



## THE POWER OF COLLABORATION: A Volunteer Recruitment Event Guide

This project was supported through  
Toronto Arts Council Strategic Funding.







## Acknowledgement and Forward

Over the course of the last few years, Hot Docs' volunteer department has grown exponentially from 200 volunteers year-round to 1,000 festival and year-round cinema volunteers. It has been the aim of the department to collaborate as much as possible with like-minded organizations in the city to help fulfill recruitment goals as well as sharing strategies related to volunteer management. It is in this collaborative spirit where new initiatives are born and the one-of-a-kind recruitment event, Volunteer in Culture was started. Our existing partnership with WorkInCulture was strengthened as we included a workshop focusing on volunteer management through the lens of inclusion and diversity for organizations participating in Volunteer in Culture. The guidance and support we received in relation to diversity and inclusion from WorkInCulture was invaluable and you will notice their insight throughout this document. New partnerships were formed with organizations outside of the downtown Toronto core in order to expand the reach of the event and included North York Arts, Toronto Centre for the Arts, Scarborough Arts and the University of Toronto Scarborough.

Through research related to the *Guidelines to Volunteer Management* manual created by Hot Docs, the most frequent challenge noted in organizations was volunteer recruitment (32 percent of respondents). It was this fact, and the recruitment goals of Hot Docs, that led to numerous connections being established with other cultural organizations in the city and the first edition of Volunteer in Culture took place in the fall of 2014. Eight cultural organizations participated in the first edition and close to 250 attendees flocked into Hot Docs Cinema, showcasing the success of, and need for, such an event. Seven editions later, we are ready to share how to run your own Volunteer in Culture event to help with recruitment goals, as well as ensure your organization is making an effort to embrace inclusion and diversity practices right from the first step of the volunteer life cycle.

For some of you, the information in this manual may be new. Some of you may already be incorporating diversity and inclusion best practices into your workplace and volunteer management strategies, and may be at a point where you need to re-evaluate and adapt. Others may be struggling with where to start. Wherever you are, there are opportunities to strengthen your efforts and we have an existing suite of tools and resources available to start the conversation or to refer to when measuring your progress. This manual is also meant to demonstrate the power of collaboration among diverse cultural institutions as well as to share tools and resources for cultural organizations looking to plan and execute a successful recruitment campaign. It is a general guideline and best used when adapted to your needs.

With the generous support of the Toronto Arts Council Strategic Funding this initiative has flourished and expanded beyond its initial scope, helping us establish valuable collaborations in our community.

Finally, we want to acknowledge the incredible diversity that exists within our city of Toronto. It's this diverse community that gives our jobs new and exciting opportunities and makes Toronto the home of many cultural events. The sacred land that hosts these events is the territory of the Huron-Wendat and Petun First Nations, the Seneca and most recently, the Mississaugas of the Credit River. The territory was the subject of the Dish with One Spoon Wampum Belt Covenant, an agreement between the Iroquois Confederacy and Confederacy of the Ojibwe and allied nations to peaceably share and care for the resources around the Great Lakes. Today, the meeting place of Toronto is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work in the community and on this territory.

## Introduction

The whole is greater than the sum of its parts; that's how the saying goes. This is especially true when we speak of a community working together to achieve its goals. With our many partnerships Hot Docs has become a leader in the planning and execution of volunteer recruitment events in the arts and culture industry. Like most cultural organizations, our volunteer base is what drives our initiatives; without it many of us would have a hard time delivering high-quality programming. We rely on our volunteer networks to engage with our patrons, help with administrative work, promote our upcoming events and take part in our programming as patrons. While this type of engagement showcases the importance and value of volunteers to our organization, many in the sector struggle to recruit and retain a strong and essential volunteer base. Without partnering in the same way that has brought the Hot Docs Volunteer Department success, you may risk having overly difficult and time-consuming recruitment drives and not reaching recruitment goals. The idea of working alone in a silo also creates a singular voice for your volunteers, rather than doing what you intended i.e. building a community of support and enriching the experience of your volunteers by receiving input from different voices and networks.

Planning a recruitment strategy with like-minded organizations, while also keeping diversity and inclusion in mind, has proven successful for the arts and culture community and has resulted in higher retention rates. This is the essence of one of Hot Docs' main collaborative recruitment event, Volunteer in Culture. Unlike any other recruitment event, Volunteer in Culture gives attendees the ability to hear from a variety of cultural groups in a dynamic way, while presenting groups have the chance to recruit volunteers who already have an vested interest in the arts. Current opportunities are pitched to potential volunteers and they are then invited to approach any group they find interesting. Over the course of the last few years, attendees have enjoyed discovering new organizations in the city, while presenting groups have valued the opportunity to target a new group of arts and culture volunteers.

With the creation of an event like Volunteer in Culture we recognize that the cultural sector has a wealth of different voices and a tradition of presenting different perspectives. However, sometimes the workforce or volunteer base of this sector doesn't reflect the diversity

of their communities. Arts and culture organizations of all sizes and scales have already taken steps towards the goal of having a more diverse and inclusive workplace, but also know there is more work to be done. Wherever you are in this process, it is important to continue making strides towards strengthening the strategies, policies and practices that push your diversity and inclusion efforts forward. What we want to express, in this manual, is that you do not have to create these processes alone; you can do it through building solid partnerships.

Before integrating inclusion and diversity into your recruitment plan, it's important to take a step back and identify what they mean and how to include this holistic approach to your volunteer program. As WorkInCulture explains: Diversity relates to all the ways we differ; some of these differences we are born with and cannot change while others are a response to different experiences. Anything that makes us unique is part of this definition of diversity. Inclusion involves bringing together and harnessing these diverse forces and resources, in a way that is beneficial. It puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection that helps elevate organization capacity. To simplify, Diversity is the REALITY—our country, our province, our city IS diverse. Inclusion is what we DO with that reality; creating environments and systems that work for EVERYONE. It is best to treat Diversity and Inclusion as something you embed into your organization operations and practices, not just as a one-off activity. It can be hard work that takes time."

