

A G E N D A

file

CITY COUNCIL BUDGET MEETING TUESDAY, FEBRUARY 2, 1993

1. Approval of the minutes of the Tuesday, January 26 and Wednesday, January 27 meetings.
2. Consideration of the grant requests from organizations:

✓ = approved

Organizations	1992 Grant	1993 Request	Community Services Recommendation
✓ CNIB	\$ 3,200	\$ 10,000	\$ 2,100
✓ Red Deer Airshow Association	20,000	20,000	12,400
✓ St. John Ambulance	3,000	4,000	2,000
✓ Parkland Humane Society	20,000	30,000	12,400
✓ Red Deer and District Allied Arts Council	28,946. *	26,000	16,200
Alberta Shock Trauma Air Rescue Society	0	?	0
Catalina Swim Club	0	12,100	0
✓ Community Information and Referral Service	0	1,000	0
✓ Provincial One Act Festival	0	900	0
Red Deer District Boy Scouts of Canada	0	300	0
✓ Red Deer International Folk Festival Society (1984)	13,500. **	23,500	8,400
✓ Red Deer Symphony Orchestra	15,550. **	10,000	6,300
Suzanne Bleaken Re: Learning Package for Youth (with RCMP and Schools)	0	2,000	0
✓ Red Deer Community Band Society	22,000	20,000	13,700
Total	\$ 126,196	\$ 159,800	73,500

* includes \$26,250 of CRC funding

** CRC funding

Note: The recommended grant to the Red Deer International Folk Festival Society includes \$3,100 for the Cronquist House and \$5,300 for the Canada Day Festival.

3. Consideration of a \$15,000 loan from accumulated City surplus to the Red Deer 1994 Brier Society to be repaid by the Society.
4. Consideration of a bid to host the 1995 Alberta Summer Games, including the allocation of \$5,000 toward the preparation of a bid.
5. Consideration of the recommendation to transfer the balance of the AMPLE grant funds to a reserve and use the interest on the reserve as funding for the Maintenance Plan.
6. Consideration of request for financial support from Lakeview Emergency Services Ltd. to have the Provincial Department of Health and Department of Family and Social Services brought to court to have a legal interpretation of whether the Province has a right to decide the level of ambulance payment it will reimburse.
7. Consideration of the Operating Budget addbacks:
 - as recommended by City Commissioners
 - other addback requests not recommended by City Commissioners.

MEMORANDUM

DATE: 2 February 1993
TO: City Council
FROM: Commissioner Michael C. Day
RE: BUDGET FOR STRATEGIC PLANNING EXERCISE

We were requested to submit a breakdown of budgeted costs for a Strategic Planning exercise for The City.

The budget of \$10,000 would be allocated as follows:

A. Session One:

- Facilitator
 - preparation time, interviews, plus two and one-half day session \$3500.
 - expenses 250.
 - Administrative Expenses
 - space rental 300.
 - one dinner, two lunches, mtg. condiments 500.
- \$4550.

B. Session Two:

- Facilitator
 - preparation time, interviews, plus one and one half day session \$2500.
 - expenses 150.
 - Administrative Expenses
 - space rental 200.
 - one dinner, one lunch, meeting condiments 400.
- \$3250.

Submitted to City Council *Budget Meeting*
Date: Feb. 2/93

C. Session Three: "Follow-up"

•	Facilitator	\$1800.
-	preparation, interviews, and a partial day wind-up session with Council	
-	Expenses	100.
	Administrative Expenses	
-	space rental	100.
-	lunch and condiments	200.
		<u>\$2200.</u>
	TOTAL	<u>\$10,000.</u>

We will have a more definitive estimate of costs when we have chosen the facilitator for this work and when we have agreed upon a specific course of action.

hmcd/rg

Convention Marketing Consortium

Budget Meeting
Submitted to City Council

Date: Feb. 2/93

Background

In late 1991, a concern was brought to the Board of Directors of the Red Deer Visitor and Convention Bureau from Red Deer's major hoteliers. They expressed concern that the Westerner was competing with them for local business rather than attracting major new events to Red Deer. The Visitor Bureau arranged a meeting between the hoteliers and the executive of the Westerner Exposition Association. Among those present at this initial meeting in January 1992 was Alderman Lawrence, who was the Council representative on the Visitor Bureau, at that time.

