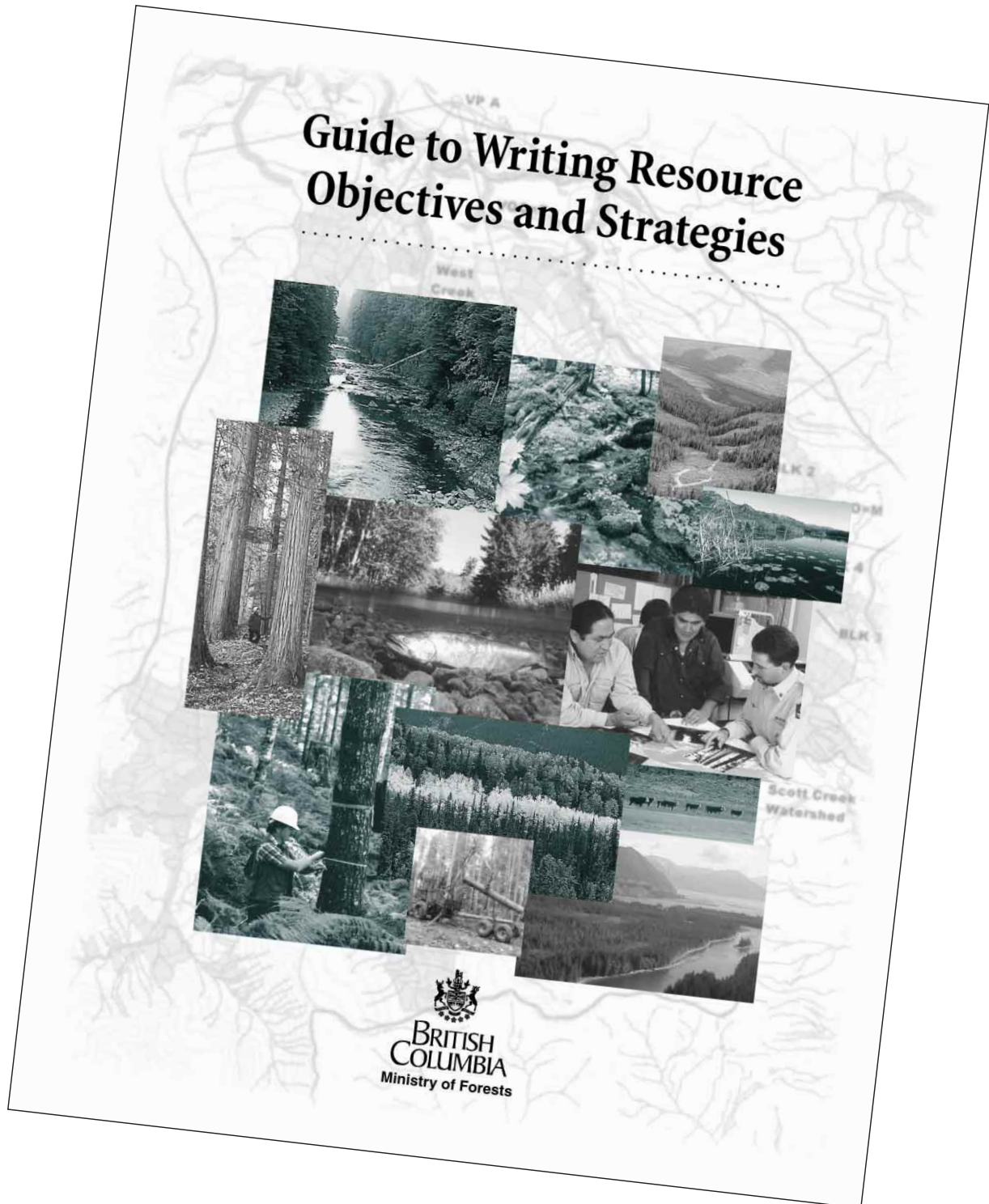


Guide to Writing Resource Objectives and Strategies

WORKBOOK




**BRITISH
COLUMBIA**
Ministry of Forests

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Guide to Writing Resource Objectives and Strategies

