

## Your Municipal Tax Dollars at Work



### City Hall Mayor and Council



**Mayor**  
**Randy Simms**  
368-7265  
rsimms@mountpearl.ca



**Deputy Mayor**  
**Jim Locke**  
364-4746  
jlocke@mountpearl.ca



**Councillor**  
**Lucy Stoyles**  
364-1916  
lstoyles@mountpearl.ca



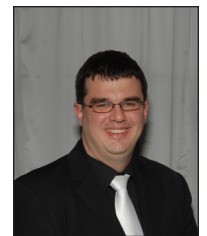
**Councillor**  
**John Walsh**  
364-2344  
jwalsh@mountpearl.ca



**Councillor**  
**Paula Tessier**  
747-3933  
ptessier@mountpearl.ca



**Councillor**  
**Dave Aker**  
745-1803  
daker@mountpearl.ca



**Councillor**  
**Andrew Ledwell**  
748-2012  
aledwell@mountpearl.ca

# Budget Speech 2016

## Your Worship, Fellow Councillors, Ladies and Gentlemen:

As co-chairs of the Corporate and Community Services Committee, Councillor Stoyles and I are very pleased to present today, the City of Mount Pearl's 2016 budget.

I would like to start by thanking Council and staff for their efforts and contributions in the preparation of this budget, which is just one very small part of the City's much larger fiscal planning and monitoring process. This document also forms part of the implementation of our strategic plan that helps us to deliver solid results in each of our four key strategic priorities, which include:

- Providing an innovative, creative and sustainable suite of municipal services and programs that sets us apart as a vibrant and independent City;
- Delivering effective response to our ever changing population demographics;
- Focusing on attracting, retaining and engaging the most qualified employees throughout our City; and
- Focusing on ensuring effective and efficient governance for our great City.

As a City, we strive to deliver our core services to our citizens and businesses at the highest standards of excellence, while also ensuring they are delivered at a fair and responsible level of taxation.

Before getting into the details of our 2016 plan, I would like to highlight a few of the many significant accomplishments the City has been able to achieve in 2015. These include:

- Commencement of a significant leak detection program that employs the latest leading edge technology to identify leaks in the City's water distribution system. This enables us to efficiently focus our resources when identifying and repairing leaks, which has helped us not only conserve water, but also to substantially reduce costs for water purchased from the Regional Water supply,



Our City has experienced a healthy level of investment by private developers with \$55 million invested in residential, commercial and industrial construction to date

- Committed investments in municipal infrastructure of approximately \$13 million,
- Commencement of in-house design and administration for some streets projects to streamline the process and improve efficiencies,
- Continued investment in snow clearing and other equipment to ensure the City is able to continue to deliver its core services at a high level,
- Commencement of a project to continue and substantially enhance the City's asset management capabilities to ensure our infrastructure needs are properly identified and prioritized so that we can ensure all current and future investments are focused in areas where they are most needed and have the most impact,
- Continued focus on emergency preparedness with the installation of an emergency generator for City Hall, which also acts as the City's Emergency Operations Centre,
- Commencement of construction on a brand new Gymnastics facility that will soon become the new home of Campia Gymnastics,
- Continued investment in training and development of our strongest resource, our people,
- Continued work on detailed plans for a brand new passive park located at St. David's, which will also include the relocation of the Cenotaph to the new site adjacent to the new Royal Canadian Legion Branch 36,
- Continuation of our annual Waterford River clean-up and on a regional co-operative initiative involving the Waterford Valley Rotary Club to protect and improve the overall health of the Waterford River waterway,
- Continued partnership with the Mount Pearl-Paradise Chamber of Commerce, and continued consultation with the Chamber and with the Canadian Federation of Independent Business on the City's budget,



- Continued commercial growth through development and redevelopment in the Kenmount, Beclin and Donovan's Business Parks and throughout all areas of the City, and
- Continued residential growth in areas like Mount Carson Terrace and the Pearl View subdivision.



contribution by our corporate citizens to our community and are proud to say that we are a “net importer” of jobs in the region. We are also very proud to say that we continue to focus on service excellence when delivering those core municipal services for which we have become known, like garbage collection and snow clearing. While our performance in delivery of these services is second to none, we are again committed to continuous improvement in all areas of our operations. We are constantly evaluating the way in which we deliver our services, to not only improve on the level of service we can deliver, but to also ensure we are delivering these services as efficiently as possible. As an example of a service level enhancement, we recently adapted our bulk garbage collection program by supplementing our scheduled collections with collections on demand being offered to our citizens by appointment. This has allowed us to better meet the needs of our citizens. We are also looking at ways to help make recycling of textiles more convenient for our residents by partnering with the Multi Materials Stewardship Board to introduce a door-to-door textile collection program and a waste audit approach to ensure better waste management. These, of course, are just a couple of examples of how we are striving to constantly improve our core services.