A number of issues were identified at this and subsequent meetings. These included:

- Current Westerner marketing activities appear to be directed to attracting local business, rather than major new events.
- The Westerner was not competing for this business on "a level playing field" because it does not incur all of the same costs of doing business.
- The Westerner's method of presenting prices to customers was not inclusive, giving an initial impression of substantially lower prices than competitors.
- The exclusive nature of the Westerner's catering contract

The issues of pricing and the catering contract are being considered by the Westerner. It was agreed that the most productive approach would be for all parties to work together to implement a major cooperative marketing campaign. The City of Red Deer was seen as an important partner in this initiative, for two reasons:

- a) as a means of levelling the playing field in a situation where a publicly funded facility is competing with the private sector, and
- b) because the City is ultimately responsible for any losses incurred in the operation of the Westerner.

Convention Marketing Consortium

Goal: To attract major conventions, trade shows and other events to Red Deer, through a targeted three year cooperative marketing initiative.

This consortium is a three way partnership which includes:

the Westerner Exposition Association
the City's major hotels
the City of Red Deer

Each of these three will make an equal contribution of funds, and each will have two votes at consortium meetings. The City's representatives are currently Alderman Statnyk and Mayor Surkan.

The consortium asked the Red Deer Visitor and Convention Bureau to take on the coordinating role for the marketing initiative. The Bureau agreed, and has contributed all of the staff time invested to date to establish and carry out the work of the consortium.

The Bureau moved quickly to access funds remaining in the provincial Team Tourism program. \$10,000 has been approved from Team Tourism, as 50% of the cost of developing promotion material for use in the sales campaign. Projects to be carried out are:

- development of an updated convention video
- development of a convention lure brochure
- development of a trade show display, and
- hosting of site visits for media, event organizers

These projects must be completed by March 31, 1993, the conclusion of the lottery funded Team Tourism program.

The Westerner and the group of hotels have each agreed to contribute \$25,000 to the cooperative marketing initiative in 1993, subject to a similar contribution from the City of Red Deer.

The partners have agreed that contracting a marketing representative is the most effective means to proceed. This representative would initially be paid a retainer, but after a start up period would be rewarded based on performance. After conducting an Alberta and national search, the consortium has selected a marketing representative based in Edmonton. An initial one year agreement is currently being negotiated, subject to approval of funding.

The concept of contracting a representative who is rewarded based on performance, rather than employing a marketing staff, is viewed by the partners as crucial to the success of this initiative.

Details of the first year's marketing activities are still being worked out by the partners. In addition to the development of the promotional materials already discussed, activities are expected to include:

- researching and developing a data base of qualified leads
- making contact with these leads, through an initial direct mail contact followed up with telephone and sales calls
- advertising in publications targeted to the meetings and conventions market
- membership in associations of meeting and convention planners and attendance at their trade shows/meetings
- hosting site visits, to bring interested prospects to Red Deer
- encouraging local groups to play an active role in bringing events to Red Deer
- assisting groups booked with arrangements and follow up, to ensure satisfaction

A preliminary first year budget is presented on the following page. The partners will meet monthly to plan, direct and monitor the marketing activities of the consortium.

Convention Marketing Consortium
Preliminary
Year One Budget

REVENUE		EXPENDITURE	
Team Tourism	\$ 10,000	Team Tourism Projects	
Hotels	25,000	Video	\$ 3,500
Westerner	25,000	Brochure	10,500
Red Deer Visitor		Display	3,500
and Convention Bureau	5,000	Site Visits	2,500
City of Red Deer	<u>20,000</u>	Administration Fee	500
	\$ 85,000	Promotion Expenses	
		Advertising	9,000
		Memberships	1,000
		Postage, Telephone	2,500
		Travel	9,000
		Trade Show Participation	6,000
		Research, Qualification Lists	2,000
		Marketing Representative	30,000
		Contingency	<u>5,000</u>
		TOTAL	\$ 85,000

DATE: DECEMBER 8, 1992
TO: ENVIRONMENTAL ADVISORY BOARD
FROM: CITY CLERK
RE: THE ENVIRONMENTAL MASTER PLAN

I would advise that the recommendations from the Environmental Advisory Board pertaining to the above matter, received consideration at the Council Meeting of December 7, 1992.

