

Capacity Building for Galliano Conservancy: Walk-A-Long

Erin Reder and Cristina Eva Garofalo
June 3, 2017

Table of Contents

Territory Acknowledgement	2
Abstract.....	3
Goal and Objectives.....	3
Structure.....	4
Strategy A: Develop a Central Virtual Communication Hub for Volunteers	4
Plan:.....	4
Act:	5
Slack.....	5
Asana.....	6
Monitor.....	6
Evaluate.....	8
Strategy B: Utilizing Organize BC for Capacity Building Programs.....	9
Plan.....	9
Act	9
Monitor.....	9
Evaluate.....	10
Strategy B: Develop an External Communications Plan Focused on Outreach	10
Plan.....	10
Act	Error! Bookmark not defined.
Monitor.....	Error! Bookmark not defined.
Evaluate.....	Error! Bookmark not defined.
Strategy C: Develop a Sophisticated Social Media Presence and Visual aids to Draw New Donor and Participant Attention	12
Plan.....	12
Act	Error! Bookmark not defined.
Act	Error! Bookmark not defined.
Monitor.....	Error! Bookmark not defined.
Evaluate.....	Error! Bookmark not defined.
Works Cited	14
Appendix A.....	16
Appendix B.....	17

Territory Acknowledgement

The Galiano Conservancy is uniquely located on the original territory of the Penelakut Nation and is also considered a shared traditional territory with other Coast Salish Peoples (Canada. Ministry of Aboriginal Affairs 6). Notably, Turtle Island is a commonly used term to describe the original territory of North America of all Indigenous peoples (Jones & Moomaw ii). Colonization has devastated the Indigenous populations of Turtle Island, and in respects to the

Penelakut peoples, a Penelakut elder said, “The sea is our refrigerator. When we lose our diet we lose our teachings, the teachings of the old” (Ayers, Dearden, & Rollins 265). While the most well-known Penelakut history of Galiano Island is mostly regarded with marine regions, the terrestrial relationship is not ignored by the Canadian government (Ministry of Aboriginal Relations and Reconciliation) and should not be by others. Following this, the property that was purchased by the Galiano Conservancy is on un-ceded land, which means there was never an agreement or treaty made between the First Nations and the Crown that would count as a land cession. Therefore, the Indigenous rights, title, law, and governance was never extinguished on what is now known as Galiano Island. As settler allies now residing on un-ceded territory it is important to acknowledge the history of the land and accept the responsibilities to work in a positive relationship with the Indigenous peoples of this territory. This report focuses on fundraising events in various steps, each step can offer space to reflect and engage in conversation with the appropriate First Nations to ensure free, prior, informed consent to the ecological impacts on these Indigenous territories. Meaningful cooperation of the Galiano Conservancy Association with nature, settler allies, and First Nations can begin to be recognized through territory acknowledgements.

Abstract

The Galiano Conservancy Association (GCA) wants to encompass ecological integrity and education as a financially independent ENGO. As student consultants to the Conservancy our project was designed to help increase the Conservancy’s overall financial and volunteer capacity. While not a restoration project in itself, it is intended to be the backbone that makes all other restoration projects possible and will follow similar management principles. Starting small, we decided to focus on one fundraiser that has already been up and running for three years. The annual Walk-A-Long is an event that aims to create access to funds that can be used as bursaries for K-12 students to part take in educational programs. The Walk-Along is a borderline magical experience that takes participants through the beautiful locations on Galiano Island accompanied by talented musicians. Established in 2014, the Walk-A-Long has raised significant funding, and has the potential to be an annual and steady source of external funding. Up to \$15,000 will go to bursaries, with remaining funds going towards the GCA in other to fund student restoration projects or infrastructure.

Goal and Objectives

The overarching goal is **for the Walk-A-Long to fundraise for educational programs effectively, efficiently, and engagingly**. It is important to remember that the walk-a-long part of the GCA’s primary goal, “To preserve, protect and enhance the quality of the human and natural environment” on Galiano Island (<http://galianoconservancy.ca/about/our-mission/>). Therefore, ecological integrity is essential to this report and is part of the overarching goal.

