

Supply Ontario Business Plan

2025/26 to 2027/28



September 2025



Supply
Ontario

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Message from the Chair



On behalf of the Board of Directors, I am happy to introduce Supply Ontario's multi-year business plan for FY 2025-26 to 2027-28.

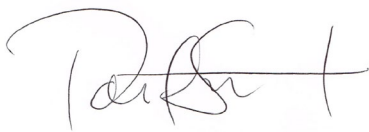
Over the past year, the agency has continued to build on its solid foundation to bring tangible benefits to the people of Ontario. Our focus is to bring enhanced value through centralization of public sector supply chains while driving economic development and fostering innovation to support Ontario businesses.

Our leadership team, under the direction of CEO Jamie Wallace, has demonstrated a deep commitment to advance our mandate by providing exceptional supply chain and procurement services

on behalf of the province. In this current geopolitical landscape, Supply Ontario will focus on resiliency in supply chains and economic development to support the growth of Ontario businesses. We will leverage the buying power of Ontario to drive value through an enhanced Vendor of Record (VOR) program. We will work with government to streamline procurement processes to be responsive to the needs of the ministries and organizations serving the people of Ontario. We will work in partnership with government, buyers and vendors to achieve our mandate.

The Board is deeply committed to the agency's mandate and supports the continued focus on operational efficiency, enhanced service delivery and responsiveness to the needs of clients. We recognize the strategic importance of advancing data and digital capabilities, ensuring stability of the foundational budget, and the need for growth for the agency to meet its mandate.

The Board is honoured to provide guidance for this agency and is proud of what has been accomplished to date. We look forward to the achievement of the goals outlined in this multi-year business plan.

A handwritten signature in dark ink, appearing to read 'Paul G. Smith', with a stylized, flowing script.

Paul G. Smith

Chair, Board of Directors
Supply Ontario

Message from the Chief Executive Officer



Supply Ontario is making tremendous progress in positioning itself to become the leading authority for public sector procurement in Ontario. The agency was established to strengthen supply chain management and procurement across the public sector and is committed to the centralization of public sector procurement opportunities to bring value to Ontario.

The procurement landscape has seen drastic changes over the past four years, characterized by tariffs, supply chain disruptions, geopolitical tensions, technological advances, changing consumer needs, and sustainability commitments. Supply Ontario has been building its foundational capabilities to respond to trends and shocks

to the procurement ecosystem, and ensure the province has a resilient supply chain that can withstand emergencies

or unforeseen events, including considerations for made-in-Ontario supplies. The recent tariffs from the United States have emphasized the need to have an Ontario- and Canada-centric approach to procurement, ensuring we are supporting domestic businesses and embedding resiliency into our supply chains. This business plan serves as a roadmap that will guide the achievement of the government's vision for supply chain and procurement transformation across the province.

I also want to take a moment to reflect on our achievements. We saw numerous successes in our pursuit of demonstrated progress against our critical mandate last year, setting the foundation for a path forward. This business plan will outline how the agency will continue to build on its successes and make meaningful progress against its mandate. In the past year, Supply Ontario most notably:

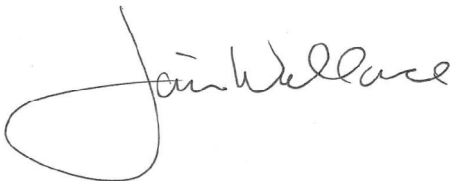
- Undertook the largest enterprise-wide Vendor of Record (VOR) expansion in its history, increasing the value of the program to \$7B;
- Established a new mobile devices and services enterprise VOR arrangement for government ministries, agencies and thousands of Broader Public Sector (BPS) entities, with an expectation that this contract will deliver significant cost avoidance and savings.
- Advanced the agency's centralization efforts to support effective delivery of supply chain services across the province by transferring service delivery responsibility in March 2025 for the Ontario Government Pharmaceutical and Medical Supply Services (OGPMSS) from Ministry of Health (MOH) into Supply Ontario.

- Led a \$30M procurement of vape detectors and other security upgrades for Ontario schools – increasing safety for youth in the province.
- Undertook critical category management work and established Supply Ontario as the lead for the renal category, including working with Ontario Health (OH) to manage significant healthcare contracts.
- Achieved noteworthy progress towards the implementation of the Digital Procurement Solution (DPS) by hosting a market engagement events with over 100 participants.
- Demonstrated commitment towards centralizing public sector computer contracts by issuing a request for bid (RFB) and notifying stakeholders of the benefits for their organizations; and
- Built foundational capabilities that allow the agency to expand its services to the BPS and be responsive to client needs.

The agency is committed to building on its successes and continues to provide tangible benefits and meaningful outcomes for the government -- and Ontario -- more broadly. This business plan will outline a clear vision for the upcoming three years—one that centralizes public sector purchasing, supports economic development, fosters innovation, promotes sustainability, and bolsters resiliency.

The agency continues to research and monitor emerging trends in global and domestic supply chains, including the uptake of predictive analytics and the responsible use of Artificial Intelligence (AI), and the increasing prevalence of corporate Environment, Social and Corporate Governance (ESG) activities. As Supply Ontario expands to become the leading authority in public sector procurement, the agency will make deliberate efforts to ensure that Ontario's supply chain is safeguarded from emerging threats, while remaining nimble enough to adopt new opportunities.

Procurement holds tremendous power as a tool that drives economic growth, creates jobs, and sparks innovation. It serves as a foundation for building resiliency and, importantly, directing money back into public services that explicitly benefit the people of Ontario. By harnessing its potential, Supply Ontario will continue to use and promote procurement as a strategic lever for delivering improvements in public services and economies across Ontario.



Jamie Wallace
CEO
Supply Ontario

Executive Summary

Supply Ontario was established to maximize value to Ontario's taxpayers, support economic development, build resiliency, and drive centralization. Our ambition is to facilitate a whole-of-government approach to purchasing goods and services and deliver supply chain services for other public sector organizations. The current approach to procurement in Ontario, where multiple service delivery entities provide the same or similar products, is inefficient and prevents the government from optimally reinvesting savings back into essential public services. As Supply Ontario continues to drive its centralization mandate forward, there will be changes to the current system. These changes are in the best interest of Ontario taxpayers, and Supply Ontario intends to take deliberate and impactful actions to achieve the government's vision for procurement and supply chain transformation. To deliver on these commitments, Supply Ontario will focus on:

1. Supporting the government's overarching objectives for supply chain transformation, including leading centralization efforts to drive cost avoidance and savings, and strengthening resiliency by supporting Ontario businesses through the Building Ontario Businesses Initiative (BOBI); and
2. Delivering on the agency's mandate, as defined by the *Supply Chain Management Act (Government, Broader Public Sector and Health Sector Entities, 2019)* (SCMA), by enhancing supply chain management in respect to government entities, BPS entities and health sector entities.

With steadfast support from government, Supply Ontario anticipates the upcoming three years will be pivotal in driving forward its centralization mandate, reducing fragmentation and barriers, including accessibility, throughout the public sector procurement ecosystem. Supply Ontario has focused on building its foundational capabilities and is now poised to establish a more prominent role in centralizing public sector procurement.

Supply Ontario has been managing the enterprise-wide VOR program since 2023-24, and in 2024-25 the agency undertook the largest expansion in the program's history, increasing the value to \$7B. The VOR program will be instrumental in achieving the agency's centralization mandate, as Supply Ontario looks to continue its expansion into the health and education sectors with new and refreshed offerings to ensure clients have access to a competitive range of contracts. As part of Supply Ontario's commitment to increasing opportunities for public sector buyers and spend under management, the agency is planning to expand the enterprise-wide VOR program to increase its value from \$7B to \$16.8 billion in 2025-26. This number will continue to increase as the agency further centralizes procurement opportunities in the province.

Supply Ontario will continue fostering relationships within the procurement community to ensure the agency is well-positioned to respond to the needs of its clients and Ontarians. In support of this, Supply Ontario has launched multiple sector tables, and will continue to do so over the course of this business plan. The sector tables provide a forum for Supply Ontario to discuss centralized approaches to solving business challenges and advancing strategic priorities. The discussions at the sector tables also allow Supply Ontario to identify relevant and critical opportunities for the agency to pursue.

In addition to centralization, Supply Ontario is focused on embedding resiliency in Ontario's supply chains. Resiliency is important in the context of the tariff threats from the United States, as there is a demonstrated need to support Ontario and Canada-based businesses through procurement. This includes leveraging BOBI to level the playing field for domestic companies by requiring social and economic considerations into the procurement process. This initiative ensures procurement remains fair, transparent and open, and respects trade agreement obligations. Further, it requires public sector buyers to give Ontario businesses preference when conducting procurement for goods and services under Ontario's domestic trade agreement thresholds.

Supply Ontario continues to build resiliency by managing the province's stockpile of Personal Protective Equipment and Critical Supplies and Equipment (PPE/CSE). The stockpile provides high-quality PPE/CSE to all public sector entities in Ontario and ensures the safety of public sector workers and a resilient supply chain of PPE/CSE in the event of a future emergency. Prior to 2020, all PPE/CSE was sourced from suppliers outside of Ontario. Today, 98% of provincial stockpile contracts are awarded to Ontario businesses. Supply Ontario will continue to support domestic businesses to work towards a made-in-Ontario supply chain.

Supply Ontario has been steadily building momentum. With robust support from government, we are well-positioned to continue driving significant cost savings and avoidance that can be reinvested into essential public services. Our commitment to centralization has allowed the agency to foster collaboration, leading to more cohesive and efficient services for Ontarians.