With this in mind, we, as volunteer or culture managers, who engage and rely on all aspects of the sector (volunteers, development, communications and programming) are in a prime position to prioritize diversity and inclusion in many ways. Every event or programming activity is an opportunity to take the lead on developing, adapting and advancing elements of diversity and inclusion on a continual basis—even small changes can have a huge impact over time. For Hot Docs, Volunteer in Culture has been essential in creating long lasting and sustainable partnerships in our sector, all while working to attain our diversity and inclusion goals. We are excited to have grown so much over the last few years and now look forward to sharing tips on how to run a successful recruitment event so that you too can continue to grow and help sustain our sector.

# Planning

Now that you have thought about what is important to your volunteer program and how beneficial it is to create partnerships to sustain equity in our sector, it is time to think about how to plan a collaborative event. When planning a collaborative event, it is equally important to have both a well-thought-out plan and strong partnerships. In this section we will review how to create a critical path and what it takes to build a lasting and successful partnership for your event. While much of this guide focuses on the successes, it is also essential to keep in mind that there is always a potential for the devastating costs that results from a lack of planning and fragile collaborations.



## CRITICAL PATH:

**Let's be honest:** there are some people who succeed just by winging it. They live by the rule that anything goes and somehow it seems to all work out. For those of us who work at event-based organizations, the above logic does not always work. Yes, events and project planning often feel chaotic (particularly if it is your first event), but the best outcomes are the result of a combination of expert planning and execution.

As we saw in *Guidelines to Volunteer Management*, one of the primary elements of the planning stage is the creation of a critical path. For your organization this may mean creating goals and action plans for as long as three to ten years or as short as three months to one year. Regardless of your organization's timeline and goals, it is important to remember that a good critical path should have the following:

- Actions or tasks that need to happen to reach your goal
- How long each task should take to complete
- People responsible for each task or action
- Materials or resources needed to complete the action or task

When preparing for Volunteer in Culture, a three- to five-month critical path (appendix A) is used to research, think about timeline and resources, create and meet financial goals, form partnerships and reassess plans, as well as promote, execute and wrap the event. For the remainder of this section we will review the first five stages of your event life cycle. Later in the booklet we will dig deeper into promotion, what happens during your event and, lastly, how to evaluate the success.

**Research:** In the early stages of planning, time should be put aside for research, which can go a long way and impacts your next steps. As we saw in *Guidelines*, this could include starting from the beginning by assessing your organizational structure and organizational needs. For the purposes of having a collaborative event, the research stage should include brainstorming, looking into potential partnerships and participating organizations, event dates, venues, catering options, themes, accessibility standards, etc.

**Timelines and Resources:** Figuring out who needs to do what and when is another important aspect of the early planning process. Take some time and think about:

- how long tasks will take (this includes creating a task list and estimates of turnaround times)
- resources such as staffing (this could include internal staff, external partners, volunteers and vendors)
- event databases or customer relations management software (Excel, Artifax, Salesforce, Eventbrite)
- materials you will need for the event (catering, AV requirements, signage)

**Create and Meet Financial Goals:** In the planning process it is also essential to understand your budget, revenue-generating opportunities and ongoing potential costs. Knowing how much and where to put money, or how to make money, can be known after you have assessed the type of event, your timelines and resources. To sustain a project like Volunteer in Culture, a grant, operating budget and cost report was created through a collaboration between the volunteer operations, finance and development departments. When you are ready to think about your financial goals, it is important to be clear about your objectives and have a keen eye on necessary and potential costs.

**Forming Partnerships:** For Volunteer in Culture, a major component of the early planning stage is to spend time looking for like-minded organizations as potential partners. For an event like this, which includes working with up to ten partners, thinking about and selecting those partners is important. Whether you are planning the event with one partner or multiple partners, it is vital to look at groups who have common expectations, timelines, organizational structure and activities, as well as partners that communicate effectively and are willing to take on leadership roles when necessary.







We all know how great events and projects are when you are in a partnership that works. Audiences are engaged, problems are minimal and mitigated quickly—overall the event is labelled a success. An outcome like this seems easy, but a good partnership takes work and should be thought of as a relationship that needs to be fostered and sustained over time. To ensure Hot Docs creates solid partnerships, we use the following methods:

- **Introductory email or phone call.** Building a work partnership should be seen as another relationship: someone has to make the first move, and the communication lines need to be effective and goal driven. For Volunteer in Culture, Hot Docs created a simple introductory email (appendix B), which was followed up with a quick phone conversation the following week to gauge the interest of potential partners. The email can take any form: it could have headers, bullet points, pictures, formal or informal attachments. The important thing is to make the email clear, appreciative and goal oriented.
- **Pitch meeting.** At this point you have written your email and have a potential partner. What's next? Have a meeting. In the email age, and particularly for resource-strapped organizations, meetings are often overlooked or poorly planned. It is important to remember that meetings are essential as they act as an interview and as a place to create common goals, in person. In the initial meetings your organization would want to ask key questions that may include:
  - Do you and the other organization agree on the goals and outcomes of the event?
  - Does the organization have the resources for supporting an event?
  - Will the organization take a leadership role?
  - Does the organization share similar ideas about diversity?
  - Who within the organization will be engaged and participating?
  - What policies, guidelines or work culture exist within the partner organization and does it match your organization?

Whatever questions or assessments are made during meetings with your partner, the point here is to make sure that all meetings are well structured. When working with multiple organizations, or with just one other person, a good meeting should include the following: an agenda, a chair (or someone to keep the meeting organized if there are many partners involved), a note taker and action items for each person to complete.

A partnership agreement. When dealing with large scale events and budgets, it is important to draft an agreement. This keeps each partner accountable, facilitates trust and hopefully guarantees that each party will stick to the agreement. It is important at this stage to be willing to negotiate the terms so that each organization is comfortable with the terms and conditions. For each Volunteer in Culture event, Hot Docs created a partnership agreement when working with one major partner (appendix C) and has been involved in creating guidelines and principles when working with multiple partners. Just as in any email or at a meeting, your organization will benefit from creating a partnership agreement that has the following elements:

1. the name of the parties involved
2. the reason for the event or agreement
3. a general list of what needs to get done and by whom
4. budget and budgetary items
5. signatures and date



**Reassessing the Plan and Your Partnership:** Once a firm partnership is created it is important to distribute tasks evenly. You could do this by reassessing the critical path and making sure that you and your partner are clear on some or all of the following: who will secure the venue and ensure that it is accessible; the event date and time; who will be in charge of the budget; the theme of the event; who will secure permits (if needed); who is responsible for entertainment, if any; whether the event is free or if audiences need to pay; has everyone on the team been given a task; are they completing those tasks; who will step in if tasks are not completed. The main idea here is that you want to make sure that the event is on track for success at every stage of the event life cycle.

