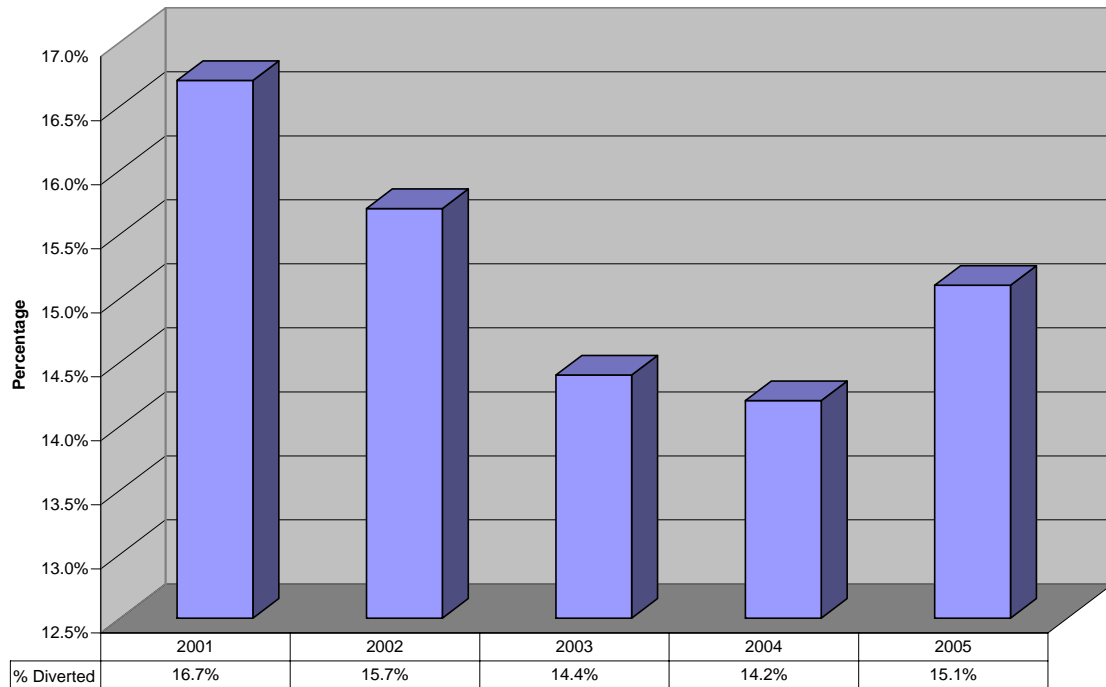
Number of Complaints Received in a Year per 1,000 Residents



The numbers of complaints have been dropping steadily since reaching a high point in 2001. The average number of complaints per 1,000 residents in 2003 from 34 similar sized municipalities was 5, with a low of 0 and a high of 68.

Diversion of Residential Solid Waste: Percentage of residential solid waste diverted for recycling