W O R K B O O K

Ministry of Forests
Forest Practices Branch
Strategic Planning and Policy Section

VICTORIA, BRITISH COLUMBIA
JANUARY 1999

Assignment 1

Issue Analysis

For generations, residents of the Calamari Valley have hiked around and fished for brook trout in Burton Lake. Catches have declined significantly in the past five years, water quality has diminished and there is an increase in aquatic weeds. Late spring hiking was based on abundant wildflowers near the lake edge. Wildflowers are no longer abundant and many of the rarer species have disappeared altogether. In recent years, there has been an increase in wilderness camping at many informal sites around the lake that has resulted in significant site disturbance at more popular sites and a proliferation of trails along the lake. 4x4 use of the area has grown with significant erosion on steeper seepage slopes and at creek crossings flowing into Burton Lake.

Identify the following based on the Burton Lake issue description (refer to example 16 in the guide):

symptoms

causes

responses

goals

objectives

strategies

Assignment 2

RESOURCE MANAGEMENT ZONE OBJECTIVE:

- Protect visual quality in areas of significant scenic importance for recreation and tourism as shown on map 7.

Is this a well-written objective? Yes No

Why?

Is it appropriate for a Resource Management Zone objective?

Assignment 3

Objective and strategies

LANDSCAPE UNIT OBJECTIVE:

- The unacceptable decline in the spotted bat population will be addressed.

STRATEGIES:

- Conduct research on the impact of resource development.
- Complete an inventory of bat populations.
- Initiate a local resource plan for the Bat Hill area.
- Restrict recreational and tourism access to caves in the Bat Hill area when used by bats.
- Commit \$200,000 for site rehabilitation around the cave area.

Is the objective well written? Yes No

Why?

Why isn't it appropriate as a Landscape Unit objective (Higher Level Plan)?

Give your assessment of the strategies.

Suggest a better way to write the objective (hint: see strategies).

Assignment 3 — supplemental examples

Are these objectives well written? Why? (*see page 31*)

- “Maintain a minimum elk population of 75 mature animals in the landscape unit.”
- “Harvest an average of 10,000 cubic metres of wood annually from the south-east portion of the landscape unit, as shown on map 4.”

Assignment 4

Maintain Biodiversity Values in the Ragged Mountain planning area.

Is this an objective or goal? Why?

Assignment 5

STRATEGY

Limit access to winter use only in high value grizzly habitat as indicated on map 2.

Why is this a strategy instead of an objective?

Is it a well-written strategy? Yes No

Why?

Assignment 6

Use the guidelines in the Guide and prepare an objective and four strategies for an area that you are familiar with in the plan area. This may be, for example, a favourite fishing spot, snowmobiling, Nordic skiing, or wildlife viewing area. Focus on guideline 7 to identify the issues first before developing objectives. Trade your work with a fellow participant. Analyse the work and offer comments on the good points and suggestions for improvements.

Assignment 7

True/false exercise

Circle true or false (*see guide pages indicated for answers*).

TRUE FALSE GOALS are normally quantitative (*page 5*).

TRUE FALSE The Forest Practices Code creates a legal framework for planning timber harvesting, road and bridge access, reforestation, range development and related forest practices. (*page viii*)

TRUE FALSE “Higher level plans” must be consistent (i.e. must not materially conflict) with “operational plans” that directly govern “on-the-ground” practices. (*page viii*)

TRUE FALSE OBJECTIVES describe desired future conditions for individual resources or resource uses and are time and geographically specific. (*page 5*)

TRUE FALSE When objectives for resource management zones, tourism developments, landscape units, sensitive areas, subsurface mining rights, recreation sites and trails and interpretive forest sites are formally established according to the procedures laid out in the Act, they are known as “higher level plans.” (*page 1*)

TRUE FALSE The Strategic Planning Regulation provides that a district manager may, among other things, address the following matters when establishing landscape unit objectives:

- retention of old growth.
- seral stage distribution.
- landscape connectivity.
- stand structure.
- species composition.
- temporal and spatial distribution of cutblocks. (*page 3*)

TRUE FALSE “Non-code” objectives are normally implemented through a range of other statutory and program/policy mechanisms including:

- land designation under other statutes (e.g., Park Act designation or a protected area).
- research and inventory initiatives.
- application of resource use guidelines and best management practices.
- habitat and resource enhancement/rehabilitation initiatives. (*page 3*)

TRUE FALSE STRATEGIES often stated as conditions that will apply to future resource use activity, but may also direct future processes. (*page 5*)

TRUE FALSE The Operational Planning Regulation also requires that a forest development plan describes, for each cutblock, the measures, if any, proposed to achieve a higher level plan. (*page 3*)

- TRUE FALSE Objectives should be measurable, either directly or indirectly, as a basis for evaluating whether or not the resource management direction expressed in the plan is achieving the stated goals and objectives. (page 6)
- TRUE FALSE Goals define “what” result is to be achieved, strategies describe “how” the result will be achieved. (page 6)
- TRUE FALSE Plan objectives are sometimes called “plan policies”, “management actions” or “guidelines.” (page 8)
- TRUE FALSE Recommended LRMP Land Use Zones are the following:
- Protected Areas
 - Special Management Zones
 - habitat
 - recreation/scenery/tourism
 - community watersheds
 - General Resource Management Zones
 - Enhanced Resource Development Zones
 - Nearshore Reserves
 - Settlement Zones
 - Agriculture Zones. (page 8)
- TRUE FALSE Indicators are also known as “targets”, and represent a projected level of output of resources, or the rate at which a desired outcome will be achieved, and can help to clarify goals, objectives and strategies. (page 9)
- TRUE FALSE When objectives are established as higher level plans, they are legal instruments and therefore higher in the legal hierarchy than statutes and regulations. (page 9)
- TRUE FALSE Words such as “pristine” or “unsightly” present a clear and more vigorous objective or strategy and should be used frequently. (page 36)
- TRUE FALSE Higher Level Plans lower in the hierarchy may contain substantially different content than plans above, provided they do not materially conflict with one another. If there is conflict, then the higher level plan lower in the hierarchy prevails. (page 12)
- TRUE FALSE Within an ERDZ–Timber zone, objectives could possibly vary basic Forest Practices Code standards such as green-up height and clearcut size. (page 14)
- TRUE FALSE Where a map reference is contained in a resource objective that becomes established as a higher level plan, the map should be appended to the objective so it is incorporated into the higher level plan. (page 27)
- TRUE FALSE If issues are properly framed, goals and objectives will virtually write themselves, and appropriate strategies will be self-evident.
- TRUE FALSE Small scale = intensive inventories; and large scale = extensive inventories. (page 32)

Assignment 8

Matching exercise (draw lines to match up points with letters)

Which are goal, objective and strategy? (page 19)

- G • Phase out wood waste burners in the Andrews valley in favour of woodwaste recycling technology.
- O • Meet or exceed provincial ambient air quality standards in the Andrews Valley at all times.
- S • Limit prescribed burning in the Andrews Valley to spring and early summer only.
- Maintain air quality and human health.

Which are goal, objective and strategy? (page 19)

- G • Maintain the functional integrity of critical moose winter habitat shown on map 5.
- Retain at least 25% of the forested area as thermal cover within critical moose winter range.
- O • Screen swamps and openings along highways, secondary roads and main forestry roads using visual buffers.
- S • Maintain a viable moose population throughout the Landscape unit.

