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**Working Terms of Reference**

This document outlines the Terms of Reference (TOR) for the Network Lead, Network Coordinator, LSLLN Steering Committee, Hub Leads, and Collaborators. This document represents an ongoing dialogue between members of the LSLLN about our roles and responsibilities. It is intended to grow and change with the network. Changes will be approved by the LSLLN Steering Committee. For questions or suggestions contact [superiorlivinglabs@gmail.com](mailto:superiorlivinglabs@gmail.com).

*In our work with the LSLLN, we acknowledge the original custodians of this land and pay respect to the Elders—past, present, and future for they hold the memories, the traditions, the culture, and the hopes of Indigenous peoples.* *We recognize that we are living and working on the traditional land of the Anishinabek people—signatory to the Robinson Superior and Robinson Huron Treaties of 1850 and signatories to the 1836, 1842, and 1854 Treaties in the United States. We also acknowledge the political representatives of Indigenous Nations in northern Ontario: the Anishinabek Nation, Grand Council Treaty #3, Nishnawbe Aski Nation, and independent First Nations.*

1. **Background**

The Lake Superior Living Labs Network (LSLLN) evolved from relationships between Lakehead University, the University of Minnesota Duluth, Lake Superior College, Algoma University, a number of First Nations and tribal governments, non-profit organizations and businesses across the Lake Superior watershed. The LSLLN aims to work with a range of partners to increase the impact of sustainability related teaching, research, and action with a focus on issues at the nexus of water and land, climate, and well-being. While there have been previous attempts to develop meaningful relationships across the Lake Superior watershed, partnerships are complicated by geographic and disciplinary silos along with the political and cultural borders (e.g. municipal, provincial/state, federal, First Nations, and tribal). The LSLLN will build the necessary infrastructure to enhance collaboration by exploring existing efforts, sharing successes and challenges and developing new joint initiatives. At the local level, hub leads will mobilize regional members to support and strengthen existing projects and establish new sustainability related initiatives. At the regional level, the LSLLN serves as a platform to connect the hubs to develop new partnerships and collaborative initiatives across the Lake Superior watershed. Ultimately, our goal is to find ways for the LSLLN to have a stronger impact on issues of social and ecological justice and sustainability regionally, nationally and internationally.

* 1. **Goals and Objectives**

**The LSLLN has two primary goals:**

***GOAL I:***To enhance capacity for regenerative social-ecological systems at the local and regional scales in the Lake Superior watershed.

***GOAL II:*** To expand the living labs approach from the local to the regional scale in the Lake Superior watershed.

**Objectives**

* **Support** and strengthen existing sustainability-related teaching, research and action initiatives
  + Develop case study profiles to highlight examples
  + Identify and evaluate tools and processes that respond to sustainability related challenges
  + Analyze existing initiatives, identify common concerns and opportunities for greater impact
* **Connect** the hubs through workshops and Sustainability Summits
* **Strengthen** existing and new partnerships between academic and community-based organizations
* **Establish** new collaborative projects
* **Establish** a governance structure to ensure equitable and meaningful long-term partnerships and plan for long-term sustainability of the LSLLN
* **Experiment** with tools and processes for learning and working together

1. **Roles and Responsibilities**

The governance structure of the LSLLN is outlined below. Members include a LSLLN Lead and LSLLN Coordinator who both provide a point of contact with the three hubs. Each hub will be supported by academic and community leads (as determined by the hub). Responsibilities of all parties are outlined below.

Lake Superior Living Labs Network

Steering Committee

Thunder Bay

Hub Committee

Sault Ste. Marie

Hub Committee

Duluth

Hub Committee

**2.1 Guiding Values**

All members agree to uphold the Guiding Values of this TOR:

1. *Transdisciplinarity* – The LSLLN members will make attempts to go beyond their own disciplinary and sectoral training and experiences to integrate new and emerging perspectives on issues of social and ecological justice and sustainability in the Lake Superior watershed.
2. *Accountability* – Each member is responsible for decisions and accountable for their actions. We willacknowledge and address any behavior that is counter to the LSLLN guiding values.
3. *Equity* and *Justice* – The LSLLN is committed to equity and justice for all. Each of us is responsible for working to make this a reality in the LSLLN.
4. *Integrative Thinking* – The social, economic and environmental costs and benefits must be an integral part of all decision-making processes.
5. *Flexibility* – Plans and activities must be adaptable and able to respond to external pressures and changing social values of communities throughout the Lake Superior Watershed.
6. *Coordinated and Collaborative Efforts* – Coordinated and collaborative efforts are needed among all Steering Committee members which includes the sharing of responsibility for Steering Committee tasks. Collaborators are responsible for updating the LSLLN on their progress by completing questionnaires and interviews, and case study profiles.
7. *Transparency in Decision-Making* – Decisions will be made in a transparent fashion, built on values of openness, honesty, and consensus.
8. *Indigenous Rights and Title* – We recognize the rights and title of Indigenous Nations across Canada and the United States. These rights and title, will be acknowledged and reconciled as part of our ongoing work.