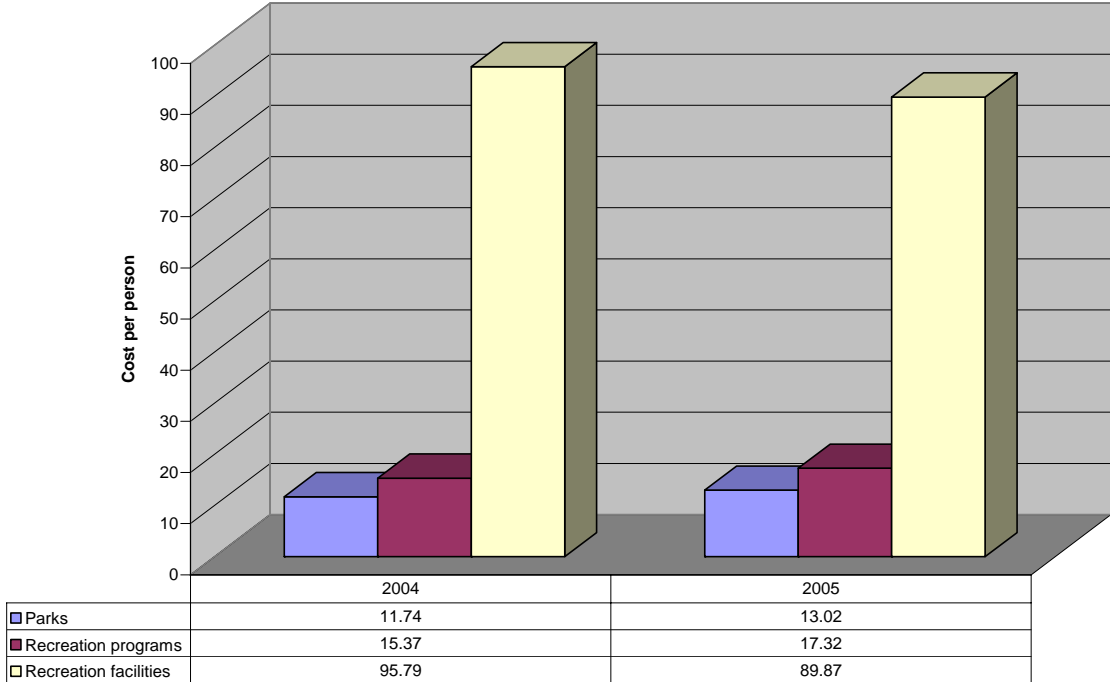
Percentage of Residential Solid Waste Diverted for Recycling



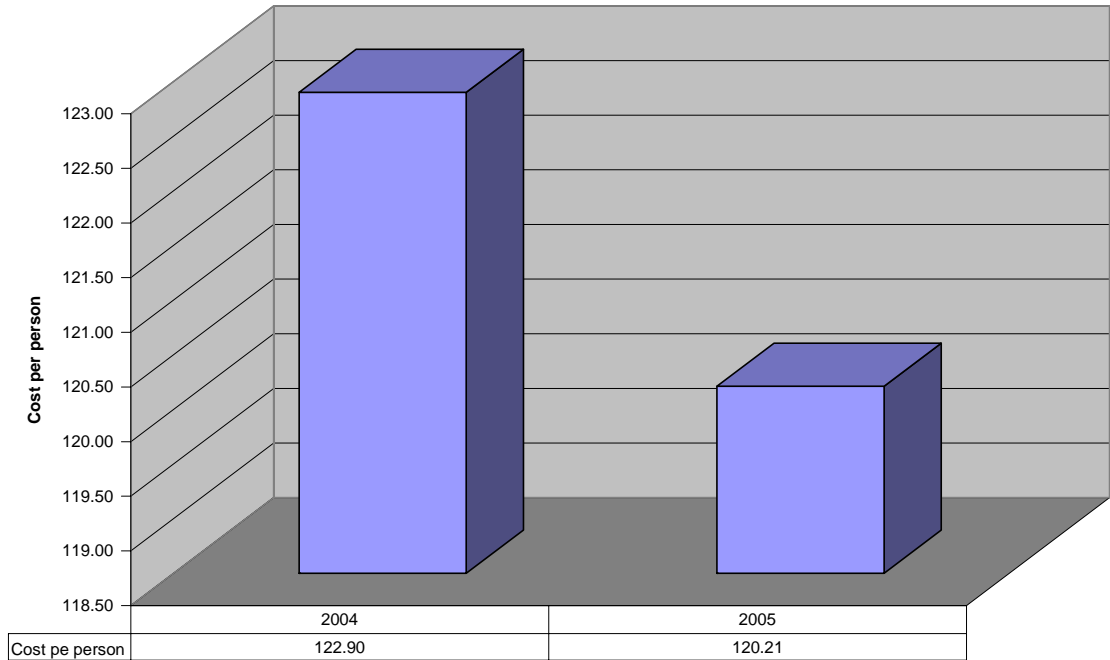
The amount of solid waste recycled as a percentage of total residential solid waste increased in 2005. The 2003 average for 18 similar sized municipalities was 22%, with a range from 11% to 50%. We are at the low end of this statistic. This could also be one of the factors which contribute to the higher cost of our recycling when comparing ourselves with other municipalities.

