

**TITLE: MANAGER, TRAILS**

**MINISTRY:** Forests, Lands and Natural Resource Operations

**SUPERVISOR'S TITLE:** Director, Recreation Sites and Trails

**CLASSIFICATION:** Business Leadership

**WORK UNIT:** Recreation Sites & Trails

**SUPERVISOR'S POSITION #:** 00487

## JOB OVERVIEW

As the provincial expert, the *Manager, Trails* is accountable for the planning, development, implementation, and management of a vibrant provincial network of world-class cycling, equestrian, Nordic skiing, snowmobiling, off-road vehicle and marine recreational trails initiatives, including the Ministry's rail trail network (e.g., Rails to Trails). The position sets overall strategic direction for BC's extensive trail network by developing and employing a wide variety of innovative strategies, plans, models and frameworks. The *Manager, Trails*, achieves maximum benefits for British Columbians from new and existing trails by attracting investment and economic development, encouraging and facilitating community involvement, developing and building partnerships as well as implementing stable governance structures in coordination with public and stakeholder groups. In this key role, the position negotiates and maintains stakeholder commitments and manages the short and long-term vision for trails, while addressing the complexities and challenges posed by the various and sometimes competing interests of different ministries and agencies managing the land base. As a Branch 2i/c, the position acts as the Director, when required.

## ACCOUNTABILITIES

1. Establishes the long-term vision, plans, and frameworks for the management and operation of a provincial network of designated recreation sites and trails by developing strategies, policies, business plans (e.g., regulations, budgets, etc.); and negotiates agreements with local governments, landowners, volunteer groups, and others to achieve a stable model of governance for the network.
2. Sets overall strategic direction for a provincial network of trails; develops and implements a provincial governance framework; and, builds partnerships with a wide variety of stakeholders (e.g., ministries, municipalities, regional districts, federal government, First Nations, the private sector organizations, volunteers, etc.).
3. Develops criteria to review and assess proposals submitted by regional districts, local governments, trails groups and other organizations for the development of trails.
4. Negotiates governance partnerships, frameworks, agreements, and investments between the Province and stakeholders to support and manage trail infrastructure development and associated cost-sharing.
5. Develops and recommends revisions to Ministry legislation, regulations and policy to achieve the most effective trail management and to derive the greatest benefit from trails for community based tourism development opportunities; participates in the revision of other acts controlled by other ministries or agencies to facilitate trail usage for a wide variety of recreational activities (e.g., hiking, cycling, equestrian, Nordic skiing, off-road vehicles, etc.).
6. Directly supervises staff and provides province-wide direction and guidance to regional managers and district staff on corporate objectives and recreation program performance goals, policy, issues management and legislative requirements.
7. Establishes and implements adaptable frameworks and flexible business plans to ensure proper management and maintenance of trails, including annual budgeting for the development and maintenance of trail corridors and associated infrastructure.
8. Sets provincial direction and establishes guidelines and standards for field inspections and practices, and works with ministry staff and stakeholders to develop, evaluate and implement trail program infrastructure design standards.
9. Negotiates land acquisition, easements and trail use agreements on behalf of the Province from land owners and other land base interest holders.
10. Negotiates and/or participates in the implementation and delivery of federal funding programs.
11. Works with agencies, local and regional governments, trail proponents, communities, adjacent landowners, First Nations, volunteer groups, and others to identify local trail management opportunities and challenges; review and discuss issues; create effective, efficient, and economical solutions; and, maintain recreation trail infrastructure.

12. Collaborates with Destination BC and Government Communications and Public Engagement (GCPE), and other ministries to develop marketing plans and public announcements, including content; delivers presentations and seeks opportunities to promote initiatives to community and stakeholder groups.
13. Manages and/or participates in a variety of intra/inter-Ministry and provincial committees, task forces, working groups, etc., and represents the ministry at local, regional, provincial, national and international levels. Develops briefing materials, Treasury Board submissions, and position papers for decisions by the Minister, MLAs, Ministry Executive, Premier's Office and Cabinet.
14. Manages the development and implementation of policies, protocols, practices, procedures, processes, and projects to ensure program consistency, effectiveness, and efficiency with Ministry service plans, strategies, budgets, performance standards, service levels, program outcomes, and other requirements.
15. Represents British Columbia in national and international trail and recreation land use forums, committees and working groups.

## JOB REQUIREMENTS

- A University Degree in a related area (e.g., Forestry, Natural Resource Management, Outdoor Recreation Management, Environmental Science, or other Natural Sciences such as Biology); or a degree in Public or Business administration (MPA or MBA) combined with considerable experience (minimum 5 years) in recreation or natural resource management.
- Experience in integrated resource management; natural resource management; the management of large scale recreation and trail programs; or other related area.
- Experience providing leadership and expertise in the planning and design of a wide variety of trails and related infrastructure.
- Experience developing and implementing legislation, policies, practices, protocols and performance measures related to the operation and maintenance of trails.
- Experience, and direct involvement, in developing and negotiating governance models, cost sharing agreements, investment models, or other service agreements related to trails and related capital assets.
- Experience with issues management and problem solving, and providing expertise and advice in the implementation management of solutions to executives, managers, bargaining unit staff, and stakeholders.
- Experience supervising staff and leading contractors, project teams or other working groups.

