

1. Position No. 33048, 80235, 81458	2. Descriptive Working Title MANAGER, LENDING SERVICES		3. Present Classification Excluded Management
4. Branch CORPORATE SERVICES	5. Department LENDING SERVICES	6. Proposed Classification	Date May 2007  Revised: February 2020
7. Position No. of Supervisor 80260	8. Descriptive Work Title of Supervisor DIRECTOR, LENDING SERVICES		9. Classification of Supervisor Excluded Management

## 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. BC Housing, together with its partners, works across the housing continuum to: ensure the most vulnerable have housing and support options that provide stability and maximize independence; increase the supply of affordable and supported housing options for people with low and moderate incomes; administer rent assistance programs; oversee the management of provincial housing properties and programs; support strong non-profit and Indigenous housing sectors; and provide a licensing system in which residential builders achieve a high bar of professionalism. BC Housing has an annual budget of \$1.45 billion in 2019/20 and assists more than 110,400 households in over 300 communities throughout the province. BC Housing seeks sustainable housing solutions that are supported by excellence in service delivery and research, and that take into account social, financial and environmental impacts.

Corporate Services is responsible for providing a full range of financial, administrative and information management, legal, program analysis and corporate planning services for the Commission. The Branch develops financial policies and controls, undertakes budgeting, accounting, reporting, cash management and investing activities, oversees mortgage administration for BC Housing and Provincial Rental Housing Corporation (PRHC), and provides construction financing through the Commission's status as a National Housing Act approved lender. The Branch is instrumental in creating financial and business solutions to promote and advance construction and development projects and working with the non-profit housing sector in initiatives to maximize the allocation of funds and return on investments. The Branch is responsible for information technology development and operations, and for corporate administration including business support services, purchasing, risk management and insurance, facilities and records management, and FOI and Ombudsman liaison. The Branch also provides program analysis, corporate research/planning, and legal services and advice in advancing and supporting the achievement of Commission objectives.

## POSITION SUMMARY

Reporting to the Director Lending Services, the Manager Lending Services provides leadership in designing and developing financial and development risk analysis in the areas of financial modeling and analysis, development feasibility, capital sourcing, and business case and legal support for housing development and re-development projects. The Manager provides direction in the review of mortgage documentation for Development Strategies, Building Envelope Repair projects and for Provincial Infrastructure Grant Projects. The Manager evaluates the feasibility and risk of housing projects and develops strategies for the mitigation of ownership, funding and financial risks to the Commission. The Manager leads the negotiations with partners, housing providers, municipalities, developers and others to ensure projects are structured properly and are financially viable with appropriate capital structure and sourcing. The incumbent works closely with the Mortgage Administration, Legal Administration and Development and Asset Strategies staff regarding the provision of construction lending, mortgage financing and legal administration services, and monitors any changes to the risk profile throughout the life cycle of the project, recommends strategies to reduce risk as required. The position leads and contributes to the development of risk management methodologies, processes, models, and systems to facilitate the ongoing identification, evaluation, monitoring and mitigation of risk to the Commission.