It is on that note, Your Worship, that I would like to switch our focus to look more closely at our future plans to achieve our strategic objectives, and specifically the budgetary priorities for 2016. We began our budget process this year by looking at the costs of running our operation, and deliberating over potential expenditures of over \$65 million in 2016. As in prior years, there are a number of services over which the City has very limited control. These are services delivered regionally, which includes purchase of water, provision of wastewater treatment, transit and paratransit services, provision of fire protection, and operation of a regional landfill and recycling facility. While rates for some of these services have increased, we are pleased to report that our overall budgeted expenditures for regional services are actually projected to decrease by almost \$900,000. This is largely due to a significant reduction in water usage by the City, which is a direct result of the

Mount Pearl is now home to almost 1,090 businesses,  
employing over 15,300 people

With respect to private development in 2015, Your Worship, I am pleased to announce that our City has experienced a healthy level of investment by private developers with \$55 million invested in residential, commercial and industrial construction to date. Once again, Mount Pearl saw growth in new business, with approximately 40 new businesses opened to date in the City in 2015, creating 204 new jobs. Mount Pearl is now home to almost 1,090 businesses, employing over 15,300 people. We are truly appreciative of the



...with a Strong Sense of Home



recent implementation of a very successful leak detection and repair program by the City. Also new for 2016 is that the City will now directly operate the Glacier double ice complex, meaning that both revenues and expenditures for the Glacier have been added directly to the City's budget. At the conclusion of our budget process, we are pleased to say that we have settled on a final expenditure budget for 2016 of just over \$49.5 million, all without borrowing. When you factor in the addition of the Glacier operations, and include the investment funded from borrowing that was included in the prior year, we see a very modest growth in overall spending of just 1.6%. By not borrowing, we have set in place a fiscally responsible and sustainable budget, which has not sacrificed investment in our core services or in upkeep and renewal of our infrastructure.

**We have settled on a final expenditure budget for 2016 of just over \$49.5 million, all without borrowing**

Your Worship, to settle on a budget that is fiscally responsible and sustainable is a very difficult objective. We have worked tirelessly in this budget to find efficiencies and select among priorities to ensure we balance the need for investment in our services and infrastructure, while only looking to our residents and businesses for what we need to run our City with this balance in mind. Your Worship, most of our funding for our services and infrastructure investment, of course, comes from taxation, which is based on property value assessments. We recognize that many of our residents have seen an increase in the assessed value of their properties. At the end of our deliberations, we settled on a reduction in our mil rate for our residents to 7.0 mils. We believe that this rate represents a recognition of the increased pressures on our residents due to assessment changes, while setting a fair and reasonable tax rate that ensures we are able to maintain our infrastructure and our high level of service for which we are known. The key here is that not only have we achieved what we feel is a fair tax rate, but we have done so while ensuring our investment services and infrastructure are sustainable for many years to come.

**By not borrowing, we have set in place a fiscally responsible and sustainable budget, which has not sacrificed investment in our core services or in upkeep and renewal of our infrastructure**

Your Worship, as you can appreciate, investment and reinvestment in our core municipal infrastructure is one of the larger items in our budget. This spending is a little more controllable in that Council can choose between conflicting priorities and take a phased approach to repair, rehabilitation and construction. However, the demands placed upon the City to address the infamous "infrastructure deficit" that faces all municipalities across the country continues to be extremely high. As in prior years, we recognize that if more revenue or other funding sources were available to the City, we could do more in a shorter period of time. But we also recognize a phased approach is necessary to ensure we balance infrastructure investment with an affordable level of taxation for our residents and business community. In 2016, the City plans to invest \$6.7 million in capital spending out of general revenue and gas tax revenues in various infrastructure initiatives. We again plan to supplement this investment through additional capital works projects to be undertaken with funding from both the Provincial and Federal Governments. The City has committed to funding over \$7.5 million in streets and related infrastructure over the next year with the City's share being \$2.3 million. As we indicated in our last budget speech, we recognize that more is needed than simply investing dollars in infrastructure. What is needed is a strong and systematic approach to managing our municipal infrastructure so that we are able to properly manage and plan for its maintenance and ultimate replacement. To