Following is the motion which was passed by Council at the aforementioned meeting:

"RESOLVED that Council of the City of Red Deer having considered report from the Environmental Advisory Board re: Environmental Master Plan, hereby agrees that Council consider a \$10,000 grant as part of the 1993 Budget, to be used to assist in initiating public participation process, on the understanding that the objectives of this process are to:

1. Determine the level of community interest and support for an Environmental Master Plan;
2. Determine the scope of a Master Plan by identifying a more selective and focused terms of reference for it;
3. Establishing partnerships and identifying stakeholders to begin the concrete planning required by the terms of reference;
4. Begin the process of incorporating environmental issues and initiatives into the City decision-making process;

and as recommended to Council December 7, 1992."

As noted in the above resolution, the \$10,000 grant will be considered by Council during the 1993 Budget deliberations. In addition, a Member of Council requested that when the matter is considered at budget time, further information be provided as to how the \$10,000 would be spent.

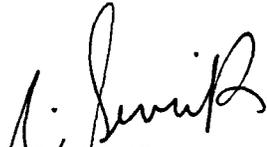
The decision of Council in this instance is submitted for your information and appropriate action.

Environmental Advisory Board

Page 2

December 8, 1992

By way of a copy of this memo we are requesting the Parks Manager to advise you as to when the matter will be considered again during budget deliberations.



C. SEVCIK
City Clerk

CS/clr

cc: Director of Community Services
Director of Financial Services
Parks Manager

Office of the Mayor



January 22, 1993

The Honourable Brian Evans
Minister of Environmental Protection
Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Mr. Evans:

The City of Red Deer is considering the preparation of an environmental master plan. The major impetus behind this proposal comes from the Red Deer Environmental Advisory Board and several local environmental groups and agencies. The Vision 2020 process in Red Deer clearly outlined the need to develop strategies for environmental planning and municipal economic sustainability.

In considering such a master plan, the Red Deer Environmental Advisory Board has already obtained preliminary support from the local school boards, educational institutions and local environmental groups and agencies to undertake an extensive public participation process. These agencies have offered to distribute and collect the various participation tools/instruments to be used. Red Deer City Council will also be considering a budget requirement for this purpose on January 28, 1993, to supplement grants and foundation requests that have been submitted.

In structuring and preparing such a public participation package, the City of Red Deer lacks the expertise, especially in terms of developing the type of background information and public education that would be best to inform and educate the public on environmental issues and economic sustainability in Red Deer. In addition, only if the public education package is appropriately worded would the public of Red Deer feel informed and stimulated to provide a response. In appreciating the success of the public participation package undertaken by Alberta Environment in preparing the Environmental Protection and Enhancement Act (Bill 23), I am seeking your support to provide assistance in terms of knowledge and expertise.

.../2

The Honourable Brian Evans
Page 2
January 22, 1993

To assist the Red Deer Environmental Advisory Board in this undertaking, I would appreciate your consideration in providing the services of the Environmental Protection Department. Subject to City Council approval (January 28, 1993), it is expected that the process would begin during the first six months of 1993, during which time, your department's staff and library resources would be required.

A preliminary indication of your level of support would be appreciated before January 28, 1993, such that it can be conveyed to City Council during discussion on funding this project.

Yours sincerely,


GAIL D. SURKAN
Mayor

DB/ad

- c. Mr. John Retallack, Chairman, Red Deer Environmental Advisory Board
- Mr. Don Batchelor, Parks Manager
- Mr. Craig Curtis, Director of Community Services
- Mr. Alan Wilcock, Director of Financial Services
- Mr. Charlie Sevcik, City Clerk

Office of the Mayor



January 22, 1993

The Honourable Dr. Stephen West
Minister of Municipal Affairs
Room 425 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Dr. West:

The City of Red Deer is considering the preparation of an environmental master plan. The major impetus behind this proposal comes from the Red Deer Environmental Advisory Board and several local environmental groups and agencies. The Vision 2020 process in Red Deer clearly outlined the need to develop strategies for environmental planning and municipal economic sustainability.