## JOB RELATED COMPETENCIES

- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues
- **Strategic Orientation** is the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices.
- **Partners with Stakeholders** is the desire to work co-operatively with all stakeholders to meet mutual goals. It involves an awareness that a relationship based on trust is the foundation for success in delivering results.
- **Conceptual Thinking** is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.
- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

**TITLE: Manager, Trails (Position #88105)**

This **Addendum** provides detailed information with respect to the topic position for evaluation purposes, exclusion negotiation, and to assist in recruitment by providing a full description of the position's role, scope, dimensions and responsibilities. Information in the **Addendum** may also be of value in performance planning.

**PROGRAM OR WORK UNIT IN WHICH POSITION EXISTS**

Forest recreation is one of the core business areas identified in the strategic and service plans of the Ministry of Forests, Lands and Natural Resource Operations. The Recreation Sites and Trails Branch is a provincial program delivered through a headquarters office in Victoria, four regions, and 18 districts across the province. The purpose of the Branch is to plan, develop, maintain, and manage a significant, diverse, and valuable network of 1300+ recreation sites and 800+ recreation trails to provide safe, quality recreational opportunities for the public, including residents and visitors to British Columbia. In collaboration with other agencies and a wide variety of stakeholders, the Branch manages public recreation use on Crown lands outside recreation sites and trail; and protects present and future recreation resources on Crown lands outside of Parks and settled areas (80% of the provincial land base) using service contracts and partnership agreements.

Core unit functions include: managing forest recreation sites and trails; protecting recreation resources on Crown land; maintaining the recreation resources inventory; developing strategic and operational policies and plans for forest recreation; conducting recreation use analysis; and business and program planning and administration. Through effective leadership, consultation, and management of the Province's forest recreation resources the Ministry will strengthen and increase publically available recreation opportunities for residents and visitors across British Columbia. There are currently 300 partnership agreements, covering approximately 400 recreation sites and 200 recreation trails located throughout the province.

**POSITION SCOPE AND WORKING ENVIRONMENT**

The *Manager, Trails* sets overall strategic direction for the planning, design, location, and structure of the BC Provincial Trails Network. As the provincial expert, the position works to manage and develop governance models for a vibrant and extensive world-class network of cycling, equestrian, Nordic skiing, off-road vehicles, marine and other recreational trails, including the Province's Rail Trail Network. The position proactively supports economic development opportunities and works to attract investments to maximize and leverage provincial investments in cooperation with stakeholders (e.g., ministries, municipalities, regional districts, federal government, First Nations, the private sector organizations, volunteers, etc.).

The *Manager, Trails* oversees and manages the high-level and detailed reviews and assessments of trail proposals submitted by regional districts and other organizations for the development of trails. The position's work stimulates job creation, a key provincial goal, and collaborates with stakeholders to create and promote unique and ongoing tourism and economic development opportunities and investments. As a result, the *Manager, Trails* negotiates effective governance partnerships, frameworks, and agreements between the Province and stakeholders to protect trail user interests in land use decisions that affect the provincial trail network, including designation of corridors, cost sharing arrangements, and the development of associated trail infrastructure. This work requires the position to oversee revisions to provincial legislation controlled by various provincial ministries and agencies to improve the development, operations and management of BC Trails.

In a dynamic and challenging working environment, the position is required to build and adapt a variety of flexible frameworks and business plans to ensure proper management and maintenance of trails. The nature of work requires the position to demonstrate creativity and flexibility, while maintaining effective oversight through relationships with trail proponents, local governments, volunteers, and others, which allows for challenges to be identified and initiatives to be promoted. The position needs to strategize on the use of investments to ensure solutions maximize value to trail users, local businesses, neighbouring landowners, and others. The work also requires the *Manager, Trails* to manage on-site field inspections and work with ministry staff and stakeholders to develop and evaluate design specifications for the repair/replacement of capital assets such as bridges and tunnels. To ensure successful development, management, and maintenance of trails and the related infrastructure, the position must guide and influence executives, managers, and bargaining unit staff within the ministry, and a wide variety of officials in other organizations. The position works with a wide variety of stakeholder groups and committees, including consultation with local politicians, government officials, trail users, volunteer groups, and others to achieve community consensus, manage costs, leverage investments,

and prioritize provincial investments. This requires the *Manager, Trails* to identify and resolve challenges and conflicts, while also addressing unauthorized activities. Where necessary, the position has the authority to revoke or amend contracts or partnership agreements and effectively recommends actions, including legal options, designed to protect investments and assets.