There are two other reasons for keeping a keen eye on your partnership, timelines and spending.

1. From Guidelines to Volunteer Management, we learned that, "keeping track of your goals and objectives through measurable deliverables is especially handy if you plan on approaching future donors or are seeking local funding to grow the volunteer program."
2. There is a fragility in forming partnerships. Without clarity on deliverables or what is at stake, partnerships can be broken. At its worst a broken partnership can result in a loss of money, time and ideas, and can lead to a cancelled event, a poorly executed event or the end of a career. On the other hand, if you invest time in building favourable relationships with other like-minded organizations, both your budget and your newly formed collaboration can go a long way. Let's continue to investigate how having a strong partnership and plan can transform your event as it moves closer to crunch time.



# Promotion

Now that you have a solid partnership, an understanding of your initial budget and the date and venue have been set, it is time to think about promotion. Promotion is more than merely printing a poster or making a post on social media. Promotion should be thought of holistically, with the urge to generating awareness and garner long-term support. For Hot Docs promoting an event involves everything from a good plan to a great design (visually pleasing and accessible), as well as the use of proper tools and resources including a website, social media, email and print media. To give you ideas on how your organization might get the word out about your events, let's take a look at each element of the promoting process:

## A GOOD PROMOTIONAL PLAN

While time might be at a premium when planning for an event, it is ideal to make time to have a good promotional strategy. A good communications strategy can help save your organization money and will ensure you are reaching your target audience. For larger organizations, creating awareness of your event may be made easier as you can work closely with your communications department. It is best in this case to meet regularly with that department so that everyone is clear on the organization's overall plan as well as your event's objectives and timelines. If your organization is smaller, it is beneficial to have a partner organization commit to helping with promotion. In the past Hot Docs has asked partners to help with such things as sponsoring a Facebook boost or finding a photographer for the event.

If you are the sole planner and have limited time to create a promotional strategy, it might be advantageous to try focusing on making one simple change. As an example, during the 2018 planning stages, we focused primarily on website changes, professional photographs and having well-designed promo material.



## DESIGNING YOUR PROMOTIONAL MATERIAL

As we saw in *Guidelines to Volunteer Management*, when creating promotional material, the following should be considered:

- Keep your organization's mission in mind
- Clearly outline the next step or call to action
- Entice potential audiences with a few benefits you offer
- Encourage dialogue with your community

WorkInCulture advocates encouraging organizations to think about how and where you are advertising your event. You want to ensure your promotion can reach as many different groups of people as possible. Take a moment and ask the following questions:

- Are you using plain language in your promotion (e.g., avoiding slang and colloquialisms)?
- Is translation available? Can you utilize different languages in the promo material?
- Are you reaching to networks beyond your usual places?
- Are attendees clear about what to expect when they attend the event?

When it comes to the actual design of your promo material, typography, colours, size, consistency (see more below), trends and having an ad that is stimulating or bold are important for attracting the right audiences. What you ultimately want to think about is having something that is simple but professional, accessible and adaptable for different mediums.



### WHERE, WHEN AND HOW TO ADVERTISE

There are various ways and methods for your organization to promote your event. You can choose more traditional methods, such as print media, bookmarks, posters and word of mouth, as well as newer methods, such as social media, email campaigns and having a great website. A simple marketing book or blog will fill in the details of why each medium is useful, which times are best for posting and how to think about your target market. Let's review some of the methods that have proven successful for Hot Docs over the years:

- The public library system will often post flyers or promo material for free in all branches. This is a fantastic for community-based organizations and to target students and families.
- Free publications and classifieds (e.g. NOW, Exclaim, Metro, etc.) can also provide free event listings. In the new digital age, some have abandoned the use of print media, but this medium is still important, particularly if you want to promote your event to an older demographic.
- Online job boards like WorkInCulture, Charity Village, school job boards, as well as volunteer opportunity websites, such as Volunteer Toronto and GetInvolved.ca. It is important here to think about those who may use your event as a jumping off point for a future career, an opportunity to give back or to be part of a community.
- Distribute your promo material to local businesses and coffee shops. Every month a group of dedicated Hot Docs volunteers distribute newsletters and promotional materials. In this case, it is important to have the material drops monitored to evaluate whether or not the drop-off spot is beneficial.
- Participate in recruitment events. This is a great way not only to share your upcoming events, but also support others in the community!
- Social media. Posts on Facebook, Twitter and Instagram can be informative and/or lighthearted. They're an easy way to engage with a younger demographic, link to partnering organizations and generate buzz. They can be published during prime promotional periods. Having a good hashtag and/or posting attention-grabbing content are also great ways to get audiences excited about your event.

- Word of mouth. If you can get people to talk about how much they love your events or your organization, that is gold. It means that you have built a genuine connection with your intended audience and have tapped into something they found necessary and are willing to take time out to spread the word.
- Asking your existing network. Hot Docs has a long tradition of building up a network who can be trusted to promote our events to their own networks. This network can include staff and co-workers, friends of current volunteers and staff, family and friends, stakeholders, the board of directors, fellow committee members, etc. Your network should be thought of as a partnership and therefore be nurtured and mutually beneficial.

If you are creating an event like Volunteer in Culture where you are working with numerous organizations for the event, you want to ensure you are utilizing the strength of each organization's network to help promote it. To ensure that all partners had a synchronized and less time-consuming social media presences, Hot Docs took the lead in designing a social media toolkit for Volunteer in Culture (appendix D). This toolkit included:

- a copy of the bookmark/handbill
- information about the event that could be shared in an email
- a specific hashtag for the event (#VolunteerinCulture)
- a Facebook event page, links to each participating organization's Facebook, Instagram, Twitter and websites
- a couple of examples of social media posts

Once the toolkit is in the hands of your partner and participating organizations, it is just as important to check their social media platforms weekly to ensure that the event is being mentioned and promoted appropriately. You want to keep in mind that the only way to ensure a social-media campaign is successful is to share the event with as many networks as possible. In order to maintain that success, you must make sure that all of your established partners are doing their part promoting the event.

