



CAPACITY BUILDING 101

2020 Online Lakes + Rivers Convention
Eric Olson
Extension Lakes

LAKE ORG CAPACITY 101

Why lake orgs?

Why capacity?

Why Systems Thinking?

Resources for You!

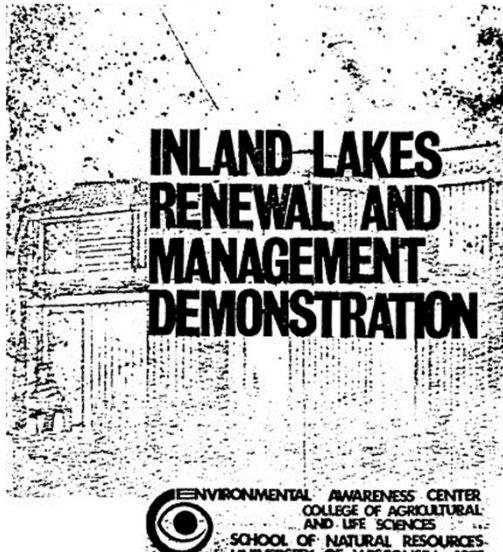
LAKE ORGANIZATIONS IN WISCONSIN



1898 Lake Geneva Association Forms



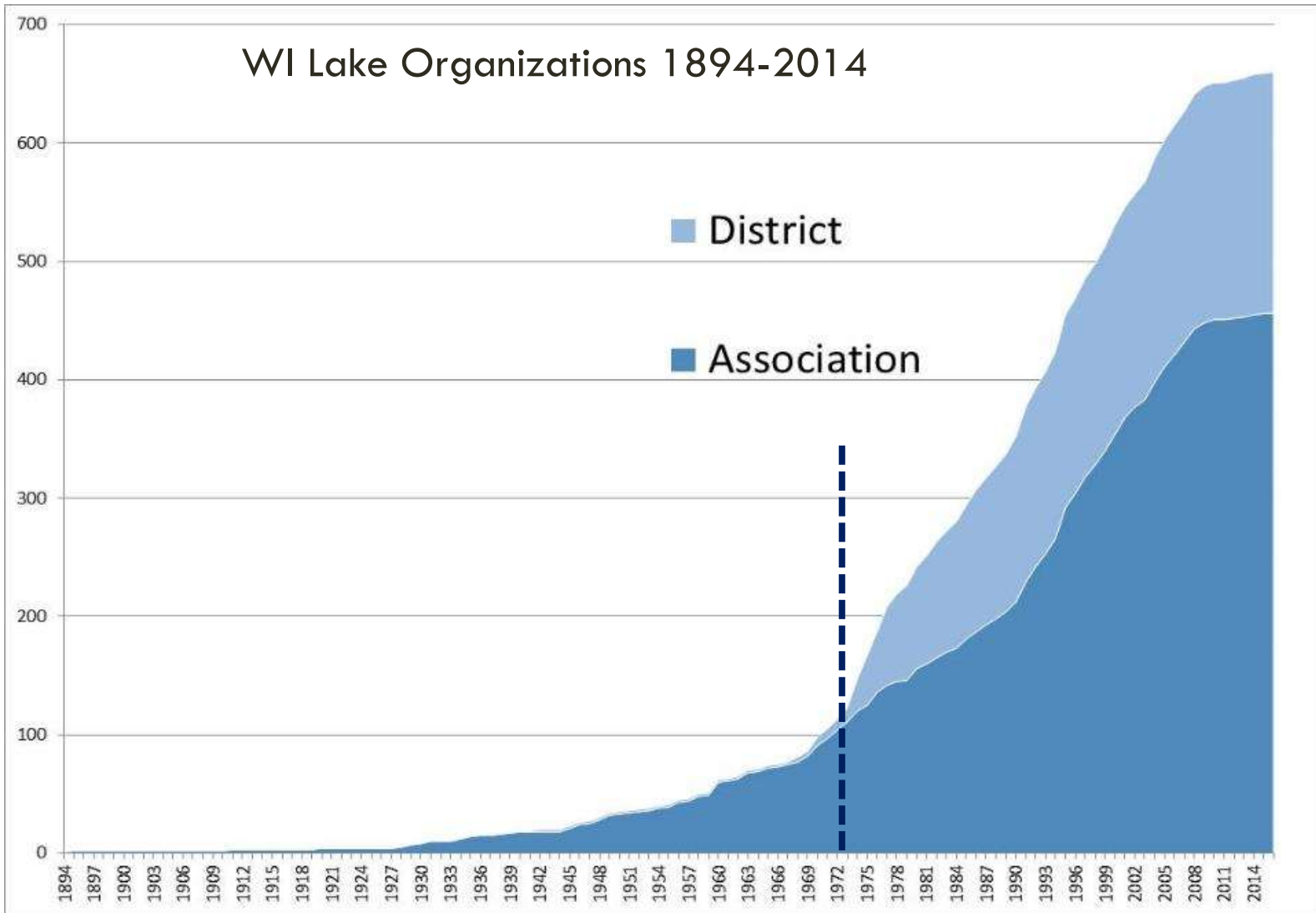
Lowell Klessig



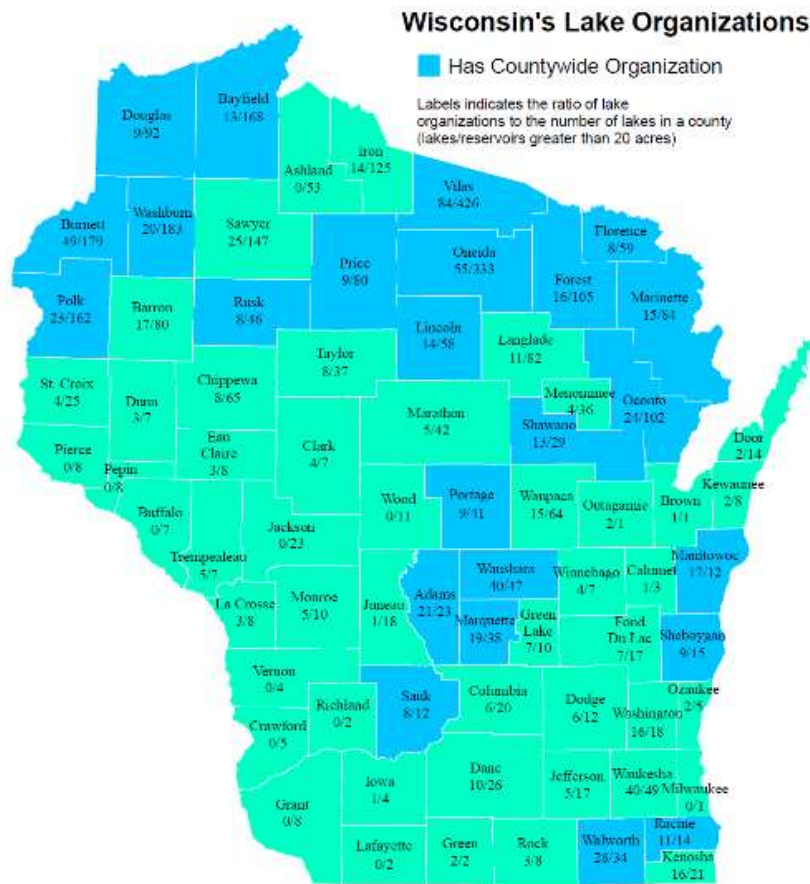
“...local property owners were the only group with enough personal interest and proximity to manage individual lakes. However, voluntary lake associations do not have legal authority or financial ability to carry out most management schemes.”

