

# Business Plan

2026-2029

Public Procurement  
Agency





## MESSAGE FROM THE MINISTER

As Minister of Public Procurement, I am pleased to present the 2026-2029 Business Plan for the Public Procurement Agency (the Agency) in accordance with the **Transparency and Accountability Act**.

The plan identifies the Agency's key strategic goal and the objectives to be accomplished by the Agency for the period covering April 1, 2026, to March 31, 2029, in consideration of government's strategic directions detailed in Annex A.

Over the next three years, the Agency will focus on enhancing the ability for public bodies to procure commodities more effectively. To achieve this, the Agency will identify and implement measures to expand provincial supplier development tools and increase public bodies' capacity to pursue innovation through best-value procurement. These objectives align with government's priority to source goods and services more efficiently and effectively.

My signature below is indicative of my accountability for the preparation of this plan and the achievement of the identified goals and objectives. I look forward to working with Agency staff in implementing this plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Barry Petten". The signature is fluid and cursive.

Hon. Barry Petten  
Minister of Public Procurement

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## Agency Overview

The Public Procurement Agency (the Agency) is established under the **Public Procurement Act** and is the central procurement unit of the Government of Newfoundland and Labrador. It is an independent branch of the Public Service under the control and management of the Chief Procurement Officer and is a category two government entity under the **Transparency and Accountability Act**.

The Agency provides procurement, audit, information, and training services to government departments and other public bodies throughout Newfoundland and Labrador, including conducting open calls for bids and awarding contracts for commodities pursuant to the **Public Procurement Act**. The Agency also maintains a public website that provides access to bidding opportunities, information on contract awards, supports for public bodies and suppliers, and information pertaining to legislation, policy, and trade agreements.

Additional information about the Agency is available online at: [www.gov.nl.ca/ppa](http://www.gov.nl.ca/ppa).

## Mandate

The mandate of the Agency is provided by the **Public Procurement Act** and includes acquiring the commodities required by government departments, developing and publishing procurement policies applicable to all public bodies, and providing supports, advice and oversight to public bodies' procurement activities.

## Vision

The vision of the Agency is of an informed public sector and supplier community participating in a transparent, fair and competitive procurement environment.

## Lines of Business

The Agency provides the following lines of business:

### **1. Procurement and Strategic Sourcing**

The Agency acquires commodities for departments of the Government of Newfoundland and Labrador, the Newfoundland and Labrador English public school system and other public bodies. It manages the procurement cycle in accordance with the **Public Procurement Act and Regulations**, trade agreements, and established policies to ensure open procurement and equitable opportunities for suppliers.

The Agency also identifies opportunities for value-added procurement by leveraging sourcing strategies and leading cooperative procurements between government departments and other public bodies. It analyzes market and spend data, and leads cross-departmental teams to strategically increase the value realized from procurement spending.

### **2. Auditing**

The Agency administers an auditing program to assess and facilitate public bodies' compliance with procurement legislation, regulations, and policy (Public Procurement Framework). The Agency undertakes compliance audits, issues reports, and leads special investigations as required on procurement-related matters.

### **3. Information and Training**

The Agency develops and implements training programs to support public bodies and facilitate compliance with the Public Procurement Framework. The Agency also provides guidance on the interpretation of the Framework; develops and implements training sessions and materials, advises stakeholders on procurement-related issues; and manages procurement information systems.

## Primary Clients

The Agency's primary clients include provincial government departments, public bodies, and the supplier community.

## Staff and Budget

The Agency is comprised of five divisions with a total of 31 employees and a gross budget of \$2,740,100 for fiscal 2026-27. The divisions are:

1. Procurement;
2. Strategic Sourcing;
3. NL Schools Procurement;
4. Audit and Compliance; and
5. Policy, Planning and Administration.

The Agency's head office is located in the Petten Building at 30 Strawberry Marsh Road in St. John's.

## Strategic Issue

### Issue Statement - Enhancing Provincial Supplier Support and Best-Value Procurement Practices

Achieving best-value procurement depends on the active participation of both a knowledgeable public sector and a well-prepared supplier community. The Agency is committed to strengthening public sector procurement in Newfoundland and Labrador to ensure goods and services are acquired efficiently, transparently, and in a way that maximizes the value of public dollars while supporting the local supplier community.

In support of this objective, the Agency will implement measures to enhance procurement capacity across Newfoundland and Labrador public bodies, enabling them to better design and deliver effective procurement processes and leverage innovation. In parallel, the Agency will expand supplier-development tools and supports to ensure local businesses are well positioned to compete for public sector opportunities. Together, these efforts will improve the effectiveness of the public procurement system and contribute to sustainable economic development in the province.

### Goal

By March 31, 2029, the Public Procurement Agency will have enhanced supports for provincial suppliers and increased public bodies' capacity to pursue innovation through best-value procurement.

### Goal Indicators

- Developed and implemented new training and informational supports for provincial suppliers.
- Undertaken targeted engagement activities with industry stakeholders in critical and emerging sectors.
- Leveraged new technologies and data to modernize public procurement activities.

- Improved procurement supports to public bodies.
- Implemented new review and accountability measures for best-value public procurement.

### **Objective 1:**

By March 31, 2027, the Public Procurement Agency will have supported the success of provincial suppliers through training and engagement activities and fostered public bodies' ability to pursue best value through new processes and technologies.

### **Indicators**

- Partnered with local industry associations and public bodies to undertake at least three supplier engagement sessions.
- Developed and implemented a new procurement training package to help suppliers better understand public procurement.
- Developed and implemented a new feedback process for suppliers to inform continuous improvement and innovation in public procurement.
- Collaborated with other public bodies to begin the procurement of a new e-procurement platform.
- Partnered with the Office of the Chief Information Officer to deploy technologies to digitize 1-2 internal government procurement processes.
- Developed and implemented a Provincial Supplier Allowance audit program and conducted a pilot audit.
- Developed and implemented an audit program to assess public bodies' adoption of best-value procurement and conducted a pilot audit.

### **Objective 2:**

By March 31, 2028, the Public Procurement Agency will have enhanced engagement and training activities for provincial suppliers and leveraged information from engagements, new technologies and audit activities to further improve best-value procurement outcomes.

**Objective 3:**

By March 31, 2029, the Public Procurement Agency will have embedded consistent provincial supplier development tools and procurement capacity practices for public bodies to support best-value public sector procurement.

## Annex A: Strategic Direction

Through the implementation of its business plan, the Public Procurement Agency will advance government's strategic directions relating to economic growth, supporting provincial suppliers, fostering innovation, and improving the efficiency and effectiveness of government spending. The strategic direction relating to the Agency is outlined below.

**Outcome: Enhance the ability for public bodies to procure commodities more effectively.**

This outcome is consistent with the Public Procurement Agency's mandate, and supports government's strategic directions. This will require focus in the following areas:

- Strengthening the knowledge and skills of public bodies' procurement officials.
- Supporting the local supplier community including those in the technology and innovation sector.
- Achieving best-value for money spent through public-sector procurement.
- Promoting innovation in government procurement.