In addition to social-media posts, email campaigns have also proven successful for an event like Volunteer in Culture, as they help keep participants engaged and informed about the event. In appendices E and F you can see examples of RSVP forms and emails with key reminders for participating organizations and potential attendees. By monitoring the attendee RSVP list, you can get a good sense of attendance, determine whether you need to focus more attention on promotion and have a better understanding of how attendees are hearing about your event. The RSVP list has an additional benefit of turning into your attendance list during the event; by tracking attendance at the event you can later obtain data on who showed up versus who stayed home. It will also help tailor thank-you emails and feedback surveys after the event (we will delve into the importance of feedback in a later section).

The main takeaway from this section is to understand that much effort needs to be put into promoting your event. Because of that burden, one organization alone cannot bear the sole responsibility for promoting the event. It is the power of collaborating that helps spread awareness and make an impactful statement. This organic promotion will attract the right audience and get you prepared for executing a successful event.







### EVENT-DAY PREPARATION AND EXECUTION

We have a running theme of success based on organization and planning, and it is no different when it comes to the days leading up to, during and after the event. Along with preparation and continuous promotion, every event needs a production schedule. Before going into the various types of production schedules, let's take a look at why Volunteer in Culture is a great example of why a production schedule is necessary. Volunteer in Culture is a unique event wherein numerous organizations (eight to ten in total) pitch their current volunteer opportunities (volunteer opportunities could last between three and five months or last year round) to an audience (of between 150 and 400 people) with a vested interest in arts and culture (these volunteers will volunteer for as many as twelve events each year). While it is easy to get wrapped up in the excitement of such an event, it is important to remind yourself and those participating to respect the time of the audience (Volunteer in Culture last only three or four hours and has a range of activities including the pitch session, networking portion and an optional film in different locations). With all these moving parts and moving people, the production schedule and someone running the show (host/stage manager) are the lifeforce of making this event successful.

Whether you are planning an event as large as Volunteer in Culture or a smaller meeting, there are various production schedules that could work to keep your event on track, including:

**An agenda:** A simple agenda will provide everyone from your partners to your audience with an idea of what to expect for the event. For Volunteer in Culture, an agenda (appendix G) with the time, date, location, name of the event, the timing and list of organization and additional activities was emailed to participants about a week before the event. *Guidelines to Volunteer Management* reminds us that for an event like this, it is important to stick to the allotted times, as there are lots of participants who need to pitch their organization in a short period of between three and five minutes each. When thinking about the agenda, it is essential to plan for it to be exciting. You could do this by encouraging your presenters to bring exciting energy, by having a dynamic MC, by encouraging participants to donate raffle prizes and by creating other clever ways for the audience to participate in the event. Remember it is important to keep people's schedule in mind and to not make the event too long, so that audiences remain engaged throughout the event.

**A run of show/cue sheet or a minute-by-minute schedule:** This should include as much detail as possible and can be planned to the minute. It usually includes the names and phone numbers of staff/participants, their roles and a script. This schedule allows everyone to stay extremely organized, keeping everyone on time from loading to teardown. It should contain vital information to calmly mitigate potential problems, and usually involves a stage manager and a technical crew.

A tech and event checklist: Different from an agenda, the event checklist helps organizers think about venue requirements such as occupancy, audio-visual requirements (camera angles, film formatting, audio cables, etc.), loading docks, exits and accessibility needs. When thinking about accessibility, it is important to think beyond the venue's physical barriers. Assess the space by asking:

- What are the physical barriers in the venue?
- Can you offer support services or equipment for attendees who request/require it?
- How easy is the venue to travel to?
- Is the cost (time/money) to attend a barrier?

When planning an event, we have all been in a moment (or moments) where something goes wrong— the wrong cable was bought, the projection doesn't work, one of the presenters doesn't show up, a presenter goes off script, turnout is unexpectedly low, the event room is double booked, the wrong time is listed, the accessibility door does not work, etc. Whatever nightmare situation that could happen can be overcome; and problems (big or small) can be mitigated with poise. If a good plan is put into place, respect is built from the beginning, as everyone knows and takes responsibility for what they are tasked to accomplish. This makes it easier for someone to take on a leadership role in scheduling and executing. Ultimately the enjoyment of the audience is a priority, so that they are willing to come back again and again.



## POST-EVENT EVALUATION: FEEDBACK AND NEXT STEPS

You have successfully planned and executed your event. You are now ready to rest (for a short period of time), celebrate, reflect, gather feedback and think about your future goals. In this post-event time period, it is also important to take the following steps:

Thanking audiences and participants. As many of us know, it is beneficial to send out an email of appreciation to attendees. While this is standard practice, it is not meant to be something done with no effort. Sending a thank-you email is an opportunity to be genuine with your gratitude by sharing a personalized note (from the names of attendees captured at registration), special moment, a video montage or newsletter (appendix H). This is a great time to reiterate recruitment calls for the organizations that participated, and share contact information to those attendees who may not have touched base with all the organizations at the actual event. It should also leave its readers with a sense of loyalty (what would you offer them to come back) and ownership by asking them to provide feedback. To take feedback as an example, a simple anonymous survey (appendix I) can be included in your email, with the intent of giving partners and attendees a way to express their opinions about your event, as well as an opportunity for your organization to make more informed decisions for future events and to deepen relationships. The feedback survey also serves as a great tool to start a new list of future participants, simply by asking attendees what organization they would like to see at the next event. Asking for feedback is one thing, but acting on it is what will make future events a success. Make sure you take the time to review the results and identify what suggestions can be implemented in future editions of your recruitment event.

In the same way that survey results will help you assess your event, it is also important to turn inward by completing a self assessment. Many in the arts and culture field call this a post-mortem or post-event report. This report should both rate your own performance and your team's, as well as celebrate your achievements. There are many different formats (appendix J), but it is agreed that the report should be both quantitative and qualitative, and should create a framework for planning your next event.

