



**Vounteer Management Resources**  
**Long Term Care Homes and Hospice Programs**



**Volunteer**  
**Toronto**

# Position Description Template

To help you structure your position description, this template indicates the most common elements volunteer recruiters include. Be sure to identify everything a potential volunteer might need to know so that they can determine if they are the right fit for your organization.

<b>POSITION TITLE</b>	The title should be brief and descriptive.
<b>OBJECTIVE</b>	Briefly describe the service being provided by the volunteer, how it will affect the clients being served, and how it fits in with the organization's mission.
<b>TASKS AND RESPONSIBILITIES</b>	List all the tasks and responsibilities associated with the position. Be specific and break down tasks from beginning to end.
<b>QUALIFICATIONS</b>	Indicate the knowledge, skills, abilities, and experience required for the position. Include hard skills (e.g., proficient in the use of Microsoft Office) and soft skills (e.g., works well with others).
<b>COMMITMENT</b>	Specify whether the position is short-term, long-term, occasional or ongoing. Specify the duration of the commitment, and the number of volunteer hours required (e.g., three hours per week for six months).
<b>START DATE</b>	Indicate whether there is a precise start date and if so, when it is.
<b>LOCATION</b>	Indicate the address where the volunteer work will take place and whether or not the location is accessible.
<b>BENEFITS</b>	List all benefits to the volunteer, such as learning new skills, meals provided, volunteer recognition events, and meeting new people.
<b>ORIENTATION AND TRAINING</b>	Indicate when and where orientation and training sessions will take place, and whether or not they are mandatory.
<b>SCREENING REQUIREMENTS</b>	Determine which screening steps to use based on the level of risk associated with the position. Indicate whether personal and/or professional references will be required, and whether or not a police records check will be required.

## Why make a position description?

Position descriptions for volunteers make it easy to match the right person to the right position and provide candidates with the expectations of the role. It can also help you organize and plan the recruitment process since you'll know the start date, screening requirements and anything else that may make the process take longer.



# Planning, Recruiting & Selecting Checklist

This handy checklist will help you follow all the right steps covered in this workbook and help engage volunteers quickly and efficiently. Following each step will ensure your volunteer program is successful from planning to selection.

## Before

- ☐ Ensure the position description is current and complete
- ☐ Determine the extent of communication required
- ☐ Determine what knowledge, skills, attitudes and abilities will be assessed in the interview
- ☐ Determine how you will evaluate the potential volunteer's knowledge, attitudes and abilities
- ☐ Write questions, create scales and describe desirable answers
- ☐ Prepare skill assessments
- ☐ Determine who will be interviewing and how
- ☐ Determine if targeted recruitment is necessary and establish where and how to reach this desired population
- ☐ Develop recruitment messages that clearly state requirements of the position
- ☐ Explore the option of having open information sessions to recruit and inform potential volunteers
- ☐ Clearly state that volunteer engagement in the agency is based on the successful completion of the selection process
- ☐ Post position on Volunteer Toronto's online volunteer database, your website or a volunteer database

## Initial and in-depth interview

- ☐ Respond to initial enquiries
- ☐ Pre-screen based on initial conversations (e-mail, phone) and necessary requirements
- ☐ Conduct interview(s); assess knowledge, skills, attitudes and abilities
- ☐ Rate fit between position and potential volunteer
- ☐ Inform potential volunteer of results; if appropriate, make a conditional offer (if not, inform the potential volunteer of other options and provide feedback if requested)
- ☐ Check references and credentials
- ☐ Get police reference check, driving record or medical examination if appropriate for the position requirements
- ☐ Provide information on probation period

## Complete critical paper trail

- ☐ Ensure that a file is created with application form
- ☐ Include all appropriate release forms related to position description, such as police checks, confidentiality forms, etc.

## Orientation and probation

- ☐ Relay the specifics around probation (how long, assessment)
- ☐ Provide ongoing feedback & supervision
- ☐ Confirm end of probation

# Creating Boundaries Template

Use this chart to get a better understanding of the relationships that form the different dimensions of boundaries, and add your own example boundaries.

TYPE	EXPLANATION	EXAMPLES
<i>Physical</i>	Entering someone's personal space, touching someone without consent, having any kind of physical interaction that would be reasonably deemed inappropriate – this includes romantic physical interactions.	<ul style="list-style-type: none"> <li>• Volunteers are not allowed to touch or enter the personal space of clients</li> <li>•</li> </ul>
<i>Emotional</i>	When someone is made to feel badly, called names or given an inappropriate or hateful label; when someone is told their life or work or some aspect of themselves is bad, are given negative feedback on their feelings.	<ul style="list-style-type: none"> <li>• Volunteers are not allowed to call staff or clients hurtful names</li> <li>•</li> </ul>
<i>Mental</i>	Making – or helping to make – decisions for others, telling someone what to think or do, providing advice or guidance that is unsolicited, going beyond the intended capacity of the role. These boundaries exist to allow people to make their own decisions without influence by a person in a position of authority.	<ul style="list-style-type: none"> <li>• Volunteers are not allowed to medically diagnose clients, or insinuate clients are in need of medical care</li> <li>•</li> </ul>
<i>Ethical</i>	Overstepping the work of the organization or the role, helping too much or entering into an inappropriate relationship. Ethics should be guided by your mission and the work of the volunteer program; these boundaries are in place to ensure the goal of the mission stays intact.	<ul style="list-style-type: none"> <li>• Volunteers are not allowed to provide extra care or service to clients outside of their shift, especially under the name of the organization</li> <li>•</li> </ul>

To create meaningful, appropriate and valid boundaries, you need to understand the risk of your volunteers' activities. When planning volunteer roles – before assigning volunteers to them – consider the following questions:

- » Who are the people involved? *Volunteers, staff, clients, community members*
- » Who is in a position to harm the organization?
- » What is the activity? *Actual duties, tasks, responsibilities of the volunteer*
- » Where does the activity take place? *In your office/facility, in client homes, etc.*
- » How often will someone oversee the activity? *Level of supervision, other volunteers around, etc.*
- » How can boundaries be maintained? *Clients made aware of boundaries in place, reminders of boundaries in communications, etc.*

Once you've considered the risks, you can create boundaries based on a basic structure. They should always be connected to a specific risk or set of risks, and they should be specific to the role, not the volunteer. Use these templates to create boundaries that you can communicate to volunteers.

**Example**

VOLUNTEER ROLE	Friendly Visitor			
RELATIONSHIP	With Client	With Staff	With Other Volunteers	With Manager
BOUNDARY TYPE	Physical	Emotional	Mental	Ethical
RISK	Physical contact with clients could violate their personal space, physical wellbeing, medical condition or more, causing harm to the client			
VOLUNTEERS CANNOT/ARE NOT ALLOWED TO touch clients or enter their personal space.				

VOLUNTEER ROLE					
RELATIONSHIP	With Client	With Staff	With Other Volunteers		With Manager
BOUNDARY TYPE	Physical	Emotional	Mental	Ethical	
RISK					
VOLUNTEERS CANNOT/ARE NOT ALLOWED TO					

VOLUNTEER ROLE				
RELATIONSHIP	With Client	With Staff	With Other Volunteers	With Manager
BOUNDARY TYPE	Physical	Emotional	Mental	Ethical
RISK				
VOLUNTEERS CANNOT/ARE NOT ALLOWED TO				

# Violating Boundaries

Despite your best efforts to communicate expectations, volunteers may still break boundaries. This may happen for a variety of reasons, including them seeing perceived needs they want to fill, disagreeing with the reason behind the boundary or not even realizing they're breaking the boundary. Most volunteers tend to violate boundaries because of two core reasons:

## Volunteers want to be helpful

93% of volunteers do so because they want to make a difference (the most common motivation for volunteers) and 60% are affected by the cause – volunteers want to be as helpful as possible in serving your mission.

### Focus on helpfulness

It's important to focus on the helpfulness of the volunteer's role – acknowledging the impact and the power of their success. Consider:

- » How is the role helpful?
- » Why was the role designed the way it was?
- » What purpose do the boundaries serve?
- » How is ignoring boundaries unhelpful?
- » What are the negative effects of broken boundaries?

## Volunteers avoid being helpless

Clients might need additional support and volunteers can feel powerless – or like they've failed – if they can't or don't offer help. Volunteers may break boundaries because they think it's the only way to help the client more.

### Decrease helplessness

Remember that boundaries might be broken because volunteers feel they want to do more, or see a need they want to fulfil. You can decrease helplessness by:

- » Finding out what issues arise often
- » Determining what needs aren't being met
- » Letting volunteers know where they can refer clients to meet specific needs
- » Preparing volunteers to say no to client requests outside their scope
- » Letting volunteers know who to approach and talk to for advice

It is also important to consider the ways volunteers respond to boundaries, to help understand why volunteers didn't follow the rules. Take a look at the following reasons volunteers might break boundaries. Volunteers:

- Didn't know the rules
- Didn't think the boundary mattered/didn't know why the boundary existed
- Thought their way was better
- Thought the boundary was less important than the results of ignoring it
- Thought the boundary was a barrier to fulfilling their duties
- Didn't believe there would be a negative consequence
- Didn't recognize the positive results of staying within the boundary



# Determining What You're Looking For

Using this tool, you'll be able to identify the skills, attitude and knowledge you're seeking in a volunteer candidate. On this page, you'll find an example already filled out. Look for red flags that might cause an issue for this candidate. On the next page is a blank worksheet you can use when interviewing candidates.

## Sample position: Host Program Volunteer

	WHAT AM I LOOKING FOR?	BASIC	GOOD	EXCELLENT	WHAT QUESTIONS MIGHT HELP ME DISCOVER THIS?
SKILL	<i>Ability to speak French</i>	Can understand words and meaning of questions, spoken slowly with one repetition if necessary. Can understand and ask basic questions on the phone in French. Pronunciation is understandable.	Understands words and meanings of questions with no repetition and mostly correct grammar, vocabulary and pronunciation. Can answer questions with little time for premeditation.	Speaks French fluently. Can speak very comfortably on the phone. Vocabulary, grammar, pronunciation and written French are correct.	Pourquoi désirez-vous devenir bénévole? Où avez-vous entendu parler de notre programme? Pourquoi désirez-vous être bénévole avec des personnes nouvellement-arrivées?
ATTITUDE	<i>Patience</i>	Can cite a situation, not related to newcomers, demonstrating patience while offering assistance. Indicates importance of listening to point of view of the other.	Understands culture differences and how these affect basic understanding of certain situations.	Has a 2+ years of experience with this specific type interaction. Mentions using different words or examples to facilitate understanding.	Lead question: Describe a situation where you had to demonstrate patience, particularly in a situation with a person who was a newcomer? Probe: How were you trying to help? What did you do? What were the results?
KNOWLEDGE	<i>Knowledgeable about activities &amp; services in Toronto, particularly those of interest to newcomers</i>	Capable and willing to research information (can name three sources of information and how to access these). Is knowledgeable about and can get around easily with the TTC.	Enhanced knowledge of low cost leisure activities in Toronto (can name 5). Good knowledge of low cost stores and services in Toronto and where to get specialty foods.	Excellent knowledge of free activities in Toronto (can name more than 5). Excellent knowledge of service agencies geared to newcomers. Has positive previous experience helping newcomers to learn about Toronto.	What type of activities could you do with a newcomer that would be low-cost and interesting? How would you go about finding activities you could do together?

**Red Flags** - Greater desire to learn French than to help newcomers  
- Unwilling to make 6-month commitment

	WHAT AM I LOOKING FOR?	BASIC	GOOD	EXCELLENT	WHAT QUESTIONS MIGHT HELP ME DISCOVER THIS?
SKILL					
ATTITUDE					
KNOWLEDGE					

Red Flags



# Recruitment for Best Fit and Retention

## Recruitment strategy

When recruiting new volunteers, start with your internal recruitment strategy. Communicate on-going and new needs to staff and volunteers within your organization. Next, look externally using tools like social media. It can vastly expand awareness of your goals and needs. Also consider your own website and whether it is an effective recruitment tool.



## Cause-based recruiting

- » Consider places to promote your organization's volunteer needs where your cause resonates.
- » Begin at home: communicate your volunteer needs to your organization's community – staff, clients, friends of volunteers, other stakeholders.
- » In your messaging, place your cause in the broader context of social change/justice/civic society.

## Skills-based recruiting

- » Consider where you would find people who have, or want to develop, the skills or abilities you need. Are they retired teachers or bus drivers? Newcomers to Canada? Students or young professionals?
- » Diverse sources of volunteers can be approached with role descriptions that identify actual abilities: sitting or standing, basic English, virtual availability.

## Recruit with a clear message

- » What will the volunteer do
- » What will their work contribute to the organization
- » What abilities should they have
- » What are the steps in the screening process
- » What benefits will they gain

While volunteering is ultimately about doing good, it doesn't do you or your recruitment plans any favours to assume all volunteers donate their time for purely altruistic reasons. Research has shown that people volunteer for a variety of reasons, and giving back is only one of them.

Knowing that multiple motivations for volunteering exist can help you create exciting roles that will appeal to many volunteers. When you take time to expand on the ways that benefits actually work in your program or organization, you create stronger incentives for people to join your team. You can list benefits briefly in the position description, and also remember that they're a selling point when you're advertising the position.

**To give back**

Emphasize the ways your organization contributes to the community. Be sure to mention the impact the volunteer will be able to make. Statistics, if you have them, are helpful here, because it will make the impact visible to potential volunteers.

**To meet people**

Stories can be a great way to get people interested in your group. Ask your past or current volunteers for stories of meeting others while volunteering and becoming friends — this can go a long way towards piquing the fascination of a potential new volunteer. They can imagine themselves making friends at your organization if they know others have done it!

**Because they believe in the cause**

Highlight how volunteers will be able to take part in supporting the cause. List any projects you've taken on in the past, and the ways volunteers have been involved. Demonstrate the impact volunteers make.

**To increase social status**

Emphasize any opportunities for growth and leadership. This may not be applicable to all roles.

**To receive tangible rewards**

This one's easy — mention the concrete perks of the role!

**To practice or learn new skills**

Make a point of highlighting the learning opportunities in the role. If you have other volunteers who are skilled in certain areas who'll be working alongside new recruits, mention that here! Any volunteers who have advanced in their roles or gone on to take what they've learned and applied it in other areas (other volunteer roles, new career opportunities) could also be mentioned as an incentive.

# Volunteer Motivation Template

## Role of motivation

Understanding volunteer motivation is the first step in recruiting and retaining great volunteers. The most common reason people want to volunteer is to give back to their community. However, there are lots of other reasons that people might want to volunteer, like having the opportunity to gain new skills, get work experience, or make new friends. By thinking about why volunteers want to work with your organization, you can learn a lot about how to keep your volunteers happy and engaged. Think of the questions on the right to help you get started.

**What do volunteers who come to your program say was their initial motivation to volunteer?**

**What factors might be un-motivating to volunteers in your organization?**

**What do you currently do in your program to keep your volunteers motivated?**

With meaningful work, volunteers feel more fulfilled and connected to the role and the organization, thus encouraging retention and more successful outcomes. This chart will show you how to provide a meaningful volunteer experience.

WHY IS IT IMPORTANT?	WHAT CAN YOU DO?
<b>MISSION-BASED VOLUNTEER ROLES</b>	
<ul style="list-style-type: none"> <li>Volunteers want to contribute to your cause</li> <li>Volunteers will effectively serve your mission</li> <li>Volunteers roles will be meaningful</li> </ul>	<ul style="list-style-type: none"> <li>Identify link to mission in position description</li> <li>Communicate the link explicitly</li> <li>Reiterate the importance of volunteer roles</li> </ul>
<b>COMMUNICATE IMPACT</b>	
<ul style="list-style-type: none"> <li>Helps volunteers understand the importance of their work</li> <li>Helps volunteers see the bigger picture</li> </ul>	<ul style="list-style-type: none"> <li>Tell the story of your volunteer program</li> <li>Share the results of program evaluations</li> <li>Allow volunteers to contribute their ideas</li> </ul>
<b>VOLUNTEER GOALS</b>	
<ul style="list-style-type: none"> <li>Makes roles personally meaningful</li> <li>Increases satisfaction with role</li> </ul>	<ul style="list-style-type: none"> <li>Find the right fit</li> <li>Track progress</li> <li>Provide opportunities for advancement</li> </ul>

How can you apply this to your organization?

WHY IS IT IMPORTANT?	WHAT CAN YOU DO?
<b>MISSION-BASED VOLUNTEER ROLES</b>	
<ul style="list-style-type: none"> <li>• What is my organization's mission?</li> <li>• Where can I state the volunteer position's link to the mission?</li> <li>• What does the volunteer do that impacts our work?</li> </ul>	
<b>COMMUNICATE IMPACT</b>	
<ul style="list-style-type: none"> <li>• What is the story of my volunteer program?</li> <li>• What is the bigger picture of our work?</li> <li>• How can I facilitate volunteers sharing their ideas?</li> </ul>	
<b>VOLUNTEER GOALS</b>	
<ul style="list-style-type: none"> <li>• How can I collect and track volunteer goals?</li> <li>• How might the position help them meet their goals?</li> <li>• What systems do I need in place to track progress and offer advancement opportunities?</li> </ul>	



# Interview Template

Candidate name:

Position:

Interviewed by:

Date:

QUESTION	WHAT TO LOOK FOR	NOTES
<b>Introduction</b> Tell me why you're interested in the role.  How did you find out about this role/our organization?	Did they read the description? Do they know about your organization?  Useful for getting a sense of where they found out.	
<b>Background questions</b> How would you describe your last volunteer role?  Candidates need to have (requirement, such as police check, specific training), do you have this (requirement)?  Can you give me an example of a time you worked (independently/in a group)?  What skills do you feel you would need to succeed in this role?	Get a sense of their own perception of last role.    Get a quick sense of their ability to work independently/in a group.  Do they know the role?	

QUESTION	WHAT TO LOOK FOR	NOTES
<b>Competency questions</b> Tell me about a time you worked with (competency)?  This role works with (skill area), can you give me an example of a time you worked with (skill area)?  Tell me about an experience when you had to (do specific task OR work with type of client).  Specific scenario question.	<i>Use the STAR technique when getting answers to these question:</i>  Situation – ask the candidate a situation in which they used (skill) in the past  Task – what tasks did the candidate complete in this (skill)  Action – what actions were taken to address problems in situations?  Result – what were the results, what did the candidate learn?	
<b>Retention questions</b> Thinking about a past role, why do you think you were supervised well, or not supervised well?  What are you hoping to gain/learn from this role?  What do you look forward to most about this role?	Shines a light on how they like to be supervised, how this will impact their role.  Find out about their motivations.	
<b>Closer</b> Do you have any other questions?  Is there anything we need to know to help you succeed in the role?	You can't ask about disabilities, but can get a sense of how you can accommodate them if they disclose anything.	

# Getting Buy-In

Often, one of the most difficult aspects of a volunteer manager's job is to manage how others interact with volunteers. Many volunteer managers report that they encounter significant resistance when trying to involve staff and leaders in engaging volunteers in their programs. This template will give you an idea of how to respond to some common complaints you may come across.

STAFF COMMENT	RESPONSES
"It's more trouble than it's worth"	<ul style="list-style-type: none"> <li>• Benefits for the organization – volunteer involvement increases the number of work hours, skills and perspectives contributing to achieving its mission; volunteers act as ambassadors for the organization in the community, and increase its reach and ability to serve its clients.</li> <li>• Benefits for the community your organization serves – volunteer involvement changes the quality/type of services your organization can provide; helps community members connect and work towards common goals &amp; forms relationships between the organization and those it serves.</li> <li>• Benefits for the volunteers – volunteering can provide valuable experience and skills, a sense of community, a social network, and a source of meaning.</li> <li>• Benefits for the staff who work with volunteers – volunteer program can provide them with experience in supervision and management, a group of dedicated and motivated workers, and a bank of skills, resources and time that volunteers are willing to contribute to complete projects that staff would be unable to complete on their own.</li> </ul>
"I don't want someone else to do my job"	<ul style="list-style-type: none"> <li>• Volunteers shouldn't be brought in to do the same work as program staff.</li> <li>• Volunteer roles should supplement the work paid staff members are already doing, by adding value for clients and for the organization that's not outside of the responsibilities of program staff.</li> <li>• Try to get staff more involved in creating volunteer roles.</li> <li>• Consider doing a needs assessment to find out how volunteers could be useful within the various programs in your organization, such as marketing.</li> <li>• Ask staff to think about projects they wish they could develop or services they wish they could provide that they can't manage on their own.</li> </ul>
"I don't know how to work with volunteers"	<ul style="list-style-type: none"> <li>• Staff may need to receive training on the basic elements of volunteer management to understand their role in supervising volunteers, have an understanding of the demands on their time, and feel prepared to bring volunteers into their programs.</li> <li>• Training staff to work with volunteers will help them increase their knowledge of volunteer engagement and help the volunteers have a better experience with your organization while the entire process runs more smoothly.</li> <li>• Improving the initial experience will help staff see the benefits of volunteer involvement.</li> <li>• Use a guide, like the Canadian Code for Volunteer Involvement, to choose training topics for staff.</li> </ul>

STAFF COMMENT	RESPONSES
“I don’t have the time”	<ul style="list-style-type: none"> <li>• This may be true, and may be out of your control.</li> <li>• Staff shouldn’t supervise volunteers unless it is part of their job description.</li> <li>• Management and Board of Directors need to support volunteer involvement.</li> <li>• Supervising volunteers should be an official part of the job description of anyone who takes on the work.</li> <li>• They should be given support to develop the skills they need to supervise volunteers, their job responsibilities should be realistic given the time commitment that volunteer supervision involves, they should be recognized for their efforts in supporting volunteers, and their involvement in volunteer supervision should be taken into account during performance reviews.</li> </ul>
“We don’t really need volunteers”	<ul style="list-style-type: none"> <li>• Review work-plans and project/program goals to identify areas of need for human resources/volunteer resources.</li> <li>• Explain the benefits of volunteers (see “It’s more trouble than it’s worth”).</li> <li>• Remember your organization’s mission; volunteers help support the organization’s goals in serving the community.</li> <li>• Remind staff of challenges they may have faced in time management and how volunteers can support them.</li> </ul>
“Where will they go?”	<ul style="list-style-type: none"> <li>• Virtual volunteering and microvolunteering can often be done from people’s homes or other locations, thus not requiring additional office space.</li> <li>• Explore using shared workspace (board room/meeting room).</li> <li>• Some offices can be shared by staff or volunteers to conduct work.</li> </ul>



# Communicating Impact

Communicating the impact of your volunteer program is one of the best ways to help recognize volunteers – and also let your organization and community know about the important work your program accomplishes. Here are a few ways you can communicate impact.

## Annual report/AGM

Your annual report is a great place to include and highlight impact through numbers and stories. During your annual general meeting, include volunteer stories as part of the proceedings, such as printing and posting pictures of volunteers with their stories on the wall, or highlighting specific targets that were met over the past year in presentations.



## Shared with volunteers

Your volunteers want to hear and know about the impact they're making. Whether it's specific triumphs related to unique programs or broader impact and successes throughout your organization, volunteers can be informed through a newsletter, at meetings or training sessions or even recognition events.

## Occasional reporting

It may be worthwhile to keep an eye on the impact your volunteer program is having throughout the year. When you hear a great volunteer or client story, keep track of it for later. As you're measuring and reporting metrics (such as volunteers and volunteer hours), include some data on impact and long-term outcomes.



## Milestones

Client and volunteer milestones can help you assess and explore impact – from volunteers achieving goals or having volunteered a certain number of years, to clients developing a skill or improving an element of their lives. Milestones like important anniversaries can also be celebrated by your organization, offering a great opportunity to highlight the impact achieved so far.

# Building Your Case

Use this worksheet to help you build the case for your volunteer program and make a pitch!

**Who are your advocates and allies?**

**Pick your key goal** - what are you hoping to achieve, such as more funding, support, space, leadership/direction, professional development? What value and impact can you share?

**Plan your pitch and who you're pitching to** - choose 3 formal elements of your program to highlight (successful retention, great youth program, etc.), use facts to be persuasive and be sure to make your points clearly

**Create a proposal for your first meeting**

# Resource Assessment Template

## Finding the right resources

To help you grow your volunteer program and see continued success, it's vital to get a sense of what resources are available to your organization. By looking to your community, you can identify partners to establish relationships with and look to for support. Use the chart below to help guide your "environmental scan" for each category.



WHAT YOU'RE LOOKING FOR	YOUR ANSWERS
<b>Similar organizations</b> Who is doing work similar to yours? Who can you connect with on the basis of overlapping volunteers?	
<b>Funding</b> What kind of funding exists unique to your area of work? What kind of funding exists unique to your region/area? Who can you talk to about other funding options?	
<b>Political field</b> How do regional and provincial politics impact your volunteer program? How can you connect with politicians for support?	
<b>The (financial and social) economy</b> What impact does the economy have on my program? (more/fewer volunteers, etc.) What trends can help you plan for the future? Will there be a need for your program in 5 years?	
<b>Finding where you fit in</b> How can you leverage relationships to build capacity and resources? How can you use your uniqueness (based on the rest of the environmental scan) to your advantage? What role do your volunteers play in helping to build resources?	

**volunteertoronto.ca**

**344 Bloor St. West, Suite 404  
Toronto, ON M5S 3A7  
Canada**

**416-961-6888**

**info@volunteertoronto.ca**



**Volunteer  
Toronto**