City of Burnaby

Item	....
Meeting	......................................2016 Nov 07

COUNCIL REPORT

TO:	CITY MANAGER	**DATE:**	2016 November 02
FROM:	DIRECTOR PLANNING AND BUILDING	**FILE:** *Reference:*	90000 01 *Translink*
SUBJECT:	**PHASE ONE OF TRANSLINK'S 10-YEAR VISION**		
PURPOSE:	To update Council on TransLink's proposal for Phase One of its 10-Year Vision		

RECOMMENDATIONS:

1. **THAT** Council forward this report to the TransLink Mayors' Council and the TransLink Board, as Burnaby's input on *Phase One of the 10-Year Vision.*

2. **THAT** Council forward this report to Peter Fassbender, the Minister Responsible for TransLink.

REPORT

1.0 BACKGROUND

At its meeting of 2016 October 17, Council requested an update on Phase One of TransLink's 10-Year Vision. This report responds to that request.

1.1 Legislative Context

TransLink has a mandate to provide transportation services in support of Metro Vancouver's Regional Growth Strategy and other regional and provincial objectives. However, since its creation in 1999, TransLink has yet to achieve a sustainable funding model to meet regional transportation needs. TransLink can draw on numerous funding sources, but only three are significant: transit fares, fuel tax and property tax. Recognizing the need for more funds, TransLink's enabling legislation identified additional funding sources that could potentially be implemented, such as project-specific road tolls, a vehicle ownership levy, a tax on pay-parking *revenues*, and a tax on parking *areas* (i.e., regardless of whether or not the user was charged a fee for their use).

However, the Province has repeatedly refused to take actions that would have allowed TransLink to significantly broaden its revenue base. Over the past decade and a half, TransLink introduced a number of revenue proposals (e.g. vehicle levy, mobility pricing, sharing the carbon tax) but the Province has not supported their implementation. In TransLink's most recent effort to obtain new funding through a 0.5% regional sales tax, the Province required the 2015 plebiscite, the first for any transportation investment in British Columbia. Respondents did not support the proposed tax. In addition, the Province has repeatedly declined the request of the Mayors'

Council (most recently in an April 26 letter to the Premier) that TransLink be returned to municipal control, accountable to the region's voters.

The Province has consistently refused to give TransLink the funding authority necessary to appropriately implement its mandate. The result has been a transportation system that has not kept pace with ridership demand, population growth, and local, regional and provincial objectives.

1.2 Planning Context

TransLink is legally required to produce a 30-year Long Term Strategy and a 10-year Investment Plan, each to be updated periodically.

1.2.1 Long Range Strategy

The current Long Term Strategy is the *Regional Transportation Strategy (RTS)* adopted in 2013. The *RTS* identifies, at a conceptual level, the projects and actions needed to enhance the region's transportation system over the long term. It had two "headline targets" to be achieved by 2045:

- Half of all trips to be made by walking, cycling, and transit; and,
- Reduce the distance people drive by one-third.

1.2.2 10-Year Vision

In 2014, *Regional Transportation Investments – A Vision for Metro Vancouver* was adopted by TransLink's Mayors' Council. Based on the *RTS*, it focuses on a 10-year horizon, and is referred to as the *10-Year Vision*. The *10-Year Vision* is much more specific in identifying major projects for all modes, including Broadway Subway (Millennium Line extension under Broadway to Arbutus Street), Surrey Light Rail (two routes: Newton-Guildford and Surrey Centre - Langley), various B-Line express bus routes, and replacement of the aging Pattullo Bridge. The *10-Year Vision* also specifies funding levels for categories of smaller projects for all modes. The *10-Year Vision* proposes $7.5 billion in new capital investments, of which $5.1 billion (68%) are for the three major projects mentioned above (Broadway Subway, Surrey Light Rail, and Pattullo Bridge).