### CONCLUSION, FUTURE OF VIC AND ADDITIONAL RESOURCES

Congratulations, you have completed a unique recruitment event! Even if the event did not live up to your expectations, it is important to remember that building lasting partnerships and great events takes time. Each event provides its own lessons to be learned and it is crucial to the success of your next one to implement change when needed. After a few successful events, it is exciting to start thinking about expanding your vision, whether that involves looking into different sectors or other areas outside of your city or town. For example, our most recent editions of Volunteer in Culture took us outside of Toronto's downtown core and into the Greater Toronto Area boroughs of Scarborough and North York. Each area has its own arts and culture scene, so the focus was to highlight organizations from these areas during those events.

When an event like Volunteer in Culture is annual or biannual, volunteers can feel a strong connection to their community and discover new and exciting opportunities they may not have known existed. This engagement, in turn, builds a strong community of volunteers that contributes hundreds of hours to a sector like arts and culture. To some, it may seem counterintuitive to share other organizations' volunteer opportunities with your own volunteer base, but, in fact, volunteers will feel part of a bigger community and more dedication to your organization, all thanks to you.



From this sense of strong community amongst volunteers comes lots of potential growth in your community. Solid partnerships formed from successful recruitment events can lead to new initiatives, and our community is no exception. Working with so many partners on Volunteer in Culture led to the formation of a collaborative recognition event, Volunteer Award for Arts and Culture in Toronto (VAACT). VAACT is a collection of arts organizations which came together knowing that many of our volunteers dedicate their time to numerous arts organizations throughout the year (appendix K). We wanted to show our appreciation for all their efforts by celebrating all together on International Volunteer Day, December 5. In reality, this committee of organizations has grown to support each other throughout the year on many things outside of VAACT, which is a beautiful thing.

So just think: it does not stop with another event. Dare to dream! Imagine working with like-minded organizations to develop a formalized training program for your volunteers; once the volunteer receives one training session, they can volunteer at events for numerous organizations. Or think about creating a network where resources, from recruitment calls to space for orientation or training, are shared among various organizations. Initiatives that utilize the power of collaboration are some of the most successful ones Hot Docs has undertaken and we look forward to more collaborations in our sector. By embracing the diversity that exist within your community and solidifying meaningful partnerships, events like Volunteer in Culture can lead to big changes within your organization and your sector. Some of these relationships flourish for years and lead to other projects, ultimately creating more diverse programming to strengthen your organization and community.



## Resources

---

Throughout this manual we have shared additional resources that were developed by the Hot Docs Volunteer Office as well as WorkInCulture. Please feel free to check out the following links for more information related to volunteer management and inclusion and diversity:

Volunteer Management Resources: <https://www.hotdocs.ca/p/volunteer-resources>

Inclusion in the Creative Workplace: <http://www.workinculture.ca/Inclusion>

For a current list of specific elements that are considered protected ground in a protected social area visit the Ontario Human Rights Commission website and review The Ontario Human Rights Code: <http://www.ohrc.on.ca/en/ontario-human-rights-code>

# Appendix A

## THREE MONTH CRITICAL PATH

DATE	DATE COMPLETED	ITEM	CONTACT PERSON & TITLE (Department)	NOTE
------	----------------	------	-------------------------------------	------

### MONTH 1: Research and Outreach

WEEK 1:				
WEEK 2:				
WEEK 3:				
WEEK 4:				

### MONTH 2: Planning

WEEK 1:				
WEEK 2:				
WEEK 3:				
WEEK 4:				

### MONTH 3: Event Preparation & Execution

WEEK 2:				
WEEK 3:				
WEEK 4: Wrap-Up, Performance Feedback				

# Appendix B

---

## PITCH TO PARTNERS

**Subject:** Promote your volunteer program at the next Volunteer in Culture!

Hello there,

We can't really believe it ourselves, but the seventh edition of Volunteer in Culture will be taking place on October 21, 2017! This edition is even more special because we are taking Volunteer in Culture on the road and hosting the event in Scarborough. As you may or may not know, this event is a recruitment fair that allows volunteer programs from the arts and culture sector of Toronto to show a whole new audience what they do and how people can get involved. To see what happened at the first six editions, feel free to take a look at our website for more information: [www.hotdocs.ca/culture](http://www.hotdocs.ca/culture)

The event begins with a PowerPoint presentation (I have the three-slide template I will send along) in which seven or eight organizations speak for approximately five to seven minutes about their history, volunteer opportunities and anything else they think is important to note. Then, the organizations retreat to their assigned booths to interact one-on-one with the audience so they can learn more about you and how they can help. The event roughly takes place from 10am to 1pm (this includes set up and take down) and then our attendees (and YOU if you have time) can stick around for the film that we are screening after.

**NEW** for this edition, we are inviting presenting organizations to attend a free workshop led by myself and WorkInCulture about volunteer management, as well as inclusion and diversity training on the afternoon of first week of November at U of T Scarborough. We would love to see you there that might be interested. We will be providing some lunch too, if that helps entice you.

The reason I'm contacting you directly is because I think you would be a really significant addition to our roster of presenters. We've experienced such a wide range of content so far, from the Organization AAA to Organization BBB to so many more inspiring organizations. With our theme in mind, we feel that you've got big plans and we want to help you bring them to life with volunteers.

If you're interested in becoming a presenter for Volunteer in Culture, please RSVP to confirm your attendance via [ENTER LINK](#). I will then follow up with more details and promotional items. Please let us know as soon as possible.

Thanks for your time, and I hope to hear from you soon.



# Appendix C

## PARTNERSHIP AGREEMENT

### Volunteer in Culture

In partnership with leading arts sector partners, Organization AAA, Organization BBB, Organization CCC, Organization DDD will lead an initiative offering new ways of thinking about arts sector volunteer recruitment and retention that will poise the sector for growth. Taken together, the Volunteer in Culture (VIC) volunteer recruitment events, paired with workshops in sustainable and inclusive volunteer program management, offer an outside-the-box solution to the sector's most pressing issues in volunteerism.

VIC is an outside-the-box volunteer recruitment event in which eight arts organizations "pitch" an audience of volunteer candidates on their upcoming opportunities. In entertaining seven-minute slots, each organization uses their short time in the spotlight to inspire volunteer candidates to join their organization. Volunteers then have 45 minutes to ask questions and sign up with their organization(s) of choice. This unique format puts the fun back in recruitment fairs in a format that saves everyone time; the whole event is completed in two hours.