**2.2 Member Responsibilities to the Guiding Values**

Members will be respectful of one another even on matters where they have differing opinions. Discussion and debate is welcomed and encouraged when undertaken in good faith that it focuses on information, ideas, and potential solutions/opportunities and not the people who might carry those ideas. It is the responsibility of the LSLLN Lead and Hub Leads to ensure the committee environment is respectful, and to recognize and stop any behavior that is counter to the LSLLN Guiding Values.

All members of the LSLLN will:

* support open discussion and debate, and encourage fellow members to voice their insights and opinions in a respectful manner;
* provide feedback on any knowledge products produced by the LSLLN Steering Committee and/or Collaborators;
* uphold the guiding values in the Terms of Reference.
  1. **LSLLN Steering Committee Membership**

The Steering Committee will be made up of the following:

* Network Lead (Dr. Charles Levkoe, 2019-2022)
* Network Coordinator (Rachel Portinga, 2019-2022)
* Thunder Bay Hub Lead(s) (Dr. Lindsay Galway, 2019-2022)
* Sault Ste. Marie Hub Lead(s) (Dr. Nairne Cameron, 2019-2022)
* Duluth Hub Lead(s) (Dr. Randel Hanson and Dr. Kathryn Milun, 2019-2022)
* Community Partner Lead (to be determined as the LSLLN continues)

The Steering Committee will be responsible for:

* participating in bimonthly meetings through attendance, discussion, and review of minutes, papers, and other documents;
* keeping regular correspondence with other Steering Committee members;
* communicating about the LSLLN;
* soliciting new members;
* contributing to finding and applying for funding opportunities that would support the long-term maintenance of the LSLLN;
* participating in and leading research about the LSLLN;
* participating in writing about the LSLLN (academic and popular);
* contributing to the LSLLN website;
* attending conferences on behalf of the LSLLN;
* supporting hub level projects;
* supporting cross-hub projects;
* collaborating with Steering Committee members to organize workshops and Sustainability Summits
* engaging in self-reflexivity about the governance structures of LSLLN and making changes as necessary to benefit the success of LSLLN.
  1. **LSLLN Lead**

The LSLLN Lead will be Charles Levkoe (2019-2022).

The LSLLN Lead will be responsible for:

* general coordination of the LSLLN;
* calling and chairing meetings of the LSLLN Steering Committee;
* direct supervision of the Network Coordinator;
* overseeing and maintaining the financial record of the LSLLN;
* coordinating the Annual LSLLN Report in conjunction with the Network Coordinator and Hub Leads;
* ensuring that all research and activities are conducted according to the LSLLN Guiding Values.
  1. **LSLLN Coordinator**

The LSLLN Coordinator will be Rachel Portinga (2019-2022).

The LSLLN Coordinator will be responsible for:

* facilitating LSLLN Steering Committee meetings in coordination with the Network Lead (e.g., taking minutes, sharing agendas, etc.);
* replying to any correspondence received for the LSLLN and maintaining communications;
* maintaining a database of Hub meeting minutes, Steering Committee meeting minutes, LSLLN member names, positions and email address and other LSLLN documents;
* performing other administrative duties related to the LSLLN;
* writing the Annual LSLLN Report in conjunction with the Network Lead and Hub Leads;
* editing the LSLLN website to remain current.
  1. **LSLLN Hub Leads**

Each hub will be supported by an academic and community lead.

* The Thunder Bay Hub Lead will be Lindsay Galway (2019-2022).
* The Sault Ste. Marie Hub Lead will be Nairne Cameron (2019-2022).
* The Duluth Hub Leads will be Kathryn Milun and Randel Hanson (2019-2022).