The first objective is **to increase the effectiveness of how the event is organized and implemented with engaged volunteers**. Strategy A and B are described below and will aim to meet this objective. Strategy A focuses on creating a virtual communication hub for volunteers and Strategy B focuses on offering capacity-building learning programs. Overall, this objective

specifically focuses on strengthening volunteer relationships and volunteer's commitment to fundraising events. This objective is structured to ensure that the GCA is meeting the needs of the volunteers. As a result, if this objective is successful, issues with high employee workloads, low conservancy volunteer base, and disorganized fundraising events should improve.

The second objective is **to efficiently increase funds by engaging more participants to pledge and donate**. Strategy B and C aim to meet this objective. This objective focuses on the expansion of participation beyond Galiano Island in an effort to engage new people in the projects and fundraisers of the conservancy. It is important as the conservancy continues to grow that it also search for financial support from new donors as well as ensuring that the conservancy's current donors are being effectively engaged, encouraged and appreciated.

Structure

As stated in the goal, this report is structured with adaptive management in aims to reflect on areas of organizational methods that are not fully effective, efficient, or engaging. Adaptive management was developed to accommodate uncertainty and complexity for management procedures (Berkes 1692), which are often characteristics of environmental management. Overall, this report attempts to work in features of environmental management.

To explain further, each section is divided into four parts; plan, act, monitor, and evaluate. If there are any areas of concern after the evaluation, the plan can easily be adapted or re-written through the planning stage. While a variety of uses are allowed, they must in some way reduce the ecological footprint of property-wide operations and/or contribute to the maintenance or recovery of ecosystems with respect to their health, integrity and sustainability. This report is not to be used against the concept of decolonization, in support of environmental degradation, or to create exclusive events. If helpful, this report can help create an inclusive space that encourages community relationships to flourish and engage everyone in conversations around the land and marine environment.

Strategy A: Develop a Central Virtual Communication Hub for Volunteers

Plan:

Volunteers play a significant role in how the GCA's operations are accomplished, and thus should have a specific communications plan. To strengthen volunteer relations a central virtual communication hub to freely engage in conversation is needed. Whether it be for personal environmental interests or for the Conservancy organizational matters. Otherwise a lack of communication will quickly lead to losing potentially critical volunteers (Kramer, Meisenbach, & Hansen 18-9). Therefore, this report reviews two main communication hubs for volunteers,

Slack or *Asana*. These two virtual communication hubs offer different layout and features, the best fit can be determined by the Conservancy's board.

Furthermore, a central communication hub can create effectiveness in how the fundraising event is organized in two main ways; everyone will have a clear role and volunteers will stay engaged. First, volunteers look for NGO's that can meet their needs and utilize their talents. So, finding a position in a NGO to suit your personal goals and identity will keep the you, as a volunteer, intrinsically motivated and dedicated (Nencini, Romaioli, & Meneghini 620-622; Kramer, Meisenbach, & Hansen). Through central hubs the communication to explore volunteer's needs is made easier and the delegation of responsibilities can be made organized with virtual features, as will be described later in the report. Secondly, while an employed volunteer coordinator should have a responsibility to organize volunteer outings and check-in's, a central volunteer hub will have volunteers check in with each-other to stay engaged which relieves some pressure from the volunteer coordinator (Kramer, Meisenbach, & Hansen 22). Checking in with volunteers and offering help by employees systematically significantly increases the volunteers desire to stay with the NGO (Nencini, Romaioli, & Meneghini 623), in addition to creating a genuine relationship.

For the Walk-A-Long event a central hub can allow volunteers to come together and brainstorm ideas, check in on responsibilities, and have all materials in an organized place. Central hubs can be as small or as large as the Conservancy would want; combining employees and volunteers or to create a space specifically and solely for volunteers. As internet connection is a concern on Galiano Island, these virtual hubs can easily be accessed from the comfort of individual's homes. If the internet connection is still of concern, it is possible to make a list of "internet hotspots" on the island such as libraries, cafe's, or the conservancies offices for volunteers. This can encourage volunteers to meet and access the hub together, a possible happy medium for those who are skeptical of utilizing the web. While poor internet connection can seem like a tedious concern, finding a way to participate in a virtual communication hub can be a necessary obstacle to overcome if the objective to increase the effectiveness of organizing events and the volunteer base will be accomplished. More so, increasing planning effectiveness and volunteer engagement with the fundraising event can greatly increase its success by strengthening the foundations of the decision-making process for the Walk-A-Long.

