



September 16, 2024

Mr. Robert J. Morrissey, M.P.

Chair, Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities
House of Commons
Ottawa, Ontario
K1A 0A6

Dear Mr. Morrissey:

Pursuant to Standing Order 109 of the House of Commons, I am pleased to respond on behalf of the Government of Canada (“the Government”) to the recommendations made by the Report of the Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities (HUMA or “the Committee”), entitled *Canada Summer Jobs Program* (“The Report”), tabled in the House of Commons on April 9, 2024.

The Government would like to thank HUMA for this study, as well as the witnesses who appeared before the Committee. The Canada Summer Jobs (CSJ) program provides youth (aged 15 to 30) with valuable employment opportunities, in which they make a meaningful contribution to support employers to be more productive. This, in turn, is a benefit to their communities in gaining access to needed goods and services. As identified by witnesses, it helps to address the labour market needs of local communities, including in-demand sectors.

CSJ is delivered by Employment and Social Development Canada, (“The Department”), and is part of the Youth Employment and Skills Strategy (YESS). The YESS is the Government of Canada’s initiative to help young people—particularly those facing barriers to employment—get the information and gain the skills, work experience and abilities they need to transition successfully into the labour market. CSJ is focused on supporting youth to obtain quality jobs over the summer months. The program creates jobs for youth by funding opportunities with employers in not-for-profit, public and private sectors. It includes a focus on small businesses with 50 or fewer full-time employees to create quality summer employment opportunities.

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In recognition of the importance of creating quality jobs for youth, in 2016, this Government doubled the number of jobs created, by increasing the number of opportunities, to 70,000 jobs annually. In 2020, alongside several new flexibilities that would help employers adapt to the new challenges they faced as a result of the COVID-19 pandemic, the annual target was increased to 80,000, and then again to a historical peak of 120,000 in 2021. As Canada began to emerge from the impacts of the pandemic in 2022, the target decreased to 100,000, before returning to the pre-pandemic target level of 70,000 for CSJ 2023 and CSJ 2024.

The Government welcomes the opportunity to respond to recommendations made by the Committee. The Government notes that many of them strengthen and complement ongoing efforts to continuously improve and enhance the responsiveness of CSJ to better meet the needs of youth, employers and Canadians. The Committee's Report enables the Government to learn from diverse perspectives, to better understand opportunities for improvement and to strengthen policy and program design to deliver better results for Canadians. This will contribute to enhancing the CSJ program to meet its objective of creating quality summer job opportunities for youth.

The recommendations of the Committee will be considered alongside findings of the performance audit of CSJ, currently underway by the Office of the Auditor General. Findings from the audit are expected to be published in Fall 2024.

It is important to note that CSJ is just one program within a larger, complex portfolio of inter-related programs and services that the Department is responsible for delivering. The Department is responsible for the operations of over 40 programs with roughly 70 unique program streams. There are many considerations that make managing and delivering these programs complex. For example, managing programs nation-to-nation with First Nations, Inuit, Métis communities requires expertise and a distinct approach. In addition, complexity also comes from increasingly high volumes of program applications, which require thoughtful screening and sufficient time to process. Many federal programs are popular across Canada, with demand for funding far exceeding available budgets. On an annual basis, the Department administers an average of 28 new program intake processes, reviews an average of 58,000 applications, and manages approximately 46,000 active agreements. Management of programs also need to be responsive to the varying needs of Canadians from coast-to-coast-to-coast. All of these factors contribute to a complex operation that is calibrated to deliver services efficiently to Canadians within existing budgets and resources.

In Budget 2023, the Government announced its commitment, Refocusing Government Spending, towards the priorities that matter most to Canadians today. Building on this work,

the 2023 Fall Economic Statement and the 2024 Budget announced measures to ensure Canadians' resources are being used efficiently and effectively. Canadians expect their Government to be fiscally responsible. This includes value for their money with programs that meet their needs, while balancing sound stewardship.

The Government Response addresses the seven recommendations and groups them into three thematic categories: (1) CSJ program and process delivery improvements to increase client satisfaction; (2) Reviewing program flexibilities for employers and the role of local priorities identified by Members of Parliament; and (3) Increasing and improving communication with employers, youth and Canadians.