PARKS AND RECREATION

Operating Costs Per Person

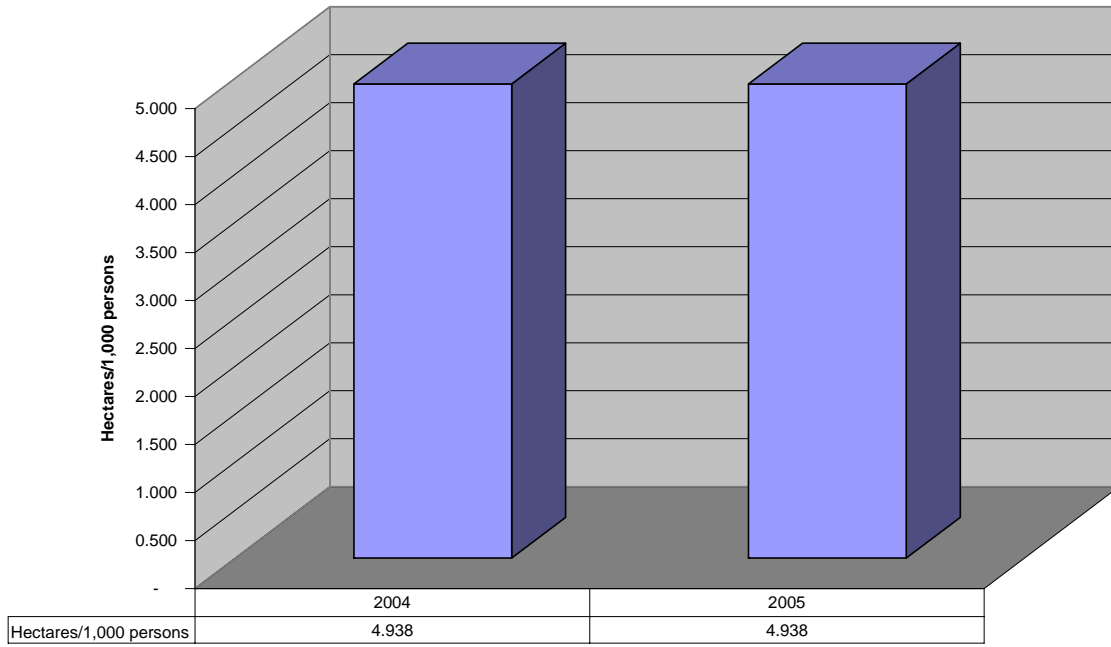


Operating Costs for Parks, Recreation Programs and Recreation Facilities (Subtotal) per Person