Act:

Slack

Slack communication hub brings everyone together in one place, through messaging, collecting documents, and organizing teams (Slack "Where Work Happens"). *Slack* is essentially free and as the Conservancy's capacity grows it can easily accommodate for a larger communication hub. Slack can become easily "cluttered" and requires management to ensure it stays organized, this could fall under the responsibility of a volunteer coordinator to keep everything properly labelled and organized.

The price of Slack varies (see fig. 1), but the company uniquely offers a generous discount to non-profit organizations. A free upgrade is offered to the standard plan of up to 250 members, which allows of a decent growth in volunteer capacity. Therefore, the Conservancy

can use the standard package for free, while other customers would need to pay. However, if the capacity grows past 250 members, an 85% discount is offered for either the Standard plan of 250+ or Unlimited Plus.

The seven basics of how *Slack* is organized has been put together by this report's own personal research, to review please refer to Appendix A.

Asana

Asana is a communication tool that focuses on tracking teams work to produce great results (citation <https://asana.com/company>). *Asana* is another option for the Conservancy, but only for a smaller volunteer group of 15 people or less. To expand the capacity of this communication hub would require \$9.99 per person per month. This report is assuming the Conservancy wishes to keep cost low and is not going to expand on options with high costs. However, the features and organizational qualities of *Asana* meet a higher standard than *Slack's* and should be considered if the Conservancy does not want to use the communication hub for more than 15 people. Therefore, *Asana* may be a better option if the Conservancy does not want to use a communication hub a technique to expand the volunteer base, but instead work with an intimate volunteer group at high efficiency. It is possible to use a Facebook page for all volunteers and *Asana* for the more long-term volunteer base that can focus on organizing tasks.

The seven basics of how *Asana* free software is organized has been put together by this report's own personal research, to review please refer to Appendix B.

Monitor

Monitoring of this strategy could be the responsibility of the employee volunteer coordinator. The position of an employed volunteer coordinator should be seriously considered by the Conservancy to ensure that the objective of to increase the effectiveness of how the event is organized and implemented with engaged volunteers is met. The volunteer coordinator should have two focuses; one is to review the activity on the central hub to ensure efficiency and two is to create biweekly or monthly check-ins with volunteers to assess how relationships have developed to ensure engagement. The monitoring process of this position can be done as following...

Step 1: Review activity

- Are volunteers accepting or initiating delegation of tasks for the event? All, half, or few?
 - o Notes: _____

- Are volunteers referring to the central hub when clarification or reminders are needed for the responsibilities? This can be seen through direct messages or general messages.

○ Notes: _____

_____.

When questions, comments, or concerns arise is the communication hub the first, second, or last option by most volunteers?

○ Notes: _____

_____.

Is there general frustration being expressed, online or offline, about the communication hub?

○ Notes: _____

_____.

Are the communications staying generally on task for following the Conservancy's mission or ecological restorations and health?

○ Notes: _____

_____.

Step 2: Assess relationships

Are tasks being delegated to volunteers out of expression of desire by the volunteer or out of need of completion by the Conservancy?

○ Notes: _____

_____.

Are volunteers expressing through direct message, group message, or in-person that their own communications are being overpowered by others on the communication hub?

○ Notes: _____

_____.

Have any volunteers expressed, through the hub, that their roles are satisfying their needs? If so, specify who.

○ Notes: _____

_____.

Has regular checkups or check in's been more accessible through the communication hub? If possible count how many.

○ Notes: _____

_____.

Are there specific materials an individual volunteer or the collective group need? For example, communication strategies and tips, listening circles, distress, or others?

