



## Upstream and Community Capacity Building Funds Implementation Guidance

At the core of the Upstream and Community Capacity Building (CCB) funds is the equitable distribution of power and resources. The principles behind this funding model are based on Truth and Reconciliation and Equity, Diversity, and Inclusion.

We work to incorporate these concepts and principles in each aspect of the funding process and aim to support recipients to do the same. As a funding recipient, we encourage you to explore and consider the best practices in this document as guidance for building and implementing funded initiatives.

These are not required practices but are intended to support you as you build strong, sustainable, and equitable initiatives as you serve the community.

### Partnerships

Individuals or groups without incorporation status must designate a Financial Sponsor. (FS). A FS is an organization that receives funds on behalf of the grant recipients. Financial Sponsors for the Upstream and CCB funds will enter into a funding agreement with the Region of Waterloo and will accept responsibility under the funding agreement including, but not limited to reporting the funds received.

Those working with a FS are encouraged to connect with the Upstream Team ahead of submitting a proposal ([upstream@regionofwaterloo.ca](mailto:upstream@regionofwaterloo.ca)), and should create an agreement between themselves and the FS. This agreement should include:

- Roles and responsibilities of partnering group
- Process for allocating and documenting funds received and distributed
- Decision-making processes between partner organizations
- Conflict resolution approaches should the need arise

Note: Some organizations may require a fee to act as a FS, these costs are an eligible expense for Upstream/CCB funding.

### Joint Initiatives

Partnerships or collaborations in which two or more organizations contribute to the funded activities are a funding focus for the current funding cycle.



Regardless of the nature of the joint partnership, before submitting a proposal for funding, groups should discuss the purpose for their partnership, and how they will work together. The best practice would be to create an agreement between organizations that describes the partnership. This document should outline:

- Roles and responsibilities of partnering group
- Process for allocating and documenting funds received and distributed
- Decision-making processes between partner organizations
- Conflict resolution approaches should the need arise

For conflict resolution resources in the Waterloo Region, or to access agreement templates please reach out to the Upstream Team, [upstream@regionofwaterloo.ca](mailto:upstream@regionofwaterloo.ca).

## Staffing and Recruitment

Building staffing capacity is an important part of many funding requests and hiring practices are essential to creating an inclusive workspace. When recruiting staff a few things can be done to lead an inclusive process:

- Create a job description that outlines the job role in simple and clear language.
- Ensure that the opportunity is shared broadly.
- Be prepared to provide accommodation as requested through the interview and hiring process.

Organizations that are new to hiring staff or onboarding volunteers may consider working with organizations with knowledge of the processes to ensure the appropriate policies and procedures are in place. Costs for these services are eligible through Upstream/ CCB funding.

Additional resources on staffing and hiring practices:

- [Ontario Nonprofit Network](#)
- [National Council of Nonprofits](#)
- [Sample Interview Rubric for Hiring](#)

## Staff Compensation

We encourage funding recipients to compensate staff at the living wage rate.

The living wage is not the minimum wage rate, living wage is based on the wage that individuals need to cover the costs of living and this rate is based on the communities that they live in. To determine the living wage several factors are taken into consideration, including food, shelter, clothing, transportation, recreation, and more.



As of March 2024, the living wage is: \$20.90/ hour. For current living wage rates, please visit: [Living Wage Network](#).

## Governance

Building governance structures is important and takes time. Groups working towards developing a governance structure should include time and resources for the development process.

Several resources exist and will give a good overview of the best practices for creating governance structures, i.e. Board recruitment, training and responsibilities. These are helpful guides, however groups embarking on the journey are encouraged to review:

- [20 Questions not-for-profit organizations should ask: Recruiting, developing, assessing and renewing directors](#)
- [Building a Nonprofit Board](#)

## Suggestions

Ontario nonprofit network – [Governance Framework](#)

CPA Canada – [Governance for non-profit organizations](#)

**For more information or to connect with someone from the Upstream Team**

**Email: [upstream@regionofwaterloo.ca](mailto:upstream@regionofwaterloo.ca)**