



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Barrie  
Ontario**

For the Fiscal Year Beginning

**January 1, 2011**

*Linda C. Davison Jeffrey R. Enns*

President

Executive Director

December 2011

Mayor Lehman and Members of Council,

We are pleased to present the City's 2012 Business Plan for your review. The theme of this plan is "Building a Stronger Community" as it reflects Council's decisions to strengthen the City's financial condition, address known infrastructure renewal needs and improve services that residents use on a daily basis. As well, the development of the plan itself incorporated a number of new community engagement initiatives including web-based, print, broadcast and social media outreach activities that were designed to bring resident input into the process earlier and more often than in prior periods. It continues the approach established in 2008 to illustrate the relationship between services, service levels and costs.

We believe that understanding this relationship is fundamentally important, as Barrie's financial condition needs to be stronger to sustain services and service levels over the long term. This Business Plan emphasizes the messages we have been discussing with Council for several years – that Barrie, like all municipalities, needs to follow plans that strengthen its financial condition while at the same time provide services the community needs.

The "Building a Stronger Community" theme also reflects insights provided in the Business Plan about our performance, the condition of our assets and our long range financial plan. Benchmarking data included in the Business Plan shows how Barrie compares to other municipalities. Together with asset condition data recently reported to Council and the amendments to Barrie's Financial Policies Framework that Council approved last September, there is a robust set of information available to support Council's consideration of the services and service levels it wants residents to receive.

The City of Barrie's Business Plan reflects a "Best Practice" approach to municipal budgeting. It is an award-winning document that is a testament to the hard work and dedication of a committed team of municipal employees. We feel fortunate to be able to lead such a talented group of people.

There are a number of budget recommendations that will be presented in a separate staff report. This report is under development and will be presented at the January 23, 2012 General Committee meeting. Meanwhile, please use the dedicated pages created on InSite to submit any questions you may have as you review the 2012 Business Plan. As questions are posted, staff will provide responses and make them available to all members of Council.



Service partners will be presenting their budgets to Council on January 16, 2012. Subject to the results of the General Committee review, Council will be asked to approve the budget at its January 30, 2012 meeting. Extra copies of the Business Plan will be available for review in the Finance Department and the City Clerk's Office. Information will also be posted to the City's website.

Sincerely,



Jon Babulic  
Chief Administrative Officer



Ed Archer  
General Manager of Corporate Services



Richard Forward, MBA, M.Sc., P.Eng  
General Manager, Infrastructure, Development and Culture



Jim Sales  
General Manager of Community Operations