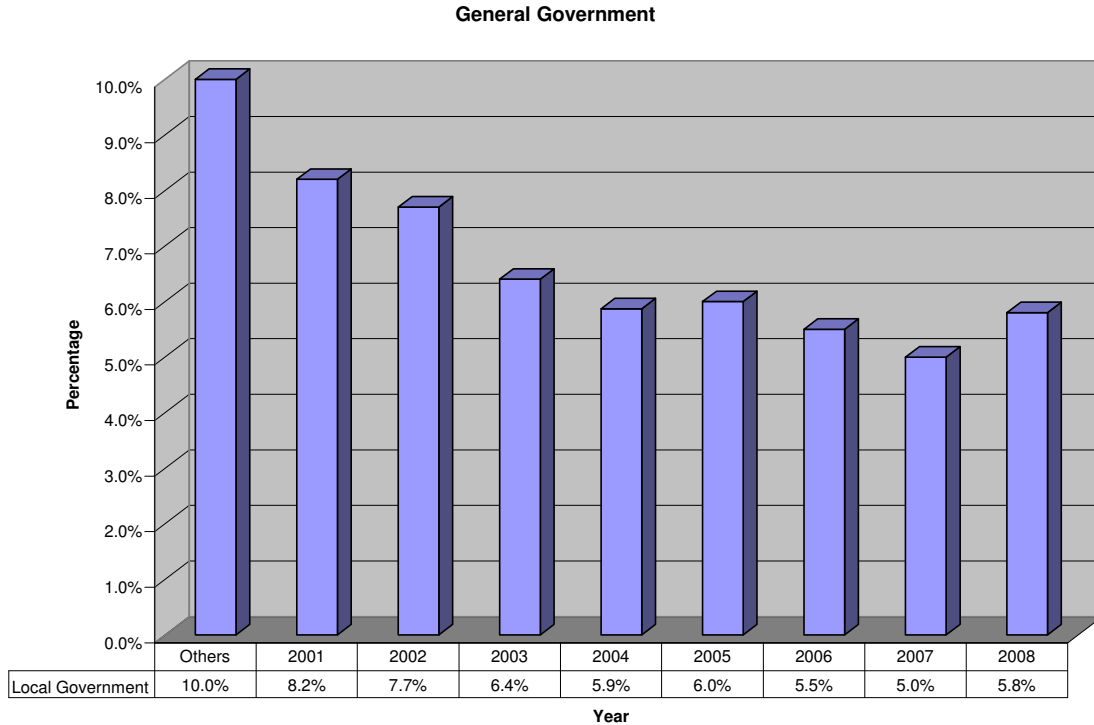


## 2008 PERFORMANCE MEASURES

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



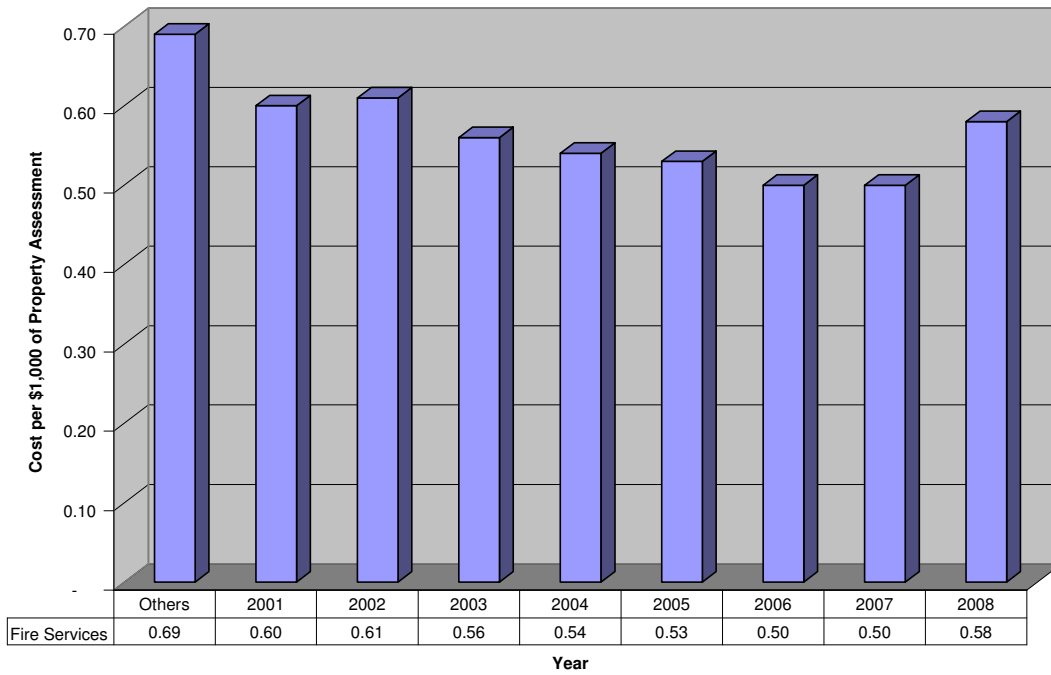
Local government costs increased between 2007 and 2008 as a percentage of total municipal operating costs (since 2004 this measure has consistently been less than 6%).

**The Others column (which is included throughout this report) is an average (arithmetic mean) of 2007 figures for the 216 other lower tier municipalities reporting to the Province.** Out of 216 municipalities that reported this measure, the range was from a low of 0.8% to a high of 38.6%, with an average of 10%.

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 and are not included above.

# FIRE SERVICES

**Fire Services: Operating costs for fire services per \$1,000 of assessment**

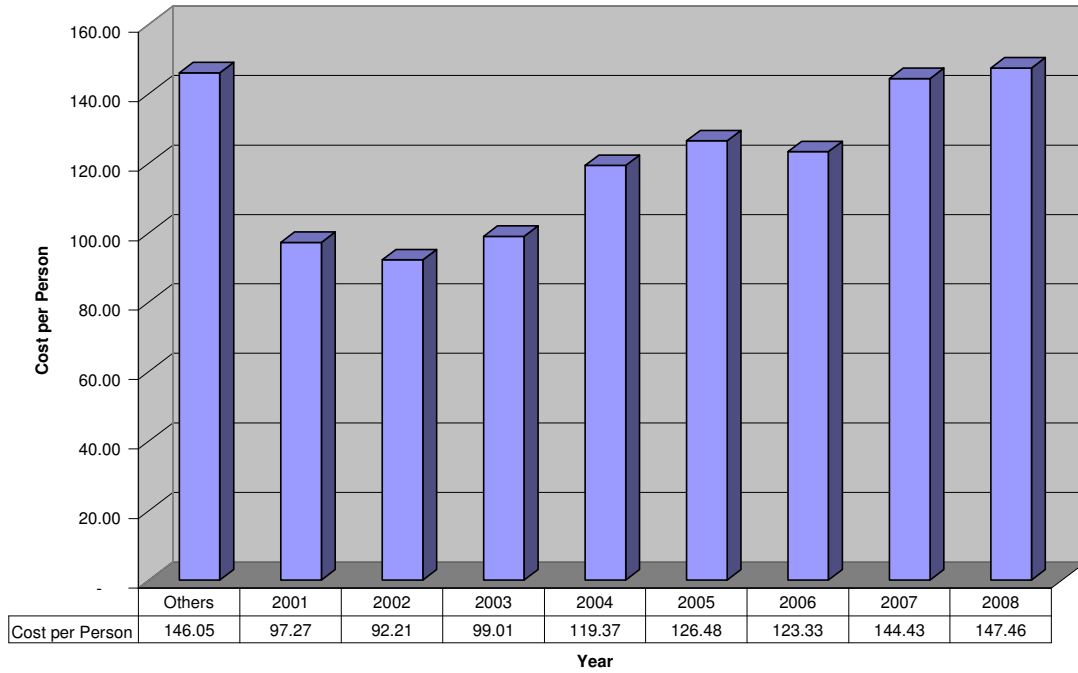


Costs increased for fire services between 2007 and 2008 per \$1,000 of assessment. The 2007 cost for 204 other lower tier municipalities ranged from \$0.07 to \$3.83 per \$1,000 of assessment, with an average of \$0.69, so we compare favourably. This is more than likely a result of our municipality using a volunteer fire force, as other municipalities in this survey could have a full time fire fighting force, which can be significantly more expensive. Costs increased by approximately 16% between 2007 and 2008.

# Police Services

## Operating costs for police services per person

Police Services: Operating costs for police services per person

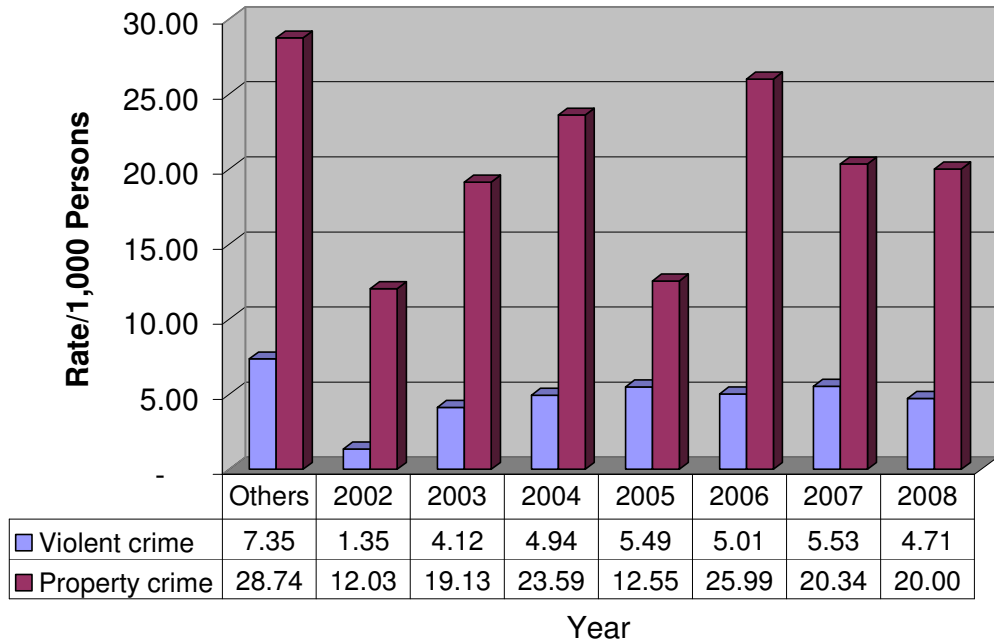


Costs increased between 2007 and 2008 by 2.1%. The comparison with 152 other lower-tier municipalities had a range of a low of \$0.17 to a high of \$399.47 per person, with an average of \$146.05, so we are approximately average when compared with other municipalities with this cost.

