

Management models



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The Norwegian situation...

Little tradition with use of specific Management Models.

It is about to come, because:

- MANAGEMENT of protected areas is given HIGHER PRIORITY
- Management shall be more based on SETTING GOALS
- Management shall be more based on KNOWLEDGE (ecological, social)
- Protected areas (especially National parks) are under GREATER PRESSURE; can they help poor regions in DEVELOPING E.G. SUSTAINABLE TOURISM PRODUCTS?

Visitor Management Frameworks (= Management models)

Primarily North American models growing out of a cooperation between management and research

THREE PREMISES:

FIRST starting point: **Carrying Capacity**

- "how much people can an area (nature) take"
- Ecological capacity, social capacity
- NB: **TOO SIMPLE**: THERE ARE NO SUCH "MAGIC LIMITS"!

Rather: **All use has some ecological and social effect!**

- What is an **"acceptable effect"**?

SECOND starting point:

Trad. Recreational planning = preparing for different activities

- This is TOO SIMPLE!
- Rather: More focus on **visitors' EXPERIENCE**:
- Humans are different and seek different experiences!
- Areas are also diverse!

THIRD starting point:

TO INTEGRATE MGM OF AREAS, with ACTIVITIES AND EXPERIENCES (tourism, outdoor recreation)

- Coordination between conservation goals, environmental qualities and use, through joint planning and management!

ROS (Recreation Opportunity Spectrum) (later: TOS (Tourism Opportunity Spectrum))

- US Forest Service 1979
- A framework for mapping and describing **recreational opportunities** in an area, highlighting that people seek different experiences (diversity)
 - Recr. Op.: **A combination of different PHYSICAL and SOCIAL qualities / conditions and the MANAGEMENT situation**
- An attempt to formalize the variation into a spectrum, between **the developed/urban and the undeveloped/primitive**

ROS

(three dimensions in "co-variation")

Natural
(primitive)



PHYSICAL
ENVIRON



Influenced,
developed

Few



SOCIAL
ENVIRON



Many

Strict



MANAGE-
MENT.