1.2.3 Investment Plan

An Investment Plan is legally required by the end of 2016. Rather than propose a "status quo" Investment Plan based on current funding levels, TransLink has brought forward a draft Investment Plan that seeks to expand funding and begin implementation of the *10-Year Vision*. This decision was influenced by a desire to take advantage of new federal funding announced this year, the Public Transit Infrastructure Fund (PTIF). This is a multi-year funding program. Funding and timing of the first round has been confirmed and an announcement on the second round is anticipated early in 2017.

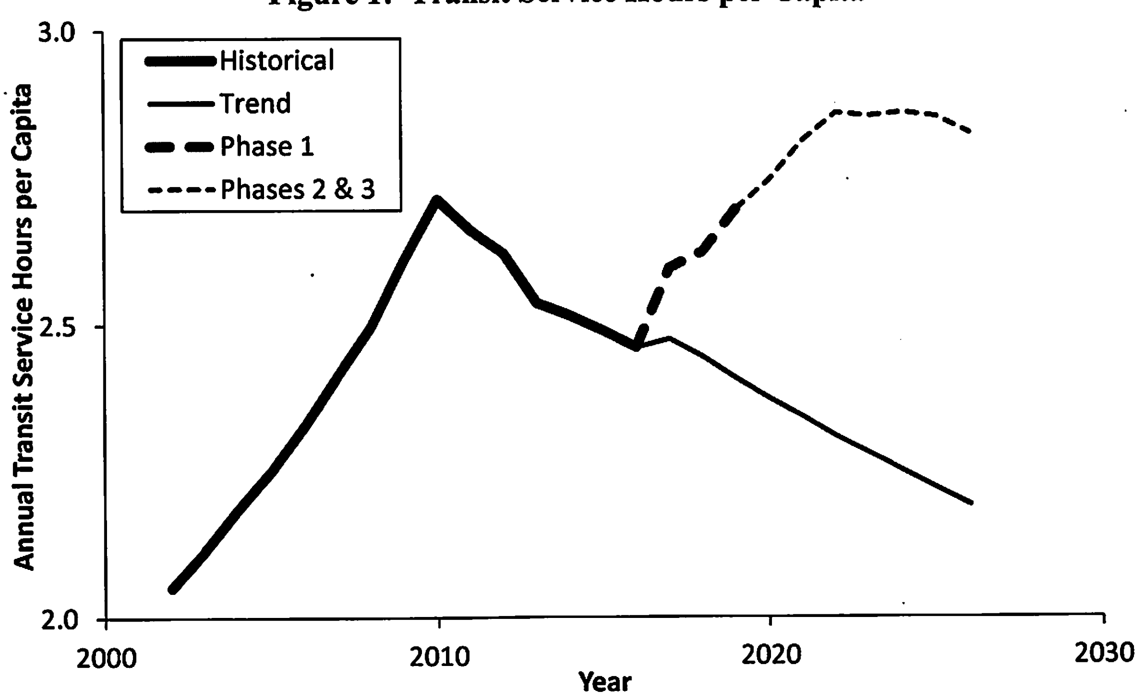
The Mayors' Council proposes implementing their *10-Year Vision* in three phases. The phased approach fits well with the structure of the PTIF program and allows time for more complex funding sources (such as mobility pricing) to be studied before being incorporated into a subsequent Investment Plan.

TransLink is now consulting on *Phase One* of the Mayors' *10-Year Vision* to seek increased funding to implement a portion of the *10-Year Vision.* If *Phase One* is approved, TransLink would bring forward two more Investment Plans (*Phase Two* and *Phase Three*), in the next three years. Only if all three are approved, and there was sufficient support from senior governments, would TransLink be able to implement the entire *10-Year Vision.* In particular, the largest investments in the *10-Year Vision* are only constructed in these future phases: Broadway Subway, Surrey Light Rail, and Pattullo Bridge replacement. Doing so will require additional funding, beyond the *Phase One* increases, that has not yet been determined.