**Police Services (continued):**

**Crime Rate per 1,000 Persons**

**Crime Rate per 1,000 Persons**

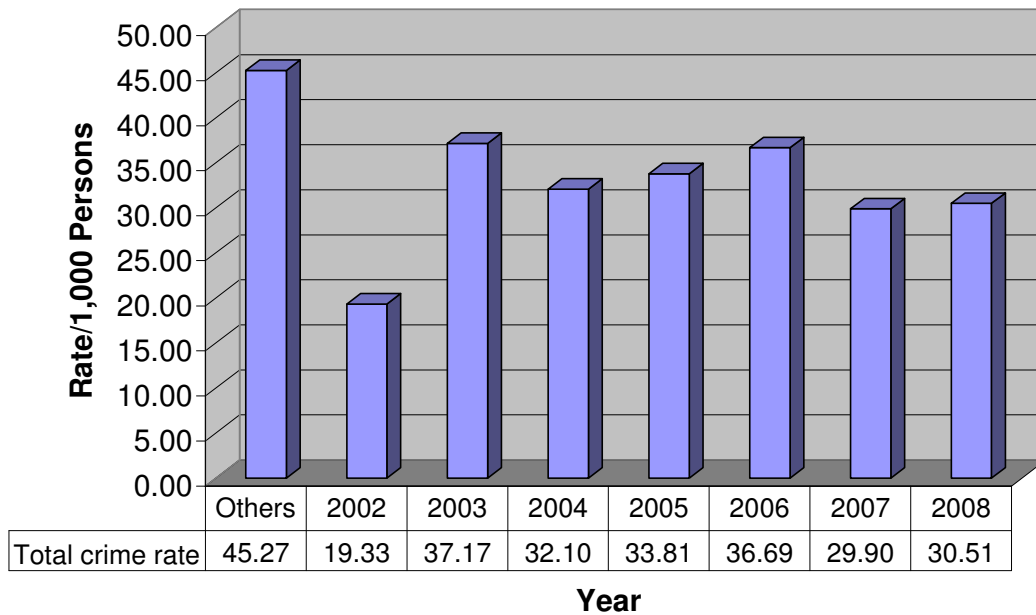


Violent crime decreased between 2007 and 2008. The 2007 range for 142 other lower tier municipalities went from a low of 1.03 to a high of 33.99 with an average of 7.35, so we are below average when compared with other lower-tier municipalities.

Property crime also decreased between 2007 and 2008. The 2007 range for 145 other lower tier municipalities went from a low of 2.28 to a high of 86.64, with an average of 28.74, so we are below average compared with other lower-tier municipalities for this statistic as well.

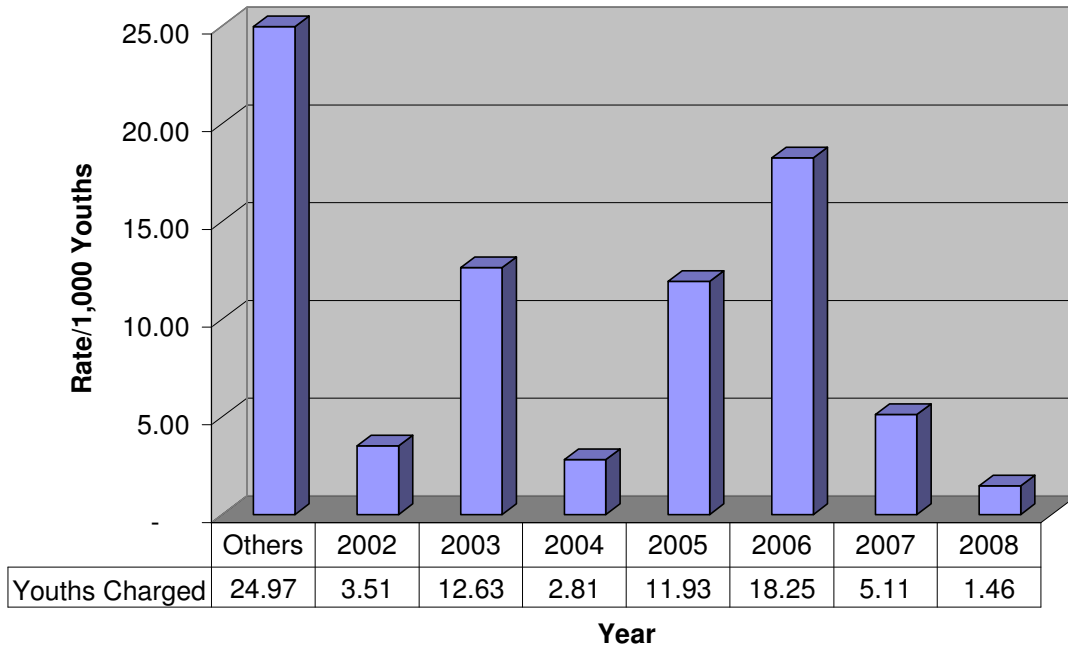
**Police Services (continued):**

**Total Crime Rate per 1,000 Persons (Criminal Code Offences, Excluding Traffic)**



The total crime rate increased slightly between 2007 and 2008. The 2007 range of 145 other lower tier municipalities went from a low of 11.39 to a high of 221.49, with an average of 45.27, so we are significantly better than average for comparable municipalities in total crime.

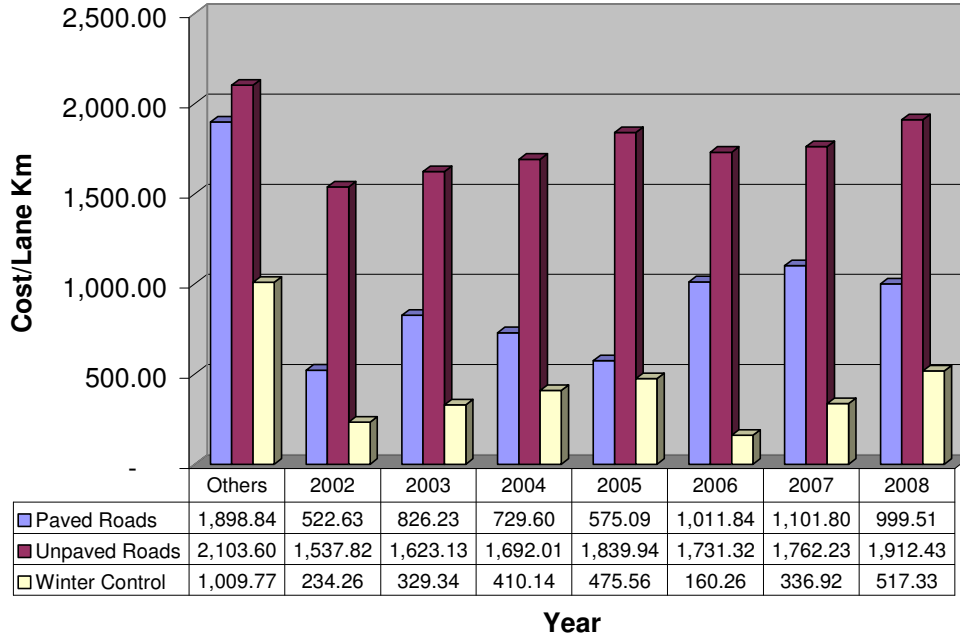
### Youth Crime Rate per 1,000 Youths



The year 2008 saw another large decrease 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, 26 in 2006, 7 in 2007, and 2 in 2008. The 2007 range for 107 other lower tier municipalities ran from a low of 0.00 to a high of 180.06, with an average rate of 24.97, so we are better than average and quite significantly lower than the maximum that was reported.

## Roadways

### Operating Costs for Roadways 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 2007 range for paved roads for 204 other lower tier municipalities ran from of a low of \$70.55 to a high of \$24,836.14, with an average of \$1,898.84 per lane kilometer, so here we are better than average when compared with other lower tier municipalities.

The 2007 range for unpaved roads for 180 other lower tier municipalities ran from a low of \$87.30 to a high of \$9,934.33, with an average of \$2,103.60 per lane kilometer, so here we are also better than average when compared with other municipalities.

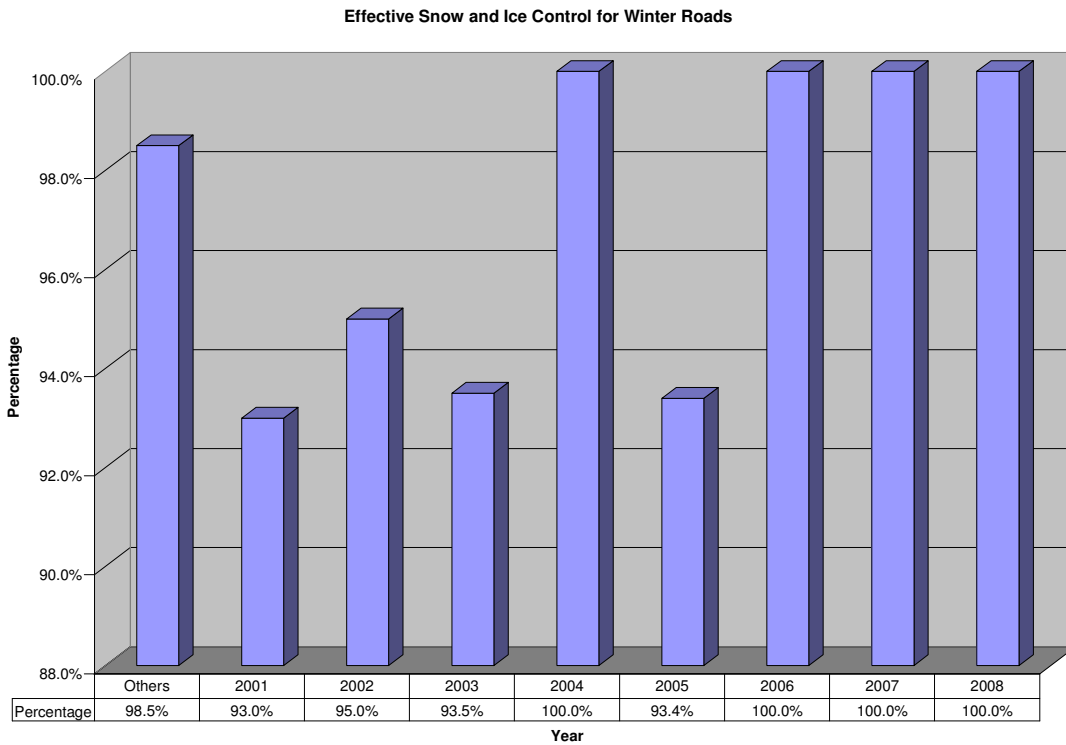
The 2007 range for winter control for 204 other lower tier municipalities ran from a low of \$62.31 to a high of \$4,560.33, with an average of \$1,009.77 per lane kilometer, so here again we are better than average with compared with other municipalities. Our measure is affected by our location in the south of the Province, as the amount of snowfall and icing of roads would be the main difference in costs of this performance measure, and as you can tell from the above graph that 2008 costs were higher than 2007's because of the severity of the winter as compared with the previous winter.

**Roadways (continued):**

**Adequacy of Roads**

The percentage of paved lane kilometres where the condition of the paved roads is rated as good to very good is 95.6%, using a St. Clair Township modified PCI (pavement condition index).

**Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance**

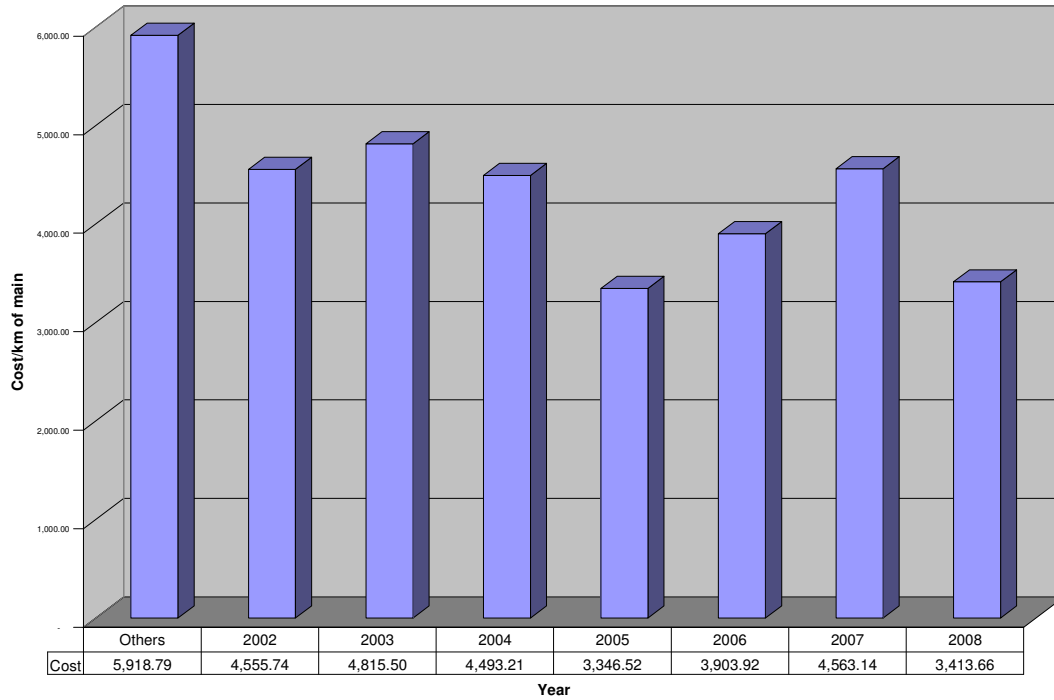


- The effectiveness of winter control has been consistently above 90% since amalgamation in 2001. The effectiveness measure used is Ontario’s Minimum Maintenance Standards (MMS) for Municipal Highways. These standards vary depending upon the average annual daily traffic and speed limit, to determine 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 2006 rates for 197 other lower tier municipalities ran from a low of 5% to a high of 100%, with an average of 98.5%; therefore we are a little above average for this measure.

# ENVIRONMENTAL SERVICES: WASTEWATER

## WASTEWATER COLLECTION – EFFICIENCY

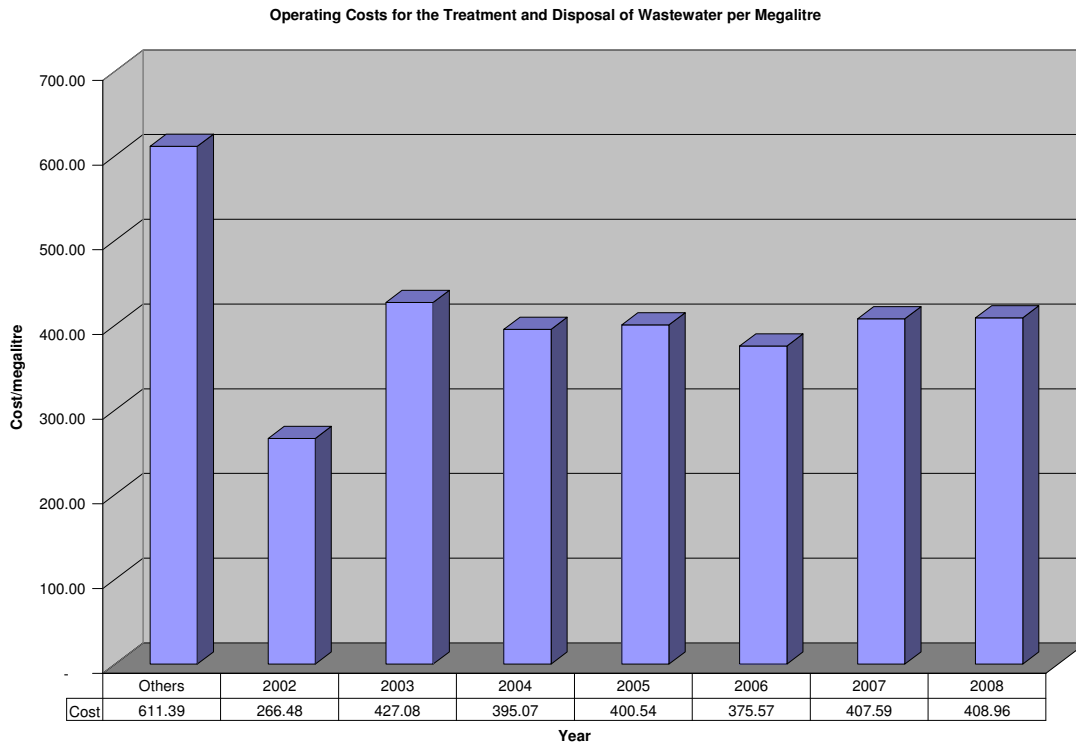
Operating Costs for the Collection of Wasterwater per Kilometre of Wastewater Main



Wastewater collection costs decreased by 25.2% between 2007 and 2008, and are 29.1% below the 2003 level. The 2007 range for 107 other lower tier municipalities reporting this measure ran from a low of \$46.70 to a high of \$35,877.06, with an average of \$5,918.79; therefore, we are below average for this measure for this year. *Please note that 2002 through 2007 figures have been recalculated to ensure comparability because of a change in the way we measure wastewater mains made in 2008 (we now include force mains).*

**Environmental Services - Wastewater (continued):**

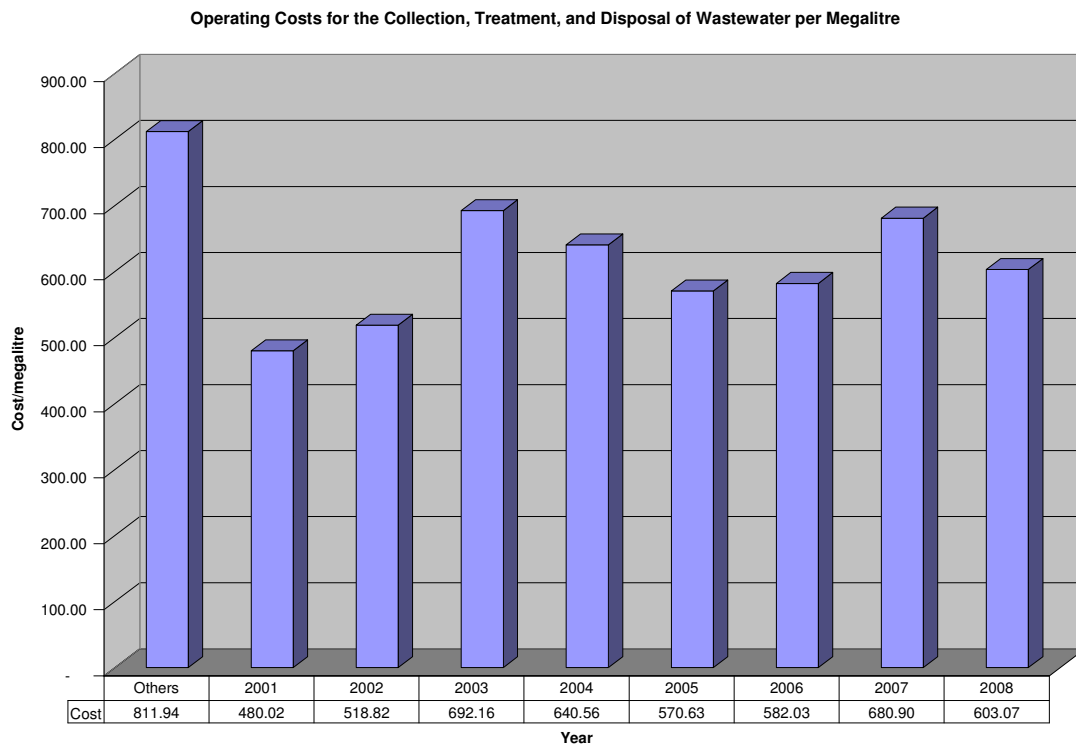
**WASTEWATER TREATMENT AND DISPOSAL – EFFICIENCY**



Wastewater treatment and disposal costs stayed approximately the same between 2007 and 2008, and they are still below 2003 levels. The 2007 range of 102 other lower tier municipalities runs from a low of \$0.63 to a high of \$4,717.49, with an average of \$611.39, therefore we are below the average cost for this measure.

**Environmental Services - Wastewater (continued):**

**WASTEWATER COLLECTION, TREATMENT & DISPOSAL - INTEGRATED SYSTEM - EFFICIENCY**

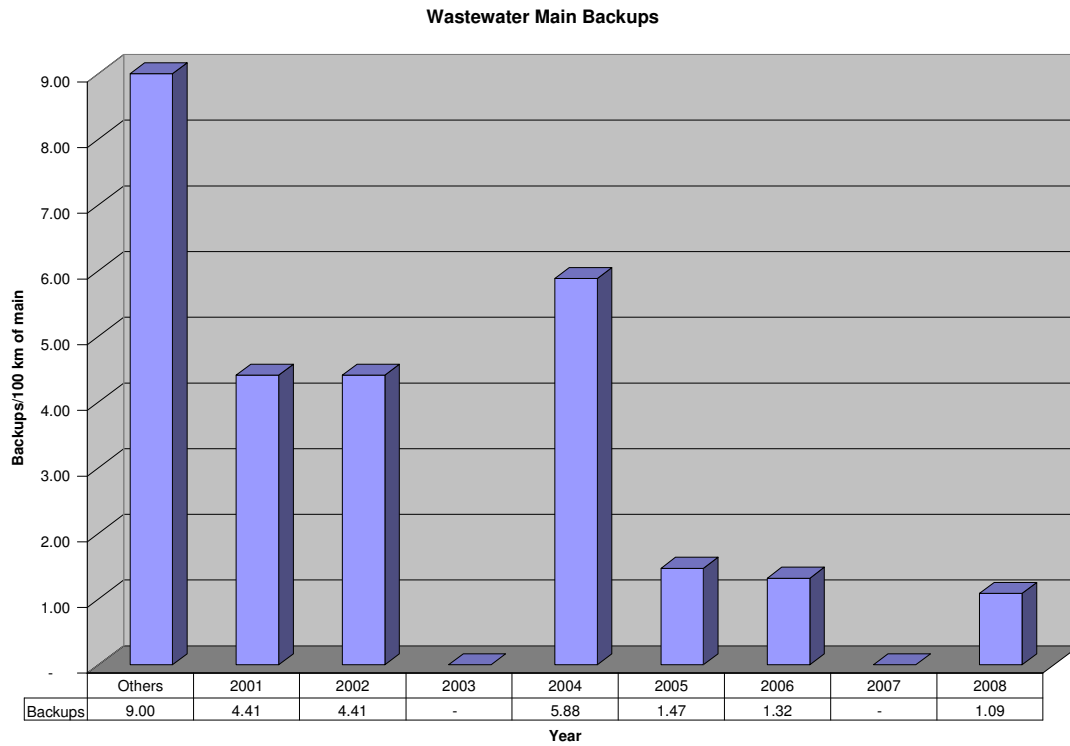


This measure is a summary of the two previous measures, and includes the cost for collection from two pages back as well as the cost for treatment and disposal from the previous page.

Wastewater costs decreased in 2008 by 11.4% and were lower than the costs incurred in 2003. The 2007 range of 92 other lower tier municipalities run from a low of \$0.65 to a high of \$7,076.23, with an average of \$811.94, therefore we are below average in total costs for wastewater collection, treatment and disposal.