– Lowell Klessig
Chair, Environmental Resources Unit UWEX

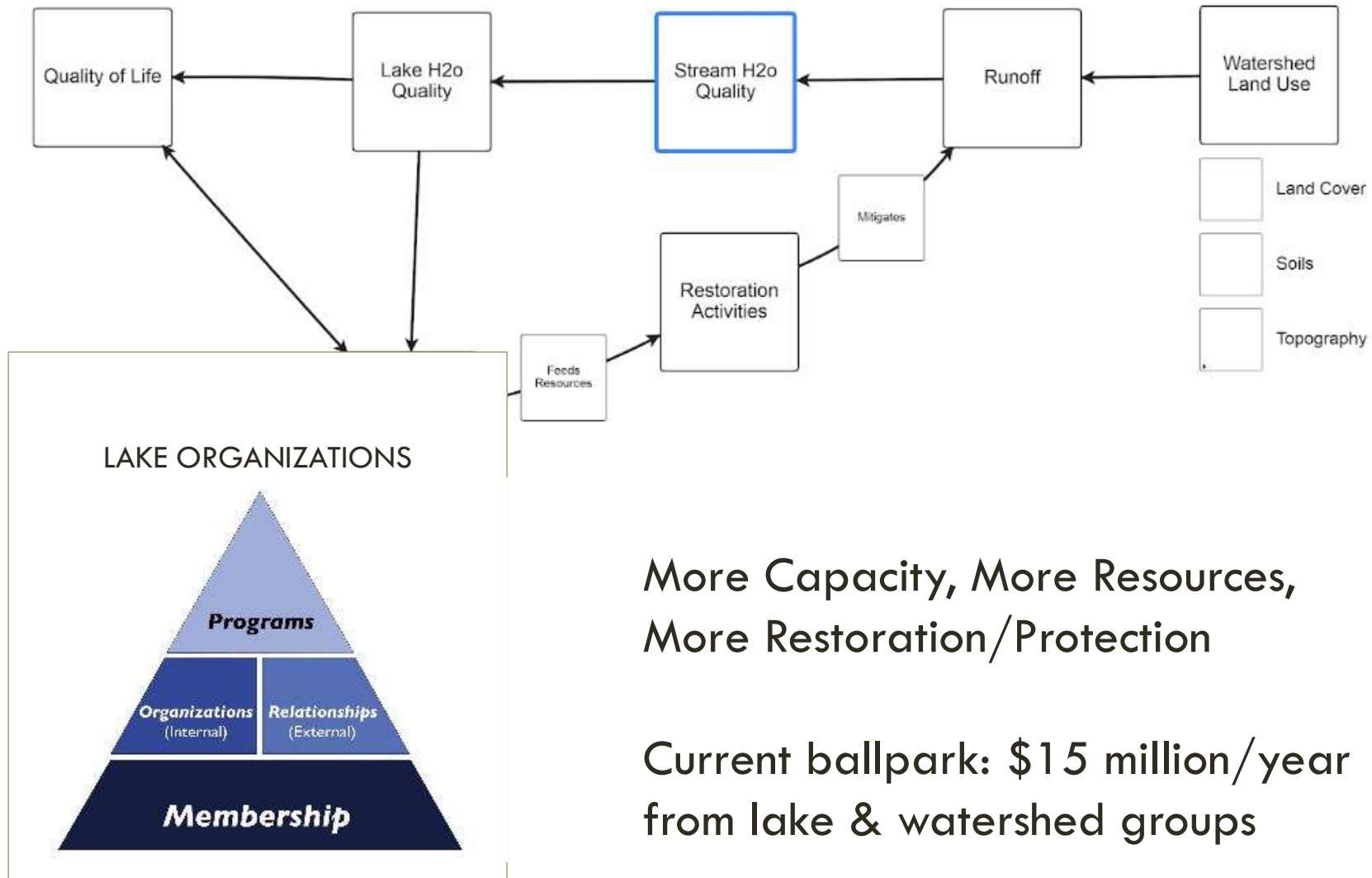
WI Lake Organizations 1894-2014



LAKE ORGANIZATIONS IN WISCONSIN



Lake Organizations play a role in managing about 1000 lakes in Wisconsin, including most of the largest lakes



More Capacity, More Resources,
More Restoration/Protection

Current ballpark: \$15 million/year
from lake & watershed groups

PLAN 2020: A CLEAR PATH FORWARD

Clean Lakes Alliance will accelerate work to reduce phosphorus runoff and ignite individual action to protect our lakes as part of eight focus areas: farmland & manure management, leaf management, innovative solutions, construction erosion reduction, education, volunteerism, monitoring, and citizen action.