In considering such a master plan, the Red Deer Environmental Advisory Board has already obtained preliminary support from the local school boards, educational institutions and local environmental groups and agencies to undertake an extensive public participation process. These agencies have offered to distribute and collect the various participation tools/instruments to be used. Red Deer City Council will also be considering a budget requirement for this purpose on January 28, 1993, to supplement grants and foundation requests that have been submitted.

In structuring and preparing such a public participation package, the City of Red Deer lacks the expertise, especially in terms of developing the types of questions, information, tools/instruments that are best for economic sustainability and environmental planning. The Environmental Advisory Board invited Kim Fowler from your Local Government Services Division (Development Branch) to make a presentation on January 7, 1993. The presentation not only outlined alternatives and provided great insight, but it also illustrated that there is specialized expertise and personnel in the Alberta Municipal Affairs Local Government Services Division that would be ideal to help formulate public participation questionnaires, survey packages and other public participation instruments, especially as they relate to economic sustainability.

.../2

The Honourable Dr. Stephen West
Page 2
January 22, 1993

To assist the Red Deer Environmental Advisory Board in this undertaking, I would appreciate your consideration in providing the services of your Local Government Services Division. Subject to City Council approval (January 28, 1993), it is expected that the process would begin during the first six months of 1993; your department's staff and library resources would be required during this period.

A preliminary indication of your level of support would be appreciated before January 28, 1993, such that it can be conveyed to City Council during discussion on funding this project.

Yours sincerely,


GAIL D. SURKAN
Mayor

DB/ad

- c. Mr. John Retallack, Chairman, Red Deer Environmental Advisory Board
- Mr. Don Batchelor, Parks Manager
- Mr. Craig Curtis, Director of Community Services
- Mr. Alan Wilcock, Director of Financial Services
- Mr. Charlie Sevcik, City Clerk



file - Council Budget Meeting

THE CITY OF RED DEER.

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

FILE No.

Feb. 2/93

Office of:
DIRECTOR OF FINANCIAL SERVICES 342-8210

February 4, 1993

Red Deer 1994 Brier Society
P.O. Bag 1994
RED DEER, Alberta
T4N 6W6

Attention: Mr. W.D. Tronnes
Vice Chairman

Dear Sir:

RE: RED DEER 1994 BRIER SOCIETY GRANT REQUEST

Council of The City of Red Deer at its Budget Meeting of February 2, 1993, considered your request for a grant, with the following motion being passed:

"RESOLVED that Council of The City of Red Deer hereby approves a loan from accumulated City surplus to the Red Deer 1994 Brier Society in the amount of Fifteen Thousand Dollars (\$15,000) to be repaid by the Society after the 1994 Brier in the event that the Games generate a surplus."

As noted in the above resolution, Council did not agree to give the Society an outright grant. Rather, the \$15,000 is a loan to be repaid to the City in the event the Games generate a surplus. On the understanding that you will agree to this condition, a cheque in the amount of \$15,000 will be prepared and sent to you under separate cover.

The decision of Council in this instance is submitted for your information and should you have any questions, please do not hesitate to contact the undersigned. With very best wishes and every success in this endeavour.

Yours truly,

A. Wilcock, B. Comm., C.A.
Director of Financial Services
CS/jt

c Director of Community Services
Recreation & Culture Manager
City Clerk

PATH: alan\letters\grantadd bac



a delight to discover!

DATE: February 4, 1993
TO: Recreation & Culture Manager
FROM: Director of Financial Services
RE: 1995 ALBERTA SUMMER GAMES

At the Council Budget Meeting of February 2, 1993, the following motion was passed by Council pertaining to the aforesaid matter.

"RESOLVED that Council of the City of Red Deer agrees to:

- submission of a bid for the 1995 Alberta Summer Games,
- provision in the 1993 Budget for Community Services General of \$5,000.00 for preparation of the bid as a loan from accumulated City surplus to be repaid from excess funds generated by the Games."

The decision of Council in this instance is submitted for your information and appropriate action.

Trusting you will find this satisfactory.



A. Wilcock, B. Comm., C.A.
Director of Financial Services

CS/jt

c Director of Community Services
City Clerk



THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

Office of:
 DIRECTOR OF FINANCIAL SERVICES 342-8210
 February 4, 1993

Lakeview Emergency Services Ltd.
 Box 1808
 ATHABASCA, Alberta
 T0G 0B0

Attention: Mr. Harold J. Nikipelo
 President

Dear Sir:

RE: LEGAL SETTling OF AMBULANCE RATES

Your request for financial support in pursuing through the Courts to determine who has the authority for setting of ambulance rates received consideration at the Council Budget Meeting of February 2, 1993.