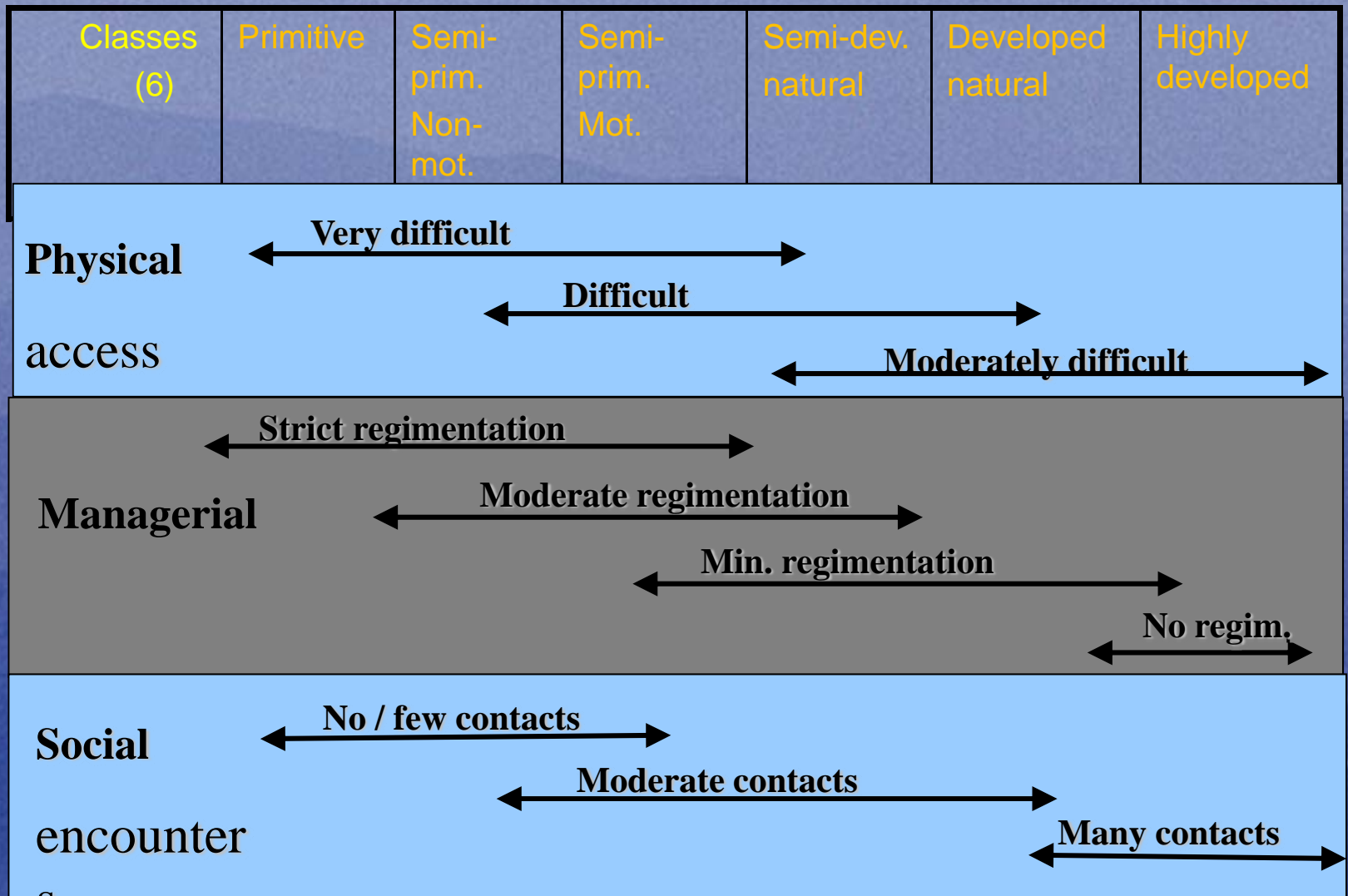
Open

ROS

- Combining several dimensions into a class system, e.g. this **six-zone** class system
 - Primitive
 - Semi-primitive, non-motorized
 - Semi-primitive, motorized
 - Semi-developed natural
 - Developed, natural
 - Highly developed
- **Essential: TO USE ROS TO DEVELOP MANAGEMENT GOALS FOR EACH ZONE.**
 - This is the baseline for choosing and judging the effects from different management actions

ROS – classes (an example)

Each class is defined with respect to a combination of setting characteristics



LAC - Limits of Acceptable Change

(US Forest Service 1985)

- Developed and expanded from ROS
- The planning is more integrated in the management
- *"The mother of all models?"* (VIM, VERP, TOMM ...)

LAC:

1. Identify important issues and areas
2. Define **zones and goals**
3. **Select indicators** (ecological, social)
4. Inventory of present conditions (eco & soc)
5. Specify measurable **standards**
6. Identify alternative Opportunity Zone allocations
7. Identify what management actions would be needed for each alternative from Step 6
8. Evaluate and select a preferred alternative. This determines an action plan.
9. Implement actions for preferred alternative and monitor conditions

... AND ALL IN A PROCESS WITH INVOLVEMENT FROM RELEVANT STAKEHOLDERS



LAC

Management goals

- Remember the name of the model:
"Limits of acceptable change"
- NB: **WHAT KIND / WHICH QUALITIES DO WE WANT TO TAKE CARE OF OR DEVELOP?**
- ***"Specific objectives"***

LAC

Indicators

- In order to measure **the state (change)** for selected natural/cultural resources, or social conditons .
- Should be quantifiable and **easy to measure** (ideal)
- Should be related to (some kind of) **human action**
- Should be related to aspects **of interest for visitors**
- Should be related to **conditions that the management authority can influence and act upon** (*"responsive", "adaptiv"*)

LAC

Specify **standards** for the indicators

= **the limit for acceptable influence / change**

- Can / will vary for e.g. different zones
 - Closely connected to management goals (objectives)
- Can be related to both existing resources / qualities, or a future wish / goal (e.g. development plans)
- Demands "continuous" **monitoring** in order to judge how things are going, in relation to the chosen standard

Final words...

- I think this way of thinking and managing is coming more and more
- But maybe in a more informal way?

Because:

- Goal setting is the management language of today
- Multiple interests in society should be balanced
- To increase money control, and measure management success

GOOD LUCK!