2.0 THE PHASE ONE PLAN

As a result of the Provincial constraints on TransLink, as described above, the last significant expansion to transit services was in 2009. ***Figure 1*** shows that service hours per capita have declined since then as the population has increased. It also shows that, if no part of the *10-Year Vision* is implemented, that decline will continue at about the same rate. Conversely, the *Phase One Plan* would restore levels of service to 2009 levels, while *Phase Two* and *Phase Three* would allow progress towards the headline targets identified in the *RTS.*

Figure 1: Transit Service Hours per Capita[1]



The *Phase One Plan* is described below.

[1] Chart based on TransLink presentation to municipal staff, 2016 August 4.

2.1 Investments

The *Phase One Plan* includes implementation of the following transportation improvements across the region over the next three years:

1. **Transit**:

    a. 10% increase in bus service, including better service on existing routes, five new B-Line express routes, and introduction of basic service to several communities;

    b. 15% increase in Access Transit service (HandyDART, etc.);

    c. 50 additional SkyTrain cars and more service hours for SkyTrain;

    d. Five additional cars and a locomotive for the West Coast Express;

    e. An additional SeaBus, allowing for more frequent service; and,

    f. Upgrades to selected SkyTrain stations and transit exchanges.

2. **Roads**:

    a. One-time 10% increase to the length of the Major Road Network (MRN)[2], plus annual 1% increases;

    b. $50 million for cost-sharing with municipalities on safety and capacity improvements to the MRN, restoring a program that was eliminated in 2013; and,

    c. $32.5 million for a new cost-sharing program for rehabilitation and seismic retrofitting of municipal structures (primarily bridges) on the MRN.

3. **Active transportation**:

    a. $12.5 million for a new cost-sharing program to improve municipal pedestrian facilities near transit;

    b. $29.8 million for cost-sharing on municipal cycling infrastructure, and TransLink would fund up to 75% of the capital cost of such projects, rather than the 50% limit today; and,

    c. $11.5 million for TransLink cycling infrastructure (e.g., BC Parkway, station facilities).

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[2] The MRN is a network of important municipally-owned roads for which TransLink contributes capital and operating dollars. In Burnaby, it corresponds roughly to the Arterial road network. Expansion locations have not yet been identified. TransLink proposes to engage municipal staff on this subject in 2017.

4. **Planning or design work** for future initiatives that do not yet have capital funding:

    a. Two additional B-Line routes;

    b. Broadway Subway; and,

    c. Surrey Light Rail.

The *Phase One Plan* funds operating costs for the transit service improvements on an on-going basis. The cost-sharing programs (MRN and active transportation) are only funded for the first three years; adoption of *Phase Two* (with additional funding) would be required for those programs to continue beyond 2019.

While recognizing that Burnaby residents and businesses benefit to varying degrees from transportation improvements throughout the region, the following are the *Phase One* changes that are anticipated on the ground in Burnaby:

- More frequent service on Route 123 (Brentwood to New Westminster via Canada Way) in the afternoon peak period;
- More frequent service on Route 130 (Metrotown to North Vancouver via Willingdon Avenue) in the morning and afternoon peak periods and on Saturday evenings;
- More frequent service on Route 430 (Metrotown to Richmond via Imperial Street) in the morning peak period and weekday midday;
- Two hours of additional weeknight service on Route N35 (Vancouver to SFU night bus via Hastings Street) until 5:00 a.m. when the daytime Route 135 service takes over;
- Increased SkyTrain capacity on the Expo and Millennium Lines;
- Passenger amenity and functional improvements to the bus loop at Metrotown Station;
- About[3] $4.3 million of capital funding each year for three years, consisting of about $2.6 million for the MRN and about $1.7 million for active transportation; and,
- Feasibility study for upgrading Route 430 (above) to a B-Line service.

2.2 Revenues

The *Phase One Plan* indicates the following sources for new funds:

- Federal capital: $370 million;
- Provincial capital: $246 million;

[3] Some municipal cost-sharing funds are distributed in proportion to municipal size (e.g., lane-kilometres of MRN roads), while others are project-specific. For this illustration, all funds have been allocated on the basis of population.