Together with the Branch Director, the Manager, Recreation and the four Regional Managers, Recreation Sites and Trails, the *Manager, Trails* plays an integral role on the Branch management team. It is this team who work together to develop and manage the strategic goals of the Branch along with the operational business plans and financial management foundation. The management team creates policy and recommends changes to legislation, regulation and standards. When required, the *Manager, Trails* functions in the full decision-making capacity of the Director insofar as program, resource, budgetary and human resource management. The position may also provide relief coverage for the Manager, Recreation during absences. The position directly supervises the work of the Trails Specialist; and functionally directs regional managers/staff in key recreation strategies, projects and other related activities.

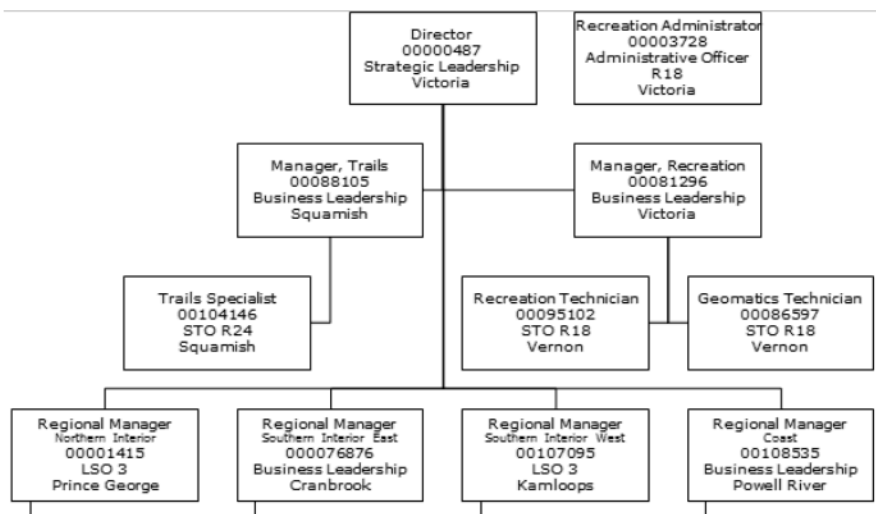
#### KEY POSITION CONTACTS

- **Minister, Deputy Minister and Assistant Deputy Minister, Natural Resource Operations:** to provide expert advice on the development and management of trail plans and related infrastructure, including the need for provincial investment.
- **Director and Regional Managers:** to participate as a key member of the branch management team and provide expert guidance and advice on legislation requirements related to the construction, maintenance, and operations of BC Trails.
- **Destination BC and the Government Communication and Public Engagement agency (GCPE):** to collaborate on marketing strategies and campaigns focused on BC's trails network.
- **Local Government Officials:** to collaborate on trail selection, design, use, costs, governance, and related infrastructure issues, as well as the need to ensure trail activities supports tourism, promotes economic development, and creates jobs.
- **Ministry Management Services (i.e., Finance, ISB, HR, Records Management):** to receive guidance on budgetary and financial, policy and regulatory issues, which impact the BC Provincial Trails Network; and to liaise and discuss situations which may require specific subject-matter expertise, including cost sharing and funding agreements.
- **Stakeholders (e.g., the local government, forest companies, BC Tourism, First Nations, members of the public, trail user groups and other organizations):** to develop strategies for managing trails, exchanging information, and negotiating governance models and agreements, while resolving competing interests.
- **Private Sector Trail Partners and Contractors:** to consult regarding the application of policies and agreements for trail operations, maintenance, and development.
- **Provincial, National and International Trail Organizations:** to represent BC trail user interests and Provincial directions/accomplishments in trail and recreation based forums, committees and organizations.

#### FINANCIAL AUTHORITY, DIMENSIONS AND ACCOUNTABILITIES

- Manages operating budget of \$0.25million, including management and maintenance of 800 kms of trails and related infrastructure (e.g., weed control, garbage collection, permits, signage, trailheads - water and parking, washrooms, etc.).
- Manages expenditures of \$1.0 million for capital improvements to capital assets, such as bridges, tunnels, etc.
- Leverages other resources and funds with internal and external partners (e.g., local governments, trail user groups, etc.) in excess of \$1.5 million.

#### ORGANIZATIONAL STRUCTURE



## **SELECTION CRITERIA (KNOWLEDGE, SKILLS AND ABILITIES (KSA) AND COMPETENCIES)**

### **Education:**

- A University Degree in a related area (e.g., Forestry, Natural Resource Management, Outdoor Recreation Management, Environmental Science, or other Natural Sciences such as Biology); or a degree in Public or Business administration (MPA or MBA) combined with considerable experience (minimum 5 years) in recreation or natural resource management.

