



1. Position No.	2. Descriptive Working Title VICE PRESIDENT, ASSET STRATEGIES		3. Present Classification
4. Branch ASSET STRATEGIES	5. Department	6. Proposed Classification	Date NOVEMBER 2007
7. Position No. of Supervisor	8. Descriptive Work Title of Supervisor CHIEF EXECUTIVE OFFICER		9. Classification of Supervisor

**SCOPE OF THE ORGANIZATION**

The British Columbia Housing Management Commission (BC Housing) is a crown agency of the provincial government and is responsible for providing a range of housing programs for British Columbians in the greatest need. Its mandate includes: facilitating partnerships to develop quality housing options; allocating and administering rent assistance to British Columbians in need; overseeing the management of provincial housing properties and programs; and assisting the non-profit and co-operative housing sectors and local governments in providing affordable housing. BC Housing has an annual operating budget of more than \$500 million and administers subsidies and rent assistance for about 89,000 households in communities throughout the province.

The Asset Strategies Branch is responsible for the re-development and capital improvement of housing properties owned by the Provincial Rental Housing Corporation and directly managed by BC Housing. The Branch facilitates the development of relationships with sponsor groups, support agencies, community organizations, housing industry representatives and the three levels of government to promote the housing program and develop business opportunities for the repair and or redevelopment of properties. The Branch is also responsible for energy sustainability and ensuring all BC Housing properties, including current stock and new construction, meet energy performance standards and objectives. BC Housing is pivotal in the government's commitment to reduction of greenhouse gases and, to that end, positions itself as a leader and trendsetter in the residential construction industry in being carbon neutral. In addition, the Branch manages the Building Envelope Repair Program for directly managed and non-profit housing developments.

**POSITION SUMMARY**

Reporting to the Chief Executive Officer, the Vice-President Asset Strategies is responsible for the formulation of a province-wide strategy and business model for the re-development and capital improvement of directly managed housing properties where the stock has outlived its useful life, where the land is underutilized, where buildings require major improvement and modernization, and/or where properties have building envelope deficiencies. The position also leads the development of an energy performance strategy and directs the implementation of standards and measures that maximize cost effective, energy efficient building systems for both existing housing stock and new construction. The VP leads the assessment of properties and the planning of multi-year projects, conducts sensitive and complex consultations with stakeholders on a variety of issues, and leads the development and implementation of mitigation plans where necessary to ensure stakeholder acceptance. The position leads complex negotiations with developers and industry consultants, and ensures all projects are managed within agreed-upon scope, timeline and budget over a multi-year time frame. The incumbent works closely with Development Services, Operations and Corporate Services in resolving issues that could potentially impact success of the various initiatives. The Vice President serves as a key member of the Executive Team and as a Director for the Provincial Rental Housing Corporation (PRHC)