Assignment 9

Pick out the goals (G), objectives (O) and strategies (S)

- G O S • Road construction in areas adjacent to fish bearing streams, as shown on map 7, is restricted from November 1 to April 30 each year. (page 15)
- G O S • Maintain the region's biological diversity. (page 6)
- G O S • Encourage stable communities by contributing to an equitable diversity of economic opportunities throughout the planning area. (page 6)
- G O S • Manage scenic area A as viewed from the Renton Lake trail for a visual quality objective of partial retention as shown on map 2. (page 7)
- G O S • Maintain a viable moose population throughout the Landscape Unit. (page 19)
- G O S • Maintain a roaded recreation experience at the Anderson Lake recreation site. Retain lake shoreline and coniferous vegetation features. Provide opportunities for swimming, camping, picnicking and canoeing activities. (page 7)
- G O S • Maintain air quality and human health. (page 19)
- G O S • Minimize seasonal reductions in water quality in critical fish bearing streams, as shown on map 7. (page 14)
- G O S • Maintain opportunities for backcountry recreation in an undeveloped wilderness setting in the areas shown on map 3. (page 13)
- G O S • Maintain water quality as a basis for ensuring healthy ecosystems in the planning area. (page 6)
- G O S • If salvage harvesting is required, apply modified harvesting practices, such as single tree selection (to maintain old growth structure), or small openings (<2 hectares) to create or maintain early seral conditions. (page 7)
- G O S • Avoid road construction within old growth management areas. Primary haul roads are not permitted unless no other reasonable and cost-effective options exist. (page 7)
- G O S • Permit natural processes of insect feeding and disease within old growth management areas (see map 6), unless infestations threaten to spread outside of these areas. (page 7)

Assignment 10

For this Landscape Unit, incorporate the strategy below into a more prescriptive resource objective suitable for establishment as a Higher Level Plan. (*page 23*)

OBJECTIVE:

“Maintain representative examples of ecosystems in old growth condition throughout each rotation.”

STRATEGY:

“Commercial harvesting will not be permitted within the old growth management areas shown on map 3.”

Checklist for Assignments

Use the checklist of guidelines to “check” your assignment work.

Checklist for writing resource objectives and strategies

Look Up – Look Down – Look Within (page 10)

- Guideline 1** Consider Legislation and Policy *page 11*
- Guideline 2** Conform With “Plans Above” *page 12*
- Guideline 3** Take Account of “Plans Below” *page 12*
- Guideline 4** Reflect Zones and Geographic Designations *page 13*
- Guideline 5** Be Internally Consistent *page 15*
- Guideline 6** Make Sure It’s Achievable *page 17*

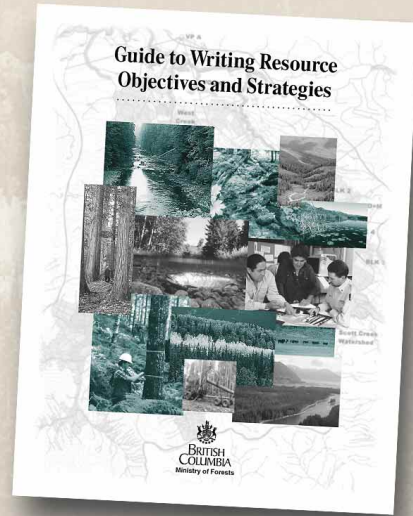
A Place For Everything – Everything In Its Place (page 18)

- Guideline 7** Connect with the Issues *page 20*
- Guideline 8** Distinguish Between Goals and Objectives *page 20*
- Guideline 9** Distinguish Between Objectives and Strategies *page 22*
- Guideline 10** Supplement Where Necessary *page 22*

Make it Clear, Tangible and Specific (page 23)

- Guideline 11** One Thing at a Time *page 25*
- Guideline 12** Focus Mainly on the Physical *page 25*
- Guideline 13** Identify Where and When *page 27*
- Guideline 14** Name Names *page 28*
- Guideline 15** Make It Measurable *page 30*
- Guideline 16** Provide Detail – As Appropriate *page 31*
- Guideline 17** Say What You Mean *page 35*

Guide to Writing Resource Objectives and Strategies.



Overview

- Why a guide?
- Resource management direction
- Goals
- Objectives
- Strategies
- Guidelines
- Workbook



Why a Guide?