Following is the resolution which was passed by Council.

"RESOLVED that Council of The City of Red Deer, having considered correspondence dated January 14, 1993, from Lakeview Emergency Services Ltd., requesting financial support to assist in pursuing through the Courts for a determination as to who has authority for the setting of ambulance rates, hereby agrees that the request for financial support be denied at this time."

While the City sympathizes with your position and, in fact, has gone on record several times in the past requesting the Province to request fee schedules as negotiated with the Alberta Ambulance Operators Association, Council is not prepared at this time to incur additional costs in fighting a legal battle, the successful results of which are doubtful.

If you have any questions, please do not hesitate to contact the undersigned.

With very best wishes,

Yours truly,

A. Wilcock, B. Comm., C.A.
 Director of Financial Services

CS/jt

c City Clerk

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THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 348-6195

Office of:
DIRECTOR OF FINANCIAL SERVICES 342-8210

February 4, 1993

Landlord & Tenant Advisory Board
4935 - 51 Street
RED DEER, Alberta
T4N 2A8

Attention: Ms. Peggy Lane
Co-ordinator & Executive Director

Dear Ms. Lane:

RE: 1993 OPERATING BUDGET ADDBACK OPTIONS

Council of The City of Red Deer at its Budget Meeting of February 2, 1993, considered your addback options for the 1993 Operating Budget. At the aforesaid meeting, Council concurred with the recommendations of the Commissioners that your addbacks be not funded.

The decision of Council in this instance is submitted for your information. If you have any questions, please do not hesitate to contact the undersigned.

Yours truly,

A. Wilcock, B. Comm., C.A.
Director of Financial Services

CS/jt

c City Clerk

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THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

Office of:
DIRECTOR OF FINANCIAL SERVICES 342-8210

February 4, 1993

Towne Centre Association
B3, 4901 - 48 Street
RED DEER, Alberta
T4N 1S8

Attention: Mr. J. Ferguson,
Manager

Dear Sir:

RE: ADDBACK OPTIONS FOR THE 1993 OPERATING BUDGET

Council of The City of Red Deer at its Budget Meeting of February 2, 1993, considered all of the addback options submitted by the various departments for the 1993 Operating Budget.

At the above noted meeting, Council passed a motion agreeing that your addback option No. 7 to an increase in the Christmas Decoration Budget in the amount of \$2,500 to \$7,500 was approved as recommended by the Commissioners.

The decision of Council in this instance is submitted for your information and I trust you will find same satisfactory.

Yours truly,

A. Wilcock, B. Comm., C.A.
Director of Financial Services

CS/jt

c City Clerk

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THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

Office of:
DIRECTOR OF FINANCIAL SERVICES 342-8210

February 4, 1993

Red Deer Public Library Board
4818 - 49 Street
RED DEER, Alberta
T4N 1T9

Attention: Mr. Dean Frey,
Director

Dear Sir:

RE: ADDBACK OPTIONS FOR THE 1993 OPERATING BUDGET

Council of The City of Red Deer at its Budget Meeting of February 2, 1993, considered all of the addback options submitted by the departments for the 1993 Operating Budget.

At the aforesaid meeting, Council passed a motion approving addback option No. 97 (Increase Library Materials) in the amount of \$5,000. Council, however, agreed with the recommendations of the Commissioners that addback option No. 98 (CD-ROM Collection) be not funded.

The decision of Council in this instance is submitted for your information. If you have any questions, please do not hesitate to contact the undersigned.

Yours truly,

A. Wilcock, B. Comm., C.A.
Director of Financial Services

CS/jt

c Director of Community Services
City Clerk

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THE CITY OF RED DEER

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

Office of:
DIRECTOR OF FINANCIAL SERVICES 342-8210

February 4, 1993

Red Deer Visitor and Convention Bureau
Box 5008
RED DEER, Alberta
T4N 3T4

Attention: Wendy Martindale

Dear Ms. Martindale:

RE: ADDBACK OPTIONS FOR THE 1993 OPERATING BUDGET

Council of The City of Red Deer at its Budget Meeting of February 2, 1993, considered all of the addback options submitted by the various departments and groups for the 1993 Operating Budget.