Memorial Union



FOCUS AREAS FOR PHOSPHORUS REDUCTION

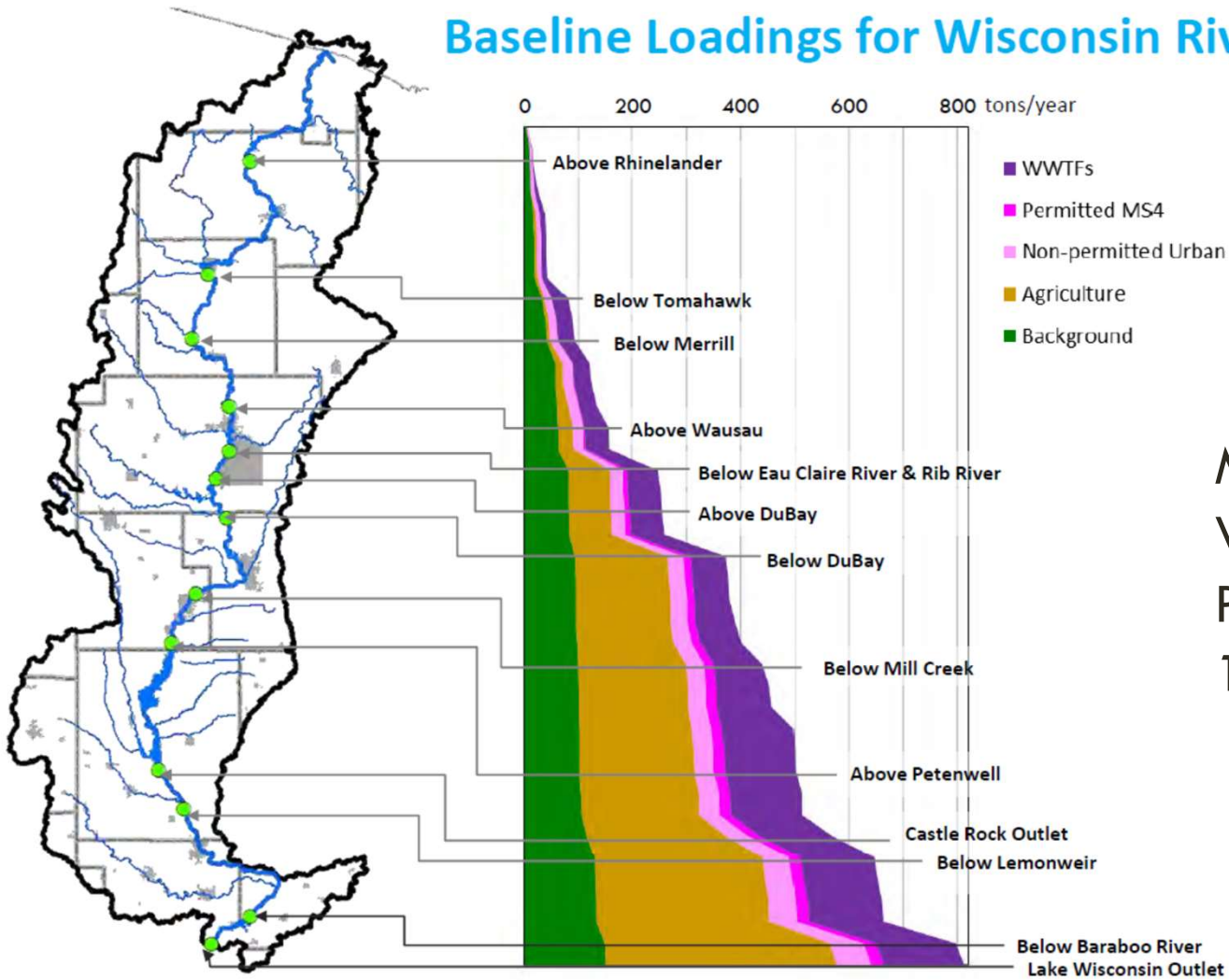
- 1 FARMLAND MANAGEMENT
- 2 LEAF MANAGEMENT
- 3 INNOVATIVE SOLUTIONS
- 4 CONSTRUCTION EROSION REDUCTION