**Environmental Services - Wastewater (continued):**

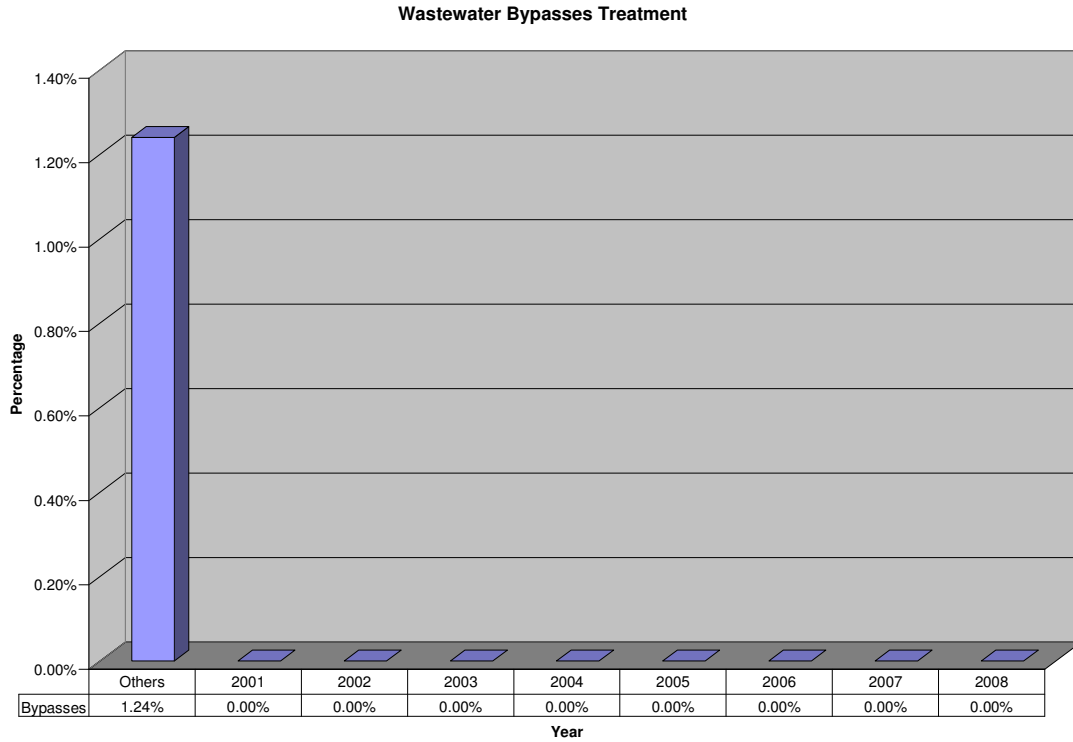
**Number of wastewater main backups per 100 kilometres of wastewater main in a year**



In 2008 there was one wastewater main backups. The 2007 range for 117 lower tier municipalities reporting this measure went from a low of 0.0 to a high of 120.21, with an average of 9; therefore we are below average with this statistic. It could be assumed our system is in better shape (either newer or better maintained) than many other municipalities.

**Environmental Services - Wastewater (continued):**

**Percentage of wastewater estimated to have by-passed treatment**

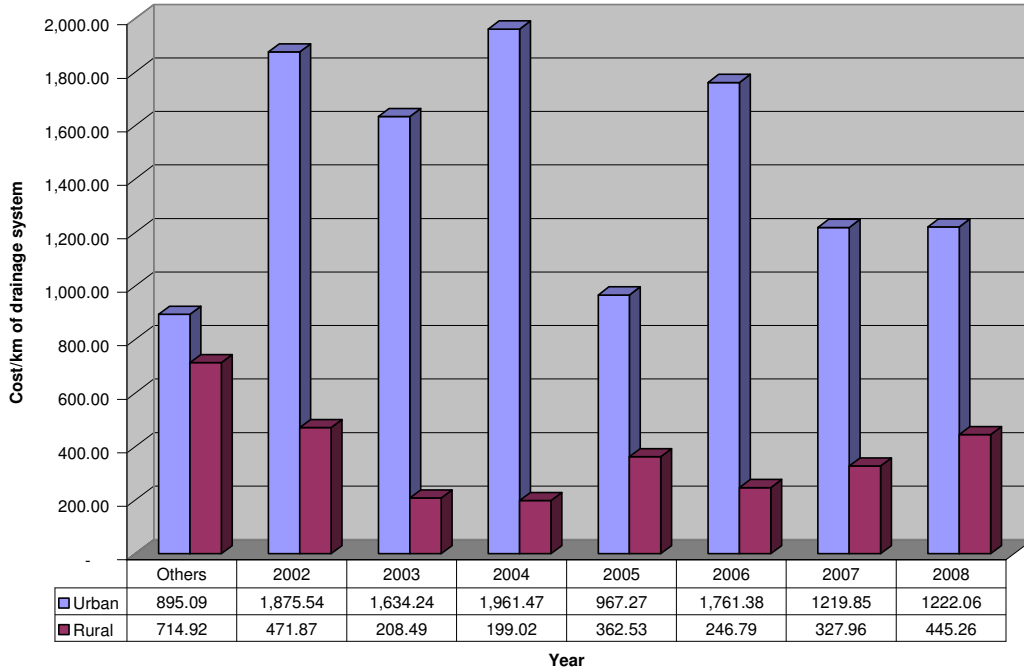


We have consistently not have had any wastewater by-passing treatment in the past eight years. The 2007 range of 99 other lower tier municipalities ran from a low of 0% to a high of 100%, with an average of 1.24%; therefore, we are rated as good or excellent with this performance measure. It could also be assumed our system is in better shape than many other municipalities.

## ENVIRONMENTAL SERVICES: STORM WATER

### Operating costs for storm water management (collection, treatment & disposal) per km of drainage system

**Urban & Rural Storm Water Management**



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.

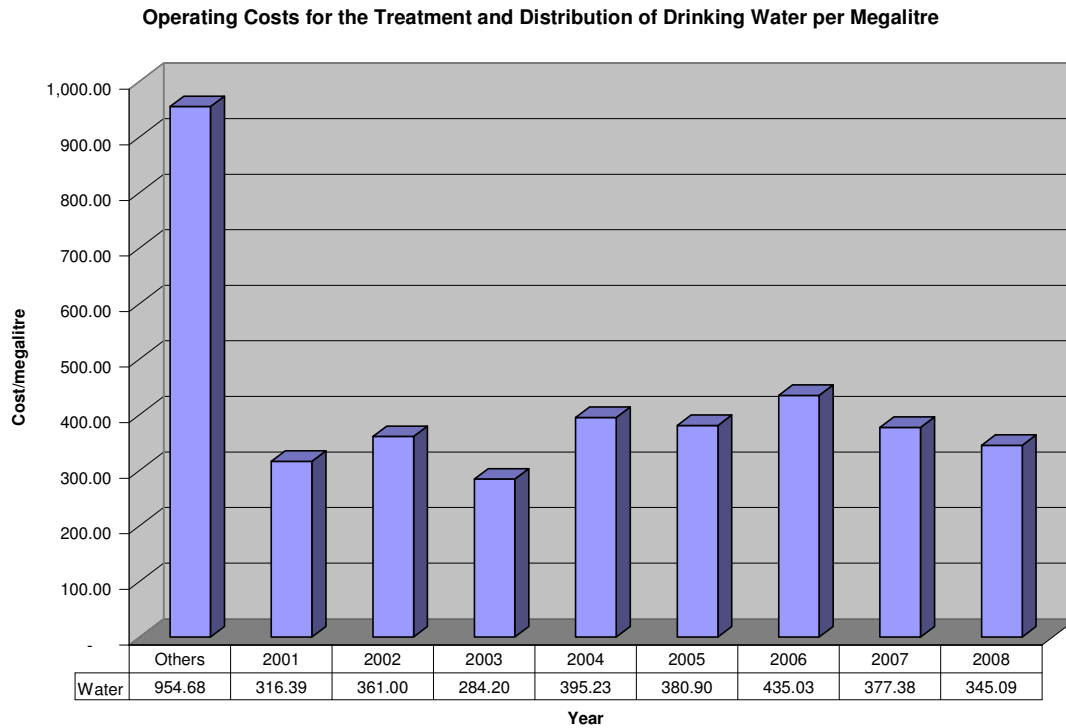
The 2007 range for urban storm water management for 50 lower tier municipalities reporting this figure run from a low of \$31.42 to a high of \$5,872.33, with an average of \$895.09. We are above average on these costs this year.

The 2007 range for rural storm water management for 25 lower tier municipalities reporting this figure run from a low of \$5.25 to a high of \$2,117.96, with an average of \$714.92. We are below average for this statistic.

The factors that could contribute to our slightly higher cost for urban storm water management and our lower costs for rural storm water management 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.

## ENVIRONMENTAL SERVICES: WATER

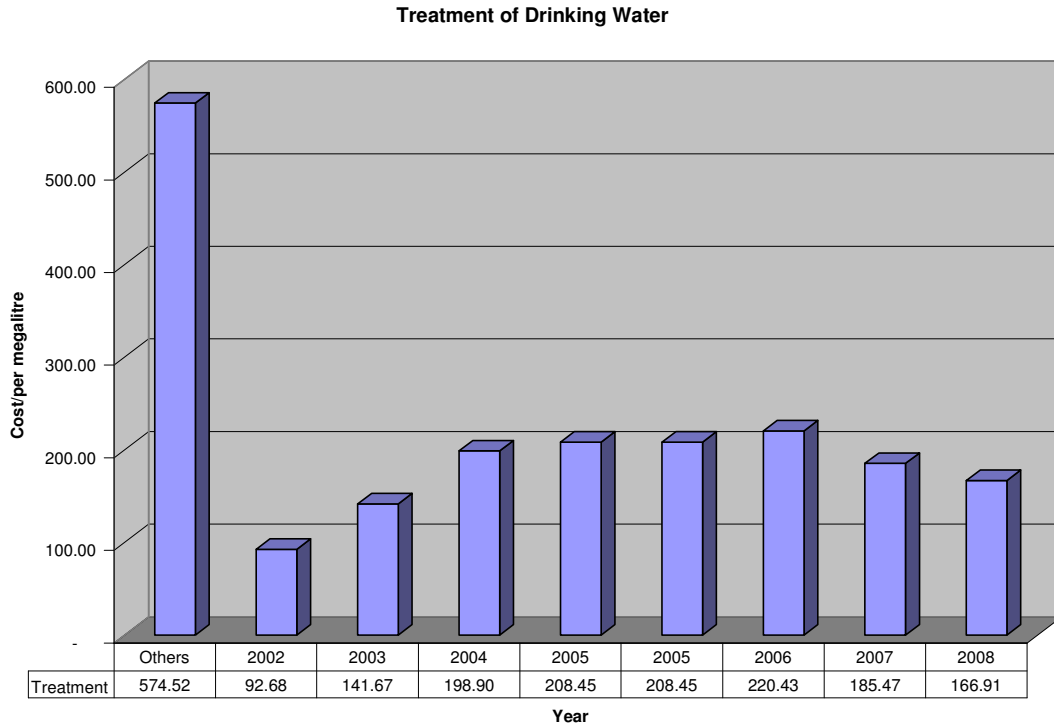
### Operating Costs for the Treatment and Distribution of Drinking Water per Megalitre



Costs for the treatment and distribution of drinking water have decreased by 8.6% between 2007 and 2008 (13.3% between 2006 and 2007). In the following graphs you will see an analysis of the costs of drinking water split between treatment and distribution costs. The 2007 average for 96 lower tier municipalities is \$954.68; with a low value of \$42.66 and a high value of \$2,918.51; therefore we are significantly below the average cost of treating and distributing drinking water (approximately 64% below average).