### **Experience:**

- Experience in integrated resource management; natural resource management; the management of large scale recreation and trail programs; or other related area.
- Experience providing leadership and expertise in the planning and design of a wide variety of trails and related infrastructure.
- Experience developing and implementing legislation, policies, practices, protocols and performance measures related to the operation and maintenance of trails.
- Experience, and direct involvement, in developing and negotiating governance models, cost sharing agreements, investment models, or other service agreements related to trails and related capital assets.
- Experience with issues management and problem solving, and providing expertise and advice in the implementation management of solutions to executives, managers, bargaining unit staff, and stakeholders.
- Experience supervising staff and leading contractors, project teams or other working groups.

### **Knowledge of:**

- Planning, selection, development, implementation, operations, and management trails and related assets and infrastructure.
- Policy and program development processes, including establishing goals, objectives, parameters, targets, and indicators.
- Operating and capital budget plans and processes, including forecasting and monitoring of operational and maintenance costs.
- Contract and partnership negotiation and management processes.
- Technical, operational, safety, and management standards, principles and practices associated with trails planning and development.
- Relevant legislation and policy governing the use of trails (e.g., *Forest and Range Practices Act (FRPA)*, *Land Act*, *Park Act* )
- Public and stakeholder consultation theory and practice, including negotiation and governance methodologies and models.
- Conflict management and problem resolution.
- Local, provincial, national, and international trends related to effective, efficient, and economical trail networks, including environmental, social, employment, and other impacts
- Risk management, project management and performance management models, frameworks, protocols, etc.

### **Abilities/Skills:**

#### **Ability to:**

- Provide effective and responsive program leadership and expertise by developing flexible and innovative operational and business requirements.
- Establish and maintain positive and effective working relationships with a wide variety of stakeholders, including local governments, businesses, volunteer groups, and trail users in order to identify challenges and mutually resolve problems.
- Create and facilitate investment opportunities and leverage provincial funds, and create effective agreements and partnerships.
- Professionally represent the Ministry in a variety of internal (Government) and external settings; exercise judgement and discretion when dealing negotiating agreements, involving trail governance, cost sharing, and ownership.
- Lead projects and provide direction to project teams working on components of the BC Provincial Trails Network.
- Effectively manage and supervise staff (e.g., hire, train, mentor, appraise, coach, discipline, etc.).
- Manage change and be responsive to changes in direction or priorities.

#### **Skills:**

- Trail selection, design, planning, operations, and maintenance.
- Demonstrated skill and competency in oral communications, including delivering presentations to stakeholders, managers, executives, and others.
- Demonstrated skill in leadership, coaching, team building, and mentoring.
- Written communications skills including the ability to formulate clear workable governance frameworks, funding options, and briefing materials (including presentations), issue papers, position papers, and reports.
- Partnership building and negotiating skills.

## COMPETENCIES

### Job Related Competencies

- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues
- **Strategic Orientation** is the ability to link long-range visions and concepts to daily work, ranging from a simple understanding to a sophisticated awareness of the impact of the world at large on strategies and on choices.
- **Partners with Stakeholders** is the desire to work co-operatively with all stakeholders to meet mutual goals. It involves an awareness that a relationship based on trust is the foundation for success in delivering results.
- **Conceptual Thinking** is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.
- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

### Competencies applicable to all Public Service positions:

- **Results Orientation** - is a concern for surpassing a standard of excellence. The standard may be one's own past performance; an objective measure; challenging goals that one has set; or improving what has already been done.
- **Service Orientation** - implies a desire to identify and serve customers/clients, who may include the public, colleagues, partners, co-workers, peers, branches, ministries/agencies and other government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Cooperation** - is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals.
  - Develops and manages credible and trusting relationships with colleagues and clients.
  - Operates as a credible advisor to ministry executive, directors and staff
  - Works collaboratively as part of a team.
  - Able to confront disagreement and conflict, and seek options to resolve them in a professional manner.
  - Focuses on serving the needs and interests of clients.

**TITLE:** TRAILS SPECIALIST

**CLASSIFICATION:** TBD

**MINISTRY:** Forests, Lands and Natural Resource Operations

**WORK UNIT:** Recreation Sites and Trails

**SUPERVISOR'S TITLE:** Manager, Trails

**SUPERVISOR'S POSITION #:** 88105

### JOB OVERVIEW

*Working closely with the Manager, Trails the **Trail Specialist** actively participates in and contributes to the strategic and operational planning and implementation of a large and complex network of recreational trails across British Columbia. As a technical specialist, the position devises research strategies, analyzes trends (provincial, national and international), leads special projects, supports operations and collaborates with a variety of stakeholders in order to ensure the successful design, implementation and management of provincial recreational trails and effect the resolution of emerging and challenging trail related issues.*