FOCUS AREAS FOR COMMUNITY ENGAGEMENT

- 1 EDUCATION
- 2 VOLUNTEERISM
- 3 MONITORING
- 4 CITIZEN ACTION

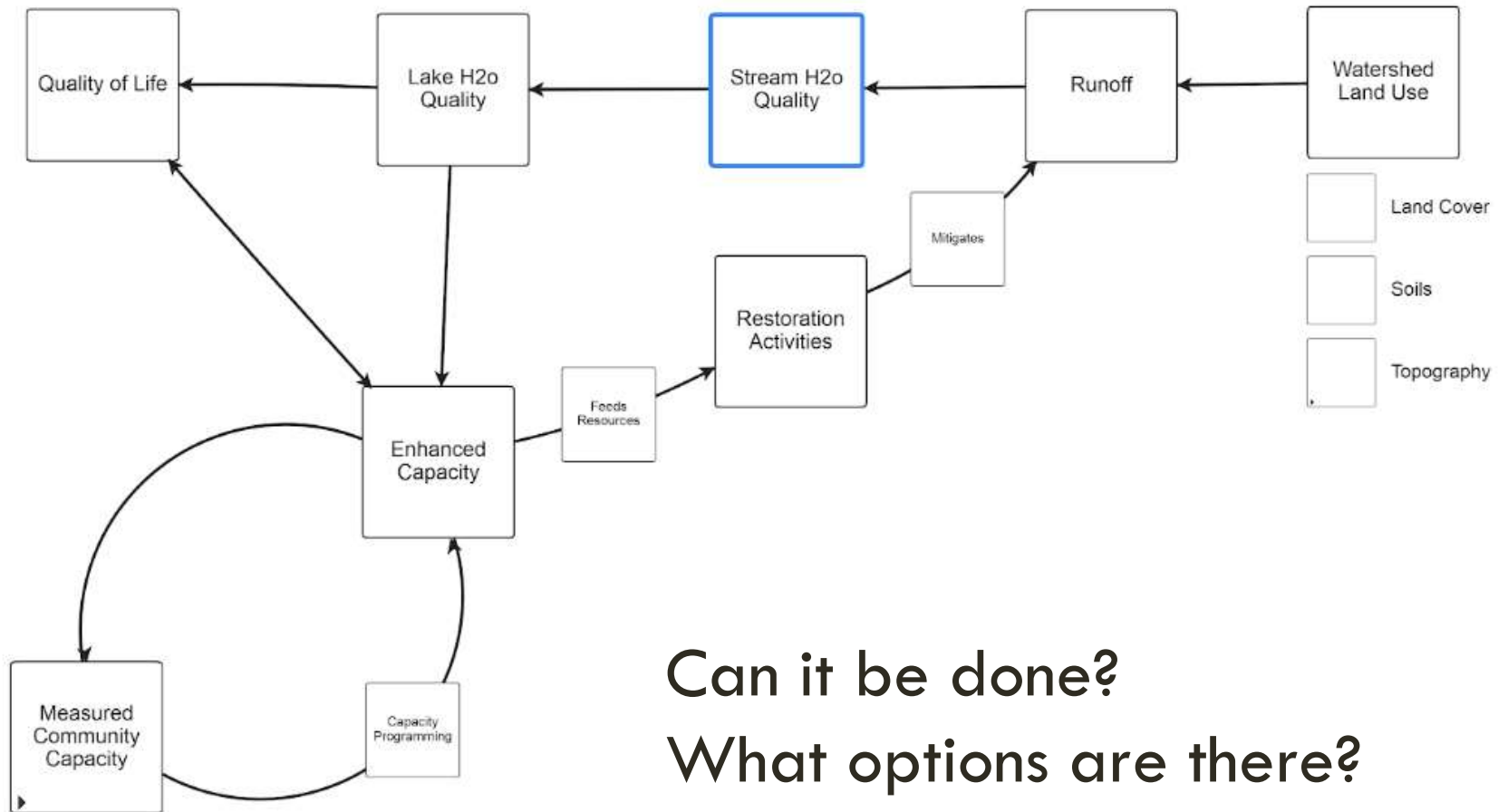
Yahara Watershed
(Dane County):
Reduce 46,000 lbs of P
\$130,000,000 over 20
years (\$7M/year)