**MAJOR RESPONSIBILITIES**

1. Develops a provincial strategy, business model and business plan for the re-development, improvement and sustainability of housing properties owned by PRHC and directly managed by BC Housing.
2. Leads the assessment of properties that could potentially be re-developed and develops strategies and options for each property, taking into consideration the remaining life span of the stock, current and best use of the property, value of the land, revenue potential, and need for temporary relocation of tenants. Prioritizes potential projects, prepares and presents business cases to the Executive and provides expert advice and counsel with respect to the issues, alternatives and implications. Leads the planning of multi-year projects, including the relocation of tenants, demolition of buildings, re-development of the property, leasing of land and building space for non-social housing uses, and the freeing up of land for sale on the free market.
3. Leads the assessment of current housing stock requiring major modernization and improvement and directs the planning of multiple projects throughout the province over a multi-year time timeline.
4. Leads the building envelope repair program for directly managed housing developments, non-profit housing and other public buildings such as schools, and oversees the provision of advisory support for litigation activities with respect to the Building Envelope Cost Recovery Process
5. Leads the development of energy performance standards and targets for refits and new construction. Oversees the audit of current housing stock and new developments, and directs the multi-year planning of projects and initiatives to ensure the effective implementation of energy efficiency building materials and systems. Provides leadership in the assessment of current work processes with respect to the maintenance and repair of buildings and grounds and the development and implementation of policies, practices and procedures to ensure improvements in energy efficiency.
6. Conducts sensitive and complex consultations with tenants, special interest groups, the public, Ministry, Health Authorities, local governments, BC Hydro and other stakeholders on a variety of issues of relevance to the projects, and leads the development and implementation of mitigation plans where necessary to ensure stakeholder acceptance
7. Directs the development of specific project plans, including scope, budget, schedule and project team responsibilities in order to accomplish project objectives
8. Leads or directs the negotiation of contracts with architects, engineers, developers, inspectors and other technical consultants to undertake re-development, capital improvement, building envelope and energy efficiency projects
9. Directs the implementation of projects, manages professional inspection programs to ensure compliance with BC Housing standards and contractual commitments, and ensures value for money expended.
10. Works closely with Development Services, Operations and Corporate Services and leads the resolution of issues that could potentially impact success of the initiatives
11. Develops standards, policies, processes and reporting requirements and ensures their appropriate application and implementation in accomplishing Branch objectives.
12. Assesses emerging issues which could have a significant impact on the cost and viability of re-development and capital improvement initiatives such as construction costs, land values, and rental/lease rates
13. Serves as a key member of the Executive team for BC Housing in developing multi-year corporate plans, identifying strategies for realizing key business plan objectives and creating a framework for evaluating the financial performance and social benefits of BC Housing's core business functions; serves as a Director of the Provincial Rental Housing Corporation (PRHC) in making decisions regarding the acquisition of land and development of properties for social housing

14. Provides strategic leadership in accomplishing the business activities of the Branch. Develops and implements organization and staffing plans and provides general direction to managers regarding the planning, development and implementation of programs and operations. Hires staff, fosters excellent performance and institutes promotion, demotion and dismissal decisions to ensure the effective accomplishment of objectives. As a member of the Executive, participates in the development of a labour relations strategy and serves as a management representative on bargaining committees.
15. Develops budgets, estimates and forecasts of resources required to meet Branch objectives and initiates and controls expenditures within approved budget limits.

## **ORGANIZATION AND DIMENSIONS**

There are seven positions reporting to the Chief Executive Officer including Vice President Operations, Vice President Corporate Services & Chief Financial Officer, Vice President Development Services, Vice President Asset Strategies, Executive Director Human Resources, Executive Director Corporate Communications and Manager Strategic Planning.

Reporting to the Vice President, Asset Strategies are: Director Capital Assets, Director Development and Director Energy Efficiency & Sustainability.

## **QUALIFICATIONS**

### **Education, Experience and Occupational Certification**

University degree in social or urban planning, public administration, or a related discipline

Significant experience in planning and managing the development, construction, repair and renovation of multiple unit residential housing projects, and in managing energy sustainability initiatives.

### **Knowledge, Skills and Abilities**

Extensive knowledge and understanding of the theories, strategies and practices pertaining to the planning, design, construction, re-development and major repair of multiple unit residential housing

Extensive knowledge and understanding of the theories, strategies and practices pertaining to energy sustainability, particularly with respect to multi-unit residential buildings

Extensive knowledge and understanding of the Commission's mandate, programs and policies in delivering social housing programs throughout the province

Extensive knowledge and understanding of the philosophies and practices of building and managing social housing with housing partners and governments in order to foster healthy, active and inclusive communities

Extensive knowledge of the housing design and construction industry

Ability to lead the planning, design, construction, re-development and repair of multiple housing development projects

Ability to facilitate the development of strong working relationships with governments, community agencies, the construction industry and other stakeholders in planning and implementing housing developments

Strategic and analytical thinking and problem solving abilities, and superior business acumen and judgment

Well developed consultative, facilitation, consensus building, problem solving, conflict resolution, negotiation and project management skills

Effective leadership, communication, presentation and interpersonal skills

Ability to lead, coach and motivate staff in a team environment.