- Can now draw on a large body of work
- Recent experiences in land use planning highlight the importance of clear and implementable objectives and strategies
- Forest Practices Code has introduced new standards



Objectives and strategies in strategic resource management plans should:

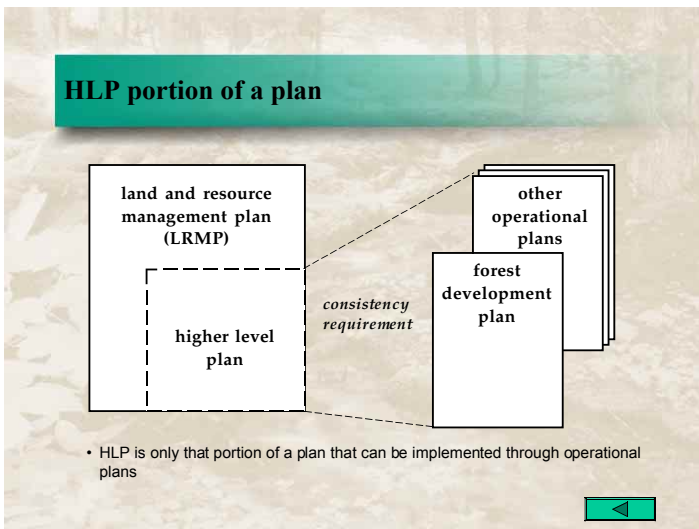
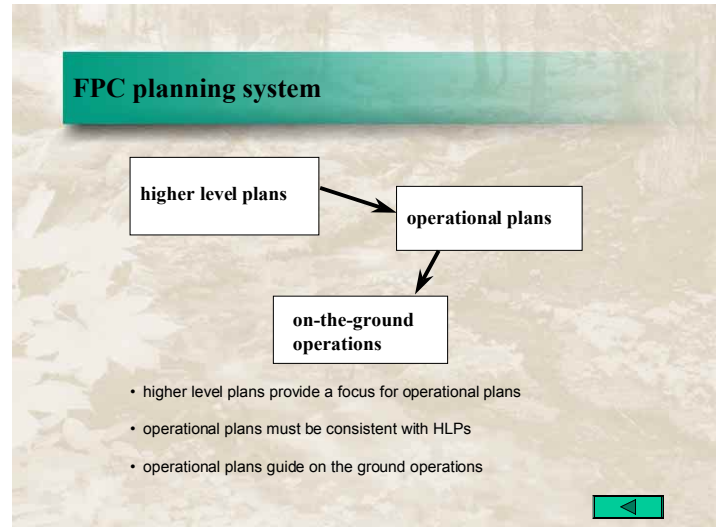
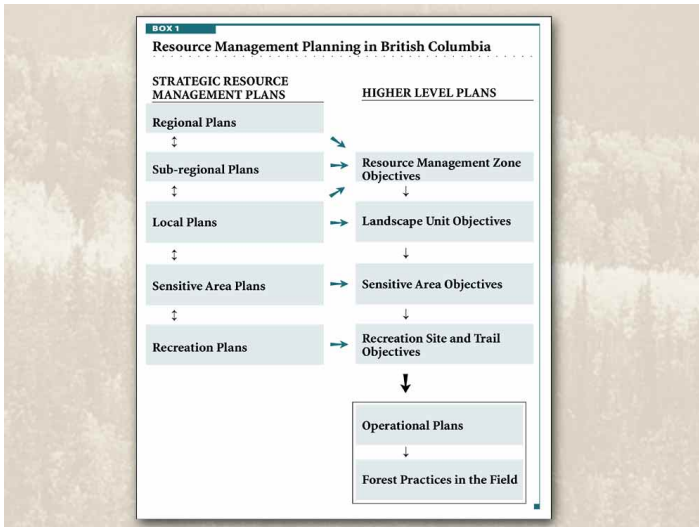
- define a vision for the future use of the natural resources in the planning area, and
- describe how the vision will be achieved.