Theme 1: CSJ program and process delivery improvements to increase client satisfaction – (Responding to Recommendations 1 and 4)

The Government recognizes the importance of the need to continuously improve process delivery to increase client satisfaction for all participants in CSJ. Whether it is improving timelines to ensure employers are notified of funding earlier, or reviewing existing processes to enhance administrative efficiencies, the Government is committed to looking for ways to improve client satisfaction.

Recommendation 1: That Employment and Social Development Canada commit to providing Canada Summer Jobs applicants with confirmation of funding earlier in the year. Specifically, that for Canada Summer Jobs 2025, Employment and Social Development Canada confirm funding with employers between January and the end of February.

The Government is generally supportive of the recommendation to provide funding decisions to applicants earlier in the process. The Department is committed to undertaking further assessment of the CSJ process to better understand where efficiencies can be found to further streamline the process and improve timelines, with the objective of notifying employers of funding decisions earlier. The analysis will consider the timing of funding announcements and operational capacity. Given the high volume of applications, the annual CSJ planning and delivery cycles requires significant advance planning. As a result, planning for CSJ 2025 is already well underway. Therefore, the review and potential findings will not be able to be considered in time for the launch of CSJ 2025. It is important to note that the Department is already making adjustments to its launch schedule and for four successive years has improved timing around assessments and notification. For CSJ 2025, the anticipated start date for the Call for Applications is November 19, 2024, a month earlier than CSJ 2022. Additionally, the Department has made efforts to confirm funding status earlier. For example, letters to eligible employers communicating that their projects would not be funded were sent out two months earlier during CSJ 2024, when compared to 2023.

Under the CSJ 2024 program delivery model, 100 working days were required from the launch of the Call for Applications to the MP notification to employers. During this time, the Department reviewed and assessed over 44,000 applications, finalized lists of recommended projects, sought MP feedback, and provided final recommendations to the Minister for funding approval. Without compromising the necessary time for project assessment and due diligence to be completed, the Call for Applications would need to be launched in August to be able to notify employers in January or February of funding decisions. To launch the Call for Applications in August would require significant changes to the Department's current delivery model. Currently, during late summer, the Department has resources supporting activities to concurrently close out the previous year of CSJ, implement the current CSJ year, and plan and deliver work for the next year of CSJ. Additionally, the Department would need to determine if employers, many of whom are smaller organizations, would have the capacity to engage in the Call for Applications process in August, in the middle of peak summer operations.

Of all the programs delivered by ESDC, CSJ is the highest volume, with demand consistently surpassing available funding. For example, in 2024, support for over 234,000 jobs was requested, far exceeding available funding for the target of 70,000 jobs. The CSJ program delivery model is also unique among ESDC programs, as it requires a high level of national, regional, and local support to effectively engage from coast to coast to coast, in each of the 338 constituencies. Any changes to the CSJ cycle or delivery model that would result in an increased number of resources required to deliver the program would have a significant impact on the Department's overall capacity to fulfill accountabilities within its broader portfolio.

The Department will further examine employer hiring trends for seasonal and summer jobs to identify if there are opportunities for greater program alignment. For example, major job sites note that in spring or second quarter (e.g., April-May) organizations increase recruitment efforts for entry-level jobs. It is important that potential changes to the program remain focused on effectively meeting youth and employer needs.

The Department will assess the feasibility of further decreasing timelines incrementally and measuring impacts of an earlier start. MPs also play a role in CSJ timelines and have an impact on the Department's ability to provide earlier notifications to employers. As noted previously, while the Department has advanced the launch date for employer applications by a month from CSJ 2022 to CSJ 2025 to respond to employer interest for earlier notification, over this same period additional time has been provided to MPs in response to their feedback regarding the need for more time to complete tasks. Changes to program delivery could potentially consider changing the approach to MP involvement to enhance timeliness in meeting employer and youth participant needs. The Department will engage with different stakeholders to determine options to identify opportunities for process improvements.

Recommendation 4: That Employment and Social Development Canada undertake an end-to-end review of the Canada Summer Jobs application process with the objective of enhancing its efficiency; and that it undertake a user experience review aimed at improving client service and ensuring that application guidance materials and the online application interface are accessible and easy to navigate.

The Government is generally supportive of the Committee's recommendation, and the Department continually reviews the application process to determine opportunities for improvement. This recommendation is aligned with to the Government's focus on continuously improving the client experience for all programming.

Every year, the Department implements a number of program delivery improvements focused on enhancing the CSJ application process by streamlining and automating program delivery. For example:

- The 2024 Applicant Guide incorporated simplified guidance and plain language.
- Starting in CSJ 2021, the Application Form continues to be streamlined by reducing the number of free-text fields and increasing the number of check-boxes. This reduces the time required for employers to complete the form and for the Department to complete the screening and assessment process.
- In 2024, a new feature for the online fillable Application Form was added that allowed an application to be saved for up to 72 hours so that employers could easily retrieve the application to make changes.
- Ongoing process reviews include the following:
 - Further modernize and streamline the Applicant Guide for 2025, including improvements to the CSJ information available online;
 - Simplify and clarify the Applicant Form,; and
 - Develop a pre-application checklist to better support employers through the applications process.

To promote CSJ and to support applicants, the Department has been carrying out extensive outreach via email and information sessions, reaching an increasing number of employers. For CSJ 2024, the Department started sending communiqués earlier than in previous years, sending a total of over 370,000 messages to employers. Communiqués announced the opening of the Call for Applications, offered reminders of key dates, and provided the links to apply for CSJ 2024. As a result of these improvements, the Department observed an increase of nearly 1,500 applications received in the first 10 days of the Call for Applications. The Department also conducted 56 information sessions on the application process, which reached 3,457 employers across the country. Following these sessions, 97% of employers indicated an intent to apply for CSJ 2024, and 94% agreed that the information presented during the information sessions helped to familiarize them with the CSJ program. The Department will continue to examine

ways to improve outreach. For example, the Department will consider beginning its outreach earlier in the process, and increasing the audience size.

The Committee heard suggestions from witnesses aimed at better accommodating sick days or mental health days for youth participants. Witnesses highlighted a desire to reduce the administrative burden of requiring dedicated absence reporting on sick days. The Department will consider process improvements, including ways to reduce the administrative burden related to reporting leave time such as sick days and vacation. While the Government does not have the authority to change employers' internal HR administrative practices, the Department will examine what is possible within its program management purview.

The Government has ongoing initiatives that support the improvement of user experience. For example, the Department conducted a research project on CSJ, which informed continuous improvement. Findings from the report considered how organizations face challenges with complex application forms. Recommendations made in the research project included making the application form and guide more flexible, including by reviewing language for different literacy levels, and providing an assessment rubric to help applicants better understand expectations for the application. The Department's efforts in this area will continue to align with the Government of Canada's Digital Ambition, along with the Policy on Service and Digital, to provide modernized and accessible tools to support service delivery.

Theme 2: Reviewing program flexibilities for employers and the role of local priorities identified by Members of Parliament – (Responding to Recommendations 2 and 3)

The Government recognizes the importance of exploring more flexibility for applicants, as it aligns with the Government's goal to support youth facing barriers to employment. The Department is committed to continuing to look for opportunities to improve how the CSJ program responds to the needs of diverse youth and supports their ability to find meaningful work experiences.

Recommendation 2: That Employment and Social Development Canada: explore ways to introduce more flexibility for Canada Summer Jobs applicants, including by assessing the financial and administrative impacts of providing the Canada Summer Jobs program year-round, of increasing the average number of weeks subsidized per opportunity and of allowing applicants to choose the number of weeks and opportunities based on the funding they receive; and present its findings to the committee before the launch of Canada Summer Jobs 2025 and make its findings publicly available.

CSJ currently includes a number of flexibilities to support youth. For example, part-time work placements are available and can be used to accommodate inclusive work placements for youth with disabilities. Additionally, applicants are also able to request funding for between six and 16

weeks. As part of ongoing program and policy improvements, the Department will explore policy, financial and administrative impacts of providing additional flexibilities, with the goal of better supporting youth.

Offering CSJ year-round

The Committee heard from witnesses that there would be benefit in offering more flexibility within the program regarding start and end dates, and that consideration should be given to offering the program outside of the core summer months. This was tied to business needs related to hiring during off season, and the changing nature of post-secondary education, as some students may have their break semester in the fall or winter, rather than in the summer.

The CSJ program is currently focused on providing quality job placements for youth during the “summer” months, defined as April to September. By having a program focused on employment in the summer months, CSJ addresses some key challenges that many youth often face with respect to participating in the labour market. One challenge is having the time to participate in full-time employment. Most youth participants are students (high school and post-secondary) and the summer season enables them to have jobs when they have more time and flexibility to do so. In 2022 and 2023, the average age for CSJ participants were 20 and 21, respectively. Additionally, in 2023, 85.9% of participants were registered as full-time students prior to their summer work experience, and 85.7% were students in 2022.

Another key challenge that CSJ addresses is that it maintains a low barrier to entry. For many youth, getting a quality job is difficult if they do not have the education, skills or knowledge required. Summer jobs provided by the program that are seasonal in nature, in sectors like recreation, tourism, service, marketing, etc. often have low barriers to entry and allow youth to begin to create an employment history.

The Government did introduce temporary measures that extended start and end dates during the COVID-19 pandemic. This allowed employers to provide job opportunities into February. Administrative data revealed minimal employer uptake of flexibilities and the majority of youth jobs were concentrated during the summer period. In fiscal year 2021-22, employer uptake of the flexibilities was quite low – only 12.9% of job placements offered employment outside of the usual summer months. The evidence suggests that the demand for expanding the program past the summer months may be quite limited.

Most demand for youth jobs is during the summer period, which is aligned with the academic calendar for post-secondary education. This recognizes the importance of summer employment for student affordability of tuition, housing and other living costs. The summer period provides jobs suitable for youth, including seasonal jobs that have low barriers to entry. These include jobs in sectors such as hospitality, tourism, and summer camps, among others. These sectors

are known to be supported by CSJ, and many youth participants are excellent candidates for these jobs.

It is important to note that CSJ is only one of a broader suite of Government programs that support youth to gain employment opportunities throughout the year. For example, the Department's YESS Program and the Student Work Placement Program (SWPP) support youth and students to attain work experiences throughout the year. The YESS Program supports a broad range of tailored and individualized supports to help youth transition into the labour market. For example, as part of their employment programming, youth may receive mentorship, skills development and training, wraparound supports (e.g., dependent care support, mental health counselling) and/or paid work experiences. Meanwhile, SWPP supports the creation of work-integrated learning (WIL) opportunities for students of all ages enrolled in any post-secondary education program at a college, university, or polytechnic in Canada. The Program supports post-secondary students to develop work-ready skills, employers to hire and develop talent, and post-secondary institutions to keep pace with changing on-the-job expectations. WIL opportunities supported under the SWPP are offered year-round.

Increasing the average number of weeks subsidized per opportunity and allowing applicants to choose the number of weeks and opportunities based on the funding they receive

The Government is open to exploring the impacts of the Committee's recommendation to increase the average number of weeks subsidized per opportunity and to allow more flexibilities for employers to choose the number of weeks and opportunities based on the funding they receive.

The Department will consider how this recommendation may impact the success of youth and the ability of the program to meet its objectives and targets.

Currently, to maximize the number of employers and youth reached, in support of program targets, while ensuring that the duration of participants' experience allows them to gain meaningful work experience, the Department has used the following guidelines: 8 weeks for 35 hours per week, for a total of 280 hours, and a maximum placement length of 16 weeks. This has allowed the Department to balance ever increasing demand for the program and the objective of providing quality work experiences for as many youth as possible.

The Government is expected to reach youth placement targets that have been publicly announced, within budgeted allocations. For CSJ 2024 and 2025, this has translated to approximately \$4,000 per youth to support 70,000 job opportunities. To allow more flexibility to employers, the Department could assess the level of wage subsidy reimbursement (e.g., from 100% to 75% for not-for-profit organizations), to allow for placements to extend to a greater number of weeks while at the same time respecting the available annual budget.

However, some organizations did share that without the full wage subsidy, they would not be able to offer the job. There are also other financial realities that impact reaching as many youth as possible through CSJ in considering future flexibilities. For example, increases in minimum wage and other increasing costs will continue to impact how many CSJ placements can be supported each year.

The Government will also require that any future potential changes to requirements respect the objective of offering youth a quality job. Although it is clear how this recommendation would benefit employers, careful consideration would need to be taken to support the CSJ objective to create quality job opportunities for youth during the summer months.

The Department commits to undertaking an assessment of the Committee's recommendations to provide more flexibility through the CSJ program. However, given that planning is well underway for CSJ 2025, any potential changes could only be considered for CSJ 2026 at the earliest.

Recommendation 3: That Employment and Social Development Canada amend the Canada Summer Jobs scoring system to increase points allocated to local priorities as assessed by Members of Parliament.

The Government acknowledges the recommendation to amend the scoring system for CSJ specific to points allocated for local priorities assessed by MPs. The Government is supportive of further examining the recommendation, and the Department will assess the implications of this change within the broader context of program objectives.

CSJ is a unique program in its inclusion of MP feedback. As such, there may be challenges and sensitivities associated with altering points allocation for national and local priorities. Further analysis is required to understand how potential changes to the scoring system may impact program integrity and transparency. The Department will need to conduct analysis on the scoring system that considers a number of factors, including policy intent, federal-provincial-territorial complementarity, program integrity, transparency, balance, and Ministerial accountability.

As noted, the Department will need to consider findings of the performance audit of CSJ by the Office of the Auditor General, anticipated to be published later this year.

Applicants are currently awarded up to 15 points for supporting national priorities and up to 10 points for supporting MP-identified local priorities. National priorities are approved by the Minister for Women and Gender Equality and Youth, and aim to support youth who are underrepresented or face barriers to employment and identify sectors where there are current needs and future job opportunities. They provide an opportunity for the Government to

emphasize and encourage employers to help address broad national issues, to ensure support for groups who may be at risk of being left behind and to provide youth with experience within emerging sectors and those with growing labour needs. Local priorities recognize the unique and specific needs of youth across the country. Together, they help promote a balance between national and local needs and priorities.

The Department currently considers previous years' MP local priorities to inform national priority setting. This provides the Government with a sense of issues that are well supported or that are of particular interest at the local level. In addition, these can also reveal where there are gaps that may require further support through national priorities. Changes to MP local priority setting would need to consider impacts on meeting national youth employment objectives.

Complementarity with provincial and territorial programming will also need to be considered. Provinces and territories are typically best placed to address specific regional needs and jurisdictional realities, while national programs, such as CSJ, maintain focus on broader national issues. Consideration would need to include if an emphasis on local priorities could create a risk of a duplication of efforts between CSJ and provincial and territorial programs.

In addition to MPs identifying local priorities, they also have the opportunity to review and provide input on the list of organizations to be funded within their constituency. Changes to MP roles would need to be carefully considered in order to prevent any real or perceived disruption to the limits of political influence over the program.

Theme 3: Increasing and improving communication with employers, youth and Canadians – (Responding to Recommendation 5, 6, and 7)

The Government recognizes the importance of keeping youth participants, employers, and Canadians informed about CSJ. Whether it is providing fulsome data to understand if the program is fulfilling its objectives, or keeping youth participants better informed about work benefits, the Department is committed to continuing to look for opportunities to improve what and how it communicates about CSJ.

Recommendation 5: That Employment and Social Development Canada increase the availability of data on the impact of the Canada Summer Jobs program on youth and employers, and that it ensure up-to-date data on the program is publicly accessible.

The Government is supportive of the Committee's recommendation and recognizes the importance of fulsome data in ensuring that CSJ is fulfilling its objectives and meeting the needs of the youth and employers who participate.

The Department conducts annual post-participation surveys with CSJ participants and employers. The type of information collected includes socio-demographic data on participants, satisfaction with the program, and the quality and impact of the experience, including the skills the youth developed during their job placement. The Government is committed to increasing the availability of information that demonstrates the impact that the CSJ program is delivering for youth. Annually, the Department provides public reports on CSJ program outcomes through the Departmental Results Report, which provides Canadians with information on how the program is achieving results against planned targets.

There is currently an ongoing horizontal YESS evaluation, which will be completed this fiscal year. The evaluation will include a component on assessing the impacts of CSJ on the labour market outcomes of youth participants. Preliminary CSJ evaluation findings show that relative to similar non-participants, CSJ participants strengthen their labour market attachment in the medium-term through increases in employment earnings and incidence of employment, while decreasing their dependence on government income supports. Additionally, the Department will consider the results of the TBS-led Horizontal Review of Government of Canada Skills and Youth Programming in providing more fulsome data to the public.

The overall quality of CSJ data will also continue to improve over the next two years through recent updates to the YESS horizontal performance measurement framework. Beginning in 2024, YESS data collection tools will collect better evidence on the youth served and better understand how interventions such as different types of skills training and employment opportunities are impacting the success of youth participants. The goal of collecting better data is to analyze which interventions work well generally, for different youth, and in what context. For example, the Government will collect better information on youth served, the types of skills gained by youth, and the wrap-around supports provided. An example of enhanced data that will be available is improved disaggregated data collection on different groups of youth, such as 2SLGBTQI+ youth and racialized youth. Another example includes the alignment of definitions for youth with disabilities with the Accessible Canada Act. A final example of enhanced data is the standardization of skills indicators, where skills indicators will be aligned with the Government of Canada's Skills for Success framework. The key objective of CSJ is to provide youth with access to meaningful work experiences. These measures will improve the quality of data available on the impact CSJ is having on improving the participation of underrepresented youth groups in the labour market.

The Department will create a web presence to share more detailed data on CSJ results as they become available, by Spring 2025. The Government will consider multiple options for increasing the accessibility of data on CSJ for the benefit of all Canadians.

Recommendation 6: That Employment and Social Development Canada introduce a mechanism to ensure that key work- and benefit-related information, particularly information on tax filing and benefits for which workers may be eligible, is made available to youth as part of all Canada Summer Jobs work placements.

The Government is supportive of the recommendation made by the Committee. The Department will identify ways to provide youth participating in CSJ with work- and benefit-related information, including on tax filing, as part of their job placement. The Department will engage with federal leads to identify the necessary information to provide to youth, and will look at different options to have this information available for CSJ 2025.

As part of the current funding notification letter, the Department already provides employers with information that must be provided to youth, including (1) the Young Workers website, which provides important information concerning health and safety, employee rights, and employment laws; (2) the Career Planning Tool, an easy-to use, online search tool on Job Bank that provides information about the benefits of working in different occupations and helps determine the education and training needed to get a quality job; (3) a contact sheet providing youth with the Department's contact information for questions and concerns; and (4) the Youth Participant Questionnaire. Consideration could be given to expanding the offerings to include work- and benefit-related information for youth.

The Department will also explore the possibility of providing work- and benefit-related information through other avenues to reach youth participants.

Recommendation 7: That Employment and Social Development Canada assess barriers that Canada Summer Jobs employers face in hiring diverse youth and inform applicants on best practices for ensuring an equitable recruitment process.

The Government is supportive of this recommendation, and the Department will continue to assess barriers that employers may face in hiring diverse youth and consider ways to inform applicants of best practices for the recruitment process.

The Government is already advancing work in this area. The Department delivers Job Bank, Canada's national employment service, which helps Canadians find work and plan their careers and makes it easier for employers to recruit and hire across the country. Job Bank provides employer resources on how to hire a diverse workforce, including tips, tools and resources to help employers adopt inclusive hiring practices and recruit a diverse, talented, and skilled workforce. Resources include tips on hiring Indigenous people, newcomers to Canada, persons with disabilities, and youth. A link to this resource will be included within the Applicant Guide for employers, available on the Canada.ca website.

As part of the work to continuously improve resources for employers, the Government is conducting targeted engagement and research to better understand barriers faced by youth with disabilities on their pathways to employment. Further, the Government will be funding cross-sectoral partners to work together to tackle systemic challenges in the youth employment ecosystem, which will include supporting employers on creating barrier-free workplaces. The Department will also ensure that information on hiring diverse youth and ensuring an equitable recruitment process is available to employers in the employer information sessions.

Finally, the Department has ongoing initiatives that support obtaining a better understanding of hiring diverse youth that face systemic barriers. For example, in 2023, the Department conducted a research project titled *Removing Barriers to Program Access* on CSJ. The research highlighted challenges faced by employers on hiring diverse youth. Findings from the report considered how some rural organizations, including farms and tourism organizations, felt disadvantaged in applying because they could not hire targeted youth populations, including Indigenous youth, youth with disabilities, or racialized youth. This challenge was due to the perceived underrepresentation of youth in their community, or perceived challenges, such as misinformation about accommodations needed for youth with disabilities.

As the Government explores the Committee's recommendation, it will also take into consideration these findings, along with the findings and recommendations of the ongoing performance audit of Office of the Auditor General on CSJ, anticipated to be published later in 2024.

Next Steps

Our Government is committed to making the CSJ program more responsive to the needs of youth and employers. The Government once again thanks the Committee for its Report, as it provides well-informed, concrete areas for action to further improve how we support young people through our programming. The Government will continue to do its part and looks forward to continuing to work with stakeholders and the HUMA Committee to strengthen the program to better meet the needs of youth, employers and Canadians.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'M. Ien', with a long horizontal flourish extending to the right.

The Honourable Marci Ien, P.C., M.P.
Minister for Women and Gender Equality and Youth