- Regional capital: $534 million; and,

- Regional operating: $805 million.

Capital investments occur in the first three years of *Phase One*, while the transit operating costs are spread over the full ten years of the Investment Plan.

For those capital projects that fall within the PTIF program (primarily rapid transit, SeaBus, and transit exchanges), the federal government would pay 50% of capital costs and the Province would pay 33%, leaving 17% to be paid regionally. Other investments (buses, roads, active transportation) are funded primarily at the regional level, though they do draw on federal gas tax funds through the Greater Vancouver Regional Fund (which is not changing). Looking at all costs, senior governments are contributing just over half of the capital costs, but are not contributing to operating expenses.

Phase One proposes that the new regional funding would come from several sources:

- Transit fare increases each year for ten years, averaging 2.0% to 3.4% each year depending on the number of fare zones and how the fare is paid;

- Increased ridership;

- Property tax increases each year for ten years, averaging $3 each year for homes and $45 for businesses (note that regional averages will not reflect the individual charges to be paid by households, and the charge will be related to the assessment value for each property);

- A new charge on development activity ("Regional Development Fee"), subject to Provincial support; and,

- Sale of surplus TransLink property and a contribution from TransLink savings;

2.3 Public Consultation Process

Public input was solicited on-line and at eight open houses. Consultation materials included a *Discussion Guide*, focus sheets on individual sub-regions, backgrounders on the funding sources, display boards, technical documentation, and a questionnaire. The latter asked:

1. Do you have any feedback on the proposed transportation improvements in *Phase One of the 10-Year Vision*?

2. Do you have any other feedback on *Phase One of the 10-Year Vision*?

Consultation ran from October 11 to 31. This report will be received after the close of consultation. TransLink staff have advised that they will provide Burnaby's feedback to the Mayors' Council and TransLink Board if it is received in time for those meetings, but that they might not be able to include it in their public consultation summary report.

3.0 DISCUSSION

3.1 Provincial and Federal Constraints and Contributions to Future Phases

TransLink draws its funds from transit passengers, road users, and property owners. However, there are limits on most of these funding sources. Transit fares are limited by people's ability to pay, and higher fares are also contrary to the strategic direction established in the *RTS*. Costs borne by road users are limited by legislation. Road tolls (currently applied to the Golden Ears Bridge by TransLink) can only be set for project cost recovery. The fuel tax is at a set rate per litre, and revenues will therefore decline with improved vehicle efficiencies, increased use of electric vehicles, and as a direct consequence of TransLink succeeding in its goals of reducing driving distances and getting more people to choose transit. Under Provincial legislation, property taxes are the only "unconstrained" funding source.

The proposed development fee cannot be implemented without the Province amending TransLink's legislation. Past experience has shown that the Province has repeatedly refused to implement new funding sources for TransLink, posing a risk to *Phase One*. TransLink notes that some of the third-year service improvements are dependent on the development fee, and could not be implemented without it. For example, if the revenue short-fall was offset by slower growth in conventional bus service, about 20% of the service expansion in *Phase One* would be affected.

The *Phase One* projects have a total capital cost of $1.15 billion, representing 15% of the complete $7.5 billion capital program in the *10-Year Vision*. The larger projects, and funding requirements, will need to be addressed in *Phase Two* and *Phase Three*. It is clear that these phases will require significant provincial and federal contributions, as well as mechanisms such as mobility pricing that require legislative amendments.

Staff Summary: *It is imperative that the Provincial government consider legislative amendments to enable the funding sources requested by TransLink, and that both the provincial and federal government maintain a contribution to capital costs, and provide for additional operating support, in future phases.*

3.2 Proposed Phase One Transportation Improvements

This first Investment Plan prioritizes those projects that are smaller in scale, easier to implement, provide benefits quickly, and are spread across the region. This is a sensible beginning to the *10-Year Vision* and to the goal of restoring service to 2009 levels. Burnaby residents and businesses will benefit through increased services throughout the region, and locally through improved transit service and funding for improvements to the MRN and active transportation infrastructure.

