

Working Group on Collective Impact and Backbone Leadership

Terms of Reference

1. Purpose

The purpose of the *Working Group on Collective Impact and Backbone Leadership* is to provide strategic guidance and support to facilitate implementation of collective impact (CI) initiatives in Prince George and to establish the City of Prince George as a backbone organization to support collective impact progress.

2. Mandate

In providing strategic guidance and support the Working Group will also help facilitate education, communication, and collaboration between the City of Prince George, multi-sectoral partner organizations, and community members to create readiness for large-scale change through collective impact initiatives.

This will involve attention to the five key elements of collective impact including:

- a common agenda
- shared measurement
- mutually reinforcing activities
- continuous communication
- backbone support

The working group will receive technical assistance and advice from the Tamarack Institute for Community Change.

3. Structure and Membership

The structure and membership of the Working Group will remain fluid and adapt to phases in the collective impact and backbone development processes. As such, members will reflect a range of skills and community development interests as opposed to organizational representation. Initial working group members will consider components of collective impact success including governance and infrastructure, strategic planning, community engagement, and data/evaluation.

4. Procedures

The Working Group will help build a community culture that fosters relationships, trust, and respect across all participants in collective impact processes. This will require discussions that challenge ideas and experiences as a means to facilitate generative learning (a style of learning that incorporates existing knowledge with new ideas based on experimentation and open-mindedness). While the working group will not adhere to formal meeting procedures, principles of respectful participation will prevail. The City of Prince George will provide meeting supports (logistics, facilitation).

5. Meeting Schedule

The Working Group will co-create a work plan and timeline with the Tamarack Institute for Community Change. This timeline will inform the timing and duration of meetings. An initial commitment of 2-3 days in June is anticipated.