	THEME 1: Grow and achieve efficiencies by centralizing the province's buying power	THEME 2: Modernize public sector procurement to support economic development and bolster resiliency in Ontario supply chains	THEME 3: Establish Supply Ontario as the leading authority for Ontario public sector procurement
PRIORITIES	1.1 Grow and promote agency's new / refreshed VORs that respond to market demands and client needs	2.1 Improve client experience and data-driven decision-making through a newly designed and successfully launched one-window DPS	3.1 Optimize internal functions, structures and approval relationships with government to enable agency maturation
	1.2 Leverage existing tools and pursue opportunities to increase Supply Ontario VOR uptake	2.2 Drive process efficiencies and reduce red tape barriers, including to accessibility through modernization and transformation of public sector procurement	3.2 Promote a culture of excellence throughout the public sector procurement ecosystem
	1.3 Cultivate strategic partnerships across the public sector procurement ecosystem	2.3 Strategically position the province to prepare and respond to supply chain disruptions, emergencies, and global risks	3.3 Attract and begin centralizing procurement expertise to build an integrated high-performance workplace
		2.4 Leverage technology and data to enhance client experience and accelerate growth	3.4 Identify the necessary resources and structural realignments for Supply Ontario to achieve its mandate

Mandate, Vision, Mission, and Values

Mandate

Supply Ontario is a provincial agency established by regulation (O. Reg 612/20) under the SCMA. The agency's mandate is to provide and support supply chain management on behalf of government entities, BPS entities and health sector entities as well as collect supply chain management and vendor performance data. This includes ensuring the agency's prescribed entities, and others, have access to high-quality, timely, and reliable products at the best value. These entities include:

- **government** – such as ministries, provincial agencies, the Independent Electricity System Operator, and Ontario Power Generation and its subsidiaries.
- **BPS** – such as school boards, publicly-funded post-secondary educational institutions, children's aid societies, and SSOs/GPOs controlled by these BPS entities, that solely or primarily procure for these entities.
- **health sector entities** – such as hospitals, the Ottawa Heart Institute, and the SSOs/GPOs that are controlled by, and solely or primarily procure for these entities.

This document uses terms such as “all public sector entities” and the Ontario Public Service (OPS) and Broader Public Sector (BPS) throughout. Unless otherwise specified, when the Business Plan identifies “all public sector entities”, it refers to the entire public sector in Ontario, regardless of whether they are considered a prescribed entity for Supply Ontario. When the document refers to the OPS and/or BPS, it is specifically referring to Supply Ontario's prescribed entities under the SCMA.

Additionally, recognizing that data-informed policy is key to achieving the government's public sector procurement transformation vision, Supply Ontario has authority through O. Reg 612/20 under the SCMA to collect the following information from prescribed entities:

- current inventories of any goods and future inventory requirements
- current and future procurement activities
- supply chain opportunities, contingencies, and constraints
- information about contracts related to the procurement of goods or services
- any other information related to supply chain management or vendor performance that Supply Ontario specifies

The agency has been focused on building its foundational capabilities and primarily serving clients within the OPS. Specifically, the OPS has an annual procurement spend of approximately \$7B, and Supply Ontario has been successful in realizing billions of dollars in cost avoidance and hundreds of millions in savings through the VOR program. There is an opportunity, however, for Supply Ontario to enter a new phase of its mandate, one of maturation, as the agency continues to expand to health and learning sectors, with contracts available for municipalities and other public sector entities. As the agency continues to expand, it will look to address the estimated \$23B of procurement spend in the BPS, which will continue over the three-year planning cycle of this business plan. As the agency moves towards a whole-of-government approach, Supply Ontario will work to:

- Enhance client focus and expand vendor engagement opportunities
- Centralize key procurement functions and contracts within Supply Ontario
- Bring cohesion to a fragmented public sector supply chain
- Address barriers for businesses looking to access public sector procurement opportunities; and
- Create a resilient, adaptable, made-in-Ontario supply chain that citizens can rely on

To achieve this, Supply Ontario will significantly expand the enterprise VOR Program, which provides access to centralized contracts for all public sector entities in Ontario, as well as public sector purchasers in other provinces and territories. Through the expansion of the enterprise-wide VOR program and advisory services, Supply Ontario will remain responsive to client needs and market conditions, while enabling public sector entities to leverage the program, achieve substantial savings, and cost avoidance.

In addition, Supply Ontario manages the province's emergency stockpile of PPE/CSE and provides high-quality PPE/CSE to all public sector entities in Ontario as required. In addition to prescribed entities, as per O. Reg 612/20 under the SCMA, Supply Ontario has the object of providing and supporting supply chain management in respect of PPE on behalf of entities that are not prescribed. The agency has made significant strides in making the province's PPE/CSE stockpile more resilient, which is demonstrated by 98% of provincial stockpile contracts being awarded to Ontario businesses.

Supply Ontario is committed to the core principles of the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA): dignity, independence, integration, and equal opportunity. Our goal is to ensure that accessibility is considered throughout the procurement process and that all Ontarians can access our services and information when and how they need them and without barriers. Every Supply Ontario procurement is compliant with AODA principles.

As the trusted leader in public procurement, Supply Ontario is working to harness the collective buying power of Ontario's public sector to centralize purchasing across the public sector, drive value for taxpayers, strengthen resiliency, and unlock economic opportunities on behalf of the province. Anchored by our core pillars—collaboration, transparency, trust, resiliency, sustainability, accessibility, economic development, innovation, and efficiency—Supply Ontario is committed to reinforcing these values across the public sector procurement ecosystem, further enhancing the impact of our work across Ontario.

Vision: Harness Ontario's buying power to enable **economic development**, province-wide **resilience** and produce **value** for Ontarians

Mission: Bring cohesion to the public sector supply chain by embracing innovation and leveraging diverse partnerships and relationships with suppliers

Values: Our values are driven by our commitment to our partners, stakeholders, and each other to achieve the best outcomes for the people of Ontario

- **Collaboration** – Working together to achieve results.
- **Trust** – Building relationships with integrity and accountability.
- **Excellence** – Delivering transformative solutions through innovation.

Three-Year Strategy and Implementation Plan

As Supply Ontario looks ahead to the next three years, the agency continues to pursue the government's vision for provincial supply chain centralization and transformation. Critical to this vision is for Supply Ontario to build on its previous success in establishing the necessary foundational capabilities and building strategic partnerships within the public sector procurement ecosystem. Supply Ontario expects to continue achieving significant savings for the government, which will be primarily realized by the ongoing expansion of the enterprise-wide VOR program.

A significant achievement in building the agency's foundational capabilities is the successful integration of Supply Chain Ontario (SCO), a former division of the Ministry of Public and Business Service Delivery and Procurement (MPBSDP). Today, Supply Ontario is a unified, service delivery agency that is committed and equipped to continue bringing tangible benefits to the OPS, BPS, and, more broadly, Ontario.

Historically, Supply Ontario has been focused on serving OPS clients, who have an annual procurement spend of approximately \$7B in goods and services. The agency has had significant success in achieving cost avoidance and savings for the Government of Ontario by focusing on these clients. These accomplishments are substantial, and yet, they do not represent the full opportunity to harness public sector purchasing power across the province, by working with the BPS. The BPS has an estimated annual procurement spend of \$23B, which is over three times larger than that of the OPS. Hence, the next three years are pivotal for Supply Ontario's centralization mandate, as the agency seeks to expand and ensure its services meet the needs of the BPS and bring structure to a fragmented procurement landscape.

Supply Ontario has developed a comprehensive benefits realization (BR) framework for benchmarking and tracking targeted, measurable/quantifiable outcomes of agency activities. The calculation methodology is being reviewed by a third party and once validated, will be applied to core agency operations and initiatives, particularly key categories within the agency's enterprise-wide VOR program to estimate expected benefits. To support the framework, Supply Ontario has developed benefits realization methodologies and tools to capture the outcomes of centralization initiatives.

This framework development is informed by jurisdictional research, industry, and academic best practices and comparable to other service delivery entities in the public sector procurement landscape. By utilizing this framework, Supply Ontario can demonstrate the significant value derived from centralization of public sector procurement spending. Examples of expected benefits and outcomes are listed in the below chart

2024-25 Expected Outcomes and Key Performance Measures (KPIs and Outputs)



Over the short-term, Supply Ontario will continue to focus on building strategic partnerships across the procurement ecosystem. These partnerships help us to identify centralization opportunities as well as inform the agency's procurement modernization work to remove barriers, including accessibility, and reduce red tape to make doing business with Ontario easier. These partnerships also enable Supply Ontario to have a clear line of sight into anticipated or potential supply chain disruptions and shortages, especially in the healthcare sector. By fostering communication and developing contingency plans, Supply Ontario will continue to embed resilience as a key principle in protecting critical supply chains.

Supply Ontario will continue to engage with SSOs/GPOs to ensure there is a coordinated and appropriately governed approach to the current procurement ecosystem to reduce duplication. Partnerships within the health and learning sectors allow Supply Ontario to better understand market and client needs, which help inform existing and new enterprise-wide VOR arrangements so they can be used by a wider range of clients.

Recognizing that technological improvements will be fundamental for the success of the agency, Supply Ontario is committed to modernizing legacy systems such as the Ontario Tenders Portal (OTP). Supply Ontario will evolve these systems through the multi-year implementation of the DPS. The DPS will transform end-to-end procurement, sourcing, and contract management processes over time through a phased and staged rollout.

Currently, more than 6,000 fragmented public sector entities across the province utilize multiple platforms for their procurement needs. As a result, Supply Ontario is developing a DPS for the Ontario public sector to:

- ✓ improve user experience
- ✓ centralize procurement activity
- ✓ bolster supply chain resiliency
- ✓ reduce costs
- ✓ gather high-quality and consistent data
- ✓ enable suppliers to find all public sector procurement opportunities in a single place
- ✓ strengthen cybersecurity

A one-stop shop, the DPS will ensure a transparent and efficient procurement experience, while supporting our commitment to an open, fair, and competitive procurement process. The portal will transform end-to-end public sector procurement, sourcing, and contract management processes over time through a phased and staged rollout.

Supply Ontario has made significant progress towards implementing the DPS. In September 2024, the agency hosted a Market Day for prospective vendors where more than 100 interested parties provided valuable insights from the marketplace.



Adjacently, Supply Ontario has committed to designing and launching a digital experience strategy to improve online access and resources that make it easier for buyers and vendors to access what they need. Beyond a modern, client-centric platform, the DPS will aggressively expand the agency's data collection capabilities, enabling the agency to identify market trends and opportunities for public sector buyers and vendors.

Over the medium-term, the agency will focus on implementing new service offerings to clients within the OPS and BPS. This includes beginning to implement a one-window service approach, which will assist buyers and vendors in making public sector procurement more accessible. The one-window service approach will be informed by stakeholders and partners and a phased rollout will help ensure that changes can be made that are responsive to stakeholder and partner feedback and evolving client and market needs. The one-window service approach is just one initiative that demonstrates Supply Ontario's commitment to centralization, modernization, and becoming the leading authority for public sector procurement in the province.

The agency will also build on its procurement modernization work by identifying opportunities to streamline processes and reduce red tape for buyers and vendors, based on feedback from sector tables and stakeholder and partner engagements. An exciting opportunity Supply Ontario is exploring is developing a guide to provide training to buyers on how to embed sustainability considerations into procurement strategies. Supply Ontario's procurement modernization work is fundamental in achieving the government's vision for supply chain transformation. The agency is committed to ongoing engagements with stakeholders and partners to be informed of new opportunities and changing requirements in the procurement landscape.