**Environmental Services - Water (continued):**

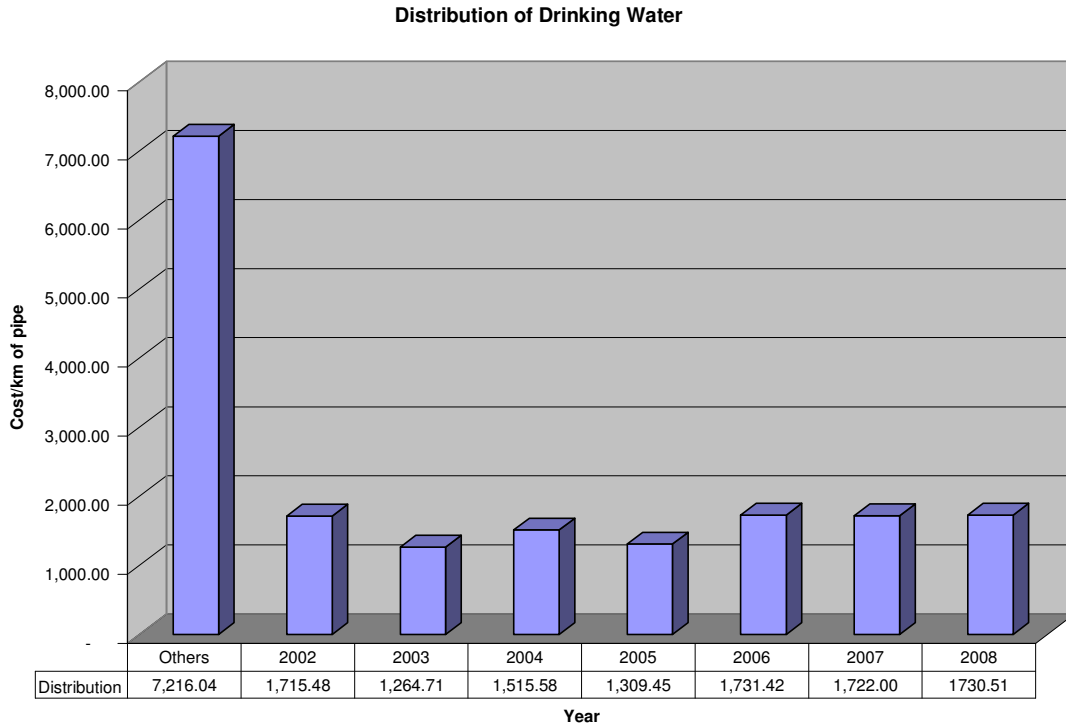
**Operating Costs for the Treatment of Drinking Water per Megalitre**



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. Treatment costs decreased approximately 10% between 2007 and 2008 (15.9% between 2006 and 2007). The 2007 range of 95 other lower tier municipalities ran from a low of \$5.15 to a high of \$1,960.02, with an average of \$574.52; therefore, we are substantially below average for the cost of the treatment of drinking water (approximately 71% below average).

**Environmental Services - Water (continued):**

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



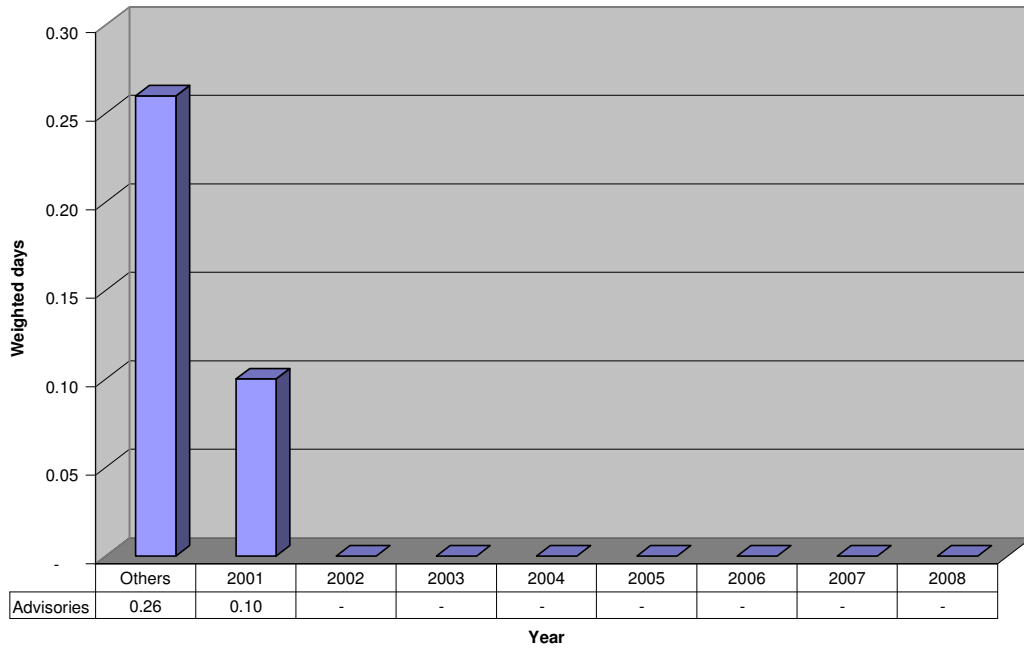
Distribution costs are defined as all activities from the point the water leaves the treatment plant and reaches private property lines. The Township (not LAWSS-see previous page) is responsible for all distribution costs within the Township boundaries. Distribution costs include line locates; main, service, meter, hydrant, and water tower installation repair & maintenance. Distribution costs stayed approximately constant between 2006 and 2008.

The 2007 range of 125 other lower tier municipalities ran from a low of \$0.04 to a high of \$31,420.00, with an average of \$7,216.04; therefore, we are substantially below average for the cost of the treatment of drinking water (approximately 76% below average).

**Environmental Services - Water (continued):**

**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**

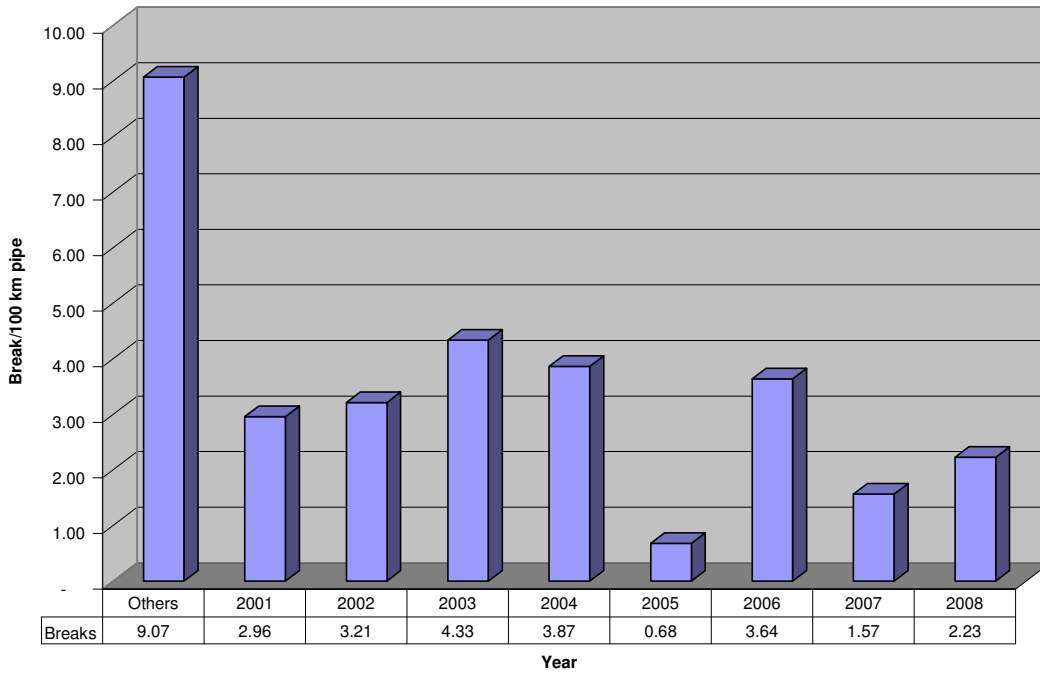


This measures the desired outcome of safe water meeting local needs. There were no boil water advisories between 2002 and 2008 in the Township. The 2007 range of 121 other lower tier reporting municipalities ran from a low of zero to a high of 11, with an average of 0.26; therefore our system has consistently met the desired outcome of safe water meeting local needs.

**Environmental Services - Water (continued):**

**Water Main Breaks**

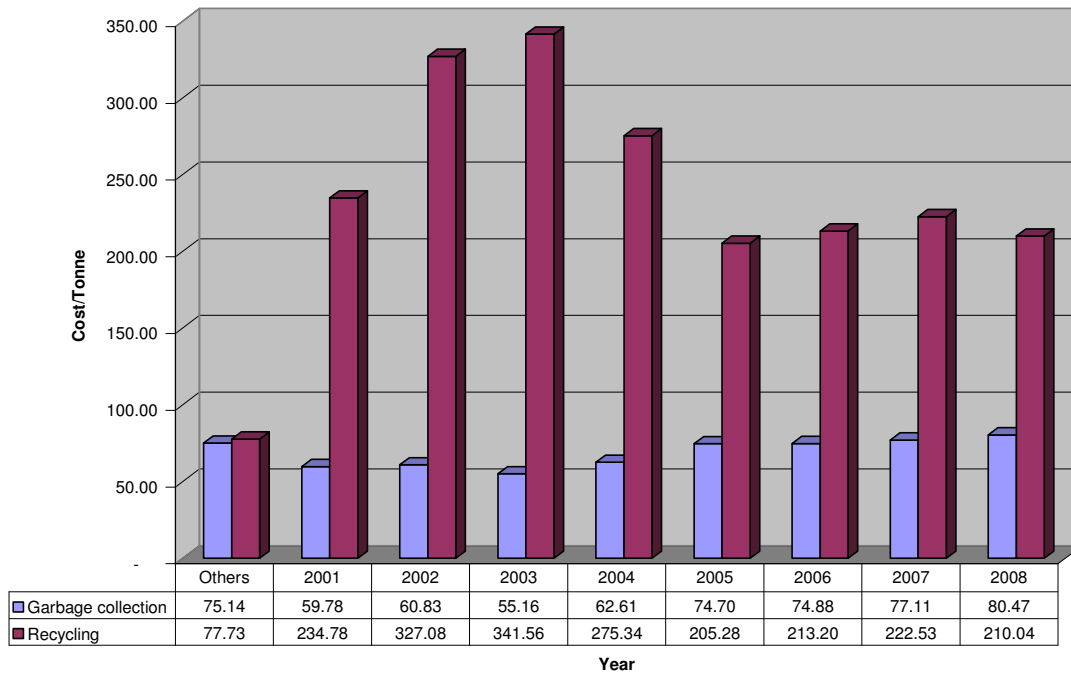
**Number of Water Main Breaks per 100 Kilometres of Water Distribution Pipe in a Year**



This performance measure desired outcome is to improve system reliability. In 2008 the number of breaks increased as compared to 2007. The 2007 range of 133 other lower tier municipalities ran from a low of zero to a high of 96, with an average of 9.07; therefore we had approximately 75% less breaks in 2008 than the average municipality. This statistic shows that even though we are very efficient in costs (with a lower cost of water than most municipalities); our system reliability is not suffering in any way at the present time.

## ENVIRONMENTAL SERVICES: SOLID WASTE

### Operating Costs for Garbage Collection and Recycling Per Tonne



Total tonnes of waste decreased from 5,194 tonnes in 2007 to 4,876 tonnes in 2008, and total tonnes recycled (diverted) increased from 830 tonnes recycled in 2007 to 842 tonnes recycled in 2008. Garbage collection costs per tonne have increased by 4.4% between 2007 and 2008, while recycling costs have decreased by 5.6% between 2007 and 2008.

The 2007 range for garbage collection for 118 other lower tier municipalities ran from a low of \$1.13 to a high of \$833.92 per tonne, with an average of \$75.14 per tonne, therefore we are slightly above average (7.1%) when it comes to costs for garbage collection.