Each Hub Lead will be responsible for:

* organizing and chairing regular hub meetings (at least three per year);
* ensuring the recording and distribution of meeting minutes to hub members and Network Coordinator;
* overseeing and maintaining the financial record of the Hub’s budget;
* replying to regional correspondence regarding the LSLLN, or forwarding to the Network Lead or Network Coordinator;
* organizing at least one workshop per year;
* hosting one Sustainability Summit during the three year tenure of the grant in coordination with the Steering Committee;
* communicating steering committee decisions with the hubs;
* supporting existing LSLLN member projects and the development of new initiatives;
* communicating hub projects with the steering committee;
* supporting LSLLN research at the hub level.
  1. **LSLLN Collaborator Membership**

The initial group of LSLLN Collaborators is made up of individuals who were part of the initial SSHRC Partnership Development grant which funded the establishment of the LSLLN. As these individuals step away from their role, they are encouraged to find a replacement using the process outlined in the section “Succession and Termination”.

The name, position, hub affiliation, and email address of all collaborators will be maintained by the Network Coordinator and shared with the membership as part of this TOR document (see Appendix A).

As the LSLLN project develops, it is expected that other community organizations, businesses, Indigenous communities, and/or academics will join as a LSLLN Collaborator.

To become a Collaborator, the organization/individual will need to do the following:

* notify their Hub Lead and the Network Lead of their interest;
* agree to the TOR;
* fulfill the Responsibilities of a Collaborator as outlined below.

Each LSLLN Collaborator will be responsible for:

* participating in Hub meetings through attendance, discussion, and review of minutes and other documents;
* acting on opportunities to communicate about their projects;
* supporting the Network Lead, Network Coordinator, and other Hub Leads in developing partnerships and/or research proposals;
* participating in research in relation to the LSLLN by completing surveys, facilitating interviews of their staff (as appropriate), participating in interviews, and otherwise communicating about their projects that fall within the objectives of the LSLLN;
* engaging in one-to-one dialogue or written correspondence with the Hub Lead, Network Lead, and/or Network Coordinator as needed;
* completing tasks as requested by the Hub Lead (i.e. recording meeting minutes and sharing them with the appropriate individuals).

**2.8 LSLLN Friends membership**

Each Friend of LSLLN will be responsible for:

* participating in sustainability related teaching, research, or action in coordination with their Hub Lead;
* participating in research in relation to the LSLLN by completing surveys, facilitating interviews of their staff (as appropriate), participating in interviews, and otherwise communicating about their projects that fall within the objectives of the LSLLN;
* engaging in one-to-one dialogue or written correspondence with the Hub Lead, Network Lead, and/or Network Coordinator as needed;
* could only use the LSLLN logo with pre-approval from Hub Lead;
* upholding the guiding values of the TOR.

**2.9 Succession and Transition**

Participation in the LSLLN is completely voluntary and members are free to resign at any point in time. If members are unable to continue and wish to resign, they should provide notice to the Hub Lead or Network Lead as soon as possible (e.g. by email or at a regularly scheduled meeting). Resigning members are strongly encouraged to identify another representative from their institute/organization to fill the vacancy. If a resigning member is unable to identify a suitable replacement, the Steering Committee will work with each Hub to identify a suitable person to fill the vacancy.

**2.10 Quorum and Decision-Making**

All decisions of the LSLLN Steering Committee and Hubs will be made by consensus to ensure all members are in agreement/acceptance with a proposal, strategy, or work plan. If there is full agreement or lack of expressed disagreement, then consensus has been reached. If consensus cannot be reached, the matter will need to be discussed further, or possibly postponed and revisited by the LSLLN Steering Committee and/or Hub meeting at a later date.

**2.11 Meeting Minutes**

All minutes will be shared with the membership through a Google Drive folder unless otherwise indicated and noted.

**2.12 Reporting Structure**

The Network Lead, Network Coordinator and Hub Leads will develop an annual summary report to be shared with the network and the public via the LSLLN website.

The primary point of contact will be the Network Lead, Network Coordinator, and LSLLN email address [superiorlivinglabs@gmail.com](mailto:superiorlivinglabs@gmail.com).

**3. Authorship and Presentations**

If members of LSLLN plan to write an article about the LSLLN (i.e. where the network is the object of study), they should send an email to the Network Coordinator that includes a few sentences describing the purpose of the publication and an invitation for others to participate. The Network Coordinator will then send this email to all LSLLN members. If members are interested in participating in the authorship, they are responsible for contacting the lead author to have a discussion. Authors will be those who contribute meaningfully to the conceptual development and/or writing. This is meant to promote transparency and accountability among the LSLLN membership.