VIC recruitment events assist all participating organizations, but especially those that are resource-strapped, to realize their annual volunteer quotas during one event. With support from Open Door, this year's VIC events will be replicated for the first time outside of downtown Toronto: in Scarborough in October and North York in March. Over the course of these two large-scale recruitment events, eight Scarborough and eight North York arts organizations will pitch to volunteer candidates drawn from the networks of all participating organizations.

Before the VIC pitching sessions, recruiting organizations will participate in mandatory capacity-building workshops co-led by Organization AAA and Organization BBB, coaching them on delivering a compelling pitch and introducing best practices for managing a successful annual volunteer program that is sustainable, inclusive and mindful of diversity:

#### Part 1—*Volunteer Management Guidelines*

- Organization AAA to present on best practices of volunteer management.

#### Part 2—*Inclusion in the Creative Workplace*

- Organization BBB will focus on identifying inclusion and diversity in the workplace and what that means for your volunteer program. They will work with you to start formulating a plan to make sure that your volunteer program is inclusive and diverse!

Organization AAA will also publish a VIC Handbook providing easy-to-follow guidelines to running a successful large-scale recruitment event, including a critical path and key milestone workback, sample emails and newsletter entries, marketing guide and comprehensive social media toolkit. Along with direct support from Organization AAA, the VIC Handbook will help orient key hosting partners at Organization CCC and Organization DDD in the program period.

In this partnership, Organization AAA will provide:

- Staff resources dedicated to planning and execution of 2017 Volunteer in Culture event
- Assistance in promotion of Volunteer in Culture event through printed material and social media campaign
- Workshop material and presentation with WorkInCulture related to *Volunteer Management Guidelines & Inclusion in the Creative Workplace*
- Catering for workshop
- Volunteer in Culture handbook to share with Organization CCC & DDD

In this partnership, Organization BBB will provide:

- Estimate for rental space from 10:00am to 2:30pm for 2017 Volunteer in Culture event (October 14 or October 21).  
Estimate to include:
  - Staffing costs
  - Technical costs
  - Possible rental of additional space next to auditorium for volunteer fair if auditorium is not large enough to house 8 to 10 tables
- Once estimate is approved, booking of space and staff for Volunteer in Culture event
- Recruitment of eight organizations to participate in Volunteer in Culture event and mandatory workshop related to *Volunteer Management Guidelines & Inclusion in the Creative Workplace*
- Estimate and booking for workshop space (capacity 20) from 8:30am to 12:30pm at LOCATION OF YOUR CHOICE (weekday morning October 2 to 5, 2017)
- Assistance in promotion of Volunteer in Culture event

.....  
Signature

.....  
Date

# Appendix D

## SOCIAL MEDIA TOOLKIT

### Email/Newsletter Content

# VOLUNTEER IN CULTURE

Saturday, March 17th (11:00am-1:00pm)

@ Toronto Centre for the Arts

Join us as we head to North York for the eighth edition of our volunteer recruitment fair!

Volunteer in Culture provides an opportunity for you to engage with cultural organizations and hear about the incredible volunteer programs they offer.

Get involved with arts and culture organizations across Toronto, discover new events, support valuable organizations and share your passion with others!

Learn more about the Volunteer in Culture fair and RSVP. Save a seat for the event and stay for a FREE film!

**Date:** Saturday, March 17, 2018

**Location:** Toronto Centre for the Arts (5040 Yonge Street), inside the George Weston Theatre

**Time:** Doors open at 10:30am, event at 11:00am, FREE film for attendees after the event is *Kedi*

Spread the word and keep Toronto's cultural scene alive!

### General Information

Website link: [hotdocs.ca/culture](http://hotdocs.ca/culture)

Facebook Event page: <https://www.facebook.com/events/438213313264816/>

## VOLUNTEER IN CULTURE

VISIT [HOTDOCS.CA/CULTURE](http://HOTDOCS.CA/CULTURE) FOR  
MORE INFO AND TO RSVP

### Join Toronto's cultural organizations and learn about volunteer opportunities.

Saturday, March 17, 2018  
11:00 AM-1:00 PM  
Doors open: 10:30 AM

Toronto Centre for the Arts  
5040 Yonge Street  
George Weston Theatre

Come for the event. Stay for a **FREE** film!

hotdocs  
Documentary Film Festival

n'a  
Association des artistes  
musiciens

TORONTO CENTRE  
FOR THE ARTS

WorkInCulture

This project was supported through Toronto Arts Council Strategic Funding

TORONTO  
ARTS  
COUNCIL  
FUNDED BY  
THE CITY OF  
TORONTO

**Project Partners & Presenters**

(Hyperlinked for your convenience!)

ORGANIZATION A	ORGANIZATION B	ORGANIZATION C
Website	Website	Website
Facebook	Facebook	Facebook
Twitter	Twitter	Twitter

**Twitter Suggestions**

Create your own or copy and paste the links below using your organization username.

- Get CULTURED at the #VolunteerInCulture fair on March 17. Enter your @ORG TWITTER HANDLE here & all other orgs (if you'd like, but recommended)
- Want to learn more about volunteering for the arts in North York? Join us on March 17 @ Toronto Centre for the Arts to find out how: [hotdocs.ca/culture](http://hotdocs.ca/culture)
- Join us for the #VolunteerInCulture on March 17 @ Toronto Centre for the Arts. RSVP for the event & stay for the film @CatsInIstanbul: [hotdocs.ca/culture](http://hotdocs.ca/culture)



# Appendix E

## VOLUNTEER IN CULTURE—RSVP FORM

### Volunteer In Culture - RSVP Form

Thank you for your interest in attending the 8th edition of Volunteer In Culture (VIC)! VIC is a volunteer recruitment fair presented by Hot Docs in partnership with North York Arts & WorkinCulture and is supported through Toronto Arts Council Strategic Funding.

Volunteer in Culture Event details:

When: Saturday, March 17, 2018

Time: 11:00am-1:00pm (Doors open at 10:30am)

Where: Toronto Centre for the Arts (5040 Yonge Street) inside the George Weston Theatre

Please RSVP below so that we can follow up with you when we confirm the organizations participating in our 8th edition of Volunteer in Culture.