○ Notes: _____

_____.

Evaluate

“Management is not a search for the optimal solution to one problem but an ongoing learning and negotiation process where a high priority is given to questions of communication, perspective sharing, and the development of adaptive group strategies for problem solving.”
(Pahl-Wostl & Hare 193)

To review, the objective of this section is **to increase the effectiveness how the event is organized and implemented with engaged volunteers**. If the monitoring section shows that the objective and goal is not met, then through group discussion this strategy can be redesigned to find a perfect solution (Berkes 1692). The adaptive management plan used in this report can be reviewed by group discussions to address any uncertainties or complexities of each section.

For example, the planning section requires review for why this strategy is important, what it will aim to do, and how it will directly be used for the Conservancy. If the group discussion from the evaluation section shows that the purpose was not appropriate for the Conservancy then it is clear the issue lays with the planning process and another strategy should be implemented. If the group discussions show that the planning process was successful but the action following did not properly suit the Conservancy, then it is clear the act section should be reviewed and a different virtual hub should be implemented.

This structure of reviewing and adapting is an on-going process that will result in the best practice for the Conservancy to reach the overarching goal **for the Walk-A-Long to fundraise for educational programs effectively, efficiently, and engagingly**.

Strategy B: Utilizing Organize BC for Capacity Building Programs

Plan

Organize BC is a collaborative project of trainers working to strengthening the skills and connection of progressive organizers across BC (Organize BC "Our Story"). 860 participants and 17 communities later this project has been utilized by Dogwood, Leadnow, BC Health Coalition, Health Sciences Association of British Columbia, Alliance of BC Students, West Coast Environmental Law, and many others (Organize BC). Organize BC provides capacity-building training programs to other organizing leaders in B.C. and should be considered by the GCA in aims to meet the objective **to increase the effectiveness how the event is organized and implemented with engaged volunteers** and the overarching goal **for the Walk-A-Long to fundraise for educational programs effectively, efficiently, and engagingly.**

Act

There are various programs offered by Organize BC including; core trainings for a holistic overview, booster workshops for leadership practice, campaign start-up to improve campaigns, coaching & mentorship for networking, Organizing 2.0 for troubleshooting, and even custom tailored workshops to meet specific needs (Organize BC "Our Programs"). This report suggests for the GCA board to consider the custom workshop or the campaign start-up program.

The former can be utilized to focus specific on the GCA's specific needs and fundraising event. As previously mentioned in Strategy's A planning process, volunteer communities search for organizations that can meet their specific needs. Therefore, it may be beneficial for the GCA to organize a meeting that reviews what their volunteer needs are and then create a custom-tailored workshop with Organize BC. The latter option could be considered if the GCA would want to consult other organizations to gain comparative insight on relative events being hosted.

To initiate interest in participating with Organize BC's programs, the current contact information of June 2017 is Anna McClean, Co-Director, email: anna@organizebc.ca or Peter Gibbs, Co-Director, email: peter@organizebc.ca (Organize BC "Contact"). If there are any difficulties with contacting the Organize BC directors or desires to consult participants on their experience with these programs the co-author of this report, Eva Garofalo, can provide direct contact information on request of the GCA.

Monitor

Monitoring of this strategy will only be implemented if this strategy is pursued and during the actual Organize BC program. There are various options for a monitoring process. For example, the potential volunteer coordinator could be responsible to participate with volunteers and keep detailed notes of the experience, reviewing with a Rose, Thorn, Bud, technique. The Rose, Thorn, Bud technique is a system that allows for comprehensive feedback, participants are

asked to comment on what was positive, negative, and aspects that could be developed into future signs of success (Datar, Bowler, & Canals 132-3). An overall review of a monitoring process like the Rose, Thorn, and Bud technique will allow the GCA to assess how successful capacity building programs from Organize BC are for the Conservancy's volunteer community.

Evaluate

This evaluate section is following the same structure of the previous Strategy A evaluation section. As previously mentioned, the evaluation process and success of Strategy B could be determined by a possible new position for the GCA called the Volunteer Coordinator.

