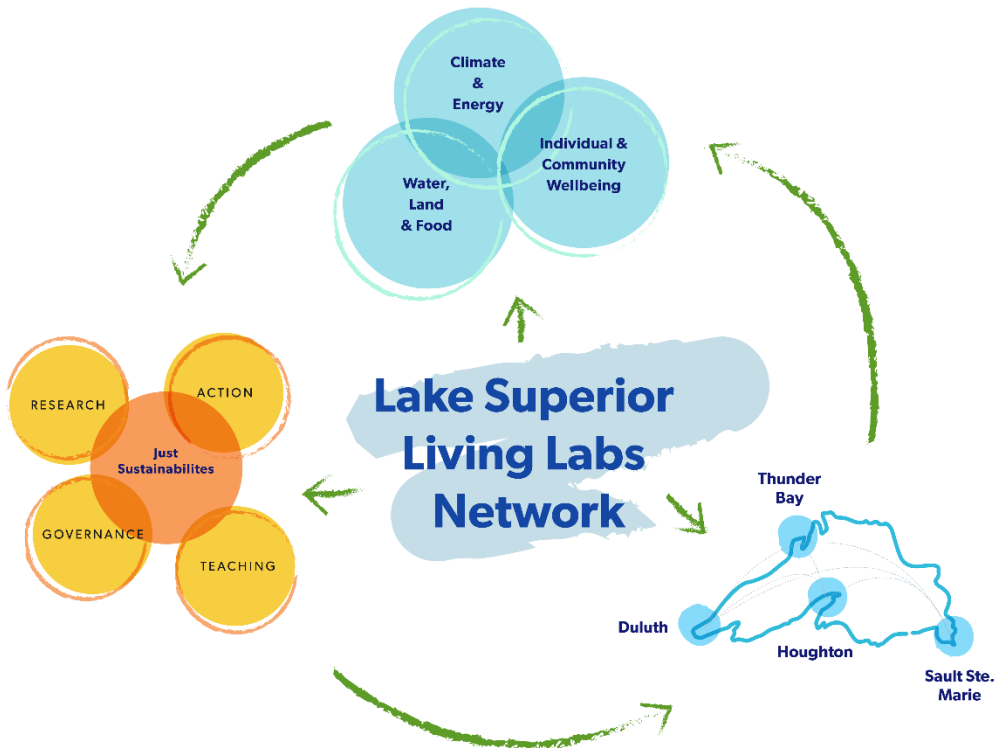# 2023 Summary Report

May 2023

Lake Superior Living Labs Network

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Social Sciences and Humanities Research Council of Canada

Conseil de recherches en sciences humaines du Canada

Canada

LSLLN Partners

Lakehead University

Algoma University

UMD — University of Minnesota Duluth — Driven to Discover

Great Lakes Research Center — Michigan Technological University — 1885

Sault Ste. Marie Innovation Centre

RAIN — Rural Agri-Innovation Network

eco superior — Environmental Programs

Sustainable Food Systems Lab — Research · Engage · Act · Collaborate

ROOTS community food centre

MiSTEM Network — Western Upper Peninsula Region

Western U.P. Planning & Development Region

Confluence Collaboratory

Harvest Algoma — food | skills | innovation

City of Thunder Bay — Superior by Nature

Clean North

KORC

Lake Superior sfa — Farmer-to-Farmer Network

Lake Superior Stewardship Initiative

the peoples garden

Thunder Bay + Area Food Strategy — Connecting Food and Community

Food Bank Farm — Since 2017 — Sault Ste. Marie's Community Farm

RAP — North Shore of Lake Superior Remedial Action Plans

Northern Ontario Research, Development, Ideas and Knowledge — NORDIK Institute

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Introduction

The Lake Superior Living Labs Network (LSLLN) was established in 2018 as a platform to connect academics and community groups to develop and expand partnerships and collaborative initiatives across the Lake Superior watershed. The LSLLN functions at a watershed scale and is rooted in hubs in Thunder Bay and Sault Ste Marie Ontario, Houghton Michigan, and Duluth Minnesota. The network includes postsecondary institutions, Indigenous communities, First Nations and Tribal governments, non-profit organizations, and businesses across the Lake Superior watershed. The goals of the LSLLN are to collectively increase the impact of sustainability related teaching, research, and action with a focus on issues at the nexus of water, land and food, climate and energy, and individual and community well-being. Ultimately, the LSLLN aims to have a stronger collective impact on issues of social and ecological justice and sustainability regionally, nationally, and internationally. For more information about the Lake Superior Living Labs Network see www.livinglabsnetwork.org.

The LSLLN connects people in the ancestral, traditional, and contemporary lands and waters of the Anishinaabeg – the Three Fires Confederacy of Ojibwe, Odawa, and Potawatomi peoples and their more than human relatives.

LSLLN Hubs

The LSLLN hubs are all located across the Lake Superior watershed and indicated by the blue circles in the LSLLN logo (Figure 1). The locations of Thunder Bay, Sault Ste. Marie, Houghton, and Duluth were founded and developed by white European settlers engaging in natural resource extraction activities, particularly logging, mining, and trapping. Each of the hubs serves as regional center for education, resource extraction, culture, health care, and recreation. Rich arts and culture exist in all of the hubs with tourism and recreation becoming increasingly influential in Duluth and Houghton.

Figure 1. The LSLLN logo shows the outline of Lake Superior in bright blue, four light blue circles located at each hub's geographic location, and gray dashed lines connecting each hub to the other three hubs.

Thunder Bay, Ontario

Thunder Bay is located on the Traditional lands of Fort William First Nation signatory to the Robinson Superior Treaty of 1850. As the largest city in Northwestern Ontario, Thunder Bay acts as a hub for regional communities to provide essential services such as healthcare and social services. The city sits along the north shore of Lake Superior and has a landscape of large mountains and boreal forests. Much of the city's culture derives from its environment as it influences the recreational and subsistence activities that residents engage in.

Sault Ste. Marie, Ontario

Sault Ste. Marie is located in Northeastern Ontario, on the Traditional lands of Garden River and Batchewana First Nations, signatories to the Robinson-Huron Treaty of 1850. Traditionally known as "Bawating", Sault Ste. Marie is located at a set of rapids along the St. Marys River which connects the easternmost point of Lake Superior to Lake Huron. Steel-making and other industrial activities are important economically in the "Soo", with the city also functioning as a regional and service hub for the surrounding areas. Once part of the same city, Sault Ste. Marie, Michigan (USA) is located across the river and is accessible by the International Bridge.

Houghton, Michigan

Houghton is located within Ojibwe homelands and the ceded-territory established by the Treaty of 1842, the territory of Native American nations in Gakiiwe'onaning (Keweenaw Bay), Gete-gitgaaning (Lac Vieux Desert), Mashkii-ziibing (Bad River), Odaawaa-zaaga'iganing (Lac Courte Oreilles), Waaswaaganing (Lac Du Flambeau), Miskwaabikong (Red Cliff), Wezaawaagami-ziibiing (St. Croix), and Zaka'aaganing (Sokaogon Mole Lake). Houghton is located on the Keweenaw Peninsula, jutting out into Lake Superior from the south shore, the northern part of the Upper Peninsula of Michigan. Houghton lies along the Keweenaw Waterway, opposite the town of Hancock. The Keweenaw Waterway is partially natural and partially dredged connecting to Lake Superior at north and south entries, with sections known as Portage Lake and Torch Lake in between. This region has a strong legacy of native copper mining. This gift from the deep Earth has cultivated varied relationships with copper evidenced by the oldest metal workings in the Western Hemisphere, a valued element of the Anishinaabe people, the European Copper Boom of 1845-1968, and recent efforts to develop geotourism.

Duluth, Minnesota

Duluth is located on the Traditional lands of the Anishinaabe and Dahkota peoples within the 1854 Treaty area. Duluth is at the westernmost point of Lake Superior where the St. Louis River and Estuary flows into the Lake. Across the river lies Superior, Wisconsin and together Duluth and Superior are called the Twin Ports. Duluth serves as a regional hub for many residents in northern Minnesota and northern Wisconsin. While Duluth was home to the largest number of millionaires at the turn of the 20th century due to the natural resource extraction industries, this declined dramatically in the 1960's and 1970's. Following a resurgence in protecting the waters of the St. Louis Estuary and Lake Superior in the 1970's and the development of Highway 35 between Minneapolis and St. Paul, Minnesota to Duluth, Duluth and the "north shore" of Lake Superior have become major tourist attractions in the region.

LSLLN Activities

The LSLLN has offered many opportunities to engage across the Lake Superior watershed since the Year 2 LSLLN survey occurred in April-May 2021. This included virtual events hosted by the LSLLN (mini meet-ups, webinars, and watershed connections), in-person and virtual events hosted by an LSLLN hub or a partner organization, a Climate Action Field School, mini-grant opportunities, and monthly newsletters.

Mini Meet-Ups and Webinars

Since May 2021, the LSLLN hosted eight Mini Meet-Up presentations and three webinars. Additionally, community partners hosted a suite of their own events, and these have been shared with the LSLLN members through the newsletters and LSLLN website on the events page (Figure 1).

Figure 2. A screenshot from the LSLLN Events webpage displaying a selection of posters from past events.

During LSLLN-hosted Mini Meet-Ups, one or two people in the network presented their research, teaching, or action project(s) that related to issues at the nexus of water, land and food, climate and energy, and individual and community well-being. Some of the presentations also

included an overview of an LSLLN community partner's goals and actions so that members could learn from one another and begin to build connections.

Due to waning attendance levels in 2022, the LSLLN began to advertise these events as webinars and directly emailed the presentation details to targeted people and organizations across the Lake Superior watershed. As a result, attendance and recording viewings increased significantly (Table 1).

Table 1. Titles and dates for all LSLLN Mini Meet-Up and Webinar Presentations.

Presentation Title	Month & Year
Mini Meet-Ups	
Batchewana Fisheries Research	Feb 2020
Duluth Power Dialog	Mar 2020
Ark of Taste Course Project	Apr 2020
Exploring Climate Change and Health in Fort William First Nation Using Arts-Integrated Methods	May 2020
Municipal Sustainability	Jan 2021
Regional Food Production, Processing, and Eating	Feb 2021
Seed Saving	Mar 2021
Houghton Hub Introduction	Apr 2021
Community Education	May 2021
Digital Storytelling	June 2021
Solar Commons & Bois Forte Food Sovereignty Collaboration	Oct 2021
Food & Community	Nov 2021
Lake Superior Ecology & Sustainable Fisheries Management	Dec 2021
Exploring Sustainability in Postsecondary Institutions in the Lake Superior Watershed	Mar 2022
Highway 61 Revisited: Overcoming Infrastructure Barriers between our communities and Lake Superior	Mar 2022
Youth Environmental Alliance in Higher Ed (YEAH)	Apr 2022
Climate Action and Justice through design	May 2022
Webinars	
New Lake Superior: New and Ongoing Climatic Features in Lake Superior	May 2022
The Thin Outdoors: Creating a Culture of Fat Inclusion in Outdoor Recreation	Mar 2023
Fate and Effects of Plastics in the Great Lakes	Apr 2023

Watershed Connections

The LSLLN hosted a Watershed Connections event in December 2021 to create intentional space for relationship-building across the hubs. This idea was partially inspired by feedback received in the Year 2 LSLLN survey in which participants reported wanting more opportunities to connect directly. This was a 90-minute event with a few short presentations about collaboration and then 21 participants joined breakout rooms of four to five people to reflect on an object that had meaning to them, draw a description of their work, and then share these back to learn more about

each other. Participants were asked to share their drawings describing their work back with the LSLLN to be added into a digital quilt (Figure 3).

Figure 3. The digital quilt created after the Watershed Connections event which shows drawings created by 10 participants describing their work.

Climate Action Field School

In response to today's climate change reality, the LSLLN organized and hosted a Climate Action Field School (CAFS) in summer 2021 to provide a week-long experiential training program for the next generation of climate leaders consisting of virtual workshops, site visits, and events in coastal communities across the Lake Superior watershed. Throughout the CAFS, participants (aged 18-30) had the opportunity to learn from, and with, local organizations, city partners, academics, and communities who are addressing climate change in each hub to inspire change-making and climate action in their future endeavors.

Due to the COVID-19 pandemic, we used a hybrid model in summer 2021 where on-site engagement occurred within Thunder Bay (seven participants) and Sault Ste. Marie (five

participants), and virtual engagements included participants from Thunder Bay, Sault Ste. Marie, Houghton Michigan, and Duluth Minnesota (Figures 4 and 5).

Figure 4. Screenshot of CAFS participants from across the Lake Superior watershed in the final summer 2021 session called "Postcards for the People".

Figure 5. CAFS participants in Thunder Bay on a voyageur canoe trip to Jackfish Bay Area of Concern on Lake Superior.

The CAFS was unique in its approach because it:

- included teaching and learning about climate change grounded in place at two scales: on-site experiences within each community and within the larger Lake Superior watershed.
- was rooted in an experiential, problem-based pedagogical approach, and a head-heart-hands model for transformational learning.
- focused on relationships: to individuals in each hub, across each hub city, across the

watershed, and to the place and watershed which was particularly important because climate action will require meaningful collaboration across many boundaries.

- used a hybrid mode of delivery to connect participants to local, regional, national, and global climate actions and movements.

The Duluth hub hosted their in-person CAFS in the Fall of 2022 with ten working artists who gathered over six weekly sessions to gain a deeper understanding of how various sectors are approaching the challenge of climate action; and to stage a public conversation to explore their thoughts, projects and relationships on the role of art in climate action today (Figure 6).

Figure 6. CAFS participants in Duluth on a site visit and session at Fairhaven Farm, where participants explored resilient agriculture as a response to climate change.

A variety of multi-media outputs were created during and after the CAFS. All of these are available on the LSLLN website, and linked below:

- Climate Action Field School Report – Summer 2021 (Thunder Bay & Sault Ste. Marie)
- Webinar recording – What is Climate Action?
- Webinar recording – Climate Justice Across the Lake Superior Watershed
- Visual webinar graphics created by Corrina Keeling, *Love Letters for Everybody*
- Participants Voices video
- Organizer Voices video
- 360° tour documenting the summer 2021 CAFS in Thunder Bay
- Climate Action Field School Summary – Fall 2022 (Duluth; in November 2022 Newsletter)

In 2022, the CAFS was awarded the Lakehead University's Teaching Innovation Award. The award recognizes the development and implementation of innovative pedagogical practices and technologies. The award is given for the development and/or implementation of a specific pedagogical innovation and may be awarded to an individual or a team.

In 2023, the CAFS will be run again in the Thunder Bay hub in partnership with the Lakehead District School Board, with a focus on high school participants. The 12 students who plan to

attend have been consulted in the design process so that the CAFS can provide workshops on topics the students are interested in learning about. Planning is currently underway, as this CAFS will be offered in June 2023.

Mini Grants

In 2022, the LSLLN provided a limited number of mini-grants to members in support of cross-hub research projects at the watershed scale that address the goals of the LSLLN. Seven projects were supported through the mini-grant program between May 2022 and May 2023. The titles of the projects were:

- Making A Splash on the Streets: Art Activism, Water Protection, and the Ethics of Care
- Experimental Research in Hydroponic Food Production and Community Workshop
- Justice Stories (Building from a Sustainability Stories Working Framework)
- Building Social and Ecological Justice through Place-Based Engagements: Relational Ecologies in the Lake Superior Foodshed
- Hey Neighbour! Understanding outdoor environmental education post-secondary programs in the Lake Superior bioregion
- Folk School Knowledge Exchange
- TBAFS and RAIN: Linking Public Food Procurement and Regional Food Systems

These projects are being wrapped up as this report is being written and each recipient has been asked to share a summary of their experience with the LSLLN in a media format of their choice (e.g., written, video) to be shared on the LSLLN website and to present their summary to the LSLLN through virtual panel presentations. The first round of presentations is scheduled to occur in June 2023.

Newsletters

In 2020 and 2021, the LSLLN sent out three **newsletters** per year. Beginning in 2022, the newsletters were sent out monthly, all using the service Mailchimp. To date, 22 newsletters have been shared and they can all be accessed on the [LSLLN website on the newsletters page](#) (Figure 7). These newsletters contain information about upcoming events hosted by the LSLLN or a community partner, recordings to past events, written and visual updates about LSLLN projects in a hub, and a list of upcoming conferences that may be of interest to recipients.

Figure 7. Screenshot of LSLLN newsletters webpage showing six of 22 newsletters.

LSLLN Year 3 Survey Results

Review of Annual Surveys

In 2019, the Lake Superior Living Labs Network (LSLLN) launched our first survey that ran from November 2019 to January 2020. The intention of the survey was to better understand the work happening among different individuals, organizations and groups. It also aimed to explore ways to support existing work and to develop new collaborative projects across the Lake Superior watershed. An invitation to participate in the survey was sent to 43 participants and 38 individuals completed the survey (88% completion rate). The summary of that survey can be found in the LSLLN Annual Report 2019-2020.

In 2021, the LSLLN launched our second survey that ran from April 2021 to June 2021. The main intention of this survey was to collect information from new participants who had joined the LSLLN since January 2020, and to understand how their work expanded the existing network. A second intention was to collect information about the impact of the LSLLN on participants, namely how they engage with the LSLLN, benefits to participating, and suggestions for improvements. We also collected data about the strength of relationships to be analyzed through social network analysis in the future. An invitation to participate in the survey was sent to 51 participants and 37 individuals completed the survey (72% completion rate). The Year 2 Survey Report is available on the LSLLN website.

In 2022, the LSLLN conducted our third survey that ran from November 2022 to March 2023. The intention was to collect information about the activities and communication methods most used by members, insights into which activities they would be most likely to engage with in the future, and to collect relationship data to inform the future social network analysis. An invitation to participate in the survey was sent to 68 people but only 28 people responded to the survey (41% completion rate). Of these folks, 17 were associated with the Thunder Bay hub, five with Sault Ste. Marie, five with Duluth, and two with Houghton.

Summary of Year 3 Survey

Survey participants indicated that their research, teaching, and/or action networks had been enhanced by their engagement in the LSLLN, although the levels of enhancement were quite different. Additionally, most survey participants have been engaged with the LSLLN through multiple activities and communications methods in the past and intend to continue that engagement into the future. Participants did indicate an interest in continuing the Mini Meet-Up Series, which is surprising given the low attendance these have received in the last year. The survey was completed by more participants living on the Canadian side than the American side of Lake Superior. Finally, participants shared many ideas about the topics, issues, and activities they would like to learn about and engage with in the future. These ideas crossed disciplines and sectors and were thematically represented as: climate action & climate justice; sustainable and

equitable food systems; how to incorporate equity into action, teaching, and recreation; freshwater stewardship; Indigenous knowledges; relationship building across hubs; encouraging LSLLN to engage with the broader community; and asking big questions.

Enhancing Networks

The survey asked participants to indicate the level to which their participation in the LSLLN has enhanced their teaching, research, and action networks (1 = not at all; 5 = very much).

Overall, 27 of 28 participants reported that their networks have been enhanced by engaging in the LSLLN. The level of enhancement ranged from drastically enhancing all three networks (e.g., research, teaching, and action) to a small enhancement in one type of network, and everything in between. The broad range of answers is also demonstrated by the averages of self-reported enhancement; 3.1 (teaching), 3.5 (research), and 3.9 (action).

The enhancement of one's network partially depended on the sector that the individual already worked in. For example, non-academic participants were more likely to report an enhancement to their teaching and/or action networks, but not to their research networks. Some participants described that their engagement with the LSLLN had increased their connections, or re-engaged them with former connections, at their local universities and local communities, with a few mentioning cross-hub connections.

Engagement with Activities and Communications

The survey asked participants to report on the LSLLN activities they have engaged with over the last 18 months, and to reflect on which activities they were most likely to engage with in the future. The following are summary points.

- All participants were engaged in at least one activity or communication method (e.g., at a minimum they read the newsletter).
- Most participants reported being engaged in multiple activities and communication methods.
- Hub-level activities were more likely to have engagement than cross-hub activities (Figure 8).
- There was slightly more interest in events and collaborative activities than research.
- When the Steering Committee members are removed from the analysis, most of the engagement in activities is coming from the two Canadian hubs.
- Across all hubs, most participants engaged with the LSLLN newsletters and website (Figure 9).
- The LSLLN Instagram account was accessed by six Thunder Bay participants and one SSM participant.
- There is high interest in engaging with multiple LSLLN activities in the future (90% of participants selected at least four activities or modes of communication).

- There appears to be slightly lower interest in engaging with the LSLLN newsletters and website in the future.
  - Some of this is likely explained by people leaving current positions and not continuing their LSLLN connections. However, this could also reflect participants' perception that the newsletters and website are not beneficial to them.
- Participants in all hubs indicated strong interest in attending hub meetings.
  - Of those not interested in hub meetings, most are already in new positions where they are not continuing their LSLLN connections, or they have never attended a hub meeting.
  - Notably, the folks who are not interested in hub meetings *remain* interested in engaging with LSLLN through other events and collaborative activities.
- Interest in future participation is higher than past participation, which is to be expected given that the past is completed and data for the future indicates intentions.
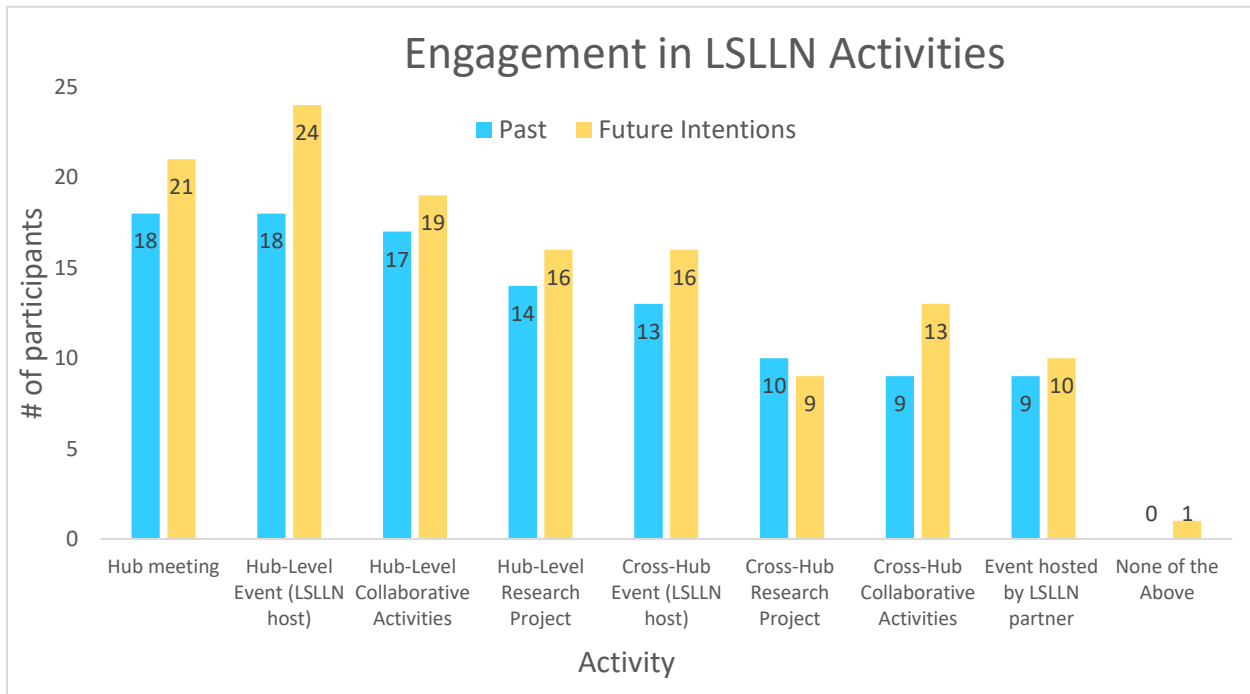

Figure 8. Number of participants who indicated their level of past engagement with LSLLN activities (blue) and their intended future engagement with the same activities (yellow).
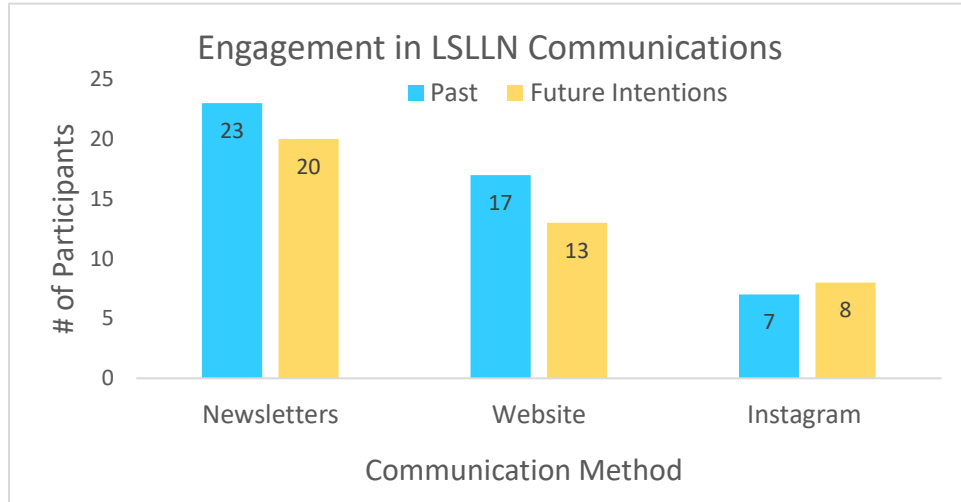
Figure 9. Number of participants who indicated their level of past engagement with LSLLN communication methods (blue) and their intended future engagement with the same communication methods (yellow).

Mini Meet-Up Series

Since 2020, the LSLLN had hosted 18 presentations under the banner of Mini Meet-Ups which were designed to allow one or two network partners to share about their work, in the hopes that this would connect people across hubs (Table 1). However, due to dwindling attendance, the survey tried to assess participants' views on continuing this series.

Most participants reported wanting Mini Meet-Ups to continue at the same or lower frequency (18 of 28 = 64%; Figure 10). Notably, the LSLLN Steering Committee had seen this data during an early analysis and has already shifted into hosting a Webinar series (see above for details).
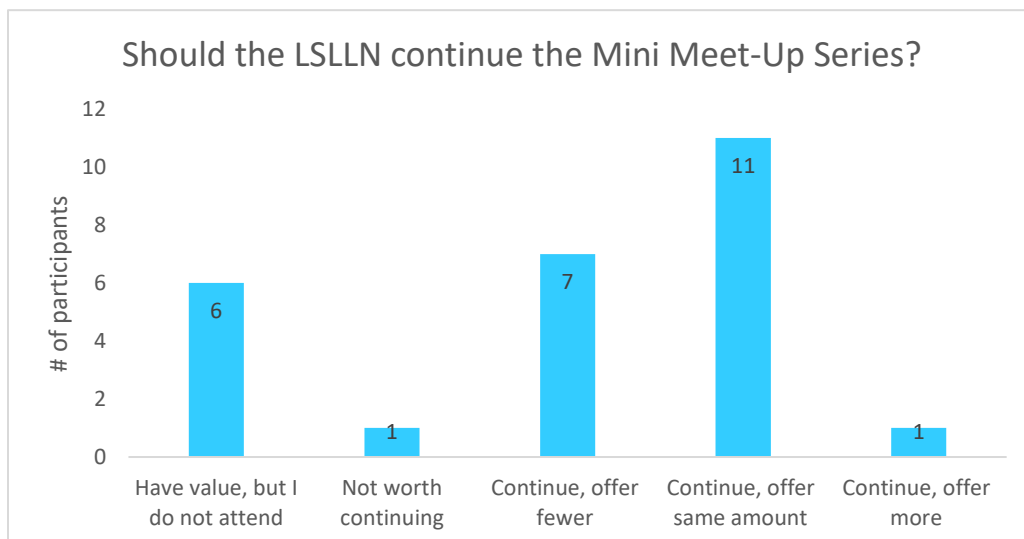

Figure 10. Number of participants who indicated their preference for the continuation of the Mini Meet-Up Series.

Topics, Skills, and Issues of Interest

Participants were asked to share details about any topics, skills, or issues they wanted to learn about and/or pursue in the coming year. Notably, many of the responses indicated an interest in learning about areas of research, action, and projects that crossed disciplines, sectors, and geopolitical boundaries. The following table sorts these responses into overarching themes and actions, but there is overlap among them.

Table 2. Overarching Themes and/or Actions participants reported wanting to learn more about and specific responses within each theme or action.

Overarching Theme/Action	Responses
Climate Justice & Climate Action	o Intergenerational justice o Collective action o Connecting climate science or research, to policy, action, activism, and equity o Green community initiatives o Pipeline resistance in the Lake Superior watershed
Sustainable and Equitable Food Systems	o Sustainable food production, agroecology, permaculture o Food security o Food justice o Food sovereignty o Lake Superior foodshed o How food systems in this region are impacted by climate change o Contamination of traditionally harvested wild foods o Seed saving
Incorporating Equity into…	o Climate action o Food systems o Courses o Outdoor recreation
Freshwater Stewardship	o Big Lake stewardship o Lake Superior research o Lake Nipigon
Indigenous Knowledges	o Using original language for land identification o Creating a timeline map of the past, as a way to document future losses (e.g. trees, fish, or animal behaviour)
Relationship Building Across Hubs	o Knowledge exchange – who is doing what across the Lake Superior watershed? o Meeting one another to develop relationships o Co-creating collaborative activities o Sharing "good news stories" o Best practices for connecting across distance o Academic exchanges for students, faculty, or community partners between hubs o Shared/linked academic programming between hubs o Hosting short field trips to one hub

Encouraging the LSLLN to engage with the broader community.	o Teachers o Youth o Health care o Creative arts o Social services o Folk schools o Offer easily digestible content about research o Develop a podcast
Asking Big Questions	o Did the pandemic impact social-ecological thinking and problem solving in your institution, region, research, or teaching? o How to incorporate living labs approach within curriculum/teaching? o How does the watershed, and water more broadly, shape, influence, and inform people's work?

Suggested Practices and Processes

Survey participants also had the opportunity to share additional thoughts on practices and processes that would be helpful for the LSLLN moving forward. These do not fit neatly into categories and have been listed below (in no particular order).

- A clear purpose for gathering and sharing would be helpful.
- Bringing the Lake to the heart of meeting and doing, perhaps through story sharing of special places, would be helpful.
- Offering more opportunities to interact in small groups during gatherings.
- Offering more attempts at collaborative projects.
- The LSLLN has set in motion connections and partnerships that are extending, even if the LSLLN itself is not growing (or continuing), those partnerships are moving us in the right direction.
- It would be good to assess the value that the LSLLN has offered to participants, particularly if growth of the network doesn't necessarily equate to beneficial outcomes.
- Important to focus on LSLLN's transition to the next phase.
- Perhaps it's worth following up with mini meet-up and webinar presenters to ask if folks have made any specific connections following their presentations as an initial exploration of their impact on developing connections?
- Participants also shared the names and affiliations of many others in the hub cities who would be good to add to the network. These have been shared with the Hub Leads directly.

LSLLN Steering Committee Retreat

In September of 2022, the LSLLN Steering Committee met three times virtually to reflect on the past three years of collaboration and consider the future direction of the network. The first meeting was facilitated by Charles Levkoe (Network Lead) and Rachel Portinga (Network Coordinator). Meetings two and three were facilitated by contract facilitator, Samantha Smingler. In attendance at all meetings were all seven steering committee members, including Charles Levkoe, Rachel Portinga, Lindsay Galway (Thunder Bay Hub Lead), Erika Vye (Houghton Hub Lead), Nairne Cameron (Sault Ste. Marie Hub Lead), Randy Hanson (Duluth Hub Lead), and Kathryn Milun (Duluth Hub Lead).

The first retreat session on September 16, 2022, held via zoom, lasted one hour and was facilitated by Levkoe and Portinga. Each hub was invited to share updates on regional activities and partnership building that happened since the prior Steering Committee meeting. All members echoed hopes for being together physically in the upcoming months. Opportunities around mini-grants, sharing teaching models, and future collaborations were discussed. Portinga then presented an overview of her research plan on the network – intentions to publish three papers to advance the scholarly understanding and practical knowledge about how people collaborate across multiple boundaries to address equity, sustainability and health challenges. Steering Committee members were asked to be part of the research advisory board, support upcoming focus groups, and share awareness of other comparable networks. The session finished with an introduction to the next session and an invitation for folks to begin reflecting over the next week if they were able.

Session two of the retreat took place via zoom on September 23, 2022, lasted two hours, and was facilitated by Smingler. A Google Jamboard was used to allow all participants to comment in a way that was immediately visible and could be referenced. The overall focus of the session was to reflect on what had been accomplished and learned throughout the past three years, and begin to consider what hopes the Steering Committee has for the future direction of the network. The session opened with an invitation to bring Lake Superior into mind, so the group could transition mental focus to the meeting and consider the Land and Water as part of the coming conversation. Impacts, accomplishments, and future hopes were evaluated through the lens of efforts specific to the steering committee, work taking place at a single hub as well as network-wide (activities involving two or more hubs). After celebrating the great work from each level within the network, the committee was asked to consider what they hoped to see more of, less of, or a shift in for the coming years. Throughout the conversation, it was noted any particular group or organization that may be missing from the current network and ideas that needed further conversation at the next session.

The third and final session in the retreat was facilitated by Smingler and held for two hours via zoom on September 30, 2022. Smingler guided Steering Committee members in a visualization to encourage them to place down the weight of current personal worries and focus the session on their vision for the network. Using another set of Jamboards, Smingler presented a summary of major points from the second session. To set the tone of forward thinking, each member was

given an opportunity to read or share verbally their version of a vision statement for the network. Next, the group was asked to prioritize sixteen current activities of the network through a visual sort. For each activity, such as the newsletter or cross-hub research, members were able to move their name to vote along a gradient of three levels: green for *absolutely necessary*, yellow for *yes, if there is time and money*, and red for *not worth the effort required*. Additional perspectives were shared, specifically for votes that landed outside the majority vote. The last major conversation took place as a round robin discussion with questions on the future of the network in regard to how it will be governed, what resources it needs to continue, and the format of membership. The hope was to gain a focus for the next two years, while also starting to form direction for the next five or ten years. This session helped to materialize specific desires from the Steering Committee and questions that will need further decision making. There was overall gratitude from members for having time dedicated to reflect on the work of the LSLLN.