In the long-term, Supply Ontario will further centralize procurement opportunities across the OPS and BPS. Specifically, Supply Ontario is looking to expand further into the health and learning sectors, which signals a commitment to fulfil the agency's mandate of centralizing procurement and expanding service offerings to the BPS. These sectors were targeted based on their critical importance to Ontario, combined with their significant annual procurement spend. In addition, the potential for supply chain disruption in these sectors is particularly acute and they will benefit from Supply Ontario's involvement to build resiliency.

Cascaded throughout the next three years is the continued importance of engaging with stakeholders and partners to ensure that change management strategies complement adjustments within the procurement ecosystem. Supply Ontario recognizes the importance of change management to help minimize business disruptions as new guidance is issued.

A recent example of how Supply Ontario spearheaded change management is through the implementation of BOBI. Supply Ontario provided comprehensive guides and training sessions to facilitate a smooth roll-out of BOBI to be responsive to questions and concerns across the procurement ecosystem. BOBI implementation will continue to be monitored and evaluated to ensure success and growth. Supply Ontario can assist buyers with a wide array of topics and concerns through its advisory services at BPSSupplyChain@supplyontario.ca.

To further ensure long-term success of the agency, Supply Ontario is continuously searching for its next opportunity to make an impact and bring tangible benefits to the province. To help facilitate opportunity identification, Supply Ontario has created a Business Development Team.

In 2024, Supply Ontario established several sector tables, including the Health, Learning and Municipal tables. The discussion at these tables allows Supply Ontario to identify relevant and critical opportunities for the agency to pursue which are informed by our stakeholders. Supply Ontario will take these ideas and bring them to life across the entire provincial supply chain ecosystem. The goal of the Business Development approach is to triage centralization opportunities through a consistent, evidence-based, and strategic lens. This holistic business development approach will accelerate Supply Ontario's centralization strategy.

As an example, one of the Business Development priorities involves offering a standard back-office technology solution for financial and human resource (HR) systems (Standard Backend Solution [SBS]) for the public sector in 2025, using a Managed Service Provider (MSP) approach, with significant scaling opportunities.

Modernization of a Managed Service Provider for a Standard Backend Solution in the public sector

Across Ontario, there is redundancy in leveraging backend solutions for delivering HR and Finance capabilities, resulting in:

- Fragmented modules and disconnected systems with limited capability for comprehensive integration that guarantees end-to-end business solutions. This leaves each public sector entity to make its own decision, resulting in operational inefficiencies.
- Standard design/implementation/operations being repeated multiple times.
- Inadequate and outdated system capabilities.
- End-of-life/decommissioning solutions.

SBSs provide relevant business insights and enables organizations to gain internal controls on operations of different business functions. In the Fall of 2024, Supply Ontario conducted market engagements to gather expertise for guidance and open dialogue in this space, as we see an increasing demand and urgent need to procure SBSs.

This realignment and collaborative procurement will bring better savings and robust cybersecurity by allowing small and medium sized enterprises to adopt better technology in a consolidated effort with Supply Ontario. Other key benefits include:

- Preventing overpaid solutions; leveraging the **economies of scale** as the agency would procure a standard solution for all public sector to use;
- Improved data standards to draw insights for **data-driven decision-making**;
- Improved functional and **security capability** meeting broader government needs;
- **Centralization** of procurement activities and a standard solution for adoption;
- Enabling **resiliency** of public sector back-end solutions through improved cybersecurity and support models; and,
- Use of **innovation** to automate to reduce redundancies and to enable visibility of data for better insights.

Why Supply Ontario?

Supply Ontario is expanding the use of our enterprise-wide VOR program to non-OPS entities. In doing so, the agency is engaging clients and stakeholders to gather their needs and inputs both in the VORs we pursue and in the development of those VORs. The engagement of stakeholders both at the operational and strategic level will enable the agency to be a client-centric organization that is nimble, flexible and responsible, which will enable category strategies.

As the province's agency for procurement centralization, developing a consistent, standardized, and universal approach to enterprise resource planning aligns with the strategic priorities of the agency. The following are some of the anticipated benefits for using Supply Ontario's VOR program:

- **Easing business challenges** - smaller organizations lack the capacity to move off legacy systems due to the high design cost of a SBS allowing Supply Ontario to be uniquely positioned to help drive this business transformation.
- **Driving cost efficiencies** - reducing government spend significantly via centralized procurement, standardization, reuse of a SBS.
- **Improving visibility to drive procurement insights** - gathering requirements across several entities and bringing a best-in-class system to all small/medium-sized entities by leveraging and harnessing Ontario's provincial purchasing power.

The path forward for Supply Ontario is rooted in our organizational values of collaboration, trust, and excellence. Supply Ontario will continue to work with stakeholders and partners to achieve the agency's mandate and the government's vision for supply chain transformation. Supply Ontario has utmost confidence in its foundational capabilities that will enable the agency to achieve its ambitious—but critical—goals over the next three years.

THEME 1

Grow the Province's Buying Power by Centralizing Public Sector Purchasing

Centralization is one of Supply Ontario's mandated objectives in that the agency has been directed to leverage \$30B in annual public sector procurement spend to create value, foster economic development, and reduce duplication. Data collection and analysis will be key for the agency to deliver on its centralization mandate. Specifically, Supply Ontario intends to use the DPS as vendors and buyers are onboarded to leverage vendor data collected through centralized contracts. Going forward this will help the agency make informed decisions in planning core priorities, grow our enterprise-wide VOR program further, and centralize key activities, beginning with priority sectors such as healthcare.

Supply Ontario is continuing its centralization efforts with the procurement of capital equipment, improving inefficiencies and maximizing value across the public healthcare system. By consolidating the purchasing of clinical capital and supplies, we aim to harmonize processes, reduce costs, and enhance transparency, while strengthening business and Ontario's broader supply chain ecosystem while maintaining quality.

One of the key focus areas in this effort is the centralized procurement of clinical beds, a critical asset for correctional facilities, learning and health sectors, among others. By moving to a centralized model, Supply Ontario ensures harmonized procurement practices, stronger supplier partnerships, and improved value delivery across Ontario, enabling all entities to reap the benefits of provincial demand.

This centralization aligns with Ontario's broader healthcare infrastructure strategy, which includes more than 50 hospital projects. These efforts will add over 3,000 new beds for hospitals and upgrade or purchase 58,000 long-term care beds (2019) by 2028, ensuring the healthcare system can meet the demands of a growing population.

Supply Ontario will create a standardized and scalable framework for addressing rising healthcare demands. This approach ensures cost-effective access to high-quality clinical resources while aligning supply chain efficiencies with the province's overarching healthcare goals.

Through the enterprise-wide VOR program specifically, the government can leverage its buying power to advance government priorities, realize more value for money, reduce administrative burden, and drive efficiencies by aggregating spend. It is for these reasons that Supply Ontario will continue to work across government to modernize procurement practices, and reduce red tape and barriers to accessible procurement, thus allowing the agency to be more responsive and nimbler.

The enterprise-wide VOR program currently consists of 82 established arrangements, negotiated software volume licensing agreements (VLAs), and negotiated Memoranda of Understanding (MOU). As part of Supply Ontario's commitment to increasing opportunities for public sector buyers and spend under management, the agency is planning to expand the enterprise-wide VOR program and increase its value from \$7B to \$16.8B. This builds on the previous fiscal year's expansion of the program, which saw the value increase to \$7B, making it the then-largest increase since the creation of the program.

In August 2024, Supply Ontario established a new enterprise-wide VOR arrangement for Mobile Devices and Services, which has multiple qualified vendors (including some Ontario-based) and will last for a term of six years (2030).

The new centralized contract will deliver significant cost avoidance and savings over the Paging and Mobile Devices and Services Agreement signed a decade ago. The new mobile contract will provide financial benefits to Ontario's ministries, agencies, hospitals, school boards, children's aid societies, and other public sector entities, allowing them to reinvest savings into critical frontline services. Beyond savings and cost avoidance, this contract brings significant new value to public sector entities, which includes:

- Introducing Bring Your Own Device (BYOD) plans with rates further discounted
- Introducing USA/Canada plans with no roaming charges across both countries
- Introducing a Buy-Back Program/Device Disposal
- Containing Tiered Internet of Things (IoT) data pricing that is equal to or better than mobile plan pricing

By centralizing procurement, the arrangement drives efficiency and value creation for taxpayers and entities that procure with public dollars. This agreement is a prime example of the benefits of centralization given the broad scope of the VOR, the significant cost avoidance and savings that will be realized and the opportunity for reinvestment into the public sector.

Through the expansion of the program, Supply Ontario will also look to expand its support and offerings to BPS entities. To achieve this, the agency will promote the use of VORs by BPS and municipal entities through sector tables and communities of practice. This will create opportunities to make our arrangements the contract-of-choice for major BPS spend categories, thus enabling a whole public sector approach to achieving substantial savings and cost avoidance. A recent example of Supply Ontario responding to an urgent ministry need is the expeditious establishment of a Vape Detector and Building Security Provisions VOR.

Centralization In Action: Vape Detectors

Responding to an emerging priority during the back-to-school period, Supply Ontario, in collaboration with the Ministry of Education, coordinated and delivered the \$30 million procurement of vape detectors and other security upgrades for elementary and high schools across the province.

Eliminating vaping on school property is part of the government's province-wide plan to reduce distractions in classrooms and improve the health of children and youth. To support this, Supply Ontario established a multi-vendor VOR Arrangement for Vape Detector and Building Safety Provisions that can be used by over 5,000 schools across the province to access critical safety infrastructure.

In addition to expanding our own centralized VOR arrangements, Supply Ontario is looking to strategically evolve and enhance our relationship with SSOs and GPOs. This will be achieved by coordinating procurement objectives and enhancing contract management, which will help us deliver the best value, create strategic contracts/categories, and advance our centralization mandate. Ultimately, this will assist Supply Ontario in achieving its mandate of delivering value for Ontarians while ensuring cohesion across the provincial supply chain and procurement landscape.

Supply Ontario's track-record of working with trusted SSOs/GPOs, stakeholders and partners has fostered valuable public sector relationships aimed at sharing best practices and lessons learned. Specifically, with the help of our strategic partnerships team, the agency has been gathering insights from across the province's procurement ecosystem via the numerous sector tables, including learning and health, to inform strategic decision-making and improve the procurement process for public sector buyers.