**MAJOR RESPONSIBILITIES**

1. Working closely with Development and Asset Strategies staff, designs and develops an underwriting risk management framework and process for assessing the risks of housing development and re-development projects, whether BC Housing acts as a funding / delivery agency and lender (social housing projects) or as project manager and lender for other agencies of government (group homes and special facilities); advises Development Strategies staff, various housing providers and “for profit” developers on financial and development risk of proposed developments; and provides Asset Strategies staff with project risk analysis and reviews mortgage documentation for Building Envelope Repairs and Provincial Infrastructure Grants Proposals.
2. Evaluates projects to determine their qualification for the provision of construction lending, mortgage financing and CMHC insurance. Refers highly complex and politically sensitive projects to the Director, Lending Services.
3. Develops risk profiles of each project and provides risk evaluation reports as projects proceed; re-assesses risks and mitigation strategies as issues arise that have potential impact on project objectives, schedules and budgets.
4. Evaluates various aspects of housing development projects in the conceptual stage, conducts a preliminary assessment of the risks and provides senior level advice and consultation to the Development Team in the planning and structuring of projects.
5. Conducts more thorough reviews and assessments of projects throughout the planning stage, identifies issues that could provide risk to the Commission and its partners, and develops and recommends strategies and options for mitigating risks of ownership, funding, and financial sustainability over the long term.
6. Consults with the Director, Lending Services and provides construction lending, mortgage financing and legal administration services associated with social housing projects.
7. Facilitates the financial modelling/analysis of a development, including preparation of cost and revenue estimates by internal staff and project sponsors; analyzes financial implications and develops appropriate financial, funding and ownership models to ensure viability.
8. Recommends due diligence requirements to align projects with program objectives, guidelines and administrative requirements, and with local municipal development requirements with respect to rezoning and permitting.
9. Participates at the table in discussions and negotiations with partners, housing providers, municipalities, developers and others to ensure projects are structured properly and are financially viable with appropriate capital structure/sourcing.
10. Liaises with various stakeholders including societies, municipalities, CMHC, takeout lenders, health authorities, developers, contractors, neighbourhood groups, architects, lawyers, etc. with respect to the planning, design and structuring of projects and assessment of risk.
11. Maintains an up-to-date knowledge of mortgage markets, CMHC Handbook and cultivates information networks with builders, real estate agents, market analysts, appraisers, municipal officials and mortgage lenders.
12. Contributes to the development of risk management methodologies, processes, models, and systems to facilitate the ongoing identification, evaluation and monitoring of risk and appropriate selection of risk responses.
13. Performs independent random cross-check on the completed monthly Construction Draw Compliance report and the Standby Letter of Credit Tracker.
14. Supervises the work of staff in accomplishing the business activities of the program area. Creates an environment that allows for a supportive and progressive attitude among staff and promotes improved performance through counselling and coaching and by ensuring that staff are provided with information and training necessary for the conduct of their assigned duties. Completes performance evaluations, determines performance issues, and takes disciplinary action, which may include suspension and the recommendation for termination. Has significant input into hiring, promotion and demotion decisions, recommends changes in compensation of staff and authorizes overtime. Resolves grievances up to the second

stage of the grievance process. Identifies to senior management appropriate collective agreement wording to serve the employer's interests in achieving operational goals and objectives and may participate on the negotiating committee as a management representative. Determines resources required to fulfill operational requirements, develops staffing plan, and recommends staffing levels to accomplish objectives, including revisions to staffing levels as necessary as operational requirements change.

15. Conducts special studies, makes presentations and participates in task force and committee work.

## **ORGANIZATION**

There are six positions reporting to the Director, Lending Services: Manager Lending Services (3 positions), Legal Administration Supervisor and Supervisor Mortgage Administration.

The Manager, Lending Services supervises a team of Lending Officer positions. The position also oversees the activities of contract staff and consultants at various times during the year.

## **QUALIFICATIONS**

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

Bachelor's degree in Business Administration, Urban Land Economics or other relevant discipline.

RIBC (Real Estate Institute of BC) designation preferable.

Considerable experience in commercial/multi-unit underwriting or appraisal, preferably in the non-profit sector dealing with the re-development of land and properties.

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

#### **Core Competencies**

- Personal Effectiveness
- Communication
- Teamwork
- Results Oriented
- Service Oriented

#### **Leadership Competencies**

- Alignment & Results
- Team Development
- Relationship Building/Management

Considerable knowledge and understanding of the structuring and financing of social housing and market rental developments involving multiple partners.

Considerable knowledge and understanding of risk modelling, and the ability to assess risk and develop a comprehensive risk profile for each project.

Working knowledge and understanding of departmental policies and procedures and of the Commission's mandate and programs.

Ability to work in a team environment and facilitate creative thinking with respect to the best use of development properties, forms of ownership, financing structures and strategies for mitigation of risk.

Ability to establish a high level of rapport with Development Services staff, and housing development partners and stakeholders.

Ability to analyze complex corporate financial statements and business operational information, quickly grasp the linkages and implications and make quick but effective decisions.

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

Excellent organizational, research, analytical and problem-solving skills.

Excellent written and verbal communication skills.

Excellent consultative, facilitation, leadership and interpersonal skills.