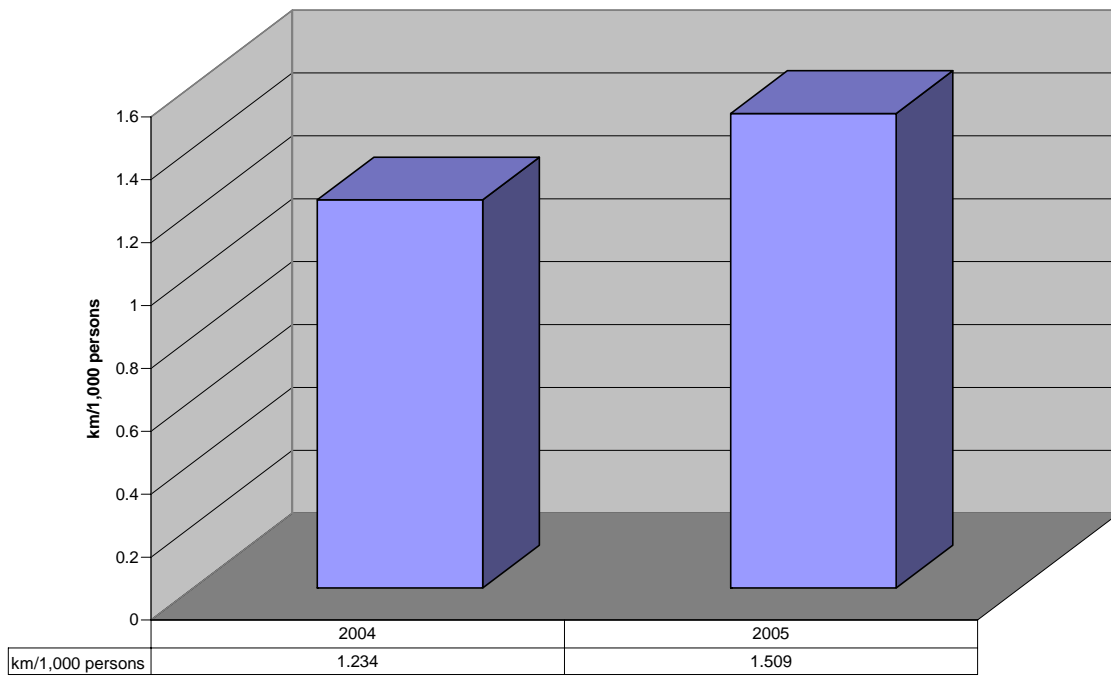


This is the second year that parks and recreation has performance measures to be reported. Total costs decreased between 2004 and 2005. Recreation facility costs decreased enough to lower the total costs even with the increasing parks and recreation program costs.