### ACCOUNTABILITIES

1. Provides technical input and contributes to the strategic and operational planning processes for the Branch Trails program; provides advice and recommendations on medium and long-term program direction to the Manager, Trails and Director, Recreation Sites and Trails; recommends and supports priority actions for implementation of the Trails Strategy for BC.
2. Drafts proposed policy content, operational strategies and procedures, and recommends changes to regulations, standards, and best practices to increase the profile, marketing and operational efficiency of the Trails program.
3. As a technical specialist and expert in recreational resource management, provides advice and professional advisory services to support to Branch field staff on challenging and complex trail issues.
4. Leads or participates on major or smaller scale projects; provides direction and leadership to project teams, contractors and consultants, and others who may associated with trails program activities.
5. Devises research strategies and provides technical expertise and leadership in the analysis, evaluation and application of trends, theories, legislation and policy, and best practices in the realm of recreational trail design, development and management; makes recommendations to Branch and Ministry managers to ensure the Trails program remains responsive to community and public needs
6. Researches, evaluates and provides recommendations on complex trail development applications on Crown land, often involving multiple recreation resources (i.e. cabins, recreation sites, significant natural features).
7. Communicates with and provides expertise, support and technical advice to program staff, ministry staff, inter-ministry staff, industry, trail related public organizations and stakeholder groups.
8. Builds and maintains collaborative working relationships with multiple stakeholders (e.g., local governments, community groups, recreation and tourism representatives, First Nations) to ensure the achievement of shared interests; contributes technical expertise and specific trails program advice toward the negotiation of complex partnership agreements; addresses and resolves issues, employing conflict resolution processes where required.
9. Works with trail users, community groups and impacted stakeholders to build consensus over trail use; and deals with trail and resource use issues and any resulting conflicts.
10. Represents the Branch and Ministry on committees (e.g., Provincial Trails Advisory Committee) and in a variety of provincial, community and recreation-focused forums, planning groups, meetings, workshops and activities.

### JOB REQUIREMENTS

- A Bachelor's Degree or a Diploma in a resource management related field (e.g., recreation, forestry, geography, biology, natural resource management, land management, environmental management, urban/regional land use planning)
- Experience with outdoor recreation program management or coordination including program development and technical/operational planning

**Career Group:**

Science & Technical

**Job Family:**

Resource Management

**Job Stream:**

Resource Management

**Role:**

Professional

**Revised:**

May 17, 2011

- Experience leading research projects, analyzing and evaluating trends and results and recommending program options or strategies
- Experience building and maintaining collaborative working relationships with a variety of stakeholders (e.g., local governments, recreation clubs, First Nations, commercial recreation industry representatives); coordinating public consultation processes; and managing conflict.
- Experience leading or participating in multiple concurrent projects and providing leadership to project teams
- Experience developing a variety of correspondence and documentation including policy drafts, briefing material, partnership agreements, service contracts, project plans, etc.

**TITLE: TRAILS SPECIALIST (POSITION #104146)**

This **Addendum** provides detailed information with respect to the topic position for evaluation purposes and to assist in recruitment by providing a full description of the position's role, scope, dimensions and responsibilities. Information in the **Addendum** may also be of value in performance planning.

**PROGRAM OR WORK UNIT IN WHICH POSITION EXISTS**

Recreation Sites and Trails is one of the core business areas identified in the strategic and service plans of the Ministry of Forests, Lands and Natural Resource Operations. The Recreation Sites and Trails Branch is a provincial program delivered through a headquarters office in Victoria, four regions, and 18 districts across the province. The purpose of the Branch is to plan, develop, maintain, and market a significant, diverse, and valuable network of 1300+ recreation sites and 800+ recreation trails to provide safe, quality recreational opportunities for the public, including residents and visitors to British Columbia. In addition the Branch is responsible for managing over 600 km of rail trails. In collaboration with other agencies and a wide variety of stakeholders, the Branch manages public recreation use on Crown lands outside recreation sites and trail; and protects present and future recreation resources on Crown lands outside of Parks and settled areas (80% of the provincial land base) using service contracts and partnership agreements.

Core unit functions include: managing recreation sites and trails; protecting recreation resources on Crown land; maintaining the recreation resources inventory; developing strategic and operational policies and plans for public recreation; conducting recreation use analysis; and business and program planning and administration.

**POSITION SCOPE AND WORKING ENVIRONMENT**

The *Trails Specialist*, along with the Manager Trails, comprise the work unit which oversees and manages the planning, design, development, and structure of the BC Provincial Trails Program – a vibrant and extensive world-class network consisting of cycling, equestrian, Nordic skiing, snowmobiling, ATV, and other recreational trails, as well as the Province's Rail Trail Network.

The *Trails Specialist* provides senior technical and professional advisory services and guidance concerning all aspects of the Trails program and plays a pivotal role in the development, implementation and management of recreation trails throughout the Province. Through the position's efforts, Branch objectives are met: i.e., ensuring that BC's Trail Program meets stakeholders' expectations; remaining adaptive to trends and issues in trail use; and ensuring consistency with the mandate and goals of the Branch and Ministry. The position devises and leads research strategies and provides technical expertise and leadership in the analysis, evaluation and application of trends, theories, legislation and policy, and best practices in the realm of recreational trails planning, development and management. Information and data is collected from a variety of local, provincial, national and international sources; is analyzed and evaluated and formulated into strategies, program plans and operational standards and practices.