The objective of utilizing Organize BC is **to increase the effectiveness how the event is organized and implemented with engaged volunteers**. If the monitoring section of Strategy B provides evidence that this objective was not met, then each step can be reviewed to find the source of the problem. For example, if the monitoring process revealed most individuals felt Organize BC's workshops were unnecessary and repeated information that was already held, then the planning process would have failed and this strategy should not be implemented. If the monitoring process showed that most individuals hoped for different information to be provided, then it is possible that the act section was not properly implemented and different workshop should be pursued from Organize B.C. The evaluation process follows the adaptive management structure and it is likely each time this strategy is reviewed it will require the Volunteer Coordinator to take the evaluation notes and readdress this strategy from the beginning. In other words, adaptive management follows an on-going process to address changes which will allow for resiliency in the overarching goal of **the Walk-A-Long to fundraise for educational programs effectively, efficiently, and engagingly**.

Strategy B: Develop an External Communications Plan Focused on Outreach

Plan

This plan will aid the conservancy in streamlining outreach efforts with specific messages and strategies outlined in a single document. It will aim to identify targeted audiences and the most efficient methods and media to reach those groups. The document is meant to be constantly reviewed and revised in order to stay relevant to the organizations outreach interests and an evaluation rubric must be created to assist in these revisions. An external communications plan can be applied to future fundraisers that are separate from the Walk Along.

Communication plans are created to provide order and structure to outreach attempts. It will ensure that there is a clear message and that the appropriate tools are being used to reach the targeted audience. It will promote very organized methods of outreach that have more potential to be well received and respected. A communications plan specifically focused on obtaining new participants, donors and partners for the Walk Along will help pave the road to success in building the financial and human capacity that the Conservancy needs. The communications plan can be developed during a specific workshop held by the conservancy board members with one volunteer to take position as head of communications. Following a template from Funds for

NGO's, it is suggested that communication plans should be developed according to a six step program (Duff, H, 2016).

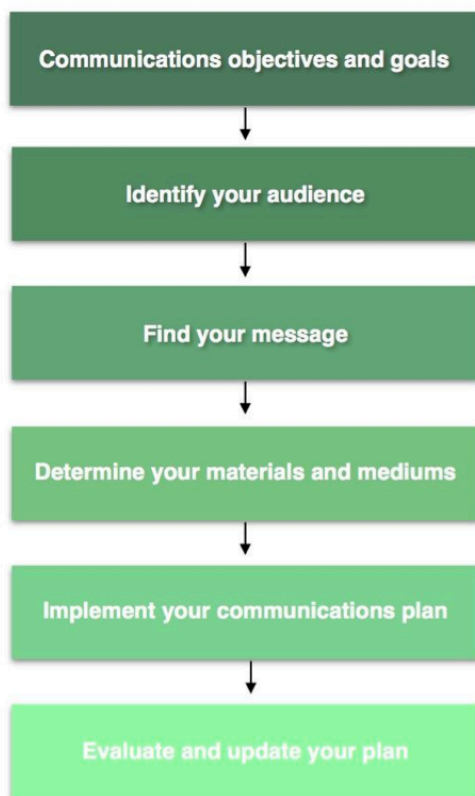


Fig.1: Six steps to creating a communications plan. (Duff, H, 2016)

Developing the goals and objectives of the plan is the first and most important step so that everyone has a clear idea of what the plan is trying to accomplish. For every goal there needs to be an attainable objective to be completed within a certain amount of time. For example, the basic goal that the Conservancy has for this fundraiser is to increase participation and donations. One of the tangible objectives that go along with this goal would be to print, laminate and put up posters before a specific date. The goals and objectives should vary according to what the Conservancy decides is feasible with current budget and volunteer base.

Regarding the target audience, the plan should be designed with the potential to reach out to local and part-time residents. There is potential to reach out to other islanders interested in funding environmental organizations but it would require a more sophisticated online and social media based outreach. When determining a target audience it is recommended to make general broad assumptions as to what they will respond to and where it is best to reach them (Duff, H, 2016).

Identifying the message the conservancy aims to project to the target audience is the next step. This can specifically relate to the Walk-Along since that is the fundraiser we are focusing on in this report. However the message could always be changed to apply to other fundraisers or events.