Hectares of Open Space per 1,000 Persons

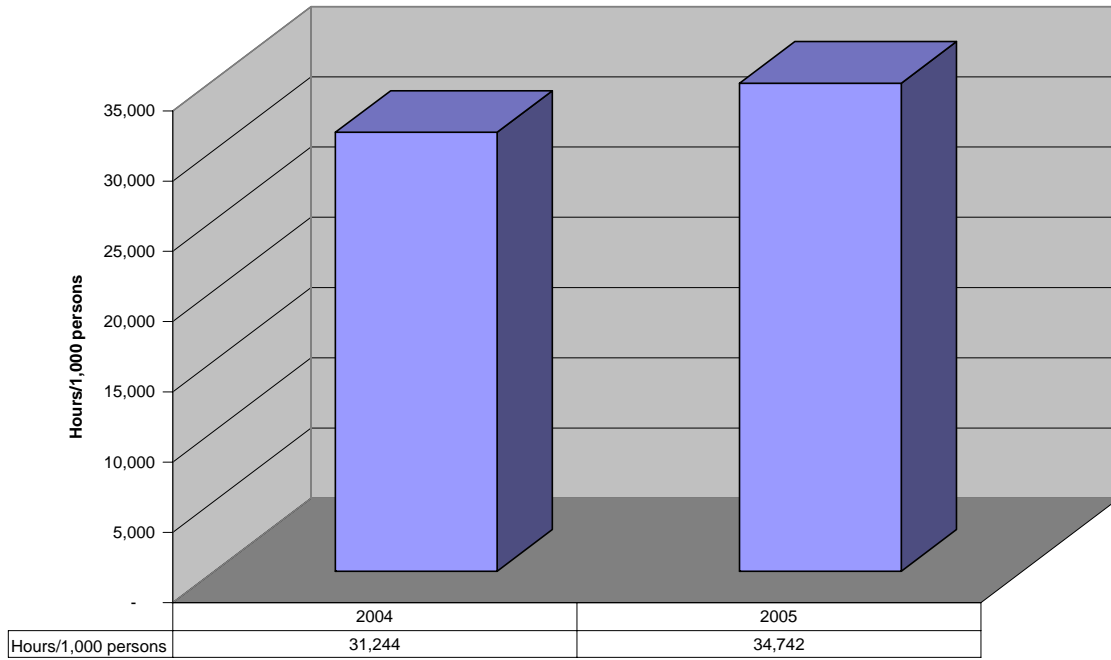


Total Kilometres of Trails per 1,000 Persons



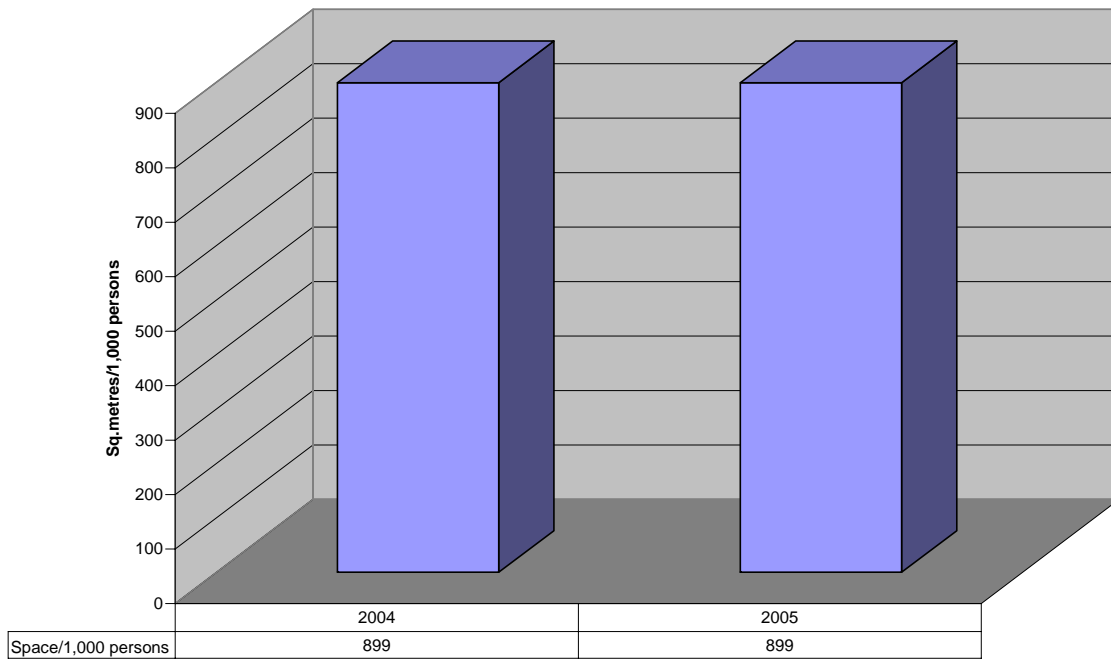
The continued work on the St. Clair Parkway River Trail increased this statistic in 2005.

Total Participant Hours for Recreation Programs per 1,000 Persons



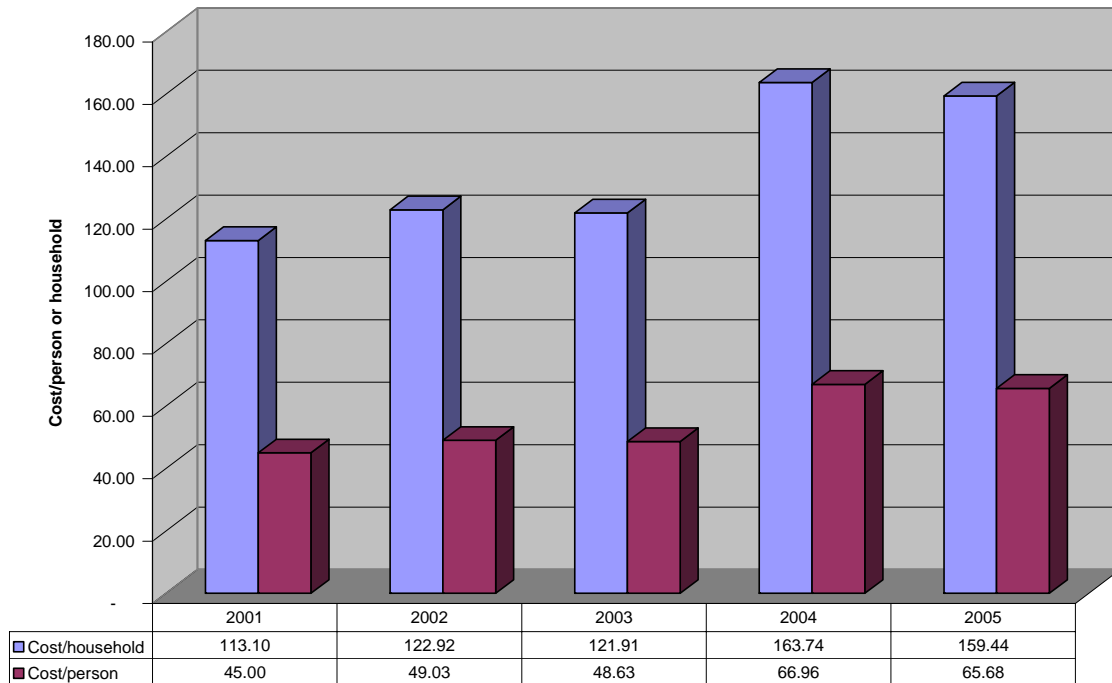
Total participant hours in recreation programs increased by 11.2% between 2004 and 2005.