It is important to decide:

- what resources to address
- how much to say about them





- ### Implementing “non-code objectives”:
- land designation under other statutes
 - research and inventory initiatives
 - public information/education initiatives
 - resource tenuring programs
 - regulatory efforts
 - resource use guidelines and best management practices
 - habitat and resource enhancement/rehabilitation

FROM BOX 3, PAGE 4

Elements of Resource Management Direction

What = types of activities

Where = spatial application of activities

When = temporal application of activities

How = process and procedure for undertaking activities

Who = roles and responsibilities for performing actions

GOALS • OBJECTIVES • STRATEGIES

A GOAL:

- describes future vision
- worded generally to establish broad aims
- not normally quantitative
- no time specified for achievement
- normally applies to whole planning area

EXAMPLE 1, PAGE 6

GOALS • OBJECTIVES • STRATEGIES

GOAL STATEMENTS:

- Maintain water quality as a basis for ensuring healthy ecosystems in the planning area
- Maintain the region's biological diversity
- Encourage stable communities by contributing to an equitable diversity of economic opportunities throughout the planning area



GOALS • OBJECTIVES • STRATEGIES

AN OBJECTIVE:

- outlines end results to achieve broader goal
- describes desired future conditions for individual resources or resource uses
- measurable
- time specific
- geographically specific (whole plan area or specified parts)



GOALS • OBJECTIVES • STRATEGIES

STRUCTURE OF RESOURCE OBJECTIVES

The typical structure of a resource management objective is:

"Active verb" a "resource or resource use" within a "geographic location" for a "specified time"



EXAMPLE 2, PAGE 7

GOALS • OBJECTIVES • STRATEGIES

Resource Management Zone Objective (Visual Quality)

- Protect frontcountry areas visible from Highway 2 and 2-A corridors, as shown on map 4.

Landscape Unit Objective (Visual Quality)

- Manage scenic area A as viewed from the Renton Lake trail for a visual quality objective of partial retention as shown on map 2.



EXAMPLE 2, PAGE 7

GOALS • OBJECTIVES • STRATEGIES

Sensitive Area Objective (Visual Quality)

- Protect the visual quality of the Mt. Roberts sensitive area in accordance with the visual quality objectives as mapped in Figure 1 and described in Appendix 1.

Recreation Site Objective

- Maintain a roaded recreation experience at the Anderson Lake recreation site. Retain lake shoreline and coniferous vegetation features. Provide opportunities for swimming, camping, picnicking and canoeing activities.



GOALS • OBJECTIVES • STRATEGIES

A STRATEGY:

- describes how to achieve objective
- pertains to activities and how activities to be conducted
- is sometimes called "plan policy", "management action", "guideline"
- can apply to whole plan area, zones, or individual management areas
- Is often stated as a condition that will apply to future resource use activity, but may also direct future processes



FROM EXAMPLE 3, PAGE 7

GOALS • OBJECTIVES • STRATEGIES

STRATEGIES SUPPORT OBJECTIVES (LANDSCAPE UNIT EXAMPLE)

Objective:

- Maintain old growth forest attributes throughout each rotation in the old growth management areas, which are hereby established, as shown on map 6.

Strategies:

- Permit natural processes of insect feeding and disease within old growth management areas (see map 6), unless infestations threaten to spread outside of these areas.
- If salvage harvesting is required, apply modified harvesting practices, such as single tree selection (to maintain old growth structure), or small openings (<2 hectares) to create or maintain old growth conditions.
- Avoid road construction within old growth management areas. Primary haul roads are not permitted unless no other reasonable and cost-effective options exist.



GOALS • OBJECTIVES • STRATEGIES

STRATEGIES IN HIGHER LEVEL PLANS

- The complete planning document does not become a HLP. Only appropriate resource objectives (with charts, tables and other components) are established as the HLP
- If a specific strategy is vital, it should be included in wording of objective



GOALS • OBJECTIVES • STRATEGIES

INCORPORATING A STRATEGY INTO A RESOURCE OBJECTIVE (LANDSCAPE UNIT EXAMPLE)

Objective:

- Maintain representative examples of ecosystems in old growth condition throughout each rotation.

Strategy:

- Commercial harvesting will not be permitted within old growth management areas shown on map 3.