**The City has committed to funding over \$7.5 million in streets and related infrastructure over the next year with the City's share being \$2.3 million**







2016 will also see us continue to improve recreation infrastructure for our residents, with the opening of a brand new gymnastics facility that will be home to Campia Gymnastics

accomplish this, the City has invested considerable resources in the development of a comprehensive asset management system to ensure focused and effective investment and to provide strong information necessary for long term and sustainable fiscal planning. In 2015, the City commenced a project that will enhance our existing asset management program and help bring it to the next level. Our focus will be on refining our asset condition assessment process and examining the tools we use to track data on condition, cost, replacement cost, useful life, and so on, to ensure they are effective in helping to ensure efficient use of City resources. This project is ongoing and is expected to conclude sometime in 2016. The end result will be an even stronger and more comprehensive asset management program, again helping us to properly plan and focus our resources and ensure sustainability.

We also plan to continue to enhance the leak detection program that we commenced in 2015 and hope to achieve further savings on the

purchase of water. Our 2016 budget includes investment in additional resources to help us more quickly identify and repair leaks in our distribution system. This, combined with an ongoing pilot project for commercial water meter replacement, will help us to minimize cost increases and reduce expenditures, as well as to achieve very aggressive water conservation targets. This type of program should also serve to counteract inflationary pressures the City faces each year and therefore help ensure our budget and taxation levels are sustainable.

2016 will also see us continue to improve recreation infrastructure for our residents, with the opening of a brand new gymnastics facility that will be home to Campia Gymnastics. Concept plans are now nearing completion on the transformation of the former St. David's softball field and park area into a beautiful passive park. The area has already become the new home for the Royal Canadian Legion Branch 36. Work is expected to commence in 2016 for the development of the remainder of the park, which will also see the relocation of the Cenotaph from its current home on Park Avenue to the new park area in St. David's, in close proximity to the Legion. Work is currently ongoing at the Team Gushue Complex, just off Smallwood Drive, which will help improve traffic flow and parking, while ensuring the area is also on par with beautification standards throughout our City. Work will soon commence to remove the former Smallwood Arena, opening up more space for possible future expansion at the Team Gushue Facility. We also plan to issue tenders for upgrades to the Reid Community Centre to help make the look and feel of this building more similar to the new Summit Centre, including an expanded youth centre. Our 2016 budget also includes investment on our arts community, with planned renovation of the Admiralty House Museum Annex, which will be used by the Association for the Arts in Mount Pearl. Investment in other areas of the City's recreation and open space infrastructure will also continue, with further work planned for the City's linear trail networks and various playgrounds. We also plan to invest in replacement of many of the bleachers at our City's sports fields with aluminum bleachers, which will even be covered for some venues.



Despite this very significant level of investment in infrastructure, we will maintain a debt ratio of just 7.3% – a sound fiscal position and one of the lowest rates of any municipality in the province

Despite this very significant level of investment in infrastructure, we will maintain a debt ratio of just 7.3% – a sound fiscal position and one of the lowest rates of any municipality in the province. We believe this is critically important for us to ensure our spending is sustainable and to maximize the amount of money we are able to put directly into providing core services and maintaining our key infrastructure. Of course, the key to sustainability is to truly consider the impact that our

decisions today will have on our municipality for years to come, and we believe such a strong debt ratio speaks to the efforts we have placed in ensuring sustainability.

Your Worship, we have also committed to continue many of the economic development initiatives which began in recent years. To serve our business community, we have committed to working hard to try and secure a new hotel for our City close to our business parks, as well as to fulfill our sport tourism strategies. Work towards this initiative has been ongoing since 2014 and we are committing to continuing our efforts until a new hotel is constructed. We would also like to continue to welcome input from groups like the Mount Pearl - Paradise Chamber of Commerce and the Canadian Federation of Independent Business. We would like to take the opportunity to thank the Chamber and the CFIB and their members for participating in pre-budget consultations this year. These consultations always help the City determine the priorities for the delivery of municipal services.