Square Metres of Recreation Facility Space per 1,000 Persons



Parks and Recreation: Operating Net Cost for Recreation and Cultural Services per Household and per Capita

Net Costs for Recreation & Cultural Services per Household and per Person



These graphs include the entire Department of Community Services, which includes parks, recreation programs, facilities, museums, and trailer park. The cost per person is less on the calculation of this page (\$65.68) than the calculation for parks, recreation programs, and facilities on one of the previous pages (\$120.21) as this calculation takes into account revenues, whereas the calculation from the previous page does not. Net costs showed a decrease of 2.6% between 2004 and 2005.

Improvements in efficiency & effectiveness and Barriers to Improvements:

Arena:

- Encourage Minor Hockey to develop a girls hockey league resulting in increased ice rentals
- Work with the Flags Organization to ensure their needs are addressed and they receive the service they are paying for
- Upgrade dressing rooms in rink 2 to provide an acceptable standard for our users
- Upgrade Penalty and Time Keepers Box to an acceptable standard
- Upgrade door latches to players benches, and change rooms

Health Club:

- Work with the Recreation Advisory Board and determine if there is a market for a health and wellness centre in the community
- Upgrade equipment as required
- A new filter will be installed for the hot tub

Aquatic:

- Provide a safe and enjoyable aquatic environment for the residents of the Community and the surrounding area
- Offer a variety of programs and services to meet the changing needs of the public
- To improve the swimming skills of our patrons through instructional and competitive programs
- To provide public education, lifesaving and lifeguard training to assist with the prevention of drowning and water related injuries

- To follow the codes and policies of the Lifesaving Society, Canadian Red Cross, Dive Ontario and Swim Canada

Recreation:

- To offer a variety of sport and recreation programs for the families of the Community and the surrounding area
- To provide the children enrolled in our programs a safe, nurturing environment

Sir John Moore School:

- To work in cooperation with the Lambton Kent School Board to provide opportunities to the community use of the Sir John Moore Gymnasium and Community Room
- To provide recreational and educational programs for adult and youth groups

Campground:

- Enhance daily use by providing additional camping cabins as an alternate camping method from trailers and tents
- Enhance daily use by providing recreational and children's programs for the campers and their families entertainment

Parks:

- Continue upgrades to Playground Equipment throughout all parks in the Township
- Continue to work with local boards and volunteers maintaining good communications and cost effective operation of the parks
- Retender the contract grass cutting for Brigden, Wabuno and Moore Centre

Museum:

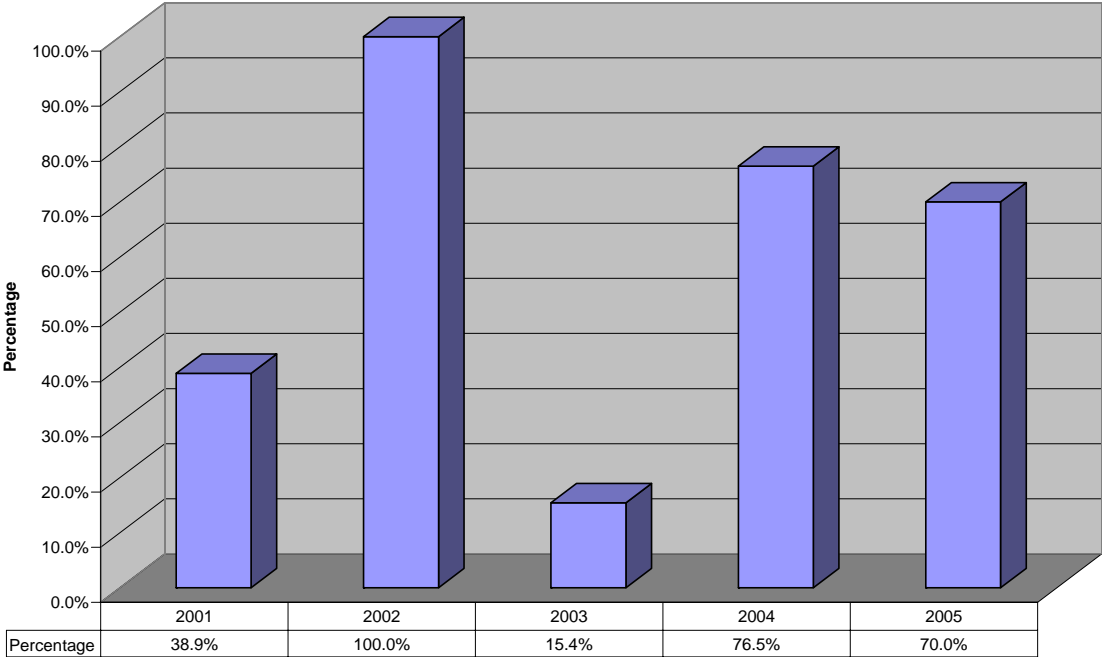
- To continue to preserve the history of the area, for present and future generations to experience, learn from and enjoy
- To offer quality programming to residents of St. Clair Township and visitors to the area
- To continue to meet the Standards for Community Museums in Ontario, to qualify for provincial recognition and funding as a high quality community museum

PLANNING AND DEVELOPMENT

LAND USE PLANNING

Location of New Development: Percentage of new lots, blocks and/or units with final approval which are located within settlement areas

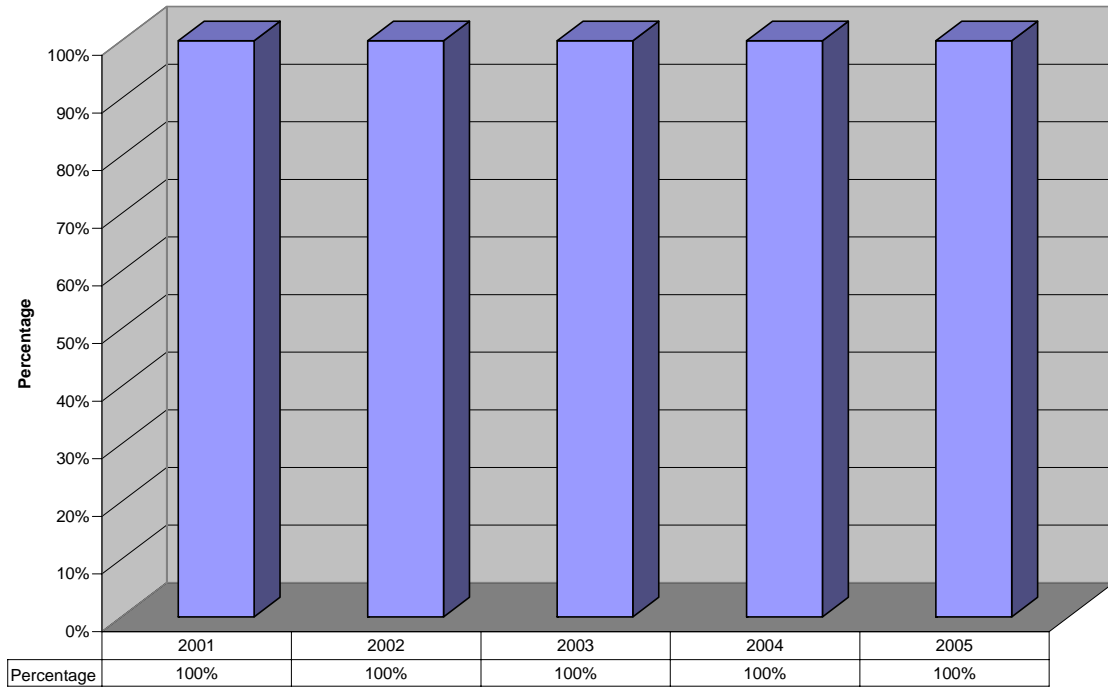
Percentage of New Lots, Blocks and/or Units with Final Approval Which are Located Within Settlement Areas