Supply Ontario is leading a Health Sector Task Force and Learning Sector Task Force with industry stakeholders to identify tariff-related risks, and opportunities to ensure supply chain resiliency. A key part of the work includes data collection from health and learning sector entities, including hospitals and colleges and universities to enable a data-driven response to tariff risks and opportunities. That includes examining all U.S. contracts awarded by Ontario's public sector health and learning entities and all upcoming contracts.

These insights will further assist us in developing an action plan focused on maintaining the achievements realized from the established tables, while at the same time fostering open lines of communication and transparency. In addition, the agency will use the gathered insights to better align internal category strategies and priorities and to ensure support for key sectors.

As Supply Ontario continues to demonstrate its value by centralizing procurements, reducing barriers, supporting Ontario-based businesses, and creating savings for clients, the relationships with public sector partners, industry organizations, private sector partners, and other orders of governments are expected to continue to grow. This will allow best practices to be shared and implemented quickly and efficiently across stakeholders.

Priorities

- 1.1** Grow and promote agency's new / refreshed VORs that respond to market demands and client needs.
- 1.2** Leverage existing and pursue new tools to increase Supply Ontario VOR uptake.
- 1.3** Cultivate strategic partnerships across the public sector procurement ecosystem.

Priority	2025-26	2026-27	2027-28
1.1	<ul style="list-style-type: none"> Offer expanded educational programs and workshops for public sector procurement professionals and decision-makers. 	<ul style="list-style-type: none"> Assess and adjust content and frequency of educational programs and workshops offered to reflect client needs and feedback. 	<ul style="list-style-type: none"> Continue to assess and adjust content and frequency of educational programs and workshop offered.
1.1	<ul style="list-style-type: none"> Launch new and refreshed VOR offerings to ensure clients have access to a competitive range of contracts across sectors. 	<ul style="list-style-type: none"> Grow VOR offerings to better respond to emerging client and market needs. 	<ul style="list-style-type: none"> Continue to identify opportunities for new VOR offerings to respond to client and market needs.

1.1	<ul style="list-style-type: none"> Enhance current service offerings and launch a one-window service approach which will assist buyers and sellers to make procurement more accessible. 	<ul style="list-style-type: none"> Gather feedback from buyers and sellers to determine if amendments to the one-window service approach need to be made and/or if additional services should be added. 	<ul style="list-style-type: none"> Review the progress made by the one-window service approach and identify key areas for improvement.
1.1	<ul style="list-style-type: none"> Implement a strategy for MSP for SBS as an enterprise VOR arrangement for BPS. 	<ul style="list-style-type: none"> Continue outreach and adoption of MSP for SBS to onboard BPS. Establish next Business Development opportunity to grow Supply Ontario's footprint in BPS. 	<ul style="list-style-type: none"> Continue expansion of MSP SBS to a robust common backend system for the BPS. Solidify strategy and contract for new Business Development opportunity using data from the new DPS.
1.1	<ul style="list-style-type: none"> Leverage policy tools and initiatives to promote access and awareness of public sector procurement by underrepresented groups. 	<ul style="list-style-type: none"> Engage stakeholders and begin implementing initiatives to increase the involvement of underrepresented groups in public sector procurement. 	<ul style="list-style-type: none"> Continue to explore additional ways to enhance our public sector procurement by reducing red tape and removing barriers across the province.
1.1	<ul style="list-style-type: none"> Expand VOR contract uptake year-over-year, focusing on adoption with BPS and municipal partners. Continue to promote uptake of enterprise VOR arrangements for public sector entities not currently covered under Supply Ontario's legislative authority. 	<ul style="list-style-type: none"> Continue promoting the uptake of enterprise VOR arrangements, identifying barriers and limitation in the agency's legislative authority that prevent Supply Ontario from achieving its centralization mandate. Continue identifying opportunities for centralized agreements for public sector entities not currently covered under the agency's mandate. 	<ul style="list-style-type: none"> Continue identifying opportunities for centralized agreements for public sector entities that are not currently covered under the agency's mandate.

1.1	<ul style="list-style-type: none"> • Develop a provincial strategy for a critical and vulnerable drug list to mitigate supply shortages of critical goods and services. 	<ul style="list-style-type: none"> • Adjust health supply shortages program to reflect operational needs across the healthcare continuum of care and reflect client input. 	<ul style="list-style-type: none"> • Advance value creation as part of the category strategy. • Implement strategies for critical and vulnerable drugs and key supply shortages.
1.1	<ul style="list-style-type: none"> • Continue promoting and educating stakeholders on the use of BOBI strategies across OPS and BPS entities. 	<ul style="list-style-type: none"> • BOBI is solidified as a common practice across the public sector. 	<ul style="list-style-type: none"> • BOBI fully implemented across the public sector with analysis to support potential application changes.
1.1	<ul style="list-style-type: none"> • Pilot and execute actions and initiatives capitalizing on category opportunities. • Continue identifying new VOR opportunities across the public sector in alignment with category management approach to expand the enterprise-wide VOR Program on an annual basis. • Continue to include representatives from public sector entities in category and VOR development and evaluation. • Enhance Vendor Management model to continue developing partnerships with the marketplace for better outcomes. 	<ul style="list-style-type: none"> • Building and executing on opportunities as they become identified. • Continue identifying new VOR opportunities across the public sector in alignment with category management approach to expand the enterprise-wide VOR Program and increase spend under management on an annual basis. 	<ul style="list-style-type: none"> • Continue identifying new VOR opportunities across the public sector in alignment with category management approach to expand the enterprise-wide VOR Program and increase spend under management on an annual basis.
1.2	<ul style="list-style-type: none"> • Continue to identify non-governmental group purchasing contracts and categories for the agency to strategically partner with. 	<ul style="list-style-type: none"> • Develop and implement partnerships in high-value categories with non-governmental group purchasers. 	<ul style="list-style-type: none"> • Consistently evaluate opportunities for new partnerships to advance the agency's mandate.

1.2	<ul style="list-style-type: none"> Identify tools that can expand VOR uptake across BPS entities. 	<ul style="list-style-type: none"> Assess Supply Ontario's VOR uptake, based on current tools, and identify challenges and opportunities for improvements. 	<ul style="list-style-type: none"> Continue reviewing and adjusting tools to improve Supply Ontario's VOR uptake as needed.
1.3	<ul style="list-style-type: none"> Continue to engage with provincial ministries, municipal associations, large procurement entities, private sector groups, non-profits, and international organizations/jurisdictions to foster collaboration on procurement policies and standards, collaborative research, pilot programs, and shared innovation initiatives. 	<ul style="list-style-type: none"> Continue to create and advance strategic partnerships with provincial ministries, municipal associations, large procurement entities, private sector groups, non-profits, and international organizations/jurisdictions to foster collaboration on procurement policies and standards, collaborative research, pilot programs, and shared innovation initiatives. 	<ul style="list-style-type: none"> Sustain strategic partnerships with provincial ministries, municipal associations, large procurement entities, private sector groups, non-profits, and international organizations/jurisdictions to foster collaboration on procurement policies and standards, collaborative research, pilot programs, and shared innovation initiatives.
1.3	<ul style="list-style-type: none"> Expand collaboration opportunities with MOH, OH and other health partners to identify priority healthcare issues. 	<ul style="list-style-type: none"> Continue to engage with health sector entities to ensure PPE/CSE is rotated and available to support emergencies. 	<ul style="list-style-type: none"> Identify other healthcare priority projects and engage with OH and other health partners on implementation strategies.
1.3	<ul style="list-style-type: none"> Leverage data sharing with partners to better understand the opportunities and market dynamics in individual categories. 	<ul style="list-style-type: none"> Continue to leverage data sharing to better understand the different partners and identify opportunity areas for agency centralization 	<ul style="list-style-type: none"> Continue to leverage data sharing to better understand the different partners and opportunities within each category. Utilize Data to measure and enhance VOR adoption and programs performance

THEME 2

Modernize Public Sector Procurement to Support Economic Development and Bolster Resiliency in Ontario's Supply Chains

Supply Ontario was founded to transform and modernize the public sector procurement ecosystem, while delivering significantly improved value and outcomes through centralization for the province. To accomplish this goal, working closely with Ontario ministries, partners, and the vendor community, the agency streamlines procurement processes, addresses barriers, including accessibility, promotes open, fair, and transparent principles to generate more competitive procurement opportunities and enhance efficiency of public services. Supply Ontario's procurement modernization approach strives to achieve the most strategic use of public procurement to build resiliency and sustainability in Ontario supply chains, spur innovation, support economic development, and boost domestic production of critical goods at the time of increased global risks and economic uncertainties.

Procurement modernization remains a primary focus for Supply Ontario, which is underpinned by diverse and talented people, efficient processes, innovative technology, and exemplary world class services. Supply Ontario continues to engage with stakeholders and partners to identify new and emerging trends in the public sector procurement ecosystem that can be addressed through procurement modernization initiatives. There are several initiatives from our 2024/25 business plan that remain a top priority for Supply Ontario, including:

1. VOR enhancements and expansion;
2. Sustainable procurement; and
3. Reform to streamline procurement policies and practices.

Supply Ontario will leverage its established, trusted relationships with SSOs/GPOs, to further identify collaborative opportunities for developing and implementing procurement modernization initiatives. Supply Ontario is on a journey of procurement modernization and welcomes input from organizations similarly committed to contributing greater value to the public sector.

Supply Ontario manages a provincial stockpile of PPE/CSE for use by all public sector entities. We are implementing a new strategy that will leverage a single third-party logistics provider to deliver warehousing services in deliberate locations throughout the province. We will use a transportation provider to ensure delivery to all types of clients are managed in the way that customers need.

The provincial stockpile relies on continuous use of products by customers to ensure that stock is appropriately rotated and fresh. Supply Ontario is working with many health and other public sector entities to replace individual stockpiles. The provincial stockpile focuses on domestically produced PPE, contributing to the agency's economic development agenda, and reducing supply chain risk.

In every part of the world, restoration of global cooperation continues to rapidly unfold and fundamentally reshape the way of doing business. Geopolitical events, such as tariffs and other trade protectionism measures, and wars, coupled with growing environmental threats and the possibility of another worldwide pandemic, create economic and social vulnerability. This influences public sector buyers' decisions to select suppliers based on the "best value for money" outcome, as opposed to only lower costs.