The CFIB has indicated to us that, "The regulatory burden is cited as one of the top issues for small business owners in Newfoundland and Labrador." We recognize the need to ensure our regulatory and permit approval process requires a good balance to protect the interests of our community, while being effective and efficient so as not to unnecessarily burden businesses and/or developers. In our 2016 budget, we are committing to investing in our development process to ensure that it is streamlined, quick and efficient for our developers and business community.

We also continue to hear from both the CFIB and the Mount Pearl-Paradise Chamber of Commerce that investment in roads and related infrastructure is critical for economic development. As we outlined earlier, we have committed to over \$13 million in investment in infrastructure in 2016. This includes various upgrades to traffic lighting, asphalt, curb and sidewalk, water and sewer, etc. In addition, we have

requested funding to be able to continue with the implementation of the now completed Donovan's Business Park concept plan. We are hopeful that work can continue on this initiative in the very near future. We have also allocated funding to increase investment in street and concrete repair and rehabilitation. This will help increase the useful lives of many of our assets, delaying the need for costly replacement. As indicated earlier, with higher revenue or additional funding we would be able to do more work in the shorter term in areas like Donovan's Business Park, but we must also ensure we live within our means and maintain reasonable and fair levels of taxation.

To strike this balance between investment and taxation, we will maintain all of our commercial and business mil rates, along with municipal development permits, licenses and fees at 2015 levels.

The City again recognizes the impact that increasing costs have on the more vulnerable members of our community. This budget includes the continuation of the senior citizens' 20% property tax discount for those 'in need' and the continuation of an interest exemption for all senior citizens who remain current with their tax payments. We have also continued our interest exemption and tax deferral policy for low income earners who earn less than \$40,000, recognizing the increased pressures that many of our taxpayers face each year.

The exemption from payment of business tax will continue to all operators of daycares and personal care homes within the City. This tax break hopefully allows these operators to continue to spend a little more on the services they provide in looking after our loved ones and we are pleased to be able to extend this exemption.

After determining the operating costs of delivering our core services and choosing a responsible level of capital investment for 2016, the City's expenditure budget for 2016 is **\$49,525,000**. Your Worship, we hope the budget we have put forward will enable us to continue to effectively deliver our core services at a high level, while strategically investing in our municipal infrastructure. To achieve this, we commit to review the way in which we deliver our core services and seek more creative and efficient ways to deliver these in ways that truly create value for every tax dollar paid by our residents and business owners/operators. As mentioned earlier, there is so much more we could do with more revenues, but we have to be realistic in what our taxpayers can support.

Now, Your Worship, as required by legislation, I am pleased to move the following motions:



**BE IT RESOLVED THAT** the City of Mount Pearl, in accordance with the City of Mount Pearl Act, establish the attached tax rates for the 2016 taxation year: (AND I SO MOVE)

**1. Property Tax**

Residential	7.0 mils
Commercial	12.0 mils

**2. Water and Wastewater Fees**

Residential	\$600 per unit
Commercial	2.3 mils (min. \$600)

**3. Commercial Water Fees**

(a) 0 - 100,000 gallons	No charge
100,000 - 20 million gallons	\$6.00 per thousand
Over 20 million gallons	\$5.50 per thousand

(b) School Boards	\$11.00 per student
-------------------	---------------------

(c) Provincial Government Buildings	6.00 mils
-------------------------------------	-----------

**4. Business Tax:**

Banks & Financial Institutions	77.5 mils
Bulk Storage – Oil Companies	39.4 mils

Professional Operations	24.0 mils
Large Department Stores	20.9 mils
Oil and Gas Service Industry	20.9 mils
Recreational and Non-profit Organizations	11.7 mils
Hotels/Motels/Private Schools	16.1 mils
Self Storage	62.7 mils
General Commercial	17.5 mils
Day Care Facilities	Exempt
Personal Care Homes	Exempt
Agricultural Operations	3.04 mils

All businesses subject to taxation under the Taxation of Utilities & Cable Television Companies Act & commercial establishments without a fixed place of business within the City

2.5% of annual gross revenue



**5. Waste Collection Fees**

Automated Waste Collection Fees – per cart	\$20 per annum
--	----------------

**6. Minimum Taxes**

Residential Property	\$200
Commercial Property	\$250
Business Tax	\$250
Billboards (Per side)	\$100

**BE IT RESOLVED THAT** the City of Mount Pearl, in accordance with *The City of Mount Pearl Act*, approve the attached Schedule of Rates & Fees, to take effect January 1, 2016. (AND I SO MOVE)

**BE IT RESOLVED THAT** the City of Mount Pearl, in accordance with *The City of Mount Pearl Act*, approve an annual rate of interest of 10% to be levied on all past due taxes and accounts receivable. (AND I SO MOVE)

**BE IT RESOLVED THAT** the City of Mount Pearl, in accordance with *The City of Mount Pearl Act*, approve the 2016 Budget with operating Revenues and Expenditures totalling **\$49,525,000**. (AND I SO MOVE).



