

## **April 2020 – Student Support during COVID Emergency**

### **What we heard from stakeholders**

#### **CASA**

Chatted at length about CERB eligibility, and that a bulk of Canadian undergraduates already meet the income threshold (most recent figure we have is 60% meet the income threshold), but doing so is not in their best interest, need to take advantage of this time. Primary concerns were positioning students for the fall intake - following through on the platform commitment for grants and waiving the pre-study contribution. International student intake in the fall is a concern, especially with their application prerequisites (standardized testing, language, medical). She stressed that if campuses remain “online” for this fall, the government needs to help assure all students have the tech and resources to participate.

#### **Alex Usher**

How best to support post-secondary institutions if online instruction becomes the new normal come the fall is an immediate concern, as it will be both a pedagogical and financial stress for institutions. Also reiterated the interest to waive the pre-contribution period, and stresses around international students enrolment.

#### **AFN**

Want to know the eligibility of indigenous bodies to apply for placements and leverage the 100% wage subsidy in Canada Summer Jobs (Finance reviewing). Going to relay a list of priorities, but highlighted a top-up to PSSSP.

#### **Colleges and Universities**

Noted securing tuition and living expenses for the fall semester and beyond, right now the eligibility under CLSP (and apprentice loan programs) should not be based on student earning capacity and family support. Waiving pre-study contribution requirement, increase up front repayable grants. Increase flexibility in student work experience, we need something similar for YESS\SWPP, and maximize employer flexibility across all sectors. Need to include municipal governments and community services (for YESS). Need SWPP needs to move from 50% to SWPP (it is 70% for marginalized students). YESS needs to be 100%. Allow students to create their own jobs through entrepreneurship, overseen by post secondary institutions. Harness the potential to have training dollars for people who are staying at home, there are all kinds of micro-credentials, training specific for a specific sector.

#### **WE**

Have pivoted a large portion of their programming to online. Their primary interests are: promoting well being and mental health supports during shutdowns and forced isolations, supporting parents cope with children studying at home with educational resources, and producing skills attainment programming. They are hoping to onboard 8k students this summer with skills programming, though not a credential bearing course, participants (aged 17 to 30) will be able to signal successful completion via

LinkedIn badges. To support uptake any incentives from the government would be appreciated.

Andrew Agopsowicz, Senior Economist RBC

Some students rely on their parents and their parents won't be doing so well. Are we thinking of expanding the CERB to students? A lot of students take summer jobs not because they're particularly lucrative but because they offer experience and connection. Think about encouraging/incenting firms to onboard even during this strange time. Could firms hire students and make them eligible for the wage subsidy?

Polytechnics - Sarah Watt-Raynaud and Daniel Komesch

Represents some of the largest colleges in Canada. The hands on/applied nature of many college programs is really hindering ability to switch to all online courses. Work-integrated learning is usually the college's strength, so many college students who were counting on paid learning now won't have the experience nor the money. Most of their member institutions have established an emergency financial fund through school foundation/industry foundations to help students with immediate financial hardship. The fall semester is a big question mark. Apprentices are going to be set back a year. Many college students are older than the stereotypical student, can't just think of youth. Can't forget the huge impact of international students. Government should use existing infrastructure like CSLP to deliver any new funding. Government should highlight existing commitment to defer student loans to give people comfort. There was \$150M committed in the last Budget for an integrated work learning project out of ESDC, work has been done on that, this could help students in rural locations and those with disabilities. Happy to help government in any way we can.

BHER - Val Walker

She's hearing a loss of 50%-75% of student summer jobs.

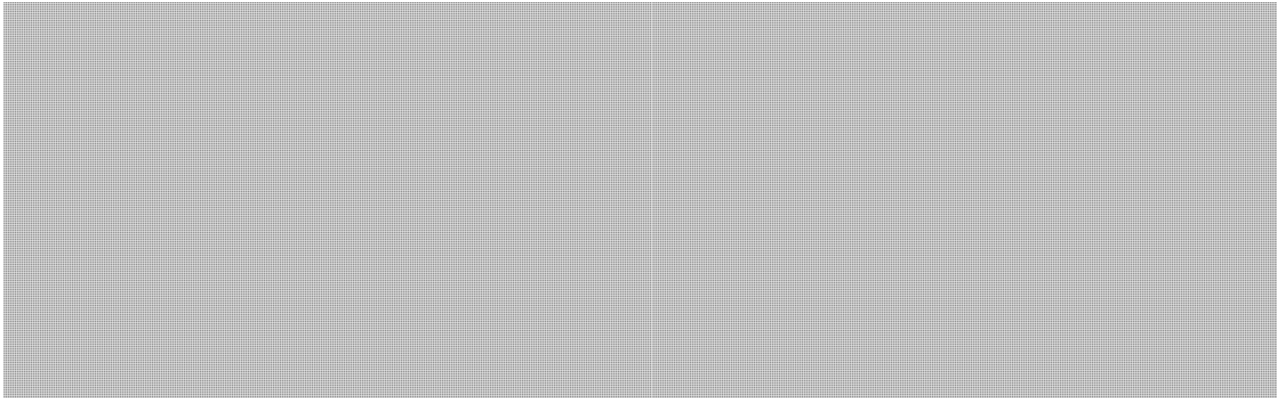
We could expand CERB, or use CSJ to pay more students. Should there be a student-specific CERB? If so, we should attach strings, like create a mentor connection with employers, something to get students connected to the workforce. Could incentivize companies to make their employees available to mentor students online a few hours a week, teach them soft skills like how to run a meeting.

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We should be conscious that students with disabilities are facing challenges with everything moving online. RBC has a student management team that is overseeing its commitment to still bring on its summer students, BHER is observing how they do this to show other employers how it can be done going forward. BHER is trying to convince employers not to rescind summer job offers yet, wait until June to see what's happening then. Happy to help in any way, will try to share a paper her team is putting together on best practices from other jurisdictions.

ACTUA





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U15

They have provost meeting soon that he is going to relay information on. He said summer semesters are planned to continue as normal, and any supports for tuition payments are a priority. He echoed the financial anxiety concern from CASA. Noted that international students represent \$6B for the economy, he said this is an opportunity to diversify that base and streamline how we approve their status. Noted that graduates have different concerns, especially in tailored programs with higher tuition, but may have more incubated labour markets (doctors, lawyers etc).

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PALETTE

[redacted] but Arvind (former UBC president) was keen to chat about the role of skills and allowing workers to pivot industries post pandemic.

Universities Canada

Tuition affordability is big concern, said that they do not want to replicate the last recession where students dropped out mid way because of finances; then had student debt but no degree. Reiterated that there is no stop to slowdown to summer semesters, but availability of full academic offerings will be demand driven, so if we want to keep students attending classes there needs to be a strong incentive at play. Mentioned grants and waiving the pre-study contribution. On international students, was told there is a one third turnover each year, and their subset is growing [redacted] and supportive of extending work visas. [redacted]

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**From:** Craig Kielburger <craig@we.org>  
**Sent:** Friday, April 10, 2020 10:09 PM  
**To:** MinFinance / FinanceMin (FIN)  
**Cc:** Kaur, Sharan (FIN)  
**Subject:** 496809 - Conversations with Minister Ng  
**Attachments:** WE Social Entrepreneurship Proposal ; WE Social Entrepreneurship Concept Paper\_April 09 2020.pdf

Hi Bill,

I hope this finds you, Nancy, Henry, Clare, Edward, and Grace enjoying some well-deserved downtime over Easter together.

I cannot imagine the pace of information and decision-making over the past weeks. You once told me that you sought public office to make a difference – and this is certainly the most defining impact that you will ever have for the country.

If I may interrupt for a moment, allow me to brief you on conversations with Minister Ng. She suggested that we submit a proposal to scale our youth entrepreneurship program (originally championed by your office) with the purpose of mitigating economic struggles and preparing for a post-pandemic world.

The scaling of the program would seek to serve 8,000 young Canada (under-30) over 12-months with the following three bilingual elements: i) A 10-week digital program providing entrepreneurship expertise and support in the era of COVID-19; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who would provide pro bono skill-specific services in areas such as finance, marketing, productization, human resources, legal, distribution, employing at-risk populations etc.; iii) a base payment to all participants, and access to additional incentive funds and long-term mentorship opportunities.

This plan seeks to solve three timely challenges:

- i) how to engage at-scale young Canadians (under-30), including those who were not previously employed;
- ii) how to jump-start entrepreneurship to create jobs for economic recovery, relevant to both 12-24 months of COVID-19 realities and in the years to follow;
- iii) how to engage companies across Canada who have excess employee capacity. This program would invite all companies, including those benefiting from the 75% federal employee subsidy, to consider redirecting available employee's time (one day per week) to provide pro bono skill-specific services to assist young entrepreneurs build their skills and launch their businesses. This also encourages established companies to keep employees on the payroll and ensures that the 75% Canadian employer subsidy provides a further social benefit.

This program would be built on our 25-year history of developing and delivering distant learning programs for millions of young Canadians, our successful social entrepreneurship accelerator established with ESDC support, our network of 200+ corporate partners, and our staff with extensive in-house and external experience building similar programs (WE Social Entrepreneurs, MaRS, DMZ etc.).

Attached is my recent correspondence with the Minister and our initial concept paper for more information. I know Sofia has been in conversations with Amit and Sharan, but I wanted to quickly provide you an update in case it aligns with larger government strategy. Of course there is no pressure from our side, and I wanted to

simply bring the proposal to your attention because I imagine that you're collecting as many ideas as possible for consideration to address this unprecedented situation.

Thank you for you taking the time to review. Sending my best.

Warmest,  
Craig



**Craig Kielburger**

Co-Founder

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**Darina Jupa-Williams** | Executive Assistant to Craig Kielburger

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**From:** Craig Kielburger <craig@we.org>  
**Sent:** Thursday, April 9, 2020 12:25 PM  
**To:** NG, Mary (Ext.)  
**Cc:** Easton\_INT, Jason (Ext.); Sofia Marquez; Darina Jupa Williams  
**Subject:** WE Social Entrepreneurship Proposal  
**Attachments:** WE Social Entrepreneurship Concept Paper\_April 09 2020.pdf

Hi Minister Ng,

Thank you again for the thoughtful conversation. We appreciate for your guidance, and of course, incredible efforts to support small and medium sized businesses across Canada, during and after this time of crisis.

As we discussed, attached is a concept paper outlining an opportunity to create a strong multi-faceted social entrepreneurship program to support young Canadians during and post COVID19 pandemic. By incentivizing and equipping youth to engage with social entrepreneurship opportunities, we'll be empowering them both to efficiently contribute to the economy and boost our nation's economic output, but also address important social causes.

The program seeks to serve 8,000 young Canada (under-30) over 12-months with the following three bilingual elements: i) A 10-week digital program providing entrepreneurship expertise and support in the era of COVID-19; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will provide functional and industry-specific support in areas such as finance, marketing, productization, distribution, employing at-risk populations, social impact measurement etc.; iii) a base payment to all participants, and access to additional incentive funds and long-term mentorship opportunities.

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- iii) how to engage companies across Canada who have excess employee capacity. Specifically, asking companies that benefit from the 75% federal employee subsidy to consider redirecting a small percentage of employee's time (one day per week) to serve as skill-specific mentors for youth entrepreneurs. This also encourages established companies to keep employees on the payroll and ensures that the 75% Canadian employer subsidy provides a further social benefit.

We feel confident that we can deliver this program based on our 25-year track record of social entrepreneurship and successfully developing and delivering distant learning programs for millions of young Canadians, our successful social entrepreneurship accelerator established with ESDC support, our network of 200+ corporate partners, and our staff with extensive in-house and external experience building similar programs (WE Social Entrepreneurs, MaRS, DMZ etc.).

While this paper is simply the brief, we'll be submitting a detailed proposal next week further fleshing out our ideas of a year-long national small-business challenge that engages our youth and top corporations to create our future businesses. Our goals shadow our federal government's goals in mitigating the economic consequences of self-isolation for young people, creating new jobs, and supporting the growth of thriving small and medium businesses while driving social impact.

Please know that I deeply appreciate your kind offer to set aside time for another call, and look forward to connecting at your earliest convenience. If a conversation would be of interest, my **EA, Darina** (copied) can work with your office to schedule. This is my direct email, and my cell is [REDACTED]

Thank you in advance for the thoughtful consideration.

Warmest,  
Craig



**Craig Kielburger**

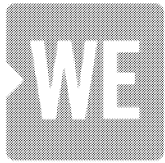
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## **Closing the COVID-19 Opportunity Gap for Young People through Social Entrepreneurship**

*Concept Paper Prepared by WE Charity, April 09<sup>th</sup> 2020*

### **Executive Summary**

This document proposes to the Government of Canada (GoC) an opportunity to create a strong multi-faceted social entrepreneurship program to support young Canadians during and post COVID19 pandemic. By incentivizing and equipping youth to engage with social entrepreneurship opportunities, we'll be empowering them both to efficiently contribute to the economy by creating small businesses and boost our nation's economic output, while also addressing important social causes.

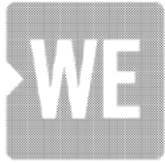
The program seeks to serve 8,000 young Canada (under-30) over 12-months with the following three bilingual elements: i) A 10-week digital program providing entrepreneurship expertise and support in the era of COVID-19; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will provide functional and industry-specific support in areas such as finance, marketing, productization, distribution, employing at-risk populations, social impact measurement etc.; iii) a base payment to all participants, and access to additional incentive funds and long-term mentorship opportunities.

This program seeks to solve three timely challenges:

- i. how to engage at-scale young Canadians (under-30), including those who were not previously employed;
- ii. how to jump-start entrepreneurship to create jobs for economic recovery, relevant to both 12-24 months of COVID-19 realities and in the years to follow;
- iii. how to engage companies across Canada who have excess employee capacity. Specifically, asking companies that benefit from the 75% federal employee subsidy to consider redirect a small percentage of employee's time (one day per week) to serve as skill-specific mentors for young entrepreneurs. This also encourages established companies to keep employees on the payroll and ensures that the 75% Canadian employer subsidy provides a further social benefit.

During preliminary conversations the idea to have their staff support young entrepreneurs in tackling society's problems has been well received by numerous senior executives at corporate giants including RBC, TELUS, KPMG and Microsoft to name a few of our 200+ partners; however, WE would open up the program for other businesses that can also contribute including, medium-sized and smaller businesses. This program will include a robust mentorship program, with for-profit partners providing over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.

Drawing from 25 years of experience in social entrepreneurship, including building up ME to WE and providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has all the ingredients including vision, expert capacity and strategic partnerships to be a unique support platform for the government in enabling the successful execution of a national program that is reflective of today's COVID19 crisis' diverse needs and demands from youth and millions of Canadian looking to assist others as we navigate these challenging times.



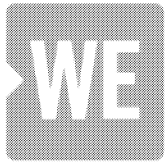
## Introduction

WE recognizes the immense efforts and investments being led by the Government of Canada's [COVID-19 Economic Response Plan](#), supporting strong, immediate and effective action to protect Canadians and our economy from the impacts of the global COVID-19 pandemic. Equally important are the complementary economic response plans implemented by other levels of governments directly investing in critical front-line industries and support programs to all Canadians. We are rapidly learning that Canada post-COVID19 pandemic will require a collective effort to rebuild our economy, and where youth are at the heart of creating the greatest value in our economy, bringing innovative solutions to new challenges.

Today, youth at large are becoming more vulnerable and susceptible to the COVID19 pandemic's economic contraction and social limitations despite the GoC's efforts in building safety nets for families, employers and business across Canada. There is a urgent need to proactively support young people between the ages of 19 and 29 who are recent school/university graduates without the opportunity to attain a job, looking for innovative ways to solve current and post COVID19 challenges or build small business, and seeking to build their workplace readiness skills and professional network for when our economy stabilizes.

We know that young Canadians are passionate and committed to finding a career path that provides income, while also creating a positive impact in the world, such as creating employment for at-risk populations, protecting our environment, and assisting with health and human wellness. We have learned through our innovative work with our for-profit social enterprise ME to WE and WE Charity, to marry business with social change and encourage youth to redefine what's possible through the employment of social entrepreneurship skills. Social enterprises – also known as purpose-driven businesses -- create opportunities to encourage and enable priority populations to meaningfully participate in the creation of business ventures that address the unique needs of their community, including jobs and inclusive economic growth. For example, social enterprises are two times more likely to be run by women than traditional small and medium-sized businesses. While the number of purpose-driven businesses in Canada continues to increase, programming and support services available to such enterprises have not kept up with the demand, hence the importance of dedicated initiatives like our proposed social entrepreneurship program.

Now more than ever, WE is galvanizing our corporate partners to collectively support Canadian youth to build resiliency and continue their professional development during and post the COVID19 pandemic. Although our corporate partners have also been deeply impacted by the economic contraction worldwide, many continue to express their desire to offer their employees' in-kind professional support to WE. Many of these are skilled professionals who are now working less hours as a result of the COVID-19 contraction and are passionate about giving back. This program will include a robust mentorship program offering over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.



### **The problem**

The COVID-19 pandemic is rapidly changing the world, the workplace and the economy in unprecedented ways. WE has identified three critical challenges Canadians are facing during this time of economic uncertainty.

- I. Young people and students are currently under-supported in the current economic relief plans. This demographic is not yet well established in the workplace, have had limited earnings or have had their summer jobs eliminated.
- II. With such a dramatic change in the Canadian economy, many small businesses have already vanished so there is a critical need for entrepreneurs to help replenish the lost businesses and create new jobs.
- III. There is an excess of idle and underutilized professionals as Canada's corporate sector has seen a dramatic decline in work. Companies are desperately seeking to repurpose employees or risk eliminating their jobs.

### **Opportunity**

We see an opportunity to support the government in further deepening targeted safety nets to mitigate the impact of COVID-19, *and* further incentivize young Canadians to engage in social entrepreneurship and build community resilience while the economy stabilizes. We know that despite COVID19 isolation measures, young Canadians are passionate and committed to finding a career path that continues to reinforce their skills and provides income, while also creating a positive impact on Canada and the world.

Our social entrepreneurship project is designed to engage youth during and post-COVID19 pandemic, providing a free bilingual virtually delivered entrepreneurship program and one of kind world-class mentorship roster from leading Canadian corporate partners. Although the postsecondary education system is proactively engaging students, we are increasingly seeing the need to target youth who, are looking for non-academic programs that opens opportunities for future employment, are not enrolled in school or, unemployed youth. It is critical to emphasize that youth that engage in entrepreneurial activities not only create new business opportunities, but they also acquire essential skills for the 21<sup>st</sup> century economy like agility, leadership, collaboration and resilience – important contributions to the workforce as a whole.

We believe that creating a national entrepreneurship program is timely and strategic empowerment for young Canadians to move beyond COVID-19, particularly as we look to break down barriers such as longer transitional periods between finishing school and finding employment, high unemployment rates for out-of-school youth, and children depending on parents for a longer period than ever in our nation's history. Furthermore, we are looking to further support priority populations and underrepresented youth groups (such as Indigenous, women, rural populations, new Canadians) and build unique support services that enable world class mentoring and company creation.

### **The Solution**

Provide up to 8,000 young people across Canada (aged 19-29) with a free, bilingual, inclusive, virtual social entrepreneurship program that provides them with all the tools and mentorship needed to start and grow a successful purpose-driven business.





We believe that a national entrepreneurship program can be developed to not only focus on the youth’s entrepreneurship activities but leverage their explicit desire to integrate purpose into their efforts and in turn help alleviate social problems both in Canada and beyond.

**Proposed Model**

WE Charity’s objective is to help launch a new generation of SMBs, powered by purpose-driven young people and ready for the new economic realities. There are three core components to the program:

<p><b>Part 1: 10-Week Virtual Program</b></p>	<p>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</p> <p>Topics led by industry-experts include: accounting, product design and production, leading with purpose, market development and validation, sales, social impact measurement; digital marketing strategies and content marketing during COVID19; Indigenous enterprise, health and wellness market opportunities, building resilience and perseverance; etc.</p> <p>The program includes various complementary resources and a nation-wide online community for purpose-driven entrepreneurs to share best practices, learning experiences and to network to support one another</p>
<p><b>Part 2: 1-on-1 mentorship with experts to support entrepreneurs</b></p>	<p>Extensive 1:1 mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders.</p> <p>Executive coaches and mentors will be provided by an incredible roster of 500+ subject matter experts sourced from across Canada’s top corporations.</p> <p>Each participant will have access to a minimum of 6 hours of high-value skill-specific mentorship necessary to help their business thrive. They will register for the mentorship areas of their choice which could include: branding, sales, marketing, legal, accounting/finance, social impact, accessing capital, generalist support.</p>
<p><b>Part 3: Small grant for each participant</b></p>	<p>Upon the successful completion of the 10-week program each participant will receive a \$500 grant that they can use to invest in their future and further their venture concept.</p> <p>Upon completion of 10-week program each participant will receive a LinkedIn virtual badge.</p> <p>Additional incentives are available based on engagement and success, including unlocking additional business funding and further stages to the program support.</p>



WE Charity has modeled three options for program delivery, **please see appendix I** for an overview of each of the three options.

### **Demographics we will serve**

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 19-29 who are current post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is bilingual, designed to ensure inclusive participation and recruitment of participants from priority youth groups including indigenous, women and new Canadians. Our program's digital program delivery platform, program leaders, diverse subject matter experts and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.

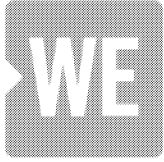
### **Why WE is Uniquely Positioned to lead this project**

WE has 25 years of experience delivering meaningful and impactful programming to young people across Canada. We are uniquely positioned to take up this challenge as we have the internal expertise and resources to mobilize quickly, and multi-sector partnerships with the corporate, technology, and education to execute on a national scale.

- *Proven Impact:* WE is one of the largest founded in Canada charities, with programs coast-to-coast-to-coast. It uplifts the social sector by galvanizing Canadians across the country to volunteer, increase awareness and raise funds for the causes that matter most to them. In 2018-2019, 3,832 local organizations were supported and over \$97 million in social value was created by Canadians participating in WE programs.<sup>1</sup>
- *Deep corporate partnerships:* WE holds deep and unique relationships with 200+ best-in-class corporate partners who are committed to supporting social innovation and the ambitious vision of the WE Social Enterprise Centre.
- *Unparalleled amplification platforms:* Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for social enterprise on a national level. WE achieved 4B+ media impressions in 2019, and has 4M+ followers on its Facebook page.
- *Best practices learned through on the ground experience:* WE is approached by several hundred not-for-profit peers, groups and individuals a year and there is a high demand for WE to share learnings from its successes and early failures. WE created the groundbreaking ME to WE social enterprise to support the efficiency of charity partner – WE Charity. ME to WE operates multiple successful lines of business for social purposes.

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<sup>1</sup> 2017-2018 WE Schools Year in Review, Global Report; June 2016 Feeding America Product Valuation Study; 2016 US Bureau of Labor Statistics data, indexed by Independent Sector in April 2017.



### ***Our Leadership Team***

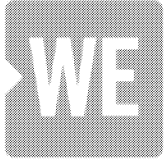
Our programming will be led by our in-house team of entrepreneurial experts, with a proven track record of training and supporting Canadian entrepreneurs. Our leadership team includes:

Jon E Worren, Entrepreneur in Residence, WE Scale Up

- Served as the Lead Executive, Venture & Corporate Programs at MaRS, where he developed and delivered all of MaRS venture facing programming – both at MaRS and throughout Ontario. As part of his role he built MaRS digital platform, directly serving 10-15,000 entrepreneurs every year, including the award-winning Entrepreneurship 101 program – which has supported entrepreneurs in 130 countries to date. As part of that, Jon has personally worked directly with over 5,000 Canadian entrepreneurs.
- He developed and delivered programming to support youth entrepreneurs at more than 15 university campus linked accelerators as part of Ontario’s Jobs & Prosperity Program.
- Jon also built MaRS Corporate programming, working directly with executive teams of 50+ corporate partners in helping them develop their innovation strategy.
- Jon managed the \$32.5M Ontario ScaleUp Voucher Program from 2016-2019, supporting the growth and expansion of the most promising high-growth innovation firms in the province, such as Fiix, Axonify, InteraXon, Asset Compliance, Bridgit, Wattpad and others with funding and growth coaching.
- Jon is an accomplished entrepreneur having been co-founder of successful businesses in the software and cleantech space. Jon has an MSc from London School of Economics

Hussam Ayyad, Managing Director, WE Scale Up

- Held leadership positions at Communitech, DMZ, Ryerson University and the U of T’s Rotman School of Management are listed below:
  - Built the core-operation of DMZ between 2016 and 2020 including all programs interfacing with entrepreneurs, investors and corporate backers, locally and internationally which most recently propelled the DMZ to become a world-leading tech accelerator and incubator that earned the ranking of #1 in the world by UBI.
  - Built the DMZ’s investor network to exceed 3,000 VCs & Angel investors in less than 2 years.
  - Spearheaded building programs to support thousands of entrepreneurs nationally and internationally and support Canadian ventures who collectively raised over \$ 1 Billion and created multiples of that in value of market capitalization.
- Hussam is an experienced multi-time entrepreneur and business leader. Most notably, he co-founded and led the growth of Algéro Canadian Metals to a \$70 million revenue business in the environmental sustainability industry supplying metal scrap to world leading steel mills.



Craig Kielburger, Co-Founder and Executive Sponsor, WE

- He co-founded WE, a global movement that empowers people with the tools to change the world internationally and in their own communities.
- Craig is a New York Times bestselling author who has written 12 books, including *WEconomy: You Can Find Meaning, Make a Living, and Change the World*.
- Craig is an MBA graduate with 15 honorary doctorates and has been awarded by the World Economic Forum and Roosevelt Institute, and received the Order of Canada.

Roxanne Joyal, CEO and Co-Founder, ME to WE

- She is CEO of ME to WE, a social enterprise that supports sustainable development projects of WE Charity.
- Roxanne is a Francophone bilingual Canadian social entrepreneur, author, recognized leader in sustainable development and a women's empowerment advocate.
- Roxanne is a graduate of Stanford University, she earned an Oxford degree in law and a prestigious Rhodes scholarship, and clerked for the Supreme Court of Canada. She is a recipient of the Order of Canada.

Dalal Al-Waheidi, Executive Director, WE Charity

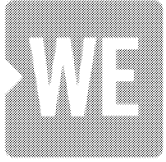
- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network

## Our Partners

This project will leverage a multi sector partnership approach, leveraging WE's network. Through value in-kind provided through partnerships, WE will match the financial investment provided by the Government of Canada. Partners could include:

### Corporate Partners:

- Engaging WE's network of 200+ corporate partners to provide mentorship hours to young entrepreneurs. WE has already opened conversations with corporate partners, who have expressed a strong interest. They are grateful for the government's 75% wage subsidy, and they want to give-back to support Canada during this time.
- The Business Council of Canada (BCC) has been a partner of WE to engage business leaders together to call on their employees enroll in our mentorship program and provide valuable introductions in the sector. The 150 member-companies employ 1.7 million Canadians and are responsible for most of Canada's corporate philanthropy. Craig Kielburger is the only non-profit member in the history of the BCC.



#### *Technology Partners:*

- Microsoft – WE is the largest Canadian charitable partner of Microsoft, and one of the largest global partners. Microsoft provides inclusive technology including the provision of hardware and software platforms powering digital programming delivery and ensuring accessibility capabilities (i.e., close captioning translation, readers, visual adaptation and hearing accommodations)
- LinkedIn (owned by Microsoft) – partnership with this tech platform would be ideal as it will expose youth’s skills attainment after completion of programming, including a virtual badge that can enhance their profile. LinkedIn is a widely recognized platform that will offer young people a space to build their profile, highlight their training badge achieved, and which employers can easily track and validate. The LinkedIn experience has important long-term value, as it will be a validated record that young people can take anywhere in the world to support their education and employment. Digital badging is proving to be the most cost-effective and scalable model to provide incentives for youth to participate. Digital badging provides meaningful recognition to youth, while removing continued reliance and incentive focused on solely financial incentive strategies.

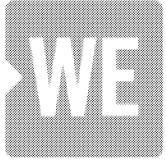
#### *Community Partners:*

- WE Charity currently holds 300 official educational partnerships across Canada with 17,309 active educators engaged in our network from 7,000 schools, educational institutions, and groups
- Junior Achievement – One of the largest networks of youth programming in entrepreneurship
- Enactus – the world’s leading Social Entrepreneurship program based in universities and colleges (36 countries worldwide, 1.3 million people impacted annually, 1,730 universities involved). In Canada, they are present with close to 3,500 students involved on campuses
- Many other leading organizations such as:
  - Ryerson’s DMZ - Leading accelerator in Canada
  - Ashoka Canada
  - B Lab Canada at the MaRS Centre for Impact Investing
  - BCG Digital Ventures
  - Boston Consulting Group
  - The Brandery
  - Brand Project
  - Bullfrog Power
  - Capital for Aboriginal Prosperity and Entrepreneurship Fund

#### **Conclusion**

WE reaches over 2.4 million youth providing a platform to further national understanding about the important role of entrepreneurship to help solve some of the most complex social challenges that we are to experience during and post COVID19 Pandemic. We would like to humbly raise the importance of government taking a leadership role and sending a clear message of hope to youth who are seeing their future very bleak and with limited opportunities to grow at this time.

- Directly impacting up to 8,000 youth
- Providing between 12-20 hours of 1on1 mentorship to youth
- \$500 cash grant to youth upon completion of program



- Building a network of 500 industry leading mentors across Canada to support a new generation of small business with impact
- Targeting priority youth demographics such as, indigenous, women and new Canadians

Together, we can bring a comprehensive future skills program to thousands of youth through digital programming, build a network of resilient youth deeply connected to the across sectors and, who can and will be able to reinsert themselves in the economy in a post COVID19 world.

**Appendix I: Program Options**

<i>All program options run multiple cohorts over a one-year period</i>			
	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
Programming delivery details (per cohort)	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 24,000 hours</li> <li>\$500 grant per participant upon program completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>A digital conference with featuring leaders in Canadian business, government, entrepreneurship and social impact – helping to raise the profile of entrepreneurship during times of economic challenge</li> <li>Up to 100 of the top ventures will receive additional mentorship, business support, network access and capital for another 6 months to ensure the successful launch of the businesses for an additional 1,200 hours, in addition to PR and media support through WE’s amplification platforms such as WE Day online, nation-wide news outlets and with direct support from WE’s media and PR staff.</li> </ul>
Number of Participants	4,000	8,000	8,000
Investment Requested	\$6,000,000	\$11,000,000	\$14,000,000



TO / À : Minister of Finance

FROM / DE : [Redacted]

SUBJECT / OBJET : Package of additional COVID-19 support measures for post-secondary students

Security classification / Classification de sécurité	SECRET
Originator / Auteur	
Our file / Notre référence	
Your file / Votre référence	2020FPRSP004
Date	April 17, 2020

**For Decision.**

**Issue**

Further to our briefing on April 14, 2020, this note presents a package of measures which seek to respond to the financial impact of COVID-19 on post-secondary students in four areas as outlined below and in annexed funding notes for your consideration.

**Background**

The post-secondary student population in Canada is diverse and every student will experience the economic impacts of the pandemic differently. In 2017-18, there were an estimated **2.1 million students enrolled in Canadian post-secondary institutions** (including approximately 0.3 million international students) with 1.3 million registered in universities and 0.7 million in colleges – 1.6 million studied full-time and 0.5 million studied part-time. Each year around 0.35 million students graduate high school with 25 per cent of 19 year olds going on to college and around 36 per cent of 21 year olds attending university.

The latest analysis by Employment and Social Development Canada (ESDC) suggests that around **45 per cent** – or 0.8 million – Canadian post-secondary students will be **eligible for the Canadian Emergency Response Benefit**.

According to the March 2020 Labour Force Survey, **youth unemployment jumped 6.5 percentage points to 16.8 per cent** compared to the 2.2 percentage point increase in overall unemployment. **In March, the number of post-secondary working students aged 15-29 dropped by closed to 300,000, or 28 per cent relative to February.** The survey was conducted over the week of March Break in many provinces and so these numbers illustrate the early stages of the downward trend with further significant job losses expected in the coming months and extending into the fall. Additional analysis conducted by ESDC on post-secondary students and the labour market are included as an Addendum to this memorandum.



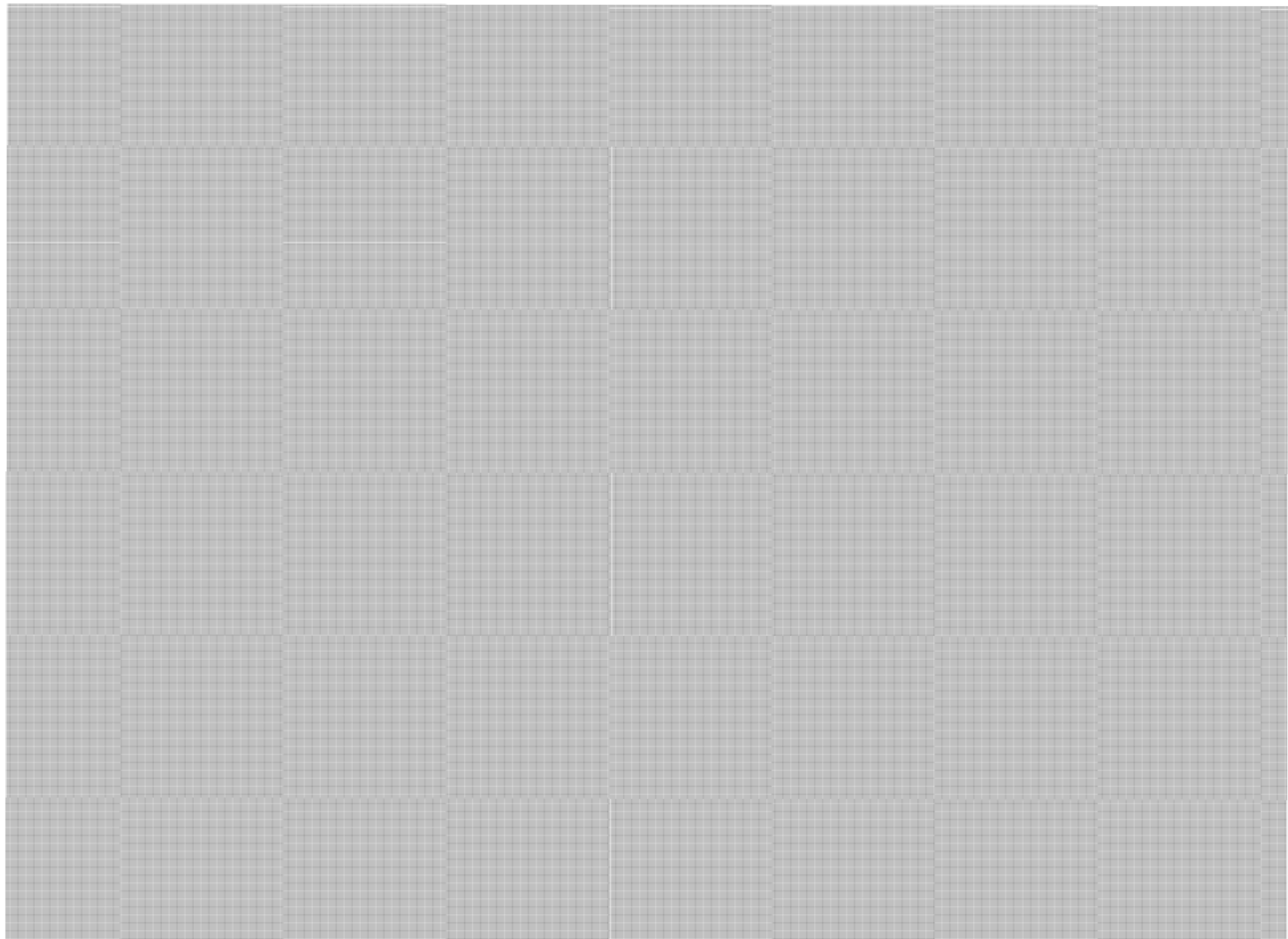
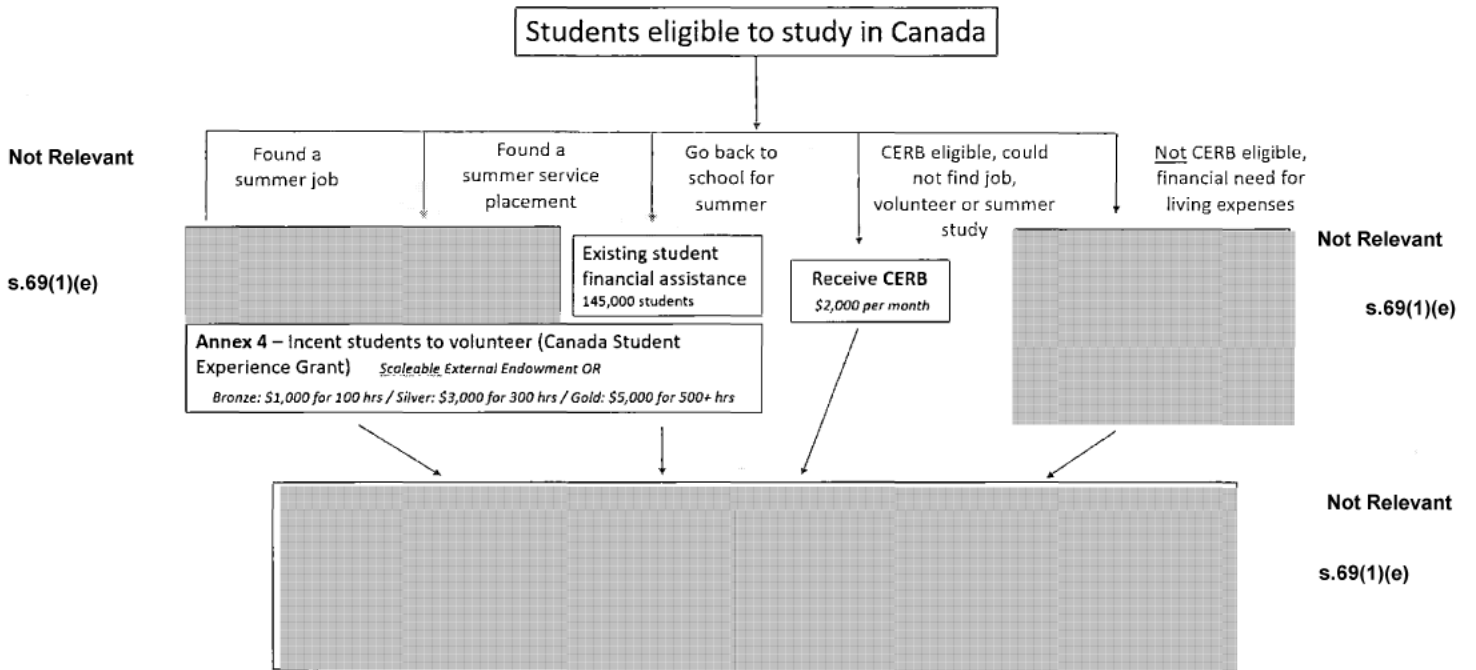
The student population is diverse and will not be uniformly impacted by the economic consequences of the pandemic. Factors such as family income, level of parental support, place of residence (e.g., living at home), level of student debt, eligibility for other support measures (e.g., CERB, student financial assistance), program of study (e.g., tuition cost, field of study) and employment will influence individual need.

As many students adapt to their new COVID-19 realities, they are concerned about the impact of the health and economic crisis on their ability to continue their studies, secure and retain summer employment, pay their bills, and save for school in the fall. High school graduates eager to work and save over the summer will be facing a fragile seasonal and part-time job market. For those living away from home, limited and declining employment opportunities will make it difficult to pay their rent and cover other basic living expenses. Students who may be more advanced in their studies or about to graduate will likely struggle to find meaningful work experience and may be unable to secure stable employment in their chosen career, which over time may erode the value of their credential.

The measures included in this package would address some of the challenges facing post-secondary students outlined above while recognizing the diversity of student pathways and needs. There is no single solution that will respond to all groups. Rather, as outlined below and in the annexed proposals actions could be taken to meet the following four objectives:

1. **Increase student employment, service and research opportunities** over the summer and beyond by leveraging the existing federal suite of programs;
2. **Reduce the risk of students leaving post-secondary education** (e.g., abandoning their studies) or deciding not to pursue further studies due to a lack of resources and reassure students and families that support will be provided to those in need this fall;
3. **Provide targeted income support to students in financial need** to support basic living expenses during the summer; and
4. **Incentivize youth and student to volunteer to contribute to the COVID-19 response** and address areas of need in their communities.

These measures, along with broader supports to the student population and the general population as shown in the diagram below, would seek to respond to the spectrum of needs due to financial pressures from COVID-19.



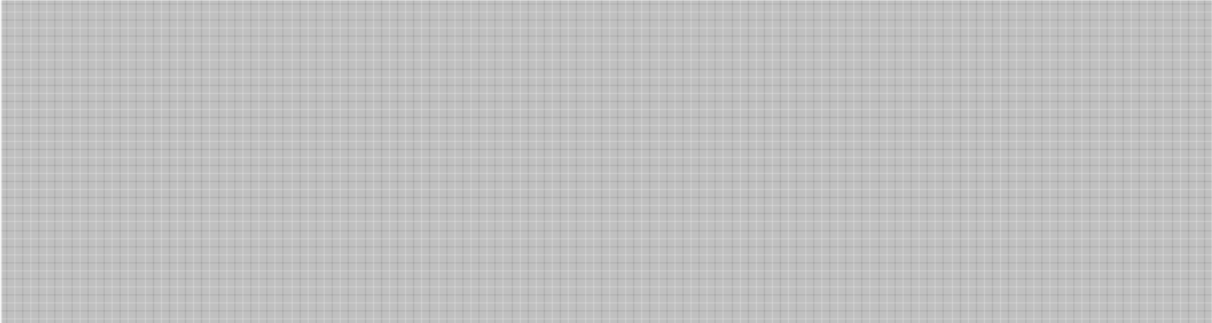
Not Relevant

**Page 21**

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**69(1)(e)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



**4. Canada Emergency Student Experience Grant or Credit**

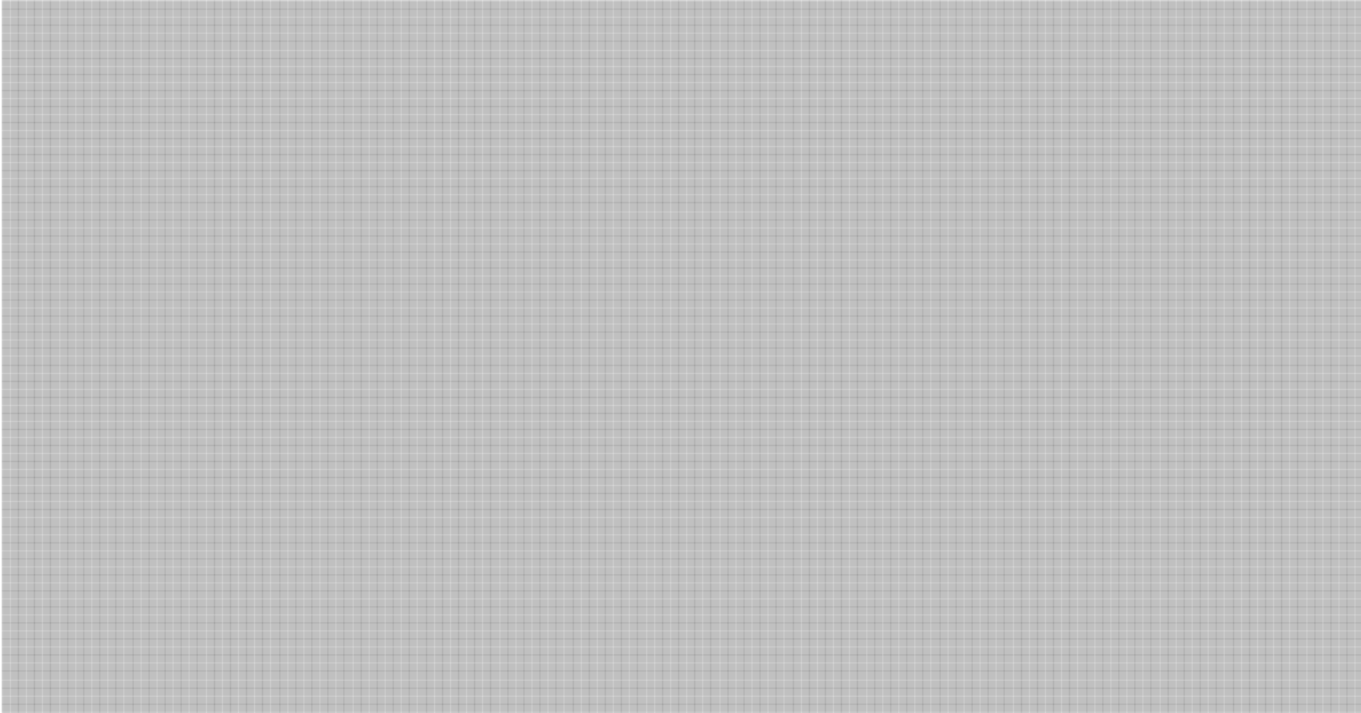
While the COVID-19 pandemic will limit employment opportunities for students, it presents an opportunity to mobilize students and youth to undertake volunteer activities that can provide valuable labour-market and skills development experiences, as well as service to the local community.

To motivate students to participate in the COVID-19 response, we have provide initial options as requested around providing incentives to students to contribute to the COVID-19 efforts. **We recommend the creation of a scholarship or bursary endowment to recognize students' significant contribution to the COVID-19 efforts, with a view to incentivizing volunteerism.** The proposed approach would be broad-based to provide incentives to a large number of students, but be administered as a capped fund by a third-party. Additional design work is required. Additional details and other options are provided in Annex 4.

Not Relevant

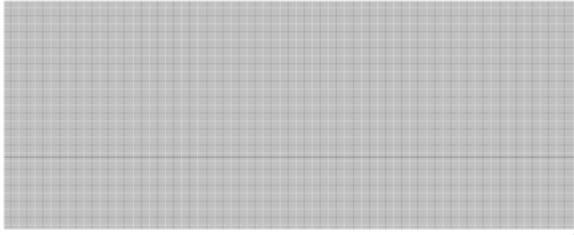


Not Relevant



*Anna (AB) - 20 years old / university student / works summer full-time / CERB-ineligible / renting / \$2,400 per month lost pre-tax summer income*

• CSLP/CSG = \$603 per month + \$1,000 grant



s.69(1)(e)

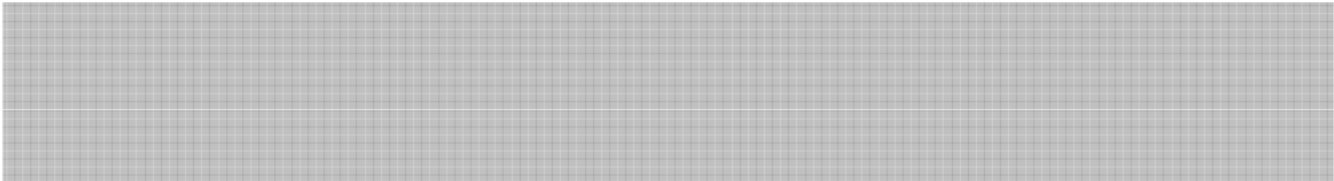
*James (ON) - 25 years old / college grad / works full-time / eligible for CERB / renting / \$4,000 per month lost pre-tax income*

• CERB = \$2,000 per month

s.69(1)(e)



s.69(1)(e)

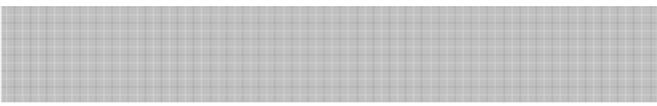
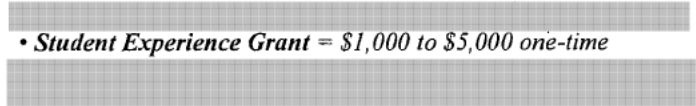


*Sarah (ON) - 18 years old / University student / CERB-ineligible / renting / \$2,240 per month lost income (summer only)*

• CSLP/CSG = \$750 per month + \$3,000 grant

s.69(1)(e)

• Student Experience Grant = \$1,000 to \$5,000 one-time



s.69(1)(e)

s.69(1)(e)

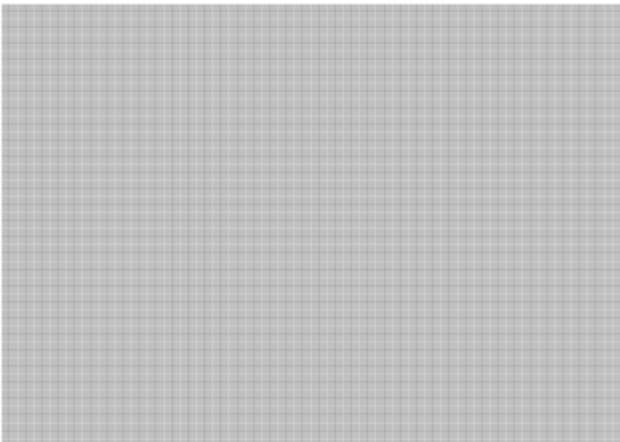
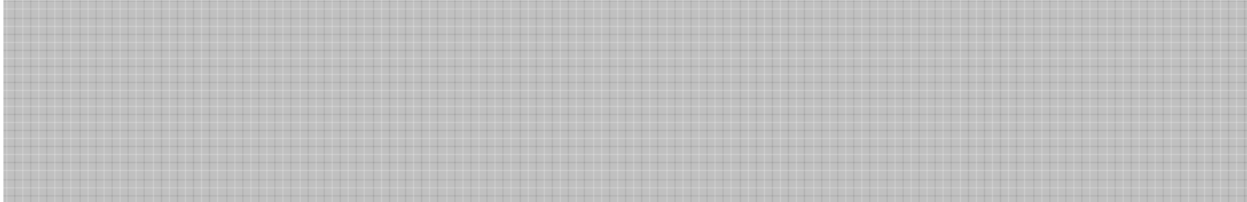
Incenting student volunteerism by offering \$1,000 to \$5,000 grants, in addition to an

\_\_\_\_\_ would become a costly additional support that could top up recipients above and beyond what they would have received through existing programs and lost earnings.

s.69(1)(e)

Not Relevant

- 7 -



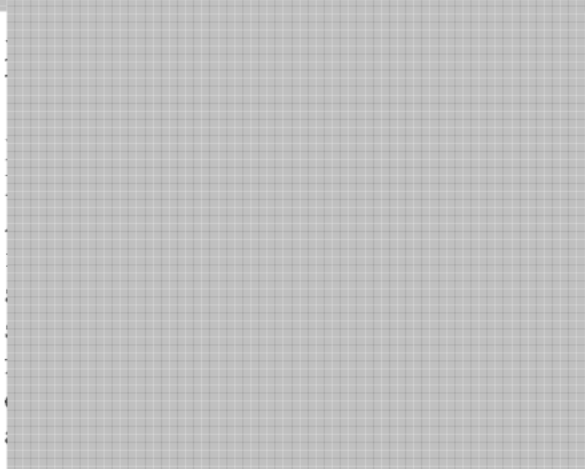
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*William (BC) - 19 years old / continuing university / CERB-ineligible / parents pay for school / lives at home / no loss of income*

- *CSLP/CSG = not eligible*
- *Student Experience Grant = \$1,000 to \$5,000*



By contrast, new initiatives like the Emergency Student Experience Grant seeking to immediately mobilize students to contribute to the pandemic response efforts may need to sacrifice means testing in order facilitate a quick roll-out. Depending on the desired reach of the initiative, the program may ultimately support a greater number of middle and higher-income student volunteers.



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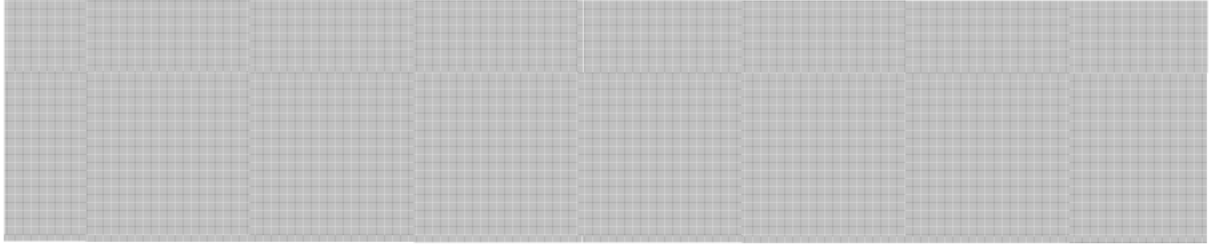
*Tanya (MB) - 32 years old / Master's student / CERB-ineligible / two dependents / renting / \$1,864 per month lost income over the summer*

- *CSLP = \$2,000/month (incl. \$500/month per dependent)*
- *Student Experience Grant = \$1,000 to \$5,000 (but no*



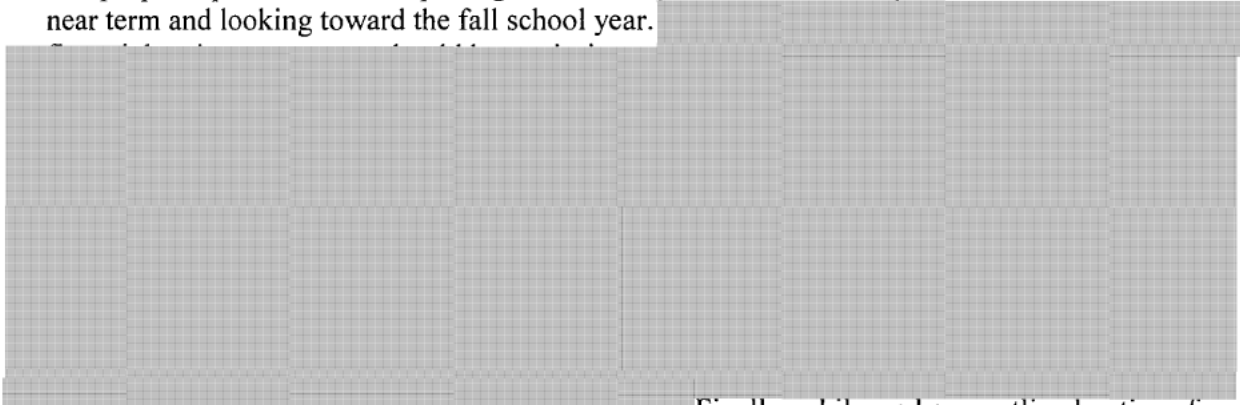
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**Conclusion**

The proposal presented in this package seek to respond to the diversity of student needs in the near term and looking toward the fall school year.



Finally, while we have outlined options for a Canada Experience Grant or Credit to incent students to volunteer, in our view this proposal is a lower priority and risks directing resources to individuals with lower needs.

**Addendum: Students in the Canadian Labour Market**

- According to the Labour Force Survey (LFS), in February 2020, there were 3.15 million students aged 15 to 29 in Canada – **Table 1**. 1.36 million of them were working, mostly on a part-time basis, leading to a student employment rate of 43%.
  - 2.04 million were post-secondary students and 1.04 million of them were working.

**Table 1: Student population aged 15 to 29 in February 2020**

	Population	In Employment	Employment rate
All students	3.15 million	1.36 million	43%
<i>Post-secondary students</i>	2.04 million	1.04 million	51%

Source: Statistics Canada, Labour Force Survey

- The LFS data for March reveal that students have been impacted by the shutdown of industries due to COVID-19, such as the accommodation and food services industry. In March, the number of post-secondary working students aged 15-29 dropped by close to 300,000 (or 28% relative to February) – **Table 2**.<sup>1</sup>

**Table 2: Post-secondary students (aged 15 to 29) working in February and March 2020**

February 2020	March 2020	Change	Percent change
1.04 million	0.74 million	-300,000	-28%

Source: Statistics Canada, Labour Force Survey

- To the extent that these working students earned at least \$5,000 over the past year and lost their job because of COVID-19, they would be eligible to receive CERB as it currently stands.
- Based on data from the Canadian Income Survey (CIS), about 56% of students earned at least \$5,000 in labour income in 2017 (latest year of available data) – **Table 3**. Also, 73% of those with some earnings during the year earned more than \$5,000.<sup>2</sup>

<sup>1</sup>These numbers also reflected a large decline of those aged 15-29 that reported being a student in March (-315K). Possibly, many respondents to the Labour Force Survey indicated that they were no longer students because schools were closed, rather than youth leaving their studies altogether.

<sup>2</sup> The 73% share is obtained by dividing those with earnings above \$5,000 (1,948,800) by those with earnings (2,675,800).



**Table 3: Students aged 16 to 29 with employment and self-employment earnings, 2017**

	Number	Share
With earnings	2,675,800	77.5%
- Below \$5,000	727,000	21.1%
- At \$5,000 or above	1,948,800	56.4%
Without earnings	775,200	22.5%
<b>Total students</b>	<b>3,451,000</b>	<b>100%</b>

Source: 2017 Canadian Income Survey

- Based on the LFS and CIS, one can assume that about 760,000 of the 2 million post-secondary students were already employed in February and are eligible for CERB based on their past year's income.<sup>3</sup> This leaves about 1.2 million students that would not be eligible for CERB.
- Overall, we estimate that **up to about 1.2 million post-secondary students** may require additional financial support beyond the current CERB. This estimate should be viewed as an upper bound as many students will be able to secure employment during the summer.
  - Based on the 2017 CIS data, the average annual labour income for full-time students aged 16 to 29 was \$12,500 – **Table 4**. Four months of CERB at \$2,000/month provide the equivalent of the annual income of roughly 65% of full-time students.

**Table 4: Earnings of persons aged 16 to 29 with \$1 or more in employment or self-employment income, by student status, 2017**

	Average	Median	1st percentile	20th percentile	40th percentile	60th percentile	80th percentile	95th percentile
Students								
Full-time students	\$12,500	\$9,630	\$309	\$4,080	\$7,590	\$11,700	\$18,800	\$52,100
Part-time students	\$31,000	\$24,400	\$1,300	\$10,400	\$19,800	\$32,100	\$47,100	\$99,900
Both full and part time during the year	\$16,400	\$13,000	--	\$8,060	\$10,500	\$15,300	\$22,900	--
Not students	\$38,000	\$32,000	\$617	\$15,100	\$25,600	\$38,800	\$56,700	\$142,000

Source: 2017 Canadian Income Survey

<sup>3</sup> The 760,000 post-secondary students eligible for CERB in February are obtained by multiplying the number of employed PSE students in February (1.04M) by the share of those earning above \$5,000 (73% - see footnote 2).



Post-Secondary Students – Proposed New Supports		Employment status / Loss of pre-tax income	CSLP/CSG	Canada Summer Jobs	Emergency Student Experience Grant/Credit Annex-4
<b>Anna (AB) – 20</b> <ul style="list-style-type: none"> <li>University student</li> <li>CERB-ineligible</li> <li>Renting</li> <li>\$2,400/month lost income (summer)</li> </ul>	X CERB	Anna works full-time during the summer earning minimum wage @\$15/hr or \$2,400/month pre-tax. She could not secure employment this year.	Eligible - \$7,237 per year + \$1,000 grant	Eligible	Eligible
<b>William (BC) – 19</b> <ul style="list-style-type: none"> <li>University student</li> <li>CERB-ineligible</li> <li>Lives at home</li> <li>No loss of income</li> </ul>	X CERB	William just finished his first year at university, but has never held a job. His parents want him to focus on his studies and will cover his costs as long as he successfully completes his degree.	Not Eligible	Eligible	Eligible
<b>Tanya (MB) - 32</b> <ul style="list-style-type: none"> <li>Master's student</li> <li>CERB-ineligible</li> <li>Two dependents</li> <li>Renting</li> <li>\$1,864 lost summer income</li> </ul>	X CERB	Tanya began working after graduating high school. As her children entered school she decided to pursue a post-secondary education. She works full-time during the summer @11.65/hr or \$1,864/month pre-tax. She has no child care options and is struggling to find work.	Eligible - \$24,000 per year (including for dependents) Not Eligible for CSG	Not Eligible (over 30)	Eligible, but limited childcare options
<b>Yves (QC) -26</b> <ul style="list-style-type: none"> <li>College student</li> <li>Eligible for CERB</li> <li>Renting</li> <li>Worked part time</li> <li>\$2,000/month lost pre-tax income</li> </ul>	✓ CERB	Yves entered the workforce after graduating high school, but has decided to upgrade his skills. He made \$25/hr and was able to work part-time during his studies. His employer laid him off in March.	Not eligible (QC administered)	Eligible	Eligible



## Annex 4: Canada Student Experience Grant or Credit

Responsible branch: FPRSP

Drafted by: [REDACTED]

Lead department: *Finance Canada (Department of)*

### ISSUE

- You have asked for options for consideration to provide students with an incentive in the form of an experience grant or tuition credit to motivate their participation in and contribution to the COVID-19 efforts.
- The proposed approach is meant to accompany a broader “call-to-arms” to students to pitch in and provide support to COVID-19 efforts. The call should focus on the extraordinary circumstance that the pandemic response requires and seek to encourage students to do their part to support their communities, consistent with public health advice, while also recognizing that youth are generally less vulnerable than older generations. We note for example that Generation Z (youth aged 25 and younger) is noted for being incredibly tech savvy and entrepreneurial and these are unique traits that can be mobilized in the pandemic. To that end, the proposal seeks to call on students to do their share and create incentives to mobilize a large number of students.
- While consideration could be given to offering an incentive to students who work, study or volunteer this summer, in our view if there is a desire to proceed with this proposal, this measure should focus on incenting volunteer activities. Students who work or study AND volunteer would be eligible for the grant. However, we do not recommend providing this measure to students based on employment or enrollment in an eligible educational program alone.
  - A number of measures have already been put in place that impact all employees, including students. For example, many students are eligible for the Canada Emergency Response Benefit (CERB). Changes to the CERB to allow those making income of \$1,000 per month or less would also top-up students working part-time. In addition, depending on how provinces and territories decide to implement the recently announced Essential Worker Wage Subsidy (EWS), the subsidy may create incentives for students and others to accept lower-paying jobs, which could provide additional supports to sectors with high-need (e.g. the agriculture and agri-food sector).
  - A significant proportion of students enroll in postsecondary education in the summer. Financial support is already available to support their needs. Approximately 145,000 students received Canada Student Loans and/or Canada Student Grants in the Spring/Summer (May – August) session last year.

In

our view, there is not a strong rationale to provide an incentive for students to enroll in school over the summer months. Rather, students who choose to study could be encouraged to volunteer while pursuing their studies and consideration could be given in the design of Canada Student Experience Grant or Credit to creating tiers to reflect level of effort in volunteer efforts to provide this flexibility.

- In our view, there are two primary options for consideration:
  - Option 1: The launch of a fund or foundation to provide scholarships or bursaries to reward students who make an exceptional contribution to COVID-19 efforts. The funding would be capped. Although there are different mechanisms for delivery, the foundation would likely be best launched and administered by a third party.
  - Option 2: A grant or credit provided to any eligible student who contributes to the COVID-19 effort. The funding would be uncapped and would depend on the number of eligible applicants. This option would likely need to be delivered by the federal government, provinces and territories, or postsecondary education institutions to ensure proper verification of the application.
- These two options are presented for your consideration should there be a desire to for an announcement in the short-term. The Government could announce its overall approach and some basic information about eligibility to quickly mobilize students. Given that the implementation of either option would not need to be in place until late summer, consideration can be given to delivery mechanisms and implementation over the summer, including refining costing estimates.

**Option1: A Scholarship or Bursary Foundation**

- This option would create a foundation, using a third party, to offer a scholarship or bursary to students who contribute significantly to the COVID-19 effort.
- The scholarship would be established with an initial endowment. The total endowment would influence the allotment of scholarship or bursaries to the students who are able to best demonstrate merit or need.
- Students could apply directly or be nominated. The application would require the submission with reference letters or some supporting evidence of the scope and impact of the student's contribution (e.g. a statement by the organization verifying the student's contribution, statements by beneficiaries, etc.).
- Scholarships could range from \$1,000 to \$5,000 per student and could be awarded competitively, depending on the scope and impact of the student's contribution to the COVID-19 effort.
- Because scholarships would be awarded competitively, this option would allow for a broad-based call-to-arms and could be expanded to all youth aged 15-30, regardless of their status in post-secondary. Should you prefer to limit the eligibility to students, we would recommend that post-secondary students enrolled in spring-summer or fall

2020 courses be eligible, including high school graduates starting post-secondary and graduate students.

- This approach would reward entrepreneurship, initiative, innovation, creativity, problem-solving, and service. This approach could focus on the unique skills and efforts of students.
- While this option would create an incentive for those who are in a position to volunteer to contribute more, volunteerism is typically higher amongst high-income groups. The result is that this approach may primarily benefit middle- or high-income students who can afford to volunteer without a known financial benefit. Lower-income students may need to work full-time in order to afford their living expenses in the summer or their expenses in the fall.
  - While this could be partially mitigated by providing bursaries to meritorious post-secondary students who also demonstrate financial need, a number of announced measures and those under consideration in the broader student package provide more direct approaches to address income shortfalls and financial need. By maintaining the approach as a simple scholarship for service, the scholarship can be about inspiring young people to get involved and applauding those who contribute without any expectation of a reward.
- From an implementation perspective, this approach is far simpler as it can involve a capped funding amount and would lend itself well to third party delivery. In fact, the federal government has previously used third party management successfully for bursaries and awards. For example, Canada issued bursaries of this kind such as the Canada Millennium Scholarship (CMS, 1998). The CMS was administered through a foundation that was endowed with \$2.5 billion through an act of Parliament and provided bursaries or excellence awards directly to students over a ten-year period. The current proposal would be on a much smaller scale but this may serve as a useful model.
- Costing of this option could range significantly. In our view an endowment of **\$500 million** would be reasonable, though could be scaled. This would allow from 1 to 5 per cent of all Canadian youth to benefit and / or 5 to 24 per cent of current post-secondary students to benefit, depending on the number of awards. The third party would also likely require funding to support the launch and implementation of the scholarship or bursary. Costing would depend on the third party selected and their estimates of costs, information which is not currently available. Should you select this option, we would expect to provide options for your consideration over the summer.

**Option 2: An Uncapped Grant or Credit to Eligible students**

- Under this option, we recommend that a grant or credit range from \$1,000 to \$5,000 per eligible student that contributes to the COVID-19 effort by volunteering in a related sector, scaled to the contribution of the student. We would recommend a tiered grant, in order to incent student volunteerism, reduce the administrative burden, and also contain the cost of the proposed approach. We would propose the following tiers:

- Bronze: \$1000 for 100 hours
- Silver: \$3000 for 300 hours
- Gold: \$5000 for 500 or more hours

A minimum of 100 hours is recommended. Data suggests that volunteers aged 20-34 volunteer at a rate of approximately 42 per cent for an average of 126-147 hours per year, with a median contribution of 39-52 hours for this age group (StatsCan, 2013). Setting the minimum at 100 hours would limit eligibility to those who make significant contributions and create incentives for the average volunteer to pitch in slightly more hours.

- Eligibility for grants or credits should be limited to current Canadian post-secondary students enrolled in spring-summer or fall 2020 courses, including high school graduates starting post-secondary and graduate students.
  - We recommend excluding other high school students (about 4.5 million students) as this dramatically increases the number of eligible students.
    - Current high school students are unlikely to have significant financial needs (many live at home and are years away from attending post-secondary, if at all).
    - In contrast, high school graduates planning to attend PSE in the fall (about 0.8 million students) are entering a difficult job market and may need to work over the summer to cover expenses in the fall.
  - Graduate students (about 0.3 million students) should also be included given that they have higher living expenses (most live on their own) and higher tuition costs and need to work over the summer to pay for their living expenses and costs in the fall.
  - We propose excluding international students to focus efforts on Canadian citizens (about 0.3 million students).
  - We do not recommend including recent post-secondary graduates. Although this group (about 0.5 million students) will be entering a difficult job market, any aid to this group should focus on supporting them to secure jobs.
- Further, we recommend that eligibility be limited to students who volunteer in areas relating most directly to the COVID-19 effort, including economic and social impacts. Organizations could include: the public sector (public health and health care, local governments, emergency responses), the non-profit sector (food security, initiatives focused on the elderly, public health, homelessness). Informal volunteering activities could also be eligible on a case-by-case basis if evidence is provided that they broadly support COVID-19 and the associated economic or social impacts. This would incent students to volunteer in areas that are most directly related to COVID-19 efforts, while recognizing that the pandemic has had broad-based social and economic consequences.
- The grant or credit could be quite flexible, allowing students to use it to address their particular circumstances.
  - Students who study over the summer or work part-time would also have incentives to contribute.

- This option could also provide an incentive for students receiving CERB or the proposed Canada Student Emergency Grant (CSEG) to volunteer, as the tuition credit would not be considered income.
- This option would benefit students who work part-time and who are most likely to experience job loss (COVID-19-related job losses are highest for part-time jobs). Students registered to begin post-secondary in the fall may not need significant resources given that many live at home but may rely partly on income earned in the summer.
- The grant or credit would be funding to support continued studies that students can rely on and may appeal to low-income or low-wage workers who are looking to boost their savings.
  - The grant would increase the earning-potential of low-income students and could top-up students in low-wage or part-time work or study.
  - Given significant recent decreases in part-time jobs available, students that rely on this income over the summer to support their summer or fall expenses could be incentivized by this option to volunteer – particularly when there is a known benefit – if jobs are not available.
  - We would recommend that the grant be excluded from a student's financial needs assessment in order to be supplemental to benefits under more generous Canada Student Loans or Grants programs.
  - Flexibility could be given to students to reduce their student debt or loans in cases where students have received the maximum level of loans and grants and do not require additional income to support their cost of living (e.g. for low-income students living at home).
- Consideration could be given to limiting the grant or credit to students who did not receive CERB or have access to high-paid work over the summer by limiting the grant or credit to students who earned less than the CERB amounts. This would ensure that the grants and credits would go to those who demonstrate financial need.
- Implementation of this option would be challenging. Given that the grant or credit would be uncapped and anyone who is eligible would receive it, verification processes would need to be in place to guard against abuses. To that end, we would recommend a system of two-factor authentication, both by the student and the organization (or organizations). The selection of the delivery agent (federal, provincial, institutional, or third party) would depend on their ability to launch the application process and verify information. Only a system tied to provincial student financial assistance systems would likely be able to verify work income and enrollment information, but not all students receive financial assistance. Officials at Employment and Social Development Canada have advised that provinces and territories are not likely willing to deliver this kind of program through their student financial assistance programs.

- We have limited ability to develop an accurate estimate for the likely cost of this proposal. Our preliminary analysis based on existing data regarding student enrollment and levels of volunteerism suggest a potential cost of **\$1.9 billion** with a high degree of uncertainty. The predicted cost assumes that about 1.8 million students would be eligible, would volunteer at a rate of roughly 42 per cent, half of which would be in a COVID-19 related sector, and would qualify for the maximum grant.
  - The number of students that may be eligible is difficult to predict. Student numbers are based on student enrollment numbers from 2017-18. Given current economic conditions, students may choose to enter the labour market due to changing personal financial circumstances or may remain in post-secondary for longer and avoid entering the labour market. This could result in shifts in the number of students in fall 2020 and have either a positive or negative effect on eligibility.
  - Estimates of student volunteering were used to inform eligibility criteria and estimated costs but are somewhat outdated (the data dates to 2013). The best indicator of who is most likely to apply for the grant is based on people who are already volunteering and, in this sense, the historical trends may prove useful. However, we acknowledge that a broader group of students may be incentivized to volunteer given fewer employment or part-time work opportunities.
- This approach would duplicate incentives being considered through the Canada Student Corps (CSC), but could have a broader reach with a successful call to action. Proposals in this package include providing stipends to students who volunteer for a CSC initiative (see Annex 1 for more detail).

#### Recommendation

- We have a number of significant concerns with this proposal, who is most likely to benefit, the potential cost, and how it may stack with other elements of a package of measures targeted at students. Should there be an interest in a near-term announcement, we recommend an announcement of a scholarship or bursary endowment of \$500 million for students who make significant contributions to the COVID-19 efforts.
  - An endowment or fund could be topped up if there is sufficient interest and demand. For example, an endowment of \$1 billion would expand the benefit to 2-10 per cent of all Canadian youth and / or 10-48 per cent of current post-secondary students, depending on the number of awards.
- Should you agree, we would work to scope the delivery mechanism and seek a funding decision on outstanding elements, including how a third party would be selected, the level of funding required to implement the initiative (e.g., administration), and whether legislation might be required.



## Fiscal Impact of the Finance Recommended Option

Finance Recommended (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>Canada Student Experience Grant or Credit - Endowment* - Finance Canada</i>	0.0	500.0	0.0	0.0	0.0	0.0	500.0	0.0	0.0
<b>TOTAL</b>	0.0	500.0	0.0	0.0	0.0	0.0	500.0	0.0	0.0
<b>CASH PROFILE</b>	same as accrual								

\* Note: The proposed funding does not include costs associated with administration of the grant or credit. This amount would be incremental and would need to be briefed at a later stage, given limited information.  
 Note: Funding is notionally allocated in 2020-21, however, funding profile is notional based on policy intent and is subject to change upon further development (e.g. options for administration).

**FINANCE RECOMMENDATION**

**Decision 1**

Announce intent to launch a \$500 million endowment to create a scholarship for young adults (aged 15-30) who significantly contribute to COVID-19 efforts through voluntary service. The announcement would make clear that more details would follow at a later stage.

**(a) I concur**

**I wish to discuss.**



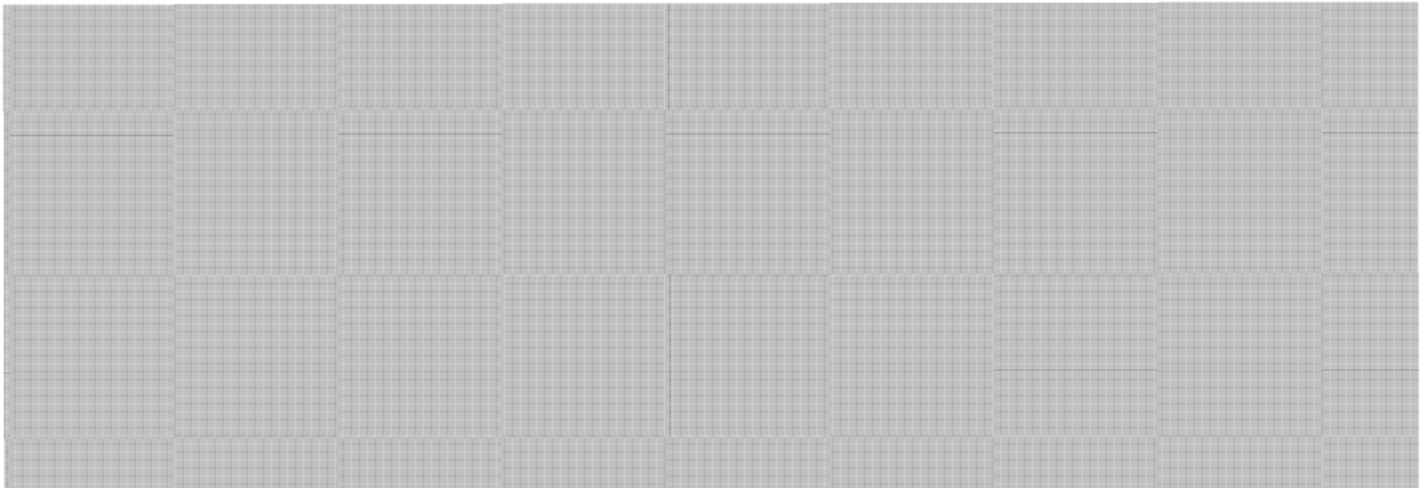
**SUMMARY OF GENDER-BASED ANALYSIS (GBA)+ IMPLICATIONS**

There is relatively little difference in volunteer rates amongst males and females. However, females make up approximately 57 per cent of Canadian post-secondary enrolments (based on 2017-18 statistics). Females of student age (aged 15-29 years old) are also more likely to be affected by unemployment as recent employment rate changes showed females were disproportionately affected in both full- and part-time job losses. As a result, females are more likely to be seeking out opportunities to get involved and may also be seeking more opportunities to make up for lost income and incentivized by the proposed grant or credit.

**SUMMARY OF STRATEGIC ENVIRONMENTAL ASSESSMENT**

There are no anticipated environmental impacts associated with this proposal, either positive or negative.

**SUPPLEMENTAL INFORMATION**



**Page 38**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**69(1)(e)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**From:** [REDACTED] (FIN)  
**Sent:** Saturday, April 18, 2020 12:32 PM  
**To:** Meredith, Tyler (FIN); Singh, Amitpal (FIN)  
**Cc:** To, Justin (FIN)  
**Subject:** RE: students

---

I see a few other things – give me a moment

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]

[REDACTED]

[REDACTED]

s.16(2)(c)

---

**From:** Meredith, Tyler (FIN) <tyler.meredith@canada.ca>  
**Sent:** April 18, 2020 12:31 PM  
**To:** [REDACTED]@canada.ca>; Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Cc:** To, Justin (FIN) <justin.to@canada.ca>  
**Subject:** Re: students

So correct me if I've got this right, i see the follow up as

Not Relevant

For the department

[REDACTED]

- a quasi merge of options 1 and 2 on the incentive for volunteering so that it's a grant but delivered by an external group (private + voluntary collaboration)

Not Relevant

[REDACTED]

Then WE have to:

Not Relevant

s.69(1)(g) re: (e)

[REDACTED]

Tyler Meredith

[REDACTED]

s.16(2)(c)

Sent from my iPhone

On Apr 18, 2020, at 12:20 PM, [REDACTED]@canada.ca> wrote:

Ha!

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]

[REDACTED] (portable)

s.16(2)(c)

[REDACTED]

---

**From:** To, Justin (FIN) <[justin.to@canada.ca](mailto:justin.to@canada.ca)>

**Sent:** April 18, 2020 12:13 PM

**To:** [REDACTED]@canada.ca>; Meredith, Tyler (FIN)  
<[tyler.meredith@canada.ca](mailto:tyler.meredith@canada.ca)>

**Subject:** students

[REDACTED] – heartless meany proposing indentured servitude for maybe a cookie at the end.

**From:** [REDACTED] (FIN)  
**Sent:** Saturday, April 18, 2020 1:17 PM  
**To:** Meredith, Tyler (FIN); Singh, Amitpal (FIN)  
**Cc:** To, Justin (FIN)  
**Subject:** RE: students

---

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** Meredith, Tyler (FIN) <tyler.meredith@canada.ca>  
**Sent:** April 18, 2020 12:31 PM  
**To:** [REDACTED]@canada.ca>; Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Cc:** To, Justin (FIN) <justin.to@canada.ca>  
**Subject:** Re: students

So correct me if I've got this right, i see the follow up as

For the department

Not Relevant

[REDACTED]

- a quasi merge of options 1 and 2 on the incentive for volunteering so that it's a grant but delivered by an external group (private + voluntary collaboration) –

- Link to the broader platform ' I want to help' – everything thru this portal
- Describe checks and balances; third party verification

s.69(1)(g) re: (e)

Not Relevant

[REDACTED]

Then WE have to:

s.69(1)(g) re: (e)

Not Relevant

[REDACTED]

Tyler Meredith

s.16(2)(c)

Sent from my iPhone

On Apr 18, 2020, at 12:20 PM, [REDACTED]@canada.ca> wrote:

Ha!

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)

[REDACTED] (bureau)

---

**From:** To, Justin (FIN) <[justin.to@canada.ca](mailto:justin.to@canada.ca)>

**Sent:** April 18, 2020 12:13 PM

**To:** [REDACTED]@canada.ca>; Meredith, Tyler (FIN) <[tyler.meredith@canada.ca](mailto:tyler.meredith@canada.ca)>

**Subject:** students

[REDACTED] - heartless meany proposing indentured servitude for maybe a cookie at the end.



---

**From:** [REDACTED]@hrsdc-rhdcc.gc.ca  
**Sent:** Saturday, April 18, 2020 5:03 PM  
**To:** [REDACTED] (FIN); [REDACTED] Ext.; [REDACTED] (FIN)  
**Cc:** [REDACTED]@hrsdc-rhdcc.gc.ca  
**Subject:** RE: call now if you can - moving the call to 6pm

All right at my end. Including [REDACTED].

---

**From:** [REDACTED]@canada.ca>  
**Sent:** April 18, 2020 4:43 PM  
**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED]@canada.ca>  
**Subject:** Re: call now if you can - moving the call to 6pm

sorry  
my life is miserable  
i am now proposing 6!

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

On Apr 18, 2020, at 4:04 PM, [REDACTED]@canada.ca> wrote:

Everyone is going running instead!

Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.

[REDACTED]  
[REDACTED] s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** [REDACTED] (FIN)  
**Sent:** April 18, 2020 4:01 PM  
**To:** '[REDACTED]@hrsdc-rhdcc.gc.ca' <[REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED] <[REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED]@canada.ca>  
**Subject:** call now if you can - here are the deets

613 960 7510  
[REDACTED] s.16(2)(c)

Ready!

Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.

[REDACTED]  
[REDACTED] s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** [REDACTED]@hrsdc-rhdcc.gc.ca>

**Sent:** April 18, 2020 3:20 PM

**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED]

[REDACTED]@canada.ca>

**Subject:** RE: news? like decisions?

[REDACTED] are you setting the call? This is beyond my limited capacity.

---

**From:** [REDACTED]@hrsdc-rhdcc.gc.ca>

**Sent:** April 18, 2020 3:16 PM

**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED] (FIN)

[REDACTED]@canada.ca>

**Subject:** RE: news? like decisions?

Not Relevant

Im good for the next hour or so. Aiming for a call with mino on [REDACTED] around 4h

---

**From:** [REDACTED]@hrsdc-rhdcc.gc.ca>

**Sent:** April 18, 2020 3:14 PM

**To:** [REDACTED]@canada.ca>

**Cc:** [REDACTED]@hrsdc-rhdcc.gc.ca>

**Subject:** RE: news? like decisions?

s.69(1)(g) re: (e)

Sure, [REDACTED] when would be a good time?

---

**From:** [REDACTED]@canada.ca>

**Sent:** April 18, 2020 2:28 PM

**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>

**Subject:** RE: news? like decisions?

Yes on most things – some work on others.

Much better if I brief you verbally.

Want to arrange a call? Do you want to invite [REDACTED] – I think much might be in her wheelhouse.

I would invite [REDACTED] from my end, too.

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]

[REDACTED] s.16(2)(c)

[REDACTED] bureau)

---

**From:** [REDACTED]@hrsdc-rhdcc.gc.ca <[REDACTED]@hrsdc-rhdcc.gc.ca>

**Sent:** April 18, 2020 2:23 PM

**To:** [REDACTED]@canada.ca>

**Subject:** news? like decisions?

**From:** [REDACTED] (FIN)  
**Sent:** Saturday, April 18, 2020 7:09 PM  
**To:** To, Justin (FIN)  
**Cc:** Singh, Amitpal (FIN); Meredith, Tyler (FIN); [REDACTED] (FIN)  
**Subject:** Re: third party to administer the Can Stud Experience Grant

---

yes please - a quiet reach out would be appreciated

is it okay if we reach out to WE

*Sent by [REDACTED] sassy smartphone*

On Apr 18, 2020, at 2:35 PM, To, Justin (FIN) <justin.to@canada.ca> wrote:

I know tobi so I could call him if you want us to do a reach out.

---

**From:** [REDACTED]@canada.ca>  
**Sent:** Saturday, April 18, 2020 2:26 PM  
**To:** To, Justin (FIN) <justin.to@canada.ca>; Singh, Amitpal (FIN) <amitpal.singh@canada.ca>; Meredith, Tyler (FIN) <tyler.meredith@canada.ca>  
**Cc:** [REDACTED]@canada.ca>  
**Subject:** third party to administer the Can Stud Experience Grant

We are doing all the changes and writing things up to position things a little differently, putting this national service opportunity and grant at the front end of the heap, given it has the opportunity to be the marquee measure.

The minister asked if we had spoken to shopify (as an example). That would have been bold for us given neither he or pm had been briefed on the idea and this company's previous history of willingness on the CERB platform.

Need your opinion—make sense for us to reach out? Political first? We see a world where Shopify-WE would be very on point with students and young people.

For amit: fml

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (bureau)

s.16(2)(c)

[REDACTED] (FIN)

---

**From:** To, Justin (FIN)  
**Sent:** Saturday, April 18, 2020 7:15 PM  
**To:** [REDACTED] (FIN)  
**Cc:** Singh, Amitpal (FIN); Meredith, Tyler (FIN); [REDACTED] (FIN)  
**Subject:** Re: third party to administer the Can Stud Experience Grant

I have not reached out yet

Sent from my iPhone

On Apr 18, 2020, at 7:14 PM, [REDACTED]@canada.ca> wrote:

actually we are on the phone with esdc  
if you haven't called shoplift yet — please hold  
we may have a better way

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

On Apr 18, 2020, at 2:52 PM, Singh, Amitpal (FIN) <amitpal.singh@canada.ca> wrote:

I think it would be helpful if JTo called, at least we can get a gut check if they can deliver on the desired outcome.

For [REDACTED] We need to know if the tech folks can RTFM.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On Apr 18, 2020, at 2:35 PM, To, Justin (FIN) <justin.to@canada.ca> wrote:

I know tobi so I could call him if you want us to do a reach out.

**From:** [REDACTED]@canada.ca>  
**Sent:** Saturday, April 18, 2020 2:26 PM  
**To:** To, Justin (FIN) <justin.to@canada.ca>; Singh, Amitpal (FIN) <amitpal.singh@canada.ca>; Meredith, Tyler (FIN) <tyler.meredith@canada.ca>  
**Cc:** [REDACTED]@canada.ca>  
**Subject:** third party to administer the Can Stud Experience Grant

We are doing all the changes and writing things up to position things a little differently, putting this national service opportunity and grant at the front end of the heap, given it has the opportunity to be the marquee measure.

The minister asked if we had spoken to shopify (as an example). That would have been bold for us given neither he or pm had been briefed on the idea and this company's previous history of willingness on the CERB platform.

Need your opinion—make sense for us to reach out? Political first? We see a world where Shopify-WE would be very on point with students and young people.

For amit: fml

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]

[REDACTED] (portable)

s.16(2)(c)

[REDACTED] (bureau)

**From:** [REDACTED] (FIN)  
**Sent:** Sunday, April 19, 2020 1:08 PM  
**To:** [REDACTED] (FIN)  
**Subject:** FW: students -- points of continued discussion and consideration

s.69(1)(g) re: (e)

---

Should we entertain this?

Not Relevant

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)  
[REDACTED] (bureau)

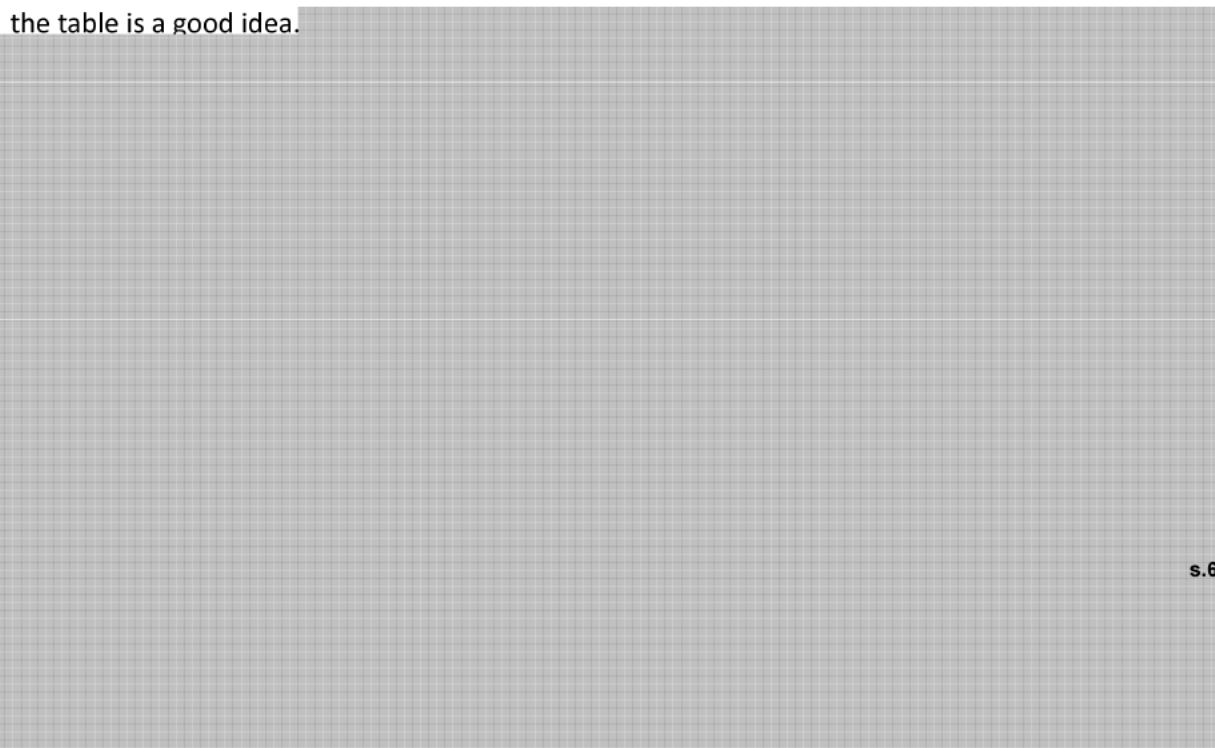
---

**From:** Meredith, Tyler (FIN) <tyler.meredith@canada.ca>  
**Sent:** April 19, 2020 12:40 PM  
**To:** [REDACTED]@canada.ca>  
**Cc:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>; To, Justin (FIN) <justin.to@canada.ca>; [REDACTED]@canada.ca>  
**Subject:** Re: students -- points of continued discussion and consideration

Some quick reactions.

s.69(1)(g) re: (e)

the table is a good idea.



s.69(1)(g) re: (e)

On the WE question I think we want it to be a cash transfer not just a credit. There may be a drop out problem in the fall or a NEET issue we want to solve for.

Not Relevant

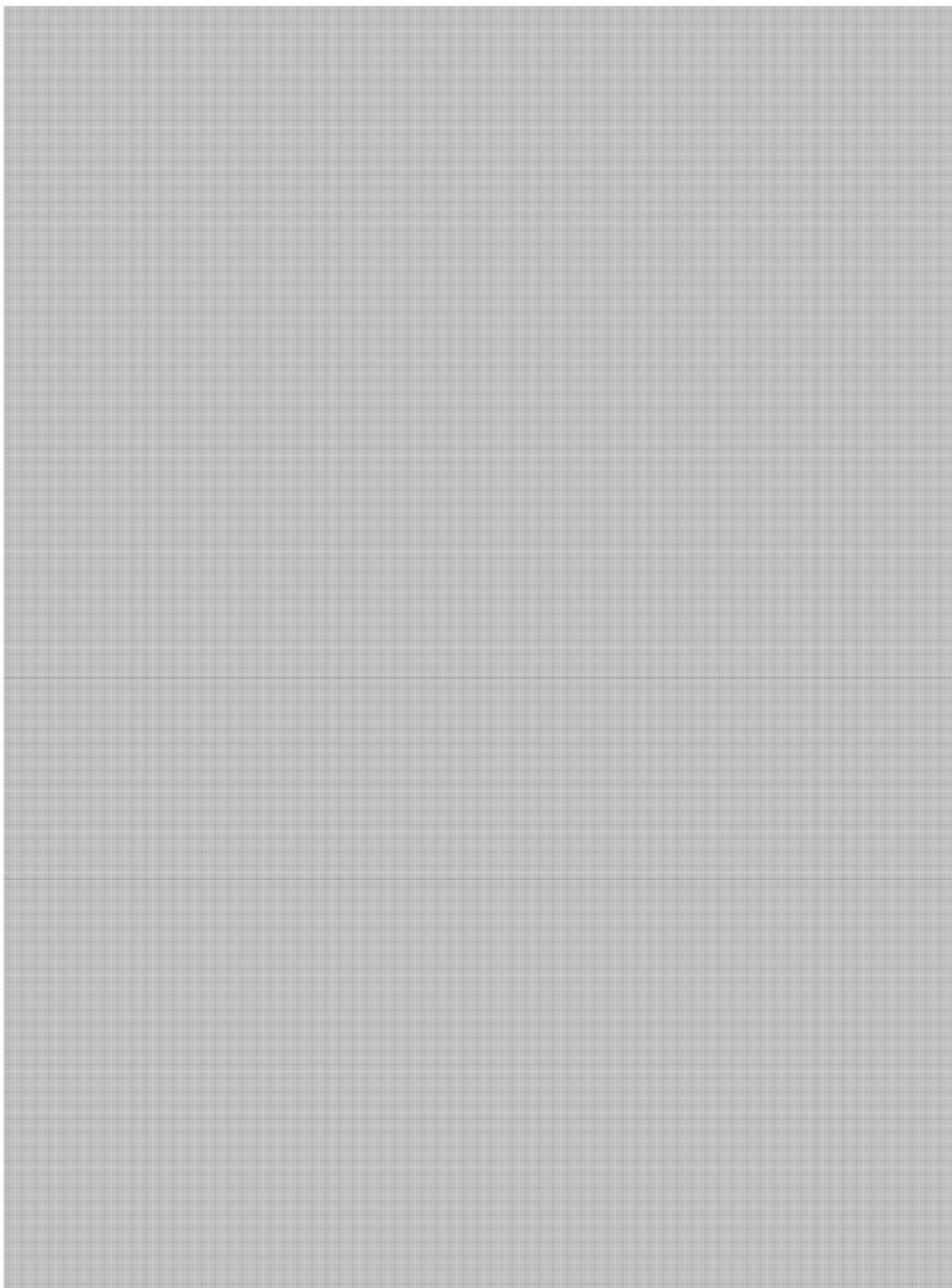
Tyler Meredith s.16(2)(c)

Sent from my iPhone

On Apr 19, 2020, at 12:26 PM, [REDACTED]@canada.ca> wrote:

We talked to ESDC last night (and always ) – here are the key areas of change or further thought

Not Relevant



s.69(1)(g) re: (e)

**Canada Student Experience Grant**

- We are doing a map of stacking and eligibility. Restricting access to students who want to provide national service – even if it is over and above their full time work – is perverse. That is counter to the spirit of national service. Hey, if you work, don't bother volunteering? If

there is a need and we require students to step up to the plate, this grant needs to be for everyone. ESDC in strong agreement here.

- In practice, I don't think there is going to be a massive uptake on this grant that will cripple us financially. ESDC says they will have to work hard with volunteer orgs and companies etc to create opportunities given social distancing and measures that will be in place all summer.
- As such, we have asked ESDC to look at the thresholds proposed (\$1000 for 100 hours of work and \$5000 for 500 hours of work). Are these realistic? If no student can actually earn \$5000 because opportunities are not ideal, despite our best efforts to incent and attract opportunities, I think that this is a bust.
- Third Party – ESDC thinks that 'WE' might be able to be the volunteer matching third party, using ESDC's back office (that also runs the CSC placements and payments) as the payment mechanism. The mission of WE is congruent with National Service and they have a massive following on social media. An existing payment mechanism could save a lot of work. ESDC is also seriously looking at the ability for the grant to be a credit (ie., when the student enrolls, the post secondary institution credits their tuition directly rather than a transfer of money to students).

Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.

[REDACTED]  
[REDACTED] (portable)

s.16(2)(c)

[REDACTED] (bureau)



**From:** [REDACTED]  
**Sent:** Sunday, April 19, 2020 5:53 PM  
**To:** Singh, Amitpal (FIN); [REDACTED] (FIN)  
**Subject:** FW: overview - volunteering proposals  
**Attachments:** 04 19 I WANT TO HELP Overview 3h.docx; WE Social Entrepreneurship Concept Paper\_April 09 2020.pdf

---

**Importance:** High

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** [REDACTED]@hrsdcc-rhdcc.gc.ca>  
**Sent:** April 19, 2020 4:55 PM  
**To:** [REDACTED]@canada.ca>; [REDACTED]  
<[REDACTED]@canada.ca>  
**Cc:** [REDACTED]@hrsdcc-rhdcc.gc.ca  
**Subject:** overview - volunteering proposals  
**Importance:** High

Hi,

Please find attached an overview of how we think one could implement the options, but also our analysis and some additional information further to my convo with Craig K. I have attached the WE proposal referenced which may have gone to you colleagues on the economic side.

Happy to discuss as needed,

[REDACTED]

[REDACTED]

Mobile [REDACTED] s.16(2)(c)

[REDACTED]

**I WANT TO HELP – JE VEUX CONTRIBUER**  
**Student Volunteers –Étudiants bénévoles**

This document scopes out the proposed approach to requests for options to support students volunteering over the next few months, in a context where many youth jobs have disappeared, including the following: a web-based volunteer matching platform; and a tuition grant program that would reward hours volunteered. Both could be supported by a promotion campaign that would be a call to action and a way to highlight the contributions made.

ESDC supports the development of a matching platform supported by a promotion campaign, but would not recommend the awarding of tuition bursaries based on hours volunteered.

Some important considerations include:

- Large numbers of not-for-profits are either closing their doors and many are operating on stretched capacity. The demand for student volunteers may not be as high as assumed, and/or importantly, supporting the integration of volunteers such that they can be productive would require time and resources that are currently stretched.
- While youth are at lower risk of getting very ill from the coronavirus, they have the highest spread ratio of any age demographic, presenting some public health risk to encouraging their participation in community activities.
- Post-secondary age youth, would be more interested in, and would gain more meaningful experience from, volunteering opportunities beyond simply unskilled manual labour. However, these types of opportunities require more structure and support.

WE Canada has put forward a proposal to Minister Ng (attached) for a program focussed on youth social entrepreneurship that would provide a 10 week structured program delivered on-line to small groups of youth supported by experienced private sector mentors to start a social enterprise that could reach up to 10,000 youth. WE has suggested this proposal could be expanded to develop a similarly structured program to support youth in developing service projects. Such an approach could be considered as an alternative to the bursary program. It would provide more meaningful learning experiences while contributing and would draw on excess capacity in medium and large businesses rather than taxing nfps. The proposal for social entrepreneurship on its own, or adapted to include service projects, would be a complementary initiative to the planned enhancements to the Canada Service Corps program.

**How would the matching platform work?**

- If you are a business or an organization in need of a student to help out, you can register using your business # or charitable org#. For the initial launch the registration would be a manual process, which could be automated over time to allow accounts where the opportunities could be directly entered and controlled by the business / organization.
- You would then provide information on the type of volunteer work, number of hours, location, contact information, language requirement.
- Businesses and organizations would be notified that they will be required to record the hours volunteered by each student for potential future verification.

- If you are a student you can start your search by entering your postal code to find opportunities near you. In the initial iteration of the matching platform, the match would be based on a filtering of opportunities by location, language requirement (English, French, bilingual), and potentially the number of hours required. Subsequent versions of the search functionality could include user-entered key word searches and/or searching by predetermined themes that would be tagged, or directly entered by businesses/organizations when submitting the opportunities.
- A first iteration of a volunteer matching service could be developed within 2 weeks. Assumes that an initial listing of volunteer opportunities is compiled through a call out to local organizations using existing networks.
- In the initial phase of a rapid stand-up, the volunteer opportunities would not be translated by ESDC. Rather, search functionality would allow youth to determine the language they are comfortable using. In other words, youth would only see the opportunities in the language required for that opportunity. Over time, additional processes could be implemented to either translate on demand or establish bilingual descriptions.
- The platform could include a banner “Track your volunteer hours”. This function would allow students to log in their volunteer hours. The functionality would not be built in the initial iteration of rapid development, but would be clearly signaled to youth as ‘coming soon’.

#### **How could the tuition rewards program work?**

- Level Up: There would be three possible levels of tuition bursaries: 60 hours - \$1000; 120 hours - \$2000; 240 hours - \$4000. Digital badges?

Based on a benchmark of 15h/week over a four month period. 60 hours = half a day/week, 120 hours = one day/week, 240 hours = 2 days/week. (This provides comparability with \$1200 stipend a month with 15h/week on service projects under CSC)

- These bursaries could be put against fall payment at all colleges, polytechnics and universities. Private Career Colleges and non-designated institutions would not be covered.
- CIGan and Universitites Canada would administer the program. The student would provide them with the record of hours volunteered along with their student information and PSE institution. They would apply the bursary amount against the student’s tuition bill. Students would be responsible for any remaining amount.
- Considerations:
  - The average tuition cost is around \$7K (for an 8-month period).
  - Bursary would be excluded from the CSLP needs assessment.
  - Recipients would also be eligible for the summer emergency benefit.
  - CIGan and UnivCan will require some funding to administer the bursary.

### **National Service Promotion Campaign**

- The matching platform and tuition bursary rewards would be part of a broader promotion campaign that would both be a call to action to students as well as highlight testimonials and examples of volunteer work to underscore the power of serving your community. It would also highlight new enhancements being offered through the Canada Service Corps program to ensure all youth can serve (eg. Microgrants with stipends). The respective digital web presences would crosswalk, e.g., one could reach the 'I want to help' platform via the CSC landing page and vice versa.



**Closing the COVID-19 Opportunity Gap for Young People through Social Entrepreneurship**  
*Concept Paper Prepared by WE Charity, April 09<sup>th</sup> 2020*

**Executive Summary**

This document proposes to the Government of Canada (GoC) an opportunity to create a strong multi-faceted social entrepreneurship program to support young Canadians during and post COVID19 pandemic. By incentivizing and equipping youth to engage with social entrepreneurship opportunities, we'll be empowering them both to efficiently contribute to the economy by creating small businesses and boost our nation's economic output, while also addressing important social causes.

The program seeks to serve 8,000 young Canada (under-30) over 12-months with the following three bilingual elements: i) A 10-week digital program providing entrepreneurship expertise and support in the era of COVID-19; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will provide functional and industry-specific support in areas such as finance, marketing, productization, distribution, employing at-risk populations, social impact measurement etc.; iii) a base payment to all participants, and access to additional incentive funds and long-term mentorship opportunities.

This program seeks to solve three timely challenges:

- i. how to engage at-scale young Canadians (under-30), including those who were not previously employed;
- ii. how to jump-start entrepreneurship to create jobs for economic recovery, relevant to both 12-24 months of COVID-19 realities and in the years to follow;
- iii. how to engage companies across Canada who have excess employee capacity. Specifically, asking companies that benefit from the 75% federal employee subsidy to consider redirect a small percentage of employee's time (one day per week) to serve as skill-specific mentors for young entrepreneurs. This also encourages established companies to keep employees on the payroll and ensures that the 75% Canadian employer subsidy provides a further social benefit.

During preliminary conversations the idea to have their staff support young entrepreneurs in tackling society's problems has been well received by numerous senior executives at corporate giants including RBC, TELUS, KPMG and Microsoft to name a few of our 200+ partners; however, WE would open up the program for other businesses that can also contribute including, medium-sized and smaller businesses. This program will include a robust mentorship program, with for-profit partners providing over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.

Drawing from 25 years of experience in social entrepreneurship, including building up ME to WE and providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has all the ingredients including vision, expert capacity and strategic partnerships to be a unique support platform for the government in enabling the successful execution of a national program that is reflective of today's COVID19 crisis' diverse needs and demands from youth and millions of Canadian looking to assist others as we navigate these challenging times.



## Introduction

WE recognizes the immense efforts and investments being led by the Government of Canada's COVID-19 Economic Response Plan, supporting strong, immediate and effective action to protect Canadians and our economy from the impacts of the global COVID-19 pandemic. Equally important are the complementary economic response plans implemented by other levels of governments directly investing in critical front-line industries and support programs to all Canadians. We are rapidly learning that Canada post-COVID19 pandemic will require a collective effort to rebuild our economy, and where youth are at the heart of creating the greatest value in our economy, bringing innovative solutions to new challenges.

Today, youth at large are becoming more vulnerable and susceptible to the COVID19 pandemic's economic contraction and social limitations despite the GoC's efforts in building safety nets for families, employers and business across Canada. There is a urgent need to proactively support young people between the ages of 19 and 29 who are recent school/university graduates without the opportunity to attain a job, looking for innovative ways to solve current and post COVID19 challenges or build small business, and seeking to build their workplace readiness skills and professional network for when our economy stabilizes.

We know that young Canadians are passionate and committed to finding a career path that provides income, while also creating a positive impact in the world, such as creating employment for at-risk populations, protecting our environment, and assisting with health and human wellness. We have learned through our innovative work with our for-profit social enterprise ME to WE and WE Charity, to marry business with social change and encourage youth to redefine what's possible through the employment of social entrepreneurship skills. Social enterprises – also known as purpose-driven businesses -- create opportunities to encourage and enable priority populations to meaningfully participate in the creation of business ventures that address the unique needs of their community, including jobs and inclusive economic growth. For example, social enterprises are two times more likely to be run by women than traditional small and medium-sized businesses. While the number of purpose-driven businesses in Canada continues to increase, programming and support services available to such enterprises have not kept up with the demand, hence the importance of dedicated initiatives like our proposed social entrepreneurship program.

Now more than ever, WE is galvanizing our corporate partners to collectively support Canadian youth to build resiliency and continue their professional development during and post the COVID19 pandemic. Although our corporate partners have also been deeply impacted by the economic contraction worldwide, many continue to express their desire to offer their employees' in-kind professional support to WE. Many of these are skilled professionals who are now working less hours as a result of the COVID-19 contraction and are passionate about giving back. This program will include a robust mentorship program offering over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.



### **The problem**

The COVID-19 pandemic is rapidly changing the world, the workplace and the economy in unprecedented ways. WE has identified three critical challenges Canadians are facing during this time of economic uncertainty.

- I. Young people and students are currently under-supported in the current economic relief plans. This demographic is not yet well established in the workplace, have had limited earnings or have had their summer jobs eliminated.
- II. With such a dramatic change in the Canadian economy, many small businesses have already vanished so there is a critical need for entrepreneurs to help replenish the lost businesses and create new jobs.
- III. There is an excess of idle and underutilized professionals as Canada's corporate sector has seen a dramatic decline in work. Companies are desperately seeking to repurpose employees or risk eliminating their jobs.

### **Opportunity**

We see an opportunity to support the government in further deepening targeted safety nets to mitigate the impact of COVID-19, *and* further incentivize young Canadians to engage in social entrepreneurship and build community resilience while the economy stabilizes. We know that despite COVID19 isolation measures, young Canadians are passionate and committed to finding a career path that continues to reinforce their skills and provides income, while also creating a positive impact on Canada and the world.

Our social entrepreneurship project is designed to engage youth during and post-COVID19 pandemic, providing a free bilingual virtually delivered entrepreneurship program and one of kind world-class mentorship roster from leading Canadian corporate partners. Although the postsecondary education system is proactively engaging students, we are increasingly seeing the need to target youth who, are looking for non-academic programs that opens opportunities for future employment, are not enrolled in school or, unemployed youth. It is critical to emphasize that youth that engage in entrepreneurial activities not only create new business opportunities, but they also acquire essential skills for the 21<sup>st</sup> century economy like agility, leadership, collaboration and resilience – important contributions to the workforce as a whole.

We believe that creating a national entrepreneurship program is timely and strategic empowerment for young Canadians to move beyond COVID-19, particularly as we look to break down barriers such as longer transitional periods between finishing school and finding employment, high unemployment rates for out-of-school youth, and children depending on parents for a longer period than ever in our nation's history. Furthermore, we are looking to further support priority populations and underrepresented youth groups (such as Indigenous, women, rural populations, new Canadians) and build unique support services that enable world class mentoring and company creation.

### **The Solution**

Provide up to 8,000 young people across Canada (aged 19-29) with a free, bilingual, inclusive, virtual social entrepreneurship program that provides them with all the tools and mentorship needed to start and grow a successful purpose-driven business.



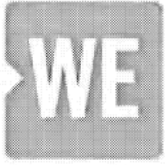
We believe that a national entrepreneurship program can be developed to not only focus on the youth's entrepreneurship activities but leverage their explicit desire to integrate purpose into their efforts and in turn help alleviate social problems both in Canada and beyond.

**Proposed Model**

WE Charity's objective is to help launch a new generation of SMBs, powered by purpose-driven young people and ready for the new economic realities. There are three core components to the program:

<p><b>Part 1: 10-Week Virtual Program</b></p>	<p>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</p> <p>Topics led by industry-experts include: accounting, product design and production, leading with purpose, market development and validation, sales, social impact measurement; digital marketing strategies and content marketing during COVID19; Indigenous enterprise, health and wellness market opportunities, building resilience and perseverance; etc.</p> <p>The program includes various complementary resources and a nation-wide online community for purpose-driven entrepreneurs to share best practices, learning experiences and to network to support one another</p>
<p><b>Part 2: 1-on-1 mentorship with experts to support entrepreneurs</b></p>	<p>Extensive 1:1 mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders.</p> <p>Executive coaches and mentors will be provided by an incredible roster of 500+ subject matter experts sourced from across Canada's top corporations.</p> <p>Each participant will have access to a minimum of 6 hours of high-value skill-specific mentorship necessary to help their business thrive. They will register for the mentorship areas of their choice which could include: branding, sales, marketing, legal, accounting/finance, social impact, accessing capital, generalist support.</p>
<p><b>Part 3: Small grant for each participant</b></p>	<p>Upon the successful completion of the 10-week program each participant will receive a \$500 grant that they can use to invest in their future and further their venture concept.</p> <p>Upon completion of 10-week program each participant will receive a LinkedIn virtual badge.</p> <p>Additional incentives are available based on engagement and success, including unlocking additional business funding and further stages to the program support.</p>





WE Charity has modeled three options for program delivery, **please see appendix I** for an overview of each of the three options.

### **Demographics we will serve**

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 19-29 who are current post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is bilingual, designed to ensure inclusive participation and recruitment of participants from priority youth groups including indigenous, women and new Canadians. Our program's digital program delivery platform, program leaders, diverse subject matter experts and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.

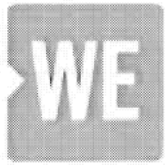
### **Why WE is Uniquely Positioned to lead this project**

WE has 25 years of experience delivering meaningful and impactful programming to young people across Canada. We are uniquely positioned to take up this challenge as we have the internal expertise and resources to mobilize quickly, and multi-sector partnerships with the corporate, technology, and education to execute on a national scale.

- *Proven Impact:* WE is one of the largest founded in Canada charities, with programs coast-to-coast-to-coast. It uplifts the social sector by galvanizing Canadians across the country to volunteer, increase awareness and raise funds for the causes that matter most to them. In 2018-2019, 3,832 local organizations were supported and over \$97 million in social value was created by Canadians participating in WE programs.<sup>1</sup>
- *Deep corporate partnerships:* WE holds deep and unique relationships with 200+ best-in-class corporate partners who are committed to supporting social innovation and the ambitious vision of the WE Social Enterprise Centre.
- *Unparalleled amplification platforms:* Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for social enterprise on a national level. WE achieved 4B+ media impressions in 2019, and has 4M+ followers on its Facebook page.
- *Best practices learned through on the ground experience:* WE is approached by several hundred not-for-profit peers, groups and individuals a year and there is a high demand for WE to share learnings from its successes and early failures. WE created the groundbreaking ME to WE social enterprise to support the efficiency of charity partner – WE Charity. ME to WE operates multiple successful lines of business for social purposes.

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<sup>1</sup> 2017-2018 WE Schools Year in Review, Global Report; June 2016 Feeding America Product Valuation Study; 2016 US Bureau of Labor Statistics data, indexed by Independent Sector in April 2017.



### ***Our Leadership Team***

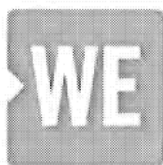
Our programming will be led by our in-house team of entrepreneurial experts, with a proven track record of training and supporting Canadian entrepreneurs. Our leadership team includes:

Jon E Worren, Entrepreneur in Residence, WE Scale Up

- Served as the Lead Executive, Venture & Corporate Programs at MaRS, where he developed and delivered all of MaRS venture facing programming – both at MaRS and throughout Ontario. As part of his role he built MaRS digital platform, directly serving 10-15,000 entrepreneurs every year, including the award-winning Entrepreneurship 101 program – which has supported entrepreneurs in 130 countries to date. As part of that, Jon has personally worked directly with over 5,000 Canadian entrepreneurs.
- He developed and delivered programming to support youth entrepreneurs at more than 15 university campus linked accelerators as part of Ontario’s Jobs & Prosperity Program.
- Jon also built MaRS Corporate programming, working directly with executive teams of 50+ corporate partners in helping them develop their innovation strategy.
- Jon managed the \$32.5M Ontario ScaleUp Voucher Program from 2016-2019, supporting the growth and expansion of the most promising high-growth innovation firms in the province, such as Fiix, Axonify, InteraXon, Asset Compliance, Bridgit, Wattpad and others with funding and growth coaching.
- Jon is an accomplished entrepreneur having been co-founder of successful businesses in the software and cleantech space. Jon has an MSc from London School of Economics

Hussam Ayyad, Managing Director, WE Scale Up

- Held leadership positions at Communitech, DMZ, Ryerson University and the U of T’s Rotman School of Management are listed below:
  - Built the core-operation of DMZ between 2016 and 2020 including all programs interfacing with entrepreneurs, investors and corporate backers, locally and internationally which most recently propelled the DMZ to become a world-leading tech accelerator and incubator that earned the ranking of #1 in the world by UBI.
  - Built the DMZ’s investor network to exceed 3,000 VCs & Angel investors in less than 2 years.
  - Spearheaded building programs to support thousands of entrepreneurs nationally and internationally and support Canadian ventures who collectively raised over \$ 1 Billion and created multiples of that in value of market capitalization.
- Hussam is an experienced multi-time entrepreneur and business leader. Most notably, he co-founded and led the growth of Algéro Canadian Metals to a \$70 million revenue business in the environmental sustainability industry, supplying metal scrap to world leading steel mills.



#### Craig Kielburger, Co-Founder and Executive Sponsor, WE

- He co-founded WE, a global movement that empowers people with the tools to change the world internationally and in their own communities.
- Craig is a New York Times bestselling author who has written 12 books, including *WEconomy: You Can Find Meaning, Make a Living, and Change the World*.
- Craig is an MBA graduate with 15 honorary doctorates and has been awarded by the World Economic Forum and Roosevelt Institute, and received the Order of Canada.

#### Roxanne Joyal, CEO and Co-Founder, ME to WE

- She is CEO of ME to WE, a social enterprise that supports sustainable development projects of WE Charity.
- Roxanne is a Francophone bilingual Canadian social entrepreneur, author, recognized leader in sustainable development and a women's empowerment advocate.
- Roxanne is a graduate of Stanford University, she earned an Oxford degree in law and a prestigious Rhodes scholarship, and clerked for the Supreme Court of Canada. She is a recipient of the Order of Canada.

#### Dalal Al-Waheidi, Executive Director, WE Charity

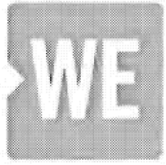
- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network

#### Our Partners

This project will leverage a multi sector partnership approach, leveraging WE's network. Through value in-kind provided through partnerships, WE will match the financial investment provided by the Government of Canada. Partners could include:

##### *Corporate Partners:*

- Engaging WE's network of 200+ corporate partners to provide mentorship hours to young entrepreneurs. WE has already opened conversations with corporate partners, who have expressed a strong interest. They are grateful for the government's 75% wage subsidy, and they want to give-back to support Canada during this time.
- The Business Council of Canada (BCC) has been a partner of WE to engage business leaders together to call on their employees enroll in our mentorship program and provide valuable introductions in the sector. The 150 member-companies employ 1.7 million Canadians and are responsible for most of Canada's corporate philanthropy. Craig Kielburger is the only non-profit member in the history of the BCC.



#### *Technology Partners:*

- Microsoft – WE is the largest Canadian charitable partner of Microsoft, and one of the largest global partners. Microsoft provides inclusive technology including the provision of hardware and software platforms powering digital programming delivery and ensuring accessibility capabilities (i.e., close captioning translation, readers, visual adaptation and hearing accommodations)
- LinkedIn (owned by Microsoft) – partnership with this tech platform would be ideal as it will expose youth’s skills attainment after completion of programming, including a virtual badge that can enhance their profile. LinkedIn is a widely recognized platform that will offer young people a space to build their profile, highlight their training badge achieved, and which employers can easily track and validate. The LinkedIn experience has important long-term value, as it will be a validated record that young people can take anywhere in the world to support their education and employment. Digital badging is proving to be the most cost-effective and scalable model to provide incentives for youth to participate. Digital badging provides meaningful recognition to youth, while removing continued reliance and incentive focused on solely financial incentive strategies.

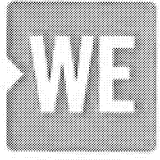
#### *Community Partners:*

- WE Charity currently holds 300 official educational partnerships across Canada with 17,309 active educators engaged in our network from 7,000 schools, educational institutions, and groups
- Junior Achievement – One of the largest networks of youth programming in entrepreneurship
- Enactus – the world’s leading Social Entrepreneurship program based in universities and colleges (36 countries worldwide, 1.3 million people impacted annually, 1,730 universities involved). In Canada, they are present with close to 3,500 students involved on campuses
- Many other leading organizations such as:
  - Ryerson’s DMZ - Leading accelerator in Canada
  - Ashoka Canada
  - B Lab Canada at the MaRS Centre for Impact Investing
  - BCG Digital Ventures
  - Boston Consulting Group
  - The Branderly
  - Brand Project
  - Bullfrog Power
  - Capital for Aboriginal Prosperity and Entrepreneurship Fund

#### **Conclusion**

WE reaches over 2.4 million youth providing a platform to further national understanding about the important role of entrepreneurship to help solve some of the most complex social challenges that we are to experience during and post COVID19 Pandemic. We would like to humbly raise the importance of government taking a leadership role and sending a clear message of hope to youth who are seeing their future very bleak and with limited opportunities to grow at this time.

- Directly impacting up to 8,000 youth
- Providing between 12-20 hours of 1on1 mentorship to youth
- \$500 cash grant to youth upon completion of program



- Building a network of 500 industry leading mentors across Canada to support a new generation of small business with impact
- Targeting priority youth demographics such as, indigenous, women and new Canadians

Together, we can bring a comprehensive future skills program to thousands of youth through digital programming, build a network of resilient youth deeply connected to the across sectors and, who can and will be able to reinsert themselves in the economy in a post COVID19 world.

**Appendix I: Program Options**

<i>All program options run multiple cohorts over a one-year period</i>			
	Option 1	Option 2	Option 3
Programming delivery details (per cohort)	<ul style="list-style-type: none"> <li>• A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>• 6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 24,000 hours</li> <li>• \$500 grant per participant upon program completion</li> <li>• Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul>	<ul style="list-style-type: none"> <li>• A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>• 6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>• \$500 grant per participant upon completion</li> <li>• Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>• Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>• Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>• Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul>	<ul style="list-style-type: none"> <li>• A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>• 6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>• \$500 grant per participant upon completion</li> <li>• Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>• Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>• Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>• Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>• A digital conference with featuring leaders in Canadian business, government, entrepreneurship and social impact – helping to raise the profile of entrepreneurship during times of economic challenge</li> <li>• Up to 100 of the top ventures will receive additional mentorship, business support, network access and capital for another 6 months to ensure the successful launch of the businesses for an additional 1,200 hours, in addition to PR and media support through WE’s amplification platforms such as WE Day online, nation-wide news outlets and with direct support from WE’s media and PR staff.</li> </ul>
Number of Participants	4,000	8,000	8,000
Investment Requested	\$6,000,000	\$11,000,000	\$14,000,000



TO / À: Minister of Finance

FROM / DE: [Redacted]

SUBJECT / OBJET: **Package of additional COVID-19 support measures for post-secondary students**

Security classification / Classification de sécurité	SECRET
Originator / Auteur	
Our file / Notre référence	
Your file / Votre référence	2020FPRSP004 - Revised
Date	April 19, 2020

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**For Decision.**

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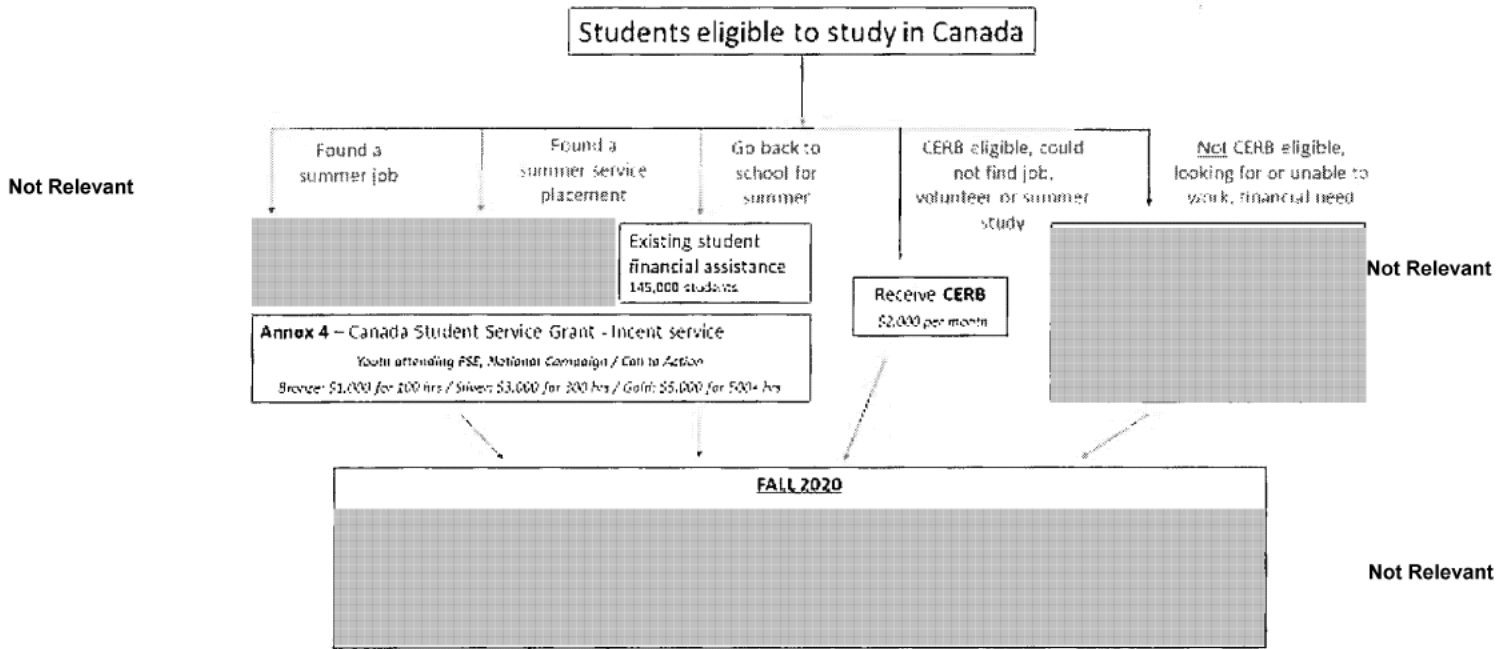
Further to our briefing on April 14 and 18, 2020, please find attached a revised package of measures which seek to respond to the financial impact of COVID-19 on post-secondary students.

Recognizing the diversity of the student population, and needs in the current context, the annexed proposals outline actions that could be taken to meet the following four objectives:

1. Increase student employment, service and research opportunities over the summer and beyond by leveraging the existing federal suite of programs;
2. Reduce the risk of students leaving post-secondary education (e.g., abandoning their studies) or deciding not to pursue further studies due to a lack of resources and reassure students and families that support will be provided to those in need this fall;
3. Provide income support to students in financial need, particularly to those that need support for basic living expenses during the summer; and
4. Incent youth and student to volunteer to contribute to the COVID-19 response and address areas of need in their communities.

These measures, along with broader supports to the student population and the general population as shown in the diagram below would seek to respond to the spectrum of needs due to financial pressures from COVID-19. Revised typicals are attached to this note.





Annex 4: Canada Student Service Grant

Additionally, the following supporting materials are attached for your information.

Annex 5: Student Package Framework Diagram – revised diagram as shown above providing an overview of the package.

Annex 6: Overview of Estimated Impact and Stacking of Proposed Supports for Students



Finally, attached for your information is a proposal that we just received that was submitted to Minister Ng by the youth organization WE. Given the interest in encouraging youth to contribute to the COVID response, we are assessing this proposal in the context of the Canada Student Service Grant option outlined in Annex 4, as well as [REDACTED]

[REDACTED] In our view, there may be merit in a phased approach to the implementation of a broader service initiative, given public health constraints. In this way, different measures could be considered in a stepwise fashion in synch with the move from containment to seek to take advantage of opportunities as economic activity resumes. In the immediate term, larger businesses are likely better placed to offer service opportunities with a focus on digital/virtual opportunities. The focus could expand to the broader charitable and nonprofit community service sector as physical distancing measures relax. Should you be interested in further analysis of this proposal, a briefing could follow.

Annex 9: WE Social Entrepreneurship Proposal



Post-Secondary Students – Proposed New Supports		Employment status / Loss of pre-tax income	CSLP/CSG	Canada Summer Jobs	Canada Student Experience Grant Annex-4	
<p><b>Anna (AB) – 20</b></p> <ul style="list-style-type: none"> <li>University student</li> <li>CERB-ineligible</li> <li>Renting</li> <li>\$2,400/month lost income (summer)</li> </ul>	X	CERB	<p>Anna works full-time during the summer earning minimum wage @\$15/hr or \$2,400/month pre-tax. She could not secure employment this year.</p>	Eligible - \$7,237 per year + \$1,000 grant	Eligible	
<p><b>William (BC) – 19</b></p> <ul style="list-style-type: none"> <li>University student</li> <li>CERB-ineligible</li> <li>Lives at home</li> <li>No loss of income</li> </ul>	X	CERB	<p>William just finished his first year at university, but has never held a job. His parents want him to focus on his studies and will cover his costs as long as he successfully completes his degree.</p>	Not Eligible	Eligible	
<p><b>Tanya (MB) - 32</b></p> <ul style="list-style-type: none"> <li>Master's student</li> <li>CERB-ineligible</li> <li>Two dependents</li> <li>Renting</li> <li>\$1,864 lost summer income</li> </ul>	X	CERB	<p>Tanya began working after high school. As her children entered school she decided to pursue a post-secondary education. She works full-time during the summer @11.65/hr or \$1,864/month pre-tax. She has no child care options and is struggling to find work.</p>	<p>Eligible - \$24,000 per year (including for dependents)</p> <p>Not Eligible for CSG</p>	Not Eligible (over 30)	Eligible, but no/limited childcare options
<p><b>Yves (QC) -26</b></p> <ul style="list-style-type: none"> <li>College student</li> <li>Eligible for CERB</li> <li>Renting</li> <li>Worked part time</li> <li>\$2,000/month lost pre-tax income</li> </ul>	✓	CERB	<p>Yves entered the workforce after graduating high school, but has decided to upgrade his skills. He made \$25/hr and was able to work part-time during his studies. His employer laid him off in March.</p>	Not eligible (QC administered)	Eligible	Eligible

## Annex 4: Canada Student Service Grant

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**Responsible branch:** FPRSP

**Drafted by:** [REDACTED] [REDACTED]

**Lead department:** *Finance Canada (Department of)*

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### ISSUE

- You have asked for options for consideration to provide students with an incentive in the form of a service grant to motivate their participation in and contribution to the COVID-19 efforts. You have also indicated an interest in options that ensure that those that meet the eligibility receive the grant. A one-page summary is attached at Annex 1 of this note.
- The proposed approach is meant to accompany a broader “call-to-action” to students to pitch in and provide support to COVID-19 efforts. The call could focus on the extraordinary circumstance that the pandemic response requires and seek to encourage students to pitch in to care for those in their communities who need them most, consistent with public health advice, while also recognizing that youth are generally less vulnerable than older generations. This could be announced in the context of National Volunteer Week (April 19-25).
- The call-to-action should also focus on the specific skills and abilities that Generation Z (those aged 25 and under) can bring to bear on the current situation. In particular, the call should focus on student attributes and how they can bring these unique characteristics to bear in the pandemic (like entrepreneurship, ethical focus and an interest in making the world a better place, their radical inclusivity and interest in connecting with people of all different backgrounds, their ability to multi-task). In addition, Generation Z is known to be quite ambitious and the call could reference ways that youth can gain valuable skills that can serve them well later in life.
- If the campaign is to be successful and appeal to youth, it will need to be a sophisticated online campaign. The call could accompany the launch of the new “I Want to Help” Volunteer Matching Platform that will support broader efforts to help young Canadians pursue national service positions (see Annex 1). The platform could provide helpful information about the grant while also providing students with information about available service opportunities and ways to get involved in a national service campaign. Opportunities could be explored to also leverage this platform to provide a range of information to youth and students regarding government programs and supports available at this time.
- The call could be championed by a non-profit that could help to promote and advertise opportunities to students and youth and maximize the use of social media to do that. ESDC is exploring options of working with youth serving organizations to direct more youth to the “I Want to Help” platform as well as promoting the proposed

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service grant, including through their social media channels (e.g., WE has a significant social media following).

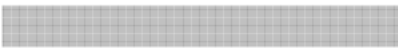
#### *The Proposed Grant*

- We propose a grant be provided to any eligible student who significantly contributes to the COVID-19 effort. Given that the grant would be available to any eligible student, we propose carefully defined eligibility to ensure that the proper incentives are in place, avoid duplication with existing programs and incentives, and focus energies on COVID-19 efforts.
- We recommend that a grant range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student. We recommend a tiered grant, in order to incent student volunteerism, reduce the administrative burden, and also contain the cost of the proposed approach. We propose the following tiers:
  - Bronze: \$1000 for 100 hours
  - Silver: \$3000 for 300 hours
  - Gold: \$5000 for 500 or more hours

Service hours would need to be completed between May 1, 2020 and Sept. 6, 2020.

A minimum of 100 hours is recommended. Data suggests that volunteers aged 20-34 volunteer at a rate of approximately 42 per cent for an average of 126-147 hours per year, with a median contribution of 39-52 hours for this age group (StatsCan, 2013). Setting the minimum at 100 hours would encourage the average student to perform more hours of service than they normally would and make a greater contribution.

- Eligibility for grants should be limited to current Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses, including high school graduates starting post-secondary and graduate students. The proposed grant is not expected to contribute to income over the summer but to support students in meeting their financial needs in the fall. As such, priority is given to students who are likely to need additional income in the fall as this is the group that is most likely to be incentivized to apply for the grant.
  - We recommend excluding other high school students (about 4.5 million students).
    - Current high school students are unlikely to have significant financial needs (many live at home, not all will attend post-secondary education, and they do not need funding in the fall). In addition, a number of provinces and territories require high school students to complete a certain number of service hours as a requirement to graduate.
    - In contrast, high school graduates planning to attend PSE in the fall (about 0.8 million students) are entering a difficult job market and may need to work over the summer to cover expenses in the fall.
  - Graduate students (about 0.3 million students) should also be included given that they have higher living expenses (most live on their own) and higher



- tuition costs and many need to work over the summer to pay for their living expenses and costs in the fall.
- We propose excluding international students to focus efforts on Canadian citizens (about 0.3 million students). Very little financial assistance is available to international students generally as they are expected to be self-financing.
  - We do not recommend including recent post-secondary graduates. Although this group (about 0.5 million students) will be entering a difficult job market, any aid to this group should focus on supporting them to secure jobs.
  - We recommend extending eligibility to both full- and part-time students in order to recognize that a number of students may opt to study part-time over the summer or fall due to changing financial circumstances. We recommend, however, that eligibility be limited to those under 30 to exclude mature students (0.4 million students) and focus the initiative on youth. Youth are more likely to be affected by unemployment and – for those who have limited parental support – may have fewer financial resources at their disposal.
- Further, we recommend that eligibility be limited to students who provide service in areas relating most directly to the COVID-19 effort, including economic and social impacts. Organizations could include: the public sector (public health and health care, local governments, emergency responses) or the non-profit sector (food security, initiatives focused on the elderly, public health, homelessness, mental health). This would incent students to volunteer in areas that are most directly related to COVID-19 efforts, while recognizing that the pandemic has had broad-based social and economic consequences.
    - Data suggests that about 42 per cent of volunteers contribute service hours to sectors related to health, hospitals, and social services – sectors that are most likely to be related to COVID-19 efforts. Roughly 28 per cent of service hours are dedicated to these sectors (StatsCan, 2013). Of note, available data does not provide a breakdown for service by age group so the share of youth providing service in these sectors is unknown.
    - One consideration is that the number of available service hours may be somewhat limited. We understand that the pandemic has meant that many non-profit organizations have had to adjust their practices to ensure social distancing measures can be enforced (e.g. fewer volunteers). Although the capacity of the COVID-19 related sector to absorb new volunteers is not known, it is plausible that some students simply may not be able to accumulate a significant number of service hours. By contrast, COVID-19 is calling on different approaches to addressing social needs and there are likely to be opportunities that arise from entrepreneurial approaches (e.g. delivery services, video-calling seniors, and so on) that may increase demand. Students could be encouraged to take on innovative approaches but it should be noted that these approaches need to be supervised by an existing organization that can provide verification of the hours of service.

- By providing a known and defined incentive, the proposed grant is expected to influence individual decision-making but needs to be flexible enough to address a broad range of circumstances.
  - Students who study over the summer or work would also have incentives to contribute, even if they contribute fewer service hours.
  - This option would benefit students who work part-time and who are the most likely to experience job loss (COVID-19-related job losses are highest for part-time jobs). This might be a benefit to students who may not be able to find work and – while they may not have high expenses during the summer – rely partly on income earned in the summer. For students who may see their earnings decrease and more of their earnings going to support their living expenses in the summer, the grant could provide needed savings in the fall to help pay tuition or afford rent.
- The proposed grant is intended to be a particular benefit to low- or middle-income students but would not exclude middle- or high-income students. Service levels are typically higher amongst high-income groups who can afford to volunteer as they are not required to work during the summer to afford their living expenses in the summer or save for the fall. However, consideration could be given to means-testing to ensure that the grant flows to students who are more likely to demonstrate financial need.
  - We recommend that students who are eligible for CERB or the proposed CSEG also be eligible for the grant. The grant could provide a powerful incentive for students receiving income support to perform service.
  - We recommend that the grant be excluded from a student's financial needs assessment in order to be supplemental to benefits under more generous Canada Student Loans or Grants programs. This would recognize the lower income potential of students over the summer and the need for some incremental income in the fall.
  - Consideration could be given to excluding students who earn more than the CERB amounts from accessing the grant. For these students, it is unlikely that the grant would provide a significant financial incentive given that they would likely be working full-time at higher-wage jobs and the proposed value of the grant per hour of service is lower than minimum wage. An upper limit on the earnings could be set but would risk some criticism given that students who do not work and collect CERB would be eligible and those who work and may have financial need, despite earnings over the summer, would not be.
  - Means-testing would be difficult to apply and very challenging to verify with any certainty. For example, there is some concern about the grant being accessed by students who come from high-income families that are fully subsidized by their parents, and elect not to work over the summer. In our view, if the initiative is intended as a call to action to perform service, then those that complete the required service, should qualify. If these students do not normally work, it is unlikely that they would be financially incentivized to provide service given the relatively low value per hour of the proposed grant.



### *Implementation*

- There are still significant outstanding issues to address relating to implementation. While the government could elect to announce the overall approach in the near term to quickly mobilize students, the level of detail required and the speed of implementation depend on when the application process for the grant is expected to be launched. We understand that there may be some benefit in launching the applications in the summer but this would limit implementation options. A launch in late summer would provide more time to make decisions about the delivery mechanism and related options.
- A central consideration for implementation is ensuring a thorough verification process and guarding against abuses, given that the grant amounts are uncapped.
- However, finding a delivery agent that could do a thorough verification and would be able to ramp up quickly may be challenging. For example, a system tied to a provincial student financial assistance systems would likely be able to verify work income and enrollment information for some students but officials at Employment and Social Development Canada have advised that provinces and territories are not likely willing to deliver this kind of program through their student financial assistance programs. Post-secondary education (PSE) institutions could potentially have a strong role in verification and could issue tuition credits but time would be needed to work with PSE institutions (or their representative associations) to ensure smooth implementation. Similarly, the federal government could verify some factors relating to income but is not well placed to verify student enrollment and would be unlikely to ramp up in the space of a few weeks.
- That said, given the interests in rolling this out quickly, in our view third party delivery is likely the best option. The federal government has previously contracted with third party delivery agents to administer payments for class action suits. In some ways, this model serves as a useful example where a third party administers funding based on a set of established criteria. Delivery agents, like Shopify, have come forward with proposals to deliver CERB payments and could be considered in this context. The main challenge is that private sector delivery agents may not have the background or knowledge-base specific to the voluntary sector. This could be addressed by seeking to partner the delivery agent with the youth service champion (e.g. WE) to refine the criteria and ensure messaging is consistent.
- With third party delivery, we would recommend a system of two-factor authentication at a minimum, both by the student and the organization (or organizations). Students would be asked to submit basic information, prove enrollment in an eligible post-secondary institution in spring-summer or fall 2020, provide some basic information about the organization(s) where service was performed, and provide an attestation of hours of service at the organization(s). The organization(s) would be asked to submit or verify (potentially under separate cover) information about the organization and its connection to COVID-19 efforts, information about the students' service with the organization, and attestation of the number of hours of service rendered between May 1, 2020 and Sept. 6, 2020. Consideration would need to be given to how to build integrity into the system to minimize abuse. For example,

attesting organizations could be limited to charitable organizations, non-profits or public bodies.

#### *Costing*

- We have limited ability to develop an accurate estimate for the likely cost of this proposal. Our preliminary analysis based on existing data regarding student enrollment and levels of service suggest a potential cost of **\$0.8 billion** with a high degree of uncertainty. The predicted cost assumes that about 1.4 million students would be eligible based on age and enrolment, would volunteer at a rate of roughly 42 per cent, with about 42 per cent of them providing service in a COVID-19 related sector (roughly 252,000 eligible students). We further assume that about a third of the eligible students would receive the gold grant, a third the silver, and a third the bronze.
  - The number of students that may be eligible is difficult to predict. Student numbers are based on student enrollment numbers from 2017-18. Given current economic conditions, students may choose to enter the labour market due to changing personal financial circumstances or may remain in post-secondary for longer and avoid entering the labour market. This could result in shifts in the number of students in fall 2020 and have either a positive or a negative effect on eligibility.
  - Estimates of student service were used to inform eligibility criteria and estimated costs but are somewhat outdated (the data dates to 2013). The best indicator of who is most likely to apply for the grant is based on people who are already volunteering in a COVID-19 related sector and, in this sense, the historical trends may prove useful. However, we acknowledge that a broader group of students may be incentivized to service in the COVID-19 sector given that the grant provides a known benefit and there are fewer employment or part-time work opportunities.
  - Estimates assume that about a third of the eligible applicants could qualify for the gold grant (100,000 students). The gold grant corresponds to a nearly full-time commitment on the part of students for the 18 weeks of summer. Given that the number of students seeking work and unable to find it in summer 2020 are estimated to be around 800,000 this year, the predicted costing could be very low. If unemployed students all meet the number of hours required to qualify for the gold grant, costs would swell to \$4 billion.
  - We note this figure is lower than previously discussed options as it is limited to youth under 30, and reflects actual rates of volunteering in COVID-related sectors (e.g., 42 per cent versus the previous estimate of 50 per cent).
- Funding would also need to be provided to the third party to administer the grant. The scale of the funding would depend on the existing capacities of the third party and the speed of implementation (e.g. there would likely be a premium associated with launching the grant earlier).
- This approach would duplicate incentives being considered through the Canada Student Corps (CSC [REDACTED]) but could have a

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broader reach with a successful call to action. Consideration could be given to excluding students who receive CSC stipends, should you decide to proceed with that option.

#### Recommendation

- We have a number of significant concerns with this proposal, who is most likely to benefit, the potential cost, and how it may stack with other elements of a package of measures targeted at students. Should there be an interest in a near-term announcement, we recommend an announcement of the grant for students who make significant contributions to the COVID-19 efforts and some basic information about eligibility.
- Further work would be needed to refine the proposal, including confirming the number of service hours required and levels of grant funding for hours of service (e.g. whether revisions to the bronze, silver, and gold levels would be required).
- We recommend setting aside \$900 million for the initiative based on preliminary estimates above and an additional \$100 million for implementation and associated costs for a broader portal and public awareness campaign.
- Should you agree, we would work to scope the delivery mechanism and seek a funding decision on outstanding elements, including how a third party would be selected, the level of funding required to implement the initiative (e.g., administration), and whether legislation might be required.

### Fiscal Impact of the Finance Recommended Option

Finance Recommended (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>Canada Student Experience Grant or Credit - Set-aside - Finance Canada</i>	0.0	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0	0.0
<b>TOTAL</b>	0.0	1,000.0	0.0	0.0	0.0	0.0	1,000.0	0.0	0.0

**CASH PROFILE** same as accrual

\* Note: The proposed funding includes a set-aside of \$100 million associated with the for implementation and associated costs for a broader portal and public awareness campaign. This amount is indicative. The final amount would depend on the delivery agent(s). We will seek a subsequent funding decision on implementation costs.  
 Note: Funding is notionally allocated in 2020-21, however, funding profile is notional based on policy intent and is subject to change upon further development (e.g. options for administration).



**FINANCE RECOMMENDATION**

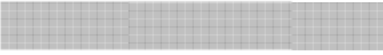
**Decision 1**

Announce intent to establish a grant for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses who significantly contribute to COVID-19 efforts through voluntary service. The announcement would make clear that more details would follow at a later stage.

Set-aside \$1 billion to support the announcement of the grant and associated administration costs.

**(a) I concur**

**I wish to discuss.**

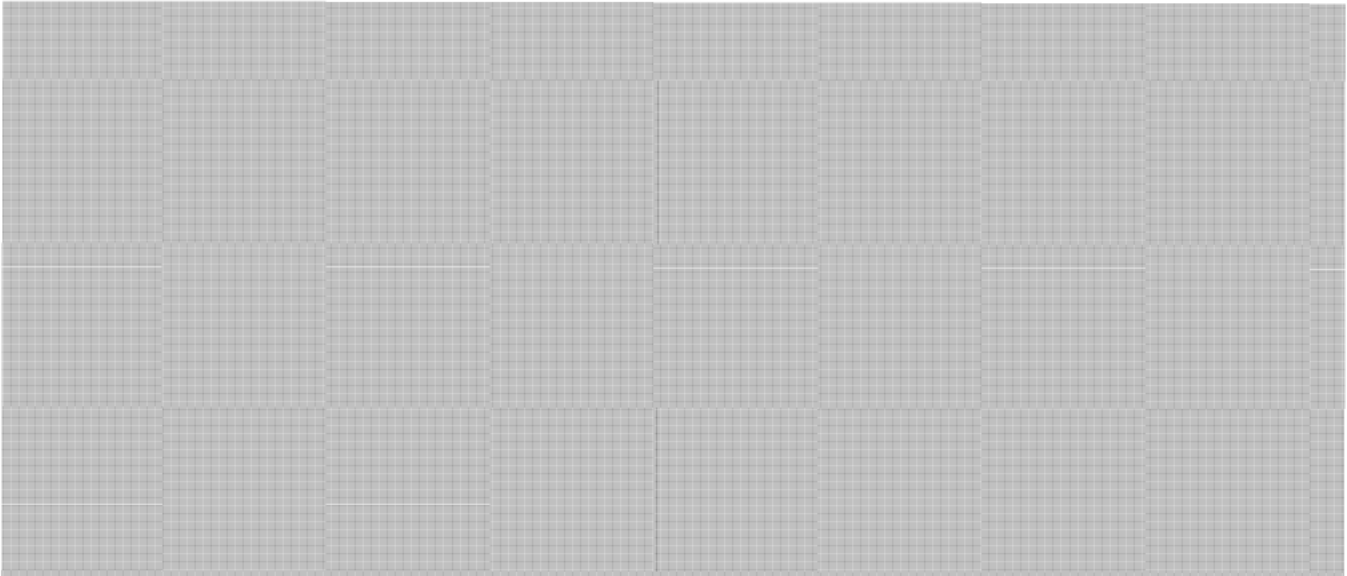


**SUMMARY OF GENDER-BASED ANALYSIS (GBA)+ IMPLICATIONS**

There is relatively little difference in volunteer rates amongst males and females. However, females make up approximately 57 per cent of Canadian post-secondary enrolments (based on 2017-18 statistics). Females of student age (aged 15-29 years old) are also more likely to be affected by unemployment as recent employment rate changes showed females were disproportionately affected in both full- and part-time job losses. As a result, females are more likely to be seeking out opportunities to get involved and may also be seeking more opportunities to make up for lost income and incentivized by the proposed grant.

**SUMMARY OF STRATEGIC ENVIRONMENTAL ASSESSMENT**

There are no anticipated environmental impacts associated with this proposal, either positive or negative.



## SUMMARY OF THE PROPOSAL

### **WHO:**

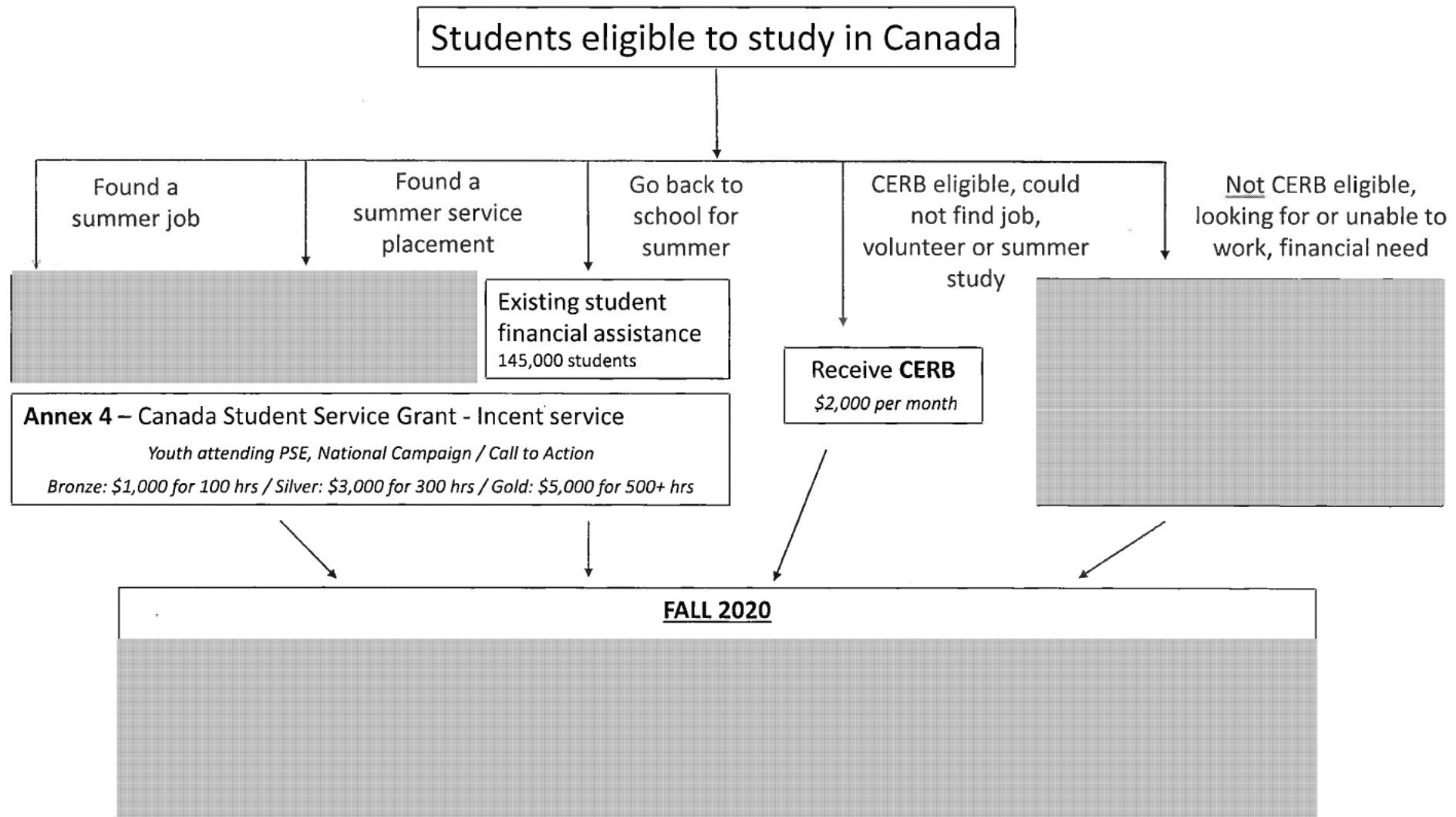
- Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses, including high school graduates starting post-secondary and graduate students

### **WHAT:**

- A grant that range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student. We would propose the following tiers:
  - Bronze: \$1000 for 100 hours
  - Silver: \$3000 for 300 hours
  - Gold: \$5000 for 500 or more hours
- Service hours must be completed between May 1, 2020 and Sept. 6, 2020.
- Eligibility includes service that relates to organizations that contribute to the COVID-19 efforts, including economic and social impacts. These could be organizations in the public sector (e.g. public health and health care, local governments, emergency responses) or the non-profit sector (e.g. food security, initiatives focused on the elderly, public health, homelessness, mental health).

### **HOW IT WOULD WORK:**

- April – Initial announcement about the grant with a promise of details on eligibility and eligible sectors to follow.
- May – Additional details about eligibility and the process to follow, in time to allow students to make their summer plans.
- May 1 – Sept. 6 - Students perform acts of service.
- July (TBC) – Sept. 30 – The application process is open (once the online portal has been established and delivery mechanism is finalized). Students can apply at any time but would only be eligible to apply once.
  - Students would need to submit an application via the portal that provides: basic information, proof of enrollment in an eligible post-secondary institution in spring-summer or fall 2020, basic information about the organization(s) where service was performed, and an attestation of hours of service at the organization(s).
  - Organizations would be asked to submit (under separate cover) information via the portal about the organization and its connection to COVID-19 efforts, information about the students' service with the organization, and attestation of the number of hours of service rendered between May 1, 2020 and Sept. 6, 2020.
- July – Nov. (TBC) – The third party will assess applications and make decisions about whether the applicant is eligible and the level of funding.
  - The third party may be required to verify information in cases where applications were incomplete or where the link between the activity and the COVID-19 efforts are unclear.
  - Successful candidates will receive a grant payment from the third party.



### Annex 6 - Overview of Estimated Impact and Stacking of Proposed Supports for Students

	Entering in the fall/Continuing (age 20 and younger)	Continuing (age 20-24)	Graduating in the fall / Graduate student (age 25-29)
# of Students	College: 232, 383 University: 276, 621 <u>Total: 509,004</u>	College: 272,868 University: 640,323 <u>Total: 913,191</u>	College: 102,925 University: 196,863 <u>Total: 299,788</u>
% with a student loans	49 per cent	49 per cent	36 per cent
Employment / Average Income	178,000 part-time jobs lost (February to March, 2020)  Total unemployed in March 2020: 183,800 (increase of 59,700 since February)	154,800 part-time jobs lost (February to March, 2020)  Total unemployed in March 2020: 247,900 (increase of 93,300 since February)	40,700 part-time jobs lost (February to March, 2020)  Total unemployed in March 2020: 224,500 (increase of 74,500 since February)
	Avg Wkly part-time earning = \$236.48  Avg Wkly full-time earning = \$768.80		Avg wkly part-time = \$445.01  Avg wkly full-time = \$1,254
Living Arrangement	93 per cent live at home = approx. 473,000	63 per cent live at home = approx. 575,000	27 per cent live at home = approx. 81,000

s.69(1)(e)

**Annex 6 - Overview of Estimated Impact and Stacking of Proposed Supports for Students**

Entering in the fall/Continuing (age 20 and younger)	Continuing (age 20-24)	Graduating in the fall / Graduate student (age 25-29)	
[Redacted Content]			
<b>Annex 4 – Canada Student Service Grant</b>	Bronze: \$1,000 for 100 hrs (100k students) / Silver: \$3,000 for 300 hrs (100k students) / Gold: \$5,000 for 500+ hrs (100k students)		Total: Up to 300,000

s.69(1)(e)



**Annex 6 - Overview of Estimated Impact and Stacking of Proposed Supports for Students**

Entering in the fall/Continuing (age 20 and younger)	Continuing (age 20-24)	Graduating in the fall / Graduate student (age 25-29)
[Redacted content]		

s.69(1)(e)

**Pages 84 to / à 87  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**69(1)(e)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**



**Closing the COVID-19 Opportunity Gap for Young People through Social Entrepreneurship**  
*Concept Paper Prepared by WE Charity, April 09<sup>th</sup> 2020*

**Executive Summary**

This document proposes to the Government of Canada (GoC) an opportunity to create a strong multi-faceted social entrepreneurship program to support young Canadians during and post COVID19 pandemic. By incentivizing and equipping youth to engage with social entrepreneurship opportunities, we'll be empowering them both to efficiently contribute to the economy by creating small businesses and boost our nation's economic output, while also addressing important social causes.

The program seeks to serve 8,000 young Canada (under-30) over 12-months with the following three bilingual elements: i) A 10-week digital program providing entrepreneurship expertise and support in the era of COVID-19; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will provide functional and industry-specific support in areas such as finance, marketing, productization, distribution, employing at-risk populations, social impact measurement etc.; iii) a base payment to all participants, and access to additional incentive funds and long-term mentorship opportunities.

This program seeks to solve three timely challenges:

- i. how to engage at-scale young Canadians (under-30), including those who were not previously employed;
- ii. how to jump-start entrepreneurship to create jobs for economic recovery, relevant to both 12-24 months of COVID-19 realities and in the years to follow;
- iii. how to engage companies across Canada who have excess employee capacity. Specifically, asking companies that benefit from the 75% federal employee subsidy to consider redirect a small percentage of employee's time (one day per week) to serve as skill-specific mentors for young entrepreneurs. This also encourages established companies to keep employees on the payroll and ensures that the 75% Canadian employer subsidy provides a further social benefit.

During preliminary conversations the idea to have their staff support young entrepreneurs in tackling society's problems has been well received by numerous senior executives at corporate giants including RBC, TELUS, KPMG and Microsoft to name a few of our 200+ partners; however, WE would open up the program for other businesses that can also contribute including, medium-sized and smaller businesses. This program will include a robust mentorship program, with for-profit partners providing over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.

Drawing from 25 years of experience in social entrepreneurship, including building up ME to WE and providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has all the ingredients including vision, expert capacity and strategic partnerships to be a unique support platform for the government in enabling the successful execution of a national program that is reflective of today's COVID19 crisis' diverse needs and demands from youth and millions of Canadian looking to assist others as we navigate these challenging times.



## Introduction

WE recognizes the immense efforts and investments being led by the Government of Canada's [COVID-19 Economic Response Plan](#), supporting strong, immediate and effective action to protect Canadians and our economy from the impacts of the global COVID-19 pandemic. Equally important are the complementary economic response plans implemented by other levels of governments directly investing in critical front-line industries and support programs to all Canadians. We are rapidly learning that Canada post-COVID19 pandemic will require a collective effort to rebuild our economy, and where youth are at the heart of creating the greatest value in our economy, bringing innovative solutions to new challenges.

Today, youth at large are becoming more vulnerable and susceptible to the COVID19 pandemic's economic contraction and social limitations despite the GoC's efforts in building safety nets for families, employers and business across Canada. There is a urgent need to proactively support young people between the ages of 19 and 29 who are recent school/university graduates without the opportunity to attain a job, looking for innovative ways to solve current and post COVID19 challenges or build small business, and seeking to build their workplace readiness skills and professional network for when our economy stabilizes.

We know that young Canadians are passionate and committed to finding a career path that provides income, while also creating a positive impact in the world, such as creating employment for at-risk populations, protecting our environment, and assisting with health and human wellness. We have learned through our innovative work with our for-profit social enterprise ME to WE and WE Charity, to marry business with social change and encourage youth to redefine what's possible through the employment of social entrepreneurship skills. Social enterprises – also known as purpose-driven businesses -- create opportunities to encourage and enable priority populations to meaningfully participate in the creation of business ventures that address the unique needs of their community, including jobs and inclusive economic growth. For example, social enterprises are two times more likely to be run by women than traditional small and medium-sized businesses. While the number of purpose-driven businesses in Canada continues to increase, programming and support services available to such enterprises have not kept up with the demand, hence the importance of dedicated initiatives like our proposed social entrepreneurship program.

Now more than ever, WE is galvanizing our corporate partners to collectively support Canadian youth to build resiliency and continue their professional development during and post the COVID19 pandemic. Although our corporate partners have also been deeply impacted by the economic contraction worldwide, many continue to express their desire to offer their employees' in-kind professional support to WE. Many of these are skilled professionals who are now working less hours as a result of the COVID-19 contraction and are passionate about giving back. This program will include a robust mentorship program offering over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.



### **The problem**

The COVID-19 pandemic is rapidly changing the world, the workplace and the economy in unprecedented ways. WE has identified three critical challenges Canadians are facing during this time of economic uncertainty.

- I. Young people and students are currently under-supported in the current economic relief plans. This demographic is not yet well established in the workplace, have had limited earnings or have had their summer jobs eliminated.
- II. With such a dramatic change in the Canadian economy, many small businesses have already vanished so there is a critical need for entrepreneurs to help replenish the lost businesses and create new jobs.
- III. There is an excess of idle and underutilized professionals as Canada's corporate sector has seen a dramatic decline in work. Companies are desperately seeking to repurpose employees or risk eliminating their jobs.

### **Opportunity**

We see an opportunity to support the government in further deepening targeted safety nets to mitigate the impact of COVID-19, *and* further incentivize young Canadians to engage in social entrepreneurship and build community resilience while the economy stabilizes. We know that despite COVID19 isolation measures, young Canadians are passionate and committed to finding a career path that continues to reinforce their skills and provides income, while also creating a positive impact on Canada and the world.

Our social entrepreneurship project is designed to engage youth during and post-COVID19 pandemic, providing a free bilingual virtually delivered entrepreneurship program and one of kind world-class mentorship roster from leading Canadian corporate partners. Although the postsecondary education system is proactively engaging students, we are increasingly seeing the need to target youth who, are looking for non-academic programs that opens opportunities for future employment, are not enrolled in school or, unemployed youth. It is critical to emphasize that youth that engage in entrepreneurial activities not only create new business opportunities, but they also acquire essential skills for the 21<sup>st</sup> century economy like agility, leadership, collaboration and resilience – important contributions to the workforce as a whole.

We believe that creating a national entrepreneurship program is timely and strategic empowerment for young Canadians to move beyond COVID-19, particularly as we look to break down barriers such as longer transitional periods between finishing school and finding employment, high unemployment rates for out-of-school youth, and children depending on parents for a longer period than ever in our nation's history. Furthermore, we are looking to further support priority populations and underrepresented youth groups (such as Indigenous, women, rural populations, new Canadians) and build unique support services that enable world class mentoring and company creation.

### **The Solution**

Provide up to 8,000 young people across Canada (aged 19-29) with a free, bilingual, inclusive, virtual social entrepreneurship program that provides them with all the tools and mentorship needed to start and grow a successful purpose-driven business.



We believe that a national entrepreneurship program can be developed to not only focus on the youth's entrepreneurship activities but leverage their explicit desire to integrate purpose into their efforts and in turn help alleviate social problems both in Canada and beyond.

**Proposed Model**

WE Charity's objective is to help launch a new generation of SMBs, powered by purpose-driven young people and ready for the new economic realities. There are three core components to the program:

<p><b>Part 1: 10-Week Virtual Program</b></p>	<p>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</p> <p>Topics led by industry-experts include: accounting, product design and production, leading with purpose, market development and validation, sales, social impact measurement; digital marketing strategies and content marketing during COVID19; Indigenous enterprise, health and wellness market opportunities, building resilience and perseverance; etc.</p> <p>The program includes various complementary resources and a nation-wide online community for purpose-driven entrepreneurs to share best practices, learning experiences and to network to support one another</p>
<p><b>Part 2: 1-on-1 mentorship with experts to support entrepreneurs</b></p>	<p>Extensive 1:1 mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders.</p> <p>Executive coaches and mentors will be provided by an incredible roster of 500+ subject matter experts sourced from across Canada's top corporations.</p> <p>Each participant will have access to a minimum of 6 hours of high-value skill-specific mentorship necessary to help their business thrive. They will register for the mentorship areas of their choice which could include: branding, sales, marketing, legal, accounting/finance, social impact, accessing capital, generalist support.</p>
<p><b>Part 3: Small grant for each participant</b></p>	<p>Upon the successful completion of the 10-week program each participant will receive a \$500 grant that they can use to invest in their future and further their venture concept.</p> <p>Upon completion of 10-week program each participant will receive a LinkedIn virtual badge.</p> <p>Additional incentives are available based on engagement and success, including unlocking additional business funding and further stages to the program support.</p>



WE Charity has modeled three options for program delivery, **please see appendix I** for an overview of each of the three options.

#### **Demographics we will serve**

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 19-29 who are current post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is bilingual, designed to ensure inclusive participation and recruitment of participants from priority youth groups including indigenous, women and new Canadians. Our program's digital program delivery platform, program leaders, diverse subject matter experts and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.

#### **Why WE is Uniquely Positioned to lead this project**

WE has 25 years of experience delivering meaningful and impactful programming to young people across Canada. We are uniquely positioned to take up this challenge as we have the internal expertise and resources to mobilize quickly, and multi-sector partnerships with the corporate, technology, and education to execute on a national scale.

- *Proven Impact:* WE is one of the largest founded in Canada charities, with programs coast-to-coast-to-coast. It uplifts the social sector by galvanizing Canadians across the country to volunteer, increase awareness and raise funds for the causes that matter most to them. In 2018-2019, 3,832 local organizations were supported and over \$97 million in social value was created by Canadians participating in WE programs.<sup>1</sup>
- *Deep corporate partnerships:* WE holds deep and unique relationships with 200+ best-in-class corporate partners who are committed to supporting social innovation and the ambitious vision of the WE Social Enterprise Centre.
- *Unparalleled amplification platforms:* Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for social enterprise on a national level. WE achieved 4B+ media impressions in 2019, and has 4M+ followers on its Facebook page.
- *Best practices learned through on the ground experience:* WE is approached by several hundred not-for-profit peers, groups and individuals a year and there is a high demand for WE to share learnings from its successes and early failures. WE created the groundbreaking ME to WE social enterprise to support the efficiency of charity partner – WE Charity. ME to WE operates multiple successful lines of business for social purposes.

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<sup>1</sup> 2017-2018 WE Schools Year in Review, Global Report; June 2016 Feeding America Product Valuation Study; 2016 US Bureau of Labor Statistics data, indexed by Independent Sector in April 2017.



### ***Our Leadership Team***

Our programming will be led by our in-house team of entrepreneurial experts, with a proven track record of training and supporting Canadian entrepreneurs. Our leadership team includes:

Jon E Worren, Entrepreneur in Residence, WE Scale Up

- Served as the Lead Executive, Venture & Corporate Programs at MaRS, where he developed and delivered all of MaRS venture facing programming – both at MaRS and throughout Ontario. As part of his role he built MaRS digital platform, directly serving 10-15,000 entrepreneurs every year, including the award-winning Entrepreneurship 101 program – which has supported entrepreneurs in 130 countries to date. As part of that, Jon has personally worked directly with over 5,000 Canadian entrepreneurs.
- He developed and delivered programming to support youth entrepreneurs at more than 15 university campus linked accelerators as part of Ontario’s Jobs & Prosperity Program.
- Jon also built MaRS Corporate programming, working directly with executive teams of 50+ corporate partners in helping them develop their innovation strategy.
- Jon managed the \$32.5M Ontario ScaleUp Voucher Program from 2016-2019, supporting the growth and expansion of the most promising high-growth innovation firms in the province, such as Fiix, Axonify, InteraXon, Asset Compliance, Bridgit, Wattpad and others with funding and growth coaching.
- Jon is an accomplished entrepreneur having been co-founder of successful businesses in the software and cleantech space. Jon has an MSc from London School of Economics

Hussam Ayyad, Managing Director, WE Scale Up

- Held leadership positions at Communitel, DMZ, Ryerson University and the U of T’s Rotman School of Management are listed below:
  - Built the core-operation of DMZ between 2016 and 2020 including all programs interfacing with entrepreneurs, investors and corporate backers, locally and internationally which most recently propelled the DMZ to become a world-leading tech accelerator and incubator that earned the ranking of #1 in the world by UBI.
  - Built the DMZ’s investor network to exceed 3,000 VCs & Angel investors in less than 2 years.
  - Spearheaded building programs to support thousands of entrepreneurs nationally and internationally and support Canadian ventures who collectively raised over \$ 1 Billion and created multiples of that in value of market capitalization.
- Hussam is an experienced multi-time entrepreneur and business leader. Most notably, he co-founded and led the growth of Algéro Canadian Metals to a \$70 million revenue business in the environmental sustainability industry supplying metal scrap to world leading steel mills.





Craig Kielburger, Co-Founder and Executive Sponsor, WE

- He co-founded WE, a global movement that empowers people with the tools to change the world internationally and in their own communities.
- Craig is a New York Times bestselling author who has written 12 books, including *WEconomy: You Can Find Meaning, Make a Living, and Change the World*.
- Craig is an MBA graduate with 15 honorary doctorates and has been awarded by the World Economic Forum and Roosevelt Institute, and received the Order of Canada.

Roxanne Joyal, CEO and Co-Founder, ME to WE

- She is CEO of ME to WE, a social enterprise that supports sustainable development projects of WE Charity.
- Roxanne is a Francophone bilingual Canadian social entrepreneur, author, recognized leader in sustainable development and a women's empowerment advocate.
- Roxanne is a graduate of Stanford University, she earned an Oxford degree in law and a prestigious Rhodes scholarship, and clerked for the Supreme Court of Canada. She is a recipient of the Order of Canada.

Dalal Al-Waheidi, Executive Director, WE Charity

- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network

## Our Partners

This project will leverage a multi sector partnership approach, leveraging WE's network. Through value in-kind provided through partnerships, WE will match the financial investment provided by the Government of Canada. Partners could include:

### *Corporate Partners:*

- Engaging WE's network of 200+ corporate partners to provide mentorship hours to young entrepreneurs. WE has already opened conversations with corporate partners, who have expressed a strong interest. They are grateful for the government's 75% wage subsidy, and they want to give-back to support Canada during this time.
- The Business Council of Canada (BCC) has been a partner of WE to engage business leaders together to call on their employees enroll in our mentorship program and provide valuable introductions in the sector. The 150 member-companies employ 1.7 million Canadians and are responsible for most of Canada's corporate philanthropy. Craig Kielburger is the only non-profit member in the history of the BCC.



#### *Technology Partners:*

- Microsoft – WE is the largest Canadian charitable partner of Microsoft, and one of the largest global partners. Microsoft provides inclusive technology including the provision of hardware and software platforms powering digital programming delivery and ensuring accessibility capabilities (i.e., close captioning translation, readers, visual adaptation and hearing accommodations)
- LinkedIn (owned by Microsoft) – partnership with this tech platform would be ideal as it will expose youth’s skills attainment after completion of programming, including a virtual badge that can enhance their profile. LinkedIn is a widely recognized platform that will offer young people a space to build their profile, highlight their training badge achieved, and which employers can easily track and validate. The LinkedIn experience has important long-term value, as it will be a validated record that young people can take anywhere in the world to support their education and employment. Digital badging is proving to be the most cost-effective and scalable model to provide incentives for youth to participate. Digital badging provides meaningful recognition to youth, while removing continued reliance and incentive focused on solely financial incentive strategies.

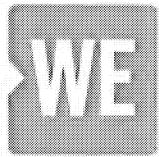
#### *Community Partners:*

- WE Charity currently holds 300 official educational partnerships across Canada with 17,309 active educators engaged in our network from 7,000 schools, educational institutions, and groups
- Junior Achievement – One of the largest networks of youth programming in entrepreneurship
- Enactus – the world’s leading Social Entrepreneurship program based in universities and colleges (36 countries worldwide, 1.3 million people impacted annually, 1,730 universities involved). In Canada, they are present with close to 3,500 students involved on campuses
- Many other leading organizations such as:
  - Ryerson’s DMZ - Leading accelerator in Canada
  - Ashoka Canada
  - B Lab Canada at the MaRS Centre for Impact Investing
  - BCG Digital Ventures
  - Boston Consulting Group
  - The Brandery
  - Brand Project
  - Bullfrog Power
  - Capital for Aboriginal Prosperity and Entrepreneurship Fund

#### **Conclusion**

WE reaches over 2.4 million youth providing a platform to further national understanding about the important role of entrepreneurship to help solve some of the most complex social challenges that we are to experience during and post COVID19 Pandemic. We would like to humbly raise the importance of government taking a leadership role and sending a clear message of hope to youth who are seeing their future very bleak and with limited opportunities to grow at this time.

- Directly impacting up to 8,000 youth
- Providing between 12-20 hours of 1on1 mentorship to youth
- \$500 cash grant to youth upon completion of program



- Building a network of 500 industry leading mentors across Canada to support a new generation of small business with impact
- Targeting priority youth demographics such as, indigenous, women and new Canadians

Together, we can bring a comprehensive future skills program to thousands of youth through digital programming, build a network of resilient youth deeply connected to the across sectors and, who can and will be able to reinsert themselves in the economy in a post COVID19 world.

Appendix I: Program Options

<i>All program options run multiple cohorts over a one-year period</i>			
	Option 1	Option 2	Option 3
Programming delivery details (per cohort)	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 24,000 hours</li> <li>\$500 grant per participant upon program completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>A digital conference with featuring leaders in Canadian business, government, entrepreneurship and social impact – helping to raise the profile of entrepreneurship during times of economic challenge</li> <li>Up to 100 of the top ventures will receive additional mentorship, business support, network access and capital for another 6 months to ensure the successful launch of the businesses for an additional 1,200 hours, in addition to PR and media support through WE’s amplification platforms such as WE Day online, nation-wide news outlets and with direct support from WE’s media and PR staff.</li> </ul>
Number of Participants	4,000	8,000	8,000
Investment Requested	\$6,000,000	\$11,000,000	\$14,000,000

Not Relevant

**From:** [REDACTED] (FIN)  
**Sent:** Monday, April 20, 2020 9:12 AM s.69(1)(g) re: (e)  
**To:** Meredith, Tyler (FIN); Singh, Amitpal (FIN)  
**Subject:** bootleg students  
**Attachments:** Cover Memo Revised - COVID PSE Student Support Package.docx;  
[REDACTED]  
[REDACTED] Annex 4 - Canada Student Service Grant.pdf;  
Annex 5 - student decision tree (FIN proposals).pptx; Annex 6 -  
Estimated Reach and Stacking of Student Supports.pdf; [REDACTED]  
[REDACTED]  
[REDACTED] Annex 9 - WE Social Entrepreneurship Concept Paper\_April  
09 2020.pdf

---

This is as far as we could get last night –  
Obviously lots to land  
This is with the dm

[REDACTED]  
Department of Finance Canada / Ministère des finances Canada

[REDACTED] Cell: [REDACTED] s.16(2)(c)

**From:** [REDACTED] (FIN)  
**Sent:** Monday, April 20, 2020 11:11 AM  
**To:** Singh, Amitpal (FIN)  
**Cc:** Meredith, Tyler (FIN); Kaur, Sharan (FIN); Marques, Elder (FIN)  
**Subject:** RE: WE

---

That sounds like a soft landing after a shaky take-off.  
Thank you v much all for keeping the relationship with WE strong.  
I think this is the right organization for a call to action for national service. They are pretty snazzy. Like me.  
(have not bathed in 8 days, wearing the same sweat pants since March 15)

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)  
[REDACTED] (bureau) s.16(2)(c)

---

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** April 20, 2020 11:07 AM  
**To:** [REDACTED]@canada.ca>  
**Cc:** Meredith, Tyler (FIN) <tyler.meredith@canada.ca>; Kaur, Sharan (FIN) <sharan.kaur@canada.ca>; Marques, Elder (FIN) <elder.marques@canada.ca>  
**Subject:** WE

[REDACTED]

Spoke with the team at WE this morning. They are happy to rework their 10 week summer program proposal to fully meet the policy objective of national service, and said they can easily increase their current placements of 8k, to double. I think this will serve as a good base for us to build a framework of national service.

I spoke high level on the need of a third party to administer an incentive, should the government decide to provide one. They already do this work, two factor authentication, have a platform that works with teachers and community organizations to log student hours. I said, as policy approval progress on our end and if we choose to go down this route, officials from Finance will be in touch; but I added the caveat we are a long way from this becoming a reality, but it's great to know we have a willing partner, etc.

We should be receiving updated paper soon from them, and as soon as we get policy approvals I think we should reach out and bring them into the fold.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED] s.16(2)(c)

**From:** [REDACTED] (FIN)  
**Sent:** Monday, April 20, 2020 11:12 AM  
**To:** Singh, Amitpal (FIN)  
**Subject:** RE: WE

---

I am jammed with other stupidity right now.  
This is great. I would like to chat at some point so that I got it all clear in my head.

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)  
[REDACTED] (bureau)

---

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** April 20, 2020 11:07 AM  
**To:** [REDACTED]@canada.ca>  
**Cc:** Meredith, Tyler (FIN) <tyler.meredith@canada.ca>; Kaur, Sharan (FIN) <sharan.kaur@canada.ca>; Marques, Elder (FIN) <elder.marques@canada.ca>  
**Subject:** WE

[REDACTED]

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We should be receiving updated paper soon from them, and as soon as we get policy approvals I think we should reach out and bring them into the fold.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED]  
s.16(2)(c)

**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, April 21, 2020 8:18 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: WE

---

20,000 kids now!  
I will give you a shout later this morning

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** [REDACTED]@pco-bcp.gc.ca>  
**Sent:** April 21, 2020 8:17 AM  
**To:** [REDACTED]@canada.ca>  
**Cc:** [REDACTED]@canada.ca>; [REDACTED]@pco-bcp.gc.ca>  
**Subject:** RE: WE

Hi!

Yes, DPMO and now WE has also reached out so I wasn't sure of the status. They are keen on their social innovation entrepreneur proposal and I understand also interested in supporting a revised service program that would see youth do their service virtually (scale up to 16,000 youth service participants).

Would be interested in hearing more about it if you have time for a quick chat or info to share. I am jumping on the dailt COVID call but let free now or later this morning. Thanks Michelle.

[REDACTED]  
[REDACTED] s.16(2)(c)

---

**From:** [REDACTED]@canada.ca>  
**Sent:** Tuesday, April 21, 2020 7:09 AM  
**To:** [REDACTED]@pco-bcp.gc.ca>  
**Cc:** [REDACTED]@canada.ca>; [REDACTED]@pco-bcp.gc.ca>  
**Subject:** WE

[REDACTED]  
Someone flipped me an email last night in which you were asking if anyone had any follow up with WE on the social entrepreneur proposal that had been circulating before COVID hit us.

I can tell you something about that because they are starting to figure into a much larger student proposal overall that is moving through the system (and quickly)

My minister's office has indeed been chatting with WE – I told them they should reach over to dpm's office and keep everyone in the too.

Happy to give you or [REDACTED] a call and bring you up to speed

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)  
[REDACTED] (bureau)



**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, April 21, 2020 12:33 PM  
**To:** Singh, Amitpal (FIN)  
**Cc:** Meredith, Tyler (FIN)  
**Subject:** Re: secretarial decisions - without idiot encryption

---

ok!

Sent by [REDACTED] sassy smartphone

[REDACTED] s.16(2)(c)

On Apr 21, 2020, at 12:31 PM, Singh, Amitpal (FIN) <amitpal.singh@canada.ca> wrote:

s.69(1)(g) re: (e)

Not Relevant

[REDACTED]

Annex 4, just change the RD to “administer national service opportunities and payments...”. Waiting on confirmation from PMO, but we should put in a placeholder for WE’s 20k placements at 12 million.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED] s.16(2)(c)

On Apr 21, 2020, at 12:10 PM, [REDACTED] (FIN)  
<[REDACTED]@canada.ca> wrote:

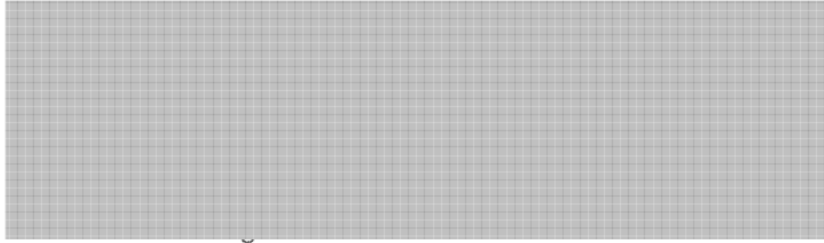
For discussion

Not Relevant

[REDACTED]

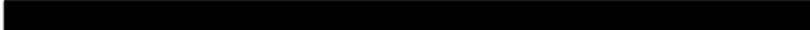
Not Relevant

s.69(1)(g) re: (e)



- Annex 4:
  - Decision 1 – Direct ESDC to develop a proposal to establish a Canada Student Service Grant and mechanism to administer volunteer opportunities and payments with the intent to have some opportunities available by mid-May
  - Should we be directing ESDC to bring
  - Should we set aside funding in anticipation of WE coming on board at least with their placements?

Sent by [redacted] laptop, which is home alone doing its part to flatten the COVID-19 curve.



[redacted] (portable)

s.16(2)(c)

[redacted] (bureau)

**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, April 21, 2020 5:19 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** RE: student cerb definitely taxable -- the services grant -- not sure -- if it is a bursary, probably not. to be determined

---

We proposed a flat grant but this needs to be settled in the call back for the design parameters and specifics.  
Do you need this info right now?

*Sent by [REDACTED]'s laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** April 21, 2020 5:18 PM  
**To:** [REDACTED]@canada.ca>  
**Subject:** Re: student cerb definitely taxable -- the services grant -- not sure -- if it is a bursary, probably not. to be determined

Is it a bursary (tuition waiver) or a flat grant?

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED] s.16(2)(c)

On Apr 21, 2020, at 5:15 PM, [REDACTED] (FIN)  
<[REDACTED]@canada.ca> wrote:

*Sent by [REDACTED]'s laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, April 21, 2020 6:39 PM  
**To:** Kaur, Sharan (FIN); Singh, Amitpal (FIN)  
**Cc:** [REDACTED] (FIN); Meredith, Tyler (FIN); Arif, Salman (FIN); Foucher, Ian (FIN); To, Justin (FIN); Marques, Elder (FIN)  
**Subject:** RE: Memo's Signed

---

Yeppers - we are making all the changes and shiny new notes shall appear for WFM's signature.

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** Kaur, Sharan (FIN) <sharan.kaur@canada.ca>  
**Sent:** April 21, 2020 6:36 PM  
**To:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Cc:** [REDACTED] (FIN) <[REDACTED]@canada.ca>; Meredith, Tyler (FIN) <tyler.meredith@canada.ca>; Arif, Salman (FIN) <salman.arif@canada.ca>; Foucher, Ian (FIN) <ian.foucher@canada.ca>; To, Justin (FIN) <justin.to@canada.ca>; Marques, Elder (FIN) <elder.marques@canada.ca>; [REDACTED] <[REDACTED]@canada.ca>  
**Subject:** RE: Memo's Signed

Just spoke to him and he said to disregard the student package and his comments. He said yall are going to send him an updated package.

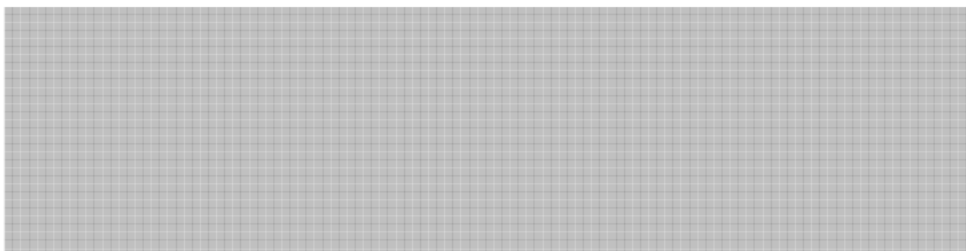
[REDACTED] [REDACTED] - let me know if there are any urgent ones you need and I can harass him in the morning when I see him again.

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**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** Tuesday, April 21, 2020 6:34 PM  
**To:** Kaur, Sharan (FIN) <sharan.kaur@canada.ca>  
**Cc:** [REDACTED] (FIN) <[REDACTED]@canada.ca>; Meredith, Tyler (FIN) <tyler.meredith@canada.ca>; Arif, Salman (FIN) <salman.arif@canada.ca>; Foucher, Ian (FIN) <ian.foucher@canada.ca>; To, Justin (FIN) <justin.to@canada.ca>; Marques, Elder (FIN) <elder.marques@canada.ca>; [REDACTED] (FIN) <[REDACTED]@canada.ca>  
**Subject:** Re: Memo's Signed

Based on the briefings, Tyler please confirm. Adding [REDACTED]

Not Relevant



s.69(1)(g) re: (e)

Not Relevant

Annex 4 is a hold.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

s.16(2)(c)

On Apr 21, 2020, at 6:23 PM, Kaur, Sharan (FIN) <[sharan.kaur@canada.ca](mailto:sharan.kaur@canada.ca)> wrote:

Hey folks – just picked up a package of docs from Bill. Let me know which ones are still missing so I can track them down.

s.69(1)(g) re: (e)

Not Relevant

- Annex 4, Canada Student Service Grant – he didn't sign anything on this one just wrote OK (same as above, Tyler)

Sharan Kaur  
Director of Operations/Directrice des opérations  
Office of the Minister of Finance/Cabinet du ministre des Finances  
[Sharan.kaur@canada.ca](mailto:Sharan.kaur@canada.ca)  
Telephone/Téléphone (613) 369-3286  
Government of Canada/Gouvernement du Canada  
90 Elgin Street Ottawa, ON K1P 0C6

**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, April 21, 2020 8:05 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** RE: Memo's Signed

---

I had 20M for WE. You sure about 12

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

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**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** April 21, 2020 8:04 PM  
**To:** [REDACTED]@canada.ca>  
**Subject:** Re: Memo's Signed

Not Relevant

[REDACTED]  
[REDACTED] Not Relevant

Yes please add a line on WE (12M for 20k placements). Please note that these are all online and done remotely in the decision language.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED] s.16(2)(c)

On Apr 21, 2020, at 7:59 PM, [REDACTED] (FIN)  
[REDACTED]@canada.ca> wrote:

Not Relevant

Annex 4

s.69(1)(g) re: (e)

Do you want a notional line for WE and the 20M

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

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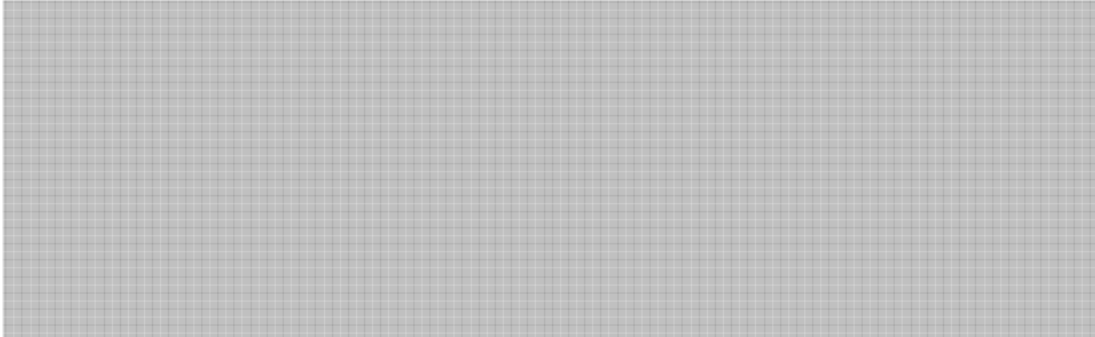
**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** April 21, 2020 7:54 PM  
**To:** [REDACTED]@canada.ca>

Cc: Meredith, Tyler (FIN) <tyler.meredith@canada.ca>

Subject: Re: Memo's Signed

s.69(1)(g) re: (e)

I mean we can relay Annex 4 as is, but everyone know it needs more work.



Not Relevant

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

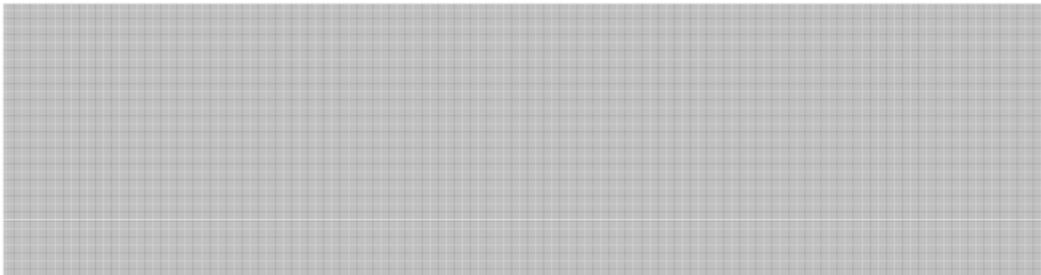


s.16(2)(c)

On Apr 21, 2020, at 7:50 PM, [REDACTED] (FIN)  
[REDACTED]@canada.ca> wrote:

Annex 4 is hold? Good even easier

s.69(1)(g) re: (e)



Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.



[REDACTED] (portable)

s.16(2)(c)

[REDACTED] (bureau)

---

From: Singh, Amitpal (FIN) <amitpal.singh@canada.ca>

Sent: April 21, 2020 6:34 PM

To: Kaur, Sharan (FIN) <sharan.kaur@canada.ca>

Cc: [REDACTED]  
(FIN) [REDACTED]@canada.ca>; Meredith, Tyler (FIN)

<tyler.meredith@canada.ca>; Arif, Salman (FIN)

<salman.arif@canada.ca>; Foucher, Ian (FIN)

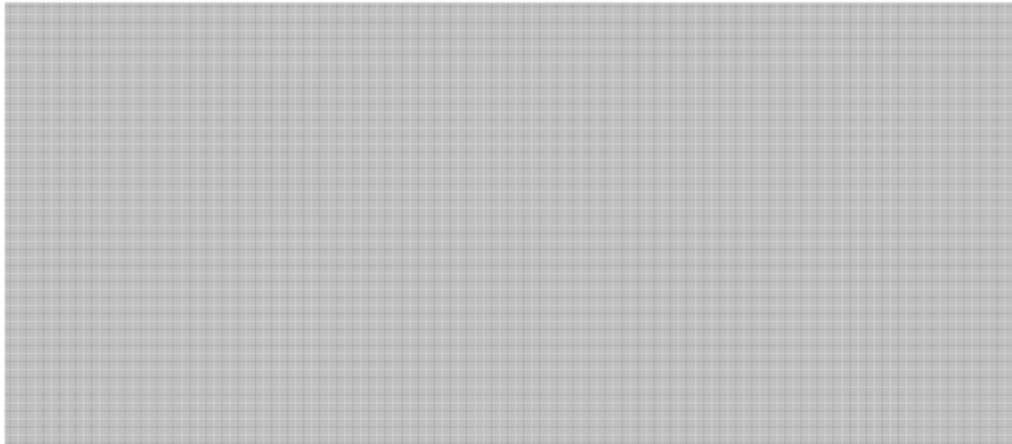
<ian.foucher@canada.ca>; To, Justin (FIN) <justin.to@canada.ca>;

Marques, Elder (FIN) <elder.marques@canada.ca>; [REDACTED]

(FIN) [REDACTED]@canada.ca>

Subject: Re: Memo's Signed

Based on the briefings, Tyler please confirm. Adding [REDACTED]



Not Relevant

Annex 4 is a hold.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances



s.16(2)(c)

On Apr 21, 2020, at 6:23 PM, Kaur, Sharan (FIN)  
<[sharan.kaur@canada.ca](mailto:sharan.kaur@canada.ca)> wrote:


Hey folks – just picked up a package of docs from Bill. Let me know which ones are still missing so I can track them down.





**Not Relevant**

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-  Annex 4, Canada Student Service Grant – he didn't sign anything on this one just wrote OK (same as above, Tyler)

Sharan Kaur  
Director of Operations/Directrice des opérations  
Office of the Minister of Finance/Cabinet du ministre des  
Finances  
[Sharan.kaur@canada.ca](mailto:Sharan.kaur@canada.ca)  
Telephone/Téléphone (613) 369-3286  
Government of Canada/Gouvernement du Canada  
90 Elgin Street Ottawa, ON K1P 0C6

---

**From:** Singh, Amitpal (FIN)  
**Sent:** Tuesday, April 21, 2020 8:06 PM  
**To:** [REDACTED] (FIN)  
**Subject:** Fwd: WE Charity proposal\_ Creating 20,000 Service Placements for Youth  
**Attachments:** image002.png; ATT00001.htm; 210420\_WE\_ Building digital service placements\_Final.pdf; ATT00002.htm

Yep it's 12M.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

Begin forwarded message:

**From:** Sofia Marquez [REDACTED]  
**Date:** April 21, 2020 at 12:08:45 AM EDT  
**To:** "Singh, Amitpal (FIN)" <amitpal.singh@canada.ca>  
**Subject:** WE Charity proposal\_ Creating 20,000 Service Placements for Youth

Hi Amit,

As promised please see attached our proposal to launch a national, bilingual turn-key digital service program to enable 20,000 young Canadians (between the ages of 16 to 29) to engage in summer service placements and projects during the COVID-19 crisis. As a standard practice for WE's program's there is an emphasis to support over 25% of youth from underrepresented groups.

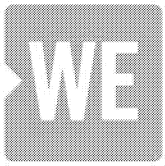
The cost for WE to run the program end-to-end is \$12,000,000 – an investment of \$600/participant. I'd love to make sure that this budget is commensurate with the social impact your department is looking to achieve. Please let me know if you have any comments.

This service program would include: i) digital service opportunities designed in partnership with non-profits across the country; ii) a support system to assist young people with training and user support; iii) a reporting and tracking process for youth accomplishments and incentivization. WE's extensive expertise and established staffing support network would allow this program to welcome the first cohort of youth participants in late May 2020.

Lastly, I'd like to reiterate that we have two proposal options for your consideration: 1) service program and, 2) social entrepreneurship program. As you well know, our platform allows us to easily pivot programming to focus on either one of the proposal options, or both.

Very excited for the opportunity to further refine this proposal with you and your colleagues. Looking for your advice and guidance on next steps and how we can continue to be helpful.

Huge THANK YOU – you've been most helpful!  
Sofia



## Digital Service Programming : Closing the COVID-19 Opportunity Gap for Young People

*Prepared by WE Charity, April 2020*

### Executive Summary

This document outlines an opportunity to launch a national, bilingual turn-key digital service program to enable 20,000 young Canadians to engage in summer service placements and projects during the COVID-19 crisis. There is an urgent need to support young people between the ages of 16 and 29, particularly those from underrepresented groups, who are seeking meaningful opportunities to develop life skills, earn income for personal use such as paying for post-secondary studies, and serving Canada to benefit communities.

By incentivizing and supporting youth to engage through a system of well-organized service opportunities, they will be empowered both to safely participate in service projects in an era of physical distancing, and to provide tangible benefits to addressing important social causes in their communities in collaboration with non-profits across Canada.

This bilingual digital service program seeks to:

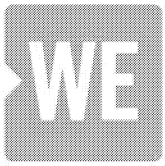
- Create meaningful service opportunities for approximately 20,000 youth between ages 16 and 29 years across Canada, bearing in mind the COVID-19 physical distancing measures
- Offer turn-key service opportunities that are flexible and supportive of social impact efforts and designed in collaboration with non-profits across Canada
- Support Canada Service Corps national partners that may be in need of support to transform their traditional volunteer placements into digital service projects
- Ensure service initiatives are diverse and inclusive in nature for youth, provide skill-development and learning for participants, allow for practical and verifiable outcomes that benefit society, and include effective economic incentives to encourage participation

Drawing from 25-years of experience providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has the track record, expert capacity, and strategic partnerships to rapidly deploy a turn-key national digital service platform. WE is a cause-inclusive platform that assists youth to volunteer and support thousands of charities and causes every year. In 2019, youth logged over 10.5M hours of service through WE programs.

This service program would include: i) digital service opportunities designed in partnership with non-profits across the country; ii) a support system to assist young people with training and user support; iii) a reporting and tracking process for youth accomplishments and incentivization. WE's extensive expertise and established staffing support network would allow this program to welcome the first cohort of youth participants in late May 2020.

The total investment would be \$44,500,000 for 20,000 young Canadians – which equals \$2,225 per participant. The largest share of those costs is an incentivization payment averaging \$1500 per participant for personal use such as funding post-secondary studies. Secondary costs are payments to partner non-profit partners to assist with development of service opportunities and, WE's costs to launch and manage the program and support network.

The program would conclude with a national digital celebration of service in August showcasing the accomplishments of the young change-makers. Leveraging the experience of hosting 100+ WE Days over



the past decade, WE has the production skillset and network of celebrity ambassadors and media partners to ensure that this is a remarkable celebration for Canada.

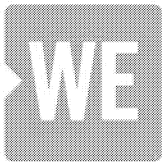
As Canada's largest organization engaging youth in service, WE is uniquely able to rapidly deliver a successful execution of a digital service program that is reflective of today's COVID19 crisis' diverse needs and demands from youth looking to assist others as we navigate these challenging times.

#### Key considerations on how COVID-19 impacts youth engaging in summer service

- Traditionally, youth who would plan to secure summer jobs to save up money for their post-secondary education tuition, or those looking to complete their required high school volunteer hours over the summer break, will be looking for service opportunities (which tend to be predominately interactive in nature), such as working as a summer camp counselor, seasonal hospitality, one-on-one tutoring programs, etc.
- Due to physical distancing requirements, COVID-19 has impacted or eliminated traditional service opportunities and summer jobs that would typically be available to thousands of youth and students across Canada this summer, leaving Canada's youth looking for alternative ways to earn money, complete volunteer hours, and meaningfully engage in society
- Without alternative opportunities for young people to engage in the coming months, there is a significant risk of loss to, the economy, skill development and, social sector as a result from youth and students not participating in summer jobs or volunteering
- Although the COVID-19 mortality risk to youth is statistically low, young people have been identified by epidemiologists as "super-spreaders" because they are often asymptomatic and can spread COVID-19 to family and social networks. This is especially concerning given many young Canadians under-30 years of age continue to live at-home in multi-generational households. As a result, there is a significant need to develop an alternative opportunity to provide youth with meaningful ways to virtually connect and support Canada's economy and social sector in a way that is not dependent on physical contact and does not put anyone at risk by allowing the spread of coronavirus through physical contact. With a national imperative to flatten the curve and to maintain diligence for the foreseeable future, a national service program causing even one case of COVID-19 is one too many.

#### Key considerations on how COVID-19 is impacting non-profits who rely on traditional physical volunteering support

- Young Canadians who volunteer overwhelmingly contribute via physical service roles (ie. roles that require them to come in physical contact with others, in ways that do not meet the new physical distance requirements due to COVID-19). This reality is typically due to the fact that i) youth have a limited window during the summer of only a few months to engage in a service role; ii) young Canadians bring passion to their service work, but the majority do not have the skills to serve in professional roles.
- Due to COVID-19, Canada's social sector has already been severely economically affected, face dislocation due to work displacement, and facing rising demands on their services. It is not reasonable to expect that hundreds of overwhelmed non-profits across the country will have the capacity to absorb the effort required to create an alternative digital service opportunity to engage young volunteers on their own.
- There are many urgent social needs that would benefit from youth with the proper system and support to serve. There is a pressing need to find an alternative, physically distant approach that would allow Canada's youth to continue to provide support to charities and non-profits this summer, and going forward.



- Therefore, there is a need for a centralized, third-party (ie. WE) to take care of the back-end requirements or creating and running a turn-key, easy to implement program or platform that allows Canada's youth to connect, and engage with Canada's charities and non-profits in a way that addresses the social sector's critical needs during, and post COVID-19

### Opportunity to engage youth via digital service program

Taking into account all of the above mentioned considerations, this proposal outlines a digital service program tailored for the current realities impacting Canada's youth and the social sector due to COVID-19, and physical distancing requirements.

Youth across Canada play a critical role in shaping the country's future. The Government of Canada can fulfill its goals for youth service by supporting 20,000 digital service projects. This digital service-leaning program would ensure physical distancing by providing Canada's youth with a safe alternative to traditional summer jobs or volunteer opportunities that allow youth to continue to tackle some of the most prevalent issues of our time. Moreover, this digital framework would allow scalability of program offerings and increased participation by way of mentorship and microgrants.

By creating a digital service program where all young people are invited to get involved in service to their communities by supporting Canada's charities and non-profit organizations, we not only unlock transformative long-term outcomes for communities, but for youth themselves. The program aims to achieve key results such as:

- Finding safe, digital opportunities to allow youth to continue to connect and contribute to Canada's economy and social sector in a variety of meaningful ways
- Driving measurable skill development and learning outcomes for youth
- Providing opportunities that allow for tangible, trackable social outcomes

### Target audience

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 16-29 who are current high school and post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

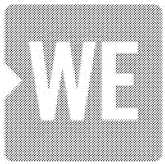
The program is bilingual, designed to ensure inclusive participation and recruitment of at least 50% of participants from priority youth groups including indigenous, new Canadians, and women.

The program will be designed within a framework of digital access and digital service; however, the program will be inclusive for youth who do not have access to technology. Core resources will also be available via email, fax, and mail – including turn-key service opportunities that do not require technology. Support services will also be available via phone and mail.

Our program's digital program delivery platform, program leaders, support staff and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.

### Proposed service framework

To implement our digital service program, WE will create and launch a centralized website designed to match eligible young people with turn-key digital volunteering opportunities, designed in partnership with



leading partner charities and non-profit organizations. Visitors to the website will be able to select from four areas of interest and learn more about the opportunities that exist within them. In addition to the four core areas, there will be an additional fifth area to access resources and support youth in creating their own service initiative. This centralized system will aggregate youth participating in the program and allow WE to provide accurate verification and reporting of the volunteer service initiatives.

The five identified volunteer areas available are:

1. **Arts and Culture:** Initiatives that further arts-based programs and non-profits that are using the arts to create healthier communities
2. **Environment:** Promoting, supporting or creating initiatives to engage Canadians on environmental protection and climate sustainability
3. **Social Services:** Service opportunities and causes that provide social services to Canadians in need
4. **COVID-19 Specific:** Supporting initiatives that are responding directly to the challenges that Canadians are facing due to COVID-19 and physical distancing measures.
5. **Other:** Young people who are passionate about a cause and have an idea that they wish to explore will be connected to a WE youth service mentor who will provide them with a framework and coaching support to build a custom program, in addition to verifying the actions and outputs of these youth.

Within each of the four pre-determined volunteer categories (Arts & Culture, Environment, Social Services and COVID-19 Specific), there will be 10-15 activities that have been co-created in partnership with partner charities and non-profit organizations and meet the following criteria:

- Can be completed digitally and physically distant
- Have a minimum and maximum number of hours allocated to achieve completion of the initiative
- Verifiable outputs exist to ensure the activity is complete
- Provide youth participants with personal skill development and learning
- Completed activities will provide a clear and tangible benefit to a partner charity or cause, thus making a meaningful contribution to Canadian society

Each activity will be developed to create a turn-key user experience for youth who are looking to provide a tangible social benefit. This will ensure youth are able to start activities immediately after registering. Every activity will be accompanied by detailed information on:

- Social benefit of the initiative
- The charity, non-profit organization, or cause that is being supported
- The required task(s) and detailed steps on how to complete the task(s)
- Easy on-boarding and skill training resources
- Estimated number of hours
- Accessibility information
- Eligibility and qualification requirements
- Verification process
- Support network



In order to draw efficiencies and build a cost-effective program, WE will serve as a centralized service provider for this program, designing the turn-key service initiatives in collaboration with social sector partners across Canada. This approach will also ensure a seamless client experience for youth, experienced facilitators and mentors on service projects, and sourcing specialized resources to enable the involvement of underserved youth. All service opportunities can be co-created and implemented in partnership with charities, non-profits, and experts in the field to ensure they identify legitimate gaps in their capacity to deliver services, and thus not overwhelm them.

**Examples of how this can be implemented:**

Focus Area	Example partner organization	Turn-key service project examples	Estimated number of hours	Outputs
Arts and Culture	The Royal Canadian Legion	Youth will be paired with veterans to document their life and contribution to Canadian history. The Royal Canadian Legion will identify citizens who would like to be documented and engaged youth will connect with them via phone and video. Youth will be provided with interview questions and the resources required to complete the initiative.  <b>Note:</b> similar programs can be created with Indigenous groups, and nonprofits that primarily serve the elderly such as Rotary Clubs of Canada.	80	Each veteran will be provided with a book commemorating and celebrating their life and achievements. This will serve as verification of the completed activity, and as a record of their contribution to Canadian society.  Through this service-learning opportunity, youth will develop verbal communication and writing skills.
Social Services	Stella's Place	Stella's Place – or a similar peer to peer support service in times of anxiety – can train lead volunteers at WE who will take on the role of training additional short-term youth volunteers. This train-the-trainer model will allow the partner non-profits to continue to accept new and qualified volunteers, without overwhelming their training system.	+120	Youth will partake in the peer-to-peer trainer program, as documented by the partner non-profit and will sign up for shifts online that are recorded.
COVID-19 specific	School boards across Canada	Qualified youth can be paired with younger students in elementary, middle, or high school who need additional educational support as a result of school being paused due to COVID-19.	60	Each mentorship session will be recorded via audio and/or video as a record of completion and used to create



		These youth will become tutors and mentors in specific subjects that they are qualified for, with the facilitation of school board partners across Canada communicating this opportunity to families.	<p>accurate reporting on the program outcomes.</p> <p>Both students will develop their academic and studying skills.</p>
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Once verified, youth can submit a log of the time they volunteered and any accompanying verification materials to receive program completion microgrants:

- **30 hours completed:** \$500 as money or tuition subsidy
- **60 hours completed:** \$1000 as money or tuition subsidy
- **120 hours completed:** \$2000 as money or tuition subsidy
- **180 hours completed:** \$3000 as money or tuition subsidy

A key component of the program is skill development for the youth participants. Each youth participant will receive a letter of commendation highlighting the skills acquired in order to complete their service initiative. This recognition can be reflected on their resume when applying to further studies or future career opportunities, in addition to digital badging platforms such as LinkedIn.

Furthermore, all youth who have completed service will be invited to a virtual celebration in August, hosted by WE and streamed live online, to congratulate them to their service to Canada and showcase some of the incredible projects that Canadian youth completed. Over the past decade WE Day has hosted 100+ celebrations of service, including working with Heritage Canada to host a special WE Day on Parliament Hill in front of Centre Block to celebrate Canada’s 150<sup>th</sup> birthday. WE would engage its network of celebrity ambassadors, media partners, and technology enablers to ensure that this is an extraordinary national celebration delivered via digital platform.

### Timelines & Program Costs

We are pleased to provide the Government of Canada with a preliminary budget and timeline for the proposed program to serve 20,000 young Canadians.

#### Proposed Budget

Funding Area	Description	Investment	Cost per Participant
Microgrants for participants	Target of 20,000 youth between the ages of 16-29. Depending on the government objectives funds can be allocated to personal use, or specifically for post-secondary studies.	\$30,000,000	\$1500
Program development, coordination and support	WE would ensure effective participation in the program. This cost includes: <ul style="list-style-type: none"> <li>• Website and technology platform costs, helping to match youth to their virtual service opportunity</li> </ul>	\$12,000,000	\$600



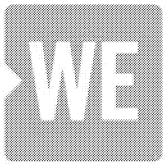


	<ul style="list-style-type: none"> <li>• Program development, including building each of the turn-key service programs</li> <li>• Marketing and promotion of the program</li> <li>• Service coaches to assist youth who want to custom design their service program</li> <li>• Staff for inquiries and user support</li> <li>• Process for tracking and verification of service, in addition to issuing letters of commendations</li> <li>• Translations services to support youth in both official languages</li> <li>• Virtual celebration event to take place at the end of August</li> <li>• Measurement and evaluation of program</li> <li>• Administration including coordination with non-profit partners, finance and legal.</li> </ul>		
Non-profit partner support	Financial support provided to core non-profit partners involved in development of the turn-key service initiatives, and funds to assist with any costs incurred for their involvement in the program.	\$2,500,000	\$125
Total cost		\$44,500,000	

### Timelines

WE Charity is prepared to quickly mobilize in an effort to launch this proposed program in the coming weeks as young people complete their University/college terms and high school students complete their remaining course work. Proposed timelines include:

- Week of April 27<sup>th</sup> (or based on government preference)
  - Public announcement
  - Launch preliminary website
  - Begin outreach to non-profit partners to co-develop the turn-key volunteer roles
- Week of May 4<sup>th</sup>
  - Public promotion of the program
  - Continue outreach with non-profit partners and co-design the service placements on offer, including designing a profile of the skills they are seeking
  - Launch sign-up/registration for youth seeking volunteer placements
- Week of May 11<sup>th</sup>, 18<sup>th</sup> and 25<sup>th</sup>
  - Continue public promotion of the program including through digital and social channels
  - At the end of May begin welcoming first cohort of youth participants into the program, and matching with their first turnkey roles
- June, July, August



- Continued registration and matching of youth volunteers
- On-going 1 on 1 support and coaching for select youth, led by WE team members
- Verification of service hour completion and assessments of service projects between WE and non-profit partner
- Week of August 24<sup>th</sup>
  - Host a virtual summer-end celebration for all program participants and non-profit partners to celebrate the collective social impact of all 20,000 youth participants. The event will profile select service projects, welcome special guests and speakers including inspirational Canadians, celebrities, and the opportunity for government officials to recognize the achievements of Canadian youth

### Why WE is uniquely positioned

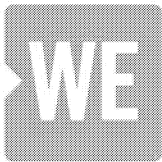
WE has a proven track record of engaging and inspiring youth in meaningful service actions. Our programs educate, engage, and inspire youth to take action on some of the world's most pressing local and global issues. Over the last 25 years we have honed our approach and become leaders in providing experiential service-learning and currently serve as an educational partner to over 7,000 schools across Canada. WE is cause inclusive, each year young people participating in the WE Schools program do service actions in support of over 5,000 local and global non-profit organizations. During the 2018-2019 academic year our programs impacted over 2.4M youth across Canada, making WE one of the largest networks of youth service in Canada.

Our proven history of supporting the systemic rollout of service opportunities for youth WE has experience working in partnership with government to achieve specific objectives related to youth service initiatives. Most recently WE was part of the Canada Service Corps' design phase.

WE first started its service-learning programs in 1999 when the organization played a critical role in supporting the roll-out of Ontario's 40-hour service requirement for graduation. The Toronto District School Board partnered with WE Charity to develop a program that would train youth and equip educators and students about service-learning. WE Charity developed a comprehensive curriculum, a guide called "Take Action: A Guide to Active Citizenship", offered hands-on leadership workshops in schools, professional development training programs for educators, and celebrated and recognized the service actions of young people at WE Day events.

WE Charity continues its partnership with the Toronto District School Board, and our service and civic engagement programs are supported by 30 official school board partners and 3,200 schools across the province of Ontario. This model was subsequently adopted by the majority of school boards in Canada with 7,000 schools and groups actively engaged in WE Schools programming. Today, WE Schools is implemented with 130+ school board and government partners across Canada.

The Canadian model of success has also been adopted in the US. In 2017, the College Board approached WE to form a partnership to scale service-learning. The College Board is a US non-profit formed in 1899 to administer college entrance examinations, which today including the SATs. Together, College Board and WE launched *AP with WE Service* – which includes the first and only verification system to recognize service on the AP transcript when students apply to colleges.



WE Charity has the proven track record, the experienced team and the agility to quickly mobilize to meet the goals of the Canada Service Corps program in the summer of 2020.

#### Our Team

The WE team is committed to delivering high-quality programming that is responsive to the needs of our core stakeholders. With incredible backgrounds in education, youth development/programming, service and volunteering, our team is well positioned to help youth across Canada thrive during their service placements. Our team leading this initiative will include:

#### Dalal Al-Waheidi, Executive Director, WE Charity

- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network.

#### Carrie Patterson, Chief Operations Director, WE Charity

- An experienced Chief Operations Director with a demonstrated history of working in the non-profit organization management industry and in education. A long and extensive career specializing in work with young people with a focus on positive youth development, service-learning and social and emotional learning.
- She was formerly served for twelve years with Tim Horton's Children Foundation, including as Director of Camp Operations

#### Roxanne Joyal, co-Founder of WE Charity

- Roxanne has assisted in building the nonprofit since the earliest days into best-in-class organization engaging youth in service. As a proud Franco-Canadian, she helps to ensure that the organization serves youth coast-to-coast-to-coast.
- Roxanne studied at Stanford University, followed by a prestigious Rhodes Scholarship for law at Oxford University, and started her legal practice as a clerk for the Supreme Court of Canada.

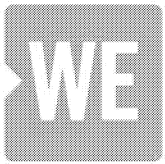
#### WE Schools Youth Program Facilitators and Mentors

- WE has an in-house team of experienced youth facilitators and mentors who help to coach young people and provide the tools and resources they need on their service journeys. This team will connect directly with young people in the program and offer 1 on 1 support.

#### Infrastructure Capabilities to deliver service programming

With WE Charity's established reach and infrastructure, we believe design and delivery of new programming will be cost-effective and highly scalable.

In 2017, WE Charity opened the WE Global Learning Centre, which is our hub to deliver innovative programming across Canada. The Centre is equipped with two digital classrooms, two production bays, skype pods, and technology that enables the organization to connect and engage with youth across the country. From one-on-one mentorship, to virtual workshops for groups, to large virtual gatherings around the world – the Centre is equipped to support virtual and digital program delivery. Furthermore, strategic



partnerships with leaders in technology including Microsoft, TELUS, and Cisco enable WE Charity to enhance programming and increase efficiency through technology while remaining cost-effective.

#### Amplification and celebration

WE has unparalleled platforms for amplification and celebration of youth across Canada.

- Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for service initiatives on a national level.
- WE achieved 15B+ media impressions in 2019 and has 4M+ followers on across our social channels.
- WE also has a passionate and committed network of celebrity ambassadors who would champion and amplify this program to millions of Canadians.

**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, April 21, 2020 10:08 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** annex 4  
**Attachments:** Annex 4 -.docx

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*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

## Annex 4: Canada Student Service Grant

### Minister of Finance Decision

The Minister decided to announce the intent to establish a grant for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses who significantly contribute to COVID-19 efforts through voluntary service with the intent to have some opportunities available by mid-May 2020. The announcement would make clear that more details would follow at a later stage.

The Minister also decided to set-aside \$900 million for Employment and Social Development Canada to support the announcement of the grant and administer national service opportunities and payments. Access to this funding is conditional on the Minister of Finance and Prime Minister approving a detailed proposal for this initiative.

In addition, the Minister decided to provide up to \$12 million to Employment and Social Development Canada to support the WE Social Entrepreneurship Initiative.

### Fiscal Impact of the Minister of Finance Decision

Minister of Finance Decision (\$ millions)	19-20	20-21**	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>Canada Student Service Grant - Set-aside - Economic and Social Development Canada*</i>	0.0	900.0	0.0	0.0	0.0	0.0	900.0	0.0	0.0
<i>WE Social Entrepreneurship Initiative - Economic and Social Development Canada</i>	0.0	12.0	0.0	0.0	0.0	0.0	12.0	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>912.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>912.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>									
	same as accrual								

\* Note: The proposed funding includes a set-aside of \$100 million associated with the implementation and associated costs for a broader portal and public awareness campaign. This amount is indicative. The final amount would depend on the delivery agent(s).

\*\* Note: Funding is notionally allocated in 2020-21, however, funding profile is notional based on policy intent and is subject to change upon further development (e.g. options for administration).

## Annex 4: Canada Student Service Grant

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**Responsible branch:** FPRSP

**Drafted by:** [REDACTED]

**Lead department:** *Finance Canada (Department of)*

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### ISSUE

- You have asked for options for consideration to provide students with an incentive in the form of a service grant to motivate their participation in and contribution to the COVID-19 efforts. You have also indicated an interest in options that ensure that those that meet the eligibility receive the grant. A one-page summary is attached at Annex 1 of this note.
- The proposed approach is meant to accompany a broader “call-to-action” to students to pitch in and provide support to COVID-19 efforts. The call could focus on the extraordinary circumstance that the pandemic response requires and seek to encourage students to pitch in to care for those in their communities who need them most, consistent with public health advice, while also recognizing that youth are generally less vulnerable than older generations. This could be announced in the context of National Volunteer Week (April 19-25).
- The call-to-action should also focus on the specific skills and abilities that Generation Z (those aged 25 and under) can bring to bear on the current situation. In particular, the call should focus on student attributes and how they can bring these unique characteristics to bear in the pandemic (like entrepreneurship, ethical focus and an interest in making the world a better place, their radical inclusivity and interest in connecting with people of all different backgrounds, their ability to multi-task). In addition, Generation Z is known to be quite ambitious and the call could reference ways that youth can gain valuable skills that can serve them well later in life.
- If the campaign is to be successful and appeal to youth, it will need to be a sophisticated online campaign. The call could accompany the launch of the new “I Want to Help” Volunteer Matching Platform that will support broader efforts to help young Canadians pursue national service positions (see Annex 1). The platform could provide helpful information about the grant while also providing students with information about available service opportunities and ways to get involved in a national service campaign. Opportunities could be explored to also leverage this platform to provide a range of information to youth and students regarding government programs and supports available at this time.
- The call could be championed by a non-profit that could help to promote and advertise opportunities to students and youth and maximize the use of social media to do that. ESDC is exploring options of working with youth serving organizations to direct more youth to the “I Want to Help” platform as well as promoting the proposed

service grant, including through their social media channels (e.g., WE has a significant social media following).

#### *The Proposed Grant*

- We propose a grant be provided to any eligible student who significantly contributes to the COVID-19 effort. Given that the grant would be available to any eligible student, we propose carefully defined eligibility to ensure that the proper incentives are in place, avoid duplication with existing programs and incentives, and focus energies on COVID-19 efforts.
- We recommend that a grant range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student. We recommend a tiered grant, in order to incent student volunteerism, reduce the administrative burden, and also contain the cost of the proposed approach. We propose the following tiers:
  - Bronze: \$1000 for 100 hours
  - Silver: \$3000 for 300 hours
  - Gold: \$5000 for 500 or more hours

Service hours would need to be completed between May 1, 2020 and Sept. 6, 2020.

A minimum of 100 hours is recommended. Data suggests that volunteers aged 20-34 volunteer at a rate of approximately 42 per cent for an average of 126-147 hours per year, with a median contribution of 39-52 hours for this age group (StatsCan, 2013). Setting the minimum at 100 hours would encourage the average student to perform more hours of service than they normally would and make a greater contribution.

- Eligibility for grants should be limited to current Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses, including high school graduates starting post-secondary and graduate students. The proposed grant is not expected to contribute to income over the summer but to support students in meeting their financial needs in the fall. As such, priority is given to students who are likely to need additional income in the fall as this is the group that is most likely to be incentivized to apply for the grant.
  - We recommend excluding other high school students (about 4.5 million students).
    - Current high school students are unlikely to have significant financial needs (many live at home, not all will attend post-secondary education, and they do not need funding in the fall). In addition, a number of provinces and territories require high school students to complete a certain number of service hours as a requirement to graduate.
    - In contrast, high school graduates planning to attend PSE in the fall (about 0.8 million students) are entering a difficult job market and may need to work over the summer to cover expenses in the fall.
  - Graduate students (about 0.3 million students) should also be included given that they have higher living expenses (most live on their own) and higher





- tuition costs and many need to work over the summer to pay for their living expenses and costs in the fall.
- We propose excluding international students to focus efforts on Canadian citizens (about 0.3 million students). Very little financial assistance is available to international students generally as they are expected to be self-financing.
  - We do not recommend including recent post-secondary graduates. Although this group (about 0.5 million students) will be entering a difficult job market, any aid to this group should focus on supporting them to secure jobs.
  - We recommend extending eligibility to both full- and part-time students in order to recognize that a number of students may opt to study part-time over the summer or fall due to changing financial circumstances. We recommend, however, that eligibility be limited to those under 30 to exclude mature students (0.4 million students) and focus the initiative on youth. Youth are more likely to be affected by unemployment and – for those who have limited parental support – may have fewer financial resources at their disposal.
- Further, we recommend that eligibility be limited to students who provide service in areas relating most directly to the COVID-19 effort, including economic and social impacts. Organizations could include: the public sector (public health and health care, local governments, emergency responses) or the non-profit sector (food security, initiatives focused on the elderly, public health, homelessness, mental health). This would incent students to volunteer in areas that are most directly related to COVID-19 efforts, while recognizing that the pandemic has had broad-based social and economic consequences.
    - Data suggests that about 42 per cent of volunteers contribute service hours to sectors related to health, hospitals, and social services – sectors that are most likely to be related to COVID-19 efforts. Roughly 28 per cent of service hours are dedicated to these sectors (StatsCan, 2013). Of note, available data does not provide a breakdown for service by age group so the share of youth providing service in these sectors is unknown.
    - One consideration is that the number of available service hours may be somewhat limited. We understand that the pandemic has meant that many non-profit organizations have had to adjust their practices to ensure social distancing measures can be enforced (e.g. fewer volunteers). Although the capacity of the COVID-19 related sector to absorb new volunteers is not known, it is plausible that some students simply may not be able to accumulate a significant number of service hours. By contrast, COVID-19 is calling on different approaches to addressing social needs and there are likely to be opportunities that arise from entrepreneurial approaches (e.g. delivery services, video-calling seniors, and so on) that may increase demand. Students could be encouraged to take on innovative approaches but it should be noted that these approaches need to be supervised by an existing organization that can provide verification of the hours of service.

- By providing a known and defined incentive, the proposed grant is expected to influence individual decision-making but needs to be flexible enough to address a broad range of circumstances.
  - Students who study over the summer or work would also have incentives to contribute, even if they contribute fewer service hours.
  - This option would benefit students who work part-time and who are the most likely to experience job loss (COVID-19-related job losses are highest for part-time jobs). This might be a benefit to students who may not be able to find work and – while they may not have high expenses during the summer - rely partly on income earned in the summer. For students who may see their earnings decrease and more of their earnings going to support their living expenses in the summer, the grant could provide needed savings in the fall to help pay tuition or afford rent.
- The proposed grant is intended to be a particular benefit to low- or middle-income students but would not exclude middle- or high-income students. Service levels are typically higher amongst high-income groups who can afford to volunteer as they are not required to work during the summer to afford their living expenses in the summer or save for the fall. However, consideration could be given to means-testing to ensure that the grant flows to students who are more likely to demonstrate financial need.
  - We recommend that students who are eligible for CERB or the proposed CSEG also be eligible for the grant. The grant could provide a powerful incentive for students receiving income support to perform service.
  - We recommend that the grant be excluded from a student's financial needs assessment in order to be supplemental to benefits under more generous Canada Student Loans or Grants programs. This would recognize the lower income potential of students over the summer and the need for some incremental income in the fall.
  - Consideration could be given to excluding students who earn more than the CERB amounts from accessing the grant. For these students, it is unlikely that the grant would provide a significant financial incentive given that they would likely be working full-time at higher-wage jobs and the proposed value of the grant per hour of service is lower than minimum wage. An upper limit on the earnings could be set but would risk some criticism given that students who do not work and collect CERB would be eligible and those who work and may have financial need, despite earnings over the summer, would not be.
  - Means-testing would be difficult to apply and very challenging to verify with any certainty. For example, there is some concern about the grant being accessed by students who come from high-income families that are fully subsidized by their parents, and elect not to work over the summer. In our view, if the initiative is intended as a call to action to perform service, then those that complete the required service, should qualify. If these students do not normally work, it is unlikely that they would be financially incentivized to provide service given the relatively low value per hour of the proposed grant.

### *Implementation*

- There are still significant outstanding issues to address relating to implementation. While the government could elect to announce the overall approach in the near term to quickly mobilize students, the level of detail required and the speed of implementation depend on when the application process for the grant is expected to be launched. We understand that there may be some benefit in launching the applications in the summer but this would limit implementation options. A launch in late summer would provide more time to make decisions about the delivery mechanism and related options.
- A central consideration for implementation is ensuring a thorough verification process and guarding against abuses, given that the grant amounts are uncapped.
- However, finding a delivery agent that could do a thorough verification and would be able to ramp up quickly may be challenging. For example, a system tied to a provincial student financial assistance systems would likely be able to verify work income and enrollment information for some students but officials at Employment and Social Development Canada have advised that provinces and territories are not likely willing to deliver this kind of program through their student financial assistance programs. Post-secondary education (PSE) institutions could potentially have a strong role in verification and could issue tuition credits but time would be needed to work with PSE institutions (or their representative associations) to ensure smooth implementation. Similarly, the federal government could verify some factors relating to income but is not well placed to verify student enrollment and would be unlikely to ramp up in the space of a few weeks.
- That said, given the interests in rolling this out quickly, in our view third party delivery is likely the best option. The federal government has previously contracted with third party delivery agents to administer payments for class action suits. In some ways, this model serves as a useful example where a third party administers funding based on a set of established criteria. Delivery agents, like Shopify, have come forward with proposals to deliver CERB payments and could be considered in this context. The main challenge is that private sector delivery agents may not have the background or knowledge-base specific to the voluntary sector. This could be addressed by seeking to partner the delivery agent with the youth service champion (e.g. WE) to refine the criteria and ensure messaging is consistent.
- With third party delivery, we would recommend a system of two-factor authentication at a minimum, both by the student and the organization (or organizations). Students would be asked to submit basic information, prove enrollment in an eligible post-secondary institution in spring-summer or fall 2020, provide some basic information about the organization(s) where service was performed, and provide an attestation of hours of service at the organization(s). The organization(s) would be asked to submit or verify (potentially under separate cover) information about the organization and its connection to COVID-19 efforts, information about the students' service with the organization, and attestation of the number of hours of service rendered between May 1, 2020 and Sept. 6, 2020. Consideration would need to be given to how to build integrity into the system to minimize abuse. For example,

attesting organizations could be limited to charitable organizations, non-profits or public bodies.

### *Costing*

- We have limited ability to develop an accurate estimate for the likely cost of this proposal. Our preliminary analysis based on existing data regarding student enrollment and levels of service suggest a potential cost of **\$0.8 billion** with a high degree of uncertainty. The predicted cost assumes that about 1.4 million students would be eligible based on age and enrolment, would volunteer at a rate of roughly 42 per cent, with about 42 per cent of them providing service in a COVID-19 related sector (roughly 252,000 eligible students). We further assume that about a third of the eligible students would receive the gold grant, a third the silver, and a third the bronze.
  - The number of students that may be eligible is difficult to predict. Student numbers are based on student enrollment numbers from 2017-18. Given current economic conditions, students may choose to enter the labour market due to changing personal financial circumstances or may remain in post-secondary for longer and avoid entering the labour market. This could result in shifts in the number of students in fall 2020 and have either a positive or a negative effect on eligibility.
  - Estimates of student service were used to inform eligibility criteria and estimated costs but are somewhat outdated (the data dates to 2013). The best indicator of who is most likely to apply for the grant is based on people who are already volunteering in a COVID-19 related sector and, in this sense, the historical trends may prove useful. However, we acknowledge that a broader group of students may be incentivized to service in the COVID-19 sector given that the grant provides a known benefit and there are fewer employment or part-time work opportunities.
  - Estimates assume that about a third of the eligible applicants could qualify for the gold grant (100,000 students). The gold grant corresponds to a nearly full-time commitment on the part of students for the 18 weeks of summer. Given that the number of students seeking work and unable to find it in summer 2020 are estimated to be around 800,000 this year, the predicted costing could be very low. If unemployed students all meet the number of hours required to qualify for the gold grant, costs would swell to \$4 billion.
  - We note this figure is lower than previously discussed options as it is limited to youth under 30, and reflects actual rates of volunteering in COVID-related sectors (e.g., 42 per cent versus the previous estimate of 50 per cent).
- Funding would also need to be provided to the third party to administer the grant. The scale of the funding would depend on the existing capacities of the third party and the speed of implementation (e.g. there would likely be a premium associated with launching the grant earlier).
- This approach would duplicate incentives being considered through the Canada Student Corps (CSC - [REDACTED]), but could have a

broader reach with a successful call to action. Consideration could be given to excluding students who receive CSC stipends, should you decide to proceed with that option.

#### Recommendation

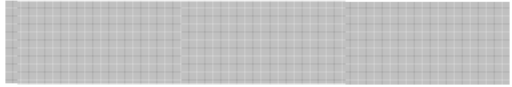
- We have a number of significant concerns with this proposal, who is most likely to benefit, the potential cost, and how it may stack with other elements of a package of measures targeted at students. Should there be an interest in a near-term announcement, we recommend an announcement of the grant for students who make significant contributions to the COVID-19 efforts and some basic information about eligibility.
- Further work would be needed to refine the proposal, including confirming the number of service hours required and levels of grant funding for hours of service (e.g. whether revisions to the bronze, silver, and gold levels would be required).
- We recommend setting aside \$800 million for the initiative based on preliminary estimates above and an additional \$100 million for implementation and associated costs for a broader portal and public awareness campaign.
- Should you agree, we would work to scope the delivery mechanism and seek a funding decision on outstanding elements, including how a third party would be selected, the level of funding required to implement the initiative (e.g., administration), and whether legislation might be required.

## Fiscal Impact of the Finance Recommended Option

Finance Recommendation (\$ millions)	19-20	20-21**	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>Canada Student Service Grant - Set-aside - Economic and Social Development Canada*</i>	0.0	900.0	0.0	0.0	0.0	0.0	900.0	0.0	0.0
<b>TOTAL</b>	0.0	900.0	0.0	0.0	0.0	0.0	900.0	0.0	0.0
<b>CASH PROFILE</b>	same as accrual								

\* Note: The proposed funding includes a set-aside of \$100 million associated with the implementation and associated costs for a broader portal and public awareness campaign. This amount is indicative. The final amount would depend on the delivery agent(s).

\*\* Note: Funding is notionally allocated in 2020-21, however, funding profile is notional based on policy intent and is subject to change upon further development (e.g. options for administration).



**FINANCE RECOMMENDATION**

**Decision 1**

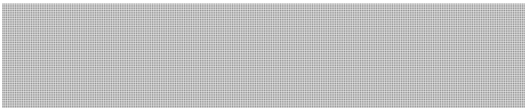
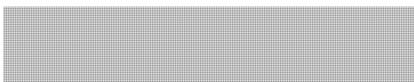
Announce intent to establish a grant for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses who significantly contribute to COVID-19 efforts through voluntary service. The announcement would make clear that more details would follow at a later stage.

Set-aside \$900 million to support the announcement of the grant and associated administration costs.

**(a) I concur**

**I wish to discuss.**





**SUMMARY OF GENDER-BASED ANALYSIS (GBA)+ IMPLICATIONS**

There is relatively little difference in volunteer rates amongst males and females. However, females make up approximately 57 per cent of Canadian post-secondary enrolments (based on 2017-18 statistics). Females of student age (aged 15-29 years old) are also more likely to be affected by unemployment as recent employment rate changes showed females were disproportionately affected in both full- and part-time job losses. As a result, females are more likely to be seeking out opportunities to get involved and may also be seeking more opportunities to make up for lost income and incentivized by the proposed grant.

**SUMMARY OF STRATEGIC ENVIRONMENTAL ASSESSMENT**

There are no anticipated environmental impacts associated with this proposal, either positive or negative.

s.69(1)(e)

**SUPPLEMENTAL INFORMATION**





**SUMMARY OF THE PROPOSAL**

**WHO:**

- Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses, including high school graduates starting post-secondary and graduate students

**WHAT:**

- A grant that range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student. We would propose the following tiers:
  - Bronze: \$1000 for 100 hours
  - Silver: \$3000 for 300 hours
  - Gold: \$5000 for 500 or more hours
- Service hours must be completed between May 1, 2020 and Sept. 6, 2020.
- Eligibility includes service that relates to organizations that contribute to the COVID-19 efforts, including economic and social impacts. These could be organizations in the public sector (e.g. public health and health care, local governments, emergency responses) or the non-profit sector (e.g. food security, initiatives focused on the elderly, public health, homelessness, mental health).

**HOW IT WOULD WORK:**

- April – Initial announcement about the grant with a promise of details on eligibility and eligible sectors to follow.
- May – Additional details about eligibility and the process to follow, in time to allow students to make their summer plans.
- May 1 – Sept. 6 - Students perform acts of service.
- July (TBC) – Sept. 30 – The application process is open (once the online portal has been established and delivery mechanism is finalized). Students can apply at any time but would only be eligible to apply once.
  - Students would need to submit an application via the portal that provides: basic information, proof of enrollment in an eligible post-secondary institution in spring-summer or fall 2020, basic information about the organization(s) where service was performed, and an attestation of hours of service at the organization(s).
  - Organizations would be asked to submit (under separate cover) information via the portal about the organization and its connection to COVID-19 efforts, information about the students' service with the organization, and attestation of the number of hours of service rendered between May 1, 2020 and Sept. 6, 2020.
- July – Nov. (TBC) – The third party will assess applications and make decisions about whether the applicant is eligible and the level of funding.
  - The third party may be required to verify information in cases where applications were incomplete or where the link between the activity and the COVID-19 efforts are unclear.
  - Successful candidates will receive a grant payment from the third party.

**From:** [REDACTED]  
**Sent:** Wednesday, April 22, 2020 9:12 AM  
**To:** Meredith, Tyler (FIN); Singh, Amitpal (FIN)  
**Subject:** Fwd: table breaking down the 8.83 b or approx 9B

<b>Student Package</b> (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	<b>Total</b>	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
Youth Employment and Skills Development Programs - Multiple	0.0	728.0	0.0	0.0	0.0	0.0	<b>728.0</b>	0.0	0.0
Canada Student Loans Program - ESDC	0.0	1,298.5	645.4	0.0	0.0	0.0	<b>1,943.9</b>	0.0	0.0
Canada Student Emergency Benefit - ESDC	0.0	5,250.0	0.0	0.0	0.0	0.0	<b>5,250.0</b>	0.0	0.0
Canada Student Service Grant - ESDC	0.0	900.0	0.0	0.0	0.0	0.0	<b>900.0</b>	0.0	0.0
WE Social Entrepreneurship - ESDC	0.0	12.0	0.0	0.0	0.0	0.0	<b>12.0</b>	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>8,188.5</b>	<b>645.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8,833.9</b>	<b>0.0</b>	<b>0.0</b>

**From:** Craig Kielburger <craig@we.org>  
**Sent:** Wednesday, April 22, 2020 11:30 AM  
**To:** MinFinance / FinanceMin (FIN)  
**Cc:** Kaur, Sharan (FIN)  
**Subject:** 497240 - Youth Strategies  
**Attachments:** WE Charity Proposal - Engaging 20000 Youth - COVID19 Strategy.pdf

Hi Bill,

I hope that you're doing well during times of enormous work volumes.

We are processing in our conversations to provide a national program to support youth employment, entrepreneurship, and service during COVID-19. Over the past two weeks we had the opportunity to connect with Minister Ng, Minister Chagger, Deputy Minister Chris Fox, among others.

Understanding government priorities and youth needs, what emerged is a two-part proposal whereby we could do one or both options: i) a 3-month national summer jobs/service opportunity to provide 20,000 young Canadians with digital service opportunities to benefit non-profits and causes, while earning stipends to support their post-secondary education or other personal needs; ii) a 12-month national youth entrepreneurship program to provide 8,000 young Canadians with digital entrepreneurship training program, and access to millions of in-kind support via mentorship and pro bono professional services from corporate Canada by engaging professional who are not at full capacity due to the economic realities.

Attached is a proposal that summarizes both options that WE Charity can turn-key to launch this summer with hundreds of support staff ready to deliver. The document begins with a one-page exec summary. This update has already been passed on to Amit and Sharan, and of course, we're so profoundly grateful for all their tireless work and exceptional support and guidance. Deputy Minister Chris Fox has been involved in this process, and she has graciously agreed to share our vision with Deputy Prime Minister Freeland, and Minister Bains.

Warmest,  
Craig



**Craig Kielburger**

Co-Founder

t: 1.416.925.5894

**Lauren Martin** | Executive Assistant to Craig Kielburger

t: 1.416.925.5894

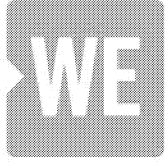
WE makes doing good, doable. Join the WE Movement: take the pledge at [WE.org](https://www.we.org)



Engaging Young Canadians in  
Service and Social  
Entrepreneurship Programming

Proposal for the Government of Canada  
Prepared by WE Charity  
April 21<sup>st</sup>, 2020





## Overview of Proposal

WE Charity is honoured to advance a comprehensive program to support young Canadians during the COVID-19 crisis. The program provides turn-key solutions to engage 20,000 or more young Canadians (aged 16 to 29 years) to develop life skills, earn income, assist their country, while safely maintaining social distancing. Participants select either of the following: i) a summer program delivering meaningful digital service opportunities that build social benefits; ii) a 12-month entrepreneurship programming to launch businesses during and post COVID-19 crisis.

Our proposal envisions the launch of a bilingual national digital platform and support network designed to provide end-to-end support and critical resources for youth in two areas:

### **1. Youth Service Program:**

This program would support over 3-months (summer 2020) young Canadians who were planning to secure summer jobs to save up money for their post-secondary education tuition or personal needs, or those looking to participate in a service program over the summer break and will face limitations in finding safe opportunities given COVID-19. Without alternative opportunities for young people to engage in the coming months, there is a significant risk of loss to, the economy, skill development, post-secondary economic access, and, social sector as a result from youth and students not participating in summer jobs or volunteering.

The program framework includes: i) service opportunities delivered digitally and designed in partnership with non-profits across the country; ii) a support system to assist young people with training and user support; iii) a reporting and tracking process for youth accomplishments and incentivization by way of accessing alternative income, currently unavailable for youth; iv) a national digital celebration upon completion to showcase the accomplishments. By incentivizing and supporting youth to engage through a system of well-organized service opportunities, they will be empowered both to safely participate in service projects in an era of physical distancing, and to provide tangible benefits to addressing important social causes in their communities in collaboration with non-profits across Canada.

### **2. Youth Entrepreneurship Program:**

WE's existing social entrepreneurship program can be scaled to engage thousands of youth over 12 months, targeting young people who are, looking for non-academic programs that open opportunities for employment and entrepreneurship, not enrolled in school or, unemployed. Youth partisans will acquire long-term skills for advancement in the 21st century economy, launch start-ups to help society solve current and on-going challenges, and engage in entrepreneurial activities creating new jobs.

This program framework includes: i) a 10-week entrepreneurship program delivered digitally to multiple cohorts; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will contribute millions of dollars in functional and industry-specific pro-bono coaching and professional services in areas such as finance, marketing, productization of products, distribution, social impact measurement, etc.; iii) a base payment to all participants, access to additional incentive funds to jump start small business and long-term mentorship opportunities.

WE Charity is able to deliver either/both of these turn-key programs. Drawing from 25 years of experience in the non-profit and social enterprise sector, we are uniquely positioned to continue supporting youth through COVID-19's new challenges. Engaging over 2.4 million Canadian youth in +7,000 schools and educational institutions, WE's transformative service-learning and social entrepreneurship programs are designed and proven to support youth's skill development while increasing their service engagement in Canada as well as, providing critical ongoing support to entrepreneurs as they build and scale their ventures. WE has a proven track record achieving economies of scale to support programs for thousands of youth, capable of implementing either programming streams proposed or both simultaneously, leveraging existing staff's expertise and the strategic cross sector partnerships necessary to ensure the successful execution of this ambitious proposal.

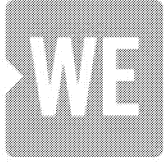


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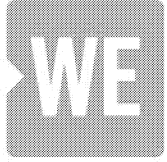
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## 1. Service Programming: Closing the COVID-19 Opportunity Gap for Young People

### Executive Summary

This document outlines an opportunity to launch a national, bilingual turn-key digital service program to enable 20,000 young Canadians to engage in summer service placements and projects during the COVID-19 crisis. There is an urgent need to support young people between the ages of 16 and 29, particularly those from underrepresented groups, who are seeking meaningful opportunities to develop life skills, earn income for personal use such as paying for post-secondary studies, and serving Canada to benefit communities.

By incentivizing and supporting youth to engage through a system of well-organized service opportunities, they will be empowered both to safely participate in service projects in an era of physical distancing, and to provide tangible benefits to addressing important social causes in their communities in collaboration with non-profits across Canada.

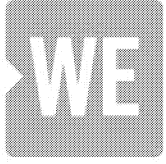
This bilingual digital service program seeks to:

- Create meaningful service opportunities for approximately 20,000 youth between ages 16 and 29 years across Canada, bearing in mind the COVID-19 physical distancing measures
- Offer turn-key service opportunities that are flexible and supportive of social impact efforts and designed in collaboration with non-profits across Canada
- Support Canada Service Corps national partners that may be in need of support to transform their traditional volunteer placements into digital service projects
- Ensure service initiatives are diverse and inclusive in nature for youth, provide skill-development and learning for participants, allow for practical and verifiable outcomes that benefit society, and include effective economic incentives to encourage participation

Drawing from 25-years of experience providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has the track record, expert capacity, and strategic partnerships to rapidly deploy a turn-key national digital service platform. WE is a cause-inclusive platform that assists youth to volunteer and support thousands of charities and causes every year. In 2019, youth logged over 10.5M hours of service through WE programs.

This service program would include: i) digital service opportunities designed in partnership with non-profits across the country; ii) a support system to assist young people with training and user support; iii) a reporting and tracking process for youth accomplishments and incentivization. WE's extensive expertise and established staffing support network would allow this program to welcome the first cohort of youth participants in late May 2020.

The total investment would be \$44,500,000 for 20,000 young Canadians – which equals \$2,225 per participant. The largest share of those costs is an incentivization payment averaging \$1500 per participant for personal use such as funding post-secondary studies. Secondary costs are payments to partner non-profit partners to assist with development of service opportunities and, WE's costs to launch and manage the program and support network.



The program would conclude with a national digital celebration of service in August showcasing the accomplishments of the young change-makers. Leveraging the experience of hosting 100+ WE Days over the past decade, WE has the production skillset and network of celebrity ambassadors and media partners to ensure that this is a remarkable celebration for Canada.

As Canada's largest organization engaging youth in service, WE is uniquely able to rapidly deliver a successful execution of a digital service program that is reflective of today's COVID19 crisis' diverse needs and demands from youth looking to assist others as we navigate these challenging times.

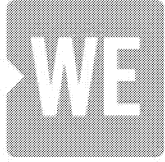
#### Key considerations on how COVID-19 impacts youth engaging in summer service

- Traditionally, youth who would plan to secure summer jobs to save up money for their post-secondary education tuition, or those looking to complete their required high school volunteer hours over the summer break, will be looking for service opportunities (which tend to be predominately interactive in nature), such as working as a summer camp counselor, seasonal hospitality, one-on-one tutoring programs, etc.
- Due to physical distancing requirements, COVID-19 has impacted or eliminated traditional service opportunities and summer jobs that would typically be available to thousands of youth and students across Canada this summer, leaving Canada's youth looking for alternative ways to earn money, complete volunteer hours, and meaningfully engage in society
- Without alternative opportunities for young people to engage in the coming months, there is a significant risk of loss to, the economy, skill development and, social sector as a result from youth and students not participating in summer jobs or volunteering
- Although the COVID-19 mortality risk to youth is statistically low, young people have been identified by epidemiologists as "super-spreaders" because they are often asymptomatic and can spread COVID-19 to family and social networks. This is especially concerning given many young Canadians under-30 years of age continue to live at-home in multi-generational households. As a result, there is a significant need to develop an alternative opportunity to provide youth with meaningful ways to virtually connect and support Canada's economy and social sector in a way that is not dependent on physical contact and does not put anyone at risk by allowing the spread of coronavirus through physical contact. With a national imperative to flatten the curve and to maintain diligence for the foreseeable future, a national service program causing even one case of COVID-19 is one too many.

#### Key considerations on how COVID-19 is impacting non-profits who rely on traditional physical volunteering support

- Young Canadians who volunteer overwhelmingly contribute via physical service roles (ie. roles that require them to come in physical contact with others, in ways that do not meet the new physical distance requirements due to COVID-19). This reality is typically due to the fact that i) youth have a limited window during the summer of only a few months to engage in a service role; ii) young Canadians bring passion to their service work, but the majority do not have the skills to serve in professional roles.
- Due to COVID-19, Canada's social sector has already been severely economically affected, face dislocation due to work displacement, and facing rising demands on their services. It is not reasonable to expect that hundreds of overwhelmed non-profits across the country will have the capacity to absorb the effort required to create an alternative digital service opportunity to engage young volunteers on their own.
- There are many urgent social needs that would benefit from youth with the proper system and support to serve. There is a pressing need to find an alternative, physically distant approach that





would allow Canada's youth to continue to provide support to charities and non-profits this summer, and going forward.

- Therefore, there is a need for a centralized, third-party (ie. WE) to take care of the back-end requirements or creating and running a turn-key, easy to implement program or platform that allows Canada's youth to connect, and engage with Canada's charities and non-profits in a way that addresses the social sector's critical needs during, and post COVID-19

#### Opportunity to engage youth via digital service program

Taking into account all of the above mentioned considerations, this proposal outlines a digital service program tailored for the current realities impacting Canada's youth and the social sector due to COVID-19, and physical distancing requirements.

Youth across Canada play a critical role in shaping the country's future. The Government of Canada can fulfill its goals for youth service by supporting 20,000 digital service projects. This digital service-learning program would ensure physical distancing by providing Canada's youth with a safe alternative to traditional summer jobs or volunteer opportunities that allow youth to continue to tackle some of the most prevalent issues of our time. Moreover, this digital framework would allow scalability of program offerings and increased participation by way of mentorship and microgrants.

By creating a digital service program where all young people are invited to get involved in service to their communities by supporting Canada's charities and non-profit organizations, we not only unlock transformative long-term outcomes for communities, but for youth themselves. The program aims to achieve key results such as:

- Finding safe, digital opportunities to allow youth to continue to connect and contribute to Canada's economy and social sector in a variety of meaningful ways
- Driving measurable skill development and learning outcomes for youth
- Providing opportunities that allow for tangible, trackable social outcomes

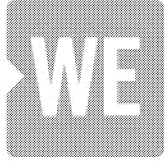
#### Target audience

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 16-29 who are current high school and post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is bilingual, designed to ensure inclusive participation and recruitment of at least 50% of participants from priority youth groups including indigenous, new Canadians, and women.

The program will be designed within a framework of digital access and digital service; however, the program will be inclusive for youth who do not have access to technology. Core resources will also be available via email, fax, and mail – including turn-key service opportunities that do not require technology. Support services will also be available via phone and mail.

Our program's digital program delivery platform, program leaders, support staff and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.



### Proposed service framework

To implement our digital service program, WE will create and launch a centralized website designed to match eligible young people with turn-key digital volunteering opportunities, designed in partnership with leading partner charities and non-profit organizations. Visitors to the website will be able to select from four areas of interest and learn more about the opportunities that exist within them. In addition to the four core areas, there will be an additional fifth area to access resources and support youth in creating their own service initiative. This centralized system will aggregate youth participating in the program and allow WE to provide accurate verification and reporting of the volunteer service initiatives.

The five identified volunteer areas available are:

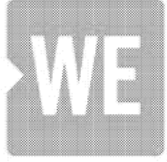
1. **Arts and Culture:** Initiatives that further arts-based programs and non-profits that are using the arts to create healthier communities
2. **Environment:** Promoting, supporting or creating initiatives to engage Canadians on environmental protection and climate sustainability
3. **Social Services:** Service opportunities and causes that provide social services to Canadians in need
4. **COVID-19 Specific:** Supporting initiatives that are responding directly to the challenges that Canadians are facing due to COVID-19 and physical distancing measures.
5. **Other:** Young people who are passionate about a cause and have an idea that they wish to explore will be connected to a WE youth service mentor who will provide them with a framework and coaching support to build a custom program, in addition to verifying the actions and outputs of these youth.

Within each of the four pre-determined volunteer categories (Arts & Culture, Environment, Social Services and COVID-19 Specific), there will be 10-15 activities that have been co-created in partnership with partner charities and non-profit organizations and meet the following criteria:

- Can be completed digitally and physically distant
- Have a minimum and maximum number of hours allocated to achieve completion of the initiative
- Verifiable outputs exist to ensure the activity is complete
- Provide youth participants with personal skill development and learning
- Completed activities will provide a clear and tangible benefit to a partner charity or cause, thus making a meaningful contribution to Canadian society

Each activity will be developed to create a turn-key user experience for youth who are looking to provide a tangible social benefit. This will ensure youth are able to start activities immediately after registering. Every activity will be accompanied by detailed information on:

- Social benefit of the initiative
- The charity, non-profit organization, or cause that is being supported
- The required task(s) and detailed steps on how to complete the task(s)
- Easy on-boarding and skill training resources
- Estimated number of hours
- Accessibility information
- Eligibility and qualification requirements
- Verification process

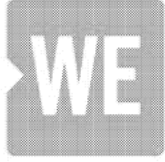


- Support network

In order to draw efficiencies and build a cost-effective program, WE will serve as a centralized service provider for this program, designing the turn-key service initiatives in collaboration with social sector partners across Canada. This approach will also ensure a seamless client experience for youth, experienced facilitators and mentors on service projects, and sourcing specialized resources to enable the involvement of underserved youth. All service opportunities can be co-created and implemented in partnership with charities, non-profits, and experts in the field to ensure they identify legitimate gaps in their capacity to deliver services, and thus not overwhelm them.

*Examples of how this program can be implemented:*

Focus Area	Example partner organization	Turn-key service project examples	Estimated number of hours	Outputs
Arts and Culture	The Royal Canadian Legion	Youth will be paired with veterans to document their life and contribution to Canadian history. The Royal Canadian Legion will identify citizens who would like to be documented and engaged youth will connect with them via phone and video. Youth will be provided with interview questions and the resources required to complete the initiative.  <b>Note:</b> similar programs can be created with Indigenous groups, and nonprofits that primarily serve the elderly such as Rotary Clubs of Canada.	80	Each veteran will be provided with a book commemorating and celebrating their life and achievements. This will serve as verification of the completed activity, and as a record of their contribution to Canadian society.  Through this service-learning opportunity, youth will develop verbal communication and writing skills.
Social Services	Stella's Place	Stella's Place – or a similar peer to peer support service in times of anxiety – can train lead volunteers at WE who will take on the role of training additional short-term youth volunteers. This train-the-trainer model will allow the partner non-profits to continue to accept new and qualified volunteers, without overwhelming their training system.	+120	Youth will partake in the peer-to-peer trainer program, as documented by the partner non-profit and will sign up for shifts online that are recorded.
COVID-19 specific	School boards across Canada	Qualified youth can be paired with younger students in elementary, middle, or high school who need additional educational support as a	60	Each mentorship session will be recorded via audio and/or video as a record of completion



		<p>result of school being paused due to COVID-19.</p> <p>These youth will become tutors and mentors in specific subjects that they are qualified for, with the facilitation of school board partners across Canada communicating this opportunity to families.</p>	<p>and used to create accurate reporting on the program outcomes.</p> <p>Both students will develop their academic and studying skills.</p>
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Once verified, youth can submit a log of the time they volunteered and any accompanying verification materials to receive program completion microgrants:

- **30 hours completed:** \$500 as money or tuition subsidy
- **60 hours completed:** \$1000 as money or tuition subsidy
- **120 hours completed:** \$2000 as money or tuition subsidy
- **180 hours completed:** \$3000 as money or tuition subsidy

A key component of the program is skill development for the youth participants. Each youth participant will receive a letter of commendation highlighting the skills acquired in order to complete their service initiative. This recognition can be reflected on their resume when applying to further studies or future career opportunities, in addition to digital badging platforms such as LinkedIn.

Furthermore, all youth who have completed service will be invited to a virtual celebration in August, hosted by WE and streamed live online, to congratulate them to their service to Canada and showcase some of the incredible projects that Canadian youth completed. Over the past decade WE Day has hosted 100+ celebrations of service, including working with Heritage Canada to host a special WE Day on Parliament Hill in front of Centre Block to celebrate Canada’s 150<sup>th</sup> birthday. WE would engage its network of celebrity ambassadors, media partners, and technology enablers to ensure that this is an extraordinary national celebration delivered via digital platform.

#### Timelines & Program Costs

We are pleased to provide the Government of Canada with a preliminary budget and timeline for the proposed program to serve 20,000 young Canadians.

#### Proposed Budget

Funding Area	Description	Investment	Cost per Participant
Microgrants for participants	Target of 20,000 youth between the ages of 16-29. Depending on the government objectives funds can be allocated to personal use, or specifically for post-secondary studies.	\$30,000,000	\$1500
Program development, coordination and support	WE would ensure effective participation in the program. This cost includes:	\$12,000,000	\$600

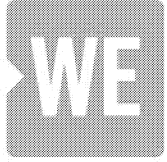


	<ul style="list-style-type: none"> <li>• Website and technology platform costs, helping to match youth to their virtual service opportunity</li> <li>• Program development, including building each of the turn-key service programs</li> <li>• Marketing and promotion of the program</li> <li>• Service coaches to assist youth who want to custom design their service program</li> <li>• Staff for inquiries and user support</li> <li>• Process for tracking and verification of service, in addition to issuing letters of commendations</li> <li>• Translations services to support youth in both official languages</li> <li>• Virtual celebration event to take place at the end of August</li> <li>• Measurement and evaluation of program</li> <li>• Administration including coordination with non-profit partners, finance and legal.</li> </ul>		
Non-profit partner support	Financial support provided to core non-profit partners involved in development of the turn-key service initiatives, and funds to assist with any costs incurred for their involvement in the program.	\$2,500,000	\$125
Total cost		\$44,500,000	

#### Timelines

WE Charity is prepared to quickly mobilize in an effort to launch this proposed program in the coming weeks as young people complete their University/college terms and high school students complete their remaining course work. Proposed timelines include:

- Week of April 27<sup>th</sup> (or based on government preference)
  - Public announcement
  - Launch preliminary website
  - Begin outreach to non-profit partners to co-develop the turn-key volunteer roles
- Week of May 4<sup>th</sup>
  - Public promotion of the program
  - Continue outreach with non-profit partners and co-design the service placements on offer, including designing a profile of the skills they are seeking
  - Launch sign-up/registration for youth seeking volunteer placements
- Week of May 11<sup>th</sup>, 18<sup>th</sup> and 25<sup>th</sup>
  - Continue public promotion of the program including through digital and social channels



- At the end of May begin welcoming first cohort of youth participants into the program, and matching with their first turnkey roles
- June, July, August
  - Continued registration and matching of youth volunteers
  - On-going 1 on 1 support and coaching for select youth, led by WE team members
  - Verification of service hour completion and assessments of service projects between WE and non-profit partner
- Week of August 24<sup>th</sup>
  - Host a virtual summer-end celebration for all program participants and non-profit partners to celebrate the collective social impact of all 20,000 youth participants. The event will profile select service projects, welcome special guests and speakers including inspirational Canadians, celebrities, and the opportunity for government officials to recognize the achievements of Canadian youth

### Why WE is uniquely positioned

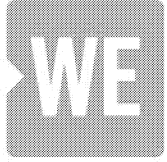
WE has a proven track record of engaging and inspiring youth in meaningful service actions. Our programs educate, engage, and inspire youth to take action on some of the world's most pressing local and global issues. Over the last 25 years we have honed our approach and become leaders in providing experiential service-learning and currently serve as an educational partner to over 7,000 schools across Canada. WE is cause inclusive, each year young people participating in the WE Schools program do service actions in support of over 5,000 local and global non-profit organizations. During the 2018-2019 academic year our programs impacted over 2.4M youth across Canada, making WE one of the largest networks of youth service in Canada.

Our proven history of supporting the systemic rollout of service opportunities for youth  
WE has experience working in partnership with government to achieve specific objectives related to youth service initiatives. Most recently WE was part of the Canada Service Corps' design phase.

WE first started its service-learning programs in 1999 when the organization played a critical role in supporting the roll-out of Ontario's 40-hour service requirement for graduation. The Toronto District School Board partnered with WE Charity to develop a program that would train youth and equip educators and students about service-learning. WE Charity developed a comprehensive curriculum, a guide called "Take Action: A Guide to Active Citizenship", offered hands-on leadership workshops in schools, professional development training programs for educators, and celebrated and recognized the service actions of young people at WE Day events.

WE Charity continues its partnership with the Toronto District School Board, and our service and civic engagement programs are supported by 30 official school board partners and 3,200 schools across the province of Ontario. This model was subsequently adopted by the majority of school boards in Canada with 7,000 schools and groups actively engaged in WE Schools programming. Today, WE Schools is implemented with 130+ school board and government partners across Canada.

The Canadian model of success has also been adopted in the US. In 2017, the College Board approached WE to form a partnership to scale service-learning. The College Board is a US non-profit formed in 1899 to administer college entrance examinations, which today including the SATs. Together, College Board



and WE launched *AP with WE Service* – which includes the first and only verification system to recognize service on the AP transcript when students apply to colleges.

WE Charity has the proven track record, the experienced team and the agility to quickly mobilize to meet the goals of the Canada Service Corps program in the summer of 2020.

#### Our Team

The WE team is committed to delivering high-quality programming that is responsive to the needs of our core stakeholders. With incredible backgrounds in education, youth development/programming, service and volunteering, our team is well positioned to help youth across Canada thrive during their service placements. Our team leading this initiative will include:

#### Dalal Al-Waheidi, Executive Director, WE Charity

- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network.

#### Carrie Patterson, Chief Operations Director, WE Charity

- An experienced Chief Operations Director with a demonstrated history of working in the non-profit organization management industry and in education. A long and extensive career specializing in work with young people with a focus on positive youth development, service-learning and social and emotional learning.
- She was formerly served for twelve years with Tim Horton's Children Foundation, including as Director of Camp Operations

#### Roxanne Joyal, co-Founder of WE Charity

- Roxanne has assisted in building the nonprofit since the earliest days into best-in-class organization engaging youth in service. As a proud Franco-Canadian, she helps to ensure that the organization serves youth coast-to-coast-to-coast.
- Roxanne studied at Stanford University, followed by a prestigious Rhodes Scholarship for law at Oxford University, and started her legal practice as a clerk for the Supreme Court of Canada.

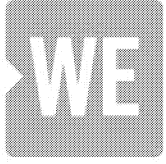
#### WE Schools Youth Program Facilitators and Mentors

- WE has an in-house team of experienced youth facilitators and mentors who help to coach young people and provide the tools and resources they need on their service journeys. This team will connect directly with young people in the program and offer 1 on 1 support.

#### Infrastructure Capabilities to deliver service programming

With WE Charity's established reach and infrastructure, we believe design and delivery of new programming will be cost-effective and highly scalable.

In 2017, WE Charity opened the WE Global Learning Centre, which is our hub to deliver innovative programming across Canada. The Centre is equipped with two digital classrooms, two production bays, skype pods, and technology that enables the organization to connect and engage with youth across the



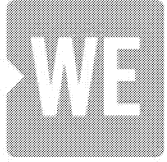
country. From one-on-one mentorship, to virtual workshops for groups, to large virtual gatherings around the world – the Centre is equipped to support virtual and digital program delivery. Furthermore, strategic partnerships with leaders in technology including Microsoft, TELUS, and Cisco enable WE Charity to enhance programming and increase efficiency through technology while remaining cost-effective.

#### Amplification and celebration

WE has unparalleled platforms for amplification and celebration of youth across Canada.

- Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for service initiatives on a national level.
- WE achieved 15B+ media impressions in 2019 and has 4M+ followers on across our social channels.
- WE also has a passionate and committed network of celebrity ambassadors who would champion and amplify this program to millions of Canadians.





## 2. Social Entrepreneurship Program: Closing the COVID-19 Opportunity Gap for Young People

### Executive Summary

This document proposes to the Government of Canada (GoC) an opportunity to create a strong multi-faceted social entrepreneurship program to support young Canadians during and post COVID19 pandemic. By incentivizing and equipping youth to engage with social entrepreneurship opportunities, we'll be empowering them both to efficiently contribute to the economy by creating small businesses and boost our nation's economic output, while also addressing important social causes.

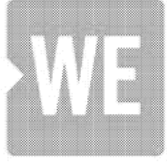
The program seeks to serve 8,000 young Canada (under-30) over 12-months with the following three bilingual elements: i) A 10-week digital program providing entrepreneurship expertise and support in the era of COVID-19; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will provide functional and industry-specific support in areas such as finance, marketing, productization, distribution, employing at-risk populations, social impact measurement etc.; iii) a base payment to all participants, and access to additional incentive funds and long-term mentorship opportunities.

This program seeks to solve three timely challenges:

- i. how to engage at-scale young Canadians (under-30), including those who were not previously employed;
- ii. how to jump-start entrepreneurship to create jobs for economic recovery, relevant to both 12-24 months of COVID-19 realities and in the years to follow;
- iii. how to engage companies across Canada who have excess employee capacity. Specifically, asking companies that benefit from the 75% federal employee subsidy to consider redirect a small percentage of employee's time (one day per week) to serve as skill-specific mentors for young entrepreneurs. This also encourages established companies to keep employees on the payroll and ensures that the 75% Canadian employer subsidy provides a further social benefit.

During preliminary conversations the idea to have their staff support young entrepreneurs in tackling society's problems has been well received by numerous senior executives at corporate giants including RBC, TELUS, KPMG and Microsoft to name a few of our 200+ partners; however, WE would open up the program for other businesses that can also contribute including, medium-sized and smaller businesses. This program will include a robust mentorship program, with for-profit partners providing over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.

Drawing from 25 years of experience in social entrepreneurship, including building up ME to WE and providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has all the ingredients including vision, expert capacity and strategic partnerships to be a unique support platform for the government in enabling the successful execution of a national program that is reflective of today's COVID19 crisis' diverse needs and demands from youth and millions of Canadian looking to assist others as we navigate these challenging times.



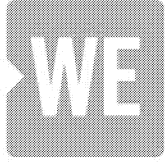
## Introduction

WE recognizes the immense efforts and investments being led by the Government of Canada's [COVID-19 Economic Response Plan](#), supporting strong, immediate and effective action to protect Canadians and our economy from the impacts of the global COVID-19 pandemic. Equally important are the complementary economic response plans implemented by other levels of governments directly investing in critical front-line industries and support programs to all Canadians. We are rapidly learning that Canada post-COVID19 pandemic will require a collective effort to rebuild our economy, and where youth are at the heart of creating the greatest value in our economy, bringing innovative solutions to new challenges.

Today, youth at large are becoming more vulnerable and susceptible to the COVID19 pandemic's economic contraction and social limitations despite the GoC's efforts in building safety nets for families, employers and business across Canada. There is a urgent need to proactively support young people between the ages of 19 and 29 who are recent school/university graduates without the opportunity to attain a job, looking for innovative ways to solve current and post COVID19 challenges or build small business, and seeking to build their workplace readiness skills and professional network for when our economy stabilizes.

We know that young Canadians are passionate and committed to finding a career path that provides income, while also creating a positive impact in the world, such as creating employment for at-risk populations, protecting our environment, and assisting with health and human wellness. We have learned through our innovative work with our for-profit social enterprise ME to WE and WE Charity, to marry business with social change and encourage youth to redefine what's possible through the employment of social entrepreneurship skills. Social enterprises – also known as purpose-driven businesses -- create opportunities to encourage and enable priority populations to meaningfully participate in the creation of business ventures that address the unique needs of their community, including jobs and inclusive economic growth. For example, social enterprises are two times more likely to be run by women than traditional small and medium-sized businesses. While the number of purpose-driven businesses in Canada continues to increase, programming and support services available to such enterprises have not kept up with the demand, hence the importance of dedicated initiatives like our proposed social entrepreneurship program.

Now more than ever, WE is galvanizing our corporate partners to collectively support Canadian youth to build resiliency and continue their professional development during and post the COVID19 pandemic. Although our corporate partners have also been deeply impacted by the economic contraction worldwide, many continue to express their desire to offer their employees' in-kind professional support to WE. Many of these are skilled professionals who are now working less hours as a result of the COVID-19 contraction and are passionate about giving back. This program will include a robust mentorship program offering over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.



## The problem

The COVID-19 pandemic is rapidly changing the world, the workplace and the economy in unprecedented ways. WE has identified three critical challenges Canadians are facing during this time of economic uncertainty.

- I. Young people and students are currently under-supported in the current economic relief plans. This demographic is not yet well established in the workplace, have had limited earnings or have had their summer jobs eliminated.
- II. With such a dramatic change in the Canadian economy, many small businesses have already vanished so there is a critical need for entrepreneurs to help replenish the lost businesses and create new jobs.
- III. There is an excess of idle and underutilized professionals as Canada's corporate sector has seen a dramatic decline in work. Companies are desperately seeking to repurpose employees or risk eliminating their jobs.

## Opportunity

We see an opportunity to support the government in further deepening targeted safety nets to mitigate the impact of COVID-19, *and* further incentivize young Canadians to engage in social entrepreneurship and build community resilience while the economy stabilizes. We know that despite COVID19 isolation measures, young Canadians are passionate and committed to finding a career path that continues to reinforce their skills and provides income, while also creating a positive impact on Canada and the world.

Our social entrepreneurship project is designed to engage youth during and post-COVID19 pandemic, providing a free bilingual virtually delivered entrepreneurship program and one of kind world-class mentorship roster from leading Canadian corporate partners. Although the postsecondary education system is proactively engaging students, we are increasingly seeing the need to target youth who, are looking for non-academic programs that opens opportunities for future employment, are not enrolled in school or, unemployed youth. It is critical to emphasize that youth that engage in entrepreneurial activities not only create new business opportunities, but they also acquire essential skills for the 21<sup>st</sup> century economy like agility, leadership, collaboration and resilience – important contributions to the workforce as a whole.

We believe that creating a national entrepreneurship program is timely and strategic empowerment for young Canadians to move beyond COVID-19, particularly as we look to break down barriers such as longer transitional periods between finishing school and finding employment, high unemployment rates for out-of-school youth, and children depending on parents for a longer period than ever in our nation's history. Furthermore, we are looking to further support priority populations and underrepresented youth groups (such as Indigenous, women, rural populations, new Canadians) and build unique support services that enable world class mentoring and company creation.

## The Solution

Provide up to 8,000 young people across Canada (aged 19-29) with a free, bilingual, inclusive, virtual social entrepreneurship program that provides them with all the tools and mentorship needed to start and grow a successful purpose-driven business.

We believe that a national entrepreneurship program can be developed to not only focus on the youth's entrepreneurship activities but leverage their explicit desire to integrate purpose into their efforts and in turn help alleviate social problems both in Canada and beyond.

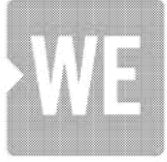


Proposed Model

WE Charity’s objective is to help launch a new generation of SMBs, powered by purpose-driven young people and ready for the new economic realities. There are three core components to the program:

<p><b>Part 1: 10-Week Virtual Program</b></p>	<p>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</p> <p>Topics led by industry-experts include: accounting, product design and production, leading with purpose, market development and validation, sales, social impact measurement; digital marketing strategies and content marketing during COVID19; Indigenous enterprise, health and wellness market opportunities, building resilience and perseverance; etc.</p> <p>The program includes various complementary resources and a nation-wide online community for purpose-driven entrepreneurs to share best practices, learning experiences and to network to support one another</p>
<p><b>Part 2: 1-on-1 mentorship with experts to support entrepreneurs</b></p>	<p>Extensive 1:1 mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders.</p> <p>Executive coaches and mentors will be provided by an incredible roster of 500+ subject matter experts sourced from across Canada’s top corporations.</p> <p>Each participant will have access to a minimum of 6 hours of high-value skill-specific mentorship necessary to help their business thrive. They will register for the mentorship areas of their choice which could include: branding, sales, marketing, legal, accounting/finance, social impact, accessing capital, generalist support.</p>
<p><b>Part 3: Small grant for each participant</b></p>	<p>Upon the successful completion of the 10-week program each participant will receive a \$500 grant that they can use to invest in their future and further their venture concept.</p> <p>Upon completion of 10-week program each participant will receive a LinkedIn virtual badge.</p> <p>Additional incentives are available based on engagement and success, including unlocking additional business funding and further stages to the program support.</p>

WE Charity has modeled three options for program delivery, **please see appendix I** for an overview of each of the three options.



### Demographics we will serve

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 19-29 who are current post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is bilingual, designed to ensure inclusive participation and recruitment of participants from priority youth groups including indigenous, women and new Canadians. Our program's digital program delivery platform, program leaders, diverse subject matter experts and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.

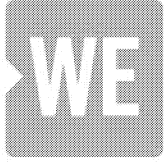
### Why WE is Uniquely Positioned to lead this project

WE has 25 years of experience delivering meaningful and impactful programming to young people across Canada. We are uniquely positioned to take up this challenge as we have the internal expertise and resources to mobilize quickly, and multi-sector partnerships with the corporate, technology, and education to execute on a national scale.

- *Proven Impact:* WE is one of the largest founded in Canada charities, with programs coast-to-coast-to-coast. It uplifts the social sector by galvanizing Canadians across the country to volunteer, increase awareness and raise funds for the causes that matter most to them. In 2018-2019, 3,832 local organizations were supported and over \$97 million in social value was created by Canadians participating in WE programs.<sup>1</sup>
- *Deep corporate partnerships:* WE holds deep and unique relationships with 200+ best-in-class corporate partners who are committed to supporting social innovation and the ambitious vision of the WE Social Enterprise Centre.
- *Unparalleled amplification platforms:* Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for social enterprise on a national level. WE achieved 4B+ media impressions in 2019, and has 4M+ followers on its Facebook page.
- *Best practices learned through on the ground experience:* WE is approached by several hundred not-for-profit peers, groups and individuals a year and there is a high demand for WE to share learnings from its successes and early failures. WE created the groundbreaking ME to WE social enterprise to support the efficiency of charity partner – WE Charity. ME to WE operates multiple successful lines of business for social purposes.

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<sup>1</sup> 2017-2018 WE Schools Year in Review, Global Report; June 2016 Feeding America Product Valuation Study; 2016 US Bureau of Labor Statistics data, indexed by Independent Sector in April 2017.



### Our Leadership Team

Our programming will be led by our in-house team of entrepreneurial experts, with a proven track record of training and supporting Canadian entrepreneurs. Our leadership team includes:

#### Jon E Worren, Entrepreneur in Residence, WE Scale Up

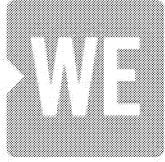
- Served as the Lead Executive, Venture & Corporate Programs at MaRS, where he developed and delivered all of MaRS venture facing programming – both at MaRS and throughout Ontario. As part of his role he built MaRS digital platform, directly serving 10-15,000 entrepreneurs every year, including the award-winning Entrepreneurship 101 program – which has supported entrepreneurs in 130 countries to date. As part of that, Jon has personally worked directly with over 5,000 Canadian entrepreneurs.
- He developed and delivered programming to support youth entrepreneurs at more than 15 university campus linked accelerators as part of Ontario’s Jobs & Prosperity Program.
- Jon also built MaRS Corporate programming, working directly with executive teams of 50+ corporate partners in helping them develop their innovation strategy.
- Jon managed the \$32.5M Ontario ScaleUp Voucher Program from 2016-2019, supporting the growth and expansion of the most promising high-growth innovation firms in the province, such as Fiix, Axonify, InteraXon, Asset Compliance, Bridgit, Wattpad and others with funding and growth coaching.
- Jon is an accomplished entrepreneur having been co-founder of successful businesses in the software and cleantech space. Jon has an MSc from London School of Economics

#### Hussam Ayyad, Managing Director, WE Scale Up

- Held leadership positions at Communitech, DMZ, Ryerson University and the U of T’s Rotman School of Management are listed below:
  - Built the core-operation of DMZ between 2016 and 2020 including all programs interfacing with entrepreneurs, investors and corporate backers, locally and internationally which most recently propelled the DMZ to become a world-leading tech accelerator and incubator that earned the ranking of #1 in the world by UBI.
  - Built the DMZ’s investor network to exceed 3,000 VCs & Angel investors in less than 2 years.
  - Spearheaded building programs to support thousands of entrepreneurs nationally and internationally and support Canadian ventures who collectively raised over \$ 1 Billion and created multiples of that in value of market capitalization.
- Hussam is an experienced multi-time entrepreneur and business leader. Most notably, he co-founded and led the growth of Algéro Canadian Metals to a \$70 million revenue business in the environmental sustainability industry supplying metal scrap to world leading steel mills.

#### Craig Kielburger, Co-Founder and Executive Sponsor, WE

- He co-founded WE, a global movement that empowers people with the tools to change the world internationally and in their own communities.
- Craig is a New York Times bestselling author who has written 12 books, including *WEconomy: You Can Find Meaning, Make a Living, and Change the World*.



- Craig is an MBA graduate with 15 honorary doctorates and has been awarded by the World Economic Forum and Roosevelt Institute, and received the Order of Canada.

Roxanne Joyal, CEO and Co-Founder, ME to WE

- She is CEO of ME to WE, a social enterprise that supports sustainable development projects of WE Charity.
- Roxanne is a Francophone bilingual Canadian social entrepreneur, author, recognized leader in sustainable development and a women's empowerment advocate.
- Roxanne is a graduate of Stanford University, she earned an Oxford degree in law and a prestigious Rhodes scholarship, and clerked for the Supreme Court of Canada. She is a recipient of the Order of Canada.

Dalal Al-Waheidi, Executive Director, WE Charity

- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network

#### Our Partners

This project will leverage a multi sector partnership approach, leveraging WE's network. Through value in-kind provided through partnerships, WE will match the financial investment provided by the Government of Canada. Partners could include:

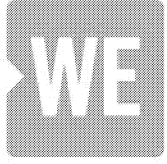
##### *Corporate Partners:*

- Engaging WE's network of 200+ corporate partners to provide mentorship hours to young entrepreneurs. WE has already opened conversations with corporate partners, who have expressed a strong interest. They are grateful for the government's 75% wage subsidy, and they want to give-back to support Canada during this time.
- The Business Council of Canada (BCC) has been a partner of WE to engage business leaders together to call on their employees enroll in our mentorship program and provide valuable introductions in the sector. The 150 member-companies employ 1.7 million Canadians and are responsible for most of Canada's corporate philanthropy. Craig Kielburger is the only non-profit member in the history of the BCC.

##### *Technology Partners:*

- Microsoft – WE is the largest Canadian charitable partner of Microsoft, and one of the largest global partners. Microsoft provides inclusive technology including the provision of hardware and software platforms powering digital programming delivery and ensuring accessibility capabilities (i.e., close captioning translation, readers, visual adaptation and hearing accommodations)
- LinkedIn (owned by Microsoft) – partnership with this tech platform would be ideal as it will expose youth's skills attainment after completion of programming, including a virtual badge that can enhance their profile. LinkedIn is a widely recognized platform that will offer young people a space to build their profile, highlight their training badge achieved, and which employers can easily track and validate. The LinkedIn experience has important long-term value, as it will be a validated record that young people can take anywhere in the world to support their education and employment. Digital badging is proving to be the most cost-effective and scalable model to

20



provide incentives for youth to participate. Digital badging provides meaningful recognition to youth, while removing continued reliance and incentive focused on solely financial incentive strategies.

*Community Partners:*

- WE Charity currently holds 300 official educational partnerships across Canada with 17,309 active educators engaged in our network from 7,000 schools, educational institutions, and groups
- Junior Achievement – One of the largest networks of youth programming in entrepreneurship
- Enactus – the world’s leading Social Entrepreneurship program based in universities and colleges (36 countries worldwide, 1.3 million people impacted annually, 1,730 universities involved). In Canada, they are present with close to 3,500 students involved on campuses
- Many other leading organizations such as:
  - Ryerson’s DMZ - Leading accelerator in Canada
  - Ashoka Canada
  - B Lab Canada at the MaRS Centre for Impact Investing
  - BCG Digital Ventures
  - Boston Consulting Group
  - The Brandery
  - Brand Project
  - Bullfrog Power
  - Capital for Aboriginal Prosperity and Entrepreneurship Fund

*Conclusion*

WE reaches over 2.4 million youth providing a platform to further national understanding about the important role of entrepreneurship to help solve some of the most complex social challenges that we are to experience during and post COVID19 Pandemic. We would like to humbly raise the importance of government taking a leadership role and sending a clear message of hope to youth who are seeing their future very bleak and with limited opportunities to grow at this time.

- Directly impacting up to 8,000 youth
- Providing between 12-20 hours of 1on1 mentorship to youth
- \$500 cash grant to youth upon completion of program
- Building a network of 500 industry leading mentors across Canada to support a new generation of small business with impact
- Targeting priority youth demographics such as, indigenous, women and new Canadians

Together, we can bring a comprehensive future skills program to thousands of youth through digital programming, build a network of resilient youth deeply connected to the across sectors and, who can and will be able to reinsert themselves in the economy in a post COVID19 world.



Appendix I: Program Options

<i>All program options run multiple cohorts over a one-year period</i>			
	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
Programming delivery details (per cohort)	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 24,000 hours</li> <li>\$500 grant per participant upon program completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>A digital conference with featuring leaders in Canadian business, government, entrepreneurship and social impact – helping to raise the profile of entrepreneurship during times of economic challenge</li> <li>Up to 100 of the top ventures will receive additional mentorship, business support, network access and capital for another 6 months to ensure the successful launch of the businesses for an additional 1,200 hours, in addition to PR and media support through WE’s amplification platforms such as WE Day online, nation-wide news outlets and with direct support from WE’s media and PR staff.</li> </ul>
Number of Participants	4,000	8,000	8,000
Investment Requested	\$6,000,000	\$11,000,000	\$14,000,000

**From:** [REDACTED] (FIN)  
**Sent:** Wednesday, April 22, 2020 12:10 PM  
**To:** [Herbert, Pierre-Olivier \(FIN\)](#); [REDACTED] (FIN)  
**Cc:** [Singh, Amitpal \(FIN\)](#); [Meredith, Tyler \(FIN\)](#)  
**Subject:** RE: Costing

s.69(1)(g) re: (e)

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PO

But I don't care one way or another .

Not Relevant

Also, I cried during the PM's announcement of student stuff.  
Then the Media asked why the government wouldn't just make CERB universal and my  
tears turned to anger.  
So back to normal

*Sent by [REDACTED] anton, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED] (portable)

[REDACTED] (bureau)

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**From:** Herbert, Pierre-Olivier (FIN) <[pierre-olivier.herbert@canada.ca](mailto:pierre-olivier.herbert@canada.ca)>  
**Sent:** April 22, 2020 11:50 AM  
**To:** [REDACTED] (FIN) <[REDACTED]@canada.ca>  
**Cc:** [REDACTED]@canada.ca>; Singh, Amitpal (FIN) <[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)>; Meredith, Tyler (FIN) <[tyler.meredith@canada.ca](mailto:tyler.meredith@canada.ca)>  
**Subject:** Re: Costing

Our position is that every line should be separate and should reflect the breakdown [REDACTED] provided. Merci [REDACTED] Désolé pour tous les courriels

On Apr 22, 2020, at 11:44 AM, [REDACTED] (FIN) <[REDACTED]@canada.ca> wrote:

s.69(1)(g) re: (e)

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**From:** Herbert, Pierre-Olivier (FIN) <[pierre-olivier.herbert@canada.ca](mailto:pierre-olivier.herbert@canada.ca)>  
**Sent:** Wednesday, April 22, 2020 11:43 AM  
**To:** [REDACTED] (FIN) <[REDACTED]@canada.ca>  
**Cc:** [REDACTED]@canada.ca>; Singh, Amitpal (FIN) <[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)>; Meredith, Tyler (FIN) <[tyler.meredith@canada.ca](mailto:tyler.meredith@canada.ca)>  
**Subject:** Re: Costing

s.69(1)(g) re: (e)

Sent from my iPhone

On Apr 22, 2020, at 11:41 AM, [REDACTED] (FIN)

s.69(1)(g) re: (e)

<[REDACTED]@canada.ca> wrote:



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**Not Relevant**

**From:** [REDACTED]  
**Sent:** Wednesday, April 22, 2020 11:06 AM  
**To:** [REDACTED] (FIN)  
**Cc:** Herbert.Pierre-Olivier (FIN)  
**Subject:** Fwd: Costing

[REDACTED] is the breakdown of students

Sent by [REDACTED] on a gassy smartphone

**s.16(2)(c)**

Begin forwarded message:

**From:** [REDACTED] (FIN) <[REDACTED]@canada.ca>  
**Date:** April 22, 2020 at 9:28:26 AM EDT  
**To:** "Singh, Amitpal (FIN)" <amitpal.singh@canada.ca>  
**Cc:** [REDACTED]@canada.ca, [REDACTED]@canada.ca, [REDACTED]@canada.ca  
**Subject:** Costing

Here is the revised table.

Student Package (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
Youth Employment and Skills Development Programs - Multiple	0.0	728.0	0.0	0.0	0.0	0.0	728.0	0.0	0.0
Canada Student Loans Program - ESDC	0.0	1,298.5	645.4	0.0	0.0	0.0	1,943.9	0.0	0.0
Canada Student Emergency Benefit - ESDC	0.0	5,250.0	0.0	0.0	0.0	0.0	5,250.0	0.0	0.0
Canada Student Service Grant - ESDC	0.0	912.0	0.0	0.0	0.0	0.0	912.0	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>8,188.5</b>	<b>645.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8,833.9</b>	<b>0.0</b>	<b>0.0</b>

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**From:** Singh, Amitpal (FIN)  
**Sent:** Wednesday, April 22, 2020 4:13 PM  
**To:** [REDACTED] (FIN)  
**Cc:** Sofia Marquez; Kaur, Sharan (FIN)  
**Subject:** Fwd: UPDATE: WE Proposal\_ Engaging 20,000 youth in service and entrepreneurship  
**Attachments:** image001.png; ATT00001.htm; 220420\_WECharity proposal\_ Engaging 20000 youth\_COVID19 Strategy\_Final.pdf; ATT00002.htm

[REDACTED]

Connecting you with Sofia. We spoke today on the CSSB and work ahead of us on the national service file. As well as the 20k positions both of us have talked about through WE to help launch this initiative. Hoping you can set up sometime before the end of the week to quickly touch base.

Thanks

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

Begin forwarded message:

**From:** Sofia Marquez [REDACTED]  
**Date:** April 22, 2020 at 9:16:21 AM EDT  
**To:** "Singh, Amitpal (FIN)" <amitpal.singh@canada.ca>  
**Cc:** "Kaur, Sharan (FIN)" <sharan.kaur@canada.ca>  
**Subject:** UPDATE: WE Proposal\_ Engaging 20,000 youth in service and entrepreneurship

Hey Amit,

I hope this email finds you doing well.

I wanted to share with you a final document, containing the two streams of programming: 1) service, and 2) entrepreneurship, for easy access and sharing.

Please note that Craig will be sharing this document widely with Min. Chagger, Min. Ng, Min. Morneau and [REDACTED] this morning.

I would love the opportunity to connect over the phone when appropriate to gain your feedback on improvements and exploration of next steps. THANK YOU so much for all of your help and guidance throughout this process, you've been most helpful.

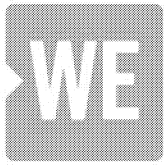
Warmest,  
Sofia



Engaging Young Canadians in  
Service and Social  
Entrepreneurship Programming

Proposal for the Government of Canada  
Prepared by WE Charity  
April 21<sup>st</sup>, 2020





## Overview of Proposal

WE Charity is honoured to advance a comprehensive program to support young Canadians during the COVID-19 crisis. The program provides turn-key solutions to engage 20,000 or more young Canadians (aged 16 to 29 years) to develop life skills, earn income, assist their country, while safely maintaining social distancing. Participants select either of the following: i) a summer program delivering meaningful digital service opportunities that build social benefits; ii) a 12-month entrepreneurship programming to launch businesses during and post COVID-19 crisis.

Our proposal envisions the launch of a bilingual national digital platform and support network designed to provide end-to-end support and critical resources for youth in two areas:

### **1. Youth Service Program:**

This program would support over 3-months (summer 2020) young Canadians who were planning to secure summer jobs to save up money for their post-secondary education tuition or personal needs, or those looking to participate in a service program over the summer break and will face limitations in finding safe opportunities given COVID-19. Without alternative opportunities for young people to engage in the coming months, there is a significant risk of loss to, the economy, skill development, post-secondary economic access, and, social sector as a result from youth and students not participating in summer jobs or volunteering.

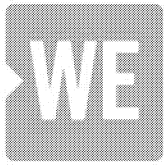
The program framework includes: i) service opportunities delivered digitally and designed in partnership with non-profits across the country; ii) a support system to assist young people with training and user support; iii) a reporting and tracking process for youth accomplishments and incentivization by way of accessing alternative income, currently unavailable for youth; iv) a national digital celebration upon completion to showcase the accomplishments. By incentivizing and supporting youth to engage through a system of well-organized service opportunities, they will be empowered both to safely participate in service projects in an era of physical distancing, and to provide tangible benefits to addressing important social causes in their communities in collaboration with non-profits across Canada.

### **2. Youth Entrepreneurship Program:**

WE's existing social entrepreneurship program can be scaled to engage thousands of youth over 12 months, targeting young people who are, looking for non-academic programs that open opportunities for employment and entrepreneurship, not enrolled in school or, unemployed. Youth partisans will acquire long-term skills for advancement in the 21st century economy, launch start-ups to help society solve current and on-going challenges, and engage in entrepreneurial activities creating new jobs.

This program framework includes: i) a 10-week entrepreneurship program delivered digitally to multiple cohorts; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will contribute millions of dollars in functional and industry-specific pro-bono coaching and professional services in areas such as finance, marketing, productization of products, distribution, social impact measurement, etc.; iii) a base payment to all participants, access to additional incentive funds to jump start small business and long-term mentorship opportunities.

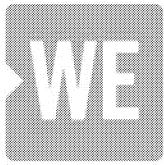
WE Charity is able to deliver either/both of these turn-key programs. Drawing from 25 years of experience in the non-profit and social enterprise sector, we are uniquely positioned to continue supporting youth through COVID-19's new challenges. Engaging over 2.4 million Canadian youth in +7,000 schools and educational institutions, WE's transformative service-learning and social entrepreneurship programs are designed and proven to support youth's skill development while increasing their service engagement in Canada as well as, providing critical ongoing support to entrepreneurs as they build and scale their ventures. WE has a proven track record achieving economies of scale to support programs for thousands of youth, capable of implementing either programming streams proposed or both simultaneously, leveraging existing staff's expertise and the strategic cross sector partnerships necessary to ensure the successful execution of this ambitious proposal.



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## 1. Service Programming: Closing the COVID-19 Opportunity Gap for Young People

### Executive Summary

This document outlines an opportunity to launch a national, bilingual turn-key digital service program to enable 20,000 young Canadians to engage in summer service placements and projects during the COVID-19 crisis. There is an urgent need to support young people between the ages of 16 and 29, particularly those from underrepresented groups, who are seeking meaningful opportunities to develop life skills, earn income for personal use such as paying for post-secondary studies, and serving Canada to benefit communities.

By incentivizing and supporting youth to engage through a system of well-organized service opportunities, they will be empowered both to safely participate in service projects in an era of physical distancing, and to provide tangible benefits to addressing important social causes in their communities in collaboration with non-profits across Canada.

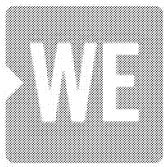
This bilingual digital service program seeks to:

- Create meaningful service opportunities for approximately 20,000 youth between ages 16 and 29 years across Canada, bearing in mind the COVID-19 physical distancing measures
- Offer turn-key service opportunities that are flexible and supportive of social impact efforts and designed in collaboration with non-profits across Canada
- Support Canada Service Corps national partners that may be in need of support to transform their traditional volunteer placements into digital service projects
- Ensure service initiatives are diverse and inclusive in nature for youth, provide skill-development and learning for participants, allow for practical and verifiable outcomes that benefit society, and include effective economic incentives to encourage participation

Drawing from 25-years of experience providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has the track record, expert capacity, and strategic partnerships to rapidly deploy a turn-key national digital service platform. WE is a cause-inclusive platform that assists youth to volunteer and support thousands of charities and causes every year. In 2019, youth logged over 10.5M hours of service through WE programs.

This service program would include: i) digital service opportunities designed in partnership with non-profits across the country; ii) a support system to assist young people with training and user support; iii) a reporting and tracking process for youth accomplishments and incentivization. WE's extensive expertise and established staffing support network would allow this program to welcome the first cohort of youth participants in late May 2020.

The total investment would be \$44,500,000 for 20,000 young Canadians – which equals \$2,225 per participant. The largest share of those costs is an incentivization payment averaging \$1500 per participant for personal use such as funding post-secondary studies. Secondary costs are payments to partner non-profit partners to assist with development of service opportunities and, WE's costs to launch and manage the program and support network.



The program would conclude with a national digital celebration of service in August showcasing the accomplishments of the young change-makers. Leveraging the experience of hosting 100+ WE Days over the past decade, WE has the production skillset and network of celebrity ambassadors and media partners to ensure that this is a remarkable celebration for Canada.

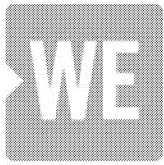
As Canada's largest organization engaging youth in service, WE is uniquely able to rapidly deliver a successful execution of a digital service program that is reflective of today's COVID19 crisis' diverse needs and demands from youth looking to assist others as we navigate these challenging times.

#### Key considerations on how COVID-19 impacts youth engaging in summer service

- Traditionally, youth who would plan to secure summer jobs to save up money for their post-secondary education tuition, or those looking to complete their required high school volunteer hours over the summer break, will be looking for service opportunities (which tend to be predominately interactive in nature), such as working as a summer camp counselor, seasonal hospitality, one-on-one tutoring programs, etc.
- Due to physical distancing requirements, COVID-19 has impacted or eliminated traditional service opportunities and summer jobs that would typically be available to thousands of youth and students across Canada this summer, leaving Canada's youth looking for alternative ways to earn money, complete volunteer hours, and meaningfully engage in society
- Without alternative opportunities for young people to engage in the coming months, there is a significant risk of loss to, the economy, skill development and, social sector as a result from youth and students not participating in summer jobs or volunteering
- Although the COVID-19 mortality risk to youth is statistically low, young people have been identified by epidemiologists as "super-spreaders" because they are often asymptomatic and can spread COVID-19 to family and social networks. This is especially concerning given many young Canadians under-30 years of age continue to live at-home in multi-generational households. As a result, there is a significant need to develop an alternative opportunity to provide youth with meaningful ways to virtually connect and support Canada's economy and social sector in a way that is not dependent on physical contact and does not put anyone at risk by allowing the spread of coronavirus through physical contact. With a national imperative to flatten the curve and to maintain diligence for the foreseeable future, a national service program causing even one case of COVID-19 is one too many.

#### Key considerations on how COVID-19 is impacting non-profits who rely on traditional physical volunteering support

- Young Canadians who volunteer overwhelmingly contribute via physical service roles (ie. roles that require them to come in physical contact with others, in ways that do not meet the new physical distance requirements due to COVID-19). This reality is typically due to the fact that i) youth have a limited window during the summer of only a few months to engage in a service role; ii) young Canadians bring passion to their service work, but the majority do not have the skills to serve in professional roles.
- Due to COVID-19, Canada's social sector has already been severely economically affected, face dislocation due to work displacement, and facing rising demands on their services. It is not reasonable to expect that hundreds of overwhelmed non-profits across the country will have the capacity to absorb the effort required to create an alternative digital service opportunity to engage young volunteers on their own.
- There are many urgent social needs that would benefit from youth with the proper system and support to serve. There is a pressing need to find an alternative, physically distant approach that



would allow Canada's youth to continue to provide support to charities and non-profits this summer, and going forward.

- Therefore, there is a need for a centralized, third-party (ie. WE) to take care of the back-end requirements or creating and running a turn-key, easy to implement program or platform that allows Canada's youth to connect, and engage with Canada's charities and non-profits in a way that addresses the social sector's critical needs during, and post COVID-19

### Opportunity to engage youth via digital service program

Taking into account all of the above mentioned considerations, this proposal outlines a digital service program tailored for the current realities impacting Canada's youth and the social sector due to COVID-19, and physical distancing requirements.

Youth across Canada play a critical role in shaping the country's future. The Government of Canada can fulfill its goals for youth service by supporting 20,000 digital service projects. This digital service-leaning program would ensure physical distancing by providing Canada's youth with a safe alternative to traditional summer jobs or volunteer opportunities that allow youth to continue to tackle some of the most prevalent issues of our time. Moreover, this digital framework would allow scalability of program offerings and increased participation by way of mentorship and microgrants.

By creating a digital service program where all young people are invited to get involved in service to their communities by supporting Canada's charities and non-profit organizations, we not only unlock transformative long-term outcomes for communities, but for youth themselves. The program aims to achieve key results such as:

- Finding safe, digital opportunities to allow youth to continue to connect and contribute to Canada's economy and social sector in a variety of meaningful ways
- Driving measurable skill development and learning outcomes for youth
- Providing opportunities that allow for tangible, trackable social outcomes

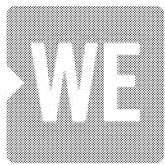
### Target audience

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 16-29 who are current high school and post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is bilingual, designed to ensure inclusive participation and recruitment of at least 50% of participants from priority youth groups including indigenous, new Canadians, and women.

The program will be designed within a framework of digital access and digital service; however, the program will be inclusive for youth who do not have access to technology. Core resources will also be available via email, fax, and mail – including turn-key service opportunities that do not require technology. Support services will also be available via phone and mail.

Our program's digital program delivery platform, program leaders, support staff and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.



## Proposed service framework

To implement our digital service program, WE will create and launch a centralized website designed to match eligible young people with turn-key digital volunteering opportunities, designed in partnership with leading partner charities and non-profit organizations. Visitors to the website will be able to select from four areas of interest and learn more about the opportunities that exist within them. In addition to the four core areas, there will be an additional fifth area to access resources and support youth in creating their own service initiative. This centralized system will aggregate youth participating in the program and allow WE to provide accurate verification and reporting of the volunteer service initiatives.

The five identified volunteer areas available are:

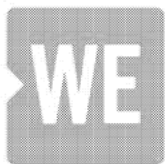
1. **Arts and Culture:** Initiatives that further arts-based programs and non-profits that are using the arts to create healthier communities
2. **Environment:** Promoting, supporting or creating initiatives to engage Canadians on environmental protection and climate sustainability
3. **Social Services:** Service opportunities and causes that provide social services to Canadians in need
4. **COVID-19 Specific:** Supporting initiatives that are responding directly to the challenges that Canadians are facing due to COVID-19 and physical distancing measures.
5. **Other:** Young people who are passionate about a cause and have an idea that they wish to explore will be connected to a WE youth service mentor who will provide them with a framework and coaching support to build a custom program, in addition to verifying the actions and outputs of these youth.

Within each of the four pre-determined volunteer categories (Arts & Culture, Environment, Social Services and COVID-19 Specific), there will be 10-15 activities that have been co-created in partnership with partner charities and non-profit organizations and meet the following criteria:

- Can be completed digitally and physically distant
- Have a minimum and maximum number of hours allocated to achieve completion of the initiative
- Verifiable outputs exist to ensure the activity is complete
- Provide youth participants with personal skill development and learning
- Completed activities will provide a clear and tangible benefit to a partner charity or cause, thus making a meaningful contribution to Canadian society

Each activity will be developed to create a turn-key user experience for youth who are looking to provide a tangible social benefit. This will ensure youth are able to start activities immediately after registering. Every activity will be accompanied by detailed information on:

- Social benefit of the initiative
- The charity, non-profit organization, or cause that is being supported
- The required task(s) and detailed steps on how to complete the task(s)
- Easy on-boarding and skill training resources
- Estimated number of hours
- Accessibility information
- Eligibility and qualification requirements
- Verification process

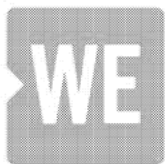


- Support network

In order to draw efficiencies and build a cost-effective program, WE will serve as a centralized service provider for this program, designing the turn-key service initiatives in collaboration with social sector partners across Canada. This approach will also ensure a seamless client experience for youth, experienced facilitators and mentors on service projects, and sourcing specialized resources to enable the involvement of underserved youth. All service opportunities can be co-created and implemented in partnership with charities, non-profits, and experts in the field to ensure they identify legitimate gaps in their capacity to deliver services, and thus not overwhelm them.

*Examples of how this program can be implemented:*

Focus Area	Example partner organization	Turn-key service project examples	Estimated number of hours	Outputs
Arts and Culture	The Royal Canadian Legion	Youth will be paired with veterans to document their life and contribution to Canadian history. The Royal Canadian Legion will identify citizens who would like to be documented and engaged youth will connect with them via phone and video. Youth will be provided with interview questions and the resources required to complete the initiative.  <b>Note:</b> similar programs can be created with Indigenous groups, and nonprofits that primarily serve the elderly such as Rotary Clubs of Canada.	80	Each veteran will be provided with a book commemorating and celebrating their life and achievements. This will serve as verification of the completed activity, and as a record of their contribution to Canadian society.  Through this service-learning opportunity, youth will develop verbal communication and writing skills.
Social Services	Stella's Place	Stella's Place – or a similar peer to peer support service in times of anxiety – can train lead volunteers at WE who will take on the role of training additional short-term youth volunteers. This train-the-trainer model will allow the partner non-profits to continue to accept new and qualified volunteers, without overwhelming their training system.	+120	Youth will partake in the peer-to-peer trainer program, as documented by the partner non-profit and will sign up for shifts online that are recorded.
COVID-19 specific	School boards across Canada	Qualified youth can be paired with younger students in elementary, middle, or high school who need additional educational support as a	60	Each mentorship session will be recorded via audio and/or video as a record of completion



		<p>result of school being paused due to COVID-19.</p> <p>These youth will become tutors and mentors in specific subjects that they are qualified for, with the facilitation of school board partners across Canada communicating this opportunity to families.</p>	<p>and used to create accurate reporting on the program outcomes.</p> <p>Both students will develop their academic and studying skills.</p>
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Once verified, youth can submit a log of the time they volunteered and any accompanying verification materials to receive program completion microgrants:

- **30 hours completed:** \$500 as money or tuition subsidy
- **60 hours completed:** \$1000 as money or tuition subsidy
- **120 hours completed:** \$2000 as money or tuition subsidy
- **180 hours completed:** \$3000 as money or tuition subsidy

A key component of the program is skill development for the youth participants. Each youth participant will receive a letter of commendation highlighting the skills acquired in order to complete their service initiative. This recognition can be reflected on their resume when applying to further studies or future career opportunities, in addition to digital badging platforms such as LinkedIn.

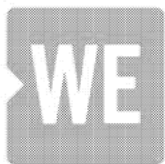
Furthermore, all youth who have completed service will be invited to a virtual celebration in August, hosted by WE and streamed live online, to congratulate them to their service to Canada and showcase some of the incredible projects that Canadian youth completed. Over the past decade WE Day has hosted 100+ celebrations of service, including working with Heritage Canada to host a special WE Day on Parliament Hill in front of Centre Block to celebrate Canada’s 150<sup>th</sup> birthday. WE would engage its network of celebrity ambassadors, media partners, and technology enablers to ensure that this is an extraordinary national celebration delivered via digital platform.

### Timelines & Program Costs

We are pleased to provide the Government of Canada with a preliminary budget and timeline for the proposed program to serve 20,000 young Canadians.

#### Proposed Budget

Funding Area	Description	Investment	Cost per Participant
Microgrants for participants	Target of 20,000 youth between the ages of 16-29. Depending on the government objectives funds can be allocated to personal use, or specifically for post-secondary studies.	\$30,000,000	\$1500
Program development, coordination and support	WE would ensure effective participation in the program. This cost includes:	\$12,000,000	\$600

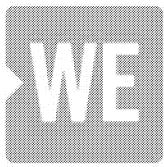


	<ul style="list-style-type: none"> <li>• Website and technology platform costs, helping to match youth to their virtual service opportunity</li> <li>• Program development, including building each of the turn-key service programs</li> <li>• Marketing and promotion of the program</li> <li>• Service coaches to assist youth who want to custom design their service program</li> <li>• Staff for inquiries and user support</li> <li>• Process for tracking and verification of service, in addition to issuing letters of commendations</li> <li>• Translations services to support youth in both official languages</li> <li>• Virtual celebration event to take place at the end of August</li> <li>• Measurement and evaluation of program</li> <li>• Administration including coordination with non-profit partners, finance and legal.</li> </ul>		
Non-profit partner support	Financial support provided to core non-profit partners involved in development of the turn-key service initiatives, and funds to assist with any costs incurred for their involvement in the program.	\$2,500,000	\$125
Total cost		\$44,500,000	

### Timelines

WE Charity is prepared to quickly mobilize in an effort to launch this proposed program in the coming weeks as young people complete their University/college terms and high school students complete their remaining course work. Proposed timelines include:

- Week of April 27<sup>th</sup> (or based on government preference)
  - Public announcement
  - Launch preliminary website
  - Begin outreach to non-profit partners to co-develop the turn-key volunteer roles
- Week of May 4<sup>th</sup>
  - Public promotion of the program
  - Continue outreach with non-profit partners and co-design the service placements on offer, including designing a profile of the skills they are seeking
  - Launch sign-up/registration for youth seeking volunteer placements
- Week of May 11<sup>th</sup>, 18<sup>th</sup> and 25<sup>th</sup>
  - Continue public promotion of the program including through digital and social channels



- At the end of May begin welcoming first cohort of youth participants into the program, and matching with their first turnkey roles
- June, July, August
  - Continued registration and matching of youth volunteers
  - On-going 1 on 1 support and coaching for select youth, led by WE team members
  - Verification of service hour completion and assessments of service projects between WE and non-profit partner
- Week of August 24<sup>th</sup>
  - Host a virtual summer-end celebration for all program participants and non-profit partners to celebrate the collective social impact of all 20,000 youth participants. The event will profile select service projects, welcome special guests and speakers including inspirational Canadians, celebrities, and the opportunity for government officials to recognize the achievements of Canadian youth

### Why WE is uniquely positioned

WE has a proven track record of engaging and inspiring youth in meaningful service actions. Our programs educate, engage, and inspire youth to take action on some of the world's most pressing local and global issues. Over the last 25 years we have honed our approach and become leaders in providing experiential service-learning and currently serve as an educational partner to over 7,000 schools across Canada. WE is cause inclusive, each year young people participating in the WE Schools program do service actions in support of over 5,000 local and global non-profit organizations. During the 2018-2019 academic year our programs impacted over 2.4M youth across Canada, making WE one of the largest networks of youth service in Canada.

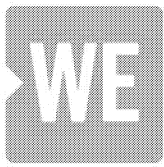
Our proven history of supporting the systemic rollout of service opportunities for youth  
WE has experience working in partnership with government to achieve specific objectives related to youth service initiatives. Most recently WE was part of the Canada Service Corps' design phase.

WE first started its service-learning programs in 1999 when the organization played a critical role in supporting the roll-out of Ontario's 40-hour service requirement for graduation. The Toronto District School Board partnered with WE Charity to develop a program that would train youth and equip educators and students about service-learning. WE Charity developed a comprehensive curriculum, a guide called "Take Action: A Guide to Active Citizenship", offered hands-on leadership workshops in schools, professional development training programs for educators, and celebrated and recognized the service actions of young people at WE Day events.

WE Charity continues its partnership with the Toronto District School Board, and our service and civic engagement programs are supported by 30 official school board partners and 3,200 schools across the province of Ontario. This model was subsequently adopted by the majority of school boards in Canada with 7,000 schools and groups actively engaged in WE Schools programming. Today, WE Schools is implemented with 130+ school board and government partners across Canada.

The Canadian model of success has also been adopted in the US. In 2017, the College Board approached WE to form a partnership to scale service-learning. The College Board is a US non-profit formed in 1899 to administer college entrance examinations, which today including the SATs. Together, College Board





and WE launched *AP with WE Service* – which includes the first and only verification system to recognize service on the AP transcript when students apply to colleges.

WE Charity has the proven track record, the experienced team and the agility to quickly mobilize to meet the goals of the Canada Service Corps program in the summer of 2020.

#### Our Team

The WE team is committed to delivering high-quality programming that is responsive to the needs of our core stakeholders. With incredible backgrounds in education, youth development/programming, service and volunteering, our team is well positioned to help youth across Canada thrive during their service placements. Our team leading this initiative will include:

#### Dalal Al-Waheidi, Executive Director, WE Charity

- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network.

#### Carrie Patterson, Chief Operations Director, WE Charity

- An experienced Chief Operations Director with a demonstrated history of working in the non-profit organization management industry and in education. A long and extensive career specializing in work with young people with a focus on positive youth development, service-learning and social and emotional learning.
- She was formerly served for twelve years with Tim Horton's Children Foundation, including as Director of Camp Operations

#### Roxanne Joyal, co-Founder of WE Charity

- Roxanne has assisted in building the nonprofit since the earliest days into best-in-class organization engaging youth in service. As a proud Franco-Canadian, she helps to ensure that the organization serves youth coast-to-coast-to-coast.
- Roxanne studied at Stanford University, followed by a prestigious Rhodes Scholarship for law at Oxford University, and started her legal practice as a clerk for the Supreme Court of Canada.

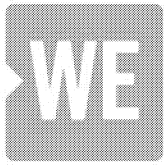
#### WE Schools Youth Program Facilitators and Mentors

- WE has an in-house team of experienced youth facilitators and mentors who help to coach young people and provide the tools and resources they need on their service journeys. This team will connect directly with young people in the program and offer 1 on 1 support.

#### Infrastructure Capabilities to deliver service programming

With WE Charity's established reach and infrastructure, we believe design and delivery of new programming will be cost-effective and highly scalable.

In 2017, WE Charity opened the WE Global Learning Centre, which is our hub to deliver innovative programming across Canada. The Centre is equipped with two digital classrooms, two production bays, skype pods, and technology that enables the organization to connect and engage with youth across the

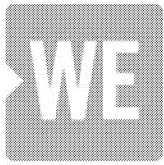


country. From one-on-one mentorship, to virtual workshops for groups, to large virtual gatherings around the world – the Centre is equipped to support virtual and digital program delivery. Furthermore, strategic partnerships with leaders in technology including Microsoft, TELUS, and Cisco enable WE Charity to enhance programming and increase efficiency through technology while remaining cost-effective.

#### Amplification and celebration

WE has unparalleled platforms for amplification and celebration of youth across Canada.

- Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for service initiatives on a national level.
- WE achieved 15B+ media impressions in 2019 and has 4M+ followers on across our social channels.
- WE also has a passionate and committed network of celebrity ambassadors who would champion and amplify this program to millions of Canadians.



## 2. Social Entrepreneurship Program: Closing the COVID-19 Opportunity Gap for Young People

### Executive Summary

This document proposes to the Government of Canada (GoC) an opportunity to create a strong multi-faceted social entrepreneurship program to support young Canadians during and post COVID19 pandemic. By incentivizing and equipping youth to engage with social entrepreneurship opportunities, we'll be empowering them both to efficiently contribute to the economy by creating small businesses and boost our nation's economic output, while also addressing important social causes.

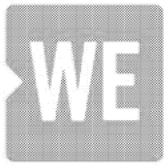
The program seeks to serve 8,000 young Canada (under-30) over 12-months with the following three bilingual elements: i) A 10-week digital program providing entrepreneurship expertise and support in the era of COVID-19; ii) a mentorship program linking entrepreneurs with 500+ experts from established companies who will provide functional and industry-specific support in areas such as finance, marketing, productization, distribution, employing at-risk populations, social impact measurement etc.; iii) a base payment to all participants, and access to additional incentive funds and long-term mentorship opportunities.

This program seeks to solve three timely challenges:

- i. how to engage at-scale young Canadians (under-30), including those who were not previously employed;
- ii. how to jump-start entrepreneurship to create jobs for economic recovery, relevant to both 12-24 months of COVID-19 realities and in the years to follow;
- iii. how to engage companies across Canada who have excess employee capacity. Specifically, asking companies that benefit from the 75% federal employee subsidy to consider redirect a small percentage of employee's time (one day per week) to serve as skill-specific mentors for young entrepreneurs. This also encourages established companies to keep employees on the payroll and ensures that the 75% Canadian employer subsidy provides a further social benefit.

During preliminary conversations the idea to have their staff support young entrepreneurs in tackling society's problems has been well received by numerous senior executives at corporate giants including RBC, TELUS, KPMG and Microsoft to name a few of our 200+ partners; however, WE would open up the program for other businesses that can also contribute including, medium-sized and smaller businesses. This program will include a robust mentorship program, with for-profit partners providing over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.

Drawing from 25 years of experience in social entrepreneurship, including building up ME to WE and providing service-learning programs to 7,000+ schools and over 2.4 million youth across Canada, WE has all the ingredients including vision, expert capacity and strategic partnerships to be a unique support platform for the government in enabling the successful execution of a national program that is reflective of today's COVID19 crisis' diverse needs and demands from youth and millions of Canadian looking to assist others as we navigate these challenging times.



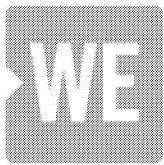
## Introduction

WE recognizes the immense efforts and investments being led by the Government of Canada's [COVID-19 Economic Response Plan](#), supporting strong, immediate and effective action to protect Canadians and our economy from the impacts of the global COVID-19 pandemic. Equally important are the complementary economic response plans implemented by other levels of governments directly investing in critical front-line industries and support programs to all Canadians. We are rapidly learning that Canada post-COVID19 pandemic will require a collective effort to rebuild our economy, and where youth are at the heart of creating the greatest value in our economy, bringing innovative solutions to new challenges.

Today, youth at large are becoming more vulnerable and susceptible to the COVID19 pandemic's economic contraction and social limitations despite the GoC's efforts in building safety nets for families, employers and business across Canada. There is a urgent need to proactively support young people between the ages of 19 and 29 who are recent school/university graduates without the opportunity to attain a job, looking for innovative ways to solve current and post COVID19 challenges or build small business, and seeking to build their workplace readiness skills and professional network for when our economy stabilizes.

We know that young Canadians are passionate and committed to finding a career path that provides income, while also creating a positive impact in the world, such as creating employment for at-risk populations, protecting our environment, and assisting with health and human wellness. We have learned through our innovative work with our for-profit social enterprise ME to WE and WE Charity, to marry business with social change and encourage youth to redefine what's possible through the employment of social entrepreneurship skills. Social enterprises – also known as purpose-driven businesses -- create opportunities to encourage and enable priority populations to meaningfully participate in the creation of business ventures that address the unique needs of their community, including jobs and inclusive economic growth. For example, social enterprises are two times more likely to be run by women than traditional small and medium-sized businesses. While the number of purpose-driven businesses in Canada continues to increase, programming and support services available to such enterprises have not kept up with the demand, hence the importance of dedicated initiatives like our proposed social entrepreneurship program.

Now more than ever, WE is galvanizing our corporate partners to collectively support Canadian youth to build resiliency and continue their professional development during and post the COVID19 pandemic. Although our corporate partners have also been deeply impacted by the economic contraction worldwide, many continue to express their desire to offer their employees' in-kind professional support to WE. Many of these are skilled professionals who are now working less hours as a result of the COVID-19 contraction and are passionate about giving back. This program will include a robust mentorship program offering over \$7 million worth (on an annualized basis) of high-value in-kind skill-specific hours from committed subject matter experts across industries, in addition to millions more via discounts on technology and resources to assist these entrepreneurs.



## The problem

The COVID-19 pandemic is rapidly changing the world, the workplace and the economy in unprecedented ways. WE has identified three critical challenges Canadians are facing during this time of economic uncertainty.

- I. Young people and students are currently under-supported in the current economic relief plans. This demographic is not yet well established in the workplace, have had limited earnings or have had their summer jobs eliminated.
- II. With such a dramatic change in the Canadian economy, many small businesses have already vanished so there is a critical need for entrepreneurs to help replenish the lost businesses and create new jobs.
- III. There is an excess of idle and underutilized professionals as Canada's corporate sector has seen a dramatic decline in work. Companies are desperately seeking to repurpose employees or risk eliminating their jobs.

## Opportunity

We see an opportunity to support the government in further deepening targeted safety nets to mitigate the impact of COVID-19, *and* further incentivize young Canadians to engage in social entrepreneurship and build community resilience while the economy stabilizes. We know that despite COVID19 isolation measures, young Canadians are passionate and committed to finding a career path that continues to reinforce their skills and provides income, while also creating a positive impact on Canada and the world.

Our social entrepreneurship project is designed to engage youth during and post-COVID19 pandemic, providing a free bilingual virtually delivered entrepreneurship program and one of kind world-class mentorship roster from leading Canadian corporate partners. Although the postsecondary education system is proactively engaging students, we are increasingly seeing the need to target youth who, are looking for non-academic programs that opens opportunities for future employment, are not enrolled in school or, unemployed youth. It is critical to emphasize that youth that engage in entrepreneurial activities not only create new business opportunities, but they also acquire essential skills for the 21<sup>st</sup> century economy like agility, leadership, collaboration and resilience – important contributions to the workforce as a whole.

We believe that creating a national entrepreneurship program is timely and strategic empowerment for young Canadians to move beyond COVID-19, particularly as we look to break down barriers such as longer transitional periods between finishing school and finding employment, high unemployment rates for out-of-school youth, and children depending on parents for a longer period than ever in our nation's history. Furthermore, we are looking to further support priority populations and underrepresented youth groups (such as Indigenous, women, rural populations, new Canadians) and build unique support services that enable world class mentoring and company creation.

## The Solution

Provide up to 8,000 young people across Canada (aged 19-29) with a free, bilingual, inclusive, virtual social entrepreneurship program that provides them with all the tools and mentorship needed to start and grow a successful purpose-driven business.

We believe that a national entrepreneurship program can be developed to not only focus on the youth's entrepreneurship activities but leverage their explicit desire to integrate purpose into their efforts and in turn help alleviate social problems both in Canada and beyond.

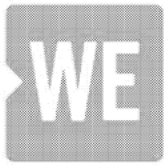


Proposed Model

WE Charity’s objective is to help launch a new generation of SMBs, powered by purpose-driven young people and ready for the new economic realities. There are three core components to the program:

<p><b>Part 1: 10-Week Virtual Program</b></p>	<p>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</p> <p>Topics led by industry-experts include: accounting, product design and production, leading with purpose, market development and validation, sales, social impact measurement; digital marketing strategies and content marketing during COVID19; Indigenous enterprise, health and wellness market opportunities, building resilience and perseverance; etc.</p> <p>The program includes various complementary resources and a nation-wide online community for purpose-driven entrepreneurs to share best practices, learning experiences and to network to support one another</p>
<p><b>Part 2: 1-on-1 mentorship with experts to support entrepreneurs</b></p>	<p>Extensive 1:1 mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders.</p> <p>Executive coaches and mentors will be provided by an incredible roster of 500+ subject matter experts sourced from across Canada’s top corporations.</p> <p>Each participant will have access to a minimum of 6 hours of high-value skill-specific mentorship necessary to help their business thrive. They will register for the mentorship areas of their choice which could include: branding, sales, marketing, legal, accounting/finance, social impact, accessing capital, generalist support.</p>
<p><b>Part 3: Small grant for each participant</b></p>	<p>Upon the successful completion of the 10-week program each participant will receive a \$500 grant that they can use to invest in their future and further their venture concept.</p> <p>Upon completion of 10-week program each participant will receive a LinkedIn virtual badge.</p> <p>Additional incentives are available based on engagement and success, including unlocking additional business funding and further stages to the program support.</p>

WE Charity has modeled three options for program delivery, **please see appendix I** for an overview of each of the three options.



## Demographics we will serve

The proposed national program will target young people underrepresented within current economic relief plans. Specifically, young people aged 19-29 who are current post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is bilingual, designed to ensure inclusive participation and recruitment of participants from priority youth groups including indigenous, women and new Canadians. Our program's digital program delivery platform, program leaders, diverse subject matter experts and incentives effectively targets the youth at all levels of education and can reach areas far from urban centres, provide unique connections with industry experts and essential recognition for youths' efforts respectively.

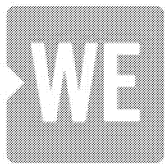
## Why WE is Uniquely Positioned to lead this project

WE has 25 years of experience delivering meaningful and impactful programming to young people across Canada. We are uniquely positioned to take up this challenge as we have the internal expertise and resources to mobilize quickly, and multi-sector partnerships with the corporate, technology, and education to execute on a national scale.

- *Proven Impact:* WE is one of the largest founded in Canada charities, with programs coast-to-coast-to-coast. It uplifts the social sector by galvanizing Canadians across the country to volunteer, increase awareness and raise funds for the causes that matter most to them. In 2018-2019, 3,832 local organizations were supported and over \$97 million in social value was created by Canadians participating in WE programs.<sup>1</sup>
- *Deep corporate partnerships:* WE holds deep and unique relationships with 200+ best-in-class corporate partners who are committed to supporting social innovation and the ambitious vision of the WE Social Enterprise Centre.
- *Unparalleled amplification platforms:* Reaching over five million Canadians in 2018-2019 alone, WE is a pipeline to Canadians, including youth, and has the capacity and expertise to support the government in reaching its priorities, raising awareness and creating demand for social enterprise on a national level. WE achieved 4B+ media impressions in 2019, and has 4M+ followers on its Facebook page.
- *Best practices learned through on the ground experience:* WE is approached by several hundred not-for-profit peers, groups and individuals a year and there is a high demand for WE to share learnings from its successes and early failures. WE created the groundbreaking ME to WE social enterprise to support the efficiency of charity partner – WE Charity. ME to WE operates multiple successful lines of business for social purposes.

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<sup>1</sup> 2017-2018 WE Schools Year in Review, Global Report; June 2016 Feeding America Product Valuation Study; 2016 US Bureau of Labor Statistics data, indexed by Independent Sector in April 2017.



## Our Leadership Team

Our programming will be led by our in-house team of entrepreneurial experts, with a proven track record of training and supporting Canadian entrepreneurs. Our leadership team includes:

### Jon E Worren, Entrepreneur in Residence, WE Scale Up

- Served as the Lead Executive, Venture & Corporate Programs at MaRS, where he developed and delivered all of MaRS venture facing programming – both at MaRS and throughout Ontario. As part of his role he built MaRS digital platform, directly serving 10-15,000 entrepreneurs every year, including the award-winning Entrepreneurship 101 program – which has supported entrepreneurs in 130 countries to date. As part of that, Jon has personally worked directly with over 5,000 Canadian entrepreneurs.
- He developed and delivered programming to support youth entrepreneurs at more than 15 university campus linked accelerators as part of Ontario’s Jobs & Prosperity Program.
- Jon also built MaRS Corporate programming, working directly with executive teams of 50+ corporate partners in helping them develop their innovation strategy.
- Jon managed the \$32.5M Ontario ScaleUp Voucher Program from 2016-2019, supporting the growth and expansion of the most promising high-growth innovation firms in the province, such as Fiix, Axonify, InteraXon, Asset Compliance, Bridgit, Wattpad and others with funding and growth coaching.
- Jon is an accomplished entrepreneur having been co-founder of successful businesses in the software and cleantech space. Jon has an MSc from London School of Economics

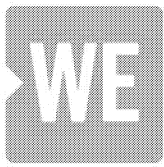
### Hussam Ayyad, Managing Director, WE Scale Up

- Held leadership positions at Communitech, DMZ, Ryerson University and the U of T’s Rotman School of Management are listed below:
  - Built the core-operation of DMZ between 2016 and 2020 including all programs interfacing with entrepreneurs, investors and corporate backers, locally and internationally which most recently propelled the DMZ to become a world-leading tech accelerator and incubator that earned the ranking of #1 in the world by UBI.
  - Built the DMZ’s investor network to exceed 3,000 VCs & Angel investors in less than 2 years.
  - Spearheaded building programs to support thousands of entrepreneurs nationally and internationally and support Canadian ventures who collectively raised over \$ 1 Billion and created multiples of that in value of market capitalization.
- Hussam is an experienced multi-time entrepreneur and business leader. Most notably, he co-founded and led the growth of Algéro Canadian Metals to a \$70 million revenue business in the environmental sustainability industry supplying metal scrap to world leading steel mills.

### Craig Kielburger, Co-Founder and Executive Sponsor, WE

- He co-founded WE, a global movement that empowers people with the tools to change the world internationally and in their own communities.
- Craig is a New York Times bestselling author who has written 12 books, including *WEconomy: You Can Find Meaning, Make a Living, and Change the World*.





- Craig is an MBA graduate with 15 honorary doctorates and has been awarded by the World Economic Forum and Roosevelt Institute, and received the Order of Canada.

Roxanne Joyal, CEO and Co-Founder, ME to WE

- She is CEO of ME to WE, a social enterprise that supports sustainable development projects of WE Charity.
- Roxanne is a Francophone bilingual Canadian social entrepreneur, author, recognized leader in sustainable development and a women's empowerment advocate.
- Roxanne is a graduate of Stanford University, she earned an Oxford degree in law and a prestigious Rhodes scholarship, and clerked for the Supreme Court of Canada. She is a recipient of the Order of Canada.

Dalal Al-Waheidi, Executive Director, WE Charity

- As the Executive Director of WE Charity, Dalal Al-Waheidi has been integral in shaping the success of the WE movement into a global international charity and educational partner.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network

## Our Partners

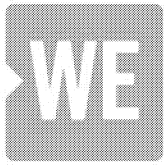
This project will leverage a multi sector partnership approach, leveraging WE's network. Through value in-kind provided through partnerships, WE will match the financial investment provided by the Government of Canada. Partners could include:

### *Corporate Partners:*

- Engaging WE's network of 200+ corporate partners to provide mentorship hours to young entrepreneurs. WE has already opened conversations with corporate partners, who have expressed a strong interest. They are grateful for the government's 75% wage subsidy, and they want to give-back to support Canada during this time.
- The Business Council of Canada (BCC) has been a partner of WE to engage business leaders together to call on their employees enroll in our mentorship program and provide valuable introductions in the sector. The 150 member-companies employ 1.7 million Canadians and are responsible for most of Canada's corporate philanthropy. Craig Kielburger is the only non-profit member in the history of the BCC.

### *Technology Partners:*

- Microsoft – WE is the largest Canadian charitable partner of Microsoft, and one of the largest global partners. Microsoft provides inclusive technology including the provision of hardware and software platforms powering digital programming delivery and ensuring accessibility capabilities (i.e., close captioning translation, readers, visual adaptation and hearing accommodations)
- LinkedIn (owned by Microsoft) – partnership with this tech platform would be ideal as it will expose youth's skills attainment after completion of programming, including a virtual badge that can enhance their profile. LinkedIn is a widely recognized platform that will offer young people a space to build their profile, highlight their training badge achieved, and which employers can easily track and validate. The LinkedIn experience has important long-term value, as it will be a validated record that young people can take anywhere in the world to support their education and employment. Digital badging is proving to be the most cost-effective and scalable model to



provide incentives for youth to participate. Digital badging provides meaningful recognition to youth, while removing continued reliance and incentive focused on solely financial incentive strategies.

*Community Partners:*

- WE Charity currently holds 300 official educational partnerships across Canada with 17,309 active educators engaged in our network from 7,000 schools, educational institutions, and groups
- Junior Achievement – One of the largest networks of youth programming in entrepreneurship
- Enactus – the world’s leading Social Entrepreneurship program based in universities and colleges (36 countries worldwide, 1.3 million people impacted annually, 1,730 universities involved). In Canada, they are present with close to 3,500 students involved on campuses
- Many other leading organizations such as:
  - Ryerson’s DMZ - Leading accelerator in Canada
  - Ashoka Canada
  - B Lab Canada at the MaRS Centre for Impact Investing
  - BCG Digital Ventures
  - Boston Consulting Group
  - The Brandery
  - Brand Project
  - Bullfrog Power
  - Capital for Aboriginal Prosperity and Entrepreneurship Fund

*Conclusion*

WE reaches over 2.4 million youth providing a platform to further national understanding about the important role of entrepreneurship to help solve some of the most complex social challenges that we are to experience during and post COVID19 Pandemic. We would like to humbly raise the importance of government taking a leadership role and sending a clear message of hope to youth who are seeing their future very bleak and with limited opportunities to grow at this time.

- Directly impacting up to 8,000 youth
- Providing between 12-20 hours of 1on1 mentorship to youth
- \$500 cash grant to youth upon completion of program
- Building a network of 500 industry leading mentors across Canada to support a new generation of small business with impact
- Targeting priority youth demographics such as, indigenous, women and new Canadians

Together, we can bring a comprehensive future skills program to thousands of youth through digital programming, build a network of resilient youth deeply connected to the across sectors and, who can and will be able to reinsert themselves in the economy in a post COVID19 world.

Appendix I: Program Options

<i>All program options run multiple cohorts over a one-year period</i>			
	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
Programming delivery details (per cohort)	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 24,000 hours</li> <li>\$500 grant per participant upon program completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul>	<ul style="list-style-type: none"> <li>A structured curriculum-based 10-week company formation program delivered as workshops and group advisory sessions by subject matter experts and leaders in entrepreneurship</li> <li>6 hours of 1:1 executive mentorship and coaching for each participant in the program on business fundamentals by functional experts and industry leaders for a total of 48,000 hours</li> <li>\$500 grant per participant upon completion</li> <li>Nation-wide online community for social entrepreneurs to share best practices, learning experiences and network to support one another</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>Doubling the number of beneficiaries, with a lower cost per beneficiary due to economies of scale</li> <li>Up to \$800,000 (per entire year) in a special fund available for top participant business ideas</li> <li>Up to 1,000 participants will receive incremental 1-on-1 mentorship time for an additional 12-weeks to support the company building process for an additional 6,000 hours</li> </ul> <p>Plus</p> <ul style="list-style-type: none"> <li>A digital conference with featuring leaders in Canadian business, government, entrepreneurship and social impact – helping to raise the profile of entrepreneurship during times of economic challenge</li> <li>Up to 100 of the top ventures will receive additional mentorship, business support, network access and capital for another 6 months to ensure the successful launch of the businesses for an additional 1,200 hours, in addition to PR and media support through WE’s amplification platforms such as WE Day online, nation-wide news outlets and with direct support from WE’s media and PR staff.</li> </ul>
Number of Participants	4,000	8,000	8,000
Investment Requested	\$6,000,000	\$11,000,000	\$14,000,000

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**From:** Sofia Marquez [REDACTED] s.19(1)  
**Sent:** Thursday, April 23, 2020 11:08 AM  
**To:** [REDACTED] (FIN)  
**Subject:** RE: UPDATE: WE Proposal\_ Engaging 20,000 youth in service and entrepreneurship

[REDACTED]  
It's a pleasure to meet you as well – albeit virtually.

No need to apologize, it's all good. I don't think I can ever compete with those two LOL.

Looking forward to our call tomorrow.  
Hoping you have a great day!  
Sofia

Sofia Marquez | Director, Government and Stakeholder Relations | WE  
t: 1.416.925.5894 x: [REDACTED] [WE.org](http://WE.org)  
s.19(1)

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**From:** Kovacevic, Michene (FIN) <[REDACTED]@canada.ca> s.19(1)  
**Sent:** April 23, 2020 9:40 AM  
**To:** Sofia Marquez [REDACTED], Singh, Amitpal (FIN) <[REDACTED]@canada.ca>  
**Cc:** Kaur, Sharan (FIN) <[REDACTED]@canada.ca>; [REDACTED]@canada.ca  
**Subject:** RE: UPDATE: WE Proposal\_ Engaging 20,000 youth in service and entrepreneurship

Hello, Sofia!  
Nice to meet you.  
Sorry for the delay. You made my priority reply list yesterday, but in the end alcohol and bed bumped you into second place.  
My office will reach out today to confirm a time/number for us to speak.  
Looking forward to it.  
Best regards and have a good day!

Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.

[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** Sofia Marquez <[REDACTED]@canada.ca> s.19(1)  
**Sent:** April 22, 2020 4:19 PM  
**To:** Singh, Amitpal (FIN) <[REDACTED]@canada.ca>; [REDACTED]@canada.ca  
**Cc:** Kaur, Sharan (FIN) <[REDACTED]@canada.ca>  
**Subject:** RE: UPDATE: WE Proposal\_ Engaging 20,000 youth in service and entrepreneurship

Thank you Amit –

[REDACTED] a pleasure to meet you virtually.

Happy to hop on a call/ video conference to chat at your earliest convenience. Let me know what time works on your end.

Thank you,  
Sofia

s.19(1) Sofia Marquez | Director, Government and Stakeholder Relations | WE

[REDACTED] WE.org

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**From:** Singh, Amitpal (FIN) <[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)>

**Sent:** April 22, 2020 4:13 PM s.19(1)

**To:** [REDACTED]@canada.ca>

**Cc:** Sofia Marquez [REDACTED] Kaur, Sharan (FIN) <[sharan.kaur@canada.ca](mailto:sharan.kaur@canada.ca)>

**Subject:** Fwd: UPDATE: WE Proposal\_ Engaging 20,000 youth in service and entrepreneurship

[REDACTED]

Connecting you with Sofia. We spoke today on the CSSB and work ahead of us on the national service file. As well as the 20k positions both of us have talked about through WE to help launch this initiative. Hoping you can set up sometime before the end of the week to quickly touch base.

Thanks

Amitpal Singh

Policy Advisor

Office of the Minister of Finance | Cabinet du ministre des Finances

(c) [REDACTED] s.16(2)(c)

Begin forwarded message:

**From:** Sofia Marquez <[REDACTED]> s.19(1)

**Date:** April 22, 2020 at 9:16:21 AM EDT

**To:** "Singh, Amitpal (FIN)" <[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)>

**Cc:** "Kaur, Sharan (FIN)" <[sharan.kaur@canada.ca](mailto:sharan.kaur@canada.ca)>

**Subject:** UPDATE: WE Proposal\_ Engaging 20,000 youth in service and entrepreneurship

Hey Amit,

I hope this email finds you doing well.

I wanted to share with you a final document, containing the two streams of programming: 1) service, and 2) entrepreneurship, for easy access and sharing.

Please note that Craig will be sharing this document widely with Min. Chagger, Min. Ng, Min. Morneau and [REDACTED] this morning.

I would love the opportunity to connect over the phone when appropriate to gain your feedback on improvements and exploration of next steps. THANK YOU so much for all of your help and guidance throughout this process, you've been most helpful.

Warmest,  
Sofia

**From:** [REDACTED] (FIN) Not Relevant  
**Sent:** Thursday, April 23, 2020 11:38 AM  
**To:** Singh, Amitpal (FIN); Meredith, Tyler (FIN)  
**Subject:** student decision pages  
**Attachments:** [REDACTED]  
[REDACTED] Annex 4 - Canada Student Service Grant.docx

---

s.69(1)(g) re: (e)

[REDACTED] (FIN)

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**Subject:** Touch base CSSB & national service file  
**Location:** Teleconference 613-960-7510 / ID: [REDACTED] s.16(2)(c)  
**Start:** Fri 4/24/2020 2:00 PM  
**End:** Fri 4/24/2020 2:30 PM  
**Recurrence:** (none)  
**Meeting Status:** Accepted  
**Organizer:** [REDACTED]  
**Required Attendees:** [REDACTED] (FIN); Sofia Marquez; [REDACTED]  
**Optional Attendees:** Singh, Amitpal (FIN); Craig Kielburger  
**Categories:** Telephone



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**From:** Craig Kielburger <craig@we.org>  
**Sent:** Sunday, April 26, 2020 3:28 PM  
**To:** MinFinance / FinanceMin (FIN)  
**Subject:** 497109 - Thank You & Links  
**Attachments:** [REDACTED]

Hello Bill,

It was incredibly thoughtful of you to call. Thank you very much.

I realize that your team provides you access to extraordinary data. If helpful, attached are two documents. The attached email is from two days written by [REDACTED]

Warmest,  
Craig



**Craig Kielburger**  
Co-Founder  
t: 1.416.925.5894 [REDACTED]

**Lauren Martin** | Executive Assistant to Craig Kielburger  
t: 1.416.925.5894 [REDACTED]

WE makes doing good, doable. Join the WE Movement: take the pledge at [WE.org](http://WE.org)

**From:** [REDACTED]  
**Sent:** Sunday, April 26, 2020 1:09 PM  
**To:** Craig Kielburger  
**Subject:** Fwd: [REDACTED]

s.20(1)

s.19(1)

----- Forwarded message -----

**From:** [REDACTED]  
**Date:** Sat, Apr 25, 2020 at 8:06 PM  
**Subject:** [REDACTED]  
**To:** [REDACTED]

[REDACTED]

**Page 192**

**is withheld pursuant to sections  
est retenue en vertu des articles**

**19(1), 20(1)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Page 193**

**is withheld pursuant to section  
est retenue en vertu de l'article**

**20(1)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**Pages 194 to / à 213  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**19(1), 20(1)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

**From:** [REDACTED] (FIN)  
**Sent:** Monday, April 27, 2020 10:37 AM  
**To:** Singh, Amitpal (FIN)  
**Subject:** Re: National Service Framework

---

oh thank god

*Sent by [REDACTED] sassy smartphone*  
[REDACTED] s.16(2)(c)

On Apr 27, 2020, at 10:34 AM, Singh, Amitpal (FIN)  
<amitpal.singh@canada.ca> wrote:

Not the portal, but the return memo to seek approval for the framework design, as the RD of Annex 4 noted.

11:20?

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED]  
s.16(2)(c)

On Apr 27, 2020, at 10:31 AM, [REDACTED] (FIN)  
<[REDACTED]@canada.ca> wrote:

There is no way they are going to be able to stand up a portal by May 1<sup>st</sup>!  
Amit.  
Let's chat about this.

Are you free at 11?

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** April 27, 2020 9:07 AM  
**To:** [REDACTED]@canada.ca>  
**Subject:** Re: National Service Framework

Sorry, we need it by May 1st.

Amitpal Singh

Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des  
Finances

(c) [REDACTED] s.16(2)(c)

On Apr 27, 2020, at 9:01 AM, Singh, Amitpal (FIN)  
<[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)> wrote:

[REDACTED]

Had a talk with the Minister this morning on national service, he is concerned the government will drop the ball if our Department doesn't proactively pursue this project and engage with ESDC. He said he wants a final framework for review by May 8.

We need to relay the policy objective of this item to ESDC (see below), and have them start sketching out the mechanics of the portal, applications, service organizers and programming, validation of hours served, delivering the grant, etc.

Best if we view WE's role in three specific areas:

- an administrative asset to fill in the areas where needed (third party validation)
- out of the gate 10k online positions that we can prescribe for (contact tracing) and offer to other entities/organizations that would like to on-board service placements but do not have the ability to host online placements
- as a service provider outright with their own programming

Policy objective: For Young Canadians to pursue opportunities of national service that hold material impact within their communities, and the country at-large, for which they will be rewarded for, on a basis of hours served. This grant will be made available, up to \$5k, to pay for upcoming postsecondary education costs, or pay down existing student debt.

Can you please touch base with [REDACTED]

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du  
ministre des Finances

(c) [REDACTED] s.16(2)(c)

---

**From:** Sofia Marquez [REDACTED] **s.19(1)**  
**Sent:** Monday, April 27, 2020 2:42 PM  
**To:** [REDACTED]  
**Subject:** Thank you and next steps

[REDACTED]

I hope you were able to find a little bit of time to rest and reconnect with loved ones this weekend.

I wanted to thank you so much for having taken time out of your super busy schedules to connect with Craig and I last week.

As discussed over the phone, I would love to know what would be the appropriate next steps for us to continue the conversation. If easier, I'm happy to connect over the phone any time.

Thank you kindly,  
Sofia



**Sofia Marquez**  
Director, Government and Stakeholder Relations  
t: 1.416.925.5894 [REDACTED]

**s.19(1)**

339 Queen St E, Toronto, ON M5A 1S9 • [WE.org](http://WE.org)

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---

**From:** [REDACTED] (FIN)  
**Sent:** Monday, April 27, 2020 3:08 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** Fwd: Thank you and next steps

i told [REDACTED] to respond

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

Begin forwarded message:

**From:** Sofia Marquez [REDACTED] s.19(1)  
**Date:** April 27, 2020 at 2:42:12 PM EDT  
**To:** [REDACTED]  
**Subject:** Thank you and next steps

[REDACTED]

I hope you were able to find a little bit of time to rest and reconnect with loved ones this weekend.

I wanted to thank you so much for having taken time out of your super busy schedules to connect with Craig and I last week.

As discussed over the phone, I would love to know what would be the appropriate next steps for us to continue the conversation. If easier, I'm happy to connect over the phone any time.

Thank you kindly,  
Sofia



Sofia Marquez  
Director, Government and Stakeholder Relations  
t: 1.416.925.5894 [REDACTED]

[REDACTED] s.19(1)

339 Queen St E, Toronto, ON M5A 1S9 • [WE.org](http://WE.org)

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---

**From:** [REDACTED] (FIN)  
**Sent:** Monday, April 27, 2020 3:52 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** Fwd: Thank you and next steps

it's moving

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

Begin forwarded message:

**From:** "[REDACTED]@hrsdcc.gc.ca" [REDACTED]@hrsdcc.gc.ca>  
**Date:** April 27, 2020 at 3:46:48 PM EDT  
**To:** "sofia.marquez [REDACTED]@canada.ca" [REDACTED] (FIN)"  
**Cc:** "[REDACTED]@hrsdcc.gc.ca" [REDACTED]@hrsdcc.gc.ca>  
**Subject:** RE: Thank you and next steps

s.19(1)

Hi Sofia,

It would be good to set up a call tomorrow to discuss the proposal in more depth. I am copying [REDACTED] to figure out a time that works for both of us.

Cheers,  
[REDACTED]

---

**From:** Sofia Marquez <[REDACTED]> s.19(1)  
**Sent:** April 27, 2020 2:42 PM  
**To:** [REDACTED]  
**Subject:** Thank you and next steps

Hi [REDACTED]

I hope you were able to find a little bit of time to rest and reconnect with loved ones this weekend.

I wanted to thank you so much for having taken time out of your super busy schedules to connect with Craig and I last week.

As discussed over the phone, I would love to know what would be the appropriate next steps for us to continue the conversation. If easier, I'm happy to connect over the phone any time.

Thank you kindly,  
Sofia



Sofia Marquez

Director, Government and Stakeholder Relations

t: 1.416.925.5894 [REDACTED]

[REDACTED]

s.19(1)

339 Queen St E, Toronto, ON M5A 1S9 • [WE.org](http://WE.org)

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---

**From:** [REDACTED] (FIN)  
**Sent:** Monday, April 27, 2020 3:49 PM  
**To:** [REDACTED]  
**Subject:** Re: Thank you and next steps

we are with you

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

On Apr 27, 2020, at 3:15 PM, [REDACTED]@hrsdc-rhdcc.gc.ca>  
wrote:

Ok, will do

Btw - Mino C pushing for monthly pay outs of grants, we are recommending lump sum at end of summer to keep incentive to volunteer over the full period and for administrative ease and speed. Also risks getting confused with CSEB if monthly

---

**From:** [REDACTED]@canada.ca>  
**Sent:** April 27, 2020 3:07 PM  
**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>  
**Subject:** Fwd: Thank you and next steps

i leave this to you.  
if you want me to be on any call just shout

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

Begin forwarded message:

**From:** Sofia Marquez <[REDACTED]> s.19(1)  
**Date:** April 27, 2020 at 2:42:12 PM EDT  
**To:** [REDACTED]  
(Ext [REDACTED])  
**Subject:** Thank you and next steps

[REDACTED]

I hope you were able to find a little bit of time to rest and reconnect with loved ones this weekend.

I wanted to thank you so much for having taken time out of your super busy schedules to connect with Craig and I last week.

As discussed over the phone, I would love to know what would be the appropriate next steps for us to continue the conversation. If easier, I'm happy to connect over the phone any time.

Thank you kindly,  
Sofia

<image001.png>

Sofia Marquez

Director, Government and Stakeholder Relations

t: 1.416.925.5894

m

s.19(1)

339 Queen St E, Toronto, ON M5A 1S9 • [WE.org](http://WE.org)

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---

**From:** Sofia Marquez [REDACTED] s.19(1)  
**Sent:** Monday, April 27, 2020 3:50 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED] Lauren Martin  
**Subject:** RE: Thank you and next steps

[REDACTED]

Amazing! Thank you so much for your prompt response.

Cc'ing Lauren from WE's end as well to help coordinate.

Thanks,  
Sofia

---

**From:** [REDACTED]@hrsdc-rhdcc.gc.ca>  
**Sent:** April 27, 2020 3:47 PM  
**To:** Sofia Marquez [REDACTED] [REDACTED]@canada.ca  
**Cc:** [REDACTED]@hrsdc-rhdcc.gc.ca s.19(1)  
**Subject:** RE: Thank you and next steps

Hi Sofia,

It would be good to set up a call tomorrow to discuss the proposal in more depth. I am copying [REDACTED] to figure out a time that works for both of us.

Cheers,  
[REDACTED]

---

**From:** Sofia Marquez [REDACTED] s.19(1)  
**Sent:** April 27, 2020 2:42 PM  
**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>  
**Subject:** Thank you and next steps

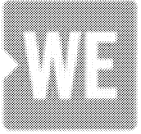
[REDACTED]

I hope you were able to find a little bit of time to rest and reconnect with loved ones this weekend.

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As discussed over the phone, I would love to know what would be the appropriate next steps for us to continue the conversation. If easier, I'm happy to connect over the phone any time.

Thank you kindly,  
Sofia



Sofia Marquez

Director, Government and Stakeholder Relations

t: 1.416.925.5894 [REDACTED]

m: [REDACTED]

s.19(1)

339 Queen St E, Toronto, ON M5A 1S9 • [WE.org](http://WE.org)

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**From:** [REDACTED] (FIN)  
**Sent:** Wednesday, April 29, 2020 11:52 AM  
**To:** Singh, Amitpal (FIN)  
**Subject:** student grant 4C - 3pm to 3:30

---

Dial-in: 613-960-7511/1 877-413-4782, Conf. ID: [REDACTED] s.16(2)(c)

Sent by [REDACTED] lanton, which is home alone doing its part to flatten the COVID-19 curve.

[REDACTED]  
[REDACTED] bureau) s.16(2)(c)



**From:** [REDACTED] (FIN)  
**Sent:** Wednesday, April 29, 2020 12:28 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** RE: student grant 4C -TOMORROW at 11:15

---

Dial-in: 613-960-7513/1-877-413-4877, Conf. ID [REDACTED] s.16(2)(c)

I have a pre-4C call with [REDACTED] and PCO this aft. [REDACTED] I will have some insider info for you after this call.

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)  
[REDACTED] (bureau) s.16(2)(c)

**Subject:** FW: 4C Canada Student Service Grant  
**Location:** Dial-in: 613-960-7513/1-877-413-4877, Conf [REDACTED] s.16(2)(c)  
**Start:** Thu 2020-04-30 11:30 AM  
**End:** Thu 2020-04-30 12:30 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** [REDACTED]

I am forwarding this to you, Amit. It's [REDACTED] Note 1130 start now

-----Original Appointment-----

**From:** [REDACTED] On Behalf Of [REDACTED]  
**Sent:** April 29, 2020 1:08 PM  
**To:** [REDACTED]; [REDACTED]@hrsdcc-rhdcc.gc.ca'; [REDACTED] (FIN); [REDACTED] (FIN); Theis, Rick; Lebel, Laura; [REDACTED]  
**Subject:** 4C Canada Student Service Grant  
**When:** April 30, 2020 11:30 AM-12:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Dial-in: 613-960-7513/1-877-413-4877, Conf. ID: [REDACTED]

s.16(2)(c)

**Canada Student Service Grant**  
Thursday, April 30, 2020  
11:15 am – 12:15pm  
Dial-in: 613-960-7513/1-877-413-4877, Conf. ID: [REDACTED] s.16(2)(c)

Participants

PCO [REDACTED]  
PMO Rick Theis, Laura Lebel  
ESDC [REDACTED]  
FIN [REDACTED]

Annotated Agenda

Agenda item
1. Welcome and Opening Remarks (PCO-SDP)
2. Discussion on Canada Student Service Grant Options (PMO/ESDC)
3. Program Delivery & Policy Authority (PMO/ESDC/PCO-SDP)
4. Wrap-up & Next Steps (PCO-SDP)

**Service – Volunteering initiatives**  
**Key issues for discussion**

**Canada Emergency Service Grant (CSSG)**

**1. Eligible individuals**

- Should the grant be limited to youth registered in PSE studies or more broadly to any youth eligible for PSE studies? Should youth in receipt of stipend under CSC microgrant program be eligible for the CSSG

**Recommend:**

- broad eligibility aligned with existing CSC and other youth programs: youth 15 – 30 years
- youth in all programs under CSC eligible
- youth in receipt of a stipend through the micro-grant program eligible

**Considerations if limited to students:**

- Large numbers of youth already involved in service would be excluded
- Could disproportionately exclude under-represented youth in the labour market – who could benefit from support for PSE
- Could increase the number of students motivated to volunteer as many youth will be either working, eligible for the CERB or the CESB.
- The stipend acts to remove financial barriers to under-represented youth to lead their own service projects. They should not be penalized for taking financial support in the same way someone receiving the CERB and volunteering would not be penalized.
- Status as a student would not be validated when creating an account on the *I Want to Help* platform; validation of student status could only happen at time of submission of hours to third party for payment of award which would add additional complexity

**2. Eligible service opportunities**

- Should criteria for eligible service opportunities be restrictive or should the criteria allow flexibility for emerging challenges during the recovery period?

**Recommend:**

- establishing minimum criteria for eligible volunteer opportunities
- proactive outreach and contribution agreements with third party organizations to encourage the development of COVID19 related opportunities across all regions of the country
- funding WE proposal to create 10 week service opportunity for 20,000 youth to ensure early offerings

**Considerations:**

- Uncertainty around how many placements are available
- Not-for-profit organizations are experiencing issues with capacity as result of COVID 19 and will require support to engage in this initiative

### **3. I Want to Help Portal**

- The *I Want to Help* Portal will be the CSSG hub for searching for and posting opportunities, as well as tracking hours. Is there support for third party acting as quality control clearing house?

#### Recommend:

- ESDC will stand up the portal using existing Job Bank technology
- Marketing campaign that brands the GoC-created portal as the information touch point for the CSSG and other youth Covid-19 specific programs and benefits

#### Considerations:

- ESDC does not currently have the capacity to collect, translate, and quality control volunteer opportunities within the 2 week window prior to release of the platform; a third party would be better positioned to quickly stand up this capacity to support a timely launch
- Specific SIN authority would be necessary to support the eligibility verification by Job Bank and the issuance of taxable income statements.

### **4. The Grant Amounts and Payments**

- Should the awards be aligned to the hours of service? Are the payment milestones appropriate?
- Should payments be available monthly or in one lump sum? How to ensure youth have the money in time to start school?

#### Recommend:

- Keeping a three-tiered approach of 100/\$100, 300/\$3000, 500/\$5000 for eligible hours
- Allowing CSC service participants to claim hours retroactively since April 1
- Providing the payment in one lump sum at the end of the term
- Allow youth to close out their hours starting in mid August in order to process and receive payments prior to the start of the school year

#### Considerations:

- Decreasing the eligible amount of hours needed to hit award levels could appear to make CSSG volunteering better paying than a minimum wage job
- Monthly payments would be administratively burdensome, potentially create disincentive to volunteer past one month, and more closely resemble a benefit than a grant
- Allowing youth the end their accumulation of hours in mid August would give youth direct control over the timing of the payment, and would stagger intake to facilitate validation and payment processing.

## Canada Service Corps: Canada Student Service Grant

### A. Context

Due to the pandemic, many employers who traditionally hire youth have had to temporarily close their doors or limit the number of staff they hire. The money from summer employment that many students rely on to pay for basic needs and save for their studies is not available. At the same time, non-profit organizations are continuing to change and adapt to help with the Covid-19 response and recovery.

Canada's youth can help make a significant impact in their communities by volunteering their time and efforts with these organizations towards Canada's Covid-19 response and recovery. Volunteering also gives youth a chance to acquire new skills that they can be applied to their future careers in the labour market. Additionally, youth bring a unique perspective and their own skills to volunteer efforts enriching the contribution to communities.

The Canada Student Service Grant (CSSG) was announced by the Prime Minister on Wednesday, April 22, as part of the government's response to the Covid-19 Pandemic, and focused on the unique challenges faced by youth and students.

*“the new Canada Student Service Grant, which will help students gain valuable work experience and skills while they help their communities during the COVID-19 pandemic. For students who choose to do national service and serve their communities, the new Canada Student Service Grant will provide up to \$5,000 for their education in the fall.”*

### B. Proposed Approach

ESDC has been asked to put forward a proposed design with a delivery plan of the CSSG, which would be launched mid-May, 2020.

It is recommended that a new stream of programming under the Canada Service Corps (CSC) will be created to support the CSSG program. The CSSG program would include three elements:

1. service grants of up to \$5,000 for eligible youth who volunteer this summer in support of Covid-19 response and recovery;
2. the creation of the ***I Want to Help*** portal to help youth find service placements and volunteer opportunities and keep track of their hours of contribution in order to receive the service grants; and
3. a third-party to provide the grant to the eligible youth who accumulate the required number of hours.

## 1. CSSG Requirements

### Youth Eligibility

**All Youth ages 15 to 30 would be eligible for the CSSG** in line with current CSC youth programming.

It is recommended to open the CSSG to all eligible youth, and not just students currently registered for post-secondary education (PSE). Many youth engaged in CSC placements are not post-secondary students and would be excluded from the grant if it were limited to those attending PSE. Making it open to all youth would create more incentive to pursue further education, particularly for youth from underrepresented groups or low-income households. Restricting eligibility beyond age would also add complexity to program administration.

The Canada Student Emergency Benefit (CSEB) and the Canada Emergency Response Benefit (CERB) are income supports available throughout the summer to help with basic financial needs for all qualifying Canadians who are not working. CSSG on the other hand, is a recognition of volunteering efforts by youth, and is intended to support post-secondary studies in the fall. Youth could receive the CSSG, and if eligible, the CERB or CSEB.

### Eligible Service Placements

The Government's public commitment is to support youth in gaining valuable skills and work experience while helping to respond to the challenges associated with the Covid-19 response and recovery. Service has taken on new meaning during the pandemic and there is an opportunity to tap into the desire of youth to contribute to the response through community-based volunteering. Examples of Covid-19 related volunteering opportunities include: food delivery to vulnerable Canadians in quarantine; supporting crisis response telephone lines and sewing cloth masks.

It will be essential to ensure that any service or volunteering offering for youth ensures they are contributing in safe and non-discriminatory conditions that support a quality and meaningful experience.

To that end, there are three ways in which youth can identify an eligible service placement to accrue volunteer hours:

- i) **CSC Placements:** CSC national and regional service placements include flexible projects, which offer 120 hours of service over the course of a year, as well as full-time projects, which include food and accommodation and are a duration of at least 3 months. The majority of projects have already shifted to address Covid-19 related challenges.

All service hours undertaken as part of these placements as of April 1<sup>st</sup>, 2020 would be eligible for the grant.

CSC Micro-grant recipients would also be eligible to count their volunteer hours

towards the CSSG (Annex A has more details on micro-grant proposal).

- ii) **New Service Placements funded by CSC:** Additional service placements would be funded by CSC for organizations creating new service opportunities addressing Covid-19 response and recovery. For example, a proposal by WE Charity to add 20,000 service placements through virtual programming and mentorship.
- iii) **Other opportunities registered with *I Want to Help*:** To post an opportunity, an organization must:
  - be a registered non-profit or charity, or, a provincial/territorial/federal government agency;
  - provide an estimate of the total number of hours available throughout the eligibility period (May to August), which must have a minimum of 2 hours a week for 4 weeks; and,
  - identify expected hours and time frame of volunteer activity (e.g., May to June only, Mondays and Wednesdays)
  - provide initial orientation and training;
  - contribute to the Covid-19 response; and,
  - provide meaningful experience that builds skills.

It is important to note that the opportunities on the *I Want to Help Portal* will all have a Covid-19 focus; however, CSC estimates they will likely range in terms of overall impact and length of service.

### **Recruitment of Youth**

The existing network of volunteer and student networks will be leveraged to increase awareness as part of a communications plan to maximize reach and impact. New partnerships with youth serving organizations could further expand reach, including with low-income or underrepresented groups. A promotion and social media campaign will also be developed.

Both participating youth and organizations seeking volunteers will have questions about the implementation of the program. It will be important to establish supports to ensure successful implementation e.g., 1-800 line, advisors, IT issues with the portal, etc.

Non-profits' operational capacity have been significantly impacted by Covid-19. It may be difficult to incent participation in the absence of funding to organizations to help create and coordinate volunteer opportunities.

### **Calculation and Payment of Awards**

The total amount available to any one student cannot exceed \$5,000.



Award amounts for the CSSG will be directly linked to the number of volunteer hours that a youth completes over the period of May to September. Volunteer hours will be tracked through the *I Want to Help Portal* and service grants will be payable in a lump sum after September 6, 2020.

A **lump-sum** payment option is recommended in award milestones and payment amounts below:

Volunteer Hours during the Eligibility Period	Award
100	\$1,000.00
300	\$3,000.00
500	\$5,000.00

Youth would submit their report electronically at the end of the eligibility period to the third party who would pay the youth lump sum grant in early September. The benefit to this approach is that students would file based on their total participation for the summer. For example, youth may volunteer less hours in June but a more than average amount in July. This approach aligns with linking the award to paying for post-secondary studies and would incentivize greater contribution over the full four months. This approach would also reduce administrative burden and costs, and avoid potential misrepresentation of the CSSG as a monthly income benefit.

As an alternative, a **monthly payment** option could be considered.

Volunteer Hours Per Month	Award
1 month part-time service (min 60 hours per month)	\$600.00
1 month full-time service (min 125 hours per month)	\$1,250.00

Youth would submit their claims monthly to receive a monthly payment. This would provide more immediate support for youth engaged in spring/summer studies; however this approach is much burdensome administratively and could create less incentive to continue volunteering throughout the full period.

Both payment options represent the equivalent of approximately \$10/hr. It is recommended that the grants not exceed the wages of youth employed in essential jobs (e.g., grocery stores, pharmacies) in order to not create a disincentive to work and potentially encourage some youth to leave their jobs to participate in the CSSG.

Any grant must be reported through a T4A as taxable income. They are not taxed 'at the source' and recipients are responsible for payment of all taxes they owe on the grant when they file their annual income tax. Whether a youth will pay tax on the CSSG is determined by

their total income for the year and if they exceed the basic personal amount (\$13,229 in 2020) on their tax return.

**Youth who fall sick during the period:** Youth who fall ill with Covid-19 during their time in a service placement, or volunteer opportunity, they would automatically be eligible for full credit of 30 hours per week, regardless of their previous hours, for the duration of their illness until they are cleared to rejoin the initiative

### **Retroactivity of Eligible Hours**

Some youth have been in service placements or volunteering already in support of the Covid-19 response. It would be difficult, however, to assess the quality or impact of these placements with one exception. CSC agreement holders have been quick to adapt their service placements to address Covid-19 response and recovery. New agreements have been in place since April 1, 2020. Since CSC can easily verify the nature of these projects, youth in CSC service placements would be able to retroactively count their hours as of April 1, 2020.

## **2. I Want to Help Portal**

The ***I Want to Help Portal*** will provide information on the CSSG and other GoC youth initiatives, allow youth to register a profile and track their hours, and have a listing of Covid-19 focused service placements and volunteer opportunities across Canada.

Powered by Job Bank technology, ESDC would provide a dedicated landing page, user account creation function, a search service, and a volunteer hours record feature. The Social Insurance Number would be used to validate identity and eligibility during the account creation process, and functionality would be provided to enter and track progress towards personal volunteering goals. An export function would provide a record of volunteer hours to both the individual and the third-party administering the grant.

Adding the volunteer opportunities presents a challenge. ESDC does not have the capacity to populate the portal in time for the launch in mid-May.

As such, it is recommended that identification and validation of volunteer opportunities and administration of the financial grant would be undertaken by a third-party. Leveraging networks across the country, the third-party would rapidly accumulate and quality control a database of volunteer opportunities. Additional promotion and outreach could be undertaken by ESDC, however, all opportunities would be processed through the central clearinghouse managed by the third party to ensure accuracy, consistency and simplicity.

A direct technology feed (or alternate means of secure transmission) would be established to supply ESDC with regularly updated volunteer opportunities (add new opportunities, remove those no longer available) in the necessary format to support the search and tracking functionality.

This approach has the advantage of little administrative burden beyond making organizations

aware of the opportunity and providing numerous opportunities at the time of launch, maximizing youth's ability to accrue hours. It also ensures that there are enough offerings at the launch period followed by an ongoing supply of fresh opportunities.

### **3. CSSG Administration**

Youth would log their hours throughout the summer through the *I Want to Help Portal*. At the end of the summer youth would receive a digital Government of Canada Certificate of Recognition thanking them for their service and noting total number of hours. This certificate would be submitted to obtain the service grant.

Distributing the funds creates significant challenges for ESDC, as no mechanism currently exists to deliver a grant of this type directly to a large number of youth. There would be legal and authority issues associated with direct payment of grants directly by the Department.

For speed and simplicity of delivery, it is recommended that a third-party organization who would administer/pay the grant to youth who have qualified.

### **4. Third-Party Service Provider**

There are three areas where a third party service provide will be required:

- Grant administration
- Creating additional service placements
- Supporting the platform by seeking and vetting new opportunities, as well as responding to questions from potential recipients

While various third party options are being considered, there are few organizations who are able to perform all three functions or have the necessary expertise to work with youth. Breaking up the different functions required would created added complexity, may be administratively burdensome and may slow down implementation.

Without the support of a third party organization, there will be challenges to vet and verify the quality of service placements as well have a sufficient offering of service placements in time to launch the portal in mid-May.

At this time, WE Charities has put forward an un-solicited proposal that aligns in many ways with the CSSG model. Specifically, WE is positioned to help provide 20,000 placement opportunities, assist in populating the portal by working with their network to seek new opportunities, perform a moderator function for the site and vet opportunities based on the criteria provided by CSC. The quality and legitimacy of the placements will impact the youth participant experience, as well, it will ensure that projects have the greatest possible impact in Canadian communities.

Additional organizations, including those serving diverse populations, that could support the

creation and coordination of Covid-19 volunteering opportunities will also be engaged to maximize the amount of quality opportunities available to youth on the I Want to Help platform.

#### D. Funding Assumptions

Costing estimates assume:

- That the number of participants is limited to a maximum of 150,000;
- each participant reaches the maximum available amount of \$5,000; and,
- 15% administrative costs for grant-distribution

Activity	Cost
Grants for 150,000 youth X \$5,000	\$750M
Administration (15% of \$750M)	\$112.5M
<b>Total</b>	<b>\$862.5M</b>

- This is an estimate only. Formal proposals are required to assess this cost. Grant administration may also include costs for recruitment of placements and youth; ongoing support for youth; possible creation of additional placements; as well grant payment. It is also possible that more than one organization may be required to help with the implementation of this initiative.

#### E. Authorities Being Sought

- TB authority would be required to amend the CSC's Ts&Cs to increase maximum funding limits to support a contribution agreement with the third-party that would deliver the grants and act as the moderator for postings on the *I Want to Help Portal*. For example, adding a Covid-19 clause and increased spending authorities through the Innovative Engagement stream could provide flexibility during the pandemic and to address future emergency response.
- Job Bank authorities allow for collection of SIN numbers, need to determine if new authorities are required for the CSC program.
- Treasury Board authority is being sought to remove the condition to report back annually to unfreeze funding. This would allow CSC extension of funding agreements beyond this fiscal, providing greater certainty for organizations who may be facing challenges
- As well, the plan to begin requiring organizations to provide 25 percent of funding to their project (either in-cash or in-kind) starting April 1, 2021 is no longer feasible, due to the COVID-19 context. Treasury Board authority is being sought to rescind this requirement.

## **ANNEX A: Expanding Micro-Grants**

### **A. Context**

The ability for youth to engage in employment, service and volunteerism has been dramatically affected by the COVID19 pandemic. Youth have been largely displaced as schools are closed, and tourism and hospitality jobs, a traditional sector for youth summer or part-time employment, are largely non-existent. Youth have been vocal about wanting to help support their communities; however, they do not know where opportunities exist.

The COVID-19 pandemic has severely impacted the operational and fiscal capacity of many CSC organizations, as well as potential future organizations given the program's commitment to scale-up. These organizations, particularly smaller-scale regionals, rely heavily on volunteers to function, and these volunteers are now quarantined at home. Larger organizations (CSC national organizations) have seen their traditional donors experience severe financial distress. For example, the YMCA's largest corporate donor is WestJet.

Canada Service Corps (CSC) micro-grants fund small-scale, youth-led projects to address community needs or challenges. Micro-grants pay for the costs of the service project that youth design, develop, and implement at the local level. Youth aged 15 to 30 are eligible. There are three micro-grant levels, designed to fund projects with different levels of ambition and complexity: \$250, \$750, \$1,500. Projects must be completed on a voluntary basis and cannot be conducted in the context of a paid job or unpaid internship.

TakingITGlobal (TIG) is the third party organization responsible for administering CSC micro-grants. They have close to twenty years of experience supporting micro-funding projects in Canada and internationally. They have distributed over \$2.6M in CSC micro-grant funding since July 2018, representing 72,000 hours of voluntary service. Youth apply for CSC micro-grants directly on a dedicated website created and managed by TIG.

### **B. Proposed Approach**

This proposal recommends expanding micro-grants funded through the Canada Service Corps in fiscal 2020-21 from 1,800 to up to 15,000).

Stipends would also be made available to all micro-grant recipients in fiscal 2020-21 to provide income support to ensure the participation of a diverse group of youth, including those with lower socio-economic supports.

As well, this proposal seeks authority for a number of changes to the CSC's Terms and Conditions that would ensure program continuity and better support CSC organizations through the pandemic recovery period.

**1. Increase to up to 15,000 Micro-Grants (Treasury Board Authority Required)**

TIG would initially focus on increasing their delivery capacity during early and mid-May, which will require leveraging external organizations to award and administer CSC-micro-grants, and a significant amount of training for new staff. They would also pilot new micro-grants with stipends with a limited number of youth to work through issues and get feedback from youth.

As such, large-scale promotion of micro-grants could begin the **last week of May at the earliest** when capacity is in place, as this would avoid long wait times for youth applicants. Promotional efforts would encourage youth to propose micro-grant projects that address challenges caused by COVID-19, including updated guidance documents.

The first major expansion of micro-grants would occur starting in June. TIG would deliver up to 10,000 micro-grants with stipends over June, July and August as this lines up well with the summer school break and availability of youth.

From September 2020 to March 2021, TIG would award up to 750 to 1,000 micro-grants with stipends per month (approximately 5,000 grants in total over this period). This is a pace that TIG could sustain over an extended period of time. Projects could transition to focus on new issues and challenges surfacing during the recovery period.

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**2. Stipends for Micro-Grant Recipients (Policy Authority and Treasury Board Authority Required)**

In order to be eligible for the stipend, micro-grant recipients must:

- Be an eligible CSC participant (Canadian citizen, permanent resident or refugee aged 15 to 30);
- Be unemployed or have an income of \$1,000 or less per month.

As stipends are meant to reduce barriers to participating in service, TIG would prioritize youth in need. Eligible micro-grant recipients could elect to receive a stipend of up to \$1,200 (taxable) for the duration of the micro-grant project. Stipends are designed to cover basic living expenses for youth who do not have access to employment opportunities.

The value of the stipends was not designed to reflect typical hourly wages, as stipends are not intended to function or be perceived as a wage for participating in volunteer service, but to supplement other supports received by youth who participate in CSC placements.

Stipends would be considered taxable income. As a result, there is the potential that recipients could owe taxes; however, this would be limited as eligibility criteria are such that most youth who receive the stipend would have had no income, or incomes less than \$5,000 prior. There is the possibility that a small number of youth could obtain paid employment this year after completing their micro-grant projects, and they might earn sufficient income to owe taxes on their stipend.

As micro-grant projects can take up to 3 months to complete, the stipend duration would be typically capped at 3 months to ensure that youth do not take more time to complete their project than needed, and to ensure access to the stipend for all youth.

### **Implementation & Reporting**

TIG has developed a new online platform and mobile app that allows youth to submit receipts to validate expenses, as well as reports, photos, videos and testimonials to demonstrate project progress and outcomes. They have financial controls in place and work with youth at the outset of the application and throughout the roll out of the project to ensure that expenses stay within the allocated budget and are eligible under the scope of the projects.

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To receive the stipend, youth would have to report every month on their project through the app, and reports would be validated by community organizations or references before stipends would be provided.

### **C. Authorities Being Sought**

**Policy authority** is being sought to:

- Rescind stipulations regarding which CSC participants are eligible for stipends (currently only youth in full-time placements); and,
- rescind stipulations regarding maximum stipend amounts (currently capped at \$1,000 per month) and the maximum number of stipend recipients per year (currently capped at 555).

**Treasury Board (TB) authority** is being sought (refer to Appendix XX) to amend the CSC's terms and conditions (refer to Appendix YY) so that funding can be provided to TIG, and to ensure continuity of the broader CSC program through the COVID recover period. This entails:

- Increasing the maximum funding limits to \$100M for both micro-grant contribution agreements and innovative engagement contribution agreements;
- Authorizing a temporary exemption to the duration limits of CSC funding agreements, so all existing CSC funding agreements can be extended until March 31, 2022;
- Authorizing full access to frozen CSC funding for fiscal 2021-22; and,
- Rescinding requirements for organizations to provide 25% of project funding starting in 2021-22.

### **D. Funding Considerations**

It is estimated this initiative will cost up to \$74M in fiscal 2020-21. This includes:

- Approximately \$15M for 13,200 additional micro-grants, with an average value of \$1,000, (total of 15,000 micro-grants) including administrative costs for TIG, and,
- Approximately \$59M for stipends for micro-grant recipients (number served depends on approach chosen), including TIG's administrative costs.

Funding would be sought per the *Public Health Events of National Concern Payments Act*.



**From:** Meredith, Tyler (FIN)  
**Sent:** Sunday, May 3, 2020 10:16 PM  
**To:** [REDACTED] (FIN)  
**Subject:** RE: canada student service grant - proposal going to Cabinet on tuesday

---

Pw?

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**From:** [REDACTED]@canada.ca>  
**Sent:** Sunday, May 3, 2020 10:12 PM  
**To:** Meredith, Tyler (FIN) <tyler.meredith@canada.ca>; Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Subject:** canada student service grant - proposal going to Cabinet on tuesday

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] portable)  
[REDACTED] (bureau) s.16(2)(c)

**From:** Singh, Amitpal (FIN)  
**Sent:** Monday, May 4, 2020 10:53 AM  
**To:** [REDACTED] (FIN)  
**Cc:** Meredith, Tyler (FIN)  
**Subject:** Re: canada student service grant - proposal going to Cabinet on tuesday

---

Coolio. Thanks!

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED]  
s.16(2)(c)

On May 4, 2020, at 10:18 AM, [REDACTED] (FIN)  
[REDACTED]@canada.ca> wrote:

I am doubtful on gating – but on communicating – absolutely!!

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
(portable)

[REDACTED]  
(bureau)

s.16(2)(c)

---

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** May 4, 2020 9:59 AM  
**To:** [REDACTED]@canada.ca>  
**Cc:** Meredith, Tyler (FIN) <tyler.meredith@canada.ca>  
**Subject:** Re: canada student service grant - proposal going to Cabinet on tuesday

Is there anyway then to gate the amount rewarded to ensure it goes to tuition costs?  
If not, at the very least the government should frame it as what these amounts  
ought to be used for.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED]  
s.16(2)(c)

On May 4, 2020, at 9:56 AM, [REDACTED] (FIN)  
[REDACTED]@canada.ca> wrote:

2 things

a third party will be engaged to track and to pay. it is a payment to the  
kid. what you are proposing is different - would have been possible  
under an endowment.

on the 500 hours for 5000  
i am agnostic but i think they figure:  
3 months at full time/ 37.5 hrs a week (which is unlikely) is not 500  
hours. so no one at that threshold.

Sent by [REDACTED] sassy smartphone

s.16(2)(c)

On May 4, 2020, at 9:00 AM, Singh, Amitpal (FIN)  
<[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)> wrote:

A couple things we need to poke on before they confirm  
this MC. I will relay this to Chaggar's office as well.

- award value needs to go back to \$1000 for 100 hours,  
\$3000 for 300 hours, \$5000 for 500 hours
- need to amend eligibility age back to 17-30, not 17-20 as  
written in this MC, as we had framed it in Annex 4
- they need to explain which microgrants will be eligible  
for the stipend, and note that those hours accrued in  
those projects are not eligible to receive the CSSG
- this is not a cash grant, the language makes it seem  
fungible. The amount received is strictly for upcoming  
tuition costs or paying down existing student debt. They  
need to be clear on this.
- why would we not provide recognition certificates to  
those who receive the CSSG?
- if they can add any more context to their comms  
approach in the key considerations section it would be  
helpful.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre  
des Finances

[REDACTED] s.16(2)(c)

On May 3, 2020, at 10:12 PM, [REDACTED]  
<[REDACTED]@canada.ca> wrote:

**Sent by [REDACTED]s laptop, which is home alone doing  
its part to flatten the COVID-19 curve.**

[REDACTED]  
[REDACTED] (portable)

[REDACTED] (bureau)

s.16(2)(c)

<05 03 CSSG Proposal 3-Page RW  
CLEAN.docx>

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**From:** [REDACTED] (FIN)  
**Sent:** Thursday, May 7, 2020 2:39 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** Government of Canada & WE  
**Attachments:** Government of Canada & WE.pdf

On behalf of [REDACTED] ☺

[REDACTED]

Department of Finance Canada | Ministère des Finances Canada

[REDACTED]

Government of Canada | Gouvernement du Canada

[REDACTED] (FIN)

**From:** [REDACTED] (FIN)  
**Sent:** Thursday, May 7, 2020 7:08 PM  
**To:** [REDACTED] (FIN); [REDACTED] (FIN); [REDACTED] (FIN); [REDACTED] (FIN)  
**Subject:** FW: heyo  
**Attachments:** 20200504\_Government of Canada WE Service Program.pdf

Here is the WE proposal .

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)  
[REDACTED] (bureau) s.16(2)(c)

**From:** [REDACTED]@hrsdcc.gc.ca>  
**Sent:** May 7, 2020 2:04 PM  
**To:** [REDACTED]@canada.ca>  
**Subject:** RE: heyo

For shizzle  
Forgot the attachment – doh!

**From:** [REDACTED]@canada.ca>  
**Sent:** May 7, 2020 1:56 PM  
**To:** [REDACTED]@hrsdcc.gc.ca>  
**Subject:** RE: heyo

Money. Meh. No problem ;)

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable)  
[REDACTED] (bureau) s.16(2)(c)

**From:** [REDACTED]@hrsdcc.gc.ca>  
**Sent:** May 7, 2020 1:50 PM  
**To:** [REDACTED]@canada.ca>  
**Subject:** RE: heyo

Yes, we are in daily conversations with them, and nitty gritty discussions on a contribution agreement have started, with the appropriate caveats that approvals pending but need to ensure readiness to launch in short time frame.

I am attaching their latest proposal with much more detail further to all our questions and comments. You will note the \$20M was only covering the first 20K placements, they are seeking an additional \$13M to continue adding over the rest of the summer. That was not clear to me when we submitted the proposal to committee....

[REDACTED]

**From:** [REDACTED]@canada.ca>  
**Sent:** May 7, 2020 1:31 PM  
**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>  
**Subject:** hey0

good presentation at cabinet committee the other day. including the explanation of the. we english only website. i got that q several times.

WE is connecting with my mino ( they are all besties). - i don't want my guys to get ahead of you and have told them that they should tell WE that you are canada's point of contact.

that said - have you started any nitty gritty convos with them yet ( my guess is that this is why they are calling. anxious for a commitment of sorts)

[REDACTED]

*assy smartphone*  
s.16(2)(c)

# Government of Canada & WE

Revised proposal: iwanttohelp  
COVID-19 Youth Service Initiative



Canada

May 04, 2020



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██████████	Budget

**Problem**

# COVID-19 new realities and challenges

Given the various COVID-19 related challenges, there is a pressing need to find an alternative, physically distant approach that would allow Canada's youth to continue to provide support to charities and non-profits this summer and going forward.

## **Challenges for young students and youth:**

1. Traditionally, students who would plan to secure summer jobs to save up money for their post-secondary education tuition, or those looking to complete their required program's volunteer hours over the summer break, will be looking for service opportunities (which tend to be predominately interactive in nature), such as working as a summer camp counselor, seasonal hospitality, one-on-one tutoring programs, etc.
2. Due to physical distancing requirements, COVID-19 has impacted or eliminated traditional service opportunities and summer jobs that would typically be available to thousands of students across Canada this summer, leaving Canada's youth looking for alternative ways to earn money, complete volunteer hours, and meaningfully engage in society during this critical time
3. Although the COVID-19 mortality risk to youth is statistically low, young people have been identified by epidemiologists as "super-spreaders" because they are often asymptomatic and can spread COVID-19 to family and social networks. This is especially concerning given many young Canadians under-30 years of age continue to live at-home in multi-generational households.

## **Challenges for nonprofits:**

1. Due to COVID-19, Canada's social sector has already been severely economically affected, face dislocation due to work displacement, and facing rising demands on their services. It is not reasonable to expect that hundreds of overwhelmed non-profits across the country will have the capacity to absorb the effort required to create an alternative digital service opportunity to engage young volunteers on their own.
2. There is a need to support the creation of turn-key service placements for nonprofits. Young Canadians who volunteer overwhelmingly contribute via physical service roles (ie. roles that require them to come in physical contact with others, in ways that do not meet the new physical distance requirements due to COVID-19). This reality is typically because i) youth have a limited window during the summer of only a few months to engage in a service role; ii) young Canadians bring passion to their service work, but the majority do not have the skills to serve in professional roles.

# Solution & Design

# Creating an inclusive new national service program

- Create meaningful service opportunities for 20,000 – 100,000 students between ages 16 and 29 years across Canada between May and August 2020, bearing in mind the COVID-19 physical distancing measures
- The need to engage a centralized, third-party (ie. WE) service provider manage back-end requirements, creating and running a turn-key, easy to implement service program that allows Canada's students to connect; while engaging Canadian registered charities and non-profits in a way that addresses the social sector's critical needs during, and post COVID-19





## Creating an inclusive new national service program (continued)

### Program considerations:

- Supports valuable work experience and skills development for youth
- Offers turn-key service opportunities and support resources that are flexible and co-designed with non-profits across Canada, making it easy for partner organizations to participate
- Ensures service initiatives are focused on COVID-19 diverse issues and inclusive in nature for youth, provide skill-development and learning for participants, allow for practical and verifiable outcomes that benefit society, and include effective economic incentives to encourage participation. The program will be offered in both English and French, including all WE services and supports, for youth and non-profit partners
- The program will provide robust investments to ensure there is ongoing support to diverse youth including those from both urban and rural regions, youth with disabilities, new Canadians, and will be inclusive of youth of all abilities
- Youth without technology can still meaningfully engage through alternative methods



## Considerations for implementation

- Immediate engagement and ability to launch a national program in a three to four-week window
- Capacity to factor in new norms with social/physical distancing is practiced
- Credibility with youth and partners within the non-profit sector
- Coast to coast to coast bilingual deployment
- Willing to “white label” a specialized national service program
- Relevant to students
  - Social media friendly
  - Provide meaningful coaching, mentorship and skills training
- Ability to manage PR and deliver robust story-telling and communication of impact
- Opportunity to incentivize and celebrate young people

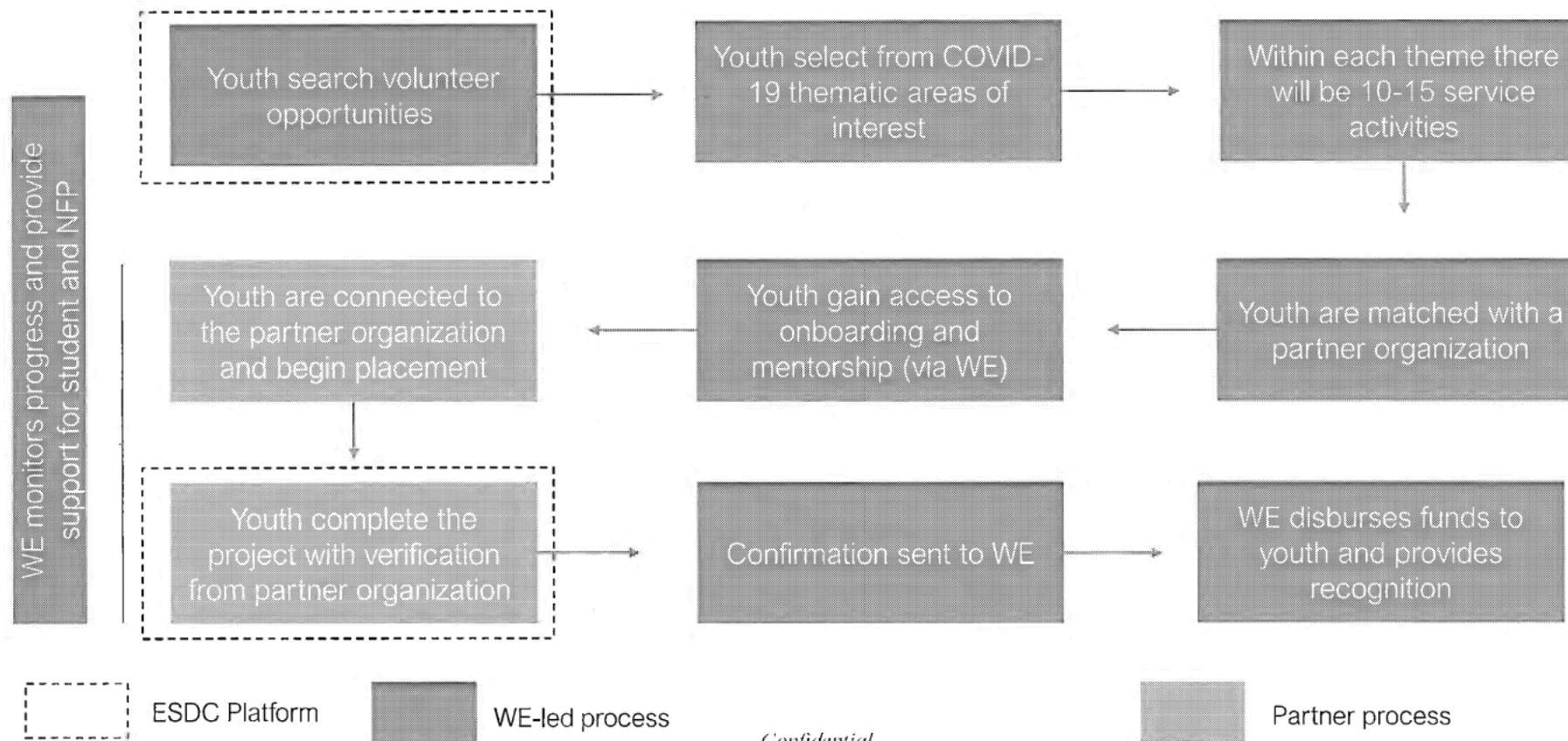


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# Program Design



## Overview of how it works



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## Rolling the program out in three cohorts

	Cohort 1	Cohort 2	Cohort 3
<b>Total number of youth</b>	20,000	20,000	20,000
<b>Non-profit Partners Engaged</b>	50 (min)	100 open to any non-profit with proper opportunities and vetting	150+
<b>Youth placed with WE</b>	Up to 10,000	Up to 10,000 (incremental)	Up to 10,000 (incremental)
<b>Youth placed with non-profit partners</b>	10,000	10,000+	10,000+
<b>Suggested Timelines</b>	May 25-August 31 <sup>st</sup>	June 15 <sup>th</sup> – August 31 <sup>st</sup>	July 6 <sup>th</sup> – August 31 <sup>st</sup>

*\*please note, based on above WE is willing to assume between 10,000 and 30,000 youth volunteers depending on the number of youth participating in the program, ensuring that there are sufficient opportunities for students.*

***Additional cohorts can be added to this model to increase the number of students served.***

## Focused on thematic areas for service initiatives during COVID-19

Participants will be able to select from areas of interest\* and learn more about the service opportunities that exist within them. In addition to the core areas, there will be an additional area to access resources and support youth in creating their own service initiative (facilitated by WE). Supporting initiatives will be developed to respond directly to the needs from nonprofits, challenges that Canadians are facing due to COVID-19 and physical distancing measures.

<b>1</b>	<b>Arts and Culture</b>	Initiatives that further arts-based programs and non-profits that are using the arts to create healthier communities during COVID-19
<b>2</b>	<b>Social Services</b>	Service opportunities and causes that provide social services to Canadians in need
<b>3</b>	<b>Mental wellbeing</b>	Projects geared towards the support of increasing connections despite physical distancing, and supporting nonprofits working in this space
<b>4</b>	<b>Other (Facilitated by WE)</b>	Young people who are passionate about a cause and have an idea that they wish to explore will be connected to a WE youth service mentor who will provide them with a framework and coaching support to build a custom program, in addition to verifying the actions and outputs of these youth.

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\* Areas of interest are depicted as broad sample categories.

## Examples of COVID-19 service placements/ projects

COVID-19 Focus Area	Example partner organization	Turn-key service project examples	Estimated number of hours	Outputs
Arts and Culture	The Royal Canadian Legion	<p>Youth will be paired with veterans to document their life and contribution to Canadian history. The Royal Canadian Legion will identify citizens who would like to be documented and engaged youth will connect with them via phone and video. Youth will be provided with interview questions and the resources required to complete the initiative.</p> <p>Note: similar programs can be created with Indigenous groups, and nonprofits that primarily serve the elderly such as Rotary Clubs of Canada.</p>	80	<p>Each veteran will be provided with a book commemorating and celebrating their life and achievements. This will service as verification of the completed activity, and as a record of their contribution to Canadian society.</p> <p>Through this service-learning opportunity, youth will develop verbal communication and writing skills.</p>
Social Services	Stella's Place	<p>Stella's Place – or a similar peer to peer support service in times of anxiety – can train lead volunteers at WE who will take on the role of training additional short-term youth volunteers. This train-the-trainer model will allow the partner non-profits to continue to accept new and qualified volunteers, without overwhelming their training system.</p>	+120	<p>Youth will partake in the peer-to-peer trainer program, as documented by the partner non-profit and will sign up for shifts online that are recorded.</p>
Peer to Peer mentorship to youth	Pathways to Education/ Youth Assisting Youth	<p>Qualified youth can be paired with younger students in elementary, middle, or high school who need additional educational support as a result of school being paused due to COVID-19.</p> <p>These youth will become tutors and mentors in specific subjects that they are qualified for, with the facilitation of school board partners across Canada communicating this opportunity to families.</p>	60	<p>Each mentorship session will be recorded via audio and/or video as a record of completion and used to create accurate reporting on the program outcomes.</p> <p>Both students will develop their academic and studying skills.</p>

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## **The need to build a strong set of criteria for service placements**

Within each of the four COVID-19 pre-determined volunteer categories (Arts & Culture, Social Services, mental well-being and other), there will be 10-15 activities that have been co-created in partnership with partner charities and non-profit organizations and meet the following criteria:

- Can be completed digitally and physically distant
- Have a minimum and maximum number of hours allocated to achieve completion of the initiative
- Verifiable outputs exist to ensure the activity is complete
- Provide youth participants with personal skill development and learning
- Completed activities will provide a clear and tangible benefit to a partner charity or cause, thus making a meaningful contribution to Canadian society

### **Upon completion**

- Youth will receive funds– distributed by WE
- Youth will receive a letter of recommendation highlighting the skills acquired in order to complete their service initiative. This recognition can be reflected on their resume when applying to further studies or future career opportunities.

## Ensuring all youth know they can safely participate

Recognizing that this program will be launched promptly and that all program information needs to be clearly communicated to participants, WE will deliver, at minimum, a comprehensive onboarding session prior beginning youth's placement covering:

1. **Legal Waivers** – understanding criteria for youth to receive payments upon completion of program, and additional benefits for participating.
2. **Online safety training and child protection policy** – overview of safe online engagement or youth while completing their service placement
3. **Service placement expectation** – including minimum # service hours to qualify for completion, how to track and report hours, COVID-19 physical distancing policies, point of contact (nonprofit and WE), FAQs.
4. **Providing 1on1 mentorship and support** after the onboarding session for youth who require more information.

## Encouraging service for non-students (aged 16-29)

The Government of Canada is looking to create a new service program targeting recent graduated or post-secondary students. However, there is a great opportunity to engage a wider net of youth who are looking to do service in such a critical time. WE sees it is of great importance that the program is able to implement clear upfront promotional and programmatic structures that enhances youth's understanding of eligibility to receive microgrants and other benefits available upon completion of service placement.

WE will implement the following strategies during the implementation of the program:

- Work closely with the GoC to build a robust PR communications plan, including social media strategy and other traditional media partnerships to help build momentum. This will include simple to understand guidelines of how to apply and who's eligible.
- Build comprehensive guidelines for nonprofit partners, including expectations for their staff, program reporting requirements, support systems and resources for their young participants and a point of contact for follow-up questions. Train WE's bilingual caseworkers on the program criteria for youth and nonprofits, and offer timely ongoing support as requested on all aspects of the program
- For youth who are not enrolled in a post-secondary program, WE will ensure they receive a signed letter of recommendation from nonprofit organizations outlining skills acquired and impact of service project, in addition to a certificate of completion signed by the Honorable Prime Minister, Justin Trudeau.
  - WE has also included an optional exclusive digital celebration

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## **Building a robust support system for youth, especially historically marginalized groups**

By providing robust support for youth we can offer a layer deeper of 1on1 support to vulnerable youth who may need:

- **Specialized mentorship and resources to participate** - for youth requiring additional support services such as access to internet or a computers, WE will work with individual youth to coordinate such requests and provide ongoing coaching for them to be able to fulfil their service placement requirements.
- **Conflict resolution and ongoing mentorship** – for youth who may be experiencing distress or trauma at home, with their NFP, or the service program, and require coaching in order to continue in the program, WE will ensure they have access to the right support systems to feel encouraged to continue.

WE have proposed a cohort model in order to ensure all youth and nonprofits have a WE service placement caseworker, who will be available to answer questions and provide timely on-going support with any difficulty that may arise. This approach considered a higher level of resource allocation that would be particularly beneficial for youth from underrepresented groups, who may need additional handholding in order to complete their placement.



# Removing the burden for non-profits to participate and support youth

WE considers the need to build comprehensive wraparound support systems for nonprofit partners in order to incentivize their participation and ensure service placements are of quality for youth. For all partner organizations, WE will ensure to work with all partners organizations to build turn-key and safe, service projects that helps them advance their mission. WE will build an onboarding framework and support for all youth to cover critical information such as: personal protection policy, do's and don'ts during COVID-19, waivers, financial information, online safety practices, FAQs about their placement, etc.

WE will offer robust support to three nonprofit categories that respond to their unique needs and provides increased flexibility and incentives for their participation. WE will co-decide with nonprofits what would be most beneficial for each, for example:

- 1. Large National Partners** – Examples include, Heart & Stroke Foundation, Kids Help Phone, etc. When these organizations would prefer to lead their own service onboarding, WE would work with this partners and provide them with all standard service placement documentation, training modules and a WE caseworker responsible for attending to any questions or needs from their team or youth. These groups would be eligible for larger payments (approx. 100,000 per organization) to cover costs incurred with absorbing a high number of youth participants.
- 2. Organizations without internal capacity to oversee a service program** – these nonprofits would not have the staff, the know how or the financial means to be able to participate the new service program. WE would then, through a financial grant, provide them with a smaller stipend to hire a staff or purchase resources to support service placements. In this case, WE would assume complete oversight of onboarding for youth on behalf of the nonprofit and appoint a WE caseworker to answer any questions from their team or youth.
- 3. All charities (especially smaller regional organizations accepting smaller numbers of youth)**- In all case working with nonprofit to help them design their service placements for digital form, support in vetting service placement posts for the GoC' platform, coordinating how to verify service hours, etc. If difficulties emerge with a youth volunteer throughout the program (non-performance, coaching required etc.), WE would engage directly with the volunteer to seek a resolution. In this category the organization vary in size and location, with limited small number of youth.

# Program Elements

## Engaging the non-profit sector



With the first cohort we will engage 50 non-profit partners and by the third cohort 150+ who will co-develop with WE a set number of turn-key service activities across the five thematic areas for service initiatives.

- WE has **confirmed a strategic coordination partnership with Imagine Canada** to support the recruitment and coordination of non-profit partners. Examples include organizations such as: Big Brothers Big Sisters; Canadian Red Cross; CNIB Foundation; Food Banks Canada; Heart and Stroke; Kids Help Phone; Pathways to Education; Plan International; SickKids; United Way, etc.
- To ensure high quality placements WE will:
  - Engage in formal partnerships with a signed MOU outlining the expectations including minimum number of placements offered and number of hours they must commit to the program. WE will have a dedicated team of program architecture experts who will work with non-profit partners to package turn-key digital placements for them.
  - Allocate a WE caseworker who can help non-profit partners identify the level of support they need in order to create service placements.
  - When needed, WE will provide financial support to assist with the costs incurred for the involvement of the program (oversight of volunteers, volunteer training etc.), an especially critical aspect as the non-profit sector is experiencing extreme financial constraints as a result of the COVID-19 pandemic
  - These non-profit partners will support up to 100,000 youth with virtual volunteer placements

Following the matching of the first cohort we will look to expand the non-profits participating in the program to increase the capacity and offer more youth the opportunity to participate

*Confidential*

## Engaging vulnerable populations

The proposed national program will target students underrepresented within current economic relief plans. Specifically, young people aged 16-29 who are current high school and post-secondary students, recent graduates and recent entrants into the job market who have lost their employment due to COVID-19.

The program is designed to ensure inclusive participation from vulnerable populations including visible minorities, Indigenous youth, new Canadians, women and rural Canadians.

How we will do this:

- WE will seek a strategic partnership with the Assembly of First Nations, Inuit and Metis organizations to ensure that this program engages indigenous youth
- WE will partner with a diverse set of non-profit partners across Canada that are inclusive of young people from vulnerable populations
- WE will work with youth from vulnerable populations to remove barriers to participation, for example, for youth from regions with limited connectivity or technology we will develop alternative methods for participation and verification of service activities
- We will enable and support young people to develop their own service initiatives where other non-profit are unable to engage due to geography, access or other limitations

## **Bilingual programming**

The proposed national program will be made available in both the French and English language. This will include:

- WE will partner with French language and bilingual non-profit partners who will offer placements in both English and French
- All front facing program materials and supporting materials will be provided in both official languages including:
  - Promotional materials
  - Story-telling and amplification efforts
  - Website and web platform
  - WE program support staff
  - Telephone support line to support youth and non-profit partners troubleshoot and navigate the program
  - Program materials and tool kits
  - Skills training and mentorship delivered by WE
  - Contracts and legal documents (i.e. waivers)
  - Accreditation upon completion of the program

# Technology

The proposed national program will have a significant emphasis on technology to ensure effective, efficient and scalable delivery especially during the COVID-19 pandemic and a time of physical distancing. WE will employ technology to underpin both the front-facing programming and back-end coordination, including:

- Intention to complement the “I Want to Help” platform and leverage the base technology already developed by CSC
- Furthermore, need to ensure:
  - An ability to automate the registration process for youth
  - A digital waiver and contract process with both youth and partner non-profits
  - Matching youth with service opportunities with WE and partner non-profits
  - Virtual skills training and mentorship sessions for youth
  - Digital service resources Covid-19 friendly
  - A digital help desk to support youth troubleshoot and navigate the program
  - Disbursement of funds and accreditation
  - Ensuring enhanced data security measures for any personal information of participants

# Finance

As the centralized service provider for the program, WE will responsibly oversee the financial disbursements that are central to the program's success. This includes:

- Transfer of financial payments to accepted non-profit partners with signed agreements
  - Ensuring financial reporting from non-profit partner to WE
- Transfer of funds to youth who have successfully completed the program
  - Overseeing payment processing (direct deposit systems and offline cheque issuance)
  - Providing online and offline support to youth related to questions or issues with payment receipt
  - Troubleshooting
  - Issuing income Tax forms (T4A) to eligible participants
- Financial reporting to ESDC

# Communication

As the centralized service provider for the program, WE will take the lead on program promotion and communication in collaboration with ESDC. Including:

- Outreach and communications to promote the program and recruit both youth and non-profit partners
- PR and virtual launch event to kick-off the program and drive awareness
- On-going story-telling in partnership with non-profit partners throughout the duration of the program
- Management of crisis communication and PR
- Closing virtual event at the end of August to celebrate the success and impact of the program (optional)
- Coordinate marketing and promotional materials for non-profit partners



## Reporting: Program's Measurement and Evaluation

As the centralized service provider for the program, WE is committed to providing a biweekly report to the Government of Canada on relevant data available on an ongoing basis:

- # non-profit partners officially onboarded
- #service placements co-created with and for non-profit partners
- # youth matched with non-profit placements
- # youth received onboarding, and job skills training
- #hours of 1on1 mentorship provided to youth
- # service hours reported in that period, total number of service placements completed, total number of service hours verified, and payments released to youth
- # stipends allocated to non-profit partners
- # grants provided to underrepresented youth, who requested additional tech resources to do service placement
- Other, as agreed between the GoC and WE.

As part of the contract agreement, WE will also provide a final report to the GoC with aggregate data for the program

# Key Questions

## 1. Why does the program need to be supported by more than a volunteer matching website?

The traditional approach of providing volunteer opportunities to youth needs to be transformed to account for the current COVID-19 pandemic restrictions and challenges. We need to provide both youth and non-profits enhanced supports and frameworks to successfully launch and execute a large-scale national service program.

We are proposing a program design that will solve key challenges including:

### **Non-profits are now severely constrained:**

In the last two months the non-profit sector has dramatically changed, with registered charities experiencing extraordinary shifts, including (i) declines in funding leading to significant budget limitations, (ii) employees now working from home creating strains on capacity, and (iii) charitable programs being needing to be redesigned to be delivered digitally or virtually.

During this time, managing youth on short-term volunteer placements places a significant burden on already under-resourced organizations.

### **Traditional volunteer roles are being eliminated due to physical distancing requirements:**

Roles that would be offered to short-term volunteers typically include physical interactions with others (including non-profit staff and stakeholders). Without proper training post-secondary students would lack the skills required to do projects for non-profit organizations in a "volunteer from home" setting.

**The average non-profit organization does not currently have "on the shelf" turn-key COVID-19 related response projects to engage volunteers starting immediately this summer, and they have limited infrastructure to support volunteers virtually.**

## 2. Why is WE the right partner?

WE is a bilingual registered charity with a 25 year track record of supporting and enabling Canadians to take part in meaningful service actions. WE Charity is the largest organization supporting youth service in Canada.

### **WE has a track record of building a support system for youth volunteers**

- WE first started its service-learning programs in 1999 when the organization played a critical role in supporting the roll-out of Ontario's 40-hour service requirement for graduation. At the time, there was an insufficient number of volunteer placements available to Ontario's young people. The Toronto District School Board partnered with WE Charity to develop a program that would train young people and help them design their own service projects aligned with ministry guidelines. Today, that program is delivered via 300+ school districts and post-secondary educational institutions.
- The Canadian model of success has also been adopted in the US. In 2017, the College Board approached WE to form a partnership to scale a national service program for college bound students. The College Board is a US non-profit formed in 1899 to administer college entrance examinations, which today includes the SATs. Together, College Board and WE launched *AP with WE Service* – which features the first and only verification system to recognize service on the AP transcript when students apply to colleges.

### **WE is equipped to engage volunteers on and offline**

- It is not reasonable to suggest that all youth will be able to participate online – WE will provide high-touch support to those young people that need alternate accommodations.

### **3. Why is there a need for a comprehensive program onboarding?**

**There is a need to ensure that youth and non-profit partners are provided with a high quality program that is mutually beneficial.**

Volunteers are recruited to support non-profits to help remove burdens the organization is experiencing. They typically prefer investing in long-term volunteer positions with significant training/oversight to drive long-term ROI.

As this is a short-term volunteer initiative, WE is seeking to remove additional burdens from individual non-profit partners to ensure the participating in the program is as turn-key as possible.

On-boarding and training would include:

- Ensuring all formal compliance and legal documents (i.e. waivers) are completed
- Training on COVID-19 safety practices
- Alignment on requirements to successfully complete their service activity
- Best practices for volunteering with the non-profit and/or their target beneficiaries (i.e. youth, elderly)

Additionally WE would deliver specialized onboarding for young people from vulnerable populations (i.e. Indigenous, new immigrants and youth with physical or intellectual differences). WE will provide a higher touch experience including an additional layer of support and coordination in matching them with service placement.

Finally, for larger NFP partners, they may not have the willingness to train a high number of volunteers in a short-timeframe. In a train-the-trainer model, WE would deliver the necessary onboarding to the participants. If the larger NFP partner is willing to directly conduct the skills-related training for the service placement, WE would administer grants to give to the NFP partner to support their hiring of additional staff.

## 4. Why participating non-profit partners need additional supports?

It is impossible to express the level of change that has happened in Canada's non-profit sector. According to Imagine Canada, as a result of COVID-19, the sector will layoff between 118,000-194,000 workers. With this turbulence in mind, it is unreasonable to expect that non-profits will be able to quickly mobilize independently to participate in the launch of this program.

- Very few organizations currently have the capacity to accept young, untrained volunteers within the next few weeks
- Very few organizations have turn-key volunteer opportunities related to COVID-19 response

The program we are proposing helps to provide a high degree of coordination, back-end support, and front-end onboarding and ongoing support. WE Charity will absorb the training of volunteers in-house to remove that constrain from other non-profits.

We are proposing a three tiered approach to working with partner non-profits

- I. Large national partners
  - Have internal capacity, WE provides a grant to support with additional staffing to support the volunteers
  - May lead their own internal training, WE provides standard service placement documentation, training modules and a WE case worker for support for the duration of the program
- II. Organizations without internal capacity to oversee a service program
  - WE would provide a smaller financial grant/stipend to hire a staff and or purchase resources to support service placements
  - WE would assume complete oversight of onboarding for youth on behalf of the non-profit and appoint a WE case worker for support for the duration of the program
- III. All NFP partners receive basic support to participate in the service program
  - Working with non-profits, WE will deploy "experience architects" to help them build digital service projects, help them vet their projects, build roles and responsibilities and coordinate the reporting and verification.

## **5. Why are WE supported actions critical to the success of the program?**

WE will commit to absorbing 10,000 youth at launch. To be clear, they will be volunteering to assist causes of other organizations, but WE will fully turn-key the service programs.

This is due to the extremely intense timeline to launch this program. With the goal of signing an agreement on May 08<sup>th</sup> to launch on May 25<sup>th</sup> there are 10 business days to get the program up and running. This speed is unprecedented and it is not realistic for other non-profits to be ready to have volunteer actions turn-key to launch on this timeline.

- The successful launch of this program is essential, if there are insufficient service opportunities at launch the program will be in jeopardy.
- WE can provide packages of service actions that are designed in support of other organizations and causes all connected to COVID-19.
- We will also deploy or “experience architects” to work with partner non-profits to create packaged actions, design their training and design their M&E in support of COVID-19 causes.



## Program Plan (timelines)



## Rolling the program out in three cohorts

	Cohort 1	Cohort 2	Cohort 3
<b>Total number of youth</b>	20,000	20,000	20,000
<b>Non-profit Partners Engaged</b>	50 (min)	100 open to any non-profit with proper opportunities and vetting	150+
<b>Youth placed with WE</b>	Up to 10,000	Up to 10,000 (incremental)	Up to 10,000 (incremental)
<b>Youth placed with non-profit partners</b>	10,000+	10,000+	10,000+
<b>Suggested Timelines</b>	May 25-August 31 <sup>st</sup>	June 15 <sup>th</sup> – August 31 <sup>st</sup>	July 6 <sup>th</sup> – August 31 <sup>st</sup>

*\*please note, based on above WE is willing to assume between 10,000 and 30,000 youth volunteers depending on the number of youth participating in the program, ensuring that there are sufficient opportunities for students.*

***Additional cohorts can be added to this model to increase the number of students served per cohort (see budget for cohort 1 and then costs for each additional cohort).***

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# May

- Finalize agreement with ESDC
- Implement formal partnership with Imagine Canada
- Begin outreach to non-profit partners and work collaboratively to co-develop turn-key volunteer roles for Canadian youth
- Development of training program and resources for youth skills development
- Public announcement (press release, integrated marketing campaign to drive awareness across WE's owned channels and paid media)
- Launch preliminary website for registration and in-take youth to match with service placements
- Welcome the first cohort of youth participants into the program and matching with their first turn-key service role by May 25<sup>th</sup>
- Launch youth skills training offering through WE
- COVID-19 training for both non-profit partners and youth participants

## June

- Virtual launch event to kick-off the program \*suggested\*
- Preparation for the second cohort of 20,000 youth
- Continue public promotion of the program including through digital and social channels
- Specialized focus on outreach and engagement of youth from vulnerable populations
- On-going registration and matching of youth to service activities with the goal of launching cohort II by June 15<sup>th</sup>
- COVID-19 training for both non-profit partners and youth participants
- On-going youth skills training offering through WE
- On-going monitoring of program roll-out between WE and non-profit partners
- Verification of service-hour completion and assessment of service projects between WE and non-profit partners

# July

- Continue public promotion of the program including through digital and social channels
- Enhanced PR efforts and story-telling of the impact from the first cohort of youth in the programming
- On-going registration and matching of youth to service activities with the goal of launching cohort III by July 06th
- COVID-19 training for both non-profit partners and youth participants
- On-going youth skills training offered through WE
- On-going monitoring of program roll-out between WE and non-profit partners
- Verification of service-hour completion and assessment of service projects between WE and non-profit partners
- Disbursement of funds for anyone who is complete

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# August

- Service projects wind down and final activities to be completed by students
- On-going monitoring of program roll-out between WE and non-profit partners
- Verification of service-hour completion and assessment of service projects between WE and non-profit partners
- Disbursement of funds for anyone who is complete
- \*Suggested\* Host four regional virtual summer-end celebrations (Western Canada, the Prairies, Ontario, and Quebec and Atlantic Canada) for all program participants and non-profit partners to celebrate the collective social impact of all youth participants from coast to coast to coast.
  - The event will profile select service projects, welcome special guests and speakers including inspirational Canadians, celebrities, and the opportunity for government officials to recognize the achievements of Canadian youth

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## September & October

- Finalize payments to participants who completed the program and ensure relevant accreditation is completed
- Follow up with non-profit partners for feedback, results, outcomes and lessons learned
- Deliver final report to ESDC
- September onwards: issue T4A's for year-end financial year

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# Partnership Considerations

## **Requested non-negotiables from WE**

- Financial agreement with ESDC is flexible in nature to reach the agreed upon deliverables
- WE is responsible to select the first 50 non-profits partners, with input from the Government of Canada
- An identified dedicated team at ESDC for timely approvals and decision making
- Legal process finalized by May 8th
- Due to the nature of the program, many costs will be incurred upfront and therefore WE is seeking approximately 50% of the total budget for program launch



Why WE



## Our Mission

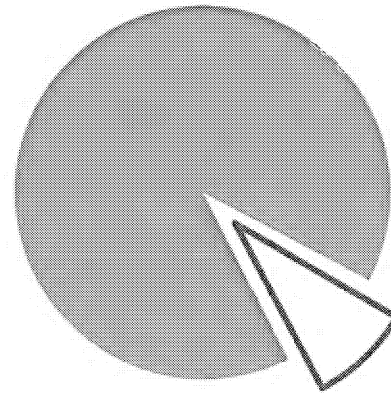
WE is a movement that believes when we come together we can create an even better world.

## Organizational details

- 25+ years experience in social sector
- 9+ countries engaged
- Domestic and International impacts
- Service learning & social entrepreneurship programming

# 25+ YEARS OF SUSTAINABLE GROWTH AND SOCIAL IMPACT

Our financial model



90% of donations support our programming.\*

10% of donations go toward our administrative costs.

*The unique partnership with WE to WE, our social enterprise, ensures that WE Charity achieves a remarkable rate of financial efficiency.*

Source: WE Charity, Annual Report 2017.

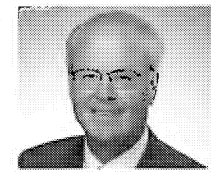
Sample of our WE Day Co-chairs



**Bill Thomas**  
Global Chairman,  
KPMG International



**Jennifer Tory**  
Chief Administrative  
Officer, RBC



**Hartley Richardson**  
President & CEO,  
James Richardson &  
Sons Ltd



**National Chief  
Perry Bellegarde**  
Assembly of First  
Nations



**Paul Desmarais III**  
Vice President,  
Power Financial &  
Power Corporation

# What does WE bring to the table?



## Remarkable efficiency

Our unique family of organizations allow us to achieve a remarkable rate of efficiency.

90% of all donations go directly to programming.



## Authentic storytelling

We source powerful stories of progress right from the communities we work with.

Our inhouse teams develop engaging content for all platforms.



## Strategic partnerships

Extensive collaboration across all sectors ensure our programming is as effective and sustainable as possible.

199 active educational partners.



## Cause inclusive

Almost 75% of fundraising by WE Schools youth is done in support of other charities.

Last year, Canadian participants supported 4,760 unique organizations.

## Recognition and awards

WE is humbled and proud to be recognized as the recipient of national and international awards and honours, recognizing our world-class development model and social enterprise, and the accomplishments of our team.



MoneySense Canada's  
Top-Rated Charities, 2020



Interbrand Iconic  
Canadian Brands,  
2017



Good Housekeeping  
Humanitarian Seal,  
2017



MoneySense "The  
Charity 100",  
2017



Canada's 10 Most  
Admired Corporate  
Cultures, 2013 and 2016



Canada's Most  
Admired CEO, 2015



2016



Notable – Canada's  
Top 5 Charities Run  
by Young  
Professionals, 2013



Canada's Top  
Employers for  
Young People,  
2011, 2012, 2013



World Economic  
Forum, 2008



Skoll Award for  
Social  
Entrepreneurship,  
2007



Roosevelt  
Freedom Medal,  
2008



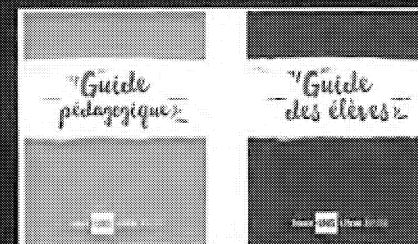
State of the  
World Forum  
Award, 1997





## Proudly Canadian

We are Canada's largest youth serving organization



Fully bilingual from coast to coast to coast

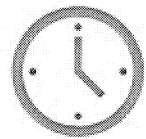
# WE Schools Reach & Impacts

## Canada – 2018/2019

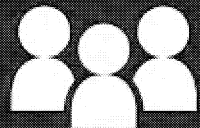
### National reach:

<b>7,200+</b>	Schools and school groups
<b>17,800+</b>	Educators actively involved
<b>2.4M+</b>	Youth reached

### Canadian students volunteered



**3.4M+** hours  
for local and global causes,  
contributing to a Social Impact Value of



**\$97,453,453\***  
Annual social value created

\*Social Value = total funds raised for local and global causes + value of the weight of food collected + the value of hours volunteered

Source: WE Schools, Year in Review 2018-2019



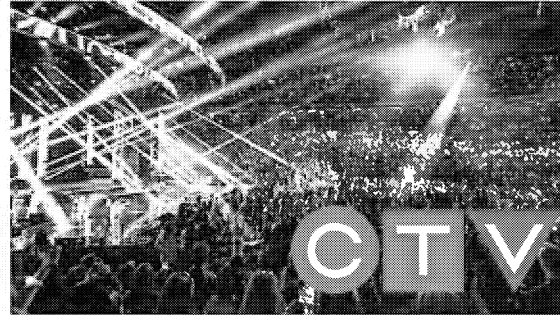
## How we're reaching Canadians

In addition to the WE Schools service-learning programming that reaches million of Canadian students, we amplify WE Charity programming to engage with parents, families and educators.



### **Virtual and in-person events**

- ✓ Hundreds of thousands change-makers have joined us for inspirational events and to access service-learning resources



### **Primetime national broadcasts**

- ✓ Over 2 million viewers tuned in to watch the 2019 WE Day Special broadcast on CTV



### **Social and digital engagement**

- ✓ 4M+ social media followers including Facebook, Instagram, Twitter and YouTube



## A sample of our Canadian celebrity ambassadors



Lilly Singh



Jessi Cruickshank



Johnny Orlando



Penny Oleksiak



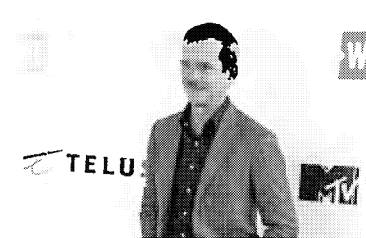
David Suzuki



Sarah McLachlan



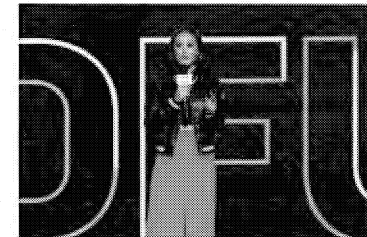
Margaret Trudeau



Chris Hadfield



Sophie Gregoire Trudeau



Chloe Wilde



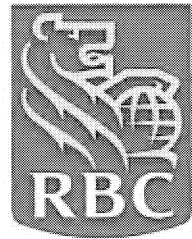
Tyronne Edwards



Brett Kissel



## A Sample of our Canadian Partners



## Our Co-founders: Order of Canada Recipients



### **Craig Kielburger**

- Co-Founder, WE
- Youngest ever graduate from the Kellogg-Schulich Executive MBA program
- Received The Order of Canada, the Nelson Mandela Freedom Medal and the World Children's Prize
- New York Times best-selling author who has written 12 books, including *WEconomy: You Can Find Meaning, Make a Living, and Change the World*.



### **Roxanne Joyal**

- CEO and Co-Founder, ME to WE
- A Rhodes Scholar, social entrepreneur, Order of Canada Recipient
- Specializes in working in women's empowerment
- Clerked for the Supreme Court of Canada, for Justice Madame Deschamps
- Franco-Manitoban



### **Marc Kielburger**

- Co-Founder, WE
- Graduated from Harvard University with an International Relations degree, a Rhodes Scholar and completed a law degree from Oxford University
- Received of the Order of Canada and is a World Economic Forum Young Global Leader
- New York Times best-selling author who has published 8 books, as well as a nationally syndicated columnist

## Management Team



### **Dalal Al-Waheidi**

- Executive Director, WE Charity,
- As the Executive Director, she been integral in shaping the success of the WE movement into a global international charity and educational partner. Dalal has significant experience in building not-for-profit strategies, complex program design, community development and relationship management.
- In 2014, Dalal was selected as one of RBC's Top 25 Canadian Immigrant Award winners for her passion and desire to make the world a better place, especially for the lives of youth around the world. In addition, she been recognized by the Women's Executive Network with Canada's Top 100 Most Powerful Women Award.



### **Carrie Patterson**

- Chief Operations Director, WE Charity
- An experienced Chief Operations Director with a demonstrated history of working in the non-profit organization management industry and in education. A long and extensive career specializing in work with young people with a focus on positive youth development, service-learning and social and emotional learning.
- She was formerly served for twelve years with Tim Horton's Children Foundation, including as Director of Camp Operations

# Management Team



**Alex Meers**

- HR specialist
- Expertise in training & development



**Carly Bedini**

- Large scale event management including 102+ live WE Day events
- Specialization in volunteer recruitment



**Annie Ethier**

- Regional Director, WE Charity
- French programming leader



**Talitha Tolles**

- Indigenous Programs and Program Innovation Specialist



**Amelie Rocheleau**

- Public Relations, French programming

## Management Team



### Jon E Worren

- Served as the Lead Executive, Venture & Corporate Programs at MaRS, where he was responsible for identifying new entrepreneurship practices and creating tools and resources
- His master classes have been delivered to more than 5,000 participants across Canada
- Prior to joining MaRS, Jon spent 12 years as management consulting as co-founder of renewable energy advisory firm ClearSky Advisors
- Jon is an expert on social impact and deal flow



### Hussam Ayyad

- Previously served as the Sr. Director, Programs and Partnerships at DMZ, where he grew its investor relations network to exceed 3,000 VCs in less than 2 years
- Experienced entrepreneur, business leader having advised, coached and supported 150 tech start ups
- Co-founded Algéro Canadian Metals, a metal recycling company that recycled and exported steel scrap from Algeria to different countries
- Led the market penetration and growth of GE's home appliances business in North African markets

*Confidential*

**Budget for cohort 1  
(first 20,000 students)**



**Summary:**

- In order to deliver the robust platform as outlined in the proposal, the cost per student is \$975 for first 20,000 student volunteers. The total cost to deploy cohort one of the program (20,000 volunteers) is \$19.5M.
- WE Charity is willing to assume 10,000 of the first 20,000 youth volunteers in cohort 1 to quickly provide turn-key service opportunities at launch. WE will support the remaining 10,000 volunteers in training and coordinating their service placement with other charities across Canada.

Item	Description	Amount
<b>Youth Program Delivery and Support</b>		
<b>Objective: The purpose of the "youth program and support" aspect of the program is to ensure youth participants are properly onboarded; supported throughout the project deliverables; and reporting their activities. Moreover, that we are engaging vulnerable populations; ensuring the accessibility of the program including to youth who are not technologically enabled; and verification of volunteer hours. This will be completed by dedicated program managers hired to deliver this program.</b>		
175 program managers	175 team members each to supervise 200 participants for 4.5 months at \$30,000 remuneration	\$ 5,250,000
10 supervisors	5.5 months at \$45,000 remuneration	\$ 450,000
5 group leaders	6 months at \$70,000 remuneration	\$ 350,000
2 project leads	8 months at \$125,000 remuneration	\$ 250,000
Legal support	150 hours	\$ 75,000
<b>Program Enablement and Operations</b>		
<b>Objective: The purpose of the "program enablement and operations" costs are to support the program launch; integration into the ESDC portal; and materials for the program delivery.</b>		
Project supervisor	Overall responsible for the program delivery, reporting and program conclusion	\$ 180,000
Technology project staffing	Assuming ESDC portal usage. Supplementary project technology and additional functionality (digital waivers, digital contracts, financial system for management of funds to participants etc.).	\$ 143,522
Materials and content development	For 50+ digital volunteer options that participants can select from, each of which meet COVID-19 impact criteria as per program design section of proposal	\$ 250,000
Licences and technology	For all project staff and use of program participants where applicable including video conference, and secure financial information uploading.	\$ 300,000
Project related rent	Associated occupancy costs for program related expenses including program development, training, filming, editing, technology back end systems.	\$ 400,000
Project related phone and internet costs	Program costs for all staff for project delivery for 6+ months.	\$ 200,000
Legal support	100 hours for operational delivery	\$ 50,000
<b>Program Safety and Training</b>		
<b>Objective: The purpose of the "program safety and training" costs are to ensure all staff and participants are appropriately trained on (i) the special considerations of COVID-19; (ii) identifying safe volunteer activities with partner non-profits; and (iii) participants receive relevant volunteer specific training (i.e. how to work with young people and expectations and safety considerations of the same). Moreover, there will be job-specific training and relevant skills enhancement.</b>		
COVID-19 training	For all participants and partners to ensure best-practices for safety	\$ 120,000
Job skills training for participants	Training modules for volunteerism and life skills for future employability including: online safety training and child protection policy; and best practices for volunteering with the non-profit and/or their target beneficiaries	\$ 260,000
Legal support	80 hours for program training and safety related activities including all formal compliance and legal documents (i.e. waivers) are completed	\$ 40,000

<b>Program Communication</b>			
<b>Objective: The purpose of the "program communication" costs are to ensure the initiative is shared widely with eligible Canadians, fully bilingual and the benefit of the program is clearly communicated and appeals to targeted young people. We also seek to ensure registrations in a timely manner and to celebrate its ongoing activities through storytelling to showcase the good works of young Canadians who are part of the program.</b>			
Public relations for project	All aspects of PR support including promotion and strategic communication, coordination with other non-profits and government	\$	140,000
Translation for project	Ensure all aspects of bilingual program delivery	\$	190,000
Recruitment and advertising	Overall engagement and priority individuals and targeted youth	\$	295,000
Creative for project materials	Creation of engaging creative materials, branding and overall materials for website and social media and all communication	\$	85,000
Digital launch event	<i>Suggested: Optional digital launch event</i>	\$	45,000
Digital end event celebration	<i>Suggested: Optional series of regional digital events</i>	\$	95,000
Story Telling and content sharing	Throughout project and up to one year after project is completed	\$	120,000
Social Media coordination	Amplification and deployment throughout project lifetime through social media team which is key to sustained recruitment of young people	\$	120,000
Technology requirements	Associated costs of updating websites, social media amplification tools, setting up communication across all staff and participating not-for-profits	\$	70,000
<b>Customized Program Delivery</b>			
<b>Objective: The purpose of the "customized program delivery" costs are to ensure that all young Canadians, regardless of background, socio-economic status or location can participate in this program. We are ensuring this accessibility by providing dedicated program managers, and contingency funding to ensure all young people can access the program.</b>			
10 staff for vulnerable populations	Specialized staffing; 4.5 months @ \$40,000	\$	400,000
Digital enablement	Flow through cost to provide internet-enabled devices to participants who lack those resources	\$	300,000
Technology Requirements	Additional technology costs to ensure customized delivery of programming such as necessary accessibility features	\$	58,000
<b>Program HR Support</b>			
<b>Objective: The purpose of the "program HR support" costs are to ensure that all participants and partner non-profits are able to access quality human resources support to ensure all activities are in accordance with associated employment laws; workplace safety considerations; insurance requirements; and legal support.</b>			
Human resources support participants	Overall support throughout the program and customized references	\$	280,000
Legal support	100 hours	\$	50,000
Insurance for project	Overall liability and partner insurance of \$50M+ policy	\$	150,000
<b>Program Partners</b>			
<b>Objective: The purpose of the costs associated with "program partners" include managing the payments for youth who are involved in the program, as well as flow through costs of (i) small grants to select non-profits to help youth develop their own social service activities and payments to partner non-profits to coordinate volunteer activities. This includes up to \$100k for each of the 50 non-profit/ charitable partners for coordination expenses.</b>			
Deployment of funds	For all participating youth (1% of value)	\$	1,000,000
Small grants	Flow through costs: for approved requests to non-profit partners to offset their expenses for the program	\$	240,000
Payments to other non-profits	Flow through costs: Funding to each of the 50 non-profit partners may vary, but we are budgeting for \$100,000 each	\$	5,000,000
<b>Program Administration</b>			
Admin costs for WE Charity	15%		\$2,543,478
<b>TOTAL</b>	<b>for first 20,000 participants</b>	<b>\$</b>	<b>19,500,000</b>



**Budget for cohort 2 onwards**  
**(amount for each *additional* 20,000 students)**

- In order to deliver additional cohorts of volunteers, the cost per student is \$688 after the initial 20,000 student volunteers. The total cost to deploy cohort two of the program (20,000 volunteers) is \$13.77M.

**Summary:**

- This budget includes a number of assumptions including: WE will be able to leverage program materials and assets developed for cohort 1 across subsequent cohorts; no additional celebration events; non-profit partners will accept additional students thereby reducing onboarding, support and reporting costs; transferrable HR and legal costs; fewer incremental staff required.

Item	Description	Amount
<b>Youth Program Delivery and Support</b>		
<b>Objective: The purpose of the "youth program and support" aspect of the program is to ensure youth participants are properly onboarded; supported throughout the project deliverables; and reporting their activities. Moreover, that we are engaging vulnerable populations; ensuring the accessibility of the program including to youth who are not technologically enabled; and verification of volunteer hours. This will be completed by dedicated program managers hired to deliver this program.</b>		
130 program managers	130 team members each to supervise the incremental 20,000 youth in cohort 2	\$ 3,300,000
7 supervisors	5.5 months at \$45,000 remuneration	\$ 315,000
3 group leaders	6 months at \$70,000 remuneration	\$ 210,000
2 project leads	8 months at \$125,000 remuneration	\$ 250,000
Legal support	75 hours	\$ 37,500
<b>Program Enablement and Operations</b>		
<b>Objective: The purpose of the "program enablement and operations" costs are to support the program launch; integration into the ESDC portal; and materials for the program delivery.</b>		
Technology project staffing	Assuming ESDC portal usage. Supplementary project technology upkeep and adding additional functionality if required	\$ 90,000
Materials and content development	Updating and adapting the 50+ digital volunteer options that participants can select from if required, and adding new opportunities for subsequent cohorts	\$ 62,500
Licences and technology	For all additional project staff and use of program participants where applicable including video conference, and secure financial information uploading.	\$ 300,000
Project related rent	Associated occupancy costs for program related expenses including program development, training, filming, editing, technology back end systems.	\$ 190,000
Project related phone and internet costs	Program costs for all staff for duration of the project.	\$ 150,000
Legal support	50 hours for operational delivery	\$ 25,000
<b>Program Safety and Training</b>		
<b>Objective: The purpose of the "program safety and training" costs are to ensure all staff and participants are appropriately trained on (i) the special considerations of COVID-19; (ii) identifying safe volunteer activities with partner non-profits; and (iii) participants receive relevant volunteer specific training (i.e. how to work with young people and expectations and safety considerations of the same). Moreover, there will be job-specific training and relevant skills enhancement.</b>		
COVID-19 training	Costs associated with scaling training sessions to reach new volunteers for all participants and partners to ensure best-practices for safety.	\$ 90,000
Job skills training for participants	Scaling and expanding training modules for volunteerism and life skills for future employability including: online safety training and child protection policy; and best practices for volunteering with the non-profit and/or their target beneficiaries	\$ 195,000
Legal support	60 hours for program training and safety related activities including all formal compliance and legal documents (i.e. waivers) are completed	\$ 30,000

**Program Communication**

**Objective: The purpose of the "program communication" costs are to ensure the initiative is shared widely with eligible Canadians, fully bilingual and the benefit of the program is clearly communicated and appeals to targeted young people. We also seek to ensure registrations in a timely manner and to celebrate its ongoing activities through storytelling to showcase the good works of young Canadians who are part of the program.**

Public relations for project	All aspects of PR support including promotion and strategic communication, coordination with other non-profits and government	\$	90,000
Translation for project	Ensure all aspects of bilingual program delivery of any additional assets added for subsequent cohorts	\$	67,500
Recruitment and advertising	Overall engagement and priority individuals and targeted youth	\$	221,250
Creative for project materials	Creation of additional and up to date materials for website and social media and all communication	\$	42,500
Story Telling and content sharing	Content collection throughout project and up to one year after project is completed	\$	90,000
Social Media coordination	Additional amplification and increased reach throughout project lifetime through social media team which is key to sustained recruitment of young people	\$	90,000
Technology requirements	Associated costs of updating websites, social media amplification tools, setting up communication across all staff and participating not-for-profits	\$	35,000

**Customized Program Delivery**

**Objective: The purpose of the "customized program delivery" costs are to ensure that all young Canadians, regardless of background, socio-economic status or location can participate in this program. We are ensuring this accessibility by providing dedicated program managers, and contingency funding to ensure all young people can access the program.**

9 staff for vulnerable populations	Specialized staffing; 4.5 months @ \$40,000	\$	360,000
Digital enablement	Flow through cost to provide internet-enabled devices to participants who lack those resources	\$	300,000
Technology Requirements	Additional technology costs to ensure customized delivery of programming such as necessary accessibility features	\$	39,000

**Program HR Support**

**Objective: The purpose of the "program HR support" costs are to ensure that all participants and partner non-profits are able to access quality human resources support to ensure all activities are in accordance with associated employment laws; workplace safety considerations; insurance requirements; and legal support.**

Human resources support participants	Overall support throughout the program and customized references	\$	280,000
Legal support	100 hours	\$	50,000
Insurance for project	Overall liability and partner insurance of \$50M+ policy	\$	75,000

**Program Partners**

**Objective: The purpose of the costs associated with "program partners" include managing the payments for youth who are involved in the program, as well as flow through costs of (i) small grants to select non-profits to help youth develop their own social service activities and payments to partner non-profits to coordinate volunteer activities. This includes up to \$100k for each of the 50 non-profit/ charitable partners for coordination expenses.**

Deployment of funds	For all participating youth (1% of value)	\$	1,000,000
Small grants	Flow through costs: for approved requests to non-profit partners to offset their expenses for the program	\$	240,000
Payments to other non-profits	Flow through costs: Funding to each of the 50 non-profit partners may vary, but we are budgeting for \$100,000 each	\$	3,750,000

**Program Administration**

Admin costs for WE Charity	15%		\$1,796,288
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<b>TOTAL</b>	<b>for 20,000 participants for cohort 2 onwards</b>	<b>\$</b>	<b>13,771,538</b>
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## Budget assumptions

- WE will be able to leverage program materials and assets developed for cohort 1 across the subsequent cohorts
- No additional celebration events, as students in cohorts 2 and 3 will join the celebration event proposed in cohort 1's budget
- Non-profit partners will likely accept additional students in cohort 2 and 3 leading to reduced costs for on-boarding, designing service projects, support and reporting
- Program support services support including HR and legal will be transferrable from cohort 1 costs
- Fewer incremental staff are required, as staffing levels from cohort 1 (including implementation and program delivery will be leveraged)

Thank you



Canada

**From:** [REDACTED] (FIN)  
**Sent:** Thursday, May 7, 2020 7:36 PM  
**To:** Singh, Amitpal (FIN)  
**Subject:** Fwd: For urgent review: May 8 - Cabinet Note on Canada Student Service Grant

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someone will send you all the cssg stuff  
i don't know if there was an official request or what - something seems broken!

Sent by [REDACTED] sassy smartphone

[REDACTED] s.16(2)(c)

Begin forwarded message:

**From:** [REDACTED]@canada.ca>  
**Date:** May 7, 2020 at 7:34:42 PM EDT  
**To:** "[REDACTED] (FIN)" <[REDACTED]@canada.ca>  
**Cc:** [REDACTED]

**Subject: Re: For urgent review: May 8 - Cabinet Note on Canada Student Service Grant**

i don't know how this is moving but can someone in addition to the cabinet process send directly to amit.gillian's note and the two documents at the links as attachments - proposal and chagger's annex for tomorrow.

thank you!

Sent by [REDACTED] sassy smartphone

[REDACTED] s.16(2)(c)

On May 7, 2020, at 6:19 PM, [REDACTED] (FIN)  
<[REDACTED]@canada.ca> wrote:

Good evening,

Please find attached (and at this [link](#)) a copy of a Cabinet note for the Minister for your approval.

Please note that the Cabinet discussion will focus on two short documents from Minister Chagger:

- The original presentation to COVID Committee on May 5 – [here](#)

- The proposed revisions following the COVID Committee meeting for consideration at Cabinet – [here](#)

Please let me know if you have any issues accessing the documents and I would be happy to share them as an attachment.

[REDACTED]

[REDACTED] | [REDACTED]

[REDACTED] | [REDACTED]

Department of Finance Canada | Ministère des finances Canada

[REDACTED]@canada.ca | [REDACTED] | [REDACTED]

s.16(2)(c)

Government of Canada | Gouvernement du Canada

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**From:** [REDACTED]@canada.ca>

**Sent:** Thursday, May 7, 2020 12:32 PM

**To:** [REDACTED] (FIN) <[REDACTED]@canada.ca>

**Cc:** [REDACTED] (FIN) <[REDACTED]@canada.ca>;

[REDACTED]

[REDACTED]@canada.ca>

**Subject:** ESDC Student Grant

Hi [REDACTED] –

Can you put together an email or short word document to summarize the ESDC proposal on student grants going to Cabinet tomorrow please? Essentially a light touch cab note with a bit of background and the highlights of the proposal.

Call if you have questions.

Cell [REDACTED]

s.16(2)(c)

<2020-05-07 - Cab Note on CSSG.docx>

**From:** [REDACTED]  
**Sent:** Thursday, May 7, 2020 7:55 PM  
**To:** Singh, Amitpal (FIN)  
**Cc:** [REDACTED]  
**Subject:** Canada Student Grants  
**Attachments:** CSSG Proposal.docx; CSSG Proposal for Cabinet\_updated.docx; Note for Minister on CCSG.docx

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Hi Amit –

Here are:

- 1) The original proposal that went to Committee
- 2) The updated proposal that is going tomorrow
- 3) Our note on the updated proposal

Cell : [REDACTED] s.16(2)(c)



# Proposal for the Cabinet Committee on the Federal Response to the Coronavirus (COVID-19)

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## Implementation of the Canada Student Service Grant The Honourable Bardish Chagger May 5, 2020

### 1. Purpose

The Minister of Diversity and Inclusion and Youth is seeking authority to:

- create the new Canada Student Service Grant (CSSG) under the Canada Service Corps program to provide students who engage in national service opportunities during the summer with up to \$5,000;
- create and launch the ***I Want to Help*** portal, a web-based one-window matching platform by ESDC that allows students to find volunteer opportunities to contribute to the Covid19 response in their community; and
- fund a third party organization to support the implementation of the CSSG; and the payment of the grants directly to students.

Incremental funding is required and a funding request would be made, if approved, which would be ad ref to the Prime Minister, Minister of Finance and Minister of Health, through the *Public Health Events of National Concern Payments Act*.

### 2. Summary of the Proposal

Due to the pandemic, many employers who traditionally hire youth have had to temporarily close their doors or limit the number of staff they hire. The money from summer employment that many students rely on to pay for basic needs and save for their studies is not available. This proposal aims to support a diverse population of students across the country to contribute towards the Covid-19 response in their community while gaining valuable experience and skills. It is a key pillar of the broader comprehensive suite of supports available to youth including the Canada Emergency Student Benefit (CESB) and enhancements to student financial assistance through the Canada Student Loans Program.

The new CSSG programming will include the following components:

1. Cash awards through grants of up to \$5,000 for eligible students who volunteer this summer in support of Covid-19 response;
2. Establishment of the ***I Want to Help*** portal to help youth find service opportunities in their community and keep track of their hours towards the cash awards;
3. Funding for a third party organization to support the creation and delivery of service opportunities across all regions of the country with a diverse group of not for profit organizations. The third party will also be responsible for the disbursement of the grants to individual students.

In addition, a complementary enhancement through the Canada Service Corps program will ensure that youth who are not students, but who contribute through service are also receiving financial support. Micro-grants will be increased from 1,800 to 15,000 and will include monthly stipends of up to \$1,250 for all youth leading service projects using the micro-grants. This element is securing authority under separate cover.

### CSSG Eligibility

#### Participating students

The eligibility criteria has been aligned with the eligibility for the CESB, as this financial reward program is an additional way to incentivize the contribution of youth who are not able to engage in significant paid employment. Although any youth can seek service opportunities through the ***I Want to Help*** Portal, only students, who meet the criteria below, are eligible to receive an award upon completion of their hours of service:

- students who are enrolled in a post-secondary education program leading to a degree, diploma, or certificate;
- students who ended their studies or graduated no earlier than December 2019; and,
- high-school graduates who have applied for, and will be joining, post-secondary programs in the coming months.

Students receiving the CESB would be eligible but those receiving the CERB would not be eligible. International students would not be eligible.

### **Participating organizations**

Only registered non-profits or charities can submit volunteer placements. Volunteer placements must involve students in contributing to the Covid-19 response and/or be understood as an essential service by the Government of Canada. Organizations will send the information on their proposed placement to the third party organization that will verify that the placement provides:

- a minimum of 2 hours a week for 4 weeks within the period from launch of the program until September 30
- safe conditions for students in compliance with public health guidelines; and
- meaningful experiences that build skills.

The policy intent of this initiative is to provide students with the opportunity to contribute to their communities through service while gaining experience and skills and earning financial awards towards their education. Restricting eligibility to NFPs ensures that this does not become a vehicle for engaging students in unpaid labour for for-profit organizations. In the case of volunteer opportunities that are linked to essential services (e.g. contact tracing) students will still require the assistance of a NFP to be connected to the work and provided any necessary training (e.g. Canada Red Cross). NFPs will need to demonstrate a commitment to providing safe and meaningful volunteer work for the students.

Students participating in volunteering-service placements under the auspices of the Canada Service core national and regional-local projects would be eligible to submit their hours completed from the launch of the initiative up until September 30. ESDC will reach out to CSC delivery organizations to explain eligibility for the grant and how their student participants can apply.

**Payment Amounts:** Lump sum award amounts for the CSSG will be directly linked to the number of volunteer hours that a student completes over the period of May to the end of September. Students can track their volunteer experience and hours through the ***I Want to Help*** portal which will generate a digital report that students can submit to the third-party partner to request payment of the grant.

The recommended amounts for three levels of grants are as follows: 100 hours for \$1000 (about 6 hours per week over the 18 week eligibility period); 300 hours for \$3000 (about 17 hours per week); and 500 hours for \$5000 (about 28 hours per week). These levels were chosen to ensure the right balance between incentivizing volunteering while not creating disincentives to take on paid employment. For example, it would be feasible to work either part time or full time and acquire enough hours to achieve the first threshold and work part-time and achieve the second threshold. However, it is important to not create thresholds that are unattainable given that NFPs will be constrained in the number of hours they can offer. It is also important to recognize that some of the volunteer work in essential services would be compensated at higher than minimum wage for non-students and that the Government's support is meant to underscore the value of the contribution.

### **I Want to Help Portal**

The ***I Want to Help*** portal will provide information on available volunteering opportunities, allow youth to create a user account and track their service, and search a listing of Covid-19 focused volunteer opportunities across Canada. Although powered by Job Bank technology, the portal would have its own branding and dedicated landing page and would target a youth audience. The Social Insurance Number would be used

during the account creation process for students that want to track progress towards personal volunteering goals. An export function would provide a digital record of volunteer hours to both the individual student and the third-party administering the grant. A direct technology feed would be established with the third party to supply ESDC with regularly updated volunteer opportunities in the necessary format.

*While I Want to Help* will support students interested in the CSSG all youth will be able to create an account and use it, regardless of whether or not they qualify for CSSG.

### **Third Party Delivery Organization (funding authority required)**

The successful implementation of this initiative requires the support of a third party organization funded through a contribution agreement. ESDC cannot make direct payments to youth. Experience gained through the Canada Service Corps initiative has demonstrated that simply creating a platform-portal is not sufficient to ensure recruitment of youth and proactive engagement and support is key to success. In addition, given the short time frame within which this initiative is to be implemented it will be critical that a large number of diverse volunteering opportunities are already available to youth at launch. For this reason, ESDC recommends funding WE Charities who has submitted an unsolicited proposal to provide support. WE Charities is the largest youth serving charitable organization in Canada with substantial experience in youth service programming through fully bilingual programming for diverse youth in all parts of the country. It has the demonstrated capacity to deliver both the required financial oversight and to build partnerships with over 50 national NFPs to effectively support delivery of the initiative. WE Charities have offered to provide “white label” support, meaning it will be Government of Canada branding. Key deliverables will include the following:

#### **Support the creation of up to 20,000 Initial Volunteer Opportunities upon launch**

WE will create volunteer placements for 10,000 students and partner with Imagine Canada an umbrella organization for Canadian charities, to engage 50 national not-for-profit (NFP) organizations to create 10,000 additional opportunities that will be posted within two weeks of launch. These opportunities will be available in all parts of the country, in both urban centres and rural and small communities.

#### **Support the creation of additional Opportunities to be phased in over the**

**summer:** WE will continue to undertake outreach and act as the one-window intake for any additional opportunities submitted by NFPs, with a view to expanding the available opportunities to reach more youth across the country.

**Onboarding of Students:** It is critical that participants have a positive experience and are made to feel highly engaged from the onset if they are to reach the critical milestones for the CSSG. While financial incentives will play a role in driving behavior, tapping into motivation to make the sustained time commitment will require that the user experience is robust and includes other non-financial benefits such as orientation training and the opportunity to build skills and gain experience beneficial for the resume. WE will support student onboarding and other supports to ensure a robust student experience.

**Support to NFPs:** WE will play a key role in supporting host NFPs, particularly small, local organizations in setting up volunteer opportunities that offer quality, safe experiences for students. This would include onboarding support to the students; answering questions about the programming; mentorship, coaching and training as required; and technological support to NFPs who want to offer virtual work to students.

**Awarding of Funds:** WE will administer the payment of the grants directly to qualified students upon receipt of the digital record of hours volunteered, and further to verification of student status and other administrative requirements. All participating youth who do not receive a grant would receive a certificate of recognition and digital badging of skills gained through LinkedIn.

### 3. Financial Implications

Funding authority is required:

- up to **\$20M** for a third party to support implementation of the CSSG; and
- to disburse grants payments against the allocated envelope conditional on the meeting of eligibility
- ESDC may also need operating funding to deliver the initiative.

Funding would be sought per the *Public Health Events of National Concern Payments Act*.

### 4. Background and Key Considerations

There is no way to limit access to the *I Want to Help* portal to students only. There is some risk that youth who are not students will pursue volunteering opportunities and be surprised that they are not eligible for a grant. The portal and all communications related to the initiative will emphasize the eligibility of students and the rationale of paying for studies.

The COVID-19 pandemic has impacted the operational and fiscal capacity of many not-for-profit (NFP) organizations. In addition, continued physical distancing requirements creates unique demands on the nature of volunteering opportunities that can be created. Lack of supports to NFPs to create largely virtual opportunities through financial, technological and onboarding supports would likely limit the number of NFPs who post offerings on the *I Want to Help* portal.

Research and experience with youth service has underscored that the largest influencers of youth are their peers. For this reason, a strong launch supported by a robust communications and social media strategy will be essential to create momentum early in the summer and ensure broad participation across all regions and demographic groups. This robust and proactive communications campaign led by the Government of Canada will also be critical to encouraging NFPs to post COVID19 placements.

It is impossible to predict how many NFPs will seek volunteers and how many students will engage in volunteer work. The proposed approach ensures a strong launch and puts the basic program elements in place to support sustained volunteering. However, given the unique and dynamic nature of the Covid19 context, it will be necessary to assess the initiative in an ongoing way with a view to making adjustments as necessary to support continued success.

# **ANNEX to the Proposal for the Cabinet Committee on the Federal Response to the Coronavirus (COVID-19)**

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## **Amendments to the design of the Canada Student Service Grant The Honourable Bardish Chagger May 8, 2020**

The Minister of Diversity and Inclusion and Youth recommends for approval by Cabinet three changes to the proposal on the Canada Student Service Grant (CSSG) to address concerns raised by Committee members:

1. Expand the eligibility for the CSSG to include all youth ages 17 to 30; and
2. Permit participants who receive the CSSG to also receive the Canada Emergency Response Benefit (CERB).
3. Increase the number of grant thresholds from three to five.

### **1. Expanding Eligibility to all Youth**

The proposal limited eligibility to students so as to mirror the definition of student established by the Canada Emergency Student Benefit. The recommended amendment would broaden the scope of eligible participants to all youth ages 17 to 30 who complete the required number of hours of service.

Broadening the eligibility would provide an incentive for more youth to volunteer, particularly youth from underrepresented groups or low-income households who could put the CSSG against the cost of pursuing further education. Given the significant reduction in employment opportunities in sectors where youth are concentrated, e.g., tourism and hospitality, providing additional incentives like the CSSG for youth to volunteer to fill other needs in society is recommended. It would further ensure that all youth who complete the required hours thresholds would have their contribution recognized equally. Finally, both students and youth participate in Canada Service Corps placements and this change would ensure all participants are eligible to receive the CSSG based on the hours they have contributed in the placements.

### **2. Receipt of the CSSG and the CERB**

It is recommended the proposal be amended to allow participants to receive the CSSG and the CERB.

Current program design allows the receipt of the Canada Emergency Student Benefit (CESB) and the CSSG. Both the CESB and the CERB are income benefits available to unemployed youth and students to help with basic financial needs. To support the policy intent of incentivizing volunteering to respond to Covid-19 needs, it is recommended that youth and students in receipt of the CERB be able to receive the CSSG if they complete the required threshold hours of service. A significant proportion of youth and students collecting the CERB will not be able to find employment in the coming weeks. Finding employment may be particularly challenging in smaller communities and rural regions.

Not allowing them access to the CSSG may create a disincentive to pursue volunteering opportunities, as they would be told up front on the portal that they would not be eligible.

### **3. Increasing the number of grant thresholds from three to five.**

It is recommended to increase the thresholds for required number of hours for grants as follows:

- 100 hours completed to receive \$1000
- 200 hours completed to receive \$2000
- 300 hours completed to receive \$3000
- 400 hours completed to receive \$4000
- 500 hours completed to receive \$5000

The increased levels of grants will maintain appropriate incentives to participants to maximize their volunteering while ensuring more youth and students receive grants given that for many participants the opportunities in their community to volunteer as many as 28 hours per week to achieve the highest payment will be limited.

**CABINET COMMITTEE of May 8, 2020**CONFIDENCE OF THE QUEEN'S PRIVY COUNCIL  
DOCUMENT CONFIDENTIEL DU CONSEIL PRIVÉ DE LA REINE**INTERVENTION OPTIONAL****THE ISSUE:**

The Minister of Diversity and Inclusion and Youth will be presenting a proposal relating to the design of the Canada Student Service Grant (CSSG), which was announced by the Prime Minister on April 22, 2020. The announced proposal was preliminary and the funding decision [REDACTED] called on the Minister to return to seek access to funding set-aside for the initiative, based on a more detailed proposal. The Minister is seeking policy authority for the CSSG *ad referendum* on a funding decision.

s.69(1)(e)

This item was previously discussed at the COVID Cabinet Committee; however, the Minister is proposing changes to the design of the initiative since that discussion.

**FINANCIAL IMPLICATIONS:**

The preliminary funding decision [REDACTED] set-aside \$900 million for Employment and Social Development Canada (ESDC) to support the announcement of the grant and the administration of national service opportunities and payments. The decision also provided \$12 million to ESDC to support a social entrepreneurship initiative led by WE.

s.69(1)(e)

The proposal does not provide details on expected uptake or costing for the grants. However, we understand that the Minister's revised proposal suggests expanding eligibility of the grant to 17 to 30 year olds, rather than limiting eligibility to students enrolled in post-secondary courses in spring-summer or fall 2020. This could dramatically increase the cost of the proposal.

In addition, while the Cabinet proposal notes the need for \$20 million to support administration of the grant, we understand that this is only for an initial 20,000 placements. We understand that ESDC is engaged with WE on a preliminary proposal for the delivery of the grant and support for up to 100,000 placements. After the initial cohort of 20,000 placements, each subsequent cohort could be administered for approximately \$13.8 million, or approximately \$75 million to administer 100,000 placements plus funding to support the delivery of the actual CSSG (\$1,000 to \$5,000 depending on hours completed per participant). It is unclear whether this funding would overlap with the \$12 million already approved for WE.

**ASSESSMENT:**

The Minister recommends launching the CSSG as part of a package of programs and initiatives aimed at increasing service opportunities for youth. The launch will feature a new "I Want to Help" web-portal which will provide helpful information about available service opportunities and ways to get involved and support efforts of young Canadians to pursue national service positions. The CSSG will be packaged with a significant expansion of the Canada Service Corps program, including increasing the number of micro-grants from 1,800 to 15,000, and providing stipends to participants.

The CSSG should roll out in mid-May in order to provide eligible students or youth with some certainty about the grant and inform their decision making for the summer. Despite the pending launch, the proposal is very light on details such as how the grant would be administered and rolled-out. A funding decision is required before ESDC can enter into an agreement or contract with a third party (although they have begun preliminary discussions). This will be needed

Drafted by: [REDACTED]  
Date: May 7, 2020

before the grant is formally launched. As such, we are concerned about the risk of a delayed launch.

While the proposal to the COVID Cabinet Committee was focused on post-secondary education students, we understand the Minister is now proposing to expand eligibility of the grant to include youth aged 17 to 30 years old, which raises a number of significant concerns.

- The expansion of eligibility is positioned as a way to rationalize the eligibility of the CSC and CSSG. However, since the CSC includes students 15 to 30 years old, not 17 to 30 years old as is proposed for the CSSG, making this change would not harmonize eligibility across the programs.
- Eligibility in the preliminary funding decision was based on students enrolled in post-secondary studies in spring-summer or fall 2020, which represents approximately 1.4 million students. The number of students aged 15 to 19 is about 4.5 million and would include those who may or may not attend post-secondary at all (note - we do not have statistics on the number of 17 to 19 year olds, specifically). There are approximately 7 million youth in Canada aged 15 to 29 years. As such, the proposal would significantly expand the pool of eligible candidates and potentially increasing the cost of the initiative and its administration, depending on uptake.
- The CSSG was intended to provide financial resources to students in the fall who need to pay for school, who may not have access to paid work, and who are interested in service as a way to contribute to their communities. Expanding eligibility on the basis of age would likely include a significant number of youth without financial need in the fall (e.g., tuition costs), including students enrolled in high school in fall 2020 and living at home, the 46 per cent of youth who decide not to pursue further studies following high school and start working, and those under 30 who have completed their post-secondary schooling.
- The Minister's proposal to the COVID Committee on May 4<sup>th</sup> noted that the CSSG and CSC stipends could be complementary: the CSSG would be available to students while the CSC stipends would be available to youth who are not eligible for the CSSG. It is unclear how overlap would be addressed with the expanded eligibility proposed for the CSSG.

In addition, we note that the proposal would limit the CSSG to youth who volunteer with registered charitable or non-profit organizations. We had recommended that this be expanded to include local governments (municipalities, Indigenous communities, etc.) as a means to provide more opportunities and supports in small, rural, remote, and Indigenous communities where there are less likely to be existing charitable organizations or non-profits. Given the focus of the CSSG on service relating to COVID-19, supporting local governments also seemed fitting given the likelihood that they will need to deliver new and different services from their normal business. The Minister's proposal notes that WE will work specifically with organizations in smaller communities to seek out service opportunities.

Students who are eligible for the Canada Emergency Response Benefit (CERB) and the Canada Emergency Student Benefit (CESB) would be eligible for the grant. This approach is consistent with the original funding decision, which sought to promote service among post-secondary students. In addition, the CERB and CESB are focused on providing income over the summer while the grant provides support to students in the fall. Our initial cost estimates which informed the set-aside did not exclude CERB- and CESB-eligible students. As such, we support access to the CSSG for students receiving these benefits.

The proposal includes additional thresholds for the grant beyond the preliminary funding decision. The funding decision suggested that the grant be awarded based on the following contributions: \$1,000 for 100 hours of service or more,

Drafted by: [REDACTED]  
Date: May 7, 2020

Approved by: [REDACTED]



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\$3,000 for 300 hours of service or more, and \$5,000 for 500 hours of service or more. The decision noted that this approach may need to be considered in the detailed proposal, given the significant increase in the number of hours to move up the levels of the grant. The Minister's proposal includes thresholds at the 200 (for \$2,000) and 400 (for \$4,000) hour levels. This approach provides more flexibility to students.

**KEY MESSAGES:**

- Need to move quickly to firm up the details and secure funding for delivery if we want to launch in the early summer and provide youth and students with some certainty.
- Do not support inclusion of all youth aged 17 to 30
  - Initiative was announced for PSE students to provide support to individuals who will attend post-secondary studies in the fall.
    - How many additional youth would be eligible if you expanded to all youth 17-30?
    - What are your estimates of take-up for the initiative and what impact would increased eligibility have?

---

Drafted by: [REDACTED]  
Date: May 7, 2020

Approved by: [REDACTED]

**From:** [REDACTED] (FIN)  
**Sent:** Thursday, May 7, 2020 8:44 PM  
**To:** Singh, Amitpal (FIN)  
**Cc:** [REDACTED] (FIN)  
**Subject:** Re: Canada Student Grants

---

oh you mean us!

Sent by [REDACTED] sassy smartphone

[REDACTED]  
s.16(2)(c)

On May 7, 2020, at 8:35 PM, Singh, Amitpal (FIN) <amitpal.singh@canada.ca> wrote:

But the memo reads to me that Dept of Finance supports this change.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

[REDACTED]  
s.16(2)(c)

On May 7, 2020, at 8:15 PM, [REDACTED] (FIN)  
[REDACTED]@canada.ca> wrote:

this was always their position.  
everyone should be allowed to volunteer/ give service.

Sent by [REDACTED] sassy smartphone

On May 7, 2020, at 8:10 PM, Singh, Amitpal (FIN)  
[REDACTED] wrote:

What led the department to change course and allow CERB recipients to access the CSSG? We had barred CERB students in the original decision, and in the proposal that went to COVID committee.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances

On May 7, 2020, at 7:54 PM, [REDACTED]  
[REDACTED]@canada.ca>

s.16(2)(c)

wrote:

Hi Amit –

Here are:

- 1) The original proposal that went to Committee
- 2) The updated proposal that is going tomorrow
- 3) Our note on the updated proposal

Cell :



s.16(2)(c)

<CSSG Proposal.docx>

<CSSG Proposal for  
Cabinet\_updated.docx>

<Note for Minister on CCSG.docx>

**From:** [REDACTED] (FIN)  
**Sent:** Friday, May 8, 2020 8:42 AM  
**To:** Singh, Amitpal (FIN)  
**Cc:** [REDACTED] (FIN)  
**Subject:** RE: Canada Student Grants

---

The proposal as was presented to cabinet committee on covid?

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** May 8, 2020 8:31 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Canada Student Grants

Just told Minister Chaggar is going to drop the annex, and only present the proposal.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
[REDACTED] s.16(2)(c)

On May 7, 2020, at 8:48 PM, [REDACTED]  
[REDACTED]@canada.ca> wrote:

how can you bar students from a call to arms for national service? because they get 1250 due to the fact that the economy is in the toilet and they cannot find jobs?

it is perverse.

*Sent by [REDACTED] sassy smartphone*  
[REDACTED] s.16(2)(c)

On May 7, 2020, at 8:35 PM, Singh, Amitpal (FIN)  
<amitpal.singh@canada.ca> wrote:

But the memo reads to me that Dept of Finance supports this change.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
[REDACTED] s.16(2)(c)

On May 7, 2020, at 8:15 PM, [REDACTED] (FIN)  
[REDACTED]@canada.ca> wrote:

this was always their position.  
everyone should be allowed to volunteer/ give service.

Sent by [REDACTED] assy smartphone

[REDACTED] s.16(2)(c)

On May 7, 2020, at 8:10 PM, Singh, Amitpal  
(FIN) <amitpal.singh@canada.ca> wrote:

What led the department to change course  
and allow CERB recipients to access the  
CSSG? We had barred CERB students in the  
original decision, and in the proposal that  
went to COVID committee.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet  
du ministre des Finances

(c) [REDACTED] s.16(2)(c)

On May 7, 2020, at 7:54 PM,

[REDACTED]  
wrote:

Hi Amit –

Here are:

- 1) The original proposal  
that went to  
Committee
- 2) The updated proposal  
that is going tomorrow
- 3) Our note on the  
updated proposal

s.16(2)(c)

Cell : [REDACTED]

<CSSG Proposal.docx>  
<CSSG Proposal for  
Cabinet\_updated.docx>  
<Note for Minister on  
CCSG.docx>

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**From:** [REDACTED]  
**Sent:** Thursday, May 14, 2020 9:46 AM  
**To:** [REDACTED] (FIN);  
[REDACTED]@pco-bcp.gc.ca; [REDACTED]@pco-bcp.gc.ca; [REDACTED] (Ext.)  
**Cc:** [REDACTED]@hrsdc-rhdcc.gc.ca; daisy.arruda@hrsdc-rhdcc.gc.ca  
**Subject:** RE: risks and mitigation document  
**Attachments:** 05 14 Risks and Mitigation Strategies.docx

Just making sure you are paying attention ;)

**From:** [REDACTED]@canada.ca>  
**Sent:** May 14, 2020 9:40 AM  
**To:** [REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED]@canada.ca>;  
[REDACTED] [NRCAN-RNCAN] [REDACTED]@canada.ca>; [REDACTED]@pco-bcp.gc.ca;  
[REDACTED]@pco-bcp.gc.ca; [REDACTED] [TBS-SCT] <[REDACTED]@tbs-sct.gc.ca>  
**Cc:** [REDACTED] [NC] <[REDACTED]@hrsdc-rhdcc.gc.ca>; [REDACTED]@hrsdc-rhdcc.gc.ca>  
**Subject:** RE: risks and mitigation document

Easiest brief ever!  
(no attachment)

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

**From:** [REDACTED]@hrsdc-rhdcc.gc.ca>  
**Sent:** May 14, 2020 9:38 AM  
**To:** [REDACTED] (FIN) <[REDACTED]@canada.ca>; [REDACTED]@pco-bcp.gc.ca; [REDACTED]@pco-bcp.gc.ca; [REDACTED] (Ext.) <[REDACTED]@tbs-sct.gc.ca>  
**Cc:** [REDACTED]@hrsdc-rhdcc.gc.ca; [REDACTED]@hrsdc-rhdcc.gc.ca  
**Subject:** risks and mitigation document

Please find attached a document to further support your briefings.

Thanks  
[REDACTED]

[REDACTED]  
Mobile [REDACTED] s.16(2)(c)  
[REDACTED]

## **Risks and Mitigation Strategies**

### **1. Insufficient number of volunteer roles**

Risk: Even under normal circumstances the Canadian non-profit sector is not able to suddenly create a enough volunteer roles for tens of thousands of young, short-term volunteers. This is especially true during COVID-19 when the vast majority of charities do not have experience with “virtual volunteer” roles for young people. Initial frustrations will taint any public opinion of the program.

Solution: WE will guarantee 20,000 volunteer placements are available for launch of the program at the start of June. WE will further work directly with non-profit partners to design roles for youth ensuring an additional guaranteed 20,000 placements which can completed successfully and respectfully of any COVID-19 health guidelines.

### **2. Canada’s non-profit sector will be overwhelmed trying to manage these young volunteers**

Risk: Canada’s non-profit sector has undergone dramatic shifts since the beginning of COVID-19 pandemic. Without providing participating non-profits with incremental supports the government risks being criticized for asking the sector to do more work with less resources.

Solution: The proposed program will provide micro-grants to participating non-profits to account for additional administrative and programmatic work they are being asked to undertake. WE will also reduce the lift required by participating non-profits by providing supporting services including: helping to design volunteer placements, recruiting volunteers, matching volunteers with placements, on-boarding and training volunteers and processing funding to youth post program.

### **3. Quality control and fraud in the system**

Risk: It is extremely difficult to monitor volunteers working at home. Without a robust verification system, some unsupervised youth may not adequately fulfill their volunteer duties in quantity or quality. This opens the program to criticism from non-profits, beneficiaries, and others.

Solution: WE will provide direct supervision to youth participants by matching each participant with a case worker who will keep the participant accountable by checking in with the youth, reviewing their work, providing coaching to ensure they are meeting the requirements of the placement and verifying their final product of the service placement.

### **4. Financial irregularity in payments to participants**

Risk: The government cannot legally issue the cheques to youth participants. Even the most advanced payment systems have difficulties and require trouble-shooting support.

Solution: As first-time financial recipients of such funds, much of the transaction process will need to be done manually. WE will do so and also confirm that the service hours have been completed, mitigate issues of possible fraud, ensure eligibility for the grant, collect and store sensitive payment information, provide cheque or wire transfer, prior to tax filing also provide T4 forms, resolve any financial matters and answer any questions from participants etc.

## **5. Lack of operational structure for the program**

Risk: In the absence of WE's proposed coordination offering, there is no centralized team to deal with the 24-7 operations for a program of this size in both official languages, including media inquiries, legal compliance, providing insurance, and troubleshooting, all while addressing Covid-19 realities.

Solution: WE provides all back-end support and coordination. It will deliver centralized operations, which provides coordination for participants, partners and external stakeholders.

## **6. Health and safety risks**

Risk: Given the unique challenges during COVID-19 related to public health and safety, there is risk of young people not respecting social distancing and attempting to accomplish service project activities in-person putting themselves and/or the public at risk.

Solution: WE will ensure that all participants in the program receive formal training on COVID-19 public health information and best practices, and all participants will sign waivers prior to starting their service placement. All service programs will be designed to respect social distancing and any Health Canada recommendations.

## **7. Not enough young people qualify for grants**

Risk: The program does not generate adequate awareness and participation among the primary demographic of post-secondary students, and therefore, there is low up take in the distribution of grants at the end of the program.

Solution: WE will deliver a robust and targeted recruitment strategy. Our programming team will market the program specifically in channels where we can reach these young people including via post-secondary institutions.

## **8. Youth with limited or no access to technology**

Risk: A program that relied exclusively on virtual connection may exclude rural and remote youth in communities with insufficient broadband access and/or urban youth who cannot afford connection.

Solution: WE will provide multiple solutions to support demographics who lack access to technology. Our approach will include providing micro-grants to help participants close the digital gap, offering telephone and mail program support, and working flexibly with this subsection of youth to help them create their own initiative that is not reliant of virtual execution.

## **9. Inadequate service placements for youth from rural communities**

Risk: Youth seeking a volunteer placement may not have a registered non-profit that is close to their local community.

Solution: WE will help these young people develop their own unique service placement that will enable them to complete a service initiative for the benefit of their community. Our case workers will help them develop their plan, provide mentorship and ensure their activity follows all the necessary criteria that enables them to receive funding at the end of the program.



## **10. Lack of representation from diverse communities**

Risk: With the short timelines and a passive approach to recruitment, there will be insufficient representation from historically marginalized communities including Indigenous youth, youth from minority language locations, and new immigrants, which may not hear about the program through conventional platforms.

Solution: WE will employ a proactive approach with targeted recruitment efforts to reach diverse demographics of youth. This will include coordinating partnerships with community leaders, cultural associations, and educational networks that serve these young people.

## **11. Lack of engagement or participation of at-risk youth and youth with special needs**

Risk: The most vulnerable youth who need to earn funding during this time may be excluded from this program because of barriers to access.

Solution: WE's high-touch case worker model will work directly with the most at-risk youth and youth with special needs to provide enhanced supports including helping to tailor service placements to meet their individual needs. WE will provide approx. 1 case worker for ~200 youth – with the 80/20 rule in time allocation to help participants with special needs.

## **12. Participant issues management and problem solving**

Risk: When dealing with tens of thousands of youth, leveraging the first-time national service program, delivered via technology, during the COVID-19 era, there will be countless challenges that emerge. For example, what happens if a participant gets ill from COVID-19 and cannot complete their service placement? A participant encounters a problem with the non-profit they are completing their placement with? A youth cannot afford to pay for their internet mid-way through a service placement?

Solution: WE's high-touch case worker model (1 case worker for ~200 youth) provides ongoing coaching and engagement. When a participant encounters an issue or challenge, they will be able to connect directly with their assigned case worker who will help them manage their specific issue.

## **14. Accommodating specific requests from Members of Parliament and/or government representatives in support of causes in their home ridings**

Risk: As the program rolls out ongoing requests being made to include various non-profits to participate. Solution: The program needs to be nimble in responding. Our program management team will be able to vet unique requests, support outreach to the referred non-profit, ensure they are able to meet the requirements of the program and, if qualified, add them to the Government of Canada web site.

## **15. Legal issues and considerations**

Risk: Non-profits individually are unable to manage and afford the resources to coordinate the legal considerations associated with a volunteer program of this nature.

Solution: WE will manage all relevant legal activities and frameworks required for the program and its deliverables. Our team of lawyers will help address any legal questions or issues, especially as they

relate to partnership agreements and HR issues. Additionally, our program managers will work directly with non-profits to help them manage their deliverables over the course of the program.

**16. The Canadian public is unaware of the impact of the program**

Risk: After publicly launching the program, Canadians do not understand the program objectives and how the program is supporting and strengthening Canadian communities.

Solution: WE will provide ongoing robust story-telling through multiple channels including social media to promote the outcomes of the program. This will include profiling stories of young people from coast to coast to coast, highlighting their service project and the impact they have created in their local community.

ADVICE TO THE MINISTER OF FINANCE

SECRET

**FULL CABINET of May 22, 2020**CONFIDENCE OF THE QUEEN'S PRIVY COUNCIL  
DOCUMENT CONFIDENTIEL DU CONSEIL PRIVÉ DE LA REINE**INTERVENTION OPTIONAL****THE ISSUE: Canada Student Service Grant**

The Minister of Diversity and Inclusion and Youth will be presenting a proposal relating to the design of the Canada Student Service Grant (CSSG), which was announced by the Prime Minister on April 22, 2020. The announced proposal was preliminary and the funding decision ( ) called on the Minister to return to seek access to funding set-aside for the initiative, based on a more detailed proposal. The Minister is seeking policy authority for the CSSG *ad referendum* on a funding decision.

This item was previously discussed at the COVID Cabinet Committee; however, the Minister is proposing changes to the design of the initiative since that discussion.

**FINANCIAL IMPLICATIONS:**

The draft funding decision ( ) currently with your office, set-aside \$900 million for Employment and Social Development Canada (ESDC) to support the announcement of the grant and the administration of national service opportunities and payments. It also provided \$12 million to ESDC to support a social entrepreneurship initiative led by WE. Funding of \$912 million was announced on April 22, 2020, as part of the student package announcement. The Prime Minister has now approved the set-aside of \$900 million, but not the \$12 million for WE.

The proposal does not provide details on expected uptake or costing for the grants. While the Cabinet proposal notes the need for \$20 million to support administration of the grant, it does not make mention of the expected grant disbursements. We understand that ESDC is engaged with WE on a proposal seeking \$416.4 million for the delivery of the grant (\$41.4 million to launch the portal, create the placements, and to administer the grant) and support disbursements for up to 75,000 eligible students (\$375 million to provide grants of \$1,000 to \$5,000 per student depending on hours completed per participant).

The proposal involves WE working with not-for-profits to generate 40,000 placements that will receive additional supports for the not-for-profits and students and that are safe for students, consistent with public health advice. WE will also verify and disburse grants to a further 35,000 students but these placements will not receive the same level of support and will likely rely on students finding placements with not-for-profits directly. Consideration is also being given to a funding request for a contingency, should there be significant interest and uptake, particularly for non-supported placements.

We will brief you in more detail on the final proposal in the context of the funding request.

**ASSESSMENT:**

The Minister recommends launching the CSSG as part of a package of programs and initiatives aimed at increasing service opportunities for youth. The launch will feature a new Government of Canada "I Want to Help" web-portal which will provide helpful information about available service opportunities and ways to get involved and support efforts of young Canadians to pursue national service positions. The CSSG will be packaged with a significant expansion of the Canada Service Corps program, including increasing the number of micro-grants from 1,800 to 15,000, and providing stipends to participants.

Drafted by: ( )  
Date: May 20, 2020

Approved by: ( )

Delays in Cabinet consideration of the proposal mean that roll out is not possible before early June. In our view, it will be important to proceed quickly in order to provide eligible students or youth with some certainty about the grant and inform their decision making for the summer. Discussions with WE have progressed over the last couple of weeks and there is increasing certainty about the administration and roll-out of the grant. The contribution agreement has not yet been finalized, as a funding decision is required before ESDC can enter into an agreement or contract with a third party. This will be needed before the grant is formally launched. As such, we are concerned about the risk of a delayed launch.

We are supportive of ESDC's proposal to work with WE to launch the grant but understand that there were discussions at the COVID Committee and subsequently about the cost of delivery and the potential to use alternative third party delivery agents. The capacity of not-for-profits is limited in the current COVID context and many organizations may have limited capacity to offer placements online or in a way that is safe for students without support. According to ESDC, WE is the only organization that has the administrative capacity to disburse the grant in this short timeframe and the network with not-for-profits and students needed to get the word out quickly. WE also has the capacity to ensure that not-for-profits and students are well supported, a critical factor in ensuring that students have a positive experience.

Changes to the delivery model (e.g., exploring multiple delivery organizations) will delay the launch of this initiative further. This would reduce the amount of time not-for-profits would have to advertise placements and that students would have to find a placement and complete the hours needed to be eligible for the grant. While it may be possible to allow students to count service hours accumulated in May or June, regardless of the date of the official launch, this would only benefit those students already making contributions without a financial incentive. Consideration could also be given to extending the initiative beyond summer 2020; however, that would not be aligned with the stated intent of the initiative which is to help students pay for their education in the fall.

Students who are eligible for the Canada Emergency Student Benefit (CESB) would be eligible for the grant but students who are eligible for the Canada Emergency Response Benefit (CERB) would not be. We understand that some Ministers may raise this issue at Cabinet. In our view, this distinction is challenging as both the CESB and CERB are focused on providing income over the summer while the grant is intended to provide support to students in the fall. For some groups, the maximum CESB benefit (i.e., those with disabilities or dependents) is identical to the CERB. It is unlikely that the CSSG will incentivize students to withdraw from the CERB (particularly as the delayed launch means that CERB recipients could be in their third 4-week period now). Our initial cost estimates which informed the set-aside did not exclude CERB- and CESB-eligible students.

While the proposal to the COVID Cabinet Committee was focused on post-secondary education students, we understand some Ministers may push to expand eligibility of the grant to include youth aged 17 to 30 years old. We do not support this expansion. In our initial funding note, we proposed that eligibility be limited to students enrolled in post-secondary studies in spring-summer or fall 2020, which represents approximately 1.4 million students. The number of students aged 15 to 19 is about 4.5 million and would include those who may or may not attend post-secondary at all (note - we do not have statistics on the number of 17 to 19 year olds, specifically). There are approximately 7 million youth in Canada aged 15 to 29 years. As such, the proposal would significantly expand the pool of eligible candidates and potentially increasing the cost of the initiative and its administration, depending on uptake.

We note that the proposal would limit the CSSG to youth who volunteer with registered charitable or non-profit organizations. We had recommended that this be expanded to include local governments (municipalities, Indigenous

Drafted by: [REDACTED]  
Date: May 20, 2020

Approved by: [REDACTED]

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communities, etc.) as a means to provide more opportunities and supports in small, rural, remote, and Indigenous communities where there are less likely to be existing charitable organizations or non-profits. We understand that the discussions with WE have focused on ways of ensuring that the 40,000 supported placements represent a range of diverse experiences, including placements in small and Indigenous communities. Non-supported placements are most likely to be in urban centres.

**KEY MESSAGES:**

- Need to move quickly to firm up the details and secure funding for delivery if we want to launch in the early summer and provide youth and students with some certainty.
  - Support proposed delivery model via WE, including support for specific placements to ensure opportunities are available quickly.
- What are your estimates of take-up for the initiative?

*If expanding eligibility is raised*

- Do not support expansion to include all youth
  - Initiative was announced for PSE students to provide support to individuals who will attend post-secondary studies in the fall.
    - How many additional youth would be eligible if you expanded to all youth 17-30?

---

Drafted by: [REDACTED]  
Date: May 20, 2020

Approved by: [REDACTED]

---

**Subject:** FW: Student Grant/WE contract  
**Location:** Dial-in: 613-960-7511/1 877-413-4782, Conf. ID: [REDACTED] s.16(2)(c)  
**Start:** Tue 2020-05-26 11:15 AM  
**End:** Tue 2020-05-26 12:00 PM  
**Show Time As:** Free  
**Recurrence:** (none)  
**Meeting Status:** Accepted  
**Organizer:** [REDACTED] Ext.)

-----Original Appointment-----

**From:** [REDACTED]@pco-bcp.gc.ca>

**Sent:** Monday, May 25, 2020 7:43 PM

**To:** [REDACTED]

**Subject:** Student Grant/WE contract

**When:** Tuesday, May 26, 2020 11:15 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Dial-in: 613-960-7511/1 877-413-4782, Conf. ID: [REDACTED] s.16(2)(c)

## Call – CSSG Implementation

- [REDACTED]
  - Want to get a sense of implementation, how the contract is going
- Rick
  - Critical path to get this out the door. Briefing the PM on the contract to make sure enough due diligence.
- [REDACTED]
  - Contribution agreement, not a contract. Under CSC.
  - To administer CSSG and take on some programming
  - Asking WE to do 3 core things:
    - A 3<sup>rd</sup> party to let us know – grant payments at the end of the summer
    - 3<sup>rd</sup> party to vet the volunteer offerings. Keep the govt safe from any nefarious attempts to get free labour. Check that a NFP. Check to make sure consistent with program criteria. Put it into a format to post on I want to Help platform
    - Program bundle – creating positions to ensure a critical mass of quality service placements
  - All students will need to set up an account – whether through WE or not. An honour system. An important identifier – will use this to allow them to apply for the grant. Will use this to track expected pay-outs.
  - On the dispersing of grants – the CA will have all the appropriate terms to ensure audit, privacy. Infra in place to do the validation. To ensure that student. Validating that the work has been done with a NFP. Will have controls in place for collecting and providing info. Bank accounts, cheques, T4s.
  - WE will be doing check and balance in terms of things on website.
  - CA setting up what criteria vetting for.
  - In terms of programming, they are offering some high quality support. 1800 number. Mentor.
- Rick
  - About having the commitment to diversity of placements, etc – written into the contract
- [REDACTED]
  - CA which includes commitment to meet some results – written in there that will have diversity
- Rick
  - For parl, regional diversity is a thing. What kind of real time feedback about that?
- [REDACTED]
  - Will have real-time results. Students will need to create an account. Can have data that informs understanding of location.
  - In high-touch area, will be developing things that are diverse and will recruit a diverse group
- Rick
  - If given them the money for CA and they only manage to do ½ the number of the original 20k placements. What if get into July and it looks like they won't reach 40k
- [REDACTED]
  - Payments based on what they achieve

- Big lift to get all the placements on the website in time for launch. Confident they can do the 20k
- 
- Rick
  - Potential for a second wave – but will need more funding to do that.
- [REDACTED]
  - In the funding ask.
  - Concerned that things will not “just happen”
- Rick
  - Great story, a great outcome.
- [REDACTED]
  - What exactly is WE doing that the Govt of Can is unable to do.
  - Is there anything that the Gov can do that they can't do.
- [REDACTED]
  - Not experts in service or developing programming to do service
  - In all other programs, provide heavy support to others to develop service opportunities
  - All the stuff related to youth - not as easy to get youth interested and engaged and then getting them to follow through. Onboarding training about ho to be safe in the COVID context. Make sure students in remote or northern regions have access. Students with disabilities have what they need.
  - NFPs that are highly stretched can get support. Helping orgs to do that and to support students in doing the volunteering
  - Can't issue money directly – not like an EI benefit. Need a 3<sup>rd</sup> party to disperse the grant.
  - What Gov can do is leveraging the job bank team and tech to have a strong matching platform that will be branded and will be seamless with WE providing uploads. They are doing it all white label.
- [REDACTED]
  - 20M. Vast majority is just cost to deliver the program. A bit of profit but more just about funding to deliver.
- [REDACTED]
  - NFP. There is no profit.
  - 2/3 for programming and support. A chunk is about disbursement. Admin overhead. Within the 15%.
  - With 2<sup>nd</sup> wave of placements, looking at more than 20M
  - When did the first proposal, was still very preliminary
  - Critical path:
    - Funding approval
    - Change to the ts and cs
    - Then can get the Ministers approval for the CA
    - Then can begin to work
    - Goal is for all those steps to be complete by end of the week. If not, can't launch by June 15<sup>th</sup>. WE needs 2 weeks to launch. Need all approvals by end of the week. Everything gets done in time for launch.



**From:** [REDACTED]  
**Sent:** Tuesday, May 26, 2020 11:48 AM  
**To:** Singh, Amitpal (FIN)  
**Cc:** [REDACTED]  
**Subject:** FW: Draft contract  
**Attachments:** CSSG Agreement\_Draft\_2020.05.20 v3Clean (002).docx

---

I just logged into this call and RickT is on the call. Seems it is a 4C .  
I did not realize that.  
If you want or can patch in – we can give you the deets to dial in right away

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] (bureau)

---

**From:** [REDACTED] <[REDACTED]@pco-bcp.gc.ca>  
**Sent:** May 26, 2020 11:12 AM  
**To:** [REDACTED] N)  
bcp  
[REDACTED]  
**Cc:** [REDACTED]  
<[REDACTED]@pco-bcp.gc.ca>  
**Subject:** FW: Draft contract

We just received a copy of the WE contract which will be the focus of the discussion. Helpful for you all to have in case you don't already.

[REDACTED]

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**From:** Theis, Rick <Rick.Theis@pmo-cpm.gc.ca>  
**Sent:** Tuesday, May 26, 2020 11:09 AM  
**To:** [REDACTED]@pco-bcp.gc.ca>  
**Subject:** Draft contract

In case you havent received.



**CANADA'S COVID-19  
ECONOMIC RESPONSE PLAN**

**Support for students and recent graduates**

**FUNDING AGREEMENT**

**BETWEEN**

**Her Majesty the Queen in Right of Canada  
as represented by the Minister of Employment and Social Development  
(hereinafter referred to as "Canada")**

**AND**

**WE Charity Foundation**

**(hereinafter referred to as "the Recipient")**

**Hereinafter collectively referred to as "the Parties"**

**ARTICLES OF AGREEMENT**

**Whereas** Canada has established the Youth Service Initiative also known as "Canada Service Corps" (hereinafter referred to as "the Program") to support projects that create, promote and facilitate access to volunteer service opportunities that are meaningful to youth, that support lasting civic engagement, and that provide youth with life and work skills;

**Whereas** Canada has taken strong and quick action to protect its economy, the health, safety, and jobs of all Canadian during the global COVID-19 outbreak;

**Whereas** Canada's COVID-19 Economic Response Plan provides targeted support for students and recent graduates;

**Whereas** Canada has determined that the Recipient is eligible to receive funding under Canada's COVID-19 Economic Response Plan to Support Students and Recent Graduates; and

**Whereas** Canada has agreed to provide funding to the Recipient towards the costs of the Project;

**Now, therefore, Canada and the Recipient agree as follows:**

**1.0 INTERPRETATION**

1.1 Unless the context requires otherwise, the expressions listed below have the following meanings for the purposes of this Agreement:

**"Agreement"** means this agreement, including all schedules, and all amendments or restatements as permitted.

**"Eligible Expenditures"** means expenditures:

- (a) that are directly related to the carrying out of the Project under this Agreement or are Program Costs;
- (b) that meet the conditions governing eligibility under section 5.0;
- (c) that ensure value for money because the costs they relate to have been negotiated to ensure best value, prudence and probity; and,
- (d) that are incurred during the Project Period.

**"Fiscal Year"** means the period commencing on April 1 in one calendar year and ending on March 31 in the next calendar year;

**"Not-for-profit"** means entities under the "not-for-profit" category are established for purposes other than financial gain for their members. This category includes:

- (a) community, charitable or voluntary organizations, including faith-based organizations (for



example, churches, synagogues, temples, mosques)  
(b) non-governmental organizations

“**Project**” means the project described in Schedule A;

“**Program Costs**” means the expenditures incurred by the Recipient in the course of its regular operations that, though indirectly related to the delivery of the Project activities under section 3.0 enable the Recipient to manage the delivery of the Project activities under section 3.0 successfully.

“**Project Period**” means the period beginning on the Project Start Date specified in Schedule A and ending on the Project End Date specified in Schedule A;

“**Sub-Agreement**” means a written agreement between the Recipient and an organization under which the Recipient further distributes a portion of the funding received by the Recipient under this Agreement to the organization and delegates all or part of its responsibilities relating to the delivery of eligible activities under this Agreement to the organization.

“**Sub-Agreement Holder**” means an organization other than the Recipient, to whom a portion of the funding received by the Recipient under this Agreement is further distributed to enable the organization to carry out a Sub-Agreement.

“**Sub-Project**” means a project undertaken by a Sub-Agreement Holder pursuant to its Sub-Agreement with the Recipient.

“**Working Day**” means Monday through Friday except statutory holidays.

## 2.0 EFFECTIVE DATE AND DURATION

2.1 This Agreement shall come into effect on May XX, 2020, and shall expire at the end of the Project Period as set out in Schedule A unless the Agreement is terminated on a prior date in accordance with the terms of this Agreement.

2.2 All obligations of the Recipient shall expressly or by their nature survive termination or expiry of this Agreement and shall continue in full force subsequent to and notwithstanding such termination or expiry until and unless they are satisfied or by their nature expire.

## 3.0 PURPOSE OF THE CONTRIBUTION

3.1 The purpose of Canada’s funding is to enable the Recipient to carry out the Project. The funding provided by Canada shall be used by the Recipient solely for the purpose of paying the Eligible Expenditures.

3.2 The Project’s objective is to provide opportunities for students and youth to take part in meaningful volunteer service activities and gain labour market and skills development experiences while giving back to their communities during the global COVID-19 outbreak through the implementation of Project activities as specified in Schedule A.

## 4.0 CANADA’S CONTRIBUTION

4.1 The total maximum amount of Canada’s contribution towards the Eligible Expenditures of the Project activities is up to \$ [DOLLAR AMOUNT] (X million dollars) for the Project Period.

4.2 The total maximum amount identified in section 4.1 is attributed as follows:

- i. \$ [DOLLAR AMOUNT] (X dollars) paid as per section 4.5(i) for the expenditures incurred by the Recipient for Eligible Expenditures which are required to set up and meet Cohort 1 as specified in Schedule A, for Administrative Costs related to the delivery of the Project activities under section 4.2(ii);
- ii. Up to \$ [DOLLAR AMOUNT] million (X million dollars) paid as per section 4.5(iii) to provide for the award of up to \$5,000 per eligible youth who volunteers as per the conditions specified in Schedule A for Cohort 1.
- iii. Up to \$ [DOLLAR AMOUNT] million (X million dollars) paid as per section 4.5(iv) to pay for the administration of the award for eligible youth for Cohort 1.
- iv. [DOLLAR AMOUNT] ( X million dollars) paid as per section 4.5(i) for the expenditures incurred by the Recipient for Eligible Expenditures which are required to administer the placements for participants as specified in Schedule A, for Administrative Costs related to the delivery of the Project activities under section 4.2(v);



- v. Up to \$ [DOLLAR AMOUNT] million ( X million dollars) paid as per section 4.5(iii) to provide for the award of up to \$5,000 per eligible youth who volunteers as per the conditions specified in Schedule A who completed eligible service placements outside of the Stream 1 or 2 placements of the Recipient;
- vi. Up to \$ [DOLLAR AMOUNT] million (X million dollars) paid as per section 4.5(iv) to pay for the administration of the award for eligible youth who completed eligible service placements outside of the Stream 1 or 2 placements of the Recipient; and
- vii. In the event that the Parties mutually agree to proceed with Cohort 2 the Recipient will be eligible for the following funds:
  - a. \$ [DOLLAR AMOUNT] million (X million dollars) paid as per section 4.5(ii) for the expenditures incurred by the Recipient for Eligible Expenditures which are required to set up and meet Cohort 2 as specified in Schedule A, for Administrative Costs related to the delivery of the Project activities under section 4.2(vii)(b);
  - b. Up to \$ [DOLLAR AMOUNT] million (X million dollars) paid as per section 4.5(iii) to provide for the award of up to \$5,000 per eligible youth who volunteers as per the conditions specified in Schedule A for Cohort 2; and
  - c. Up to \$ [DOLLAR AMOUNT] million (X million dollars) paid as per section 4.5(v) to pay for the administration of the award for eligible youth for Cohort 2.

4.3 The Recipient may reallocate surplus funds as follows without prior approval by Canada:

- (1) from activities specified in Schedule A under 4.2(i) and 4.2(iii) to activities under 4.2(ii);
- (2) from activities specified in Schedule A under 4.2(iv) and 4.2(vi) to activities under 4.2(v); and
- (3) from activities specified in Schedule A under 4.2(vii)(a) and 4.2(vii)(c) to activities under 4.2(vii)(b).

4.4 The Recipient will report reallocations under section 4.3 in the final report provided for in section 15.0.

4.5 Canada will pay the funding to the Recipient in the following series of payments:

- i. one payment of \$ [DOLLAR AMOUNT] (X million dollars) upon the signature of this Agreement for expenditures under section 4.2(i) and 4.2(iv);
- ii. in the event that the Parties mutually agree to proceed with Cohort 2, one payment of \$ [DOLLAR AMOUNT] ( X million dollars) within ten (10) business days after the last Party has agreed to proceed with Cohort 2 for expenditures under section 4.2(vii)(a);
- iii. one payment to support awards to eligible youth, up to a maximum of \$ [DOLLAR AMOUNT] (X million dollars), to be paid to the Recipient in the amount requested by the Recipient within ten (10) business days of the submission by the Recipient and acceptance by Canada of a request for payment, which shall include the requested payment amount as well as the anticipated number of awards to be covered by the payment along with the values of such awards. Total payments under this section 4.4(ii) shall not exceed the maximum combined total amount identified in 4.2(ii), 4.2(v) and 4.2(vii)(b) if both Parties mutually agree to proceed with Cohort 2.
- iv. one payment of \$ [DOLLAR AMOUNT] (X million dollars) to be paid along with 4.5(iii) of this Agreement for expenditures incurred under section 4.2(iii) and 4.2(vi); and,
- v. in the event that the Parties mutually agree to proceed with Cohort 2, one payment of \$ [DOLLAR AMOUNT] (X million dollars) to be paid along with 4.5(iii) of this Agreement for expenditures incurred under section 4.2(vii)(c).

## 5.0 CONDITIONS GOVERNING THE ELIGIBILITY OF EXPENDITURES

5.1 To qualify as Eligible Expenditures, expenditures are subject to the following conditions:

- (a) expenditures must be incurred during the Project Period;
- (b) expenditures must be reasonable;
- (c) the portion of the cost of any travel, meals and accommodation costs that exceeds the rates for public servants set out in the National Joint Council of Canada's Travel Directive is not eligible;



- (d) the portion of hospitality costs that exceed the rates set out in Appendix B of Canada's Treasury Board Directive on Travel, Hospitality, Conferences and Event Expenditures, is not eligible;
- (e) the portion of the cost of any goods and services purchased by the Recipient for which the Recipient may claim a tax credit or reimbursement is not eligible;
- (f) depreciation of capital assets is not eligible;
- (g) fines and penalties are not eligible; and
- (h) the cost of alcoholic beverages is not eligible.

5.2 For greater certainty, to the extent that staff of the Recipient, WE Charity, WELLbeing Foundation, or ME to WE Foundation perform duties or activities related to the Project, the Recipient may allocate a reasonable portion of their salary as an Eligible Expenditure and shall not be required to maintain timesheets in respect of such allocation.

## 6.0 INTEREST EARNED FROM ADVANCE

6.1 If the total interest earned by the Recipient on the advance payment provided by Canada, as set out in Section 4.0, is in excess of one hundred dollars (\$100), the Recipient may use the earned interest for eligible expenditures to advance the projects set out in this Agreement. All interest earned in excess of one hundred (\$100) remaining at the end of the Project Period will be subject to Section XX, and as such, a debt to the Crown.

## 7.0 RECIPIENT DECLARATIONS

7.1 -The Recipient declares that any person who has been lobbying on its behalf to obtain the contribution that is the subject of this Agreement was in compliance with the provisions of the *Lobbying Act (R.S.C., 1985, c. 44 (4th Supp.))*, as amended from time to time, at the time the lobbying occurred and that any such person to whom the aforementioned act applies has received, or will receive, no payment, directly or indirectly, from the Recipient that is in whole or in part contingent on obtaining this Agreement.

## 8.0 PROJECT RECORDS

8.1 -The Recipient shall keep proper books and records, in accordance with generally accepted accounting principles, of all expenditures, costs and revenues relating to this Agreement, including:

- (a) Agreement-related contracts and agreements;
- (b) All invoices, receipts, vouchers, electronic payment requisitions and records relating to Eligible Expenditures;
- (c) Bank records including bank statements and cancelled cheques; and,
- (d) Agreement-related activity, progress and evaluation reports and reports of agreement reviews or audits carried out for, by, or on behalf of the Recipient.

8.2 The Recipient shall retain the books and records referred to in section 8.1 for a period of six (6) years following the Project Period.

## 9.0 OBLIGATIONS OF THE RECIPIENT REGARDING COLLECTION AND PROTECTION OF INFORMATION

9.1 Personal information may be collected and used by the Recipient in carrying out the Project and to provide aggregate data to Canada as per section 10.0.

9.2 The Recipient is solely responsible for personal information collected as part of this Agreement and will take all security measures reasonably necessary for the protection of same against unauthorized release or disclosure, as required by law in the jurisdiction of operation.

9.3 The Recipient must notify ESDC as soon as possible in the event of a privacy breach. This notification is for information purposes and may be considered in relation to the overall management of this Agreement. The Recipient remains solely responsible for the management of the privacy breach.

## 10.0 REPORTING

10.1 The Recipient will provide to Canada in a biweekly report the following data available on an ongoing basis:

- (a) Number of Not-for-profit partners officially onboarded;



- (b) Number of eligible volunteer service projects co-created with and for Not-for-profit partners;
- (c) Number of youth, by age and gender, that were matched with eligible volunteer service opportunities with Not-for-profit placements;
- (d) Number of youth, by age and gender, that received onboarding and job skills training created by the Recipient and Not-for-profit partners;
- (e) Number of hours of mentorship provided to youth by the Recipient and Not-for-profit partners;
- (f) Number of eligible volunteer service hours reported in that period, total number of volunteer service projects completed, total number of eligible volunteer service hours verified, and awards released to youth by the Recipient and Not-for-profit partners;
- (g) Number and amounts of stipends allocated to Not-for-profit partners.

10.2 The Recipient will only share aggregated statistics with representatives of Canada. No personally identifiable information will be included in regular reports.

10.3 The Recipient shall ensure that Project participants are still allowed to participate in the Project if they do not agree to share their gender information with the Recipient.

## 11.0 FINANCIAL AND ACTIVITY MONITORING

11.1 The Recipient shall also, upon request, provide representatives of Canada with copies and extracts of all Project-related books and records referred to in section 8.0 at all reasonable times for the purpose of conducting financial and activity monitoring reviews of the Project.

## 12.0 CANADA'S RIGHT TO AUDIT

12.1 During the Project Period and for a period of six (6) years thereafter, the Recipient shall, upon request, grant representatives of Canada access to the books and records referred to in section 8.0 for the purpose of conducting an audit to verify compliance with the terms and conditions of this Agreement and verify expenses claimed by the Recipient as Eligible Expenditures. The Recipient shall permit Canada's representative(s) to take copies and extracts from such accounts and records. The Recipient shall also provide Canada with such additional information as Canada may require with reference to such books and records.

## 13.0 INQUIRY BY THE AUDITOR GENERAL OF CANADA

13.1 If, during the Project Period or within a period of six years thereafter, the Auditor General of Canada, in relation to an inquiry conducted under subsection 7.1(1) of the *Auditor General Act (R.S.C., 1985, c. A-17)*, requests that the Recipient provide him or her with any records, documents or other information pertaining to the utilization of the funding provided under this Agreement, the Recipient shall provide the records, documents or other information within such period of time as may be reasonably requested in writing by the Auditor General of Canada.

## 14.0 FINAL REPORT

14.1 The Recipient shall provide Canada with a final report as specified in Schedule A that summarizes the project scope and includes Eligible Expenditures, description of the results achieved, an explanation of any discrepancies between the results and the planned or expected results and also contains such other information as Canada may specify in writing to the Recipient as well as a summary of the reports provided under section 8. The Recipient shall provide Canada with the final report no later than ninety (90) days following the Project Period in a form and fashion acceptable by Canada.

14.2 The Recipient will provide to Canada their audited annual financial statement covering the Project Period. Where the Recipient's annual audited financial statement does not provide sufficient project detail to satisfy Canada's auditing requirements, Canada may request that an additional, more detailed audit be undertaken, and if the cost of this second audit is otherwise an Eligible Expenditure, the cost of preparing such report shall remain an Eligible Expenditure notwithstanding that it is incurred outside the Project Period.

## 15.0 SUB-AGREEMENTS

15.1 The Recipient will establish its own service delivery structure to accomplish the Project's objective by delegating its responsibilities for the delivery of some of its activities under this Agreement to Sub-Agreement Holders.

15.2 Any Sub-Agreement with a Sub-Agreement Holder will include the necessary obligations, as specified in section 15.4, to allow the Recipient to fully report to and to provide Canada with information under the terms of this Agreement.



15.3 When the Recipient provides a portion of the funding provided by Canada to a Sub-Agreement Holder to carry out the Project, the Recipient must enter into a Sub-Agreement. The Sub-Agreement must respect the terms and conditions under which the Recipient is receiving the funding from Canada such that the Recipient is able to fulfill its obligations as set out in this Agreement, including reporting and evaluation obligations. The Sub-Agreement can only be entered into on or after the date of signature of this Agreement, but may be effective as of May XX, 2020.

15.4 The written Sub-Agreement referred to in section 15.3 shall include at a minimum:

- (a) the effective date, the date of signing and the duration of the Sub-Agreement;
- (b) a requirement for the Sub-Agreement Holder to repay to the Recipient the amount of any financial assistance provided to which it is not entitled. The Sub-Agreement should specify that amounts to which it is not entitled include the amount of any payments:
  - i. made in error;
  - ii. made for costs in excess of the amount actually incurred for those costs; and
  - iii. that were used for costs that were not eligible under the Sub-Agreement;
- (c) a requirement that the Sub-Agreement Holder publicly disclose the name of funded Not-for-profits and the amount of the funding provided to those Not-For-Profit;
- (d) a requirement for the Sub-Agreement Holder to notify the Recipient as soon as possible in the event of a privacy breach; and,
- (e) The disclaimer set out in section 16.

15.5 The Recipient must provide Canada with a copy of any Sub-Agreement that Canada requests within ten (10) business days. By submitting copies of a Sub-Agreement, the Recipient certifies and warrants that the Sub-Agreement Holder complies with the requirements of this Agreement.

## 16.0 CANADA'S DISCLAIMER RESPECTING SUB-AGREEMENT HOLDERS

16.1 Nothing in this Agreement creates nor is to be interpreted, construed or held out as creating any role, responsibility, obligation or interest for or in Canada as it pertains to Sub-Agreements. Canada disclaims any and all responsibility, accountability and liability with respect to Sub-Agreements and the relationships between the Recipient and Sub-Agreement Holders.

## 17.0 EVALUATION

17.1 The Recipient agrees to cooperate with Canada in the conduct of any evaluation of the Project and/or the Program that Canada may carry out during the Project Period or within a period of three years thereafter. Without limiting the generality of the foregoing, if requested by Canada to do so for the purpose of conducting an evaluation, the Recipient agrees to:

- (a) participate in any survey, interview, case study or other data collection exercise initiated by Canada, and
- (b) subject to section 17.2, provide Canada with contact information of the Project partner organizations, if any, who participated in the Project.

17.2 The Recipient shall provide Canada with the contact information of a person (name, address, phone number and e-mail address) referred to in paragraph 15.1(b) only if the person has given their written consent to the release of the information to Canada. The Recipient agrees to make all reasonable efforts to secure such consent during the Project Period. When providing a person's contact information to Canada, the Recipient shall provide Canada with an accompanying written statement certifying that the person has given their consent to the sharing of their contact information with Canada.

## 18.0 CONTRACTING PROCEDURES

### *Contracting*

18.1 The Recipient shall use a fair and accountable process when procuring goods and services from contractors in relation to the Project. The Recipient shall select the bid or proposal offering a reasonable value.

### *Restrictions Regarding Non Arms-Length Contracts*

18.2 (1) Subject to section 18.4, and unless otherwise authorized in writing by Canada, all goods or services contracts, regardless of their value, entered into in relation to the Project between the Recipient and

- (a) an officer, director or employee of the Recipient,
- (b) a member of the immediate family of an officer, director or employee of the Recipient,



- (c) a business in which an officer, director or employee of the Recipient, or a member of their immediate family, has a financial interest, or
- (d) a business which is related to, or associated or affiliated with, the Recipient

require the prior written approval of Canada. In any such contract, the Recipient shall ensure that Canada has a right of access to the relevant records of the supplying entity for the purpose of verifying, if necessary, the amount of the expenditure claimed by the Recipient in relation to a contract referred to in this subsection.

(3) In this section, "immediate family" means the father, mother, step-father, step-mother, brother, sister, spouse (including common law partner), child (including child of common law partner), step-child, ward, father in law, mother in law or relative permanently residing in the household of the officer, director or employee.

#### ***Restrictions Regarding Sub-contracting of Recipient Duties or Responsibilities***

18.3 Subject to section 18.4, the Recipient shall not subcontract the performance of any of its duties or responsibilities in managing the Project to another party without the prior written consent of Canada unless the Recipient has already indicated in the approved Project Description attached as Schedule A to this Agreement that it intends to use a subcontractor or subcontractors to perform those duties or responsibilities.

#### ***Exception***

18.4 Notwithstanding section 18.3 the above, the Recipient may enter into contracts to procure goods and services from, and may subcontract the performance of its duties and responsibilities in managing the Project to, WE Charity, Wellbeing Foundation or ME to WE Foundation of Canada without prior written approval by Canada. The Recipient anticipates that it will subcontract with WE Charity for the performance of its duties under this Agreement.

### **19.0 REPAYMENT REQUIREMENTS**

19.1 In the event payments made to the Recipient exceed the amount to which the Recipient is entitled under this Agreement, the amount of the excess is a debt owing to Canada and shall be promptly repaid to Canada upon receipt of notice to do so and within the period specified in the notice. Without limiting the generality of the foregoing, amounts to which the Recipient is not entitled include

- (a) the amount of any expenditures paid for with the contribution which are disallowed or determined to be ineligible, and
- (b) any amount paid in error or any amount paid in excess of the amount of the expenditure actually incurred.

19.2 Interest shall be charged on overdue repayments owing under section 19.1 in accordance with the Interest and Administrative Charges Regulations (SOR/96-188) (the "Regulations") made pursuant to the Financial Administration Act (R.S.C., 1985, c. F-11). Interest is calculated and compounded monthly at the "average bank rate", within the meaning of such expression as contained in the Regulations, plus three per cent (3%) during the period beginning on the due date specified in the notice to repay and ending on the day before the day on which payment is received by Canada.

19.3 The Recipient acknowledges that where an instrument tendered in payment or settlement of an amount due to Canada under section 19.1 is, for any reason, dishonoured, an administrative charge of \$15 is payable by the Recipient to Canada in accordance with the Regulations.

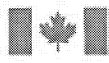
### **20.0 TERMINATION OF THE FUNDING OR AGREEMENT**

#### ***Termination for Default***

20.1 (1) The following constitute Events of Default:

- (a) the Recipient becomes bankrupt, has a receiving order made against it, makes an assignment for the benefit of creditors, takes the benefit of a statute relating to bankrupt or insolvent debtors or an order is made or resolution passed for the winding up of the Recipient;
- (b) the Recipient ceases to operate;
- (c) the Recipient is in material breach of the performance of, or compliance with, any provision of this Agreement;
- (d) the Recipient, in support of its application for Canada's contribution or in connection with this Agreement, has made materially false or misleading representations, statements or declarations, or provided materially false or misleading information to Canada; or





- (e) in the opinion of Canada, there is a material adverse change in risk in the Recipient's ability to complete the Project or to achieve the expected results of the Project set out in Schedule A.

(2) If

- (a) an Event of Default specified in paragraph (1)(a) or (b) occurs, or
- (b) an Event of Default specified in paragraphs (1)(c), (d) or (e) occurs and has not been remedied within thirty (30) days of receipt by the Recipient of written notice of default, or a plan satisfactory to Canada to remedy such Event of Default has not been put into place within such time period,

Canada may, in addition to any remedies otherwise available, immediately terminate the Agreement by written notice. Upon providing such notice of termination, Canada shall have no obligation to make any further contribution to the Recipient.

(3) In the event Canada gives the Recipient written notice of default pursuant to paragraph (2)(b), Canada may suspend any further payment under this Agreement until the end of the period given to the Recipient to remedy the Event of Default.

(4) The fact that Canada refrains from exercising a remedy it is entitled to exercise under this Agreement shall not be considered to be a waiver of such right and, furthermore, partial or limited exercise of a right conferred upon Canada shall not prevent Canada in any way from later exercising any other right or remedy under this Agreement or other applicable law.

#### ***Termination for Convenience***

20.2 Canada may also terminate this Agreement at any time without cause upon not less than ninety (90) days written notice of intention to terminate.

#### ***Obligations Relating to Termination under section 20.2 and Minimizing Cancellation Costs***

20.3 In the event of a termination notice being given by Canada under section 20.2.

- (a) the Recipient shall make no further commitments in relation to the Project and shall cancel or otherwise reduce, to the extent possible, the amount of any outstanding commitments in relation thereto, and
- (b) all Eligible Expenditures incurred by the Recipient up to the date of termination will be paid by Canada, including the Recipient's costs of, and incidental to, the cancellation of obligations incurred by it as a consequence of the termination of the Agreement; provided always that payment and reimbursement under this paragraph shall only be made to the extent that it is established to the satisfaction of Canada that the costs mentioned herein were actually incurred by the Recipient and the same are reasonable and properly attributable to the termination of the Agreement.

20.4 The Recipient shall negotiate all contracts related to the Project, including employment contracts with staff, on terms that will enable the Recipient to cancel same upon conditions and terms that will minimize to the extent possible their cancellation costs in the event of a termination of this Agreement. The Recipient shall cooperate with Canada and do everything reasonably within its power at all times to minimize and reduce the amount of Canada's obligations under section 20.3 in the event of a termination of this Agreement.

### **21.0 INDEMNIFICATION**

21.1 The Recipient shall, both during and following the Project Period, indemnify and save Canada harmless from and against all claims, losses, damages, costs, expenses and other actions made, sustained, brought, threatened to be brought or prosecuted, in any manner based upon, occasioned by or attributable to any injury or death of a person, or loss or damage to property caused or alleged to be caused by any wilful or negligent act, omission or delay on the part of the Recipient or its employees or agents, and participating employers or Project participants, if any, in connection with anything purported to be or required to be provided by or done by the Recipient pursuant to this Agreement or done otherwise in connection with the implementation of the Project.

### **22.0 INSURANCE**

22.1 The Recipient shall arrange and maintain, during the Project Period, appropriate comprehensive general liability insurance coverage to cover claims for bodily injury or property damage resulting from anything done or omitted by the Recipient or its employees, agents or Project participants, if any, in carrying out the Project.



### 23.0 RELATIONSHIP BETWEEN THE PARTIES AND NON-LIABILITY OF CANADA

23.1 -The management and supervision of the Project are the sole and absolute responsibility of the Recipient. The Recipient is not in any way authorized to make a promise, agreement or contract on behalf of Canada. This Agreement is a funding agreement only, not a contract for services or a contract of service or employment. Canada's responsibility is limited to providing financial assistance to the Recipient towards the Eligible Expenditures. The parties hereto declare that nothing in this Agreement shall be construed as creating a partnership, an employer-employee, or agency relationship between them. The Recipient shall not represent itself as an agent, employee or partner of Canada.

23.2 Nothing in this Agreement creates any undertaking, commitment or obligation by Canada respecting additional or future funding of the Project beyond the Project Period, or that exceeds the maximum contribution specified in section 4.1. Canada shall not be liable for any loan, capital lease or other long-term obligation which the Recipient may enter into in relation to carrying out its responsibilities under this Agreement or for any obligation incurred by the Recipient toward another party in relation to the Project.

### 24.0 CONFLICT OF INTEREST

24.1 No current or former public servant or public office holder to whom the *Conflict of Interest Act* (S.C. 2006, c. 9, s. 2), the *Policy on Conflict of Interest and Post-Employment* or the *Values and Ethics Code for the Public Sector* applies shall derive a direct benefit from the Agreement unless the provision or receipt of such benefit is in compliance with the said legislation or codes.

24.2 No member of the Senate or the House of Commons shall be admitted to any share or part of the Agreement or to any benefit arising from it that is not otherwise available to the general public.

### 25.0 INFORMING CANADIANS OF THE GOVERNMENT OF CANADA'S CONTRIBUTION

25.1 The Recipient and Canada shall cooperate in the communication and promotion of the CSSG and its components across all channels, which may include, but is not limited to social media, Internet, advertising and virtual events.

25.2 The Recipient agrees that Canada may, for the purposes of advertising and promoting the CSSG and its components, reproduce, redistribute and otherwise make available to the public or any part of the public materials that they make available via social media or otherwise on the Internet.

25.3 To support Canada's ongoing communications efforts to demonstrate the success of CSSG, the Recipient agrees to identify and provide contact information for CSSG student recipients and/or Not-for-profits willing to share their service story in writing, including photographs and/or in video format, provided that such student recipients and Not-for-profits have provided their consent to the release of such information in the manner described in section 17.2

25.4 If the Recipient documents the project or any activity funded under the Project using photographs, videos, audio recordings or written accounts, Canada may request to reproduce, distribute and further use any photograph, video, audio recording or written account or part thereof to promote, advertise and communicate the CSSG.

25.5 The Recipient agrees to provide Canada with all permissions, consents, releases and rights considered necessary by Canada for Canada to use the photograph, video, audio recording or written account or part thereof for the purposes set out in this section by signing the document provided by Canada for this purpose.

25.6 The Recipient must contact Canada fifteen (15) business days in advance to provide an opportunity for the Minister to participate in virtual events.

25.7 In addition to the text, the Recipient must include an approved quote from Canada in all releases that refer to funding sources for Project. The Recipient must contact Canada for the quote at least fifteen (15) business days in advance of issuing the release.

25.8 The Recipient may also provide a quote for any media release that Canada issues.

25.9 The Recipient must acknowledge, orally and/or in writing, Canada's funding contribution for any work which is produced under this Agreement. For written recognition the Recipient must use:

- (a) « [Recipient to insert name of Project] is funded by the Government of Canada under the Canada Student Service Grant», or,
- (b) any other statement provided to the Recipient by Canada.



## 26.0 ACCESS TO INFORMATION

26.1 The Recipient acknowledges that Canada is subject to the *Access to Information Act (R.S.C., 1985, c. A-1)*, and information obtained by Canada pertaining to this Agreement may be disclosed by Canada to the public upon request under the aforementioned act.

## 27.0 PROACTIVE DISCLOSURE

27.1 The Recipient acknowledges that the name of the Recipient, the amount of the contributions and the general nature of the Project may be made publicly available by Canada in accordance with the Government of Canada's commitment to proactively disclose the awarding of grants and contributions.

## 28.0 DISPOSITION OF CAPITAL ASSETS

28.1 During the Project Period, the Recipient shall preserve any capital asset purchased by the Recipient with the funding provided by Canada and shall not dispose of it unless Canada authorizes its disposition.

28.2 At the end of the Project Period, Canada reserves the right to direct the Recipient to dispose of any capital asset purchased by the Recipient with the funding provided by Canada by:

- (a) selling it at fair market value and applying the funds realized from such sale to offset Canada's funding of the Eligible Expenditures;
- (b) turning it over to another organization or to an individual designated or approved by Canada; or
- (c) disposing of it in such other manner as may be determined by Canada

28.3 Where Canada elects to exercise its right under section 28.2, the Recipient agrees to comply with the related direction provided by Canada.

28.4 For the purposes of section 28.0, "capital asset" means any single item, or a collection of items which form one identifiable functional unit, that is not physically incorporated into another product or not fully consumed by the end of the Project, and has a purchase or lease value of more than \$1,000 (before taxes).

## 29.0 INTELLECTUAL PROPERTY

29.1 Where in the course of carrying out the Project, the Recipient produces any work using funds provided by Canada, the copyright in the work shall vest in the Recipient. However, the Recipient hereby grants to Canada a non-exclusive, irrevocable and royalty free license to use, translate, adapt, record by any means or reproduce, except for commercial sale in competition with the Recipient, any such work which is produced by the Recipient.

29.2 The license granted under section 29.1 shall be for the duration of the copyright and shall include:

- (a) the right to sub-license the use of the work to any contractor engaged by Canada solely for the purpose of performing contracts with Canada, and
- (b) the right to distribute the work outside the Department of Employment and Social Development as long as the distribution does not undermine any commercial use of the work intended by the Recipient.

29.3 The Recipient agrees to execute any acknowledgements, agreements, assurances or other documents deemed necessary by Canada to establish or confirm the license granted under section 29.1.

29.4 Additionally, with respect to any work licensed under section 29.1, the Recipient

- (a) warrants that the work shall not infringe on the copyrights of others,
- (b) agrees to indemnify and save harmless Canada from all costs, expenses and damages arising from any breach of any such warranty, and
- (c) shall include an acknowledgment, in a manner satisfactory to Canada, on any work which is produced by it with funds contributed by Canada under this Agreement, acknowledging that the work was produced with funds contributed by Canada and identifying the Recipient as being solely responsible for the content of such work.

29.5 The Recipient shall include in the final report for the Project, that the Recipient is required to submit to Canada under the terms of this Agreement, a copy of any work licensed under section 29.1.



### 30.0 NOTICES

30.1 Any notices to be given and all reports, information, correspondence and other documents to be provided by either party under this Agreement shall be given or provided by personal delivery, mail, courier service, fax or email at the postal address, fax number or email address, as the case may be, of the receiving party as shown in Schedule A. If there is any change to the postal address, fax number or email address or contact person of a party, the party concerned shall notify the other in writing of the change as soon as possible.

30.2 Notices, reports, information, correspondence and other documents that are delivered personally or by courier service shall be deemed to have been received upon delivery, or if sent by mail ten (10) working days after the date of mailing, or in the case of notices and documents sent by fax or email, one (1) working day after they are sent.

### 31.0 ASSIGNMENT OF THE AGREEMENT

31.1 The Recipient shall not assign this Agreement or any part thereof without the prior written consent of Canada.

### 32.0 SUCCESSORS AND ASSIGNS

32.1 This Agreement is binding upon the parties and their respective successors and assigns.

### 33.0 COMPLIANCE WITH LAWS

33.1 The Recipient shall carry out the Project in compliance with all applicable federal, provincial and municipal laws, by-laws and regulations, including any environmental legislation and legislation related to protection of information and privacy. The Recipient shall obtain, prior to the commencement of the Project, all permits, licenses, consents and other authorizations that are necessary to the carrying out of the Project.

### 34.0 APPLICABLE LAW

34.1 This Agreement shall be governed by and construed in accordance with the applicable laws of the province or territory where the Project will be performed or, if the Project is to be carried out in more than one province or territory, of the province or territory where the Recipient has its main place of business.

### 35.0 AMENDMENT

35.1 This Agreement may be amended by mutual consent of the parties, as required. To be valid, any amendment to this Agreement shall be in writing and signed by the parties.

### 36.0 OFFICIAL LANGUAGES

36.1 Where the Project is to be delivered to members of either language community, the Recipient shall:

- (a) make Project-related documentation and announcements (for the public and prospective Project participants, if any) in both official languages where applicable;
- (b) actively offer and provide in both official languages any Project-related services to be provided or made available to members of the public, where applicable; and,
- (c) organize activities and provide its services, where appropriate, in such a manner as to address the needs of both official language communities.

### 37.0 COUNTERPARTS

37.1 This Agreement may be executed in counterparts, each of which shall be deemed an original but both of which taken together shall constitute one and the same agreement. The exchange of copies of this Agreement and of signature pages by facsimile or electronic transmission shall constitute effective execution and delivery of this Agreement as to the parties and may be used in lieu of the original Agreement for all purposes. Signatures of the parties transmitted by facsimile or electronic transmission shall be deemed to be their original signatures for all purposes.



**SIGNATURES**

Signed this \_\_\_\_\_ day of \_\_\_\_\_

**For the Recipient, by the following authorized officer(s):**

\_\_\_\_\_  
(Name, please print)

\_\_\_\_\_  
(Name, please print)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Position)

\_\_\_\_\_  
(Position)

And signed this \_\_\_\_\_ day of \_\_\_\_\_

**For Canada, by the following authorized officer:**

\_\_\_\_\_  
(Name, please print)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Position)



**SCHEDULE A  
PROJECT DESCRIPTION**

<b>NAME OF RECIPIENT</b>
<b>WE Charity</b>
<b>PROJECT TITLE</b>
Project title

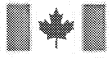
Recipient	Canada
Complete Mailing Address:	Complete Mailing Address:
339 Queen Street East Toronto, ON M5A 1S9	140 Promenade du Portage, Phase IV Gatineau, Québec J8X 4B6
<b>Primary Contact: Dalal Al-Waheidi</b>	<b>Primary Contact:</b> [REDACTED]
Telephone Number: 1-647-534-2907	Telephone Number: [REDACTED]
Fax Number:	Fax Number:
Email address: dalal@we.org	Email address: [REDACTED]@hrsdcc-rhdcc.gc.ca
<b>Secondary Contact: Scott Baker</b>	<b>Secondary Contact:</b>
Telephone Number: 1-647-965-6871	Telephone Number:
Fax Number:	Fax Number:
Email address: scott.baker@we.org	Email address:

PROJECT START DATE	PROJECT END DATE	Total Number of Participants: (if applicable)	Up to 20,000 youth between the age of 18-29
2020-05-XX	2021-3-31		

WE Charity Foundation will administer cash awards and facilitate the creation of volunteer opportunities in support of the Canada Student Service Grant (CSSG), a new national initiative that provides volunteer service opportunities to students and recent graduates and recognizes their voluntary contributions to the creation of a positive societal response to COVID-19. Through this project, students and recent graduates will gain valuable labour market skills and experience and be rewarded for their volunteer efforts with financial support to return to school. Throughout this Schedule A, the expression "students and recent graduates" refers to those individuals who meet the eligibility criteria defined below to participate in volunteer service opportunities or receive the CSSG.

The project will consist of:

- a first cohort of 20,000 volunteer service opportunities posted on the 'I Want to Help' Platform, followed by a second cohort, based on demand, of up to an additional 20,000 service opportunities, for a potential total of up to 40,000 volunteer service opportunities for students and recent graduates.



- the disbursement of the CSSG cash award to up to 100,000 students and recent graduates who have completed eligible volunteer service opportunities.

The specific objectives of the project are to:

- Create up to 40,000 volunteer service opportunities across Canada for students and recent graduates, including those from vulnerable or underrepresented groups and official language minority communities (OLMC), that contribute to providing a positive societal response to COVID-19;
- Recognize the volunteer contributions of up to 100,000 eligible students and recent graduates through the disbursement of the CSSG cash award;
- Increase work experience and skills development for students and recent graduates; and
- Increase civic engagement and contributions of students and recent graduates in their communities.

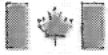
### Activities

Ongoing from June to September 2020

- Validate and enter eligible volunteer service opportunities for students and recent graduates into a web-based input module and upload via electronic feed to ESDC's "I Want to Help" Portal;
- Promote the program and the CSSG, including through digital and social channels;
- Register and match eligible students and recent graduates to volunteer service opportunities;
- Intake of CSSG applications from student and recent graduate volunteers participating in non-WE volunteer opportunities;
- Provide supports to eligible Not-for-profit (NFP) partners to ensure they have the capacity to train and safely onboard volunteers to WE-created opportunities;
- Provide supports, youth skills training, and COVID-19 training to volunteers in WE-created opportunities;
- Monitor program roll-out between WE and NFP partners;
- Monitor WE-created volunteer service opportunities to ensure they continue to meet criteria; and
- Provide biweekly reports to ESDC with data on WE-created opportunities, as well as projected uptake of the CSSG from students and recent graduates in non-WE opportunities.

June 2020

- Engage and sign agreements with up to 50 NFP organizations, ensuring a diversity of NFP partners in various locations across Canada that include those serving youth from vulnerable or underrepresented groups, OLMCs, and in rural and remote areas;
- Collaborate with NFP partners to co-develop and/or provide eligible volunteer opportunities (as defined by the criteria below) for students and recent graduates, ensuring a minimum of 10,000 volunteer opportunities through WE charitable entities and up to another 10,000 volunteer opportunities through NFP partners;
- Develop a bilingual training program and resources for youth skills development;
- Develop processes and tools to implement and distribute the CSSG cash award to



- eligible volunteers, including processes to validate service hours and collect personal information (e.g. SIN in accordance with provincial privacy legislation), etc.;
- Establish a support centre to assist students and recent graduates who are participating in WE-created volunteer opportunities, as well as those in external non-WE opportunities who are planning to make a claim, and provide information on eligibility, etc.;
  - Develop and provide supports to volunteers in WE-created opportunities to ensure inclusivity for a diversity of youth, including alternative participation methods for youth without technology;
  - Launch an online platform for volunteer registration and intake;
  - Host a virtual launch event to kick-off the program;
  - Promote the launch of the program and the CSSG through an integrated marketing campaign across WE's owned channels and paid media; and
  - Provide up to 20,000 total volunteer service opportunities within two weeks of the signature of this agreement.

#### July to August 2020

- Enhance promotional efforts and storytelling of impacts achieved by the first cohort;
- Continue outreach and engagement of students and recent graduates, particularly those from vulnerable populations; and
- Launch a second cohort based on demand, with potentially up to an additional 20,000 volunteer service opportunities.

#### September to November 2020

- Support the wind down of volunteer service opportunities;
- Host optional regional virtual summer-end celebrations (Western Canada, the Prairies, Ontario, and Quebec and Atlantic Canada) for NFP partners and volunteers in WE-created opportunities to celebrate their collective social impact, which will profile selected volunteers and include special guests and speakers;
- Ensure relevant accreditation is provided to all volunteers in WE-created opportunities for their validated completed volunteer service hours;
- Disburse CSSG cash awards to eligible students and recent graduates based on their validated completed volunteer service hours as per the criteria below; and
- Follow up with NFP partners for feedback, results, outcomes and lessons learned.

#### December 2020 to March 2021

- Complete project wrap-up activities, including follow-ups with NFP partners, any dissemination of project results, final data collection, and final financial information, etc.;
- Follow up with volunteers and optional ongoing basic mentorship;
- Final engagement with NFP partners and debrief of project activities and deliverables;
- Storytelling and amplification of the impact of completed volunteer service opportunities;
- Optional low-touch ongoing support to participating students and recent graduates on volunteer engagement and training; and
- Deliver final report to ESDC.





#### Eligibility to Participate in WE-created Volunteer Opportunities

- Any student or recent graduate will be eligible to participate in a volunteer service opportunity posted on the 'I Want to Help' Platform.

#### Eligibility Criteria for Volunteer Service Opportunities

- To be eligible, volunteer service opportunities must:
  - a) be posted on the 'I Want to Help' platform or be with an eligible organization, defined as a NFP;
  - b) focus on contributing to the COVID-19 response;
  - c) identify expected hours and estimated duration;
  - d) be a minimum of 2 hours a week for 4 weeks within the period between the launch of the program and September 30, 2020;
  - e) provide safe conditions for participants in compliance with public health guidelines;
  - f) provide the necessary orientation and training; and
  - g) provide meaningful experiences that build skills.

#### Eligibility for the CSSG Award

- To be eligible to receive an award upon the completion of their volunteer service hours, applicants must be:
  - o students who are enrolled in a post-secondary education program leading to a degree, diploma, or certificate;
  - o students who ended their studies or graduated no earlier than December 2019; or
  - o high school graduates who have applied for, and will be joining, post-secondary programs in the coming months.
- Applicants will be required to provide proof of their total number of completed volunteer service hours within the eligible period.
- Students and recent graduates receiving Employment Insurance or the Canada Emergency Response Benefit are not eligible to receive the CSSG award.
- International students are not eligible to receive the CSSG award.

For all eligibility criteria in respect of project participants and the CSSG award, the Recipient shall be entitled to rely upon information submitted by applicants. The Recipient shall include in the on-boarding process a requirement that applicants declare their eligibility and may require the submission of supporting documentation (e.g. copy of student card) but will not be required to verify or validate such information and is not liable for any statements or information provided by an applicant that are untrue.

#### Disbursement of the CSSG Award

- Awards will be paid in a lump sum amount based on the number of validated volunteer service hours that an eligible student or recent graduate has completed between the launch of the program and September 30, 2020.
- The amounts for three levels of cash awards are as follows:
  - o 100 hours for \$1,000;
  - o 200 hours for \$3,000; and
  - o 300 hours for \$5,000.



**Expected Results**

**Outputs**

- Up to 40,000 eligible volunteer service opportunities across Canada are created for students and recent graduates, including those from underrepresented and vulnerable groups;
- A broad range of NFP organizations from various locations across Canada are engaged to provide volunteer service opportunities, including those serving youth from vulnerable or underrepresented groups, OLMCs, and in rural and remote areas.
- CSSG payments are disbursed to up to 100,000 eligible student and recent graduate volunteers within X days of receipt of payment from Canada to recognize their contributions to COVID-19 response efforts and provide funding to support post-secondary studies;
- An online platform for volunteer registration and intake;
- Bilingual resources and onboarding and training materials for volunteers in WE-created opportunities and non-profit partners;
- Bilingual support centre to provide information on program and CSSG eligibility to all students and recent graduates, including those participating in non-WE volunteer opportunities;
- Biweekly reports with the agreed-upon indicators; and
- A final report.

**Outcomes**

- Students and recent graduates from diverse backgrounds and regions across Canada are recognized for their volunteer service to COVID-19 response efforts and awarded funding to support post-secondary studies;
- Students and recent graduates from diverse backgrounds and regions across Canada gained work experience and skills development to benefit their transition into the labour market; and
- Students and recent graduates from diverse backgrounds and regions across Canada have increased their civic engagement and contributions in their communities.

SIGNATURES		
_____ RECIPIENT	_____ RECIPIENT	_____ CANADA
_____ DATE	_____ DATE	_____ DATE

**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, May 26, 2020 5:55 PM  
**To:** [REDACTED] (FIN); Singh, Amitpal (FIN)  
**Cc:** [REDACTED] (FIN); [REDACTED]  
**Subject:** RE: 2-pager Update - May 26

---

Ahhhh.

I remember you saying that the draft proposal was explicit on prohibiting CERB students, but when I read the attached decision and note, it all seemed wrong again.  
Okay – Amit, what [REDACTED] proposes is a much better way to go forward and we don't need to revise the PM set aside decision.  
You cool?

*Sent by [REDACTED] laptop, which is home alone doing its part to flatten the COVID-19 curve.*

[REDACTED]

[REDACTED] (portable)  
[REDACTED] (bureau)

---

**From:** [REDACTED] (FIN) <[REDACTED]@canada.ca>  
**Sent:** May 26, 2020 5:49 PM  
**To:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>; [REDACTED]  
[REDACTED]@canada.ca  
**Cc:** [REDACTED] (FIN) <[REDACTED]@canada.ca>; [REDACTED]  
[REDACTED]@canada.ca  
**Subject:** RE: 2-pager Update - May 26

This is the note for the set aside. It's silent on the whether someone who gets CERB is eligible – is just the call back and the creation of the \$900M set aside. My advice would be to let this one go (e.g., not alter it). PCO looking for it to clean up loose ends.

The draft proposal from ESDC will be a new note to access the set aside. It will replace the current decision. Draft proposal excludes those who get CERB. We can include an explicit decision point on this element of eligibility if needed. But, sounds like its consistent with initial intent.

[REDACTED]

---

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** Tuesday, May 26, 2020 5:32 PM  
**To:** [REDACTED]@canada.ca>  
**Cc:** [REDACTED] (FIN) <[REDACTED]@canada.ca>; [REDACTED] (FIN)  
<[REDACTED]@canada.ca>; [REDACTED]@canada.ca>  
**Subject:** Re: 2-pager Update - May 26

Yes they should be removed. But, should we not wait for the new proposal to be submitted to us from Chaggar's office, then update Annex 4?. Was told it will come by Friday.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED]

On May 26, 2020, at 5:27 PM, [REDACTED]  
[REDACTED]@canada.ca> wrote:

Amit – the PM decision for CSSG is sitting with us. The note recommends that CERB students be eligible for the CSSG. If we want to change it – it better go in the decision and be rerouted back to the PM.

[REDACTED] – have I got this right?  
<Annex 4 - Canada Student Service Grant.docx>

## Annex 4: Canada Student Service Grant

### Prime Minister Decision

#### Prime Minister Decision Exactly the Same as Minister Decision: No

The Prime Minister decided to announce the intent to establish a grant for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses who significantly contribute to COVID-19 efforts through voluntary service with the intent to have some opportunities available by mid-May 2020. The announcement would make clear that more details would follow at a later stage.

The Prime Minister also decided to set-aside \$900 million for Employment and Social Development Canada to support the announcement of the grant and administer national service opportunities and payments. Access to this funding is conditional on the Minister of Finance and Prime Minister approving a detailed proposal for this initiative.

### Fiscal Impact of the Prime Minister Decision

Prime Minister Decision (\$ millions)	19-20	20-21**	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>Canada Student Service Grant - Set-aside - Economic and Social Development Canada*</i>	0.0	900.0	0.0	0.0	0.0	0.0	900.0	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>									
same as accrual									

\* Note: The proposed funding includes a set-aside of \$100 million associated with the implementation and associated costs for a broader portal and public awareness campaign. This amount is indicative. The final amount would depend on the delivery agent(s).

\*\* Note: Funding is notionally allocated in 2020-21, however, funding profile is notional based on policy intent and is subject to change upon further development (e.g. options for administration).

## Annex 4: Canada Student Service Grant

### Minister of Finance Decision

The Minister decided to announce the intent to establish a grant for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses who significantly contribute to COVID-19 efforts through voluntary service with the intent to have some opportunities available by mid-May 2020. The announcement would make clear that more details would follow at a later stage.

The Minister also decided to set-aside \$900 million for Employment and Social Development Canada to support the announcement of the grant and administer national service opportunities and payments. Access to this funding is conditional on the Minister of Finance and Prime Minister approving a detailed proposal for this initiative.

In addition, the Minister decided to provide up to \$12 million to Employment and Social Development Canada to support the WE Social Entrepreneurship Initiative.

### Fiscal Impact of the Minister of Finance Decision

Minister of Finance Decision (\$ millions)	19-20	20-21**	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>Canada Student Service Grant - Set-aside - Economic and Social Development Canada*</i>	0.0	900.0	0.0	0.0	0.0	0.0	900.0	0.0	0.0
<i>WE Social Entrepreneurship Initiative - Economic and Social Development Canada</i>	0.0	12.0	0.0	0.0	0.0	0.0	12.0	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>912.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>912.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>									
	same as accrual								

\* Note: The proposed funding includes a set-aside of \$100 million associated with the implementation and associated costs for a broader portal and public awareness campaign. This amount is indicative. The final amount would depend on the delivery agent(s).

\*\* Note: Funding is notionally allocated in 2020-21, however, funding profile is notional based on policy intent and is subject to change upon further development (e.g. options for administration).

s.69(1)(e)

## Annex 4: Canada Student Service Grant

**Responsible branch:** FPRSP

**Drafted by:** [REDACTED]

**Lead department:** *Finance Canada (Department of)*

### ISSUE

- You have asked for options for consideration to provide students with an incentive in the form of a service grant to motivate their participation in and contribution to the COVID-19 efforts. You have also indicated an interest in options that ensure that those that meet the eligibility receive the grant. A one-page summary is attached at Annex 1 of this note.
- The proposed approach is meant to accompany a broader “call-to-action” to students to pitch in and provide support to COVID-19 efforts. The call could focus on the extraordinary circumstance that the pandemic response requires and seek to encourage students to pitch in to care for those in their communities who need them most, consistent with public health advice, while also recognizing that youth are generally less vulnerable than older generations. This could be announced in the context of National Volunteer Week (April 19-25).
- The call-to-action should also focus on the specific skills and abilities that Generation Z (those aged 25 and under) can bring to bear on the current situation. In particular, the call should focus on student attributes and how they can bring these unique characteristics to bear in the pandemic (like entrepreneurship, ethical focus and an interest in making the world a better place, their radical inclusivity and interest in connecting with people of all different backgrounds, their ability to multi-task). In addition, Generation Z is known to be quite ambitious and the call could reference ways that youth can gain valuable skills that can serve them well later in life.
- If the campaign is to be successful and appeal to youth, it will need to be a sophisticated online campaign. The call could accompany the launch of the new “I Want to Help” Volunteer Matching Platform that will support broader efforts to help young Canadians pursue national service positions [REDACTED]. The platform could provide helpful information about the grant while also providing students with information about available service opportunities and ways to get involved in a national service campaign. Opportunities could be explored to also leverage this platform to provide a range of information to youth and students regarding government programs and supports available at this time.
- The call could be championed by a non-profit that could help to promote and advertise opportunities to students and youth and maximize the use of social media to do that. ESDC is exploring options of working with youth serving organizations to direct more youth to the “I Want to Help” platform as well as promoting the proposed

s.69(1)(e)

service grant, including through their social media channels (e.g., WE has a significant social media following).

#### *The Proposed Grant*

- We propose a grant be provided to any eligible student who significantly contributes to the COVID-19 effort. Given that the grant would be available to any eligible student, we propose carefully defined eligibility to ensure that the proper incentives are in place, avoid duplication with existing programs and incentives, and focus energies on COVID-19 efforts.
- We recommend that a grant range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student. We recommend a tiered grant, in order to incent student volunteerism, reduce the administrative burden, and also contain the cost of the proposed approach. We propose the following tiers:
  - Bronze: \$1000 for 100 hours
  - Silver: \$3000 for 300 hours
  - Gold: \$5000 for 500 or more hours

Service hours would need to be completed between May 1, 2020 and Sept. 6, 2020.

A minimum of 100 hours is recommended. Data suggests that volunteers aged 20-34 volunteer at a rate of approximately 42 per cent for an average of 126-147 hours per year, with a median contribution of 39-52 hours for this age group (StatsCan, 2013). Setting the minimum at 100 hours would encourage the average student to perform more hours of service than they normally would and make a greater contribution.

- Eligibility for grants should be limited to current Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses, including high school graduates starting post-secondary and graduate students. The proposed grant is not expected to contribute to income over the summer but to support students in meeting their financial needs in the fall. As such, priority is given to students who are likely to need additional income in the fall as this is the group that is most likely to be incentivized to apply for the grant.
  - We recommend excluding other high school students (about 4.5 million students).
    - Current high school students are unlikely to have significant financial needs (many live at home, not all will attend post-secondary education, and they do not need funding in the fall). In addition, a number of provinces and territories require high school students to complete a certain number of service hours as a requirement to graduate.
    - In contrast, high school graduates planning to attend PSE in the fall (about 0.8 million students) are entering a difficult job market and may need to work over the summer to cover expenses in the fall.
  - Graduate students (about 0.3 million students) should also be included given that they have higher living expenses (most live on their own) and higher



- tuition costs and many need to work over the summer to pay for their living expenses and costs in the fall.
- We propose excluding international students to focus efforts on Canadian citizens (about 0.3 million students). Very little financial assistance is available to international students generally as they are expected to be self-financing.
  - We do not recommend including recent post-secondary graduates. Although this group (about 0.5 million students) will be entering a difficult job market, any aid to this group should focus on supporting them to secure jobs.
  - We recommend extending eligibility to both full- and part-time students in order to recognize that a number of students may opt to study part-time over the summer or fall due to changing financial circumstances. We recommend, however, that eligibility be limited to those under 30 to exclude mature students (0.4 million students) and focus the initiative on youth. Youth are more likely to be affected by unemployment and – for those who have limited parental support – may have fewer financial resources at their disposal.
- Further, we recommend that eligibility be limited to students who provide service in areas relating most directly to the COVID-19 effort, including economic and social impacts. Organizations could include: the public sector (public health and health care, local governments, emergency responses) or the non-profit sector (food security, initiatives focused on the elderly, public health, homelessness, mental health). This would incent students to volunteer in areas that are most directly related to COVID-19 efforts, while recognizing that the pandemic has had broad-based social and economic consequences.
    - Data suggests that about 42 per cent of volunteers contribute service hours to sectors related to health, hospitals, and social services – sectors that are most likely to be related to COVID-19 efforts. Roughly 28 per cent of service hours are dedicated to these sectors (StatsCan, 2013). Of note, available data does not provide a breakdown for service by age group so the share of youth providing service in these sectors is unknown.
    - One consideration is that the number of available service hours may be somewhat limited. We understand that the pandemic has meant that many non-profit organizations have had to adjust their practices to ensure social distancing measures can be enforced (e.g. fewer volunteers). Although the capacity of the COVID-19 related sector to absorb new volunteers is not known, it is plausible that some students simply may not be able to accumulate a significant number of service hours. By contrast, COVID-19 is calling on different approaches to addressing social needs and there are likely to be opportunities that arise from entrepreneurial approaches (e.g. delivery services, video-calling seniors, and so on) that may increase demand. Students could be encouraged to take on innovative approaches but it should be noted that these approaches need to be supervised by an existing organization that can provide verification of the hours of service.

- By providing a known and defined incentive, the proposed grant is expected to influence individual decision-making but needs to be flexible enough to address a broad range of circumstances.
  - Students who study over the summer or work would also have incentives to contribute, even if they contribute fewer service hours.
  - This option would benefit students who work part-time and who are the most likely to experience job loss (COVID-19-related job losses are highest for part-time jobs). This might be a benefit to students who may not be able to find work and – while they may not have high expenses during the summer – rely partly on income earned in the summer. For students who may see their earnings decrease and more of their earnings going to support their living expenses in the summer, the grant could provide needed savings in the fall to help pay tuition or afford rent.
- The proposed grant is intended to be a particular benefit to low- or middle-income students but would not exclude middle- or high-income students. Service levels are typically higher amongst high-income groups who can afford to volunteer as they are not required to work during the summer to afford their living expenses in the summer or save for the fall. However, consideration could be given to means-testing to ensure that the grant flows to students who are more likely to demonstrate financial need.
  - We recommend that students who are eligible for CERB or the proposed CSEG also be eligible for the grant. The grant could provide a powerful incentive for students receiving income support to perform service.
  - We recommend that the grant be excluded from a student's financial needs assessment in order to be supplemental to benefits under more generous Canada Student Loans or Grants programs. This would recognize the lower income potential of students over the summer and the need for some incremental income in the fall.
  - Consideration could be given to excluding students who earn more than the CERB amounts from accessing the grant. For these students, it is unlikely that the grant would provide a significant financial incentive given that they would likely be working full-time at higher-wage jobs and the proposed value of the grant per hour of service is lower than minimum wage. An upper limit on the earnings could be set but would risk some criticism given that students who do not work and collect CERB would be eligible and those who work and may have financial need, despite earnings over the summer, would not be.
  - Means-testing would be difficult to apply and very challenging to verify with any certainty. For example, there is some concern about the grant being accessed by students who come from high-income families that are fully subsidized by their parents, and elect not to work over the summer. In our view, if the initiative is intended as a call to action to perform service, than those that complete the required service, should qualify. If these students do not normally work, it is unlikely that they would be financially incentivized to provide service given the relatively low value per hour of the proposed grant.

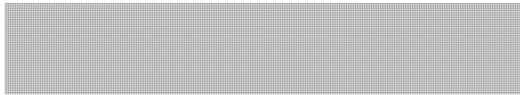

### *Implementation*

- There are still significant outstanding issues to address relating to implementation. While the government could elect to announce the overall approach in the near term to quickly mobilize students, the level of detail required and the speed of implementation depend on when the application process for the grant is expected to be launched. We understand that there may be some benefit in launching the applications in the summer but this would limit implementation options. A launch in late summer would provide more time to make decisions about the delivery mechanism and related options.
- A central consideration for implementation is ensuring a thorough verification process and guarding against abuses, given that the grant amounts are uncapped.
- However, finding a delivery agent that could do a thorough verification and would be able to ramp up quickly may be challenging. For example, a system tied to a provincial student financial assistance systems would likely be able to verify work income and enrollment information for some students but officials at Employment and Social Development Canada have advised that provinces and territories are not likely willing to deliver this kind of program through their student financial assistance programs. Post-secondary education (PSE) institutions could potentially have a strong role in verification and could issue tuition credits but time would be needed to work with PSE institutions (or their representative associations) to ensure smooth implementation. Similarly, the federal government could verify some factors relating to income but is not well placed to verify student enrollment and would be unlikely to ramp up in the space of a few weeks.
- That said, given the interests in rolling this out quickly, in our view third party delivery is likely the best option. The federal government has previously contracted with third party delivery agents to administer payments for class action suits. In some ways, this model serves as a useful example where a third party administers funding based on a set of established criteria. Delivery agents, like Shopify, have come forward with proposals to deliver CERB payments and could be considered in this context. The main challenge is that private sector delivery agents may not have the background or knowledge-base specific to the voluntary sector. This could be addressed by seeking to partner the delivery agent with the youth service champion (e.g. WE) to refine the criteria and ensure messaging is consistent.
- With third party delivery, we would recommend a system of two-factor authentication at a minimum, both by the student and the organization (or organizations). Students would be asked to submit basic information, prove enrollment in an eligible post-secondary institution in spring-summer or fall 2020, provide some basic information about the organization(s) where service was performed, and provide an attestation of hours of service at the organization(s). The organization(s) would be asked to submit or verify (potentially under separate cover) information about the organization and its connection to COVID-19 efforts, information about the students' service with the organization, and attestation of the number of hours of service rendered between May 1, 2020 and Sept. 6, 2020. Consideration would need to be given to how to build integrity into the system to minimize abuse. For example,

attesting organizations could be limited to charitable organizations, non-profits or public bodies.

### *Costing*

- We have limited ability to develop an accurate estimate for the likely cost of this proposal. Our preliminary analysis based on existing data regarding student enrollment and levels of service suggest a potential cost of **\$0.8 billion** with a high degree of uncertainty. The predicted cost assumes that about 1.4 million students would be eligible based on age and enrolment, would volunteer at a rate of roughly 42 per cent, with about 42 per cent of them providing service in a COVID-19 related sector (roughly 252,000 eligible students). We further assume that about a third of the eligible students would receive the gold grant, a third the silver, and a third the bronze.
  - The number of students that may be eligible is difficult to predict. Student numbers are based on student enrollment numbers from 2017-18. Given current economic conditions, students may choose to enter the labour market due to changing personal financial circumstances or may remain in post-secondary for longer and avoid entering the labour market. This could result in shifts in the number of students in fall 2020 and have either a positive or a negative effect on eligibility.
  - Estimates of student service were used to inform eligibility criteria and estimated costs but are somewhat outdated (the data dates to 2013). The best indicator of who is most likely to apply for the grant is based on people who are already volunteering in a COVID-19 related sector and, in this sense, the historical trends may prove useful. However, we acknowledge that a broader group of students may be incentivized to service in the COVID-19 sector given that the grant provides a known benefit and there are fewer employment or part-time work opportunities.
  - Estimates assume that about a third of the eligible applicants could qualify for the gold grant (100,000 students). The gold grant corresponds to a nearly full-time commitment on the part of students for the 18 weeks of summer. Given that the number of students seeking work and unable to find it in summer 2020 are estimated to be around 800,000 this year, the predicted costing could be very low. If unemployed students all meet the number of hours required to qualify for the gold grant, costs would swell to \$4 billion.
  - We note this figure is lower than previously discussed options as it is limited to youth under 30, and reflects actual rates of volunteering in COVID-related sectors (e.g., 42 per cent versus the previous estimate of 50 per cent).
- Funding would also need to be provided to the third party to administer the grant. The scale of the funding would depend on the existing capacities of the third party and the speed of implementation (e.g. there would likely be a premium associated with launching the grant earlier).
- This approach would duplicate incentives being considered through the Canada Student Corps (CSC – [REDACTED] but could have a



broader reach with a successful call to action. Consideration could be given to excluding students who receive CSC stipends, should you decide to proceed with that option.

#### Recommendation

- We have a number of significant concerns with this proposal, who is most likely to benefit, the potential cost, and how it may stack with other elements of a package of measures targeted at students. Should there be an interest in a near-term announcement, we recommend an announcement of the grant for students who make significant contributions to the COVID-19 efforts and some basic information about eligibility.
- Further work would be needed to refine the proposal, including confirming the number of service hours required and levels of grant funding for hours of service (e.g. whether revisions to the bronze, silver, and gold levels would be required).
- We recommend setting aside \$800 million for the initiative based on preliminary estimates above and an additional \$100 million for implementation and associated costs for a broader portal and public awareness campaign.
- Should you agree, we would work to scope the delivery mechanism and seek a funding decision on outstanding elements, including how a third party would be selected, the level of funding required to implement the initiative (e.g., administration), and whether legislation might be required.

## Fiscal Impact of the Finance Recommended Option

Finance Recommendation (\$ millions)	19-20	20-21**	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>Canada Student Service Grant - Set-aside - Economic and Social Development Canada*</i>	0.0	900.0	0.0	0.0	0.0	0.0	900.0	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>	same as accrual								

\* Note: The proposed funding includes a set-aside of \$100 million associated with the implementation and associated costs for a broader portal and public awareness campaign. This amount is indicative. The final amount would depend on the delivery agent(s).

\*\* Note: Funding is notionally allocated in 2020-21, however, funding profile is notional based on policy intent and is subject to change upon further development (e.g. options for administration).

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**FINANCE RECOMMENDATION**

**Decision 1**

Announce intent to establish a grant for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses who significantly contribute to COVID-19 efforts through voluntary service. The announcement would make clear that more details would follow at a later stage.

Set-aside \$900 million to support the announcement of the grant and associated administration costs.

**(a) I concur**

**I wish to discuss.**

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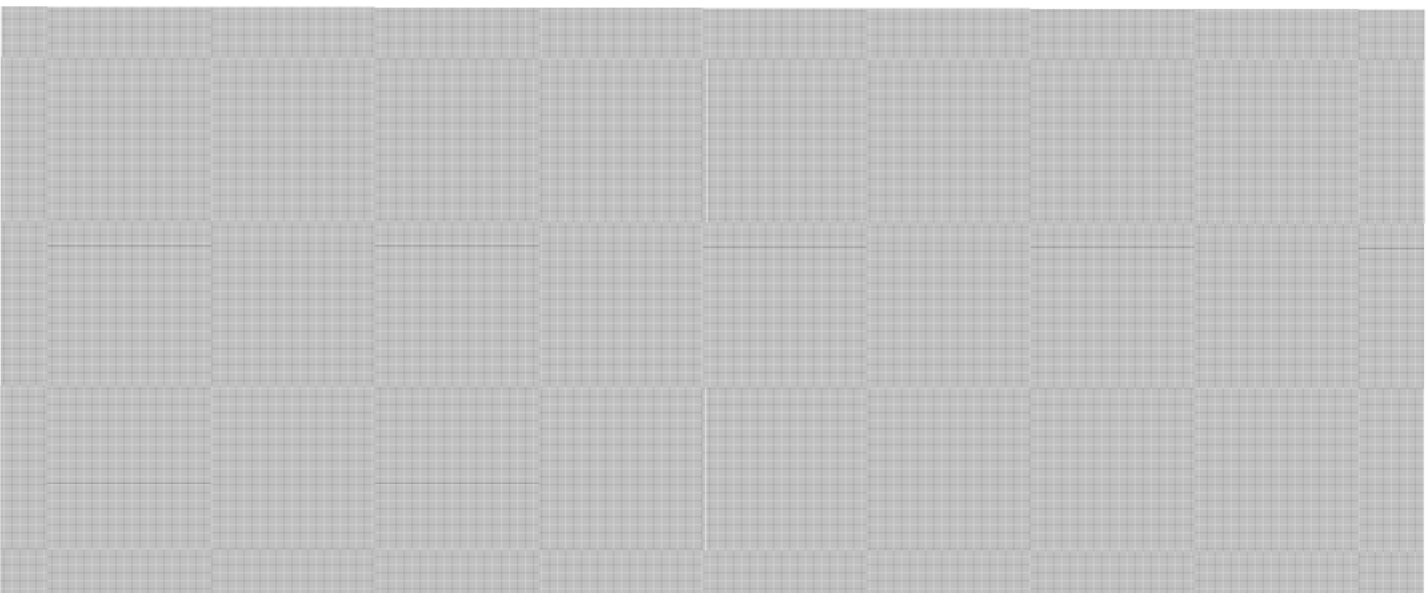


### **SUMMARY OF GENDER-BASED ANALYSIS (GBA)+ IMPLICATIONS**

There is relatively little difference in volunteer rates amongst males and females. However, females make up approximately 57 per cent of Canadian post-secondary enrolments (based on 2017-18 statistics). Females of student age (aged 15-29 years old) are also more likely to be affected by unemployment as recent employment rate changes showed females were disproportionately affected in both full- and part-time job losses. As a result, females are more likely to be seeking out opportunities to get involved and may also be seeking more opportunities to make up for lost income and incentivized by the proposed grant.

### **SUMMARY OF STRATEGIC ENVIRONMENTAL ASSESSMENT**

There are no anticipated environmental impacts associated with this proposal, either positive or negative.



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## SUMMARY OF THE PROPOSAL

### **WHO:**

- Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses, including high school graduates starting post-secondary and graduate students

### **WHAT:**

- A grant that range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student. We would propose the following tiers:
  - Bronze: \$1000 for 100 hours
  - Silver: \$3000 for 300 hours
  - Gold: \$5000 for 500 or more hours
- Service hours must be completed between May 1, 2020 and Sept. 6, 2020.
- Eligibility includes service that relates to organizations that contribute to the COVID-19 efforts, including economic and social impacts. These could be organizations in the public sector (e.g. public health and health care, local governments, emergency responses) or the non-profit sector (e.g. food security, initiatives focused on the elderly, public health, homelessness, mental health).

### **HOW IT WOULD WORK:**

- April – Initial announcement about the grant with a promise of details on eligibility and eligible sectors to follow.
- May – Additional details about eligibility and the process to follow, in time to allow students to make their summer plans.
- May 1 – Sept. 6 - Students perform acts of service.
- July (TBC) – Sept. 30 – The application process is open (once the online portal has been established and delivery mechanism is finalized). Students can apply at any time but would only be eligible to apply once.
  - Students would need to submit an application via the portal that provides: basic information, proof of enrollment in an eligible post-secondary institution in spring-summer or fall 2020, basic information about the organization(s) where service was performed, and an attestation of hours of service at the organization(s).
  - Organizations would be asked to submit (under separate cover) information via the portal about the organization and its connection to COVID-19 efforts, information about the students' service with the organization, and attestation of the number of hours of service rendered between May 1, 2020 and Sept. 6, 2020.
- July – Nov. (TBC) – The third party will assess applications and make decisions about whether the applicant is eligible and the level of funding.
  - The third party may be required to verify information in cases where applications were incomplete or where the link between the activity and the COVID-19 efforts are unclear.
  - Successful candidates will receive a grant payment from the third party.

[REDACTED] (FIN)

**From:** [REDACTED] (FIN)  
**Sent:** Tuesday, May 26, 2020 6:37 PM  
**To:** Singh, Amitpal (FIN); Meredith, Tyler (FIN)  
**Cc:** [REDACTED]  
**Subject:** RE: 2-pager Update - May 26

We can delay sending it back to PCO until we have a decision on the detailed proposal that's coming this week.

But it really is just to confirm the creation of the set-aside (which PCO has a PM return on).

If the concern is confusing others, we don't need to share it out to ESDC or TBS. ESDC already aware of content (and focused on their proposal). And there is nothing for TBS in this as it's a set aside which requires a funding decision to access.

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** Tuesday, May 26, 2020 6:02 PM  
**To:** [REDACTED] (FIN) <[REDACTED]@canada.ca>; Meredith, Tyler (FIN) <tyler.meredith@canada.ca>  
**Cc:** [REDACTED]@canada.ca>; [REDACTED] (FIN) <[REDACTED]@canada.ca>; [REDACTED]@canada.ca>  
**Subject:** Re: 2-pager Update - May 26

Adding Tyler.

If you feel it's needed for clean up, sure. But right now I just think it will confuse folks, especially with the old volunteer hours disbursements model, even our endorsement of the WE social entrepreneurship before we landed on how the service model will work with a third party. There's a lot of unhelpful noise in this outdated Annex.

Can we just hold it until we get Chaggar's submission, I just don't want any surprises.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On May 26, 2020, at 5:49 PM, [REDACTED] (FIN) <[REDACTED]@canada.ca> wrote:

This is the note for the set aside. It's silent on the whether someone who gets CERB is eligible – is just the call back and the creation of the \$900M set aside. My advice would be to let this one go (e.g., not alter it). PCO looking for it to clean up loose ends.

The draft proposal from ESDC will be a new note to access the set aside. It will replace the current decision. Draft proposal excludes those who get CERB. We can include an explicit decision point on this element of eligibility if needed. But, sounds like its consistent with initial intent.

[REDACTED]

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** Tuesday, May 26, 2020 5:32 PM  
**To:** [REDACTED]@canada.ca>  
**Cc:** [REDACTED] (FIN) <[REDACTED]@canada.ca>; [REDACTED] (FIN)  
<[REDACTED]@canada.ca>; [REDACTED]@canada.ca>  
**Subject:** Re: 2-pager Update - May 26

Yes they should be removed. But, should we not wait for the new proposal to be submitted to us from Chaggar's office, then update Annex 4?. Was told it will come by Friday.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On May 26, 2020, at 5:27 PM, [REDACTED] (FIN)  
<[REDACTED]@canada.ca> wrote:

Amit – the PM decision for CSSG is sitting with us. The note recommends that CERB students be eligible for the CSSG. If we want to change it – it better go in the decision and be rerouted back to the PM.

[REDACTED] – have I got this right?  
<Annex 4 - Canada Student Service Grant.docx>

**From:** [REDACTED] (FIN)  
**Sent:** Friday, May 29, 2020 10:10 AM  
**To:** Singh, Amitpal (FIN)  
**Subject:** FW: Signed CSSG letter  
**Attachments:** 05-26 - ESDC Funding Proposal CSSG Final.pdf; ATT00001.htm; 05-28 - Funding Letter CSSG Finance Final.pdf; ATT00002.htm

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*Sent by [REDACTED] laptop, which would never hang out in a crowded park during a pandemic.*

[REDACTED]  
[REDACTED] portable) s.16(2)(c)  
[REDACTED] bureau)

Minister of Diversity and Inclusion  
and Youth



Ministre de la Diversité et de l'Inclusion  
et de la Jeunesse

Ottawa, Canada K1A 0M5

The Honourable Bill Morneau  
Minister of Finance  
House of Commons  
Ottawa, Ontario  
K1A 0A6

Dear Colleague:

Further to the Prime Minister's April 22, 2020 announcement of a new Canada Student Service Grant (CSSG), I am writing to seek a funding decision for this initiative of \$900.0 million in 2020-2021 for Employment and Social Development Canada (ESDC). I am seeking your concurrence and that of the Minister of Health to access this funding through the statutory appropriation authority under s. 2(1) of the *Public Health Events of National Concern Payments Act*.

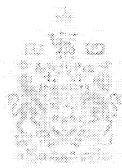
Of the \$900.0 million, ESDC would have immediate access of up to \$545.77 million for the creation and implementation of 40,000 volunteer placements focusing on COVID-19 challenges; an online *I Want to Help* portal created and managed by ESDC to connect youth to these placements; set-up costs to disburse the CSSG; and, initial funding for the grant.

Given uncertainty regarding participation in this initiative, I am seeking that the remaining funding of \$354.23 million be set aside in a contingency fund, and that this contingency be maintained to fund additional grants should it appear that the initial amounts could be exhausted. Any amounts from the contingency fund would be accessed by ESDC with your agreement. Should access to contingency funding be required, I would write back directly to you via a letter to seek your agreement to immediately enable ESDC to access and expend the contingency funding.

As you know, on May 22, 2020, the Cabinet discussed a proposal I put forward to implement the CSSG. The proposal was unanimously supported ad referendum on funding to the Prime Minister and the Minister of Finance. This letter seeks the necessary funding to implement the Cabinet decision. The CSSG will support a diverse population of students across the country who want to contribute towards the COVID-19 response in their communities. It will provide students who are unable to engage in significant paid

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Ottawa, Canada K1A 0M5

employment during the summer break to gain valuable experience and skills through a variety of quality service opportunities, and where applicable, earn funds for their continued education at the same time. The grant will be available at various levels representing corresponding hour thresholds so that students can balance service with their other commitments.

The *I Want to Help* portal, a web-based platform managed by the Government of Canada will allow students to find available service opportunities. This portal will also provide not-for-profit organizations a platform with high visibility to recruit new volunteers. Up to \$2.0 million in operating funding in 2020-2021 would be required for ESDC to create and manage the portal.

To ensure that students across the country have access to a variety of quality service opportunities and are awarded funds appropriately, a third party, WE Charities, will be engaged through a contribution agreement to deliver both the service opportunities and disburse cash awards. WE Charities and their related charitable organizations have demonstrated capacity for working with youth to support service, access to an extensive network of not-for-profit organizations and the required financial oversight needed to deliver this initiative. In addition, they have committed to working with organizations representing the needs of diverse groups to ensure that support is provided for youth who may face additional barriers to service.

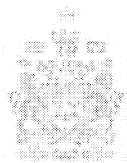
WE Charities' proposal has costed an option to disburse grants up to 100,000 students. As such, the initial funding envelope for the grant is \$500M, based on an estimated 100,000 students accessing the grant at the \$5,000 level.

The CSSG complements other measures announced to support students and youth unable to find significant employment during the summer break. As announced by the Prime Minister on April 22, 2020, I am seeking to implement the expansion of Canada Service Corps (CSC) micro-grants in fiscal 2020-2021. Funding of \$62.9 million was previously approved for this initiative, which I am also seeking to access through the statutory appropriation authority under s. 2(1) of the *Public Health Events of National Concern Payments Act*.

The situation created by the pandemic will place significant demands on the CSC program this year. As such, I am also seeking your approval to waive the condition

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Ottawa, Canada K1A 0M5

placed on the CSC program which requires ESDC to report on results for 2020-2021 in order to access frozen funding for 2021-2022. Instead, I am seeking your approval to allow ESDC to immediately access CSC frozen funding for 2021-2022. ESDC would report back to Treasury Board in 2021-2022 when information can be fully compiled regarding the CSC program outcomes for the 2020-2021 fiscal year.

Access to frozen Budget 2019 funding for the CSC program will allow the effects of the pandemic on the not-for-profit sector to be minimized. Immediate access to frozen funding would enable ESDC to extend funding agreements for CSC organizations, which would provide funding stability and predictability to the broader CSC program. This includes over 100 community organizations across Canada responsible for up to 7,000 annual volunteer placements. This would also contribute towards continued availability of volunteer opportunities for young Canadians.

Given that eligible students who are currently undertaking CSC placements may seek to access the CSSG, it will be necessary that CSC-funded organizations have the financial supports in place to adequately support youth engaged in service placements so they can also benefit from the CSSG.

In sum, I am requesting a funding decision of \$900 million, which includes a contingency of \$354.23 million that could be immediately accessed by ESDC with your agreement for the CSSG. I am also seeking concurrence with my separate requisition of \$62.9 million under s. 2(1) of the *Public Health Events of National Concern Payments Act* for the expansion of CSC micro-grants. Additional details on this funding request have been provided to your officials.

Yours sincerely,

A handwritten signature in black ink that reads "Bardish Chagger". The signature is written in a cursive style.

The Honourable Bardish Chagger, P.C., M.P.  
Minister of Diversity, Inclusion and Youth

Cc: The Right Honourable Justin Trudeau, P. C., M. P.  
Prime Minister

Minister of Diversity and Inclusion  
and Youth



Ministre de la Diversité et de l'Inclusion  
et de la Jeunesse

Ottawa, Canada K1A 0M5

The Honourable Patty Hajdu, P.C., M.P.  
Minister of Health

Canada



## FINANCE PROPOSAL

### IMPLEMENTATION OF THE CANADA STUDENT SERVICE PROGRAM

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#### OVERVIEW

The Canada Student Service Grant (CSSG) will provide grants of up to \$5,000 for eligible students who volunteer this summer in support of the COVID-19 response. Eligible volunteer placements will be made available on a new *I Want to Help* matching platform, hosted by Employment and Social Development Canada (ESDC). WE Charities, a third party organization, will implement the CSSG program by developing up to 40,000 volunteer placements to address COVID-19; onboarding and supporting students throughout the process; supporting not-for-profits (NFPs) to develop placements; and administering the disbursements of grants to eligible students.

Further to Cabinet approval, ESDC is seeking a funding decision of \$900M in 2020-21 for this time-limited initiative: \$545.77 million would be provided to ESDC for the creation of volunteer placements and initial grants; and, \$354.23 million would be set aside in a contingency fund. This contingency would be maintained to fund additional grants should it appear that the initial funding envelope of \$500.0 million could be exhausted. Any amounts from the contingency fund would be released to ESDC with the agreement of the Minister of Finance. Should access to contingency funding be required, the Minister of Diversity and Inclusion and Youth would write directly to the Minister of Finance via a letter to seek the Minister of Finance's agreement to immediately release contingency funding to ESDC.

#### PROPOSAL DESCRIPTION

\$900M of funding is sought for the implementation of the new time-limited CSSG. This new programming will include the following key components:

1. \$33.27 million for a third party organization, WE Charities, to support the creation and delivery of up to 40,000 service opportunities across all regions of the country with a diverse group of NFPs, as well as administrative costs to disburse grants to eligible students who participate in these placements.
2. \$10.50 million for WE Charities to administer and disburse grants to up to 60,000 eligible students who volunteer from June to September in support of the COVID-19 response outside of the 40,000 placements offered by WE Charities. This includes costs to setup systems and build capacity to disburse the grants, as well as to assess volunteer hours completed by youth outside of the 40,000 placements offered by WE Charities;
3. \$500 million initial funding envelope for grants disbursed to eligible students who volunteer from June to September in support of the COVID-19 response;
4. \$2.0 million for the creation of an *I Want to Help* platform by ESDC that will provide

information on available volunteering opportunities by allowing youth search a listing of Covid-19 focused volunteer opportunities across Canada, and ongoing support for the platform and the CSSG initiative; and

5. \$354.23 million set aside in a contingency fund, which would be maintained to fund additional grants should it appear that the initial funding envelope of \$500.0 million could be exhausted. Any amounts from the contingency fund would be released to ESDC with the agreement of the Minister of Finance. Should access to contingency funding be required, the Minister of Diversity and Inclusion and Youth would write directly to the Minister of Finance to seek the Minister of Finance's agreement to immediately release contingency funding to ESDC.

A participant would be eligible for one of five levels of grants depending on the number of hours completed -- \$1000 for 100 hours; \$2000 for 200 hours; \$3000 for 300 hours; \$4000 for 400hours; or \$5000 for 500 hours. Payments would be made in one lump-sum to participants.

The student eligibility criteria are aligned with the eligibility for the Canada Emergency Student Benefit (CESB). As well, Canadian students receiving the CSEB would be eligible to receive the grant. International students would not be eligible.

## **COSTING**

There are four distinct area of costs to implement the CSSG:

### **1. The creation and support for 40,000 volunteer placements (total = \$30.97 M)**

- **\$26.93 M programming costs**
- **\$4.04 M administrative costs (within the recommended 15% of total costs)**

The use of a third party organization, WE Charities, was based on a desire to have a coordinated approach to create, identify and vet placements offered by participating NFPs, while providing onboarding support to students. It was also necessary to have a third party disburse the grants to students, which will be discussed in detail below.

The \$30.97 M cost covers a broad range of program delivery activities to create and support 40,000 volunteer opportunities include:

- onboarding infrastructure and supports for youth and NFPs that meet public health guidelines so that participants can safely engage in placements which reduces the liability on government
- infrastructure to remove impediments for disadvantaged youth to participate in the CSSG;
- developing the technological infrastructure and processes to make 40,000 placements available on the *I Want to Help* platform for the launch of the initiative;

- supporting participating NFPs at all levels to offer safe (mostly virtual), quality volunteer opportunities and provide financial support for them to onboard participants; and
- promoting the Government of Canada branded initiative extensively through their networks and social media (WE has 4 million Facebook followers).

First 20,000 Placements Opportunities at Launch (total programming = \$18.35M)

Given the short time frame within which this initiative will run, it will be important to have a large number of opportunities available at the time of the launch. Support is necessary to enable not-for-profits (NFPs) who have been adversely affected by the pandemic to develop eligible placement opportunities, as well as for students who will require onboarding to appropriately engage in these opportunities. A strong start is key with youth, as the biggest influencers of youth are their peers. Success will require building positive momentum early. To build this approach, WE Charities has agreed to create up to 10,000 volunteer placement opportunities through its own organization and to create an additional 10,000 placements working with up to 50 not-for-profits (NFPs) in partnership with the umbrella organization Imagine Canada, for a total of 20,000 volunteer placements available at the launch of the CSSG.

WE Charities will play a key role in helping participating NFPs understand the program requirements and expertise in designing these virtual opportunities with organizations. It will provide both in-kind and financial supports that will both incentivize the participation of NFPs and ensure quality, safe placements for youth. WE Charities is proposing to co-decide and co-develop with NFPs what supports would be most beneficial to their unique needs. They will provide graduated levels of financial support depending on the nature and size of the NFP to cover the costs absorbed by NFPs in taking on student volunteers. Other supports could include responding to questions on program requirements, onboarding orientation for participants, technology assistance, and direct high-touch support to youth who may have special needs or who face difficulties during their placement.

Based on the objectives outlined by the Government of Canada, WE Charities will ensure that these 20,000 placements are geographically distributed across Canada, and include students from all backgrounds (e.g. visible minorities, indigenous, etc.) by providing the necessary supports to attract and engage these students. WE Charities will work with the Assembly of First Nations, Inuit and Metis organizations as well as a diverse set of NFPs to realize this objective. Alternative arrangements will be made to ensure placements for students in rural and remote locations with limited connectivity and technology. All 20,000 placements created will be made available in both French and English.

WE Charities will also manage the disbursement of the grant with appropriate infrastructure to verify and issue funds, as detailed below in part 2.

Second Cohort of 20,000 Placement Opportunities (total programming = \$12.62M)

Once the first cohort is established, WE Charities will use the same approach, outlined above, to continue to onboard more NFPs to offer placements and provide the same level of service to onboard and support students for the second cohort. Given there are economies of scale, the associated programming costs are reduced.

**2. Initial Processing and Administrative Capacity for the CSSG (total = \$12.80M)**

**Grant Disbursement for first 40,000 Placements**

- **\$2.0M – setup and disbursement costs for 40,000 grants tied to placements delivered by WE**
- **\$0.3M – 15% administration costs**

**For the additional vetting of placements and disbursement of grants for up to 60,000 eligible students**

- **\$9.13M – capacity to assess “outside” placements, and disbursement costs for 60,000 grants tied to placements outside of those created by WE**
- **\$1.37M – 15% administration costs**

A third party organization is required to administer and disburse the grants to eligible students. WE Charities has the necessary business processes, infrastructure and resources to verify the eligibility of the student (i.e. (e.g., number of hours, whether a participant is an eligible student via a student card, for example) as well appropriately transfer the financial payments. For the latter, overseeing secure payment process (e.g., direct deposit systems or issuing manual cheques), collecting and storing sensitive payment information for the participant, providing online and offline support to youth related questions with payment recipients, and issuing income tax forms (T4A) is required. Costs also include insurance, audit and overhead considerations.

The costs associated with managing the disbursement of the cash award for the first 40,000 eligible students is \$2.3M. This accounts for setting up overhead and systems to process payments as per the requirements established by the Government of Canada.

Beyond the students engaged in the 40,000 placements with programming supports, WE Charities will also provide payments for students who have completed hours through other eligible volunteer opportunities, and would assess these opportunities to ensure they align with CSSG eligibility criteria. Eligible students who complete volunteer hours through these other opportunities can also apply for the cash disbursement. WE Charities has indicated that they can also administer the cash award to these students in the same manner as they would for those being placed by WE and based on criteria provided by the government.

The costs per additional eligible student are approximately \$175, for a total cost of up to \$10.51M for the additional 60,000 students.

### 3. Initial Funding Envelope for the Grant (total - \$500M)

WE Charities has indicated in their funding proposal an option to administer up to 100,000 grants. As such, the initial funding envelope requested for the grants is \$500M, based on an estimated 100,000 students accessing the grant at the highest level of the awards at \$5,000.

Beyond the initial 100,000 grants, should funding remain and demand exist, flexibility would be provided to make additional disbursements from this amount as well as relevant per application administrative costs for WE Charities.

### 4. Contingency Fund for Additional Grants (total = \$354.23M)

- **\$342.25M – cost of 68,450 grants**
- **\$10.42M – disbursement costs for additional 68,450 grants**
- **\$1.56M – 15% administration costs for additional 68,450 grants**

Given the many sources of uncertainty affecting youth uptake (detailed in the next section on costing assumption), it is possible that the initial funding envelope of \$500M for the grants could be exhausted. As such, \$354.23 million would be set aside in a contingency fund, and would be maintained to fund additional grants beyond the initial funding envelope of \$500.0 million.

Any amounts from the contingency fund would be released to ESDC with the agreement of the Minister of Finance. Should access to contingency funding be required, the Minister of Diversity and Inclusion and Youth would write directly to the Minister of Finance via a letter to seek the Minister of Finance's agreement to immediately release contingency funding to ESDC.

### 5. Program support costs for ESDC (total = \$2.0M)

ESDC will create and launch the *I Want to Help* portal, a web-based one-window matching platform by ESDC that allows students to search for volunteer opportunities to contribute to the Covid19 response in their community. The platform will require ongoing support and maintenance throughout the course of the CSSG. As well, the CSSG will require ongoing programming, communications, policy and corporate services support for a total cost of up to \$2.0M.

#### COSTING ASSUMPTIONS

##### a) *Disbursement of Canada Student Service Grant*

A cursory review of volunteer placement opportunities indicated that they are limited in number, scale and activities. Many NFPs may have limited capacity because of lack of donors and the need to change their approach to reflect public health measures. It is also unclear how many NFPs, both large and small, are able to adapt to offer virtual

opportunities or opportunities that meet the requirements of social distancing. This makes it difficult to predict the number of volunteering hours that students will be able to access.

In addition, it is difficult to predict with precision, the number of students who will be eligible to receive the grant as it is unclear how the pandemic will influence student behavior. However, many students are facing job losses and reduced work hours which could result in more students looking to fill their time with meaningful service opportunities and eager to earn the grant to help pay for their studies in the fall.

On the other hand, several jurisdictions are slowly easing COVID-19 related economic restrictions some jobs typically filled by youth may arise even on a part-time basis, which may shift their focus to paid work as opposed to volunteer opportunities. The mental health impacts on students in this unprecedented time, as well as the interplay with other benefits such as the CESB are also unknowns.

Early evidence from CESB registrations, which serves the same client base as the CSSG, indicate that approximately 330,000 youth have registered to receive the CESB. This does not indicate however, how many of those applying for the CESB would volunteer and access the CSSG.

To address this uncertainty of how many hours students would volunteer, ESDC assumes each student would complete the highest level of the award, which is 500 service hours required to obtain the \$5000 grant. Given the uncertainties around uptake for the CSSG, ESDC is proposing to set aside direct funding for the CSSG, as well as additional disbursement and administrative costs, in a contingency fund, and the department would report back to the Minister of Finance with updated projections of CSSG uptake to justify access to this funding.

## **IMPLEMENTATION**

The following provides a summary of activities that would be completed by ESDC and WE Charities between May and October 2020 to implement and deliver the CSSG.

### **June- July2020**

ESDC will create and launch the 'I Want to Help' Portal.

WE Charities will:

- collaborate with non-profit partners to co-develop and provide volunteer opportunities for students and recent graduates to create 20,000 opportunities for launch;
- provide technological supports to participants, and validate and upload volunteer opportunities from WE and participating not-for-profits
- create an additional 20,000 volunteer placements for mid-summer
- launch an integrated marketing and promotion campaign
- create a registration process for the CSSG for students seeking to apply for the grant

WE/ESDC will host a virtual launch event to kick-off the program

### **Over the Summer/Fall**

- If required, Minister of Diversity and Inclusion and Youth would write to the Minister of Finance to seek agreement to release contingency funding to ESDC.
- Continue to focus on outreach and engagement of students and recent graduates, including those from vulnerable populations
- Students can continue to seek out volunteer opportunities to access the grant
- Support the wind down of volunteer service projects and final activities by participants
- Disburse CSSG payments to participants based on their validated completed volunteer service hours
- Ensure relevant accreditation is provided to all participants for their validated volunteer service hours

### **RESULTS**

Overall, this initiative will provide students and recent graduates the opportunity to support their communities to respond to COVID-19, gain transferable workplace skills, while receiving a cash award to help support their post-secondary education. Expected results include:

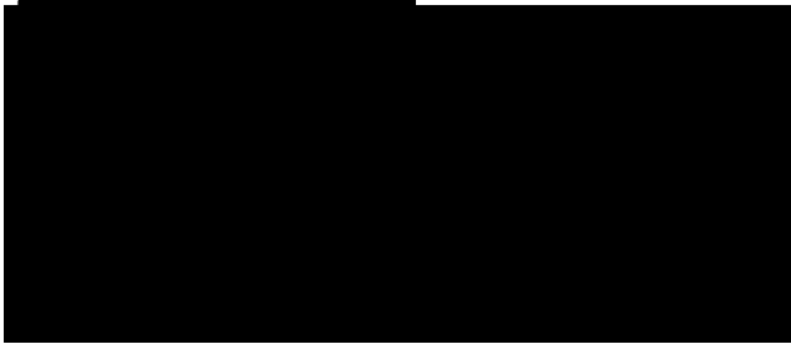
- Up to 40,000 eligible volunteer service opportunities created for eligible students and recent graduates, including those from underrepresented and vulnerable groups, that contributed to the creation of a positive societal response to COVID-19 and provided valuable experience and skills development;
- Up to 60,000 eligible students, who engage in eligible volunteer service opportunities, are provided an opportunity to access the grant;
- Engaging a broad range of NFPs from various locations across Canada to provide volunteer service opportunities, including those serving youth from vulnerable or underrepresented groups, official languages minority communities (OLMCs), and in rural and remote areas;
- CSSG payments disbursed to eligible student participants in a timely manner to recognize their contributions to COVID-19 response efforts and provide funding to support their post-secondary studies; and
- an online platform for participants to find volunteer placement opportunities;

### **STAKEHOLDER AND COMMUNICATIONS CONSIDERATIONS**

The CSSG is one of several COVID-19 support measures announced as part of Canada's COVID-19 Economic Response Plan. Given physical distancing requirements, a proactive and phased-in collaborative communications approach will include robust social media content and national media releases beginning with the program launch in June to create awareness and promote student participation.

The Department's communications strategy will leverage the powerful social media networks of our stakeholder networks to amplify our messaging and extend our reach. We will work with our stakeholders to gather testimonials and success stories as a foundational element of our communications. This will continue through the summer months as key milestones are reached and student/community success stories become available. The CSSG is one of several youth- and student-oriented measures announced by the Prime Minister on April 22, 2020, so communications will complement and intersect with that of other measures, as appropriate. ESDC will also work closely with WE Charities by leveraging its offer to provide "white label" support and use Government of Canada branding.

**CONTACT**



**ANNEX 1: PROPOSAL COSTING**

**ANNEX 2: GENDER-BASED ANALYSIS PLUS (GBA+)**



## Delivery of the Canada Student Service Grant

Responsible branch: FPRSP

Drafted by: [REDACTED]

Lead department: *Employment and Social Development Canada*

s.69(1)(e)

- The Minister of Diversity and Inclusion and Youth is seeking access to up to \$545.8 million of the \$900 million in funding set-aside in 2020-21 [REDACTED] to support the creation and implementation of the Canada Student Service Grant (CSSG) as follows:
  - \$2 million for an online *I Want to Help* platform created and managed by Employment and Social Development Canada (ESDC);
  - \$43.8 million in program support to WE Charities for 40,000 volunteer placements focusing on COVID-19 challenges, set-up costs and administration costs for the disbursement of up to 100,000 CSSGs to eligible students; and
  - \$500.0 million for an initial funding envelope for the payment of the grants.
  - The Minister is requesting that funding be provided through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*, subject to the concurrence of the Minister of Health.
- Given uncertainty regarding uptake and demand for the initiative, the Minister is also proposing that the remaining \$354.2 million in funding in the initial set aside be maintained in a contingency fund, which could be accessed with your agreement should the initial allocation be insufficient. s.69(1)(e)
- Finally, the Minister is requesting that a funding condition placed on the Canada Service Corps (CSC) program (see [REDACTED] requiring annual reporting on results to Treasury Board (TB) be waived for 2020-2021, in order to extend funding agreements with partner organizations into 2021-22.
- On April 22 the Prime Minister announced the Government's intent to launch a new Canada Student Service Grant for Canadian post-secondary students who significantly contribute to COVID-19 efforts through voluntary service. The announcement made it clear that more details were to follow once the grant was launched. The funding decision [REDACTED] set-aside \$900 million in 2020-21 to support the delivery and implementation of the grant. The decision noted that the grant would be for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses. Access to funding was conditional on approval of a detailed proposal by you and the Prime Minister. s.69(1)(e)
- Separately ([REDACTED] funding was also provided to ESDC for the *I Want to Help* platform (\$2.0 million in 2020-21) and an expansion of the Canada

Service Corp (\$74.0 million in 2020-21). These measures were also announced on April 22, 2020.

- On May 22, 2020, Cabinet approved the Minister's proposal for the implementation of the CSSG, *ad referendum* on funding. The Cabinet presentation and detailed funding proposal submitted with this request provide additional details on the proposed grant as outlined below [REDACTED] including eligibility criteria, the level of grant funding, and the delivery model. Not Relevant s.69(1)(e)
- Eligibility: The Minister proposes that eligibility for the CSSG be aligned with the eligibility for the Canada Emergency Student Benefit (CESB). As such, the CSSG would be available to current postsecondary education (PSE) students (e.g., those currently enrolled or returning to PSE), recent PSE graduates, as well as recent high school graduates (or those scheduled to graduate) who have applied to PSE and intend to enroll if accepted before February 2021. International students studying in Canada are excluded. Students receiving the CESB would be eligible for the CSSG if they complete service placements, but students receiving the Canada Emergency Response Benefit (CERB) would not be eligible. This definition is broader than the original funding decision which focused on students under the age of 30 enrolled in spring-summer or fall 2020 courses (e.g., excluded mature students and recent PSE graduates or school leavers).
- Level of Grant Funding: Students who provide service to registered not-for-profit (NFPs) or charitable organizations implicated in Canada's response to COVID-19 would be eligible for grants, scaled to the number of service hours completed. Five levels are recommended in the funding proposal: \$1,000 for 100 hours, \$2,000 for 200 hours, \$3,000 for 300 hours, \$4,000 for 400 hours, and \$5,000 for 500 hours. This equates to approximately \$10 per hour.
- Delivery Model: ESDC proposes to deliver the CSSG through a contribution agreement with WE Charities whereby WE would serve as the third party delivery agent for the initiative, including supporting the development of specific CSSG-related service opportunities and the administration of grant disbursements to eligible students. Discussions and negotiations with WE are advanced, though a funding decision and revisions to program terms and conditions are required before the contribution agreement can be signed. The costing for each delivery element is provided below:
  - \$2 million will be provided to ESDC to launch an *I Want to Help* online platform which will provide information about available service opportunities. WE will work to ensure that eligible placements are made available on the online platform.
  - \$33.3 million to WE to generate up to 40,000 supported placements for students relating to COVID-19 and disburse grants to these students. WE will directly support NFPs by helping to design volunteer placements, recruiting volunteers, matching volunteers with placements, on-boarding and training volunteers and processing funding to reduce the administrative burden associated with creating these placements for NFPs. WE will also ensure that the placements will be safe for students and consistent with public health

advice, reducing the liability risks to the Government of Canada. Up to 10,000 of these placements will be created by WE directly. The remainder will be created by working in partnership with up to 50 NFPs and Imagine Canada, an umbrella organization.

- \$10.5 million to support WE to vet placements and disburse grants to 60,000 additional students who perform service in eligible placements that are not directly supported by WE. Only those placements posted on the *I Want to Help* platform will be eligible.
- \$500 million to WE for the cost of grants to be dispersed to eligible students. The amount would represent disbursements for up to 100,000 students at the highest level (\$5,000) with flexibility to support additional grants and administration above this target should funding remain. This amount is variable and depends on the number of eligible students and the number of hours of service performed.
- Given uncertainty about the actual demand, the Minister is also asking that the remainder of the set-aside (\$354.2 million) be available to ESDC, should it be needed, subject to your approval.

## ANALYSIS

- The initial funding decision was very preliminary and focused on disbursements to students with limited consideration of what supports may be required in order to support NFPs or the charitable sector in generating service opportunities. In developing a more detailed proposal, ESDC has noted that the NFP and charitable sector has limited capacity to provide safe and virtual opportunities to students. In the context of COVID-19, many NFPs have lost or have limited capacity to take on the creation of new service placements due to major shifts in their incoming donations, dramatic increases in demand, and changes to the availability of volunteers or board staff to maintain operations.
- By creating 40,000 placements, WE will ensure a number of opportunities are available to students in the current context. The proposal provides scope for a minimum of 60,000 additional students performing eligible service in a non-supported placement to also receive the CSSG. This will create alternative avenues for students who are looking to increase their income in the fall but do not have access to one of the supported placements. However, these placements will be limited by the ability of NFPs to submit placements, for WE to review and post these placements to the *I Want to Help* platform in a timely manner, and for students to be matched and in a placement quickly. The approach is intended to ensure that organizations outside of WE and its network of partners are able to post opportunities, while providing some checks and balances to ensure eligibility and safety requirements are met, and that WE and ESDC are able to monitor uptake and demand.
- Aligning eligibility with the definition of student in the CESB would provide some consistency and simplify communications. It is however a broad definition, including approximately 2.6 million students: those completing high school (0.4 million), current domestic PSE students (1.8 million) and recent PSE graduates (0.5 million).

Students receiving the CERB would be ineligible, which is currently estimated to be approximately 0.6 million students.

- To ensure consistency with the original funding decision, we recommend that eligibility be limited to those under 30 to exclude mature students (0.4 million) and focus the initiative on youth. Although there was no explicit statement limiting the grant to youth in the Prime Minister's announcement, the announcement focused on youth generally and on students starting their careers. In addition, youth are more likely to be affected by unemployment and – for those who have limited parental support – may have fewer financial resources at their disposal. Explicitly limiting the grant to those under 30 would also reduce access to the grant by mid-career students and retirees who may be taking courses part-time, who would be eligible for the grant, and who may be looking to supplement their income.
- As students receiving the CESB would be eligible for the CSSG if they complete eligible service, the grant may reduce incentives to work. However, students would still be required to meet continued eligibility for CESB in each application period, including by seeking work. This risk is somewhat limited given that the grant equates to about \$10 per hour and is unlikely to create disincentives to students taking paid work, where available, or to substituting full-time well-compensated work with service hours. Instead, the grant may encourage students who are studying or working part-time to supplement their income and increase their ability to save for the fall semester. There is no constraint on eligibility for CSSG based on income or earnings of the student.
- Further, we are awaiting guidance from the Canada Revenue Agency (CRA) on the tax treatment of the CSSG under current law. The CRA may advise that the CSSG is taxable as employment income (amounts paid to volunteers are typically considered employment or business income unless they simply reimburse costs or are too small to incent service). This outcome would be similar to the CESB and CERB, which are also taxable (although not as employment income).
  - While most students are likely to be relatively low-income and may not have tax payable (it is their personal income that determines their tax rate, rather than that of their parents), some higher-income students could also receive the CSSG and they would be subject to tax on these amounts were the grant taxable. Given that the grant is intended to benefit lower-income students, this would be appropriate. Note that achieving a different result would require amendments to the *Income Tax Act*, and could lead to inconsistent results in Quebec unless Quebec chooses to amend its own tax laws.
  - WE may also be required to withhold tax, CPP, and EI on the payments. Depending on the tax treatment and the region, a \$5,000 grant payment could be reduced to \$4,342 (and lower in Quebec), with the possibility that some or all of the tax withheld would be refunded when the student files their income tax. We will work with the CRA to examine whether federal tax withholding can be avoided.
  - We will also work with ESDC to assess the potential interaction with the CESB benefit, and if required work to develop regulatory amendments to

exclude the CSSG from the calculation of employment income for the purposes of the CESB. Any such amendments would be subject to your consent, which we would seek under separate cover if required.

- Waiving the condition on the CSC program to report on results for 2020-21 would allow ESDC to extend funding agreements with NFPs who may be financially impacted by COVID-19. This could create funding certainty and stability for the program and partners during this period. The program has also been successful at meeting its annual targets as part of its reporting requirements for 2019-20.
- ESDC would report back to TB in 2021-2022 when information can be fully compiled regarding the CSC program outcomes for the 2020-2021 fiscal year. TB would also have to agree with this recommendation for ESDC to proceed as they implemented the Finance condition.



#### Costing

- The Prime Ministers' announcement noted that the grant would be available to any student that performed eligible acts of service. As such, there are likely communications challenges should the Government seek to cap or constrain access to the grant if there is significant demand. s.69(1)(e)
- \$2 million in funding for the *I Want to Help* platform was announced with the student package and, while requested by the Minister in this proposal, was previously approved in [REDACTED]. As such, we recommend that the \$2 million be added to the contingency funding to align with the set-aside, in addition to the \$354.2 million provision requested by the Minister.
- A review of the estimated costs associated with delivery of the grant seem reasonable. While the creation of placements is a costly element of the proposal, it addresses concerns about the capacity of NFPs to take on student volunteers in the current context and enables positive experiences for students who have access to supported placements. Given WE's significant social media youth networks, we expect that there will be sufficient demand for these placements, thus helping to ensure the initiative is able to show success. These 40,000 placements will also be created and distributed to ensure a strong diversity of placements across regions, in small communities as well as urban centres, in a range of service areas, and that appeal to a diversity of students (e.g., ensuring access for underrepresented groups).
- The costing associated with the disbursements of the grants remains difficult to predict. It is unclear how many placements will be made available at NFPs or charities, how many hours those placements may offer students, how many students will perform service rather than working, and how many of those who do perform service will apply and qualify for the grant. The proposal costing is based on up to 100,000 grants of \$5,000 each, the maximum CSSG amount available. As we do not expect all students to complete 500 hours of service (particularly given a mid-June launch), there is flexibility, depending on the number of applicants and the level of the grant to support more grants. For example, if the average grant value was \$3,000, more than 160,000 grants could be provided.

- As demand is difficult to predict and given the size of the eligible population, uptake could be much higher. For example, a reasonable proxy to estimate demand could be based on the number of students who apply to the Canada Emergency Student Benefit (CESB) as these students will qualify for the grant and do not have access to work opportunities. As of May 24, 2020, 433,000 students had applied for the CESB. As such, estimates are highly uncertain. As students will need to apply through the *I Want to Help* platform, ESDC will have some tools at its disposal to estimate how many students will apply and the value of grants awarded but this information will not be available until well after the launch of the grant.
- As part of the initial announcement and regular reporting to FINA, \$912 million has been publicly noted for this initiative. The final decision from the Prime Minister on the set-aside was \$900 million. Given this, in our view there is merit in approving up to \$900 million for this initiative, with up to \$543.8 million accessible now, and the remaining set-aside converted to a provision that the Minister can access subject to your approval if demand exceeds expectations. If demand does not materialize, these amounts can be returned to the fiscal framework.
  - Consideration could be given to maintaining the contingency amounts in a set-aside that could be accessed through a funding decision. However, given the incredibly short timelines for delivery of the grant and the expiry of the statutory authority in September, a subsequent funding decision could result in significant delays and could result in ESDC needing to cash-manage significant transfers to WE while they seek supply through supplementary estimates. Given ESDC's current load of COVID-19 programs and similar risks with all these programs (CERB, CESB, etc.), this is not recommended.
  - Should demand exceed the \$900 million set-aside for this initiative, the Minister would return to you and the Prime Minister to seek additional resources. In our view this is unlikely, so long as the initiative is limited to this summer.
- We support the Minister's request to access this funding through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*. The use of the statutory appropriation authority provides more flexibility to address uncertain demand for the grant. Unlike voted amounts which are briefed into a Department's reference levels and can lapse or at times be redirected to other priorities, funding under the statutory authority would only be drawn down as needed. ESDC would be required to submit expense reports to the Receiver General which provide sufficient evidence that the expenses were related to activities under the statutory authority. In effect, the funding is ring-fenced and any funding not used to implement the grant will be returned to the fiscal framework.

#### **RECOMMENDATION**

- To that end, we recommend that you provide the Minister with authority to access up to \$543.8 million based on need to implement this initiative.
- We also recommend that eligibility be limited to those under 30 to exclude mature students (0.4 million) and focus the initiative on youth, consistent with the funding decision.

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- Further, in order to ensure that sufficient funding remains should demand be significant, we recommend that the remaining set-aside be converted into a provision which the Minister can access, by an exchange of letters with you, if she is able to demonstrate to your satisfaction that she will require additional funding to meet demand.
  - We support providing access to funding for these measures in 2020-21 through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*, subject to the concurrence of the Minister of Health. Should funding be required beyond the expiry date of the statutory authority (i.e., Sept. 30, 2020) the funding should remain available until the conclusion of the contribution agreement (or the end of fiscal 2020-21 if earlier) and could be accessed through supplementary estimates. Any unused funding is to be returned to the fiscal framework.
  - We recommend that the CSSG be taxable, and will return to you under separate cover if the CRA concludes that amendments to the *Income Tax Act* would be necessary to achieve this result.
  - We further recommend waiving the Budget 2019 condition placed on the CSC program to report on results to TB for 2020-21 in order to access frozen funding for 2021-22.

## Expected Cost of the Proposal

Departmental Ask (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>I Want to Help Platform - Employment and Social Development Canada</i>	0.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
<i>Canada Student Service Grant - Employment and Social Development Canada</i>	0.0	543.8	0.0	0.0	0.0	0.0	543.8	0.0	0.0
<i>Canada Student Service Grant - Remaining Provision - Employment and Social Development Canada</i>	0.0	354.2	0.0	0.0	0.0	0.0	354.2	0.0	0.0
<i>Canada Services Corps - Waiving the B2019 Condition - Employment and Social Development Canada</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>	same as accrual								

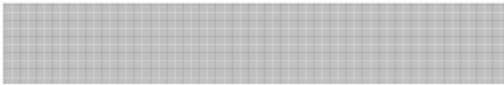
Note: Totals may not sum due to rounding.

## Fiscal Impact of the Finance Recommended Option

Finance Recommendation (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>I Want to Help Platform - Employment and Social Development Canada</i>	0.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
<i>Canada Student Service Grant - Employment and Social Development Canada</i>	0.0	543.8	0.0	0.0	0.0	0.0	543.8	0.0	0.0
<i>Canada Student Service Grant - Remaining Provision - Employment and Social Development Canada</i>	0.0	356.2	0.0	0.0	0.0	0.0	356.2	0.0	0.0
<i>Canada Services Corps - Waiving the B2019 Condition - Employment and Social Development Canada</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>
Less: Set-aside		(900.0)					(900.0)		0.0
Less: Amounts approved for the I Want to Help platform in		(2.0)					(2.0)		0.0
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>	same as accrual								

Note: Totals may not sum due to rounding.



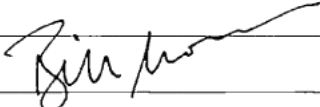


**FINANCE RECOMMENDATION**

**Decision 1**

Provide up to \$543.8 million to Employment and Social Development Canada for the establishment and payments under the new, taxable Canada Student Service Grant.

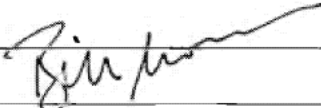
(a) I concur

  
\_\_\_\_\_

**Decision 2**

Limit eligibility of the grant to students eligible for the Canada Emergency Student Benefit who are under the age of 30.

(a) I concur


  
\_\_\_\_\_

(b) **Alternatively**, do not limit eligibility of the grant to students eligible for the Canada Emergency Student Benefit who are under the age of 30, as per the Minister's proposal.

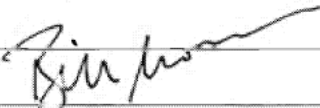
\_\_\_\_\_

**Decision 3**

s.69(1)(e)

Convert the remaining \$356.2 million in the set-aside  to a provision for this initiative. The Minister of Diversity and Inclusion and Youth can seek access to this provision with the approval of the Minister of Finance following submission of a letter and supporting information regarding expenditures to date and demand above and beyond initial estimates. A subsequent funding decision would not be required to access this funding.

(a) I concur

  
\_\_\_\_\_

(b) **Alternatively**, do not convert the remaining \$356.2 million set-aside to a provision for this initiative. Instead, the funding would remain in the set-aside and could be accessed, subject to a funding decision by you and the Prime Minister.

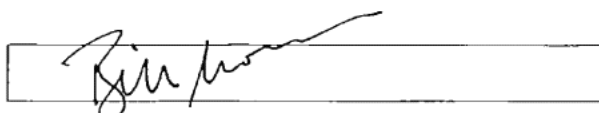
\_\_\_\_\_



**Decision 4**

Provide any funding for these measures in 2020-21 through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*, subject to the concurrence of the Minister of Health. Should funding be required beyond the expiry date of the statutory authority, the funding remains available through voted means.

**(a) I concur**

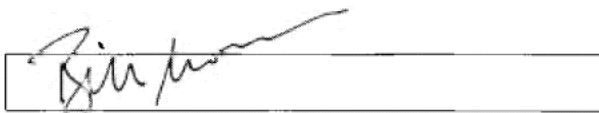


**Decision 5**

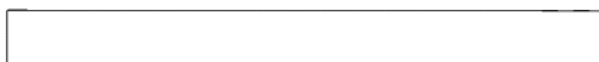
s.69(1)(e)

Waive the condition placed on the Canada Service Corps program for Employment and Social Development Canada to report on results for 2020-2021 in order to access frozen funding for 2021-2022 ( [redacted] ESDC is to report back to Treasury Board in 2021-2022 when information can be fully compiled regarding the Canada Service Corps program outcomes for the 2020-2021 fiscal year.

**(a) I concur**



**I wish to discuss.**





**SUMMARY OF GENDER-BASED ANALYSIS (GBA)+ IMPLICATIONS**

There is relatively little difference in volunteer rates amongst males and females. However, females make up approximately 57 per cent of Canadian post-secondary enrolments (based on 2017-18 statistics). Females of student age (aged 15-29 years old) are also more likely to be affected by unemployment as recent employment rate changes showed females were disproportionately affected in both full- and part-time job losses. As a result, females are more likely to be seeking out opportunities to get involved and may also be seeking more opportunities to make up for lost income and incentivized by the proposed grant. In addition, the 40,000 proposed placements will also be developed with a particular view to ensuring diversity in the placement types and the student volunteers. This approach is likely to provide positive outcomes for generally underserved and underrepresented populations in service such as Indigenous, rural and remote, students with disabilities, LGBTQ+, low-income, visible minority and racialized students.

**SUMMARY OF STRATEGIC ENVIRONMENTAL ASSESSMENT**

There are no anticipated environmental impacts associated with this proposal, either positive or negative.

s.69(1)(e)



**SUMMARY OF THE PROPOSAL**

**(SUBJECT TO CHANGE DUE TO ONGOING NEGOTIATION OF THE CONTRIBUTION AGREEMENT WITH WE)**

**WHO:**

- Canadian post-secondary students [under the age of 30] who will be returning to post-secondary studies in September or who graduated from full-time post-secondary studies no earlier than December 2019, or are enrolled in PSE during the benefit period. Students receiving the Canada Emergency Student Benefit would be eligible but those receiving Canada Emergency Response Benefit would not be.

**WHAT:**

- A grant that range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student:
  - \$1,000 for 100 hours
  - \$2,000 for 200 hours
  - \$3,000 for 300 hours
  - \$4,000 for 400 hours
  - \$5,000 for 500 or more hours
- Service hours must be completed between the date of the launch (June 15, 2020) and Sept. 30, 2020 (TBC).
- Eligibility includes service with certified non-profit and charitable organizations working in Canada to address a challenge that has arisen from COVID-19 (e.g. economic and social impacts such as food security, initiatives focused on the elderly, public health, homelessness, mental health). The service cannot include advocacy, partisan political activity, or replacing the work of a paid employee.

**HOW IT WOULD WORK:**

- Mid-June (TBC) – the *I Want to Help* platform will be launched and additional details about the CSSG will be announced (including eligibility, how to apply, etc.). WE will provide up to 20,000 volunteer placements at the time of launch (expected to be two weeks from the signature of the contribution agreement).
- Mid-June – Sept. 30 (TBC) - Students apply on the *I Want to Help* platform for available opportunities that will be eligible for the CSSG. WE has committed to launching a further 20,000 placements over the course of the summer (for a total of 40,000 placements). Eligible organizations can also submit placements to WE to be vetted for eligibility under CSSG and to be posted on the *I Want to Help* platform. The application process for new opportunities will likely be closed before Sept. 30.
- August (TBC) – Sept. 30 (TBC) – The grant application process is open (once the online portal has been established and delivery mechanism is finalized). Students can apply at any time but would only be eligible to apply once. Organizations may be required to validate hours of service. WE will assess the number of applicants and the level of final disbursements. WE will disburse payments to students directly.

s.69(1)(e)

s.69(1)(e)

- Sept. 30 (TBC) to Nov. (TBC) – WE will make final disbursements, issue tax forms, and work with ESDC to wind down the grant. Payment is intended to flow to WE for final disbursements prior to the expiry of the statutory authority (i.e. Sept. 30, 2020). Any payments not made before the statutory authority expires would need to be cash-managed by the Department and secured through the supplementary estimates process.

[REDACTED] (FIN)

**From:** [REDACTED] (FIN)  
**Sent:** Monday, June 1, 2020 4:09 PM  
**To:** [REDACTED] (FIN); [REDACTED] (FIN)  
**Cc:** [REDACTED] (FIN)  
**Subject:** RE: MinO on CSSG.

Thanks for sharing this, [REDACTED].

----- Message d'origine -----

De : "[REDACTED] (FIN)" <[REDACTED]@canada.ca>  
Date : 20-06-01 16 h 06 (GMT-05:00)  
À : "[REDACTED] (FIN)" <[REDACTED]@canada.ca>, "[REDACTED] (FIN)" <[REDACTED]@canada.ca>  
Cc : "[REDACTED] (FIN)" <[REDACTED]@canada.ca>  
Objet : MinO on CSSG.

[REDACTED]

Head's up that MinO reached out to [REDACTED] on the Tax treatment of the CSSG. I talked to her briefly, and she's now flipped the message below to Amit (which, you'll see is not really correct). I expect there will be follow-up or you may get questions.

I think there is some resistance to the idea that it should be taxable (or taxable as employment income) and an interest in either alternatives or options to not have to withhold tax at source. This also mixes tax with EI and CPP contributions.

Happy to chat,

[REDACTED]

[REDACTED] of Finance Canada | Ministère des Finances Canada  
Ottawa, Canada K1A 0G5  
[REDACTED]@canada.ca s.16(2)(c)  
Telephone | Téléphone [REDACTED]  
Government of Canada | Gouvernement du Canada

**From:** [REDACTED]@canada.ca>  
**Sent:** Monday, June 1, 2020 3:49 PM  
**To:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>

Cc: [REDACTED] (FIN) [REDACTED]@canada.ca>

Subject: cssg

On tax treatment

CRA needs to decide formally if this is employment income (I think this is where they will land; hard to make the case that this is scholarship when it is tied to effort)

If this was to be scholarship income – we would need a legislative change to the income tax act

Tax says if it is deemed to be taxable income – they could work to not withhold at source (cpp, ei and tax). Timeline to launch mid june – this all needs to be set and clear by then.

On the 60,000 spaces (potential) – there is absolutely nothing in the RD that restricts the Minister to 40,000. [REDACTED] is checking with PCO to ensure the RD from Cabinet doesn't restrict us in some fashion. If necessary, [REDACTED] says they could add a clarifying line to the decision record that explicitly allows the Minister the flexibility to increase the placements, though we don't think you need it.

[REDACTED] will follow up with you on anything else fun she finds out from PCO.

Cheers!

Sent by [REDACTED] laptop, which would never hang out in a crowded park during a pandemic.

[REDACTED]  
[REDACTED] (portable) s.16(2)(c)  
[REDACTED] bureau)

[REDACTED] (FIN)

**From:** Singh, Amitpal (FIN)  
**Sent:** Tuesday, June 16, 2020 12:57 PM  
**To:** [REDACTED] (FIN)  
**Cc:** [REDACTED] (FIN)  
**Subject:** Re: cssg

Ok, that would be helpful. Please let me know if we can confirm.

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On Jun 16, 2020, at 10:54 AM, [REDACTED] (FIN) <[REDACTED]@canada.ca> wrote:

Will check with Tax. Last I heard they had verbal confirmation from CRA that if the decision confirms taxable CSSG, CRA would be able to administratively waive the requirement to withhold income tax if desired. This would also cover the withholding of provincial income tax outside Quebec. CRA would also reach out to Revenu Quebec to request a parallel waiver.

**From:** [REDACTED]@canada.ca>  
**Sent:** Tuesday, June 16, 2020 10:44 AM  
**To:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Cc:** [REDACTED] (FIN) [REDACTED]@canada.ca>; [REDACTED]  
[REDACTED]@canada.ca>; [REDACTED] (FIN) <[REDACTED]@canada.ca>  
**Subject:** Re: cssg

hallelujah  
i am glad this has been put to bed  
[REDACTED] - any news on cra?

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

On Jun 16, 2020, at 10:42 AM, Singh, Amitpal (FIN) <amitpal.singh@canada.ca> wrote:

Hello,

PM signed off yesterday. Can we poke CRA to see if they have made a final determination, and if not taxing at source is an option if it must be taxed? Thanks!



Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On Jun 5, 2020, at 7:07 PM, Singh, Amitpal (FIN)  
<amitpal.singh@canada.ca> wrote:

Ah ok. Thought they could lock that down while the memo was making its way up approvals. Will poke PMO. Thanks!

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On Jun 5, 2020, at 5:31 PM, [REDACTED] (FIN)  
<[REDACTED]@canada.ca> wrote:

They need a funding decision first. They have no source of funds for the contribution agreement until we have a PM decision.

[REDACTED]

**From:** Singh, Amitpal (FIN) <amitpal.singh@canada.ca>  
**Sent:** Friday, June 5, 2020 5:29 PM  
**To:** [REDACTED] (FIN)  
<[REDACTED]@canada.ca>  
**Cc:** [REDACTED]  
**Subject:** Re: cssg

Ok, thanks for this, very helpful. Do you know if ESDC has finalized and signed their contribution agreement with the third party?

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance | Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On Jun 5, 2020, at 5:23 PM, [REDACTED]  
[REDACTED] (FIN)  
[REDACTED]@canada.ca>  
wrote:

I checked in with Tax, who followed up with CRA.

As I suspected, they don't have a final view yet. In part the parameters of the CSSG aren't final (they are subject to this funding decision and ratification of Cabinet proposal). CRA will need this, and further detail from ESDC on the relationships between the students, WE, and the charities (e.g., terms and conditions of the program, additional information around application process).

WRT to withholding, Tax says that waiving withholding of tax is certainly an option legislatively, and probably an option administratively, but CRA hasn't landed anything formal yet given uncertainty re: taxability. I understand that if they can do it administratively, it could be through a "waiver" that CRA would have to approve internally hinging on an argument that withholding would cause hardship in this context. There may be other avenues as well.

Another option is that if students complete a TD1 form indicating that their taxable income for the year will be sufficiently low and provide it to WE, then WE would not have to withhold any tax under normal procedures. That would depend on WE having the capacity to process those forms and withhold or not on the basis of those forms submitted by individual applicants.

One thing to flag is that short of legislation to make it "other income" rather than "employment income", there's no way to avoid withholding of

CPP / EI, but that would be relatively small (about \$160 outside Quebec).

Tax also notes we'll have to approach Quebec on this (either for them to similarly waive withholding of provincial tax, or to categorize it as "other income" if we were to do that legislatively at our level). This would not be an issue under the TD1 approach (QC has an equivalent form).

[REDACTED]

**From:** Singh, Amitpal (FIN)  
<amitpal.singh@canada.ca>  
**Sent:** Friday, June 5, 2020 9:46 AM  
**To:** [REDACTED] (FIN)  
<[REDACTED]@canada.ca>  
**Cc:** [REDACTED] (FIN)  
<[REDACTED]@canada.ca>  
**Subject:** Re: cssg

Thanks for this [REDACTED].

Do we know if CRA has made a decision? If taxable, is not taxing at source an option?

Amitpal Singh  
Policy Advisor  
Office of the Minister of Finance |  
Cabinet du ministre des Finances  
(c) [REDACTED] s.16(2)(c)

On Jun 1, 2020, at 5:48 PM, [REDACTED] (FIN) <[REDACTED]@canada.ca> wrote:

Here's what Tax says. Have been talking to [REDACTED] in Personal Income Tax.

Among students aged 30 or less who were enrolled full-time for at least one month in 2017, about 20% owed federal tax at end of year. An additional 5% did not owe federal tax, but did owe provincial tax (most of these in Quebec). Students may be less likely to earn sufficient income to be taxable in 2020 than in 2017 given economic conditions, but some who would not have enough income to be taxable absent the CSSG could still owe tax on part of the CSSG if their other income put them close to the threshold of becoming taxable.

**From:** Singh, Amitpal  
(FIN)  
<[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)>  
**Sent:** Monday, June 1, 2020 3:57 PM  
**To:** [REDACTED]  
(FIN)  
[REDACTED]@c  
[\[REDACTED\]@canada.ca](mailto:[REDACTED]@canada.ca)>  
**Cc:** [REDACTED]  
(FIN)  
[REDACTED]@c  
[\[REDACTED\]@canada.ca](mailto:[REDACTED]@canada.ca)>  
**Subject:** RE: cssg

Ok, thanks.

Does Tax know as a percentage how many post-secondary age folks file taxes below the basic personal amount?

Amitpal Singh  
Policy Advisor  
Office of the Minister of  
Finance | Cabinet du  
ministre des Finances  
(c) [REDACTED]

s.16(2)(c)

**From:** [REDACTED]  
[REDACTED]@c

[\[REDACTED\]@canada.ca](mailto:[REDACTED]@canada.ca)>

**Sent:** Monday, June 1,  
2020 3:49 PM

**To:** Singh, Amitpal (FIN)  
<[amitpal.singh@canada.ca](mailto:amitpal.singh@canada.ca)>

**Cc:** [REDACTED]  
(FIN)  
<[\[REDACTED\]@canada.ca](mailto:[REDACTED]@canada.ca)>

**Subject:** cssg

On tax treatment  
CRA needs to decide  
formally if this is  
employment income  
(I think this is where  
they will land; hard to  
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deemed to be taxable  
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Timeline to launch  
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On the 60,000 spaces (potential) – there is absolutely nothing in the RD that restricts the Minister to 40,000. [REDACTED] is checking with PCO to ensure the RD from Cabinet doesn't restrict us in some fashion. If necessary, [REDACTED] says they could add a clarifying line to the decision record that explicitly allows the Minister the flexibility to increase the placements, though we don't think you need it.

[REDACTED] will follow up with you on anything else fun she finds out from PCO.  
Cheers!

*Sent by [REDACTED] laptop, which would never hang out in a crowded park during a pandemic.*

[REDACTED]

[REDACTED] (portable)  
[REDACTED] (bureau)

s.16(2)(c)

[REDACTED] (FIN)

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**From:** [REDACTED] (FIN)  
**Sent:** Wednesday, June 17, 2020 6:16 AM  
**To:** Singh, Amitpal (FIN)  
**Cc:** [REDACTED] (FIN) [REDACTED] (FIN)  
**Subject:** student grant implementation

**Categories:** Blue category

there is a pco call with esdc to touch base on this one today  
if you have any specific qs for our pal rachel - shoot them our way

Sent by [REDACTED] sassy smartphone  
[REDACTED] s.16(2)(c)

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**Subject:** Student grant implementation  
**Location:** Dial-in: 613-960-7513/1-877-413-4877, Conf. ID: [REDACTED] s.16(2)(c)  
**Start:** Wed 2020-06-17 4:30 PM  
**End:** Wed 2020-06-17 5:00 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** [REDACTED]



---

**From:** [REDACTED] (FIN)  
**Sent:** Wednesday, June 17, 2020 5:07 PM  
**To:** [REDACTED] (FIN)  
**Cc:** [REDACTED] (FIN); [REDACTED] (FIN); [REDACTED] (FIN)  
**Subject:** CSSG debrief

Here are my notes on the CSSG call. Key take aways:

- Likely launch on Monday
- OK to extend the time period beyond end of September. ESDC view is this should be a single date (e.g., end of October) and announced clearly at launch. They will provide PCO/PMO with a recommendation and info on how many students would likely get max hours.
- ESDC will share info on what's known now re: initial placements to inform comms materials. They need about 48 hours notice before launch.
- ESDC will also share info on the kind of reporting they will be getting from WE and from the I Want To Help platform.

Copying [REDACTED] as I am away next week.

+++++

PCO [REDACTED]

- Launch and communications
- What things look like post-roll out and launch
- What's the triggers around Phase 2
- How the relationship with WE will work?

PMO [REDACTED]

- Also, interested in how we can get to a pathway that anyone that comes into the program can end up with 4 months to accrue hours.
- We are launching in mid-June. So strong desire that a student is given 4 months for that discussion.
- Also, given the reality of what this school-year looks like (more remote, not on campus, etc).

1. Launch and Comms [REDACTED]

- We need a 2-day lead time
- We need a funding decision and to have the CA signed
- One thing we should do is small-scale beta testing of the application in French (would like the OK to do that)
- On track from 20K placements loaded for launch
- Advanced for the 2<sup>nd</sup> cohort for mid-July
- No problem extending this to end of October or November – but let's get clarity with that date and launch that with that date. Need clarity on the date to nail it down quickly in the comms and related programs. We can amend the CA. Do it from the outset. We can sort of do the amendment after launch.

[REDACTED]

- What are the different options for driving to the date. Complexity depends on the on-boarding of the cohort.
- Do you pick a single date, or do you set something tied to the cohort – so each having 4 months, recognizing how they are onboarding.

- We haven't designed to each student having 4 months. We think it will vary based on students. It's a mix. Some will be more and less, including the the 5K.
- Yes, it will tight for the technical feasibility.
- It's about extending the timeframe to get more students the possibility on more hours.
- Comes down to how long do you want this program running. Given your stated intent of helping students pay for the Fall.
- End of October is fine.
- What I could come back with the number of hours per week to get the thresholds. [REDACTED] – yes, that would help)
- If we are announcing on Monday – we should extend. And recognize that if we need to do more, we could extend again later.
- It is funded only until Sept 30 under the Stat authority. There are some implications re: funding. And getting authorities.

#### PCO Comms

- Notionally – target date is Monday. PM will do it from the cottage. Minister would do a follow-up at noon stand-up with CPHO.
- Don't see a role in physical times with WE.

- WE is doing white label. Not part of their branding. But they have some cool products under the I Want to Help

- Do we have info on the early 20K placements that we could maybe highlight in the communication. [REDACTED] – we have that)

#### Post Roll Out

- [REDACTED] Minsiters were interested in having a line of sight re: uptake and where things are
- [REDACTED] getting reports from WE every two weeks, detailed AND Job Bank folks can report on the opportunities/placements (postal code)
- So good info on both student participation via participation and self-ID as well as work on placements.
- WE has already done a tonne of work to have placements lined up.
- Alain Beaudoin's brief on implementation – might make sense to hear more about this as things are ongoing. (Rachel agree).

#### Follow-up:

- ESDC to come back with:
  - Info on duration and number of hours. Assessment of date and and reaching the max.
  - What known about placements to date
  - Content of regular reporting on progress

## Delivery of the Canada Student Service Grant

s.69(1)(e)

### Prime Minister Decision

Prime Minister Decision Exactly the Same as Minister Decision: No

The Prime Minister decided to provide up to \$543.8 million to Employment and Social Development Canada for the establishment and payments under the new, taxable Canada Student Service Grant.

The Prime Minister decided to limit eligibility of the grant to students eligible for the Canada Emergency Student Benefit who are under the age of 30.

The Prime Minister further decided <sup>s.69(1)(e)</sup> to convert the remaining \$356.2 million in the set-aside [REDACTED] to a provision for this initiative. The Minister of Diversity and Inclusion and Youth can seek access to this provision with the approval of the Minister of Finance following submission of a letter and supporting information regarding expenditures to date and demand above and beyond initial estimates. A subsequent funding decision would not be required to access this funding.

The Prime Minister also decided that the Minister of Diversity and Inclusion and Youth is required to write to the President of the Treasury Board to provide an update on the CSSG, not for approval, prior to drawing down funding for phase 2 and subsequent cohorts. For greater clarity, the Minister of Diversity and Inclusion and Youth should provide an update once WE has completed the launch of its initial 20,000 supported placements and is preparing to launch the next 20,000 placements.

The Prime Minister also decided to waive the condition placed on the Canada Service Corps program for Employment and Social Development Canada to report on results for 2020-2021 in order to access frozen funding for 2021-2022 [REDACTED]. ESDC is to report back to Treasury Board in 2021-2022 when information can be fully compiled regarding the Canada Service Corps program outcomes for the 2020-2021 fiscal year.

s.69(1)(e)

## Fiscal Impact of the Prime Minister Decision

Prime Minister Decision (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>I Want to Help Platform - Employment and Social Development Canada</i>	0.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
<i>Canada Student Service Grant - Employment and Social Development Canada</i>	0.0	543.8	0.0	0.0	0.0	0.0	543.8	0.0	0.0
<i>Canada Student Service Grant - Remaining Provision - Employment and Social Development Canada</i>	0.0	356.2	0.0	0.0	0.0	0.0	356.2	0.0	0.0
<i>Canada Services Corps - Waiving the B2019 Condition - Employment and Social Development Canada</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>
<i>Less: Set-aside</i>		(900.0)					(900.0)		0.0
<i>Less: Amounts approved for the I Want to Help platform in</i>		(2.0)					(2.0)		0.0
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>									
	same as accrual								

Note: Totals may not sum due to rounding.

s.69(1)(e)

s.69(1)(e)

## Delivery of the Canada Student Service Grant

s.69(1)(e)

### Minister of Finance Decision

The Minister decided to provide up to \$543.8 million to Employment and Social Development Canada for the establishment and payments under the new, taxable Canada Student Service Grant.

The Minister decided to limit eligibility of the grant to students eligible for the Canada Emergency Student Benefit who are under the age of 30.

s.69(1)(e) The Minister further decided to convert the remaining \$356.2 million in the set-aside [redacted] to a provision for this initiative. The Minister of Diversity and Inclusion and Youth can seek access to this provision with the approval of the Minister of Finance following submission of a letter and supporting information regarding expenditures to date and demand above and beyond initial estimates. A subsequent funding decision would not be required to access this funding.

The Minister decided to provide any funding for these measures in 2020-21 through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*, subject to the concurrence of the Minister of Health. Should funding be required beyond the expiry date of the statutory authority, the funding remains available through voted means.

The Minister also decided to waive the condition placed on the Canada Service Corps program for Employment and Social Development Canada to report on results for 2020-2021 in order to access frozen funding for 2021-2022 [redacted] ESDC is to report back to Treasury Board in 2021-2022 when information can be fully compiled regarding the Canada Service Corps program outcomes for the 2020-2021 fiscal year.

s.69(1)(e)

### Fiscal Impact of the Minister of Finance Decision

Minister of Finance Decision (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>I Want to Help Platform - Employment and Social Development Canada</i>	0.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
<i>Canada Student Service Grant - Employment and Social Development Canada</i>	0.0	543.8	0.0	0.0	0.0	0.0	543.8	0.0	0.0
<i>Canada Student Service Grant - Remaining Provision - Employment and Social Development Canada</i>	0.0	356.2	0.0	0.0	0.0	0.0	356.2	0.0	0.0
<i>Canada Services Corps - Waiving the B2019 Condition - Employment and Social Development Canada</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>
<i>Less: Set-aside</i>		(900.0)					(900.0)		0.0
<i>Less: Amounts approved for the I Want to Help platform in [redacted]</i>		(2.0)					(2.0)		0.0
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>	same as accrual								
Note: Totals may not sum due to rounding.									

s.69(1)(e)

## Delivery of the Canada Student Service Grant

Responsible branch: FPRSP

Drafted by: [REDACTED]

Lead department: *Employment and Social Development Canada*

- s.69(1)(e) • The Minister of Diversity and Inclusion and Youth is seeking access to up to \$545.8 million of the \$900 million in funding set-aside in 2020-21 [REDACTED] to support the creation and implementation of the Canada Student Service Grant (CSSG) as follows:

  - \$2 million for an online *I Want to Help* platform created and managed by Employment and Social Development Canada (ESDC);
  - \$43.8 million in program support to WE Charities for 40,000 volunteer placements focusing on COVID-19 challenges, set-up costs and administration costs for the disbursement of up to 100,000 CSSGs to eligible students; and
  - \$500.0 million for an initial funding envelope for the payment of the grants.
  - The Minister is requesting that funding be provided through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*, subject to the concurrence of the Minister of Health.
- Given uncertainty regarding uptake and demand for the initiative, the Minister is also proposing that the remaining \$354.2 million in funding in the initial set aside be maintained in a contingency fund, which could be accessed with your agreement should the initial allocation be insufficient.
- Finally, the Minister is requesting that a funding condition placed on the Canada Service Corps (CSC) program [REDACTED] requiring annual reporting on results to Treasury Board (TB) be waived for 2020-2021, in order to extend funding agreements with partner organizations into 2021-22. s.69(1)(e)
- On April 22 the Prime Minister announced the Government's intent to launch a new Canada Student Service Grant for Canadian post-secondary students who significantly contribute to COVID-19 efforts through voluntary service. The announcement made it clear that more details were to follow once the grant was launched. The funding decision [REDACTED] set-aside \$900 million in 2020-21 to support the delivery and implementation of the grant. The decision noted that the grant would be for Canadian post-secondary students under the age of 30 enrolled in spring-summer or fall 2020 courses. Access to funding was conditional on approval of a detailed proposal by you and the Prime Minister. s.69(1)(e)
- Separately [REDACTED] funding was also provided to ESDC for the *I Want to Help* platform (\$2.0 million in 2020-21) and an expansion of the Canada s.69(1)(e)

Service Corp (\$74.0 million in 2020-21). These measures were also announced on April 22, 2020.

- On May 22, 2020, Cabinet approved the Minister's proposal for the implementation of the CSSG, *ad referendum* on funding. The Cabinet presentation and detailed funding proposal submitted with this request provide additional details on the proposed grant as outlined below and in Annex 1, including eligibility criteria, the level of grant funding, and the delivery model.
- Eligibility: The Minister proposes that eligibility for the CSSG be aligned with the eligibility for the Canada Emergency Student Benefit (CESB). As such, the CSSG would be available to current postsecondary education (PSE) students (e.g., those currently enrolled or returning to PSE), recent PSE graduates, as well as recent high school graduates (or those scheduled to graduate) who have applied to PSE and intend to enroll if accepted before February 2021. International students studying in Canada are excluded. Students receiving the CESB would be eligible for the CSSG if they complete service placements, but students receiving the Canada Emergency Response Benefit (CERB) would not be eligible. This definition is broader than the original funding decision which focused on students under the age of 30 enrolled in spring-summer or fall 2020 courses (e.g., excluded mature students and recent PSE graduates or school leavers).
- Level of Grant Funding: Students who provide service to registered not-for-profit (NFPs) or charitable organizations implicated in Canada's response to COVID-19 would be eligible for grants, scaled to the number of service hours completed. Five levels are recommended in the funding proposal: \$1,000 for 100 hours, \$2,000 for 200 hours, \$3,000 for 300 hours, \$4,000 for 400 hours, and \$5,000 for 500 hours. This equates to approximately \$10 per hour.
- Delivery Model: ESDC proposes to deliver the CSSG through a contribution agreement with WE Charities whereby WE would serve as the third party delivery agent for the initiative, including supporting the development of specific CSSG-related service opportunities and the administration of grant disbursements to eligible students. Discussions and negotiations with WE are advanced, though a funding decision and revisions to program terms and conditions are required before the contribution agreement can be signed. The costing for each delivery element is provided below:
  - \$2 million will be provided to ESDC to launch an *I Want to Help* online platform which will provide information about available service opportunities. WE will work to ensure that eligible placements are made available on the online platform.
  - \$33.3 million to WE to generate up to 40,000 supported placements for students relating to COVID-19 and disburse grants to these students. WE will directly support NFPs by helping to design volunteer placements, recruiting volunteers, matching volunteers with placements, on-boarding and training volunteers and processing funding to reduce the administrative burden associated with creating these placements for NFPs. WE will also ensure that the placements will be safe for students and consistent with public health

advice, reducing the liability risks to the Government of Canada. Up to 10,000 of these placements will be created by WE directly. The remainder will be created by working in partnership with up to 50 NFPs and Imagine Canada, an umbrella organization.

- \$10.5 million to support WE to vet placements and disburse grants to 60,000 additional students who perform service in eligible placements that are not directly supported by WE. Only those placements posted on the *I Want to Help* platform will be eligible.
- \$500 million to WE for the cost of grants to be dispersed to eligible students. The amount would represent disbursements for up to 100,000 students at the highest level (\$5,000) with flexibility to support additional grants and administration above this target should funding remain. This amount is variable and depends on the number of eligible students and the number of hours of service performed.
- Given uncertainty about the actual demand, the Minister is also asking that the remainder of the set-aside (\$354.2 million) be available to ESDC, should it be needed, subject to your approval.

## ANALYSIS

- The initial funding decision was very preliminary and focused on disbursements to students with limited consideration of what supports may be required in order to support NFPs or the charitable sector in generating service opportunities. In developing a more detailed proposal, ESDC has noted that the NFP and charitable sector has limited capacity to provide safe and virtual opportunities to students. In the context of COVID-19, many NFPs have lost or have limited capacity to take on the creation of new service placements due to major shifts in their incoming donations, dramatic increases in demand, and changes to the availability of volunteers or board staff to maintain operations.
- By creating 40,000 placements, WE will ensure a number of opportunities are available to students in the current context. The proposal provides scope for a minimum of 60,000 additional students performing eligible service in a non-supported placement to also receive the CSSG. This will create alternative avenues for students who are looking to increase their income in the fall but do not have access to one of the supported placements. However, these placements will be limited by the ability of NFPs to submit placements, for WE to review and post these placements to the *I Want to Help* platform in a timely manner, and for students to be matched and in a placement quickly. The approach is intended to ensure that organizations outside of WE and its network of partners are able to post opportunities, while providing some checks and balances to ensure eligibility and safety requirements are met, and that WE and ESDC are able to monitor uptake and demand.
- Aligning eligibility with the definition of student in the CESB would provide some consistency and simplify communications. It is however a broad definition, including approximately 2.6 million students: those completing high school (0.4 million), current domestic PSE students (1.8 million) and recent PSE graduates (0.5 million).

s.69(1)(e)



## s.69(1)(e)

Students receiving the CERB would be ineligible, which is currently estimated to be approximately 0.6 million students.

- To ensure consistency with the original funding decision, we recommend that eligibility be limited to those under 30 to exclude mature students (0.4 million) and focus the initiative on youth. Although there was no explicit statement limiting the grant to youth in the Prime Minister's announcement, the announcement focused on youth generally and on students starting their careers. In addition, youth are more likely to be affected by unemployment and – for those who have limited parental support – may have fewer financial resources at their disposal. Explicitly limiting the grant to those under 30 would also reduce access to the grant by mid-career students and retirees who may be taking courses part-time, who would be eligible for the grant, and who may be looking to supplement their income.
- As students receiving the CESB would be eligible for the CSSG if they complete eligible service, the grant may reduce incentives to work. However, students would still be required to meet continued eligibility for CESB in each application period, including by seeking work. This risk is somewhat limited given that the grant equates to about \$10 per hour and is unlikely to create disincentives to students taking paid work, where available, or to substituting full-time well-compensated work with service hours. Instead, the grant may encourage students who are studying or working part-time to supplement their income and increase their ability to save for the fall semester. There is no constraint on eligibility for CSSG based on income or earnings of the student.
- Further, we are awaiting guidance from the Canada Revenue Agency (CRA) on the tax treatment of the CSSG under current law. The CRA may advise that the CSSG is taxable as employment income (amounts paid to volunteers are typically considered employment or business income unless they simply reimburse costs or are too small to incentivize service). This outcome would be similar to the CESB and CERB, which are also taxable (although not as employment income).
  - While most students are likely to be relatively low-income and may not have tax payable (it is their personal income that determines their tax rate, rather than that of their parents), some higher-income students could also receive the CSSG and they would be subject to tax on these amounts were the grant taxable. Given that the grant is intended to benefit lower-income students, this would be appropriate. Note that achieving a different result would require amendments to the *Income Tax Act*, and could lead to inconsistent results in Quebec unless Quebec chooses to amend its own tax laws.
  - WE may also be required to withhold tax, CPP, and EI on the payments. Depending on the tax treatment and the region, a \$5,000 grant payment could be reduced to \$4,342 (and lower in Quebec), with the possibility that some or all of the tax withheld would be refunded when the student files their income tax. We will work with the CRA to examine whether federal tax withholding can be avoided.
  - We will also work with ESDC to assess the potential interaction with the CESB benefit, and if required work to develop regulatory amendments to

exclude the CSSG from the calculation of employment income for the purposes of the CESB. Any such amendments would be subject to your consent, which we would seek under separate cover if required.

- Waiving the condition on the CSC program to report on results for 2020-21 would allow ESDC to extend funding agreements with NFPs who may be financially impacted by COVID-19. This could create funding certainty and stability for the program and partners during this period. The program has also been successful at meeting its annual targets as part of its reporting requirements for 2019-20.
- ESDC would report back to TB in 2021-2022 when information can be fully compiled regarding the CSC program outcomes for the 2020-2021 fiscal year. TB would also have to agree with this recommendation for ESDC to proceed as they implemented the Finance condition.

### *Costing*

- The Prime Ministers' announcement noted that the grant would be available to any student that performed eligible acts of service. As such, there are likely communications challenges should the Government seek to cap or constrain access to the grant if there is significant demand.
- \$2 million in funding for the *I Want to Help* platform was announced with the student package and, while requested by the Minister in this proposal, was previously approved in [REDACTED]. As such, we recommend that the \$2 million be added to the contingency funding to align with the set-aside, in addition to the \$354.2 million provision requested by the Minister.
- A review of the estimated costs associated with delivery of the grant seem reasonable. While the creation of placements is a costly element of the proposal, it addresses concerns about the capacity of NFPs to take on student volunteers in the current context and enables positive experiences for students who have access to supported placements. Given WE's significant social media youth networks, we expect that there will be sufficient demand for these placements, thus helping to ensure the initiative is able to show success. These 40,000 placements will also be created and distributed to ensure a strong diversity of placements across regions, in small communities as well as urban centres, in a range of service areas, and that appeal to a diversity of students (e.g., ensuring access for underrepresented groups).
- The costing associated with the disbursements of the grants remains difficult to predict. It is unclear how many placements will be made available at NFPs or charities, how many hours those placements may offer students, how many students will perform service rather than working, and how many of those who do perform service will apply and qualify for the grant. The proposal costing is based on up to 100,000 grants of \$5,000 each, the maximum CSSG amount available. As we do not expect all students to complete 500 hours of service (particularly given a mid-June launch), there is flexibility, depending on the number of applicants and the level of the grant to support more grants. For example, if the average grant value was \$3,000, more than 160,000 grants could be provided.

s.69(1)(e)

- As demand is difficult to predict and given the size of the eligible population, uptake could be much higher. For example, a reasonable proxy to estimate demand could be based on the number of students who apply to the Canada Emergency Student Benefit (CESB) as these students will qualify for the grant and do not have access to work opportunities. As of May 24, 2020, 433,000 students had applied for the CESB. As such, estimates are highly uncertain. As students will need to apply through the *I Want to Help* platform, ESDC will have some tools at its disposal to estimate how many students will apply and the value of grants awarded but this information will not be available until well after the launch of the grant.
- As part of the initial announcement and regular reporting to FINA, \$912 million has been publicly noted for this initiative. The final decision from the Prime Minister on the set-aside was \$900 million. Given this, in our view there is merit in approving up to \$900 million for this initiative, with up to \$543.8 million accessible now, and the remaining set-aside converted to a provision that the Minister can access subject to your approval if demand exceeds expectations. If demand does not materialize, these amounts can be returned to the fiscal framework.
  - Consideration could be given to maintaining the contingency amounts in a set-aside that could be accessed through a funding decision. However, given the incredibly short timelines for delivery of the grant and the expiry of the statutory authority in September, a subsequent funding decision could result in significant delays and could result in ESDC needing to cash-manage significant transfers to WE while they seek supply through supplementary estimates. Given ESDC's current load of COVID-19 programs and similar risks with all these programs (CERB, CESB, etc.), this is not recommended.
  - Should demand exceed the \$900 million set-aside for this initiative, the Minister would return to you and the Prime Minister to seek additional resources. In our view this is unlikely, so long as the initiative is limited to this summer.
- We support the Minister's request to access this funding through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*. The use of the statutory appropriation authority provides more flexibility to address uncertain demand for the grant. Unlike voted amounts which are briefed into a Department's reference levels and can lapse or at times be redirected to other priorities, funding under the statutory authority would only be drawn down as needed. ESDC would be required to submit expense reports to the Receiver General which provide sufficient evidence that the expenses were related to activities under the statutory authority. In effect, the funding is ring-fenced and any funding not used to implement the grant will be returned to the fiscal framework.

## RECOMMENDATION

- To that end, we recommend that you provide the Minister with authority to access up to \$543.8 million based on need to implement this initiative.
- We also recommend that eligibility be limited to those under 30 to exclude mature students (0.4 million) and focus the initiative on youth, consistent with the funding decision.

- Further, in order to ensure that sufficient funding remains should demand be significant, we recommend that the remaining set-aside be converted into a provision which the Minister can access, by an exchange of letters with you, if she is able to demonstrate to your satisfaction that she will require additional funding to meet demand.
- We support providing access to funding for these measures in 2020-21 through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*, subject to the concurrence of the Minister of Health. Should funding be required beyond the expiry date of the statutory authority (i.e., Sept. 30, 2020) the funding should remain available until the conclusion of the contribution agreement (or the end of fiscal 2020-21 if earlier) and could be accessed through supplementary estimates. Any unused funding is to be returned to the fiscal framework.
- We recommend that the CSSG be taxable, and will return to you under separate cover if the CRA concludes that amendments to the *Income Tax Act* would be necessary to achieve this result.
- We further recommend waiving the Budget 2019 condition placed on the CSC program to report on results to TB for 2020-21 in order to access frozen funding for 2021-22.

s.69(1)(e)

## Expected Cost of the Proposal

Departmental Ask (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>I Want to Help Platform - Employment and Social Development Canada</i>	0.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
<i>Canada Student Service Grant - Employment and Social Development Canada</i>	0.0	543.8	0.0	0.0	0.0	0.0	543.8	0.0	0.0
<i>Canada Student Service Grant - Remaining Provision - Employment and Social Development Canada</i>	0.0	354.2	0.0	0.0	0.0	0.0	354.2	0.0	0.0
<i>Canada Services Corps - Waiving the B2019 Condition - Employment and Social Development Canada</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>900.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>	<b>same as accrual</b>								

Note: Totals may not sum due to rounding.

## Fiscal Impact of the Finance Recommended Option

Finance Recommendation (\$ millions)	19-20	20-21	21-22	22-23	23-24	24-25	Total	Rem. Amort.	Ongoing
<b>ACCRUAL PROFILE</b>									
<i>I Want to Help Platform - Employment and Social Development Canada</i>	0.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
<i>Canada Student Service Grant - Employment and Social Development Canada</i>	0.0	543.8	0.0	0.0	0.0	0.0	543.8	0.0	0.0
<i>Canada Student Service Grant - Remaining Provision - Employment and Social Development Canada</i>	0.0	356.2	0.0	0.0	0.0	0.0	356.2	0.0	0.0
<i>Canada Services Corps - Waiving the B2019 Condition - Employment and Social Development Canada</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>902.0</b>	<b>0.0</b>	<b>0.0</b>
Less: Set-aside		(900.0)					(900.0)		0.0
Less: Amounts approved for the I Want to Help platform in		(2.0)					(2.0)		0.0
<b>TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CASH PROFILE</b>	<b>same as accrual</b>								

Note: Totals may not sum due to rounding.

**s.69(1)(e)**

**FINANCE RECOMMENDATION**

s.69(1)(e)

**Decision 1**

Provide up to \$543.8 million to Employment and Social Development Canada for the establishment and payments under the new, taxable Canada Student Service Grant.

**(a) I concur**

**Decision 2**

Limit eligibility of the grant to students eligible for the Canada Emergency Student Benefit who are under the age of 30.

**(a) I concur**

**(b) Alternatively**, do not limit eligibility of the grant to students eligible for the Canada Emergency Student Benefit who are under the age of 30, as per the Minister's proposal.

s.69(1)(e)

**Decision 3**

Convert the remaining \$356.2 million in the set-aside (████████████████████) to a provision for this initiative. The Minister of Diversity and Inclusion and Youth can seek access to this provision with the approval of the Minister of Finance following submission of a letter and supporting information regarding expenditures to date and demand above and beyond initial estimates. A subsequent funding decision would not be required to access this funding.

**(a) I concur**

**(b) Alternatively**, do not convert the remaining \$356.2 million set-aside to a provision for this initiative. Instead, the funding would remain in the set-aside and could be accessed, subject to a funding decision by you and the Prime Minister.

**Decision 4**

Provide any funding for these measures in 2020-21 through the statutory appropriation contained in the *Public Health Events of National Concern Payments Act*, subject to the concurrence of the Minister of Health. Should funding be required beyond the expiry date of the statutory authority, the funding remains available through voted means.

**(a) I concur**

**Decision 5**

Waive the condition placed on the Canada Service Corps program for Employment and Social Development Canada to report on results for 2020-2021 in order to access frozen funding for 2021-2022 ( [REDACTED] ) ESDC is to report back to Treasury Board in 2021-2022 when information can be fully compiled regarding the Canada Service Corps program outcomes for the 2020-2021 fiscal year.

s.69(1)(e)

**(a) I concur**

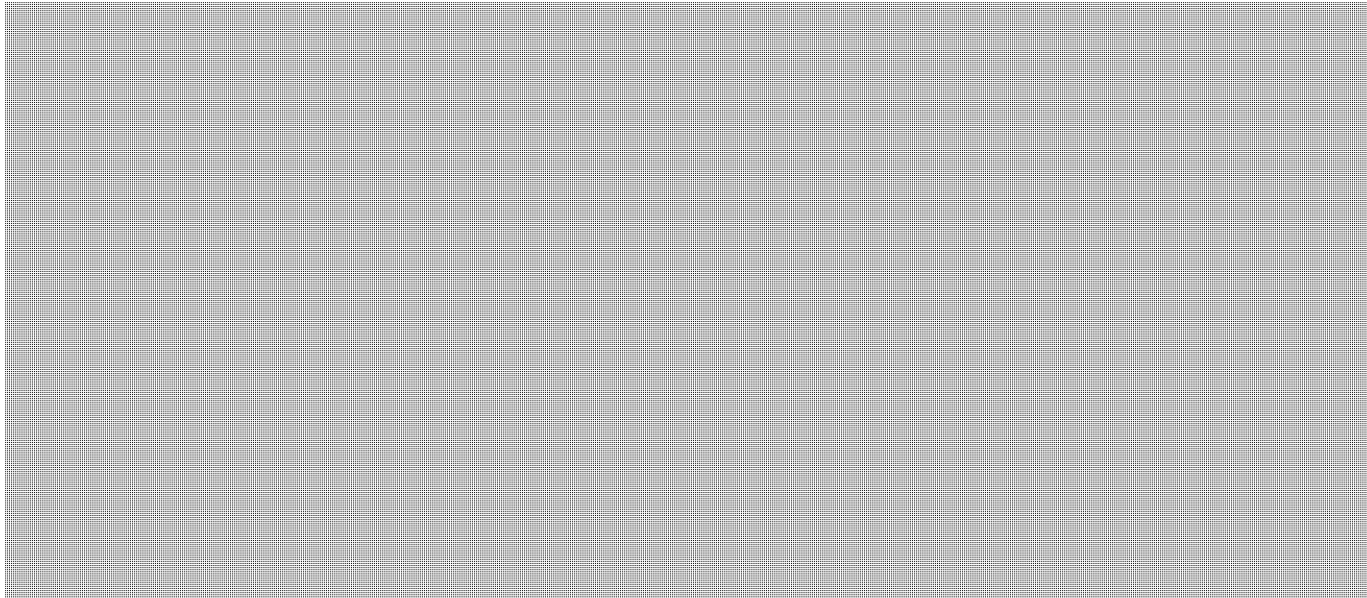
**I wish to discuss.**

**SUMMARY OF GENDER-BASED ANALYSIS (GBA)+ IMPLICATIONS**

There is relatively little difference in volunteer rates amongst males and females. However, females make up approximately 57 per cent of Canadian post-secondary enrolments (based on 2017-18 statistics). Females of student age (aged 15-29 years old) are also more likely to be affected by unemployment as recent employment rate changes showed females were disproportionately affected in both full- and part-time job losses. As a result, females are more likely to be seeking out opportunities to get involved and may also be seeking more opportunities to make up for lost income and incentivized by the proposed grant. In addition, the 40,000 proposed placements will also be developed with a particular view to ensuring diversity in the placement types and the student volunteers. This approach is likely to provide positive outcomes for generally underserved and underrepresented populations in service such as Indigenous, rural and remote, students with disabilities, LGBTQ+, low-income, visible minority and racialized students.

**SUMMARY OF STRATEGIC ENVIRONMENTAL ASSESSMENT**

There are no anticipated environmental impacts associated with this proposal, either positive or negative.



s.69(1)(e)

**SUMMARY OF THE PROPOSAL**



**(SUBJECT TO CHANGE DUE TO ONGOING NEGOTIATION OF THE CONTRIBUTION AGREEMENT WITH WE)**

s.69(1)(e)

**WHO:**

- Canadian post-secondary students [under the age of 30] who will be returning to post-secondary studies in September or who graduated from full-time post-secondary studies no earlier than December 2019, or are enrolled in PSE during the benefit period. Students receiving the Canada Emergency Student Benefit would be eligible but those receiving Canada Emergency Response Benefit would not be.

**WHAT:**

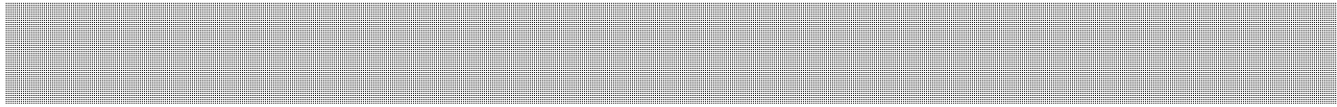
- A grant that range from \$1,000 to \$5,000 per eligible student that performs acts of service in a COVID-19 related sector, scaled to the contribution of the student:
  - \$1,000 for 100 hours
  - \$2,000 for 200 hours
  - \$3,000 for 300 hours
  - \$4,000 for 400 hours
  - \$5,000 for 500 or more hours
- Service hours must be completed between the date of the launch (June 15, 2020) and Sept. 30, 2020 (TBC).
- Eligibility includes service with certified non-profit and charitable organizations working in Canada to address a challenge that has arisen from COVID-19 (e.g. economic and social impacts such as food security, initiatives focused on the elderly, public health, homelessness, mental health). The service cannot include advocacy, partisan political activity, or replacing the work of a paid employee.

**HOW IT WOULD WORK:**

- Mid-June (TBC) – the *I Want to Help* platform will be launched and additional details about the CSSG will be announced (including eligibility, how to apply, etc.). WE will provide up to 20,000 volunteer placements at the time of launch (expected to be two weeks from the signature of the contribution agreement).
- Mid-June – Sept. 30 (TBC) - Students apply on the *I Want to Help* platform for available opportunities that will be eligible for the CSSG. WE has committed to launching a further 20,000 placements over the course of the summer (for a total of 40,000 placements). Eligible organizations can also submit placements to WE to be vetted for eligibility under CSSG and to be posted on the *I Want to Help* platform. The application process for new opportunities will likely be closed before Sept. 30.
- August (TBC) – Sept. 30 (TBC) – The grant application process is open (once the online portal has been established and delivery mechanism is finalized). Students can apply at any time but would only be eligible to apply once. Organizations may be required to validate hours of service. WE will assess the number of applicants and the level of final disbursements. WE will disburse payments to students directly.

s.69(1)(e)

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- Sept. 30 (TBC) to Nov. (TBC) – WE will make final disbursements, issue tax forms, and work with ESDC to wind down the grant. Payment is intended to flow to WE for final disbursements prior to the expiry of the statutory authority (i.e. Sept. 30, 2020). Any payments not made before the statutory authority expires would need to be cash-managed by the Department and secured through the supplementary estimates process.