At the aforesaid meeting, Council passed a motion agreeing that addback option No. 6 (co-operative marketing program with local hotels) in the amount of \$25,000 be funded, but that the funds are to come from the existing funding provided to the Red Deer Visitor and Convention Bureau.

The decision of Council in this instance is submitted for your information. If you have any questions, please do not hesitate to contact the undersigned.

With very best wishes,

Yours truly,

A. Wilcock, B. Comm., C.A.
Director of Financial Services

CS/jt
c Director of Community Services
City Clerk

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*a delight
to discover!*

DATE: February 4, 1994
TO: Inspector R. Beaton, RCMP City Detachment
FROM: Director of Financial Services
RE: ADDBACK OPTIONS FOR THE 1993 OPERATING BUDGET

Council of The City of Red Deer at its Budget Meeting of February 2, 1993, considered all of the addback options submitted by the various departments for the 1993 Operating Budget.

At the aforesaid meeting, Council approved the following addback options:

Existing force reduction of 9 members	\$614,500
One additional force member	57,300
Additional building maintenance	15,000
Fridge for lunchroom	900
Renovations to the Sexual Assault Interview Room	1,000

Council did not approve the additional front counter person which was requested, in the amount of \$38,600. As noted above, only one additional force member was approved at this time. The decision with regard to the additional force member requested will be made by Council pending receipt of word from the Provincial Government on unconditional grants.

The decision of Council in this instance is submitted for your information and I trust you will take whatever action is deemed appropriate in regard to an application for the one additional RCMP member at this time. If you have any questions, please do not hesitate to contact the undersigned.



A. Wilcock, B. Comm., C.A.
Director of Financial Services

CS/jt

c City Commissioners
City Clerk

File - Council Feb 2/93

Office of the Mayor

*Copy to
or Add*

R-39803



February 3, 1993

Dale Henwood
Alberta Sport Council
Hanover Place, Suite 450
101 - 6th Avenue S.W.
Calgary, AB T2P 3P4

Dear Mr. Henwood:

It is a pleasure for me to inform you that The City of Red Deer intends to bid for the privilege of hosting the 1995 Alberta Summer Games. City Council gave its strong endorsement for this bid when we met February 2, 1993, and you can anticipate our bid proposal by April 30, 1993.

Our resolution of support is as follows:

"RESOLVED that Council of the City of Red Deer agrees to:

- submission of a bid for the 1995 Alberta Summer Games,
- provision in the 1993 Budget for Community Services General of \$5,000.00 for preparation of the bid as a loan from accumulated City surplus to be repaid from excess funds generated by the Games."

Yours sincerely,

Gail Surkan
MAYOR GAIL SURKAN

/mm

- c Lowell Hodgson, Manager of the Recreation & Culture Department
- c Mark Jones, Chairman of the Recreation, Parks & Culture Board
- c Craig Curtis, Director of Community Services
- c Charlie Sevcik, City Clerk
- c Alan Wilcock, Director of Financial Services



COPIED TO: Council - Feb. 10/93, cjm
City Clerk, Mike Day

Royal Gendarmerie
Canadian royale
Mounted du
Police Canada

file - Council Feb 2/93
Security Classification / Designation
Classification / Désignation sécuritaire

05 FEB 93

Your file Votre référence

Our file Notre référence

Mayor Gail SURKAN
City of Red Deer
P.O. Box 5008
Red Deer, Alberta
T4N 3T4

Your Worship:

A number of members have asked that I thank you and the Aldermen for the support and confidence shown to your Police Service during Budget Debate '93. The decisions that had to be made were very difficult ones, and we appreciate the consideration given our requests.

In the three days since the finalization of the add-backs, I have noted an attitude change. "They do care" and "They do know what is going on" are the two most common phrases heard.

I can assure you we will all be working very hard to meet your expectations and our goals of 1993. New and inovative initiatives are planned and we will be demonstrating that your confidence in us was justified.

Sincerely,


(R.L. BEATON) Insp.
Officer In Charge
Red Deer City Detachment

Red Deer City Detachment
P.O. Bag #5033
Red Deer, Alberta
T4N 6A1