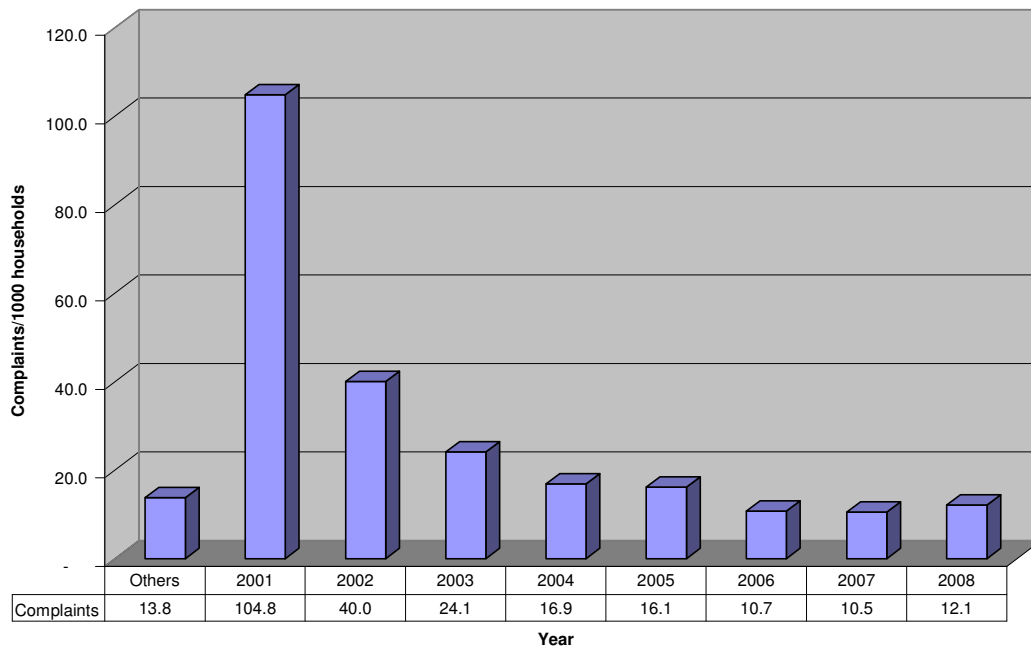
The 2007 range for recycling (solid waste diversion) for 128 other lower tier municipalities ran from a low of \$0.31 to a high of \$1,021.03 per tonne, with an average of \$77.73 per tonne. The Township's costs were consistently above the average, but in the current year (2008) they are less than our costs were in 2001 per tonne.

The reasons our costs are above average for recycling could be a combination of several factors such as: 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.

**Environmental Services – Solid Waste (continued):**

**Complaints – Garbage and Recycling Collection**

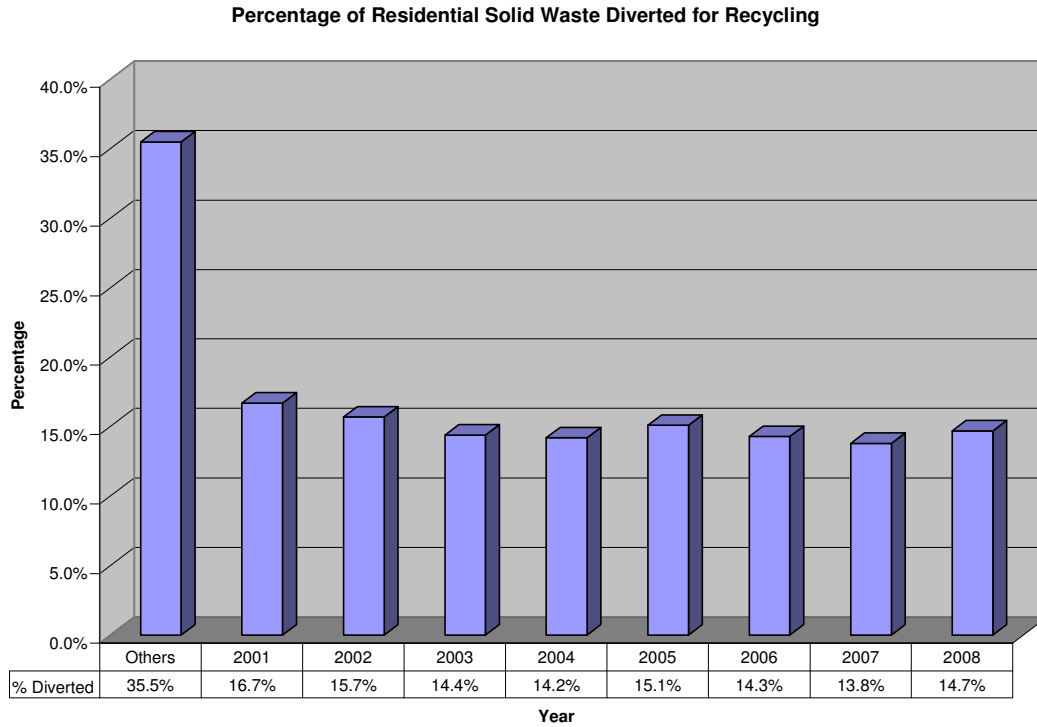
**Number of Complaints Received in a Year Concerning the Collection of Garbage and Recycled Materials per 1,000 Households**



The numbers of complaints have been dropping steadily between 2001 and 2007; however, there was a small increase in complaints in 2008. The 2007 range of 131 other lower tier municipalities ran from a low of zero to a high of 161.3, with an average of 13.8; therefore we are below average for complaints.

**Environmental Services – Solid Waste (continued):**

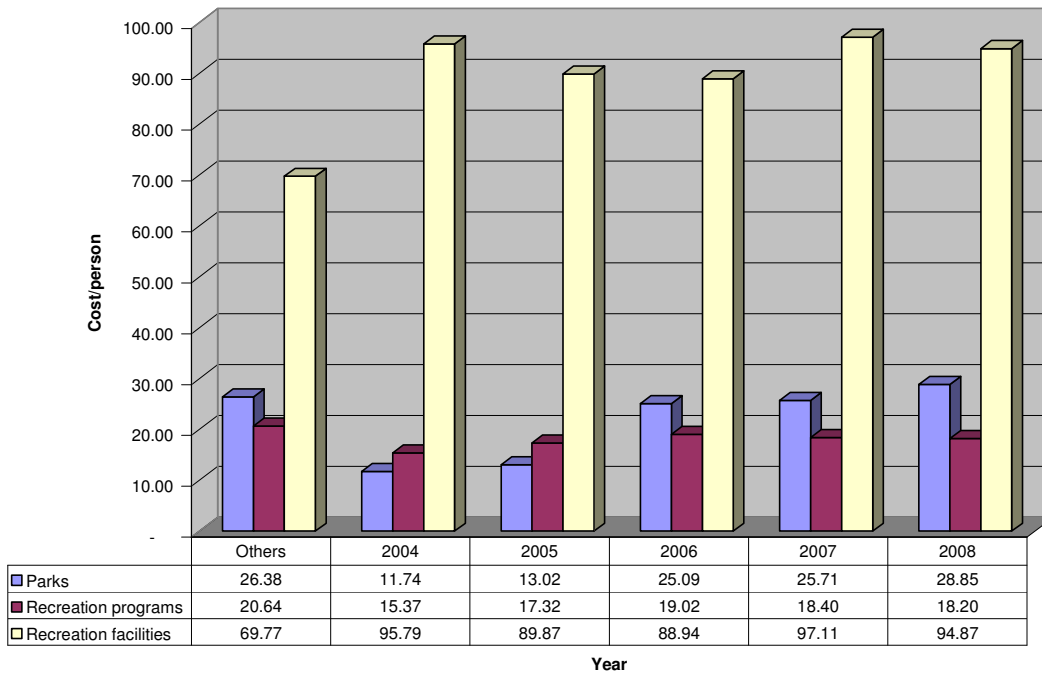
**Diversion of Residential Solid Waste: Percentage of residential solid waste diverted for recycling**



The amount of solid waste recycled as a percentage of total residential solid waste increased in 2008. The 2007 range of 58 other lower tier municipalities ran from a low of 10.2% to a high of 94.6%, with an average of 35.5%. We currently are considerably below average on the amount of waste that is recycled in our Township when compared with other municipalities.

## PARKS AND RECREATION

**Operating Costs for Parks, Recreation Programs and Recreation Facilities per Person**



The above graph shows parks, recreation programs, and recreation facilities costs separately, while the graph on the next page shows the total operating costs for all three services. Operating costs per person for parks increased between 2005 and 2006 mainly because of additional parks now looked after by the Township as the St. Clair Parkway Commission was dissolved in 2006 and the Township was the recipient of all of its assets, including many small parks along the St. Clair River (along with two campgrounds and a golf course whose costs are not included in this performance measure).

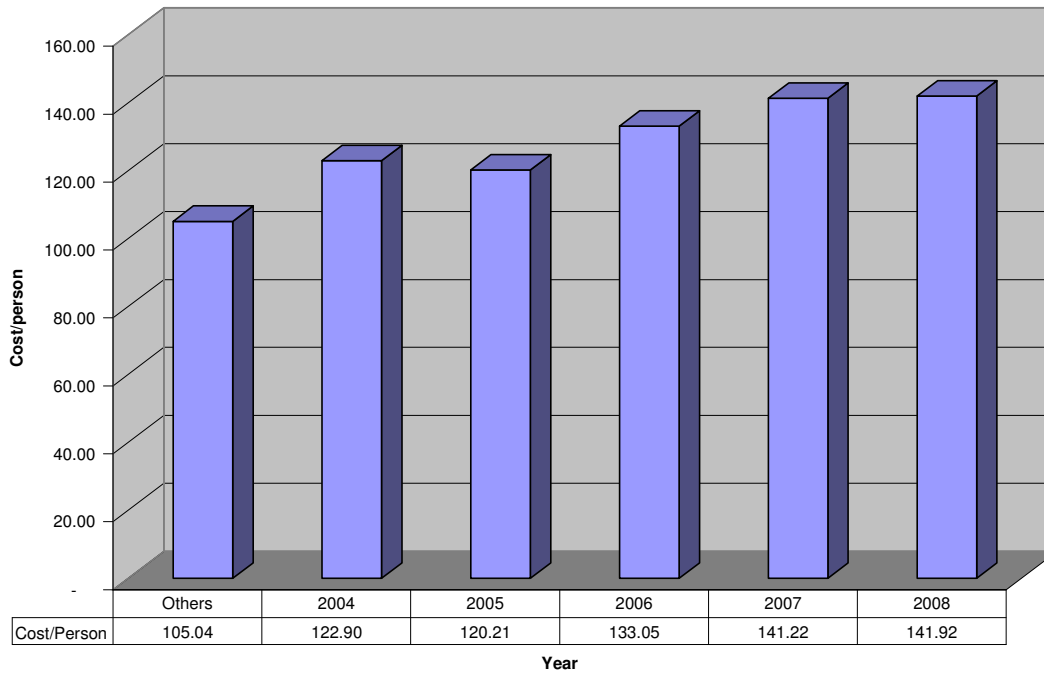
The 2007 range for parks for 170 lower tier municipalities ran from a low of \$1.00 to a high of \$121.00, with an average of \$26.38. Even with the large number of parks we currently have along the St. Clair River, our cost per person is only 9% higher than the average.

The 2007 range for recreation programs for 150 lower tier municipalities ran from a low of \$1.00 to a high of \$142.00, with an average of \$20.64. Our costs are approximately 11.8% lower than average per person for recreation programs.

The 2007 range for recreation facilities for 195 other lower tier municipalities ran from a low of \$6.00 to a high of \$327.00, with an average of \$69.77. Our costs are approximately 36% higher than similar municipalities for recreation facilities; however this statistic doesn't take into account revenues, which could make a very large difference on the net cost to the taxpayer. A graph on one of the subsequent pages takes into account net costs for parks and recreation services, which shows the exact cost to the taxpayer for leisure services after reducing costs by the revenue received.