## Our VISION

A progressive independent city with a strong sense of home.

## Our MISSION

Leading the way as an independent, progressive, family oriented and business friendly city, providing outstanding municipal services and community programs.

## Our MANDATE

To provide a range of municipal programs and services, in accordance with the requirements established by the City of Mount Pearl Act, aimed at enhancing the lifestyle of our citizens and the success of our business community.

## Our VALUES

### **Fairness and Respect**

We recognize that our success as a community depends on the talent, skills and expertise of our people and our ability to function as a cohesive team. We appreciate our diversity and believe that respect for our employees, citizens, colleagues, partners and all those with whom we interact is an essential element of all positive and productive relationships in which the city engages.

### **Innovation and Creativity**

We encourage innovative and creative approaches in pursuit of enhancing the quality of life of our citizens and the success of our businesses.

### **Flexibility and Adaptability**

We believe in listening to the ideas of others and showing flexibility in making decisions that serve the best interests of our citizens and city. We believe our “can do” spirit delivers top performance.

### **Accountability**

Our decision making processes and operations are transparent and open to the people we serve.

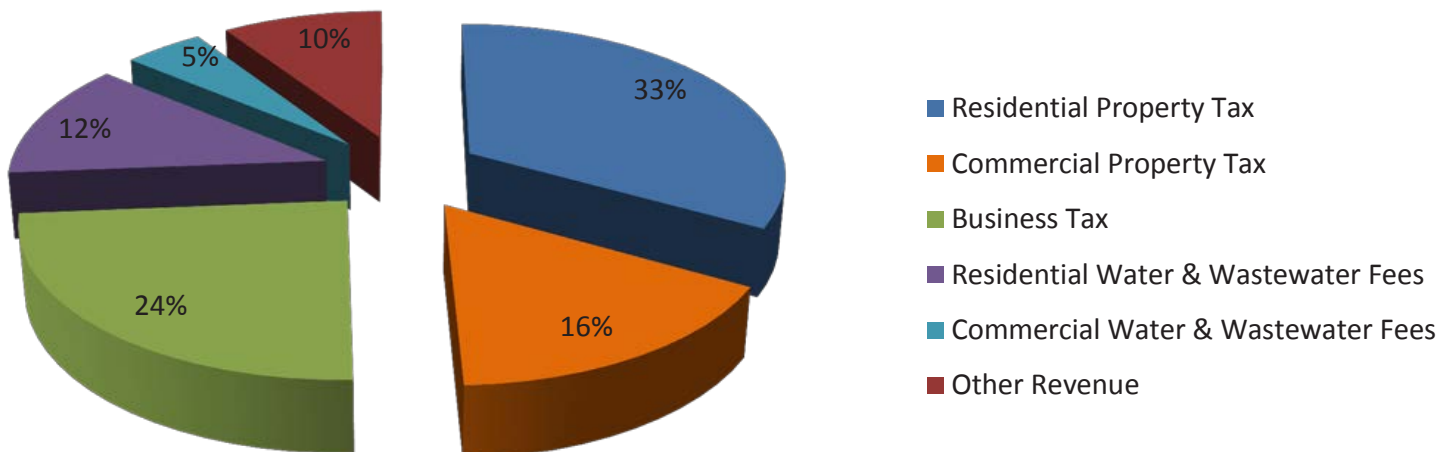
### **Service Excellence**

We strive to provide the best service possible, ever mindful of leaving a lasting impression on all those served that great value was delivered.