Recognizing Ontario's strengths in technological advancements, global talent, and business competitiveness to drive long-term growth, the agency applies a "best value for money" approach to consider a combination of factors, such as value-add innovation, economic development, partner reliability, best outcomes for end users, nimbleness to various risks, and quick responsiveness to fluctuating market trends. This is why our procurement modernization plan, to ensure resiliency of Ontario supply chains at the time of economic uncertainty, will also continue to explore options in sustainable procurement. By doing so, Supply Ontario aims to align with leading procurement practices and promote Ontario as a best-in-class jurisdiction for doing business.

Ontario has a competitive advantage to offer sustainable, ethical, and cost-effective solutions to public sector buyers. Supporting sustainability, supplier diversity, and Indigenous procurement are part of Supply Ontario's key priorities, which can be enabled through BOBI.

When exploring sustainability in procurement, Supply Ontario generally envisions the following pillars:

- **Environmental:** endeavors to consider environmental sustainability.
- **Ethical:** calls for compliance with Ontario standards, ethical practices as outlined in the OPS and BPS directives and relevant legislation.
- **Social:** promotes improving diverse social and community well being.
- **Indigenous:** strives to address barriers for Indigenous-owned businesses in procurement opportunities.

Applying a sustainable procurement framework lens will boost supply chain resiliency, maximize the best possible value for the people of Ontario, and will help businesses to scale up, build risk mitigation capacity, and enhance their abilities to compete globally when expanding their international footprint.

In response to current global trends and unprecedented geopolitical events, Supply Ontario will continue to identify and undertake robust risk mitigation strategies through leveraging stakeholder and partner engagement, conducting comprehensive research and assessments of domestic and global issues, and scenario building activities. With imposition of tariffs on Canadian goods by Ontario's largest trading partner, this approach allows the agency to keep abreast of key developments that may adversely affect procurement activities and take all necessary steps to promote the resiliency of Ontario's integrated supply chains that rely on the production of interconnected products and services. We effectively apply both consistent traditional and agile methodologies and processes for measuring the impact and tracking value.

The agency will continue to listen to buyers and vendors to identify and respond to barriers, red tape, and administrative burdens, so more underrepresented and diverse business groups in Ontario procurement, such as Indigenous-owned businesses, entrepreneurs, and those owned by people with disabilities, can have an improved access to procurement. A frequent piece of feedback Supply Ontario receives from vendors highlights the need to enhance the value of procurement opportunities for small- and medium-sized businesses, as well as opportunities to scale vendor output. Winning government contracts is a strong credibility signal in markets, and Supply Ontario recognizes the central role that procurement plays in supporting made-in-Ontario supply chains and provincial economic development.

Supply Ontario is strongly committed to actively support innovation and economic development, which are central to our mandate. These pillars drive value in modernization of procurement and supply chain practices, in addition to generating new growth opportunities for businesses in Ontario. Supply chain resiliency, management of supply chain risk and supporting domestic production are the lessons procurement organizations took away from the COVID-19 pandemic. As tariffs and global risks leave supply chains highly volatile and vulnerable to all kinds of disruptions and shortages, Supply Ontario is well positioned to support and leverage domestic production opportunities to prevent deficits and systemic failures in the procurement of critical supplies in the event of future emergencies.

Building on a multi-year transformation roadmap, Supply Ontario will continue to centralize and modernize purchasing activities by implementing sector-specific action plans and strategies. For example, new VOR arrangements in the Information and Technology (I&IT) and other clinical categories enable quick access to centralized contracts and to support innovation in these priority sectors.

The Health Innovation Pathway aims to drive the adoption of promising health technologies and services, and to identify opportunities for continuous improvement across the health care system, in partnership with MOH, and the Ministry of Economic Development, Job Creation and Trade (MEDJCT).

Supply Ontario is also proud to be partnering with key innovation hubs like the CAN Health Network, Ontario Bioscience Innovation Organization (OBIO), and Bruyère to better understand emerging innovative technologies and explore options for adoption at a provincial level.

Over the next FY 2025-26, Supply Ontario will continue to pursue opportunities and modernization activities, including:

- 1.** Supporting the MOH's Health Innovation Pathway to drive innovation and better outcomes for Ontarians;
- 2.** Strengthening the agency's ability to respond to procurement challenges and opportunities with market-informed intelligence; and
- 3.** Working with government partners to shape policy, regulations and legislation.

Evidence-based decision making is at the heart of Supply Ontario practices and operations. It underscores the importance of data and analytical tools that enable the agency to deliver the unique value contribution in seizing procurement opportunities and identifying challenges. Through data literacy activities, in combination with tools and technology upgrades, we drive curiosity and cultivate a data-centric mindset across the agency.

With a data-oriented culture, we will continue to develop programs and platforms necessary to remain up-to-date with the latest technology, advanced data optimization, and collection techniques, while adhering to the government's Responsible Use of AI Directive and cybersecurity practices. This includes the establishment and implementation of AI risk management principles and the introduction of appropriate management systems, such as tools and protocols to ensure resiliency, recovery, and maturity, as required by the government of Ontario's frameworks and regulations. In addition, Supply Ontario will continue to leverage data collection and the centralization program by working with the government and other partners.

Modernization of public sector procurement is an integral step to achieving agency success in transformation. Supply Ontario's consistent leadership efforts to address systemic challenges and streamline processes to improve access and create new procurement opportunities will continue to deliver best possible value for the people of Ontario.

Priorities

- 2.1** Improve client experience and data-driven decision making through a newly designed and successfully launched one-window DPS.
- 2.2** Drive process efficiencies and reduce red tape barriers, including accessibility, through modernization and transformation of public sector procurement.
- 2.3** Strategically position the province to prepare and respond to supply chain disruptions, emergencies, and global risks.
- 2.4** Leverage technology and data to enhance client experience and accelerate growth.

Priority	2025-26	2026-27	2027-28
2.1	<ul style="list-style-type: none"> Onboard the first phase of public sector entities to use the DPS. Develop phased onboarding plan for public sector entities. Develop a phased implementation plan for additional DPS functionalities. 	<ul style="list-style-type: none"> Onboard additional entities per the phased DPS onboarding plan. Onboard additional DPS functionality per the plan developed. 	<ul style="list-style-type: none"> Continue to onboard entities to the DPS.
2.1	<ul style="list-style-type: none"> Identify vendor characteristics to be captured, to measure supplier diversity as DPS is implemented. 	<ul style="list-style-type: none"> Implement supplier diversity measurement mechanisms into the DPS. 	<ul style="list-style-type: none"> Assess and improve supplier measurement mechanisms.

2.2	<ul style="list-style-type: none"> • Continue to gather feedback on procurement modernization initiatives and work with partners to achieve the government's supply chain transformation vision. 	<ul style="list-style-type: none"> • Identify and implement procurement modernization opportunities to streamline processes and reduce pain points for buyers and sellers, based on feedback from sector tables and stakeholder engagements. 	<ul style="list-style-type: none"> • Monitor, assess and continue improve on procurement modernization initiatives based on feedback from stakeholders and partners, and applicable data metrics.
2.2	<ul style="list-style-type: none"> • Maintain ongoing approach to consulting on procurement modernization initiatives, while advancing implementation of policy/ process changes to remove barriers, including accessibility, and burdens on public sector buyers and sellers. • Develop and implement change management strategies to orient and support public sector buyers and sellers in these new initiatives. 	<ul style="list-style-type: none"> • Continue implementing new procurement modernization initiatives, focusing on supporting initiatives and tools to drive uptake of agency contracts, while providing guidance and promoting change management strategies. 	<ul style="list-style-type: none"> • Continue open consultations with buyers and sellers to liaise on emerging needs, barriers and processes that can be addressed through procurement modernization opportunities.
2.3	<ul style="list-style-type: none"> • Support implementation of procurement-related government programs and initiatives, such as the Health Technology Accelerator Fund (HTAF) innovation and the Life Sciences Scale-Up Fund (LSSUF). 	<ul style="list-style-type: none"> • Continue to support government implementation and monitor program delivery to determine if program changes are recommended. 	<ul style="list-style-type: none"> • Assess and continuously improve implementation of procurement-related government programs and initiatives.

2.3	<ul style="list-style-type: none"> Identify strategic options to foster supply chain resiliency and mitigate risks to Ontario-based supply chains. Implement quick win initiatives to demonstrate the value of resilient procurement practices. 	<ul style="list-style-type: none"> Implement strategic options to promote supply chain resiliency, while ensuring fairness, transparency, and competitiveness for all suppliers in Ontario public sector procurement processes. 	<ul style="list-style-type: none"> Assess and monitor the impact of strategic initiatives on building and supporting resilient supply chains in Ontario.
2.3	<ul style="list-style-type: none"> Implement Supply Ontario long-term warehousing strategy to consolidate warehousing footprint while maintaining business-as-usual for clients, to ensure province's PPE/CSE distribution and inventory remains sufficient to meet normal and surge demand. 	<ul style="list-style-type: none"> Expand the long-term warehousing strategy across all public health entities. Continue advancing the delivery of Supply Ontario's warehousing strategy with client and vendor-centric service delivery model. 	
2.3	<ul style="list-style-type: none"> Work with government partners and stakeholders to identify key legislative and regulatory changes required to advance and modernize the provincial procurement landscape. 	<ul style="list-style-type: none"> Support additional legislative/regulatory changes to reflect agency priorities, such as supporting Emergency Management Ontario (EMO) to secure critical supply chains during times of emergency, conflict or crisis. 	<ul style="list-style-type: none"> Work with government partners and stakeholders to determine the impacts of legislative amendments and identify if further changes are required.
2.3	<ul style="list-style-type: none"> Proceed with integration of additional products into the stockpile as identified by partners (such as Ontario Chief Medical Officer of Health (OCMOH), EMO, etc.). 	<ul style="list-style-type: none"> Continue working with partners to identify additional products that can be added into the stockpile. Develop and implement Vaccine Ancillary Supplies category strategy. 	<ul style="list-style-type: none"> Continue working with partners to identify additional products that can be added into the stockpile.