Materials and media are the means in which the message is going to be projected to the targeted audience. These can be materials such as brochures, flyers, posters etc. or media such as online Facebook groups and events, Twitter pages etc.

After creating and implementing goals and objectives of the initial document the final step would be to consistently return to the document and evaluate whether or not goals have been reached or if they need to change.

All of these steps mentioned are explained in more detail in the original web document on Funds for NGO's. However, since the Conservancy has a smaller volunteer base and outreach program, it will be important to identify small steps and targets that will be the most effective.

Regarding the creation of the communications plan here are our following recommendations:

- Hold a workshop with the board members to discuss creating an external communications plan
- Focus on the part time residents on Galiano Island as part of the targeted audience since they are closest to the conservancy and most likely to attend.
- Capitalize on individual connections and talents already available to the conservancy: During the workshop invite an open conversation to volunteers who would like to use any of their unique talents to promote the fundraiser. (ex. Any artists or musicians who would like to create a video for the Walk Along).
- Review the Management Plan for the Learning Centre to ensure that everything in the newer Communications Plan is relevant.

Strategy C: Develop a Sophisticated Social Media Presence and Visual aids to Draw New Donor and Participant Attention

Plan

Why is this important?

Non-profit organizations need to reach out to donors and raise funds for their cause in order to function. When NPO and NGO organizations perform outreach, marketing strategies are often very effective. Your project is your product and your donors are your consumers (Arora Saumya, 2016). In a new age of social media, businesses are now developing new and immersive marketing strategies that connect with people more personally than ever. Companies are able to establish communication channels with their clients and boost their

faithfulness (Saravanakumar, M., and T. SuganthaLakshmi, 2012). The same can apply to NGO's when they decide to invest in social media outreach in their communication strategies.

One of the first steps in drawing your target audience to your cause is using mass appeal via social media, websites, newspapers etc. However NGO's must also take it a step further and focus on one donor at a time to, ensure they are making an informed choice, develop authentic relationships with donors and ensure that their needs and expectations are being met. Therefore communicating to donors is a two-step process, the first step requiring mass appeal and the second step requiring one on one interaction (Arora Saumya, 2016).

Currently the Conservancy is using a Twitter page and Facebook page for their social media outreach as far as we are aware. Before making specific recommendations and criticisms, It is worth mentioning that We are not a part of the community of Galiano and we do not know if the local residents will respond to a more sophisticated social media presence. We are generally catering to a younger age group and people off the Gulf Islands with tactics that we have researched and are familiar with.

After viewing the Conservancy's social media pages we have determined multiple beneficial efforts and aspects that are already being implemented such as:

- Frequent posting and promotions of events
- Existing video for the Walk-A-Long shared by another NPO on Facebook (CHIMP) (34 views)
- A very connected and engaged local community (As shown in the Ken Millard Memorial video)
- A very well designed and accessible website

There are also parts that can be improved:

- Empty links on the website (there is a link to a video related to the Conservancy but no actual video)
- There is decent photography present, but there's potential for some real artistic endeavors (ex. An Instagram page, creative video opportunities for students and talented volunteers, or repeat photography)
- Different visual aids are used every year for the Walk-A-Long.
- Empty links on the website.

Since the Conservancy already has a strong local community already involved with the Walk-A-Long completely separate from social media, it would make sense to continue to promote the fundraiser without social media. The recommendations for amplifying social media presence stem from a need to increase incoming funds from a saturated target audience (The residents of Galiano), but the GCA will need to decide if this is something that should be implemented immediately or would be better suited to future endeavors.

These are our following recommendations for amplifying social media tools to promote the Walk Along and other efforts of the Conservancy:

1. Unite the visuals for the Walk Along and post frequently: Finding one effective design and message would assist in the viewers initial visual recognition of the event when being promoted across multiple communication channels to the targeted audience.
2. Discuss and look into creating a well made video that encompasses the beauty and purpose of the Galiano Conservancy that can be easily shared and posted on the Conservancy's website.
3. Continue to promote events to other NGO and NPO organizations on Facebook to increase the breadth of outreach attempts.
4. Upon completion of the Repeat Photography Website project, provide links, share and promote repeat photography photos.