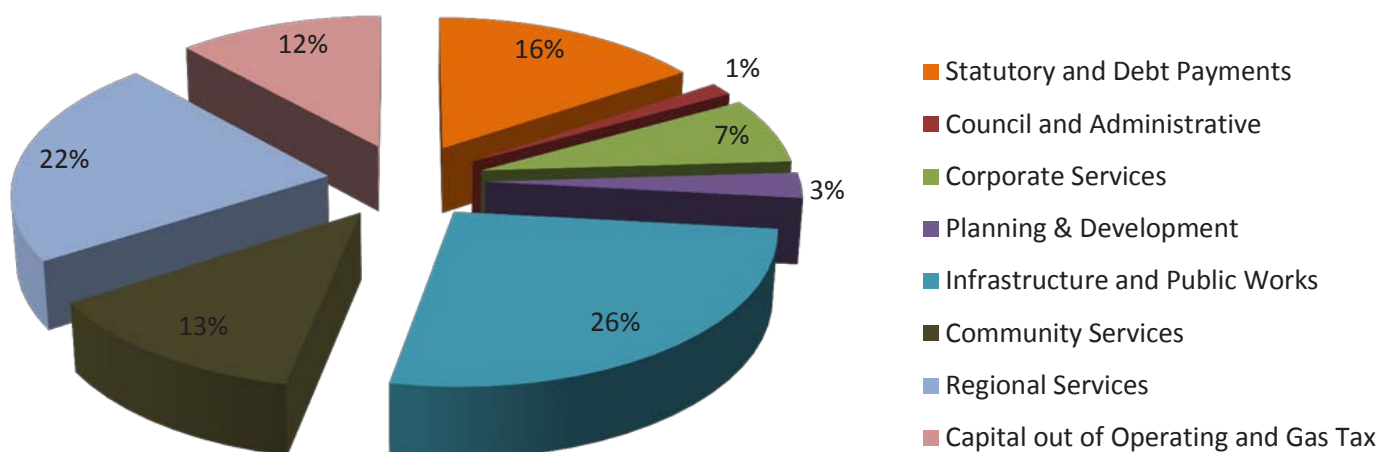


## 2016 Operating Budget Estimated Revenue and Expenditure

### Where the Money COMES FROM



### Where the Money GOES



## Revenue 2016

### Taxation and Utility Fees

Residential Property Tax	\$ 16,418,000	
Commercial Property Tax	8,058,000	
Business Tax	12,035,000	
Automated Waste Fees	194,000	
Water and Wastewater Fees	8,389,000	45,094,000

### Government Grants

Gas Tax Revenues	1,278,000	
Grant in Lieu of Taxes	17,000	
Program Grants	26,000	1,321,000

### Sales of Goods and Services

Recreational Programs	257,000	
Summit Centre	832,000	
Glacier	899,000	
Other	161,000	2,149,000

### Municipal Revenues

Interest on Taxes	183,000	
Investment Income	130,000	
Residential Permits	60,000	
Commercial Permits	200,000	
Compliance Letters	50,000	
Tax Certificates	70,000	
Frontage Assessments	170,000	
Other	98,000	961,000

**TOTAL REVENUE** \$49,525,000

## Expenditure 2016

### General Government

Governance	\$ 690,000	
Corporate Services	3,490,000	
Employee Benefits & Payroll Burden	3,876,000	
Tax Rebates and Other	320,000	8,376,000

### Protective Services

Fire Protection	5,322,000	
Municipal Enforcement	569,000	
Animal and Pest Control	100,000	
Emergency Measures	27,000	6,018,000

### Transportation Services

Snow and Ice Control	1,872,000	
Vehicle Fleet Management	2,141,000	
Street and Traffic Lights	1,285,000	
Roads and Streets	1,993,000	
Engineering	765,000	
Public Transit	1,423,000	
Administration	1,449,000	10,928,000

### Environmental Health Services

Water and Wastewater	5,451,000	
Garbage Collection and Disposal	1,188,000	6,639,000

### Community Services

Parks and Playgrounds	1,110,000	
Community Programs	1,098,000	
Recreational Facilities	3,746,000	
Assistance to Other Facilities	432,000	
Administration	487,000	6,873,000

### Planning and Development

Planning and Inspections	1,214,000	
Economic Development	122,000	1,336,000

### Fiscal and Capital Costs

Fiscal and Debt Servicing	3,520,000	
Capital out of Gas Tax	1,278,000	
Capital and Infrastructure	4,557,000	9,355,000

**TOTAL EXPENDITURE** \$ 49,525,000



## 2016 Schedule of Rates & Fees

### PROPERTY TAX

Residential	7.0 mils
Commercial	12.0 mils

### WATER AND WASTEWATER FEES

Residential	\$600 per unit
Commercial	2.3 mils (minimum \$600)