**Parks and Recreation (continued):**

**Operating Costs for Parks, Recreation Programs & Recreation Facilities per Person**

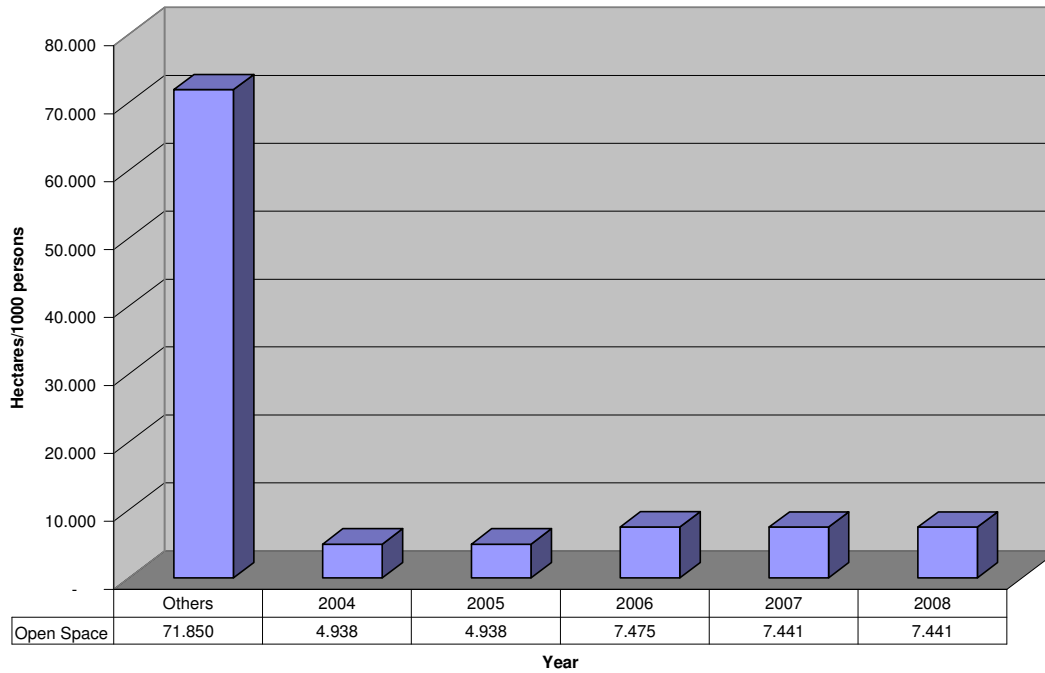


The graph on the previous page shows parks, recreation programs, and recreation facilities costs separately, while the above graph shows the total operating costs for all three services.

The 2007 range for 199 other lower tier municipalities ran from a low of \$9.00 to a high of \$453.00, with an average of \$105.04. Our costs are approximately 35% higher than average. Again this performance measure ignores revenues as stated above and we have a large quantity of parks along the St. Clair River and a large recreation complex which other municipalities might not have. Costs have been approximately the same between 2007 and 2008.

**Parks and Recreation (continued):**

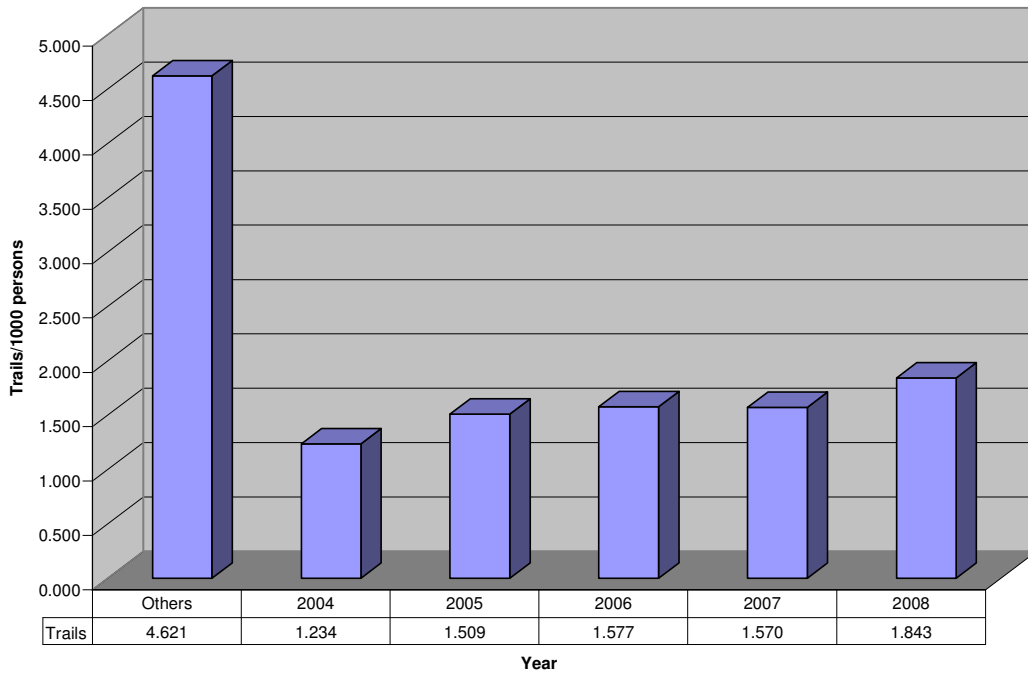
**Hectares of Open Space per 1,000 Persons (Municipally Owned)**



The 2007 range for 179 lower tier municipalities ran from a low of 0.0 to a high of 11,596.6, with an average of 71.9. We have less open space than the average municipality because a few municipalities have a very large amount of open space that skews the average. The median amount of open space (that is the amount that has exactly 50% of the municipalities above and 50% below) is 3.978, so we have more open space than more than 50% of municipalities. The amount of open space increased in 2006 because of the parks received from the St. Clair Parkway Commission.

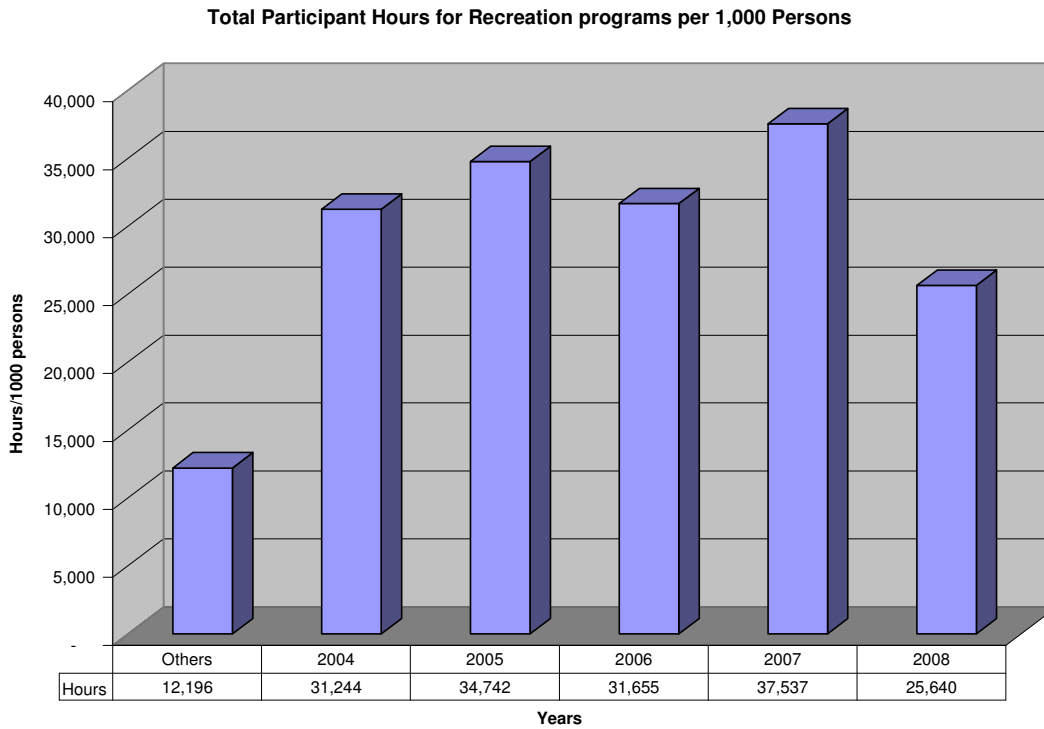
**Parks and Recreation (continued):**

**Total Kilometres of Trails per 1,000 Persons**



The 2007 range for 169 other lower tier municipalities ran from a low of zero to a high of 302.2, with an average of 4.621. We have more trails than more than 50% of similar municipalities but we are below the average because a few of the municipalities have extensive trail systems which increase the average. The median amount of trails (that is the amount that has exactly 50% of the municipalities above and 50% below) is 0.727, so we have more trails than more than 50% of municipalities.

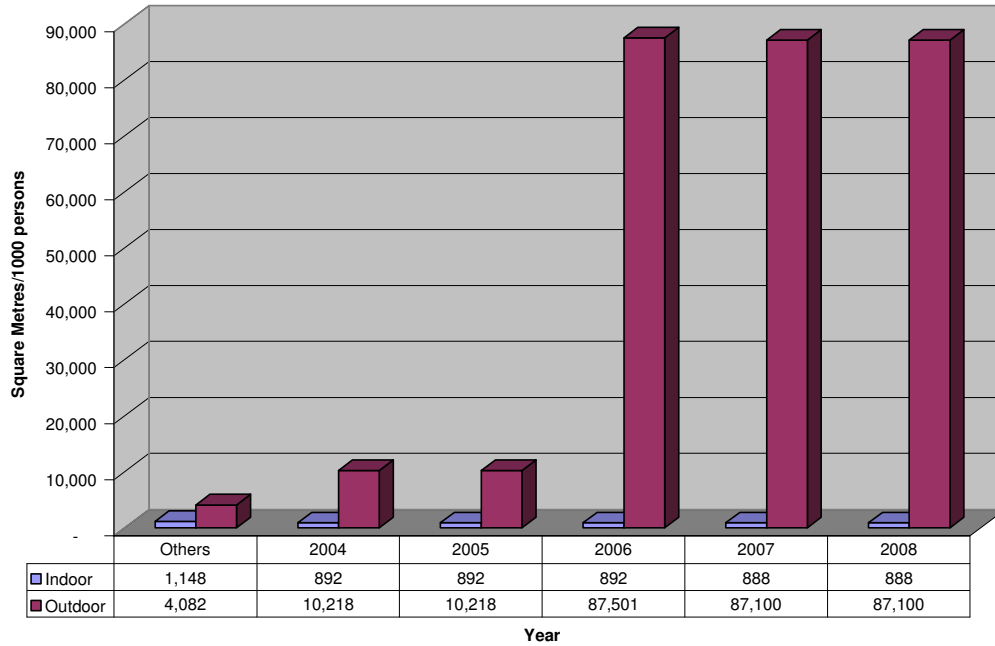
**Parks and Recreation (continued):**



Total participant hours in recreation programs for 2008 is lower than 2007's because of a change in the way we calculated total participant hours. Because of this change 2004 through 2007 hours is not directly comparable with 2008. The 2007 range for 159 other lower tier municipalities ran from a low of zero to a high of 302,468, with an average of 12,196 hours per 1,000 persons. We are approximately 110% above the average for other lower tier municipalities for the number of hours of recreation programs per 1,000 persons.