Conclusion

While researching methods on how to increase the volunteer, participant and financial capacity of the GCA's Walk-Along for Learning, it has been determined that there are multiple methods available for achieving these goals. The steps that we have determined to have the most potential for improving the fundraiser include three strategies that aim to meet our two objectives for the Walk Along for Learning. The first objective is to increase the effectiveness of how the event is organized and implemented with engaged volunteers by choosing a central communications hub for volunteers (strategy A). The second objective is to efficiently increase funds by engaging more participants to pledge and donate by developing an external communications plan (strategy B) and to develop a sophisticated social media presence and visual aids to draw new donor and participant attention (strategy C). All of the three strategies generally focus on expanding and increasing communication across and outside the small borders of Galiano Island. Within each strategy it is acknowledged these endeavors to expand recruitment and fundraising might need to be tailored to local realities of minimal electronic communication. Despite our lack of experience with the local community of Galiano Island we hope that this document will provide some insight into how to improve the Walk-Along for Learning and other fundraisers in the future.

Works Cited

- Ayers, Cheri A., Phil Dearden, and Rick Rollins. "An exploration of Hul'qumi'num Coast Salish peoples' attitudes towards the establishment of no-take zones within marine protected areas in the Salish Sea, Canada." *The Canadian Geographer / Le Géographe canadien* 56.2 (2012): 260-74. *Uvic Library*. Web. 15 May 2017.
- Arora, Saumya. "How Marketing and Communication Strategies can help NGOs achieve Fundraising Success." *Funds for NGOs*. N.p., 28 Mar. 2016. Web. 19 May 2017.
- Berkes, Fikret. "Evolution of co-management: Role of knowledge generation, bridging organizations and social learning." *Journal of Environmental Management* 90.5 (2009): 1692-702. Web. 31 May 2017.

- Canada. Ministry of Aboriginal Affairs. *HUL'QUMI'NUM TREATY GROUP FRAMEWORK AGREEMENT*. Vancouver: British Columbia Treaty Commission, 1997. *Uvic Library*. Web. 15 May 2017.
- Canada. Ministry of Aboriginal Relations and Reconciliation. *Penelakut Tribe Forest & Range Consultation and Revenue Sharing Agreement (FCRSA) (the "Agreement") Between: The Penelakut Tribe as represented by Chief and Council (the Penelakut Tribe)*. Victoria: Ministry of Aboriginal Relations and Reconciliation, 2014. *Uvic Library*. Web. 15 May 2017.
- Datar, Srikant, and Caitlin N. Bowler. "Design Thinking and Innovative Problem Solving." *Shaping Entrepreneurial Mindsets: Innovation and Entrepreneurship in Leadership Development*. Ed. Jordi Canals. N.p.: Palgrave Macmillan UK, 2015. 119-38. *Google Scholar*. Web. 15 June 2017.
- Duff, Hilary. "How to Create a Communications Plan for Your NGO." *Funds for NGOs*. N.p., 28 Mar. 2016. Web. 18 May 2017.
- Jones, Guy W., and Sally Moomaw. *Lessons from Turtle Island: Native curriculum in early childhood classrooms*. St. Paul, Minn: Redleaf Press, 2002. Web. 13 June 2017.
- Kramer, Michael W., Rebecca J. Meisenbach, and Glenn J. Hansen. "Communication, Uncertainty, and Volunteer Membership." *Journal of Applied Communication Research* 41.1 (2013): 18-39. *Uvic Library*. Web. 21 May 2017.
- Nencini, Alessio, Diego Romaioli, and Anna Maria Meneghini. "Volunteer Motivation and Organizational Climate: Factors that Promote Satisfaction and Sustained Volunteerism in NPOs." *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations* 27.2 (2015): 618-39. *Uvic Library*. Web. 18 May 2017.
- Organize BC. "Contact." *Organize BC*. Nationbuilder, n.d. Web. 15 June 2017.
- Organize BC. "Our Programs." *Organize BC*. Nationbuilder, n.d. Web. 15 June 2017.
- Organize BC. "Our Story." *Organize BC*. Nationbuilder, n.d. Web. 15 June 2017.
- Organize BC. *Organize BC*. Nationbuilder, n.d. Web. 15 June 2017.
- Pahl-Wostl, Claudia, and Matt Hare. "Processes of social learning in integrated resources management." *Journal of Community & Applied Social Psychology* 14.3 (2004): 193-206. *Uvic Library*. Web. 2 June 2017.
- Powering the Grid Event by Slack: Enterprise Grid product demo*. Prod. Slack. Perf. Ilan Frank and Leah Jones. Youtube, 16 Feb. 2017. Web. 18 May 2017.