More prescriptive objective – suitable for establishment as a higher level plan:

- Maintain representative examples of ecosystems in old growth condition throughout each rotation by not permitting commercial harvesting within the old growth management areas, which are hereby established, as shown on map 3.



FROM BOX 4, PAGE 5

GOALS • OBJECTIVES • STRATEGIES

OTHER TOOLS FOR COMMUNICATING RESOURCE MANAGEMENT DIRECTION

Goals, strategies and objectives use these:

- zones or geographic designations (e.g., "special resource management zones", "enhanced resource development zones", "old growth management areas")
- maps (location of zones; BEC units; habitat; sites or features; legal and administration boundaries)
- Indicators (measurement criteria used during monitoring)
- resource supply levels (projected level of resource output)
- supplemental descriptions of management intent (more info, rationale, look, desired future condition)
- reference to external guidelines, plans, "best management practices")



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

LOOK UP – LOOK DOWN – LOOK WITHIN

1. Consider Legislation and Policy

- work within legal and policy boundaries
- legislation firm, policy more flexible

2. Conform with "Plans Above"

- consistent with HLP above
- resource plans and LRMPs provide guidance



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

LOOK UP – LOOK DOWN – LOOK WITHIN

3. Take Account of "Plans Below"

- incorporate local plans where possible
- consider operational plans and transition

4. Reflect Zones and Geographic Designations

- objective and strategies should be consistent with intent of zone
- smaller area may differ



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

LOOK UP – LOOK DOWN – LOOK WITHIN

5. Be Internally Consistent

- separate conflict in space or time
- minimize/mitigate conflict
- rectify conflict

6. Make Sure It's Achievable

- technically
- financially
- administratively



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

A PLACE FOR EVERYTHING – EVERYTHING IN ITS PLACE

7. Connect with the Issues

- identifying problem is first step to solving it
- issue analysis is key to creating effective objectives and strategies
- distinguish between symptoms, causes and responses

8. Distinguish Between Goals and Objectives

- goals help connect objectives with issues



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

A PLACE FOR EVERYTHING – EVERYTHING IN ITS PLACE

9. Distinguish Between Objectives and Strategies

- what versus how
- first write independently then merge for HLP

10. Supplement Where Necessary

- desired future condition
- general management intent



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

MAKE IT CLEAR, TANGIBLE AND SPECIFIC

11. One Thing at a Time

- single resource or resource use
- breakup broad concepts into component parts

12. Focus Mainly on the Physical

- guide on-the-ground activities
- limit process oriented objectives



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

MAKE IT CLEAR, TANGIBLE AND SPECIFIC

13. Identify Where and When

- maps
- delay or sunset clauses

14. Name Names

- clarify responsibilities for carrying out objectives and strategies

15. Make It Measurable

- indicators
- resource supply levels (targets)



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

MAKE IT CLEAR, TANGIBLE AND SPECIFIC

16. Provide Detail – As Appropriate

- planning level and scale
- imminence of a future plan process
- information availability and quality
- inherent nature or resource
- degree and complexity of conflict
- need for predictable outcome
- after basic FPC
- other resource plans and guidelines



SEE PAGES 10-38, AND CHECKLIST ON PAGES 39-42

GUIDELINES FOR DRAFTING RESOURCE OBJECTIVES AND STRATEGIES

MAKE IT CLEAR, TANGIBLE AND SPECIFIC

17. Say What You Mean

- choose appropriate action verbs
- avoid jargon
- active voice
- present tense
- positive
- minimize wordiness
- consistent
- sentence structure



GUIDELINE 7 (CONTINUED)

ISSUE ANALYSIS AND RELATIONSHIP TO GOALS, OBJECTIVES AND STRATEGIES

ISSUE	CAUSE	RESPONSE
Symptom Declining deer/elk populations in ... (locations)	habitat loss	<ul style="list-style-type: none"> • limitations on logging and road building • habitat restoration
Goal: To maintain deer/elk populations in ... (location)	Objective: Retain critical deer/elk habitat in... (location)	Strategy: Logging practices in critical winter range will be ... ; and restoration will occur in ... (location)