The *Phase One* approach also fits within the timing and budgetary constraints of the first round of the Federal PTIF. That round has freed up $616 million in senior government funding, with regional sources only needing to cover 17% of the cost of PTIF projects. To take advantage of that funding, TransLink must increase funding from sources over which their legislation gives them control, namely transit fares and property taxes. This has resulted in the heavy reliance on these funding sources for the *Phase One Plan*. The other alternative would be to not implement the projects represented by the $616 million.

Staff Summary: *The proposed transportation improvements are reasonable and would contribute to the goal of restoring service to 2009 levels and setting a foundation for achieving the 10-Year Vision in subsequent phases; however, broader funding sources that reduce reliance on the local property tax base should be made available.*

3.3 Balanced Approach to Sources of Revenue

The relative magnitudes of the new funding sources are shown in ***Figure 2***. Transit riders would pay about one third of the new revenues, primarily by taking advantage of the improved services to travel more, but also through increased fares. Property owners would pay about half the increase, consisting mostly of the property tax increase but also the new development fee. Currently, drivers contribute through the gas tax, but under the *Phase One* proposals, would not be contributing an amount greater than what they pay today.

Figure 2: Proposed Sources of New Revenue[4]

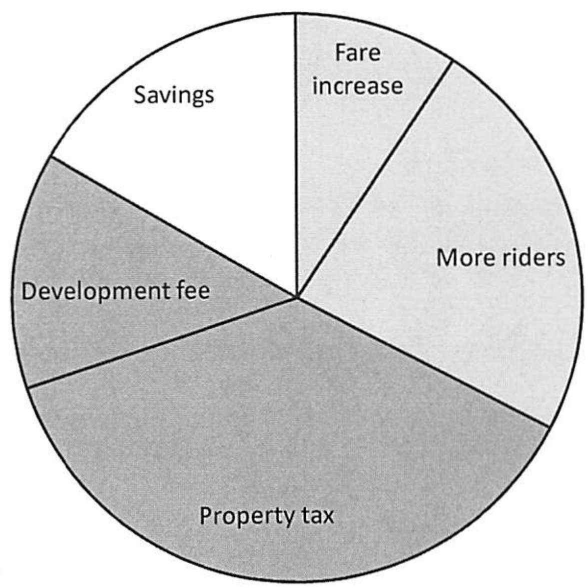
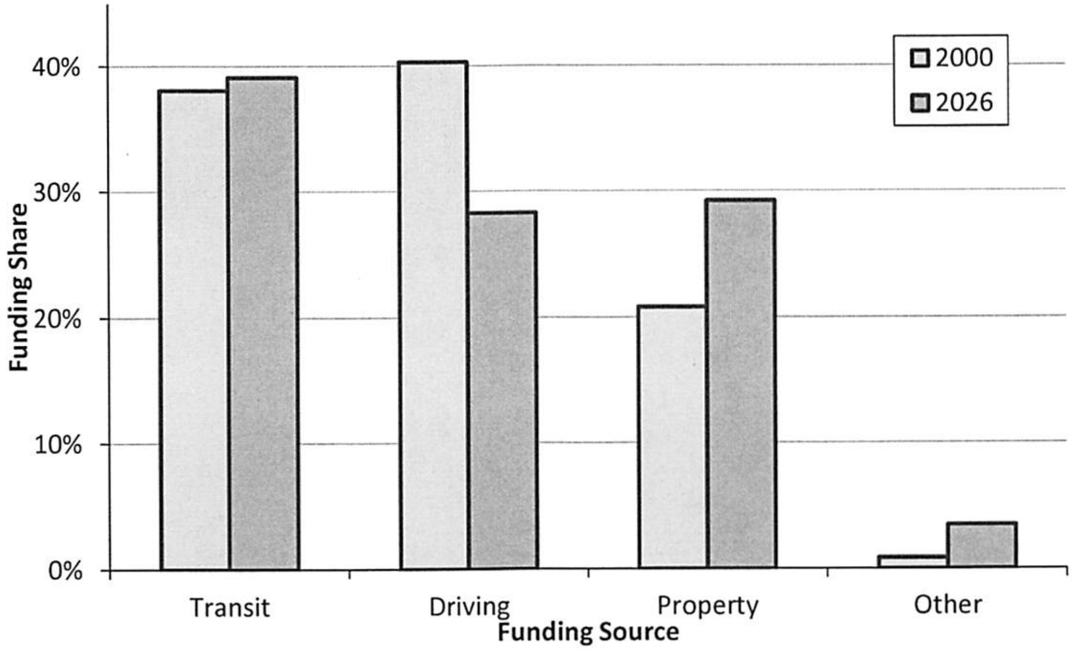