Baseline Loadings for Wisconsin River



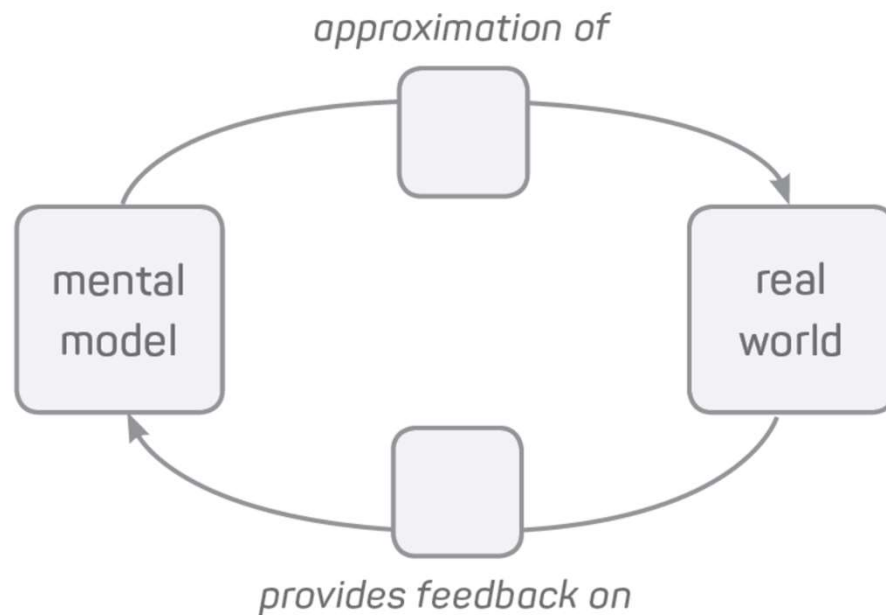
Most of the Wisconsin River Watershed needs to reduce P by 60% to 70%, or about 1,000,000 lbs/year

**THAT'S NUTRIENTS/ALGAE. WHAT OTHER ISSUES
DO LAKES FACE?**



Can it be done?
 What options are there?

JOIN US IN SYSTEMS THINKING...



Mental model describes, predicts, and leads to behavior in the real world. Real-world consequences inform adaptation, viability, and competition among models.



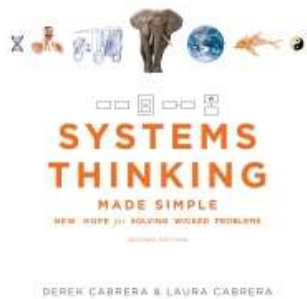
Gauging Capacity

<https://www.plectica.com/maps/U1OVBZY2C/edit/97UCGIHL1>

Developing Lake Board Capacity

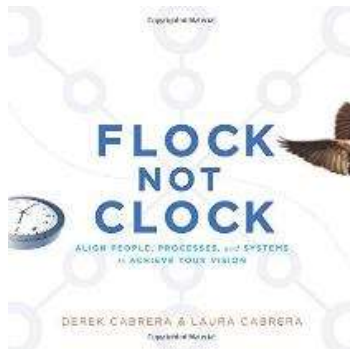
<https://www.plectica.com/maps/O9US3NR5W/edit/50B89N416>

SOME RESOURCES FOR YOU...



Systems Thinking Made Simple: New Hope for Solving Wicked Problems

by: Derek Cabrera; Laura Cabrera



Flock Not Clock: Align people, processes, and systems to achieve your vision

by: Derek Cabrera; Laura Cabrera

SOME RESOURCES FOR YOU...



TOOLKIT

The THINKWATER TOOLKIT is a resource hub, developed to serve a wide range of constituents, and to provide the necessary tools in the best practices of systems thinking. On this page we feature resources for water professionals. Click the buttons below for audience specific resources.

EDUCATORS

AGENCIES

RESEARCHERS

PUBLIC

Map Library - See the complete live map library at Plectica [here](#).

The ThinkWater fellows, The Wisconsin Water Thinkers Network, Wisconsin ThinkWater School, and others have been creating visual maps of their ideas. This library of Plectica maps is provided to serve as both an introduction to visual mapping, and a forum in which to share and build ideas.

The maps presented here are ordered from the simplest to the most complex.



Peanut Butter & Jelly

This map is an introduction to the concept of mapping. It simply shows that a peanut butter and jelly sandwich consists of three parts: peanut

<https://www.thinkwater.us/toolkit>

Rethinking Lake Organization Capacity



By Eric Olson, Director, UW-Extension Lakes

How do "wicked problems" get solved? How can we better understand the relationships between people, organizations and lake health? What are good starting points for lake organizations that want to step up their game when it comes to protecting and restoring waterway health? The University of Wisconsin and the Wisconsin Department of Natural Resources (DNR) collaborated over the past year to explore these questions and develop a model for understanding the connections between lake organization capacity and lake health using systems thinking (read about this concept on page 4). The UW and DNR are engaging with local lake associations and districts to develop new tools for enhancing community capacity.

Community capacity building is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world."