The two-member "trails team" (Manager, Trails and *Trails Specialist*) works with considerable independence; travels extensively throughout the Province; and provides a level of specialized expertise to the Branch, the Ministry and Government. Due to the nature of the work, the team can be located in any location where the Branch has offices; and, at the time of this writing, is located in Squamish BC. Notwithstanding its relative "stand-alone" structure, both the Manager and *Trails Specialist* work closely with Branch staff located throughout the province and are driven and guided by Branch, government and local community priorities and objectives. Teams are formed, based on locale-specific initiatives, and the *Trails Specialist* has a responsibility to forge strategic and effective working relationships in order to achieve program and project objectives.

The *Trails Specialist* works closely with District Recreation Officers, and in some cases, Regional Managers, to resolve complex trail related issues and challenges as they emerge in the respective region and/or district. By providing technical expertise, as well as operational and program advice, the *Trails Specialist* functions as an additional resource to supplement the considerable requirements often brought about by these arising issues. As circumstances require, the *Trails Specialist* may lead the resolution of issues or may provide advisory services and support to regional staff and project teams.

In a working environment characterized by uncertain financial resources, the *Trails Specialist* employs consultation and collaboration strategies with other ministries and stakeholder organizations with the intention of sharing or leveraging resources. Additionally, because the trail network traverses through multiple recreational regions and districts, it is inevitable that various stakeholders will

be impacted by its development and implementation. Accordingly, the *Trails Specialist* uses a partnership-building approach with stakeholders as a key strategy to implement the governance model for BC's extensive rail trail network and the Trans Canada Trail.

#### KEY POSITION CONTACTS

- **Director, Recreation Sites and Trails; Manager, Trails and Ministry Executive:** to contribute to program and budgetary planning processes, and to provide technical and professional analysis, evaluation, advice and guidance in the development, implementation and management of BC's network of trails and their related infrastructure.
- **Regional Managers (Recreation Sites and Trails) and District Recreation Officers:** to collaborate on trails strategies and initiatives – both in the province-wide spectrum and also where issues have geographic relevance or specificity to a region or district; to participate on regional project teams, providing guidance and expertise concerning the Trails programs.
- **Ministry of Environment - BC Parks Managers and Staff:** to build strong working partnerships focused on shared recreation and trail assets and amenities; to lead or participate on project teams and working groups; to engage in problem solving and issues management.
- **RCMP and other law enforcement agencies; Ministry of FLNRO Compliance/Enforcement staff; other provincial or local compliance or regulatory agencies (e.g., environmental agencies, Oil and Gas Commission, etc.):** to develop trail planning, development, inspection and compliance strategies and to participate in inspections and patrols.
- **Stakeholders (e.g., local government officials, forest companies, BC Tourism, First Nations, members of the public, trail user groups and other organizations):** to develop strategies for managing trails, exchanging information, dealing with local or client-relevant initiatives and issues; and resolving problems and conflict.
- **Private Sector Contractors:** to negotiate service contracts, provide direction and leadership regarding the application of policies and agreements for trail operations, maintenance, and development; and approve contract payments.