Figure 3 shows how TransLink funding sources have shifted over the years due to legislative constraints. It compares the year 2000 (TransLink's first full year of operation) to 2026, after all the *Phase One* funding increases have been implemented. The share of TransLink funding paid by transit passengers will have risen slightly. The revenue share from driving will have declined substantially, while the share from property taxes will increase. The relative cost of driving will have decreased, in direct contradiction to the objectives in TransLink's *RTS*. Shifting costs to transit users has negative consequences; it can reduce transit ridership and disproportionately affect those with the lowest incomes.

[4] TransLink; *Public Consultation Discussion Guide*; 2016 October, page 15.

Figure 3: TransLink Revenue Sources, 2000 – 2026[5]



This shift away from driver funding is not only inequitable but also economically inefficient. Every mode of transportation has costs borne by the user (fuel, fares, etc.) and other costs borne by society at large (delays, crashes, emissions). A system is most equitable and efficient when all the societal costs are borne by the user; that is, when each of us pays directly for the costs we impose on others. Analysis by Transport Canada[6] has demonstrated that, for urban mobility, the societal costs of driving are 60 times those of travelling by transit. Despite the Provincial shift to user-pay for many other types of goods, services and infrastructure, TransLink has been forced to let drivers contribute *less* to the regional transportation system than do transit passengers.

The financial contribution of drivers has also changed spatially. In 2000, 95% of funds collected from drivers were from sources paid by all drivers, such as the fuel tax. Only 5% came from sources, such as the tax on parking revenue, that target some drivers more than others. By 2026 under *Phase One*, revenues from spatially-targeted drivers are expected to make up 29% of the driving total, due to higher parking revenues and the toll on the Golden Ears Bridge.

The Mayors' Council has proposed that mobility pricing be implemented after *Phase One*. Mobility pricing has the potential to address the financing imbalance and allow for a more equitable apportioning of costs to drivers. However, to achieve this, TransLink is reliant on the Province amending the applicable legislation.

Staff Summary: *Funding should be balanced between all users and reflect the higher societal costs of driving, and future phases should consider sources to address the current imbalance.*

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[5] Values for 2000 are from TransLink; *Strategic Transportation Plan: Appendices*; 2000 April; page 25. Values for 2026 are from TransLink; *Phase One Plan – Draft Technical Documentation*; 2016 October; page 22.
[6] Transport Canada; *Estimates of the Full Cost of Transportation in Canada*; 2008 August 22; page 21.

3.4 Transit Fare Increase

Increasing transit fares can have negative consequences because it can reduce personal mobility, particularly for people with limited income. However, TransLink notes that most of their fares are lower than the average for large Canadian cities, in spite of needing to provide service across the largest area.

While recognizing (above) that a fare increase is necessary for participation in round one of PTIF, it should be noted that fares in ten years will be 22% to 40% higher than today's, with single-zone fares generally increasing the most.

Staff Summary: *To the extent that additional funding sources become available in Phase Two and Phase Three, TransLink should seek to reduce the Phase One transit fare increases when additional funding sources come online.*

3.5 Property Tax Increase

As noted, *Phase One* continues the long-standing trend of shifting the cost of transportation to the property owner, both residential and commercial.

TransLink's legislation allows the TransLink Board to increase revenues from property taxes by 3% per annum without *Phase One* or any other Investment Plan. This allows routine increases that are roughly analogous to inflation and population growth. TransLink estimates that half of that revenue increase would come from existing property owners, and half from new development. As such, existing homeowners might typically (without the *Phase One* Investment Plan) see an increase in their TransLink tax of 1.5% per annum. It could be lower or higher, depending on the pace of new development. Homeowners' payments to TransLink are unaffected by changes to *average* (regional) residential property appraisals: only if their property's appraisal goes up more than the average would their taxes climb more than the 1.5% estimate.

Under *Phase One*, TransLink is proposing that the amount collected from existing homes would rise at 3.0% per annum, instead of 1.5%, for the next ten years. Impacts to Burnaby homeowners are *estimated* in ***Table 1***. This uses BC Assessment examples to illustrate the impact of Phase One on multi-family and single-family homeowners.

Table 1: TransLink's Proposed Increase to Residential Property Taxes (estimated)

Property	2016 Assess-ment	TransLink Property Tax						
		2016	2017			2026		
			Without *Phase One*	With *Phase One*	Differ-ence	Without *Phase One*	With *Phase One*	Differ-ence
Multi-family residential								
Sullivan Heights, 1972	$433,000	$119.81	$121.61	$123.40	$1.79	$139.04	$161.01	$21.97
Metrotown, 1992	$511,000	$141.39	$143.51	$145.63	$2.12	$164.09	$190.02	$25.93
City average	$403,000	$111.50	$113.17	$114.85	$1.68	$129.40	$149.85	$20.45

Property	2016 Assess-ment	TransLink Property Tax						
		2016	2017			2026		
			Without *Phase One*	With *Phase One*	Differ-ence	Without *Phase One*	With *Phase One*	Differ-ence
Single-family residential								
Capitol Hill, 1946	$937,000	$259.26	$263.15	$267.04	$3.89	$300.88	$348.42	$47.54
Buckingham, 1971	$1,862,000	$515.19	$522.92	$530.65	$7.73	$597.90	$692.37	$94.47
City average	$1,200,000	$332.02	$337.00	$341.98	$4.98	$385.32	$446.21	$60.89

Among other things, the table shows how this proposal places a greater burden on single-family home owners than those who live in multi-family dwellings since, in Burnaby, assessed values for the former average three times more than the latter. The impact of *Phase One* on a typical Burnaby multi-family dwelling is estimated at $1.68 in the first year, rising to $20.45 by the tenth year, assuming no change in a property's assessment relative to the regional average. The corresponding numbers for a typical single-family dwelling are $4.98 and $60.89.

TransLink figures indicate that average residential property values in Burnaby are slightly below the regional average, and the property tax impact to Burnaby residents may thus be a bit lower than the regional averages. In Burnaby, about two-thirds of the homes are multi-family dwellings which, as noted above, have lower average assessments. This will pull down the city average.

This picture is reversed for commercial properties, where land use policies and our central location have resulted in assessments that are above the regional average. TransLink estimates that, in 2017, adoption of *Phase One* would increase the average commercial tax by $45 region-wide and $67 in Burnaby. By the tenth year, the estimated increase would be $546 region-wide and $818 in Burnaby.

***Staff Summary**: The increased tax places a burden on property owners, regardless of the extent to which they use the transportation system, and the property tax system is inequitable to payers as it relates to the value of the property, rather than the ability of the individual to pay based on income. To the extent that additional funding sources become available in Phase Two and Phase Three, TransLink should seek to reduce the reliance on property taxes when additional funding sources come online.*

3.6 Development Fee

Most of the new funding in the *Phase One Plan* comes from established sources that are well understood, with the exception of the proposed development fee, which would be new to TransLink.

Development fees reflect the principle that development should pay for the additional infrastructure needed to serve that development. Development fees are typically focused at the municipal level, with some regional fees. The Greater Vancouver Sewerage and Drainage District (GVS&DD) charges a development fee to support the regional sewer system.