**4. Declaration of Conflict of Interest**

All LSLLN members will seek to declare any conflict of interest with the Steering Committee. Conflict of Interest means a conflict between a member’s duties and responsibilities with regard to the LSLLN activities and a members private, professional, business or public interests. There may be a real, perceived or potential conflict of interest when the member:

has a direct or indirect financial interest in a funding opportunity or application being reviewed.

**Appendix A. Membership in 2019**

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| **LSLLN Participant name** | **Affiliation** | **Dept or Role** |
| Charles Levkoe | Lakehead University | CRC, Sustainable Food Systems; Associate Professor |
| Rachel Portinga | Lakehead University | PhD student, Forest Sciences |
| Lindsay Galway | Lakehead University | Associate Professor, Health Sciences |
| Connie Russell | Lakehead University | Professor, Education |
| Brian McLaren | Lakehead University | Associate Professor, Natural Resources Management (Forestry); Agricultural Research Station |
| David Greenwood | Lakehead University | CRC, Environmental Education; Professor, Education |
| Kristen Lowitt | Brandon University | Assistant Professor, Geography and Environment |
| Mike Rennie | Lakehead University | CRC, Freshwater Ecology and Fisheries; Research Fellow, IISD-Experimental Lakes Area |
| Martha Dowsley | Lakehead University | Associate Professor, Anthropology, Geography and the Environment, and Sustainable Mining and Exploration |
| Rob Stewart | Lakehead University | Associate Professor, Water Resource Science, Geography and the Environment, and Sustainable Mining and Exploration |
| Lana Ray | Lakehead University | Assistant Professor, Indigenous Learning |
| Ledah McKellar | Lakehead University | Sustainability Coordinator |
| PhebeAnn Wolframe-Smith | Lakehead University | SSHRC/CIHR Research & Knowledge Mobilization |
| Amy Coomes | EarthCare Thunder Bay | Sustainability Coordinator, City of Thunder Bay |
| Aynsley Klassen | EcoSuperior | Program Coordinator |
| Karen Kerk | Thunder Bay and Area Food Strategy | Coordinator |
| Erin Beagle | Roots to Harvest | Executive Director |
| Randel Hanson | Lake Superior College | Co-Director of Eco-Entrepreneurship |
| Kathryn Milun | University of Minnesota Duluth | Asst. Profesor, Anthropology and Director, Center for Social Research |
| Joseph Bauerkemper | University of Minnesota Duluth | Asso. Prof, American Indian Studies |
|  | University of Minnesota Duluth / Minnesota Seagrant | Resilience Specialist |
| Emily Onello | University of Minnesota Medical School, Duluth Campus | Assistant Professor, Department of Family Medicine and BioBehavioral Health |
| Alison Aune | University of Minnesota Duluth | Professor, Art Education |
| Joshua Barnett | University of Minnesota Duluth | Asst. Prof. Department of Communications |
| Meg Little | University of Minnesota Duluth Pharmacy |  |
| Stephen Sternberg | University of Minnesota Duluth | Associate Professor, Department of Chemical Engineering |
| David Abazs | Regional Sustainable Development Partnerships, U of MN | Executive Director |
| Mindy Granley | City of Duluth | Director, Office of Sustainability |
| Elizabeth Rumsey | University of Minnesota Duluth | Associate Director, Sponsored Projects Administration |
|  | Zeitgeist Arts | Community Development Manager |
| Julia Allen | Lake Superior Sustainable Farming Association (LSSFA) | Coordinator |
| Kent Richards | Lake Superior College | Interim Dean of Liberal Arts and Sciences |
| Kirsten Bowman | Lake Superior College | Office of the Vice President Of Academic & Student Affairs |
| Mike Mageau | Lake Superior College | Co-Director of Eco-Entrepreneurship Program |
| Glenn Merrick | Lake Superior College |  |
| LeAnn Littlewolf | American Indian Community Housing Organization (AICHO) | Economic Development Director |
| Bryan French | Duluth Folk School | Director |
| Nairne Cameron | Algoma University | Associate Professor, Geography |
| Laura Wyper | Algoma University | Assistant Professor, Community Economic and Social Development |
| Elizabeth Edgar-Webkamigad | Shingwauk Residential Schools Centre | Director |
| Mike Delfre | Harvest Algoma, division of United Way of Sault Ste Marie and Algoma District | Director of Operations |
| Patrick Connolly | Harvest Algoma | Algoma Agriculture Sector Development Project |
| Carson Beauregard | Harvest Algoma | Food Rescue Coordinator |
| Colin Templeton | Food Bank Farm, | Director |
| David Thompson | RAIN (Rural Agri-Innovation Network) | Research Project Coordinator |