**Parks and Recreation (continued):**

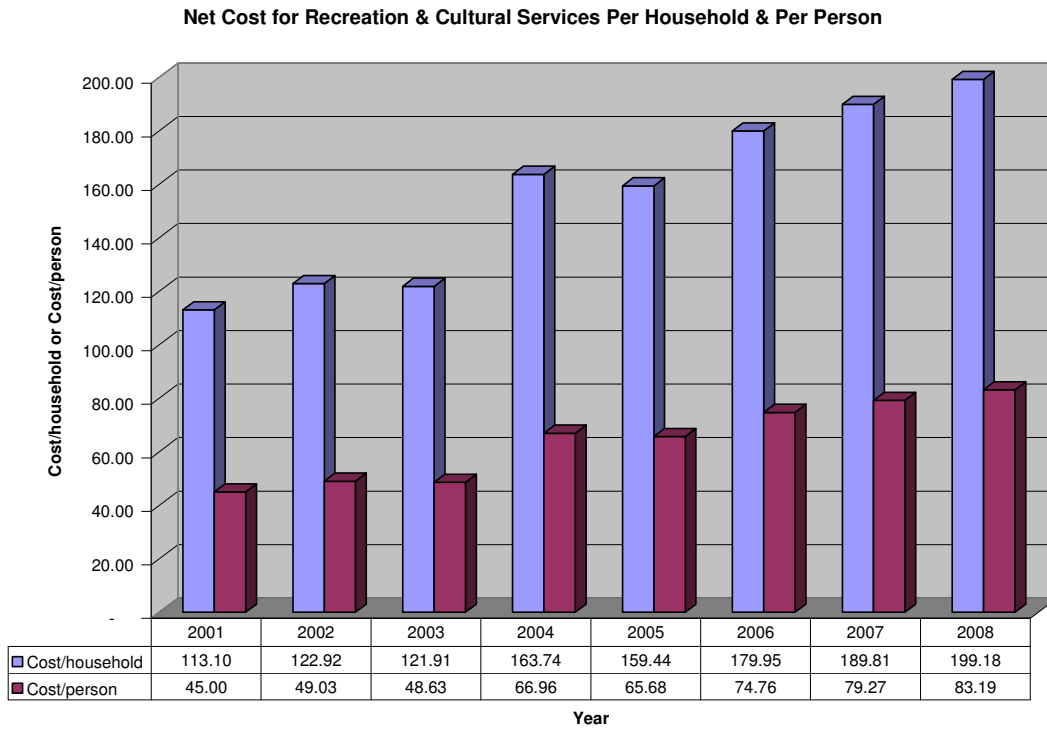
**Square Metres of Indoor & Outdoor Recreation Facilities/Space per 1,000 Persons  
(Municipally Owned)**



Outdoor recreation facility space increased in 2006 because of two campgrounds and a golf course received from the St. Clair Parkway Commission. The 2007 range for indoor recreation facility space per 1,000 persons for 183 other lower tier municipalities ran from a low of zero to a high of 42,076, with an average of 1,148. The 2007 range for outdoor recreation facility space per 1,000 persons for 164 other lower tier municipalities ran from a low of zero to a high of 92,807; with an average of 4,082. This means that we have among the highest amount of recreation facility space per 1,000 persons of any similar sized municipality in Ontario. This is caused by our control of three campgrounds and one golf course which are counted as outdoor recreation facility space in this performance measure.

**Parks and Recreation (continued):**

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



These graphs include the entire Department of Community Services, which includes parks, recreation programs, facilities, museums, campgrounds, and a golf course. The cost per person is less on the calculation on this page (\$83.19) than the calculation for parks, recreation programs, and facilities on one of the previous pages (\$141.92) as this calculation takes into account revenues, whereas the calculation from the previous page does not, even though this calculation also includes the revenues and expenses for the golf course and campgrounds whereas the other calculation does not.

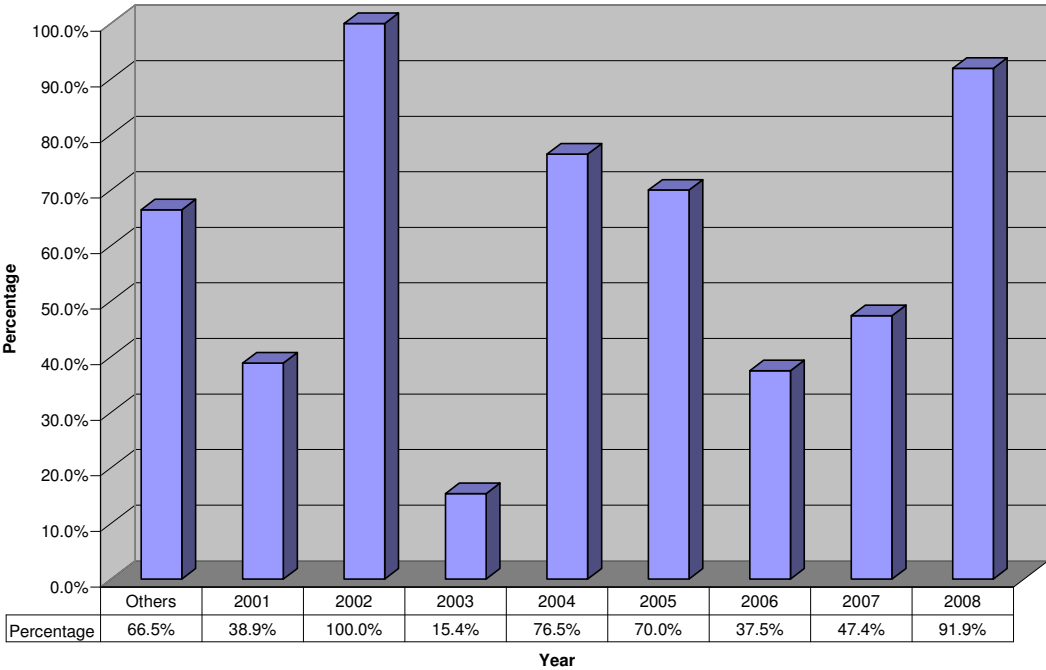
Net costs showed an increase of approximately 4.9% between 2007 and 2008 (5.5% between 2006 and 2007).

**PLANNING AND DEVELOPMENT**

**LAND USE PLANNING**

**Location of New Development**

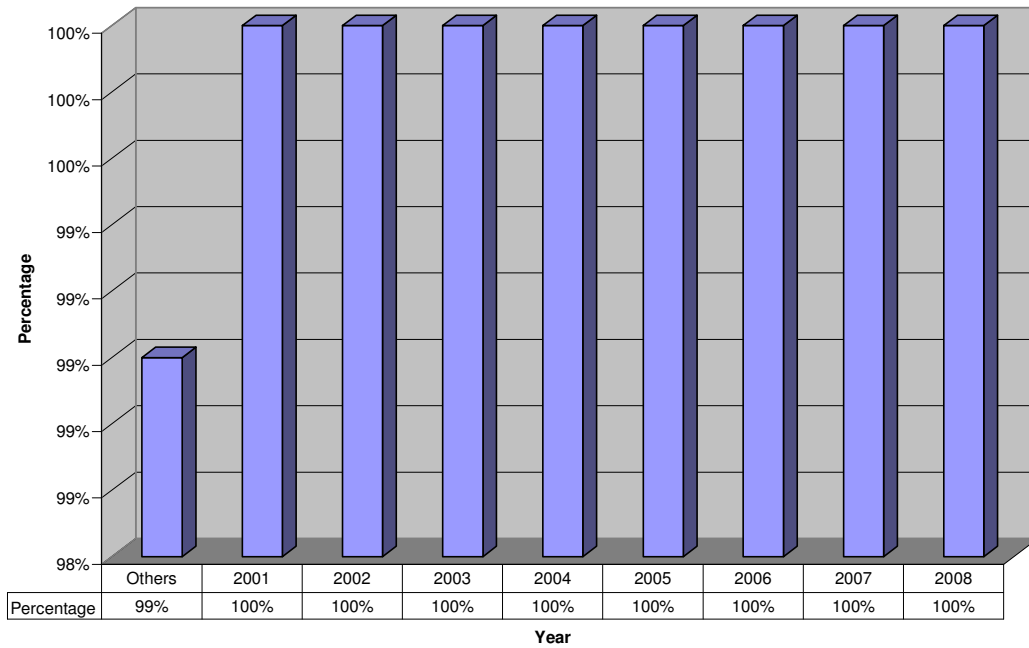
**Percentage of New Residential Units Located Within Settlement Areas**



This statistic shows if new lot creation is occurring in settlement areas. The 2007 range of 162 other lower tier municipalities run from a low of 0% to a high of 100%, with an average of 66%. We are above average for this statistic, which means that more of our settlement is taking place in settlement areas than with most other municipalities.

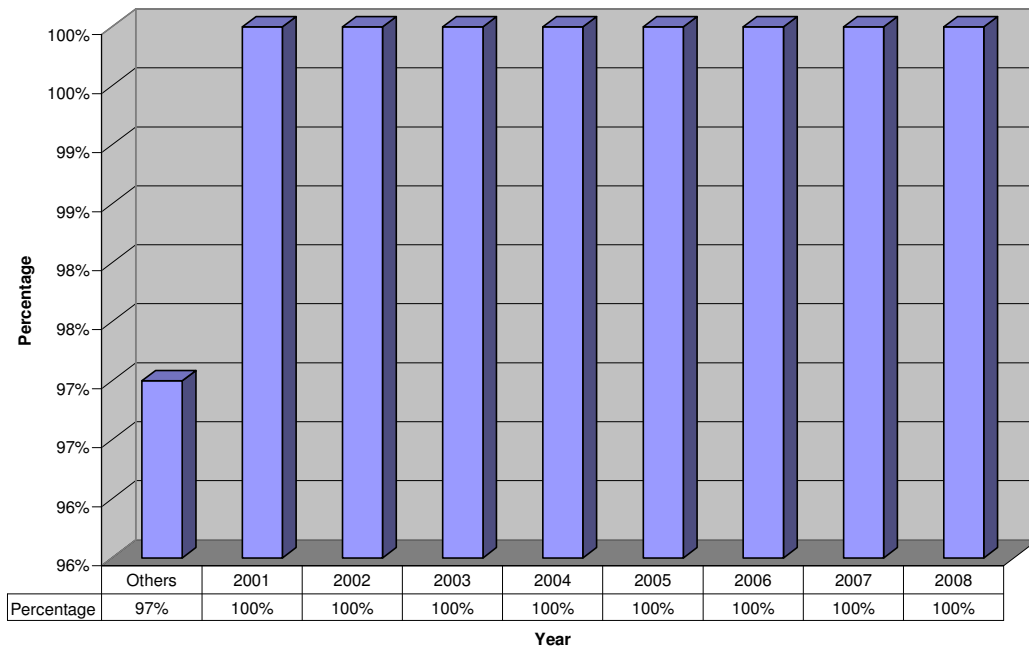
**Planning and Development (continued):**

**Percentage of Land Designated for Agricultural Purposes Which Was Not Re-Designated for Other Uses During the Reporting Year**



The 2007 range of 135 other lower tier municipalities ran from a low of 38% to a high of 100%, with an average of 99%.

**Percentage of Land Designated for Agricultural Purposes Which Was Not Re-Designated for Other Uses Relative to the Base Year of 2000**



The 2007 range of 136 other lower tier municipalities ran from a low of 0% to a high of 100%, with an average of 97%.

**Planning and Development (continued):**

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year	0 hectares
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The range of 135 other lower tier municipalities ran from a low of zero hectares to a high of 2,033 hectares, with an average of 29 hectares re-designated during the reporting year.

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000	0 hectares
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The range of 136 other lower tier municipalities ran from a low of zero hectares to a high of 8,012 hectares, with an average of 239 hectares re-designated for other uses since January 1, 2000.