2.4	<ul style="list-style-type: none"> • Leverage data from within government and with partners to strengthen the agency's ability to respond to procurement challenges and opportunities with market-informed and current intelligence. 	<ul style="list-style-type: none"> • Continue to onboard and leverage data from within government and with partners to strengthen the agency's ability to respond to procurement challenges and opportunities with market-informed and current intelligence. 	<ul style="list-style-type: none"> • Continue to onboard and leverage data from within government and with partners to strengthen the agency's ability to respond to procurement challenges and opportunities with market-informed and current intelligence.
2.4	<ul style="list-style-type: none"> • Ensure Supply Ontario has modern technology applications and infrastructure. • Address legacy technology applications through re-platforming or retiring applications, such as improving the current VOR search and navigation experience by launching a new application on modern technology. Extend and regularly update cyber security program and the components needed. 	<ul style="list-style-type: none"> • Build, procure, and iterate innovative technology applications and infrastructure that support Supply Ontario's mandate and priorities. • Continued cyber security excellence. 	<ul style="list-style-type: none"> • Continue to iterate and improve innovative technology applications and infrastructure that support Supply Ontario's mandate and priorities.
2.4	<ul style="list-style-type: none"> • Develop a digital experience vision and strategy to make it easier to find, access and navigate our services. • Design and launch digital experience platform components that enrich the overall digital experience for stakeholders. 	<ul style="list-style-type: none"> • Expand digital experience functionality through the delivery of user-focused, data rich experiences. 	<ul style="list-style-type: none"> • Ongoing improvements and updates of digital experience functionality through the delivery of user-focused, data rich experiences.

2.4	<ul style="list-style-type: none"> • Develop agency-wide reporting and analytics supports, increasing the quality and usefulness of analytics products to align with business needs. 	<ul style="list-style-type: none"> • Create data products to support Supply Ontario's mandate. • Integrate automation and responsible AI into the development of analytics products. 	<ul style="list-style-type: none"> • Expand the use of automation and AI in support of value-added analysis and reporting capabilities.
2.4	<ul style="list-style-type: none"> • Expand agency data collection program to include more partners and increase frequency of data collection. 	<ul style="list-style-type: none"> • Formalize data collection process, agreements, and standards for adoption by Supply Ontario partners 	<ul style="list-style-type: none"> • Continue to iterate Supply Ontario catalogue for external partners' consumption and standardization.
2.4	<ul style="list-style-type: none"> • Expand dashboards and scorecards for various audiences to support decision-making, demonstrate progress and enhance transparency and accountability. 	<ul style="list-style-type: none"> • Refine and automate dashboards and scorecards to drive evidence-based decision making. 	<ul style="list-style-type: none"> • Increase AI-Predictive capability to facilitate Procurement Categories strategic planning. • Improve the quality of data collected and data visualization methods employed.

THEME 3

Establish Supply Ontario as the Leading Authority for Ontario Public Sector Procurement

Supply Ontario was established to address the complexities associated with the province's procurement and supply chain management landscape, while simultaneously looking to become the leading authority for public sector procurement in Ontario. By enhancing internal functions, attracting top talent, and fostering a culture of excellence and inclusion, Supply Ontario aims to strengthen operational capacity, improving and expanding upon service delivery. This strategic focus is designed to empower the agency to fulfill its mandate of streamlining procurement practices and delivering high-quality and high-value services to the public sector.

As mentioned, a key challenge facing public sector procurement in Ontario is the fragmentation of procurement approaches across the ecosystem. The use of multiple, disparate procurement platforms, principles, and processes across the OPS and the BPS has created a complex landscape that hampers efficiency, accessibility, transparency, and cohesion. Against this backdrop, the agency is dedicated to establishing itself as the authority for public sector procurement. Supply Ontario will serve as the hub of public sector procurement, ensuring procurement is done efficiently, effectively and without duplication or barriers. As the leading authority, Supply Ontario will lead public sector procurement through transformation and centralization efforts, achieving the government's vision of achieving the best value for taxpayers. In this role, Supply Ontario aims to simplify procurement systems, drive cost savings, and foster collaboration among buyers and vendors by developing integrated supply chain systems and streamlined and inclusive procurement processes. This strategy is not only imperative for providing effective solutions to procurement challenges, but also stands in alignment with our mandate.

Supply Ontario recognizes that its path to providing leadership and consolidation begins with maximizing its capacity and optimizing its internal operations. The integration with SCO in 2023-2024 was an integral milestone in bolstering the agency's capacity. By integrating resources and expertise, Supply Ontario sought to leverage the strengths of SCO to create a more cohesive, responsive, and unified procurement agency for Ontario. SCO's extensive procurement experience, including managing the enterprise-wide VOR program, advisory services for clients and vendors,

and the emergency stockpile program—has significantly enhanced Supply Ontario's reach and impact across the province. As Supply Ontario advances into the 2025-2026 – 2027-2028 fiscal years, it remains committed to further leveraging the benefits of this integration by continuing to build internal synergies, engaging in agency maturation initiatives, and fostering a culture of excellence within Ontario's public sector procurement ecosystem.

In alignment with optimizing the agency's internal functions, Supply Ontario's digital footprint will centre on establishing a new online anchor for the agency through a refreshed and accessible Supply Ontario website, transforming it into a multi-functional Digital Experience Platform (DXP).

A refreshed website will build data-rich services that offer more tailored experiences – providing faster access to relevant information and services. Starting with a refreshed presence for VORs online, core components of a DXP will be incorporated into the existing website infrastructure to make it easier for buyers to navigate VOR information and services.

Additionally, the implementation of internal systems, including human and financial management tools, will enable Supply Ontario to accelerate its operational independence from government systems. This independence is critical for fostering agility, efficiency, and innovation, allowing the agency to streamline operations and better serve its stakeholders. At the same time, leveraging opportunities with the government to cross-promote the agency's brand will enhance customer awareness of its services and initiatives, ultimately driving greater engagement and collaboration with stakeholders. Together, these efforts are vital for fostering a procurement ecosystem that benefits small- and medium-sized enterprises, supports economic growth, and ensures value for the public.

Supply Ontario is committed to building a culture of excellence internally and within the public sector procurement ecosystem. This will ensure that Ontarians receive the best value for their tax dollars. The key to achieving this will be taking a leadership role in instilling a shared vision of high standards, accountability, and collaboration across public sector procurement stakeholders and partners. To be a leader also means continuously finding ways to expand collaboration opportunities through proactive engagement with communities of practice and relevant sectors, ensuring that our initiatives are informed by diverse perspectives and best practices.

By engaging in these ecosystem transformation initiatives, while improving its internal processes, Supply Ontario will effectively meet its stakeholder and partner needs - eliminating redundancies, achieving its mandate, and solidifying its position as the leading authority for public sector procurement.

Priorities

- 3.1** Optimize internal functions, structures and approval relationships with government to enable agency maturation.
- 3.2** Promote a culture of excellence throughout the public sector procurement ecosystem.
- 3.3** Attract and begin centralizing procurement expertise to build an integrated high-performance workplace culture.
- 3.4** Identify the necessary resources and structural realignments for Supply Ontario to achieve its mandate.

Priority	2025-26	2026-27	2027-28
3.1	<ul style="list-style-type: none"> Baseline and establish customer experience standards within the agency's client-facing functions. 	<ul style="list-style-type: none"> Monitor customer experience standards within the agency's client-facing functions. 	<ul style="list-style-type: none"> Adjust, review, and continue to implement customer experience standards within the agency's client-facing functions.
3.1	<ul style="list-style-type: none"> Develop internal systems to accelerate independence from government systems/platforms with business continuity. 	<ul style="list-style-type: none"> Implement independent internal systems, while ensuring business continuity. 	<ul style="list-style-type: none"> Monitor and adjust earlier transition to independent internal systems and continue implementing additional independent systems/platforms.
3.1	<ul style="list-style-type: none"> Continue to implement proactive and modern financial processes to grow and evolve the agency. 	<ul style="list-style-type: none"> Identify and assess gaps and needs in financial processes on an ongoing basis. 	<ul style="list-style-type: none"> Achieve steady-state and nimble financial processes that are adaptable to emerging needs.
3.1	<ul style="list-style-type: none"> Refine the agency's business continuity plan to incorporate any changes to agency operations. 	<ul style="list-style-type: none"> Update the plan to incorporate any changes to agency operations actively. 	<ul style="list-style-type: none"> Update the plan to incorporate any changes to agency operations actively.
3.1	<ul style="list-style-type: none"> Enhance the agency's risk management framework as business expands and operations mature. 	<ul style="list-style-type: none"> Evolve the agency's risk management framework to align with the agency's growth strategies. 	<ul style="list-style-type: none"> Engage in continuous improvement of the agency's risk management framework to ensure it can adapt swiftly and effectively to evolving market conditions and client needs.

3.1	<ul style="list-style-type: none"> • Improve core compliance functions, including Freedom of Information (FOI) activities, agency-wide processes, procedures, training, and internal audit functions. 	<ul style="list-style-type: none"> • Action internal audits and expand internal auditor coverage. • Mature internal audit functions. 	<ul style="list-style-type: none"> • Action internal audits and expand internal auditor coverage.
3.1	<ul style="list-style-type: none"> • Evaluate the current state of the Occupational Health Safety (OHS) and wellness program and seek feedback for continuous improvement. 	<ul style="list-style-type: none"> • Implement changes to OHS and wellness program and seek feedback for continuous improvement. 	<ul style="list-style-type: none"> • Evaluate the progress of Wellness Strategy Implementation, assessing and revising strategy as required.
3.1	<ul style="list-style-type: none"> • Conclude procurement and launching of core human capital management (HCM) and Payroll systems. • Systemize and improve Applicant Tracking system. 	<ul style="list-style-type: none"> • Implement core HCM and Payroll systems to support agency independence and maturation. 	<ul style="list-style-type: none"> • Monitor implementation of HCM and Payroll systems, and continuously improve to reflect agency needs.
3.1	<ul style="list-style-type: none"> • Measure and communicate benchmarks for technology, digital and data standards continuously. • Improve data governance bodies, policies, and processes. • Commence developing automated data. 	<ul style="list-style-type: none"> • Demonstrate the continuous improvement of cybersecurity controls and IT performance. • Improve the quality data governance bodies, policies, and processes to enable agency growth on a continual basis. 	<ul style="list-style-type: none"> • Continue to improve measurement and communication of benchmarks, cybersecurity controls and IT performance. • Improve data governance bodies, policies, and processes to enable agency growth on a continual basis.
3.1	<ul style="list-style-type: none"> • Employ modern tools to continuously monitor and enforce compliance with legal and organizational records retention policies. 	<ul style="list-style-type: none"> • Use advanced tools for efficient management of records from creation to disposition. 	<ul style="list-style-type: none"> • Improve and update records management tools and policies to reflect new or changed regulatory requirements.