Saravanakumar, M., and T. SuganthaLakshmi. "Social media marketing." *Life Science Journal* 9.4 (2012): 4444-4451.

Slack. "Enterprise Grid." *Slack*. Slack, n.d. Web. 02 June 2017.

Slack. "Slack Pricing Guide." Chart. *Slack*. Slack, n.d. Web. 18 May 2017.

Slack. "Where work happens." *Slack*. Slack, n.d. Web. 02 June 2017.

Appendix A

Slack's seven basic functions

- Channels are created as specific discussion groups, resulting in various organizational projects happening simultaneously.
- You do not need to only chat in the channels, direct messages can be sent to anyone on the team *Slack* page.
- There are also video calls, allowing employees like the Volunteer Coordinator to check in with volunteers or event for volunteers to directly as each other questions.
- While organizing events, like the fundraising event, documents can easily get lost, so there is a "pin document" feature that keeps all documents neatly organized and labelled on the side.
- Giving people specific obligations, tasks, or duties set reminders can be scheduled to help make sure no one forgets what their role is.
- As previously mentioned, keeping volunteers or employees engaged increases the likeliness of effectiveness, efficiency, and engagement. Therefore, *Slack* offers statistics for the management of the team page to review and analyze how impactful this site is for their team.
- Finally, there are hundreds of app integrations that can be worked into the *Slack* team page that can assist in meeting the volunteer's specific needs, wants, and to assist in completing the goal as mentioned in the abstract.
- It should be noted that every upgrade can offer more functions.

Free includes All of these great features:	Standard includes Everything in Free, and:	Plus includes Everything in Standard, and:
<ul style="list-style-type: none"> ◦ Searchable message archives, up to 10k of your team's most recent messages ◦ 10 apps or service integrations ◦ Native apps for iOS, Android, Mac & Windows Desktop ◦ Two-person voice and video calls ◦ 5GB total file storage for the team ◦ Two-factor authentication 	<ul style="list-style-type: none"> ◦ Unlimited searchable message archives ◦ Search for relevant people and channels ◦ Unlimited apps and service integrations ◦ Custom retention policies for messages and files ◦ Guest access ◦ Priority support ◦ OAuth via Google ◦ Mandatory two-factor authentication ◦ Custom User Groups to reach a team or department ◦ Group voice and video calls ◦ Screen sharing ◦ 10GB file storage per team member ◦ Custom Profiles 	<ul style="list-style-type: none"> ◦ SAML-based single sign-on (SSO) ◦ Compliance Exports of all messages ◦ 99.99% Guaranteed Uptime SLA ◦ 24/7 Support with 4-hour response time ◦ User provisioning and deprovisioning ◦ Real-time Active Directory sync with OneLogin, Okta, Centrify, and Ping Identity ◦ 20GB file storage per team member

Fig. 1. Chart of Free, Standard, and Plus *Slack* accounts; (Slack "Slack Pricing Guide")

Appendix B

Asana's seven basic functions

- Different workflow solutions design to specifically address your needs; project management, task management, reporting, work tracking, team communication, workflow management, team collaboration, calendar, etc.
- Create projects with specific tasks assigned to certain team members
- Manage a team calendar
- Send direct messages or group conversations
- Review progress graphs for projects
- Upload attachments
- Work with different groups using one account (employees and volunteers)