Details of the proposed TransLink development fee have not been developed yet, and would be the subject of discussions in 2017. Discussions would include determining what investments to fund with the development fee (e.g., all types of TransLink infrastructure, or a subset such as transit only or rapid transit only); and determining how to structure the fee (e.g., region-wide or only in proximity to major investments; all development densities or only on higher densities; varying by location in the region; varying by housing form; or varying by land use).

TransLink's consultation materials give an example of a fee of $700 to $2,000 per new residential unit and $0.50 per square foot of commercial space, and their preliminary analysis indicates that these are rates that development in the region "would be able to bear". This would need to be applied uniformly across the region to achieve their target revenues. If the decision was ultimately made to target the development fee to some properties and not others, then the corresponding fee rates would need to be higher in order to achieve the same total revenues. Alternatively, some of the *Phase One* improvements would need to be dropped.

TransLink would likely ask the municipalities to collect the new development fee and forward it to them, as happens now with the GVS&DD.

There are several concerns with implementing a new development fee. A new fee could impact the cost of housing and the value of land. Housing prices are driven by market demand and development may be able to pass on new costs to purchases, such as a new development fee. Alternatively, the value of land may be reduced if the market sales do not provide for the recovery of the fee from purchasers. The fee also has the potential to hinder development of land and new housing, which can further reduce supply, and tighten the housing market regionally, resulting in higher housing prices generally. At a regional level, determining the appropriate development fee threshold is difficult, as market conditions vary from one municipality to another. Generally, however, the fee has the potential to increase in the cost of housing in the region, placing a further affordability burden on purchasers.

A second concern is that development patterns could be affected. For example, a development fee applied only to town centres could reduce development interest there, while encouraging development of lands that are less-well served by transit. This may be avoided by implementing a development fee that is applied uniformly across the region, or with only minor variations.

A third concern is that a new regional development fee may decrease municipal ability to obtain funding of local infrastructure through development, and would further restrict the ability of local governments to draw on this source to support local needs and to off-set development impacts within their communities.

Staff Summary: *The proposed development fee raises a number of concerns such as the impact on housing prices, on development patterns and on the availability of funding from development to address local infrastructure and development impacts, and therefore requires careful consideration, and further consultation and discussion.*

3.7 Savings and Property Sales

The larger share of this revenue source is the sale of surplus lands, primarily land no longer needed for the Oakridge Transit Centre (former Vancouver bus depot).

Staff Summary: *This is an appropriate revenue source for TransLink.*

4.0 CONCLUSION

The region is in urgent need of additional transportation investments to make up the ground lost since 2009. The improvements identified in the *Phase One Plan* are a reasonable and practical first step to implement the *10-Year Vision* developed by the Mayors' Council. A program such as this one is also the only way that the region can take part in the first round of the federal government's Public Transit Infrastructure Fund.

Despite TransLink's *Phase One* proposal to fund the *10-Year* Vision, structural challenges to funding remain. *Phase One* continues the trend to shift the funding burden to transit users, many of whom are low income, and to property owners, who are increasingly being looked upon to fund a greater proportion of all types of goods and services.

TransLink was ostensibly created to allow for local control and responsibility for regional transportation, integrated across all modes and tied to the region's land use plans. In practice, this has been true for the smaller, day-to-day decisions within TransLink's financial means. For major projects and significant investments, the Province has constrained TransLink by restricting the number of funding sources and the amounts that can be collected from most of those sources. If TransLink is to fulfill its mandate and potential, it needs to be given responsibility for its own financial well-being, and to be accountable to the voters of the region.

It is recommended that this report be forwarded to the TransLink Mayors' Council and the TransLink Board as Burnaby's commentary on *Phase One of the 10-Year Vision.*

It is further recommended that this report be forwarded to the Minister Responsible for TransLink.

Lou Pelletier, Director
PLANNING AND BUILDING

SR:tn
cc: Director Engineering
Director Finance