3.1	<ul style="list-style-type: none"> Expand the implementation of our benefits realization framework across the agency. Additionally, develop a robust approach to measure, track and report on key agency accomplishments and progress toward achieving strategic objectives. 	<ul style="list-style-type: none"> Implement measurement and tracking approach across all agency programs and activities, while expanding reporting capabilities and tools to encompass different initiatives and/or entities and report on a more regular basis. 	<ul style="list-style-type: none"> Proactively engage in continual refinement of the Benefits Realization framework and measurement, tracking and reporting approach to achieve ongoing and enhanced delivery model results.
3.2	<ul style="list-style-type: none"> Continue to build on communities of practice to share and collaborate with other public sector buyers. 	<ul style="list-style-type: none"> Continue to build on communities of practice to share and collaborate with other public sector buyers. 	<ul style="list-style-type: none"> Continue to build on communities of practice to share and collaborate with other public sector buyers.
3.2	<ul style="list-style-type: none"> Continue to build partnerships across the BPS to identify and implement procurement modernization opportunities. 	<ul style="list-style-type: none"> Continue to gather, pilot, and modify modernization ideas and adopt at-scale across the public sector. 	<ul style="list-style-type: none"> Continue implementing procurement modernization changes to streamline public sector procurement processes and requirements.
3.2	<ul style="list-style-type: none"> Expand collaboration opportunities through early and consistent engagement with communities of practice and sectors of strategic importance. 	<ul style="list-style-type: none"> Promote open lines of communication with stakeholders as collaboration opportunities become operationalized. 	<ul style="list-style-type: none"> Engage in ongoing outreach to identify collaboration opportunities and priority initiatives.
3.2	<ul style="list-style-type: none"> Continue to create and sustain sectoral tables to share intelligence and market opportunities for public sector. 	<ul style="list-style-type: none"> Identify and pursue priority initiatives and projects from the work undertaken by sector tables. 	<ul style="list-style-type: none"> Continue to gather stakeholder feedback received through sector tables.

3.2	<ul style="list-style-type: none"> Continue to promote accessibility considerations in procurements. 	<ul style="list-style-type: none"> Identify opportunities for continuous improvement of accessibility in the agency's procurement processes. 	<ul style="list-style-type: none"> Continue to improve accessibility in the agency's procurement processes, building a culture of continuous improvement.
3.2	<ul style="list-style-type: none"> Design accessible and inclusive digital services through the adoption of design best practices and in compliance with accessibility standards and regulations. 	<ul style="list-style-type: none"> Leverage technology to help remove barriers for people with disabilities, ensuring digital products are continuously improved with accessibility in mind. 	<ul style="list-style-type: none"> Advance digital inclusion and accessibility through thoughtfully designed digital products and services.
3.2	<ul style="list-style-type: none"> Expand early and regular vendor engagement to enable knowledge sharing and goal alignment related to innovation and value creation efforts. Continue to host reverse trade shows with vendors seeking public sector procurement opportunities. 	<ul style="list-style-type: none"> Measure and assess change against set customer service excellence targets, including accessibility. Evolve and execute on multi-year vendor engagement action plan. 	<ul style="list-style-type: none"> Monitor the delivery against customer service excellence targets constantly.
3.2	<ul style="list-style-type: none"> Continue to work with procurement professionals in buying entities to develop the accessible tools and templates to ensure client/user needs are met. 	<ul style="list-style-type: none"> Improve and iterate accessible tools and templates to ensure client/user needs are met and to reflect policy changes on an ongoing basis. 	<ul style="list-style-type: none"> Improve and iterate accessible tools and templates to ensure client/user needs are met and to reflect policy changes on an ongoing basis.
3.3	<ul style="list-style-type: none"> Become the employer-of-choice for public sector procurement professionals. 	<ul style="list-style-type: none"> Remain the employer-of-choice for public sector procurement professionals. 	<ul style="list-style-type: none"> Remain the employer-of-choice for public sector procurement professionals.

3.3	<ul style="list-style-type: none"> Analyze culture-building programs and people strategy to ensure employee retention and add new programs (mentorship, training focused for leadership competencies). Implement first Employee Engagement Survey. Develop corporate and functional area action items (based on survey results). Implement Year One of Succession Management Program. Continue Leadership Competencies Development Program and Management Foundations Learning Program. 	<ul style="list-style-type: none"> Assess culture-building programs and people strategy on an ongoing basis to ensure employee satisfaction and retention. Implement short, frequent surveys to gather feedback and insights from employees on organizational culture. Develop corporate and functional area action items (based on survey results). Implement Year Two Succession Management Program. 	<ul style="list-style-type: none"> Assess culture-building programs and people strategy on an ongoing basis to ensure employee satisfaction and retention. Implement second full Employee Engagement Survey. Develop corporate and functional area action items (based on survey results). Implement Year 3 of the Succession Management Program, assess and recommend changes as required.
3.3	<ul style="list-style-type: none"> Continue <i>Respect in The Workplace</i> training. Implement Employee Resource Groups (ERG). Continue maturation of Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives with DEIB Council participation. Undertake an impact assessment showcasing the results of the work undertaken. 	<ul style="list-style-type: none"> Advance and promote DEIB initiatives throughout the agency. Implement actions identified in Employee Engagement Survey. Assess ERGs. 	<ul style="list-style-type: none"> Continue <i>Respect in The Workplace</i> training. Implement ERGs. Continue maturation of DEIB initiatives with DEIB Council participation.

3.3	<ul style="list-style-type: none"> • Assess collective bargaining processes against external factors that may influence timelines. 	<ul style="list-style-type: none"> • Monitor and assess the operationality and impact of business operations on labour relations. 	<ul style="list-style-type: none"> • Monitor collective agreement and track any issues. • Prepare for 2028/2029 collective bargaining.
3.4	<ul style="list-style-type: none"> • Consult with government partners to review the current state of public sector procurement resources. • Identify business needs and pathway forward to optimize procurement functions and resources across the ecosystem. 	<ul style="list-style-type: none"> • Continue optimizing procurement functions and resources in the public sector. 	<ul style="list-style-type: none"> • Complete optimization of public sector procurement functions and resources.

Performance Measures and Targets

Goals	Indicator	Baseline 2023/24	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
Grow the Province's Buying Power by Centralizing Public Sector Purchasing	Estimated total contract value under management	\$5B	\$8.3B	\$17.8B	\$22.6B	\$25B
Modernize Public Sector Procurement to Support Economic Development and Bolster Resiliency in Ontario Supply Chains	% of Stockpile contracts awarded to Ontario businesses	98%	98%	98%	98%	98%
Establish Supply Ontario as the Leading Authority for Ontario's Public Sector Procurement	% of client satisfaction with the overall quality of services provided by Advisory Services	85%	85%	85%	85%	85%
	% of vendors who bid on a procurement opportunity and were satisfied with the procurement process from document publication to bid submission	76%	80%	85%	85%	85%
	% of warehouse service provider orders shipped within expected timelines	96%	99%	99%	99%	99%

APPENDICES

Appendix A: Resources

A1: Financial Profile

Supply Ontario is fully funded by the Ontario government. This public funding continues to support the agency's operations to advance supply chain transformation through procurement consolidation within the OPS and procurement collaboration across the BPS, while balancing business continuity and provincial stockpiling responsibilities.

The following projected budget plan will provide Supply Ontario with financial and staffing resources to meet its goals over the next three years.¹

¹ The Government Operating Funding for FY 2025-26 until FY 2027-28 is pending government review and approval.

Operating Budget (\$M)				
	2024-25	2025-26	2026-27	2027-28
Revenue	Projection	Budget	Budget	Budget
Government operating funding	366.8035	385.5266	371.7243	366.8243
Total Revenue	366.8035	385.5266	371.7243	366.8243
Operational Expenses				
I. Supply Ontario Core Operations				
Salaries, Wages, Benefits	38.2355	49.4744	53.9892	53.9892
ODOE Base Funding	17.0288	36.3308	30.7377	30.7377
Digital Experience	7.1925	15.3504	13.1104	13.1104
Collaboration Initiatives (GPOs/SSOs, Engagement)	—	8.5515	8.2766	8.2766
OTP & RAQS	3.3000	3.3000	—	—
Digital Procurement System	2.0000	3.0000	3.0000	3.0000
Legal Support Services	1.3821	1.6650	1.6650	1.6650
Lease Expense & Renovations	0.6657	2.7004	2.2004	2.2004
Miscellaneous Expenses	2.4885	1.7635	2.4853	2.4853
Supply Ontario Core Operations Total	55.2643	85.8052	84.7269	84.7269
II. Stockpile Initiatives				
External Stockpile Initiatives	25.5392	26.0214	20.7974	20.7974
Warehousing, Logistics and Distribution	76.0000	63.7000	56.2000	56.2000
Stockpile Initiatives Total	101.5392	89.7214	76.9974	76.9974
Supply Ontario Operational Expense	156.8035	175.5266	161.7243	161.7243
Stockpile Purchases				
PPE/CSE	210.0000	210.0000	210.0000	205.1000
Supply Ontario Stockpile Purchases	210.0000	210.0000	210.0000	205.1000
Supply Ontario Total Expense	366.8035	385.5266	371.7243	366.8243

Supply Ontario abides by applicable government directives and policies and ensures transparency and accountability in reporting. The agency also adheres to public sector accounting standards and practices and responds to audit findings.

A2: Human Resources and Talent Management

Organizational Design and Strategy

Supply Ontario is continuing to prudently and efficiently refine its organizational design to ensure a structure and appropriate workforce size that will support its mandate and be agile to evolve with the agency's maturity.

SCO transferred to Supply Ontario effective July 31, 2023, as a "lift and shift" to minimize employee and operational disruption and ensure business continuity during transfer. Post transfer, the agency has been focused on stabilization and disentanglement of processes. As our organization continues to evolve, it is critical that we have an organizational structure in place to deliver on our mandate. In the first quarter of 2024, further organizational changes were implemented to strengthen our operational capacity, provide clear lines of reporting, outline our new business council approach and position us well for future growth.

There are changes to how we work, and we introduced several initiatives to focus our deliverables and optimize our resources:

- Implementation of a revised organizational model
- Cross-functional **Business Intake Councils** to assess, approve and assign business opportunities
- New function to provide dedicated resources focused on the **development** of new business, projects and initiatives
- New function to manage **new** clinical and other identified and emerging **categories**
- **Operations-wide** dedicated data and business intelligence, stakeholder engagement, centre of excellence and corporate reporting, etc.

Human Resources Strategic Priorities

In the coming year, Supply Ontario aims to continue to lay the foundational groundwork and develop HR initiatives to cultivate and bolster its people strategy. An emphasis will be placed on formulating and ensuring HR guidelines, methodologies, procedures, and initiatives align with the agency's strategic goals and principles. Supply Ontario is committed to the equitable treatment of individuals, ensuring fairness, diversity, inclusivity, and a sense of belonging are integral aspects integrated within its strategies, policies, initiatives and organizational values.