This statistic shows if new lot creation is occurring in settlement areas.

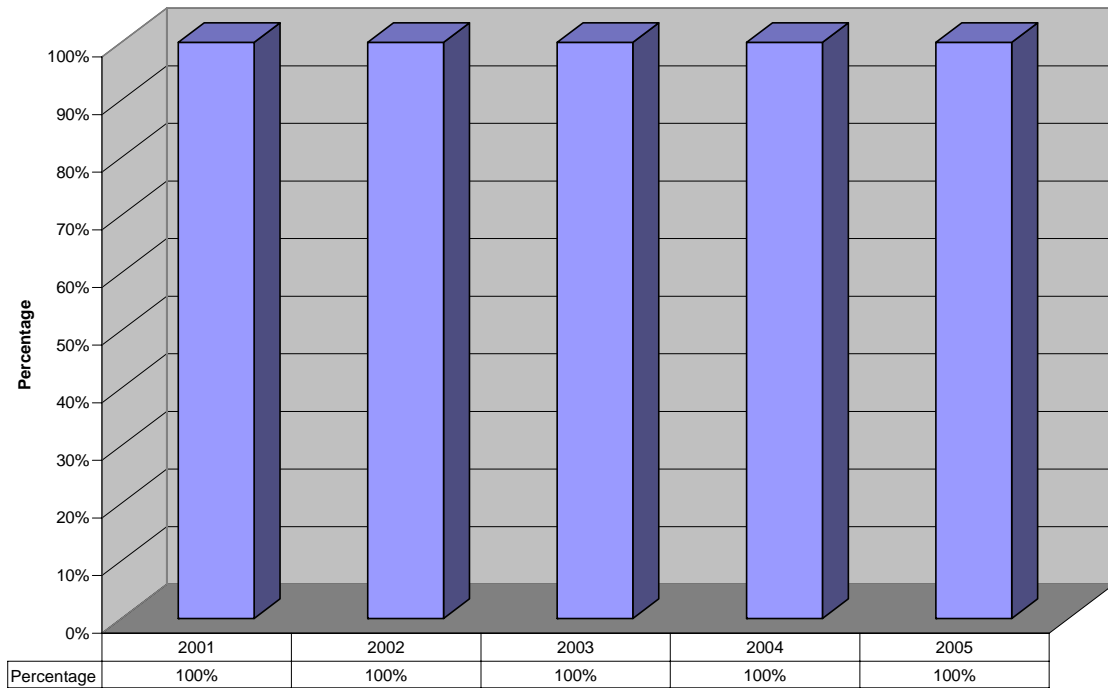
Preservation of Agricultural Land in Reporting Year: Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year

Preservation of Agricultural Land During 2005



Preservation of Agricultural Land Relative to Base Year: Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000

Preservation of Agricultural Land Relative to 2000



Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year	10 hectares
Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000	10 hectares