### COMMERCIAL WATER FEES

(a) 0 - 100,000 gallons	No charge
100,000 - 20 million gallons	\$6.00 per thousand
Over 20 million gallons	\$5.50 per thousand
(b) School Boards	\$11.00 per student
(c) Provincial Government Buildings	6.0 mils

### BUSINESS TAX

Banks & Financial Institutions	77.5 mils
Bulk Storage – Oil Companies	39.4 mils
Professional Operations	24.0 mils
Large Department Stores	20.9 mils
Oil and Gas Service Industry	20.9 mils
Recreational and Non-profit Organizations	11.7 mils
Self Storage	62.7 mils
Hotels/Motels/Private Schools	16.1 mils
General Commercial	17.5 mils
Day Care Facilities	Exempt
Personal Care Homes	Exempt
Agricultural Operations	3.04 mils

All businesses subject to taxation under the Taxation of Utilities & Cable Television Companies Act & commercial establishments without a fixed place of business within the City	2.5% of annual gross revenue
---	------------------------------

### WASTE COLLECTION FEES

Automated Waste Collection Fees - per bin (maximum 2 bins per house)	\$20 per annum
--	----------------

### MINIMUM TAXES

Residential Property	\$200
Commercial Property	\$250
Business Tax	\$250
Billboards (Per side)	\$100



## Budget Highlights 2016

### TAXES

- Residential property tax rate 7.0 mils
- Commercial property tax rate 12 mils
- Business tax – general commercial – 17.5 mils
- Senior Citizens' 20% property tax discount for those who qualify
- Interest exemption available to all senior citizens 65+ who remain current with tax payments
- Interest exemption and tax deferral policy threshold maintained at \$40,000
- Business tax exemption provided to all operators of daycares and personal care homes

### Community GROUPS

- Financial assistance of over \$954,000 to a variety of community organizations, including Frosty Festival, City Days, Mount Pearl Sport Alliance, Admiralty House Museum, Mount Pearl-Paradise Chamber of Commerce, Seniors Independence Group and many, many more
- Operation of Glacier Arenas now managed directly by the City

### Capital & Debt MANAGEMENT

- No new borrowing in 2016, keeping the debt servicing ratio extremely low at 7.3%
- Investment into City infrastructure of \$13 million including provincial multi-year cost-shared projects and projects funded under the federal gas tax, including work in Donovan's Business Park and investment and upgrades for traffic lighting throughout the City
- Continued investment to be made in recreation facilities, community parks and playgrounds, including continued work on redevelopment of the former St. David's softball field, work on the City's linear trail networks, continued work on playground upgrades and replacements, upgrades to playfield bleachers and completion of the construction on a new gymnastics facility which will become the new home of Campia Gymnastics
- Investment in the Admiralty House Museum and Archives Annex, which will be mainly utilized by the Association for the Arts in Mount Pearl
- Continuation of a project to significantly enhance the City's comprehensive asset management system that will help focus and properly plan for maintenance and ultimate replacement of City infrastructure

### Regional SERVICES

- Continuation of the implementation of a leak detection program using the latest technology that will not only substantially reduce costs for purchase of water but also achieve aggressive water conservation targets
- 22% of total budget covers costs of regional services – fire protection, water, wastewater treatment and waste disposal, and public transit. In 2016, these costs will amount to just over \$11 million.
- Water and wastewater fees will remain at \$600 a year per unit (\$50 per month). Rates will also remain constant for commercial users

### Other HIGHLIGHTS

- Growth in expenditure budget over 2016 maintained at just 1.6% when allowing for capital projects funded from debt in 2015 and considering the impact of the addition of the Glacier operations to the City in 2016
- Focus on innovation and continuous improvement in the way we deliver our services
- Continued work toward the goal of bringing a new hotel development to Mount Pearl
- Investment in the development process to help streamline the process for obtaining building and development permits to lessen the administrative burden for businesses and developers
- Sustainable investment in delivery of core services and maintenance of core municipal infrastructure

### Senior Management TEAM

Chief Administrative Officer  
Director of Corporate Services  
Director of Infrastructure & Public Works  
Director of Planning & Development  
Director of Community Services

Michele Peach	748-1025	mpeach@mountpearl.ca
Jason Silver	748-1026	jsilver@mountpearl.ca
Gerry Antle	748-1028	gantle@mountpearl.ca
Stephen Jewczyk	748-1029	sjewczyk@mountpearl.ca
Jason Collins	748-1027	jcollins@mountpearl.ca