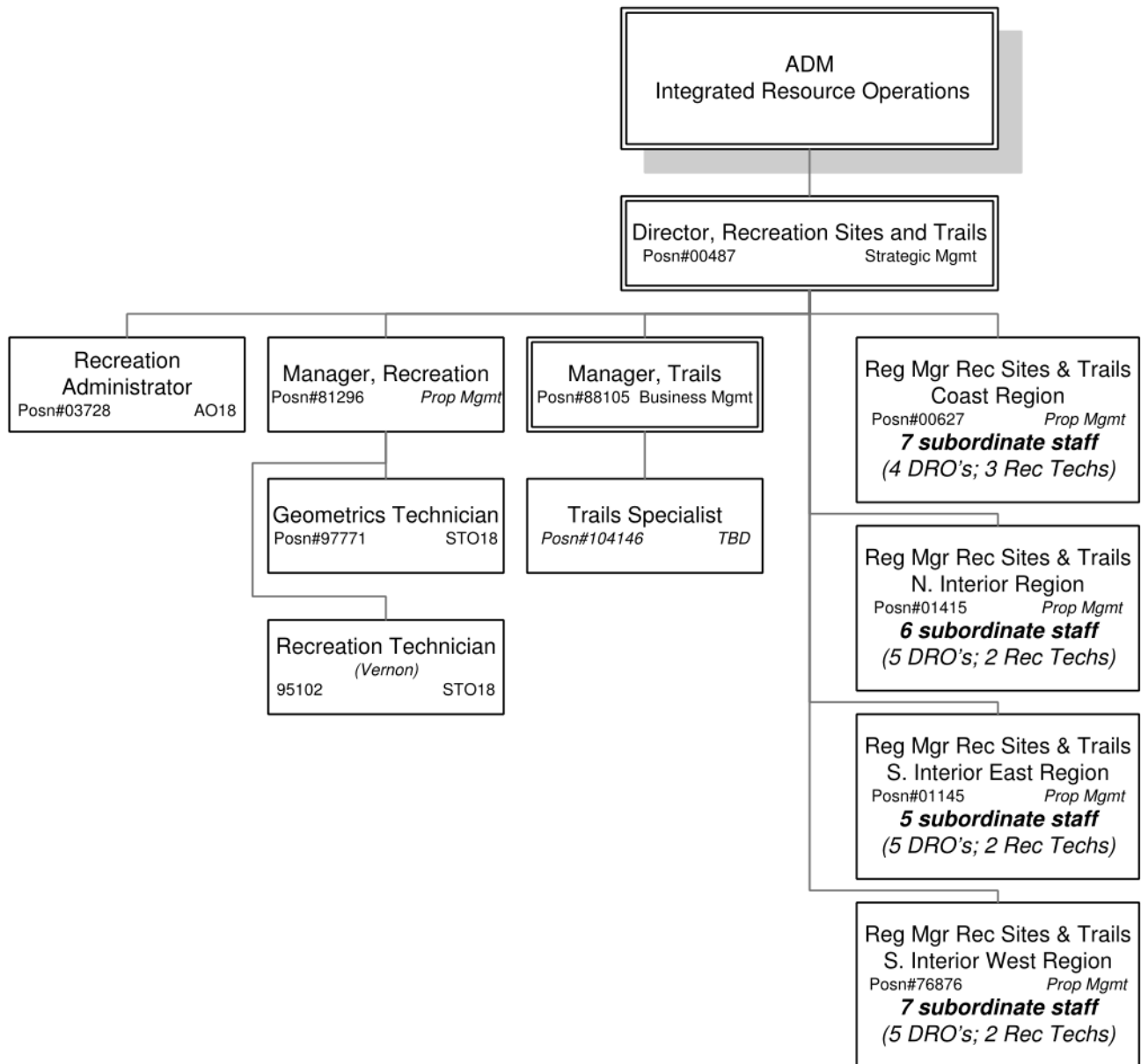
#### FINANCIAL AUTHORITY, DIMENSIONS AND ACCOUNTABILITIES

- Develops budgetary models and makes recommendations on the development of the Trails Program operating budget of \$1.5 million, including management and maintenance of trails and related infrastructure (e.g., weed control, garbage collection, permits, signage, trailheads - water and parking, washrooms, etc.).
- Negotiates, awards and manages goods and services contracts (e.g., approving contractors fees; ensuring total contract costs are not exceeded; etc.) to maintain, inspect, rehabilitate or decommission provincial trails

#### WORK EXAMPLES (FOR PURPOSES OF JOB EVALUATION)

1. **Technical Research:** Conducts multi-jurisdiction research and evaluation, essential for the development of a province specific standards and best management practices document for sustainable trail construction in sensitive environments. Works with experts from a variety of government and external agencies to refine technical content. Seeks feedback from Branch managers and staff and provides ongoing coordination, review and follow-up to ensure practical implementation.
2. **Project Leadership:** Leads a community based conflict resolution process to resolve motorized and non-motorized conflict on a portion of the Kettle Valley Rail Trail. Leads the formation of the working group, development of terms of reference and setting the project scope. Coordinates and supports the meetings and discussions. Represents the Province on the working group. Collaborates with Regional Manager and District Recreation Officer to implement working group outcomes. Has an on-going role in evaluating implementation.
3. **Issues Management Problem/Conflict Resolution:** Provides direct support to Regional Manager and District Recreation Officer to resolve multiple backcountry cabin trespass concerns in a highly popular winter backcountry area. Provides technical information to Branch staff; liaises with other Ministry (e.g., compliance and enforcement personnel) and external (e.g., recreation club, community, RCMP, etc.) representatives and agencies; communicates with all involved parties; develops briefing notes, decision notes and information notes as required. Keeps Manager Trails, and Director informed.

## ORGANIZATIONAL STRUCTURE



## SELECTION CRITERIA (KNOWLEDGE, SKILLS AND ABILITIES (KSA) AND COMPETENCIES)

### Education:

- A Bachelor's Degree in a resource management related field (e.g., recreation, forestry, geography, biology, natural resource management, land management, environmental management, urban/regional land use planning); **OR**
- A Diploma in one the above stated areas *plus* 2 years' directly related experience as summarized below

### Experience:

- Experience with outdoor recreation program management or coordination including program development and technical/operational planning
- Experience leading research projects, analyzing and evaluating trends and results and recommending program options or strategies
- Experience building and maintaining collaborative working relationships with a variety of stakeholders (e.g., local governments, recreation clubs, First Nations, commercial recreation industry representatives); coordinating public consultation processes; and managing conflict.
- Experience leading or participating in multiple concurrent projects and providing leadership to project teams
- Experience developing a variety of correspondence and documentation including policy drafts, briefing material, partnership agreements, service contracts, project plans, etc.

### Knowledge of:

- BC's outdoor recreation environment
- technical and operational principles and practices associated with recreational program planning and development;
- relevant legislation and policy governing the development and use of recreational sites and trails (e.g., *Forest and Range Practices Act (FRPA)*, *Forest Recreation Regulation*);
- research methodologies and techniques;
- public consultation and conflict management processes
- protocols and processes associated with the negotiation of partnership agreements, service contracts, and other formal agreements;
- project management tools, techniques and tracking systems;
- and working familiarity with, a variety of computer applications and software including MS Office, and GIS applications such as Mapview and Arcview for the purposes of retrieving data, creating and editing correspondence, creating spreadsheets and statistical/technical reports

### Abilities and Skills:

#### Ability to:

- develop and implement technical and operational plans and strategies associated with the development and management of recreation programs (i.e., trails)
- develop, or provide input to policies, regulations, procedures and standards
- lead recreation and resource management research projects, analyze and evaluate trends and results, and formulate program options
- develop and maintain effective working relationships with a diverse scope of stakeholders
- demonstrate effective negotiation and consensus-building skills by focusing on objectives and effectively dealing with potential conflict
- react quickly and efficiently to urgencies or unexpected events and issues
- work in a field environment in all weather conditions and other environmental hazards
- work with a high degree of independence, using initiative and resourcefulness;
- conduct field work which may include travel to remote areas by vehicle, boat, air or foot, overnight or extended stay in rough camp conditions and outdoor work in all weather conditions

#### Skills:

- written communications skills required for the development of technical and statistical reports, draft policy and procedures, service contracts and partnership agreements, and other related documentation and correspondence;
- oral communication skills required to interact effectively with a diverse array of individuals including senior Ministry managers, First Nations, the recreation sector, and other external stakeholders;
- time and workload organizations skills including working on concurrent projects with competing deadlines.

## **Additional Requirements**

*Incumbents in this position must:*

- be able to demonstrate that they are physically able to handle all responsibilities associated with conducting field activities;
- hold a BC Drivers' License in good standing;
- agree to completion of security screening requirements of the BC Public Service which may include a Criminal records check, and/or Criminal records Review Act (CCRA) check and/or enhanced screening checks as required by the Ministry.

## **COMPETENCIES**

### ***Specific Job-related Competencies***

**Conceptual Thinking** – using creative, conceptual or inductive reasoning or thought processes, not necessarily categorized by linear thinking, to identify patterns or connections between situations

- Uses knowledge of theory and trends, along with past experience, to look at current situations
- Applies complex learned concepts or methods (e.g., statistical process control, TQM, demographic analysis, managerial styles, organizational climate, human behaviour, etc.
- Assembles ideas, issues, and observations into a clear and useful explanation or plan

**Innovation** – indicates an effort to improve performance by doing or promoting new things.

- Consistently questions and challenges the adequacy and quality of traditional things (i.e., does not accept “the way things have always been done”)
- Impacts job (and Branch) efficiency by doing something new and different
- Takes an established practice or idea used elsewhere with successful results, and adapts it to meet the current situation
- Adopts a cross-boundary mentality to work
- Takes calculated risks by trying something new which may be unique, leading-edge or new to government or related private sector environment

**Partners with Stakeholders** – works cooperatively with stakeholders to meet mutual goals; and acts as a trusted advisor

- Demonstrates optimism about the relationships and its targets, objectives and accomplishments
- Considers and discusses challenges and issues which may affect stakeholders
- Is able to work with a long-term partnership perspective, effecting trade-offs or compromises for the sake of the relationships

**Planning, Organizing and Coordinating** – plans for self – and/or helps groups plan, organize and coordinate work effectively

- Develops operational plans and provides contingencies
- Establishes measures to assess progress
- Demonstrates a strong understanding of the relationships among various components of large-scale projects, organizing them so that resources are used most effectively
- Coordinates and successfully completes multiple projects

**Conflict Management** – promotes and demonstrates constructive conflict management

- Anticipates where conflict may erupt and takes action to reduce, mitigate or prevent the conflict from occurring
- Promotes interest-based conflict prevention and resolution and coaches others to resolve conflict using interest-based approaches
- Provides professional or technical consultation or obtains consultation/mediation from external sources to assist in conflict resolution

### **Competencies applicable to all Public Service positions:**

- **Results Orientation** - is a concern for surpassing a standard of excellence. The standard may be one's own past performance; an objective measure; challenging goals that one has set; or improving what has already been done.
- **Service Orientation** - implies a desire to identify and serve customers/clients, who may include the public, colleagues, partners, co-workers, peers, branches, ministries/agencies and other government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Cooperation** - is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals.