



## **Key Recommendations for the Broader Nonprofit Sector from the Commission on the Reform of Ontario's Public Services**

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**Recommendation 3-1:** Do not simply cut costs. The imperative to restrain spending should instead be an opportunity to reform programs and service delivery. Simple cost-cutting can be effective in hitting near-term deficit reduction targets, but it does not encourage longer-run fiscal stability or allow for reforms that will generate more value for money spent.

**Recommendation 3-2:** Avoid across-the-board cuts. Such a blunt tool treats equally a valuable, efficiently run program and one that is outdated and sloppily managed. This is dumb. Spending should be aligned with government priorities so that high-priority initiatives are adequately funded while lower-priority programs are either cut substantially or eliminated outright. Across-the-board cuts represent an abdication of the government's responsibility to make real, and often difficult, decisions.

**Recommendation 3-5:** Do not hang onto public assets or public service delivery when better options exist. Consider privatizing assets and moving to the private delivery of services wherever feasible. We suggest pursuing this course only where the public can get better value for money spent without compromising access to services, not for ideological reasons. [...]

**Recommendation 3-9:** Policy development and the public service in general should be more evidence-based. This requires setting clear objectives based on sound research and evidence.

**Recommendation 3-11:** Boundaries between public- and private-sector activities should be shifted and, in many cases, removed. For the most part, policy development needs to remain in the realm of the government, though various stakeholders and community groups could and should be more involved. External groups should even be involved in advising the most senior government decision-making bodies, including the Cabinet.

**Recommendation 8-17:** Reform funding practices in the non-profit sector to increase flexibility and reduce administrative costs by focusing on measuring outcomes rather than inputs. There is also room for improving the responsiveness of the government to the non-profit sector. The Commission notes the precedent set by the Open for Business initiative that creates a single window through which business can engage all government ministries. We believe a similar model would be helpful to the non-profit sector, which is just as varied and diverse as the private sector.

**Recommendation 8-18:** Provide a single point of access within government for the non-profit sector to improve and broaden relationships across ministries that enter into contracts with the non-profit sector, using a model such as the Open for Business initiative.



**Recommendation 8-19:** Undertake pilot projects using Social Impact Bonds across a range of applications.

**Recommendation 16-8:** Where there is an existing non-tax revenue stream or where such a revenue stream can be created, strong consideration should be given to transferring or establishing responsibility for direct delivery to an arm's-length, not-for-profit corporation, under the Delegated Administrative Authorities or similar model.

**Recommendation 16-9:** Consideration should be given to rationalizing and consolidating programs that regulate inter-related sectors or that could otherwise gain efficiencies from greater integration.

**Recommendation 16-11:** The government should ask the Ontario Auditor General to help find an appropriate balance between ensuring accountability and continuing oversight of compliance with rules and regulations.

**Recommendation 16-13:** Selected shared services should be expanded to agencies, boards and commissions and the broader public sector.

**Recommendation 16-18:** The Ontario Public Service should develop an integrated transfer payment operation centre and an enterprise grant management system.

**Recommendation 16-19:** Consolidate back-office operations for grant programs or transfer payments with identical recipients.