Hope to see you then,

The Hot Docs Volunteer Office

\* Required

**First Name \***

Your answer

**Last Name \***

Your answer

**Email \***

Your answer

**Name of Organization (if applicable)**

Your answer

**How many guests would you like to bring to this event (including yourself)? \***

# Appendix F

---

## EVENT REMINDER

Hello Volunteer in Culture Attendees,

This is a friendly reminder that **tomorrow** (March 17) is the 8th edition of Volunteer in Culture **at The Toronto Centre for the Arts (5040 Yonge Street)** in North York. Myself and all the other presenters are **excited** to meet you all! Below you will find more details about the event.

### **Arrival:**

When you arrive, you will be asked to **sign in** at the front door and will then be guided to the George Weston Theatre.

Here is the **schedule** for the day:

10:30 AM    Doors open!

**11:00 AM    Presentations begin**

- Introduction
- North York Arts
- Toronto Arts Foundation—Arts in the Park
- UrbanArts Community Arts Council
- Luminato
- Aga Khan Museum
- City Cultural Events—City of Toronto
- Myseum of Toronto
- Hot Docs

12:00 PM    Attendees interact with presenters at their tables

**Kedi** will be shown after the event (between 1:00 and 1:30 pm)! The film is approximately 80 minutes.

Need help on **how to get to the venue**? Here are all the different ways you can get to the event:

1. TTC: Get off at North York Centre station and walk south on Yonge Street towards North York Blvd. Turn right onto North York Blvd. and head towards Toronto Centre for the Arts. It is about a three- to five-minute walk from the station.
2. PARKING: If you need parking, I would suggest heading over to this link for a list of a few of the parking lots in the area:  
<http://www.tocentre.com/parking>
3. BIKES: Bike racks can be found on the north side of the building.

We can't wait to meet you all. It's going to be a **fun day**!

# Appendix G

## SAMPLE AGENDA



#VolunteerInCulture

- 10:00AM: Organizations arrive at the Toronto Centre for the Arts (5040 Yonge Street) for table and presentation set up. Parking is available at 5000 Yonge Street (an underground lot attached to the building), and a volunteer will be at the door to let presenters into the building.
- 10:30AM: Doors open to attendees
- 11:00AM-12:00PM: Approximately 60 minutes for presentation (5 minutes per pitch with changeover time in between)

  - Introduction of VIC – 5 minutes
  - Presenter AAAAA – 5 minutes
  - Presenter BBBBB – 5 minutes
  - Presenter CCCCC – 5 minutes
  - Presenter DDDDD – 5 minutes
  - Presenter EEEEE – 5 minutes
  - Presenter FFFFF – 5 minutes
  - Presenter GGGGG – 5 minutes
  - Presenter HHHHH – 5 minutes
- 12:00PM-12:45PM: Attendees are invited to interact with presenters at their designated tables\*
- 12:45PM: Teardown of tables begins
- 1:00PM: Doors open to general public for 1:30pm film
- 1:30PM: Free screening of [KEDI](#)

\* Feel free to bring any business cards (VERY helpful to have on hand, trust us!), giveaways, sign-up lists, banners (to hang on table) or self-standing signage to jazz up your table. This is also a great opportunity to bring along some of your volunteers!

# Appendix H

## THANK-YOU EMAIL TO ATTENDEES

Hello Volunteer in Culture Attendees,

Thank you again for taking the time to attend the eighth edition of Volunteer in Culture! We were so happy to have you there, and hope you enjoyed meeting with the representatives from so many different organizations.

### *Survey*

To help us creating the best event possible going forward and to let us know how awesome the event was, please fill out a short (and anonymous) survey with as little or as much information as you like. Here is the [LINK](#)

List of presenting organizations and links to their volunteer page:

ORGANIZATION A	ORGANIZATION B	ORGANIZATION C
Website	Website	Website
Facebook	Facebook	Facebook
Twitter	Twitter	Twitter

Thank you again for attending. I will be in touch shortly with a recap of the event.

We look forward to seeing you at the next edition of Volunteer in Culture in October 2018.

Check out <https://www.hotdocs.ca/p/volunteer-in-culture> for more updates.

## THANK-YOU EMAIL TO PARTNERS

Hello Volunteer in Culture Presenters,

Thank you for making Volunteer in Culture a huge success. The volunteers and presenters alike loved the event.

More than a recruitment fair, Volunteer in Culture is way for us leaders to connect with each other, share stories and ideas. With that said, it would be amazing to **keep this connection alive**. If you would like to connect with fellow presenters, please let me know and I will generate a list with everyone's contact.

I am also happy to:

- share resources
- volunteer calls (please email me anytime)
- have a coffee chat about volunteer management strategies (in summer)

### *Volunteer in Culture Survey:*

To help Volunteer in Culture improve (and to hit our grant deliverables!), kindly fill out the following survey [LINK](#)

I highly appreciate your effort in participating in the survey.



***Promoting your events to VIC attendees:***

I have emailed all attendees (100 people) a link with our volunteer websites. (Hopefully this will encourage them to sign up and eliminate the problem of trying to figure out different penmanship.)

Coming soon:

A newsletter with photos, organizations' contact information and event highlights. This will be sent to the RSVP list and will be posted on Hot Docs social media pages. I'd suggest that sharing that as well.

Give yourselves a round of applause. Great work everyone.

# Appendix I

## VOLUNTEER IN CULTURE—ATTENDEE FEEDBACK

### Volunteer In Culture - Attendee Feedback

Thank you once again for taking the time to attend the seventh edition of Volunteer In Culture on October 21, 2017! We were so happy to have you there, and hope you enjoyed meeting with the representatives from so many Scarborough organizations.

If you're so inclined, please fill out the following short (and anonymous) survey as little or as much as you like so that we can ensure we're creating the best event possible going forward. We hope to create many more editions of Volunteer In Culture, after all!

Hope to see you again,

The Hot Docs Volunteer Office

#### How did you find out about this event?

- ☐ U of T Scarborough Arts, Culture, and Media Department
- ☐ Cultural Access Pass
- ☐ Facebook event page
- ☐ Hot Docs Volunteer Office - website, email, etc.
- ☐ Through one of the presenting organizations
- ☐ WorkinCulture
- ☐ Other: \_\_\_\_\_

#### How many organizations did you sign up with?

- ☐ None, I just wanted some more information
- ☐ 1 - 2
- ☐ 3 - 4
- ☐ 5+

#### What motivated you to attend Volunteer in Culture?

Your answer \_\_\_\_\_

#### Did the event meet your expectations?

- ☐ Yes, and exceeded my expectations
- ☐ Yes, it met my expectations
- ☐ It was OK, a little less than I expected
- ☐ Not at all, it was not what I expected

Is there an organization you would like to see present at our next Volunteer in Culture in March 2018 in North York? (Please provide contact info below if you can)

Your answer \_\_\_\_\_

Is there anything you would like us to change at future editions of Volunteer In Culture?

