



Working Terms of Reference

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

In our work with the LSSLN, 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 (LSSLN) 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. In late 2020, the Great Lakes Research Center at Michigan Technological University joined the LSSLN and Houghton, Michigan became the fourth hub.

The LSSLN 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 LSSLN 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.

1.1 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.

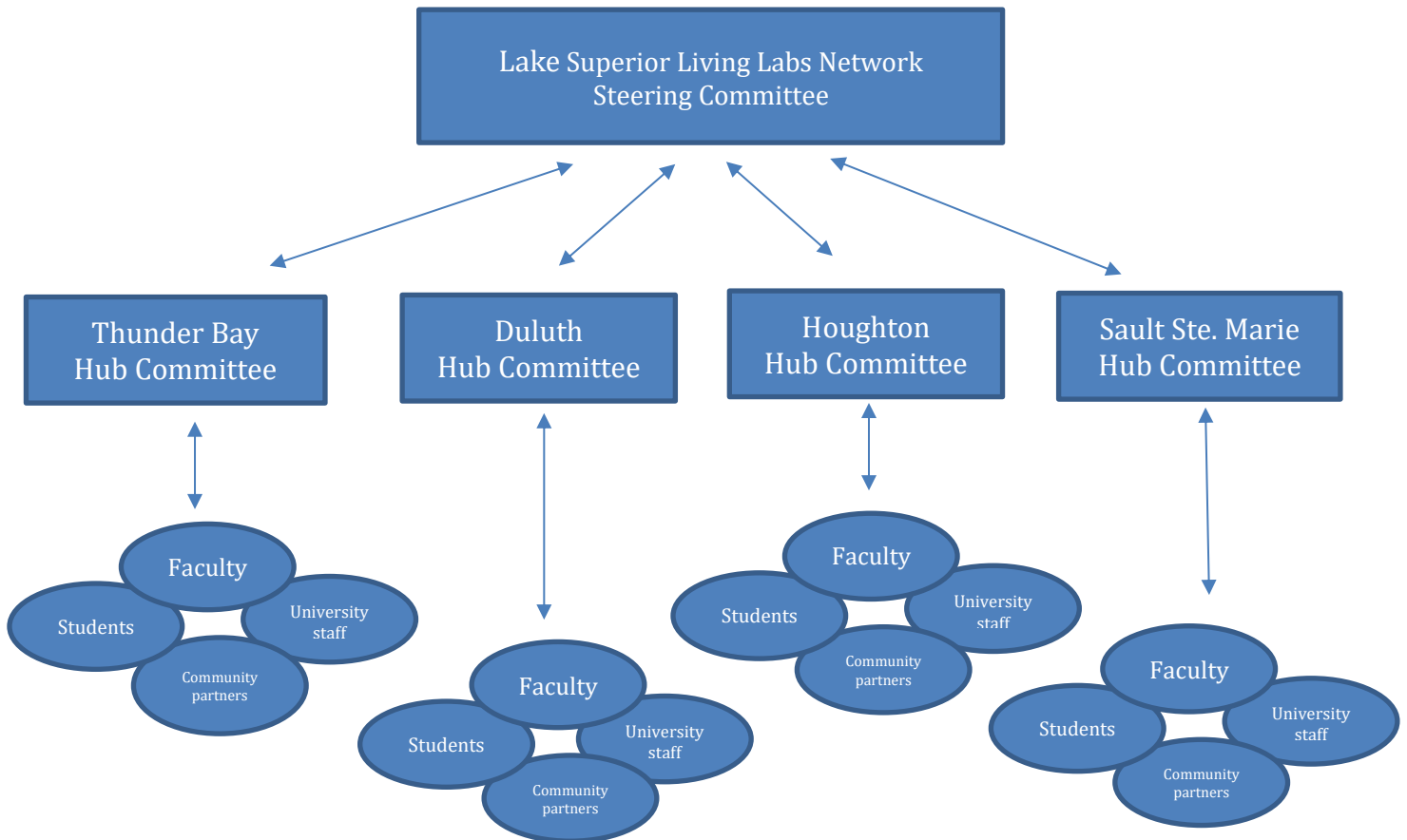
Objectives

- **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

2. 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.



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 will acknowledge 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 LSSLN 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 LSSLN Lead and Hub Leads to ensure the committee environment is respectful, and to recognize and stop any behavior that is counter to the LSSLN Guiding Values.

All members of the LSSLN 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 LSSLN Steering Committee and/or Collaborators;
- uphold the guiding values in the Terms of Reference.

2.3 LSSLN 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)

Updated January 24, 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)
- Houghton Hub Lead(s) (Dr. Erika Vye, 2020-2022)
- Community Partner Lead (to be determined as the LSSLN 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 LSSLN;
- soliciting new members;
- contributing to finding and applying for funding opportunities that would support the long-term maintenance of the LSSLN;
- participating in and leading research about the LSSLN;
- participating in writing about the LSSLN (academic and popular);
- contributing to the LSSLN website;
- attending conferences on behalf of the LSSLN;
- 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 LSSLN and making changes as necessary to benefit the success of LSSLN.

2.4 LSSLN Lead

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

The LSSLN Lead will be responsible for:

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

2.5 LSSLN Coordinator

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

The LSSLN Coordinator will be responsible for:

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

2.6 LSSLN 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).
- The Houghton Hub Lead will be Erika Vye (2020-2022).

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 LSSLN, 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 LSSLN member projects and the development of new initiatives;
- communicating hub projects with the steering committee;
- supporting LSSLN research at the hub level.

2.7 LSSLN Collaborator Membership

The initial group of LSSLN Collaborators is made up of individuals who were part of the initial SSHRC Partnership Development grant which funded the establishment of the LSSLN. 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 LSSLN project develops, it is expected that other community organizations, businesses, Indigenous communities, and/or academics will join as a LSSLN 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 LSSLN 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 LSSLN 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 LSSLN;
- 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 LSSLN Friends membership

Each Friend of LSSLN 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 LSSLN 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 LSSLN;
- 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 LSSLN logo with pre-approval from Hub Lead;
- upholding the guiding values of the TOR.

2.9 Succession and Transition

Participation in the LSSLN 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 LSSLN 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 LSSLN 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 LSSLN website.

The primary point of contact will be the Network Lead, Network Coordinator, and LSSLN email address 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 January 2022

LSSLN 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	Queens University	Assistant Professor, School of Environmental Studies
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
Ledah McKellar	Lakehead University	Sustainability Coordinator
Nicole Westlund Stewart	Lakehead University	SSHRC/CIHR Research & Knowledge Mobilization
Aynsley Klassen	Lakehead University	MHSC Student
Gavin Shields	Lakehead University	MEd Student
Brigitte Champaign-Klassen	Lakehead University	MHSC Student
Amy Coomes	EarthCare Thunder Bay	Sustainability Coordinator, City of Thunder Bay
Summer Stevenson	EarthCare Thunder Bay	Sustainability Coordinator, City of Thunder Bay
Jacob Porter	EarthCare Thunder Bay	Climate Adaptation Coordinator, City of Thunder Bay
Sue Hamel	EcoSuperior	Executive Director

Karen Kerk	Thunder Bay and Area Food Strategy	Coordinator
Kim McGibbon	Roots to Harvest	Executive Director
PhebeAnn Wolframe-Smith	Centre for Addiction and Mental Health	Equity Coach
Randel Hanson	NA	NA
Kathryn Milun	University of Minnesota Duluth	Asst. Professor, Anthropology and Director, Center for Social Research
Joseph Bauerkemper	University of Minnesota Duluth	Asso. Prof, American Indian Studies
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
Stephen Sternberg	University of Minnesota Duluth	Associate Professor, Department of Chemical Engineering
Claudia Carranza	University of Minnesota Duluth	Associate Director, Sponsored projects Administration
Meg Little	University of Minnesota Duluth Pharmacy	NA
Madison Rodman	University of Minnesota Duluth / Minnesota Seagrant	Resilience Specialist
Mindy Granley	City of Duluth	Director, Office of Sustainability
Bryan French	Duluth Folk School	Director
David Abazs	Regional Sustainable Development Partnerships, U of MN	Executive Director
Julia Allen	Lake Superior Sustainable Farming Association (LSSFA)	Coordinator
Ryan Ihrke	College of St. Scholastica	Instructor and Facilitator of Sustainability
Jodi Slick	Ecolibrium3	Founder and CEO
Tone Lanzillo	NA	NA
Jordan van der Hagen	NA	Landscape Architect, Highway 61 Revisited
Marne Kaeske	1854 Treaty Authority	Cultural Preservation Specialist
Nairne Cameron	Algoma University	Associate Professor, Geography
Laura Wyper	Algoma University	Assistant Professor, Community Economic and Social Development

Johnathan Lalonde	People's Garden, Algoma University	People's Garden Coordinator
Liz Lovell	People's Garden, Algoma University	Sault College student
Don McGorman	Clean North	NA
Tracey Cooke	Great Lakes Forestry Centre	Director Forest Ecosystems
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
Erika Vye	Michigan Technological University	Geosciences Research Scientist, Great Lakes Research Center
John Lenters	Michigan Technological University	Great Lakes Research Center
Mark Rhodes	Michigan Technological University	Assistant Professor of Geography
Emily Gochis	Western Upper Peninsula MiSTEM Network	Regional Director
Lloyd Wescoat	Lake Superior Stewardship Initiative	School-Community Team Mentor & Fundraising Coordinator
Gina Nicholas	Keweenaw Outdoor Recreation Coalition	NA
Rachael Pressley	Western Upper Peninsula Planning and Development Region	Regional Planner