The effort began with an idea: get several DNR resource managers and university applied researchers together to think a bit more critically about the way we engage lake organizations in planning for lake protection and restoration. The team included Buzz Sorge, Mark Hamza, and Brian Weigel from the DNR and Eric Olson (UW-Extension Lakes), Nels Paulson (UW-Stout) and Aaron Thompson (UW-Stevens Point). The opportunity to collaborate and dig deep came about through ThinkWater, a national educational effort supported by the U.S. Department of Agriculture to help people of all backgrounds and ages think and care deeply about water. ThinkWater applies systems thinking to existing water education and research efforts by actively engaging, educating and empowering a world of Systems Thinkers to solve wicked water problems.

The wicked water problems in Wisconsin that drew this team together are evident in the numerous lakes and rivers in the state that fail to meet water quality standards. State, local and national programs have spent millions of dollars on best management practices (BMPs) to restore water quality by working at the watershed scale and with individual lakefront property owners, but that takes time. For folks in Menomonie,



(Continued on page 2) *Advanced Lake Leaders are clearly engaged during an activity at the Leopold Center in early October.*

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Wisconsin Lakes Partnership

Newsletter

Webpage

The screenshot shows a web browser window displaying the UW-Extension Lakes website. The URL is <https://www.uwsp.edu/cnr-ap/UWEXLakes/Pages/resources/CapacityCorner/Membership.aspx>. The page title is "UW-Extension Lakes" and the subtitle is "College of Natural Resources". A navigation menu on the left includes: About UWEX Lakes, Events, Lake Organization Search, Clean Boats Clean Waters, Citizen Lake Monitoring Network, Lake Leaders, Bookstore, Newsletter, and Resources. The main content area features a pyramid diagram with "Membership" at the base. To the right of the pyramid is the "Membership Capacity" section, which discusses organizational, relational, and programmatic capacity.



Membership Capacity

Our mental model of lake organization capacity is built around four related **organization, relationships, and programs**. **Membership** is the basis group needs members who provide financial and volunteer support that **Organizational** capacity is mostly about how a lake association or lake internal affairs, and organizations develop **relational** capacity by collaborating with external people and groups. Lake groups leverage these three types to increase their ability to get things done: **programmatic** capacity.

**Member engagement is fundamental to community responses to water. Mae Davenport and Erin Seeksamp.*

Membership capacity reflects the value of an organization to the popular supporters. People and households tend to join organizations if they believe they will reflect well on them, if they understand and believe in what the organization accomplishes, and perhaps if they may receive something beneficial in return. Lake associations attract members who believe that by joining forces they will have a collective impact on the health of their lake. Lake districts, in contrast, have boundaries drawn to include all those landowners who would benefit from the district is formed, the landowners become compulsory "members" of the district.

Wisconsin's surface water grant program has long recognized the importance of membership capacity for ensuring that grants are used wisely. Lake districts and other local governments are automatically eligible for grants; lake associations must meet the DNR's qualified lake association. Several of the standards focus on membership aspects of the lake group, specifically:

- The lake association must have at least 25 members
- Membership fees must be no less than \$5 or more than \$50
- Any individual who owns real estate or resides (seasonally or year-round) within one mile of the lake must be allowed to become a member
- Members cannot be denied the right to vote in lake association affairs

The overall thrust of these requirements is that a qualified lake association should be relatively open and non-discriminatory and eligible to become a member. Many lake associations choose to be even more open, allowing anyone who wishes to support a lake to become a member.

UW-Extension Lakes

College of Natural Resources

University of Wisconsin-Stevens Point > CNR Associated Programs > UW-Extension Lakes > Lake List Directory

- About Extension Lakes
- Events
- Lake Organization Search**
- Clean Boats Clean Waters
- Citizen Lake Monitoring Network
- Lake Leaders
- Bookstore
- Newsletter
- Resources

The Wisconsin Lake List

The UW Extension's Directory of Lake Organizations

You can use the Wisconsin Lake List to find a lake organization or an officer, to find out how folks deal with lake management issues by checking out their management profile, and to find contact information for many businesses that service the needs of lake organizations.

[Search our list of Lake-Related Businesses](#)

Find a Lake Organization

Organization Name:

Lake Name:

Wisconsin County:

Organization Type:

Or find organizations by county...

Click on a County to see a list of lake organizations for that county.