(i.e. Presentation and booth combination, location, presentation format, etc.)

Your answer \_\_\_\_\_

#### Would you recommend Volunteer In Culture to a friend?

- ☐ Absolutely I would!
- ☐ No, not this time around.

# Appendix J

---

## POST-EVENT REPORT OPERATIONS FINAL TOPLINE COMMENTS

- 1 Three things I think went best in 20XX.
- 2 Two things to make your organization better for your team in 20XX.
- 3 Two things to make your organization's event better for the audience.
- 4 One thing that would make my job easier.
- 5 One thing that will take your organization into 2025 (from the POV of your department).

# Appendix K

## VAACT




### Collaboration through Celebration

Presented by:  
Saskia Rinkoff (imagineNATIVE)



December 5, 2018 - International Volunteer Day



### THE AGENDA


- Awards Video
- History
- First Activity
- Goals
- Benefits
- Who Is Involved?
- What Is Involved?
- Second Activity
- Celebration & Recognition
- Survey Results
- Challenges
- What We Have Learned
- Future
- Questions?

December 5, 2018 - International Volunteer Day



### THE HISTORY

- 2014: Seed planted during VECTor
- 2015: Justin Ingraldi, former Senior Manager of Volunteer and Intern Resources at TIFF, develops a plan
- 2016: Birth of the VAACT committee and inaugural event



December 5, 2018 - International Volunteer Day



### THE GOALS

- Recognize contributions
- Encourage volunteerism
- Build relationships
- Volunteer advancement



December 5, 2018 - International Volunteer Day






**THE BENEFITS – For the organization**

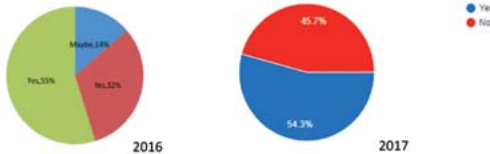
- Shared volunteer pool
- Increased number of applicants
- More engaged teams
- Less training
- Increased retention



December 5, 2018 - International Volunteer Day



**THE BENEFITS – Recruitment**  
Did VAACT influence your decision to volunteer for more organizations this year?



2016 2017

December 5, 2018 - International Volunteer Day



**THE BENEFITS – For the volunteers**

- Rewards and recognizes arts and culture supporters
- Celebrates their dedication
- Exposes them to new organizations
- Offers different opportunities



December 5, 2018 - International Volunteer Day



**WHO IS INVOLVED?**



EXPANDED BY 50% in 2017 - THE NEED IS THERE



December 5, 2018 - International Volunteer Day



**WHAT IS INVOLVED? – Organizations**

- Join committee
- Attend monthly meetings
- Promote the reward program
- Track minimum requirements
- Distribute VAACT stamps
- Send invitation



December 5, 2018 - International Volunteer Day



**WHAT IS INVOLVED? – Volunteers**



- Follow instructions
- Participate in events
- Keep track of stamps
- Look for confirmation email
- RSVP – award ceremony

December 5, 2018 - International Volunteer Day

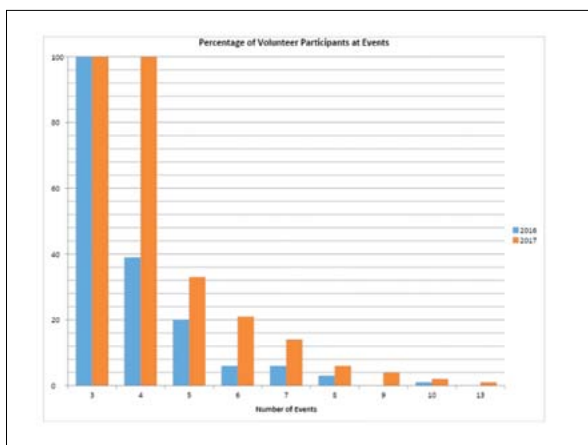
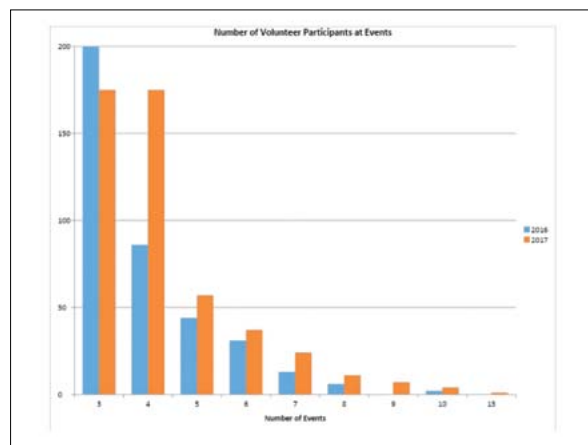



**CELEBRATION & RECOGNITION**

- 4+ events = invitation to award ceremony
- Tiered rewards/recognition program
- Celebrate as a community



December 5, 2018 - International Volunteer Day

**SURVEY RESULTS**

- Would you recommend the VAAC program to others?
  - 84% = yes; 15% = maybe; 1% = no → in 2016
  - 94.3% = yes; 5.7% = no → in 2017
- Interest in VAAC increased
- Turn away applicants
- Shift cancellation and no-shows decreased

December 5, 2018 - International Volunteer Day



**SURVEY RESULTS**

"I thought it was a lovely gesture and the cocktail reception for those of us with four or more events was a very nice touch."

"It was well done. Organized but not too formal with a very warm, personal feel!"

"You did an excellent job for the first year and I can't thank you enough for coming up with the idea."

December 5, 2018 - International Volunteer Day



**THE FUTURE**

- Create combined training for similar roles: Front Of House, Informational, Team Leaders
- Offer workshops related to professional development: Discounted training for CPR, SmartServe, or other relevant skill



December 5, 2018 - International Volunteer Day