The 2025-26 priorities include:

- 1. Learning and development strategy:** Provide enhanced training for leaders on leadership competencies, and for employees to deepen expertise and enhance abilities that align with our values to meet new strategic priorities and organizational challenges. Launch Year Two Management Foundations Learning Program.
- 2. Workplace wellness:** Implement year one deliverables and initiatives outlined in the workplace wellness initiatives strategy, aligned with the employee engagement survey. Review accommodation, return to work and illness reporting processes and develop required training, processes, policies and documentation that align with best practices. Align HR and accommodations strategies with OPS directives and policy.
- 3. Occupational health and safety:** Analyze corporate health and safety compliance, including reporting processes, benchmark best practice health and safety initiatives, and develop required training, processes, policies and documentation.
- 4. DEIB:** Implement the FY 2025/26 action items of the DEIB strategy to cultivate a positive and productive work environment to attract and retain top talent, increase employee engagement, offer better decision-making, and enhance performance. Continue Respect in the Workplace and Unconscious Bias training, implement Employee Resource Groups.
- 5. Employee engagement and action strategy:** Implement first Employee Engagement survey, and develop corporate functional area action plans based on survey results.
- 6. Succession planning framework:** Implement year one of the succession management framework to strengthen the overall capability of the agency by identifying critical positions, selecting key competencies and skills necessary for business continuity, and focusing on the development of individuals to meet future business needs.
- 7. Human Capital Management (HCM) System:** Implement core Human Capital Management System functionality to automate HR processes, including but not limited to employee data management, benefits and pension administration, absence management, position management, time off and leaves of absence, employee self-service and applicant tracking.
- 8. Talent acquisition strategy:** Optimize Supply Ontario's Careers web page and LinkedIn to attract top talent and refine talent acquisition processes in the absence of an applicant tracking system (ATS).

Compensation Strategy

Supply Ontario's compensation policy and guidelines are based on the following principles:

- fiscal responsibility, governance, compliance with all applicable legislation, and accountability
- alignment with organizational mandate, strategic directions, and values
- value of the total compensation package
- external competitiveness and internal equity, with positions of equal value being compensated within the same salary band
- balance between consistency and flexibility in compensation program design and application
- transparency and open communication, with due respect for privacy
- recognition and reward of employee performance through a fair and equitable compensation program
- alignment with compensation best practices and Supply Ontario's talent management strategy

Supply Ontario's base salary structure competitiveness was assessed through researching external relevant public sector market comparisons and targeting a median of a defined talent market, representative of relevant broader public sector organizations.

Executive Compensation Framework

Since December 2020, Supply Ontario's Executive Compensation Framework has aligned with the *Broader Public Sector Executive Compensation Act, 2014* (BPSECA). The executive pay structure outlines the minimum and maximum total cash compensation levels for positions deemed "designated executive" under the BPSECA.

Non-Executive Compensation Framework

The Board of Directors endorsed the non-executive compensation structure in February 2022.

Benefits

Supply Ontario provides a comprehensive suite of health and dental benefits, defined-benefit pension plans and group life insurance for employees. Additionally, employees are eligible to participate in a suite of optional benefits at their own expense. Supply Ontario also offers programs for short and long-term disability as well as a comprehensive employee and family assistance program.

Summary of Workforce Data

Workforce planning activities continue to ensure Supply Ontario is hiring top talent and building organizational capacity. The chart below provides information by functional area on the number of current employees in place as of January 13, 2025.

As of January 13, 2025, Supply Ontario has 216 filled positions, 199 of which are permanent full-time employees. The total workforce is 281 which includes 65 contingent workers that support the PPE/CSE stockpile and Enterprise Technology functions.

Employee Workforce Data by Functional Area as of January 13, 2025

Functional area	Total Headcount	Management	Non- Union	Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO)	Ontario Public Service Employees Union (OPSEU)
Office of the CEO	4	2	2	0	0
General Counsel and Corporate Secretary	2	1	1	0	0
Finance	15	4	11	0	0
Human Resources	17	4	13	0	0
Strategy, Programs & Partnerships	27	11	16	0	0
Operations	130	21	10	87	12
Digital and Data	20	9	10	0	1
Total	216	53	63	87	13

Use of Consultants (Contingent/Fee-for-Service Workers)

Functional Area	Total Count
Office of the CEO	0
General Counsel	3
Finance	2
Human Resources	0
Strategy, Programs & Partnerships	0
Operations	48
Digital and Data	12

Ontario Government Pharmaceutical & Medical Supply Services (OGPMSS) (Transferred to Supply Ontario on March 3, 2025)

Functional area	Total Headcount ²	Management	Non- Union	Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO)	Ontario Public Service Employees Union (OPSEU)
OGPMSS	29	2	0	0	27

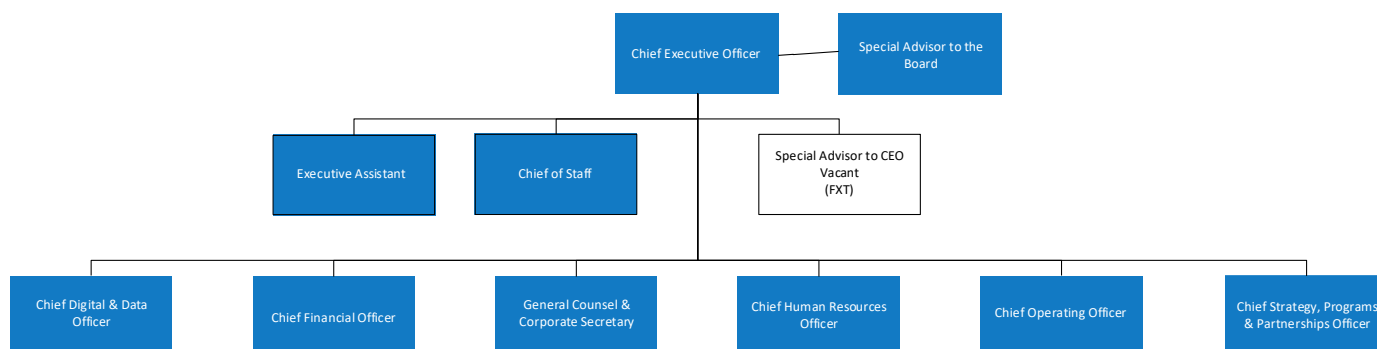
Supply Ontario anticipates moderate growth over the planning cycle of this business plan, which is captured in the table below.

Fiscal Year	Total Workforce
2024/25	250
2025/26	300
2026/27	340
2027/28	380

Organization Chart

Supply Ontario executive leadership team

January 13, 2025



² The total headcount reflects filled positions and does not capture vacant FTEs.

A3: Realty

Supply Ontario currently has a sub-lease with the Workplace Safety and Insurance Board (WSIB) for the 8th floor of 200 Front Street West, Toronto. The sub-lease expires in May 2025 without the possibility of an extension.

In October 2024, Supply Ontario received a temporary exemption under the OPS Realty Directive, that permitted the agency to identify new options in Toronto. Supply Ontario continues to work in close partnership with Infrastructure Ontario (IO) and the Ministry of Infrastructure (MOI) on its realty needs.

An office in Toronto is critical for the success of Supply Ontario, as it allows for the recruitment and retention of highly skilled and experienced staff. Additionally, Toronto provides easy access to critical stakeholders and industry leaders, which is pivotal as Supply Ontario continues to build its reputation and establishes itself as the leading procurement authority for Ontario public sector procurement.

Centralization of Broader Real Estate Authority (CBREA): The Centralization of Broader Real Estate Authority (CBREA) changes how real estate decisions are made in the Government of Ontario by shifting certain realty authorities from individual entities to the MOI. Supply Ontario is aware of CBREA and will continue to work in close partnership with the MOI on any future realty requirements.

Community Jobs Initiative (CJI): On April 1, 2022, the Ministry of Infrastructure introduced CJI, a new strategy to save taxpayer dollars while bringing good jobs and economic development to more communities by ensuring provincial agencies are spread out across Ontario. Supply Ontario will continue to work in close partnership with MOI to support the implementation of CJI.

Appendix B: Risk Identification, Assessment and Mitigation Strategies

Supply Ontario established an Enterprise Risk Management (ERM) program to allow for prudent risk management while pursuing strategic objectives and managing operations. The ERM program leverages risk management methodologies to identify, assess, mitigate and monitor risks through a systematic and integrated approach.

Supply Ontario's risk management function is overseen by its Audit and Finance Committee, a committee of its Board of Directors. Supply Ontario continues to review and manage its risks by ensuring appropriate mitigation plans are in place. Key risks are disclosed to Treasury Board Secretariat (TBS) through MPBSDP on a quarterly basis in accordance with requirements set out in the Management Board of Cabinet's Agencies and Appointments Directive.

Supply Ontario continues to enhance its key enterprise risk management capabilities, capacity and business processes towards achieving a mature, risk-informed culture across the agency. Supply Ontario has established a Risk Oversight Committee (ROC) consisting of its Senior Leadership. The Risk Oversight Committee is responsible for managing risk through three lines of defence:

- **Assert** – The Business & Program Operations teams are responsible for identifying, assessing, escalating, and managing and mitigating day-to-day risks.
- **Assess** – The Risk & Compliance team provides oversight, policy setting, independent monitoring and measuring, and reporting.
- **Assure** – Internal assessments are conducted to validate controls and the effectiveness of risk policies and management frameworks, providing assurance to the Board of Directors, Audit and Finance Committee and Risk Oversight Committee.

Supply Ontario also continues to implement its Board-approved governance roadmap for the purpose of strengthening the Board's role in agency governance, strategic oversight and organizational accountability. As part of the roadmap, specific structures and roles were identified that should be implemented and occupied to support the Board's role in agency governance and accountability. The onboarding of additional members will allow the Board to expand and augment its skills, diversity, and experiences.

Key risks identified under the ERM framework at this time include:

Risk	Risk of insufficient cyber security controls due to limited proactive and reactive safeguards, potentially resulting in increased vulnerability to cyber-incidents or operational disruptions.	Risk of supply chain disruption arising from environmental impacts.	Risk of delayed implementation of a data management program due to inadequate resourcing or competing priorities, resulting in reduced data visibility, ineffective decision-making, and diminished ability to proactively manage supply chain risