



WHAT WE KNOW SO FAR

GOVERNANCE OPTIONS FOR LOCAL GROUPS LEADING A COMPREHENSIVE, MULTISECTORAL EFFORT TO REDUCE POVERTY

Structures for CCIs
Background Notes

1. Structures for a Comprehensive Community Initiative

There are three ways to organize a leadership group in a CCI – each way differs in the amount of authority it provides the group:

- Top Down - everyone comes together to make key decisions (vision, mission, goals, strategies, etc.) though committees & working groups are usually formed to carry out these key decisions.
- Bottom Up – a core group of leaders come together to ‘coordinate’ information and activities of partners.
- Hybrid – the leadership group may make major decisions to guide the comprehensive initiative (i.e. ‘policy’ decisions), such as which areas the partnership will focus its efforts (e.g. affordable housing), committees and working group have a great degree of autonomy in shaping those initiative as well as .

There are two different types of committees and working groups in CCIs. The first refers to the on-the-ground work of revitalizing communities and reducing poverty. These tend to be organized around the following themes:

- Sector (e.g. business, non-profit, government, etc.)
- Issue (e.g. housing, employment, transportation, etc.)
- Target Group (e.g. youth, immigrants, working poor, etc.)

A group managing a CCI will also often another category of committees & working group focused on ‘operational’ issues, such as:

- Planning
- Fundraising
- Marketing
- Evaluation
- Human Resources
- Etc.

In each case, sub-committees will more than likely develop further project or task groups to take on a specific piece of work, e.g.:

- Issues – an Affordable Housing group creates project teams to work on a) a lobby effort for provincial investment in affordable housing , b) a pilot program for an rent-to-own for high risk families, and c) creating a new pool of funds among local credit unions to provide mortgages for low income housing.
- An Evaluation Working Group establishes a task group to oversee a survey of CCI stakeholders opinion on the effectiveness of the collaboration.

As noted above, the autonomy of these committees will reflect some version of the 3 major structures described above.

2. Relationships with Sponsors

There are at least 5 different sponsorship options for CCIs: a non-profit, a local intermediary, local government, a shared sponsorship among two or more organizations and creating a new organization.

Except in instances in which stakeholders in a CCI elect to establish an entirely new legal entity to carry out the CCI, each CCI stakeholder group will need to work out some type of relationship with its sponsoring organization(s). There are three broad categories of relationships they can develop:

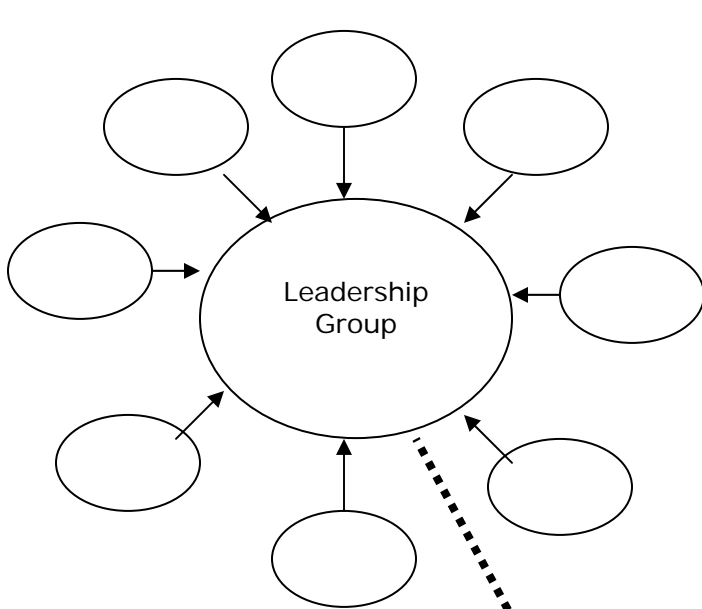
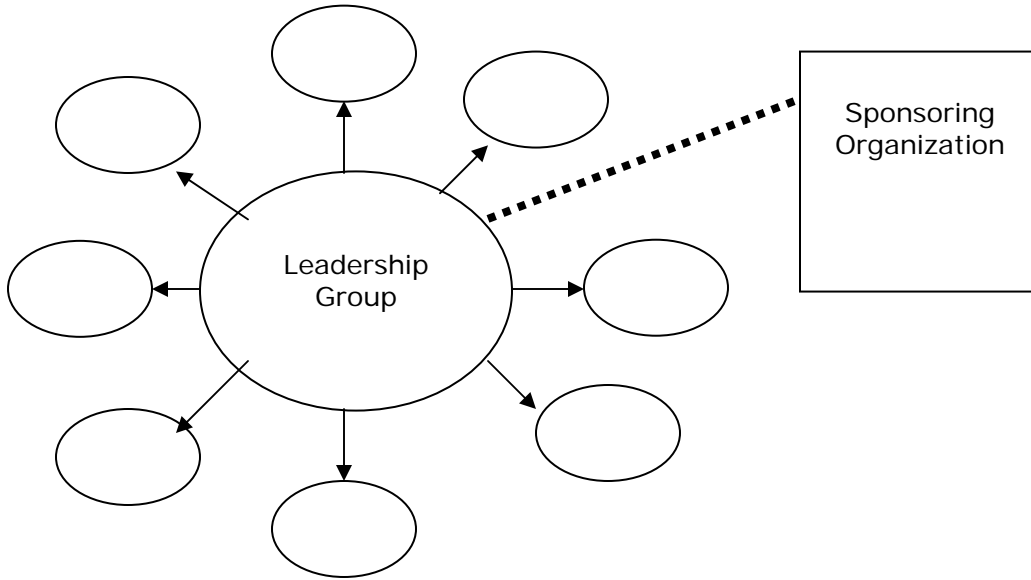
- Arms Length – the sponsoring organization involvement in the initiative is limited to acting as legal sponsor of the initiative, administering funds, perhaps providing facilities. All operational (e.g. hiring) and policy decisions (e.g. strategic plan) are left up to CCI stakeholders and require little to no board review and approval.
 - In-House – the sponsoring organization treats the CCI as a regular program or service, provides full administrative support, and has final approval on major operational and policy decisions of the CCI stakeholder group.
 - Collaborative – the sponsoring organization senior staff and volunteers takes an active, but rarely dominant role in the work of leadership group, committees and working groups; in some cases, the sponsor may be the clear lead on an issue (e.g. hiring staff).
-

There are, therefore, 9 general types of sponsorship & structure combinations.

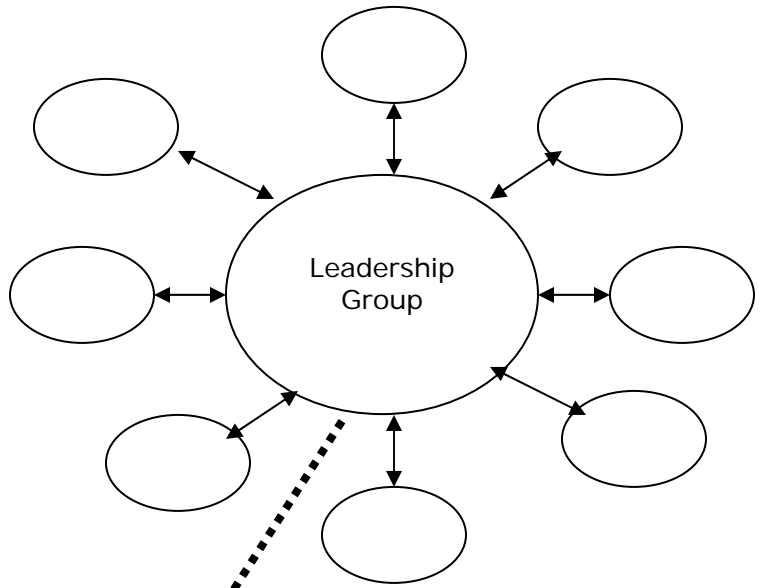
<u>Sponsorship</u>	Structure		
	Top Down	Interactive	Bottom-Up
In-House		Dudley Street Neighborhood Initiative in Boston	
Collaborative		Opportunities 2000 in Waterloo (2000-2002)	
Arms Length			Opportunities 2000 in Waterloo (1997-2000) CRUNCH Victoria

Structures

Top Down



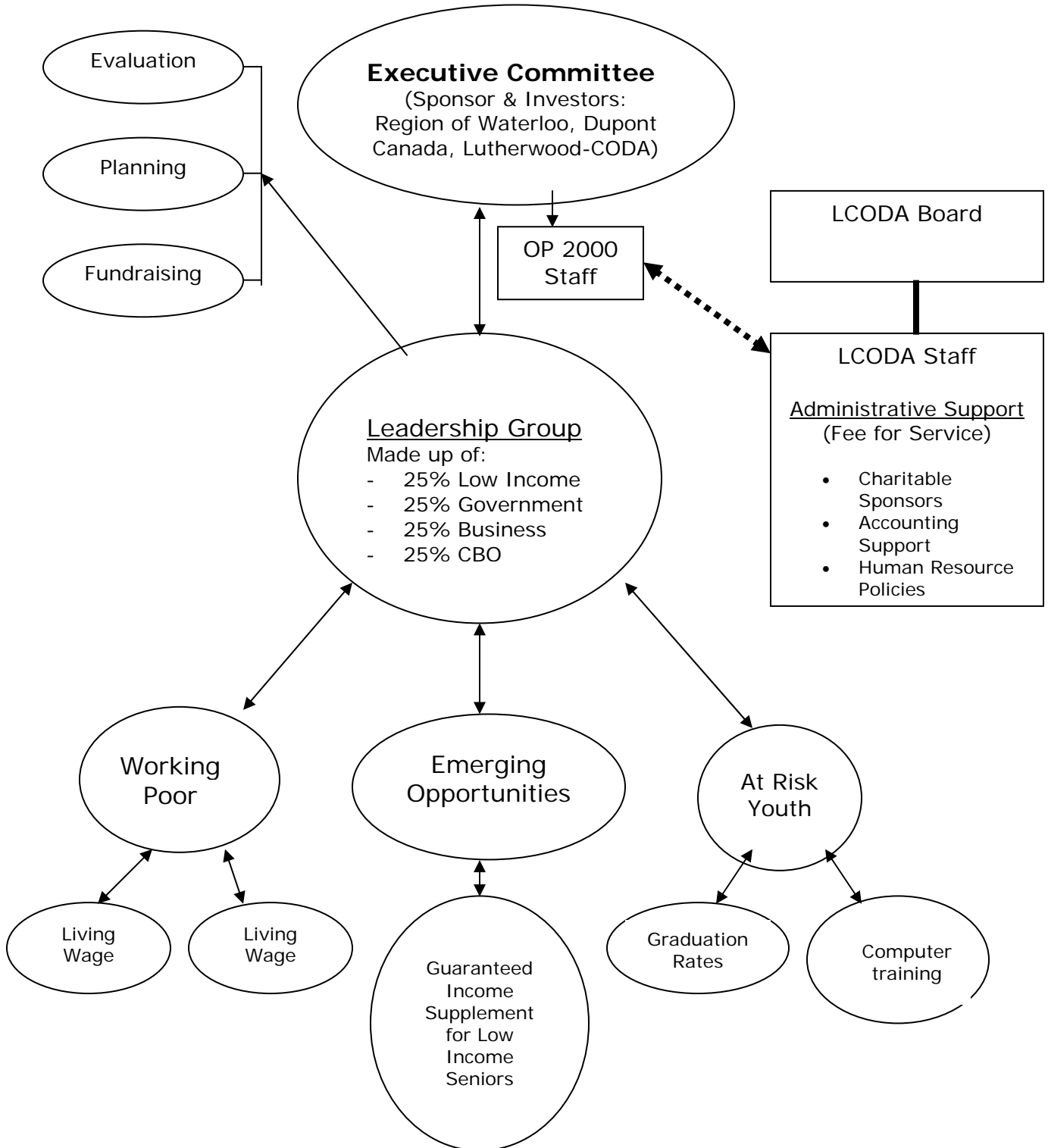
Bottom-Up



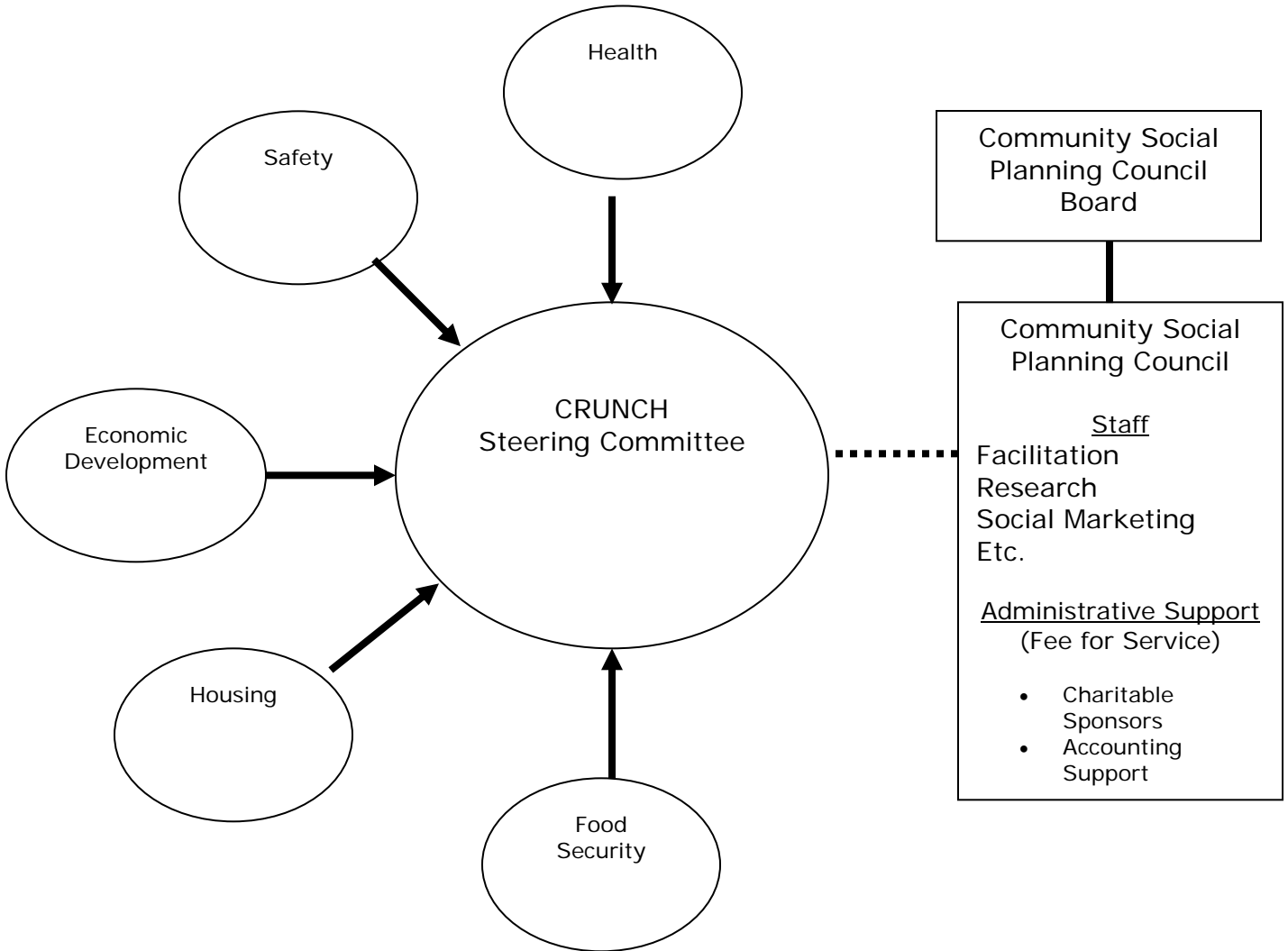
Shared



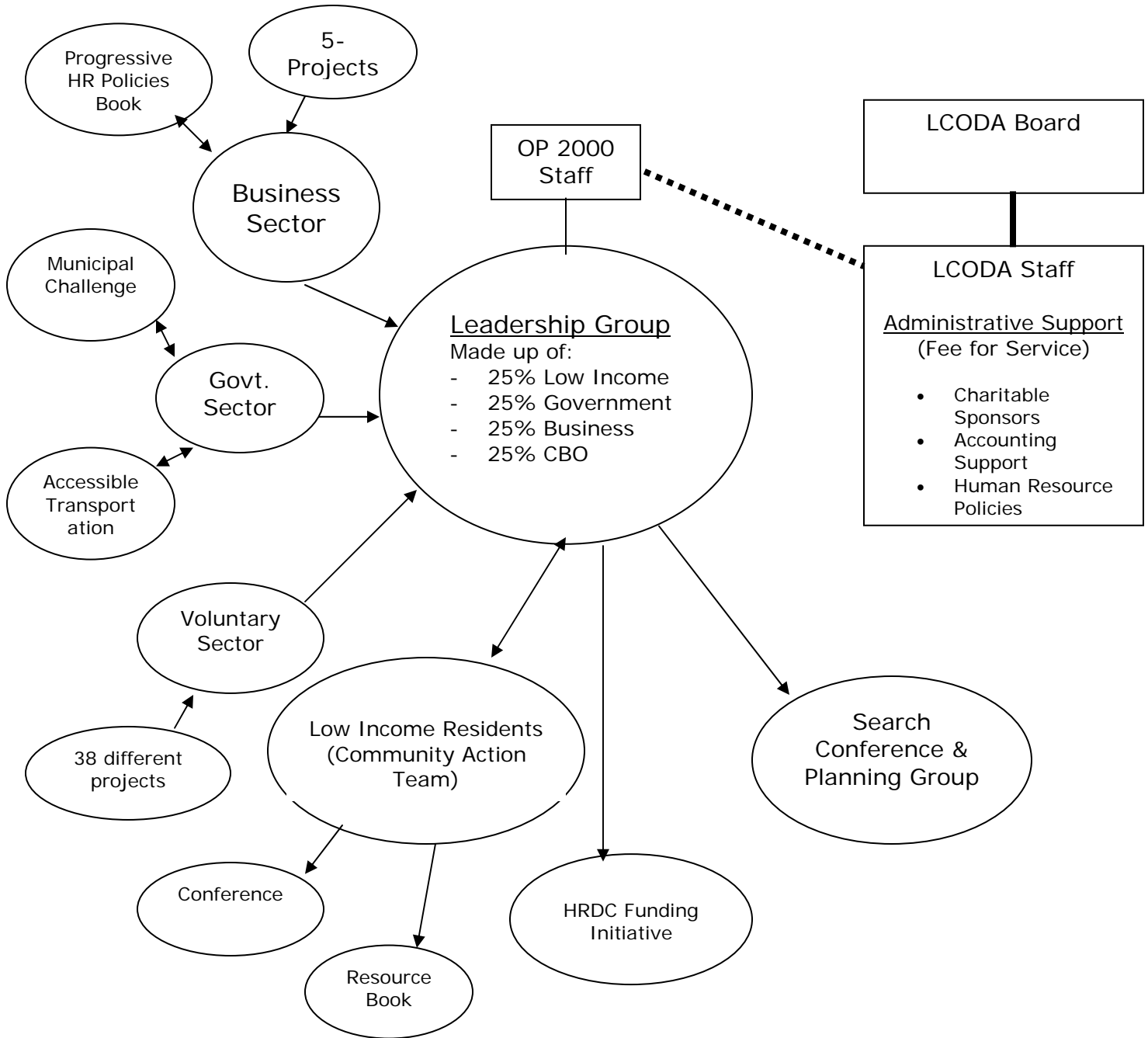
Example 1
 Opportunities 2000, Waterloo Region
 (Transition Period 2000-2002)
 Interactive Structure, Collaborative Sponsorship



Example 2
CRUNCH, Victoria BC
Bottom-Up Structure, Arms Length Sponsorship



Example 3
Opportunities 2000 First Phase (1997-2000)
 Bottom Up Structure (Mostly), Arms Length Sponsorship



Example 4
Dudley Street Neighborhood Initiative
Iterative Structure (Mostly), In-House Sponsorship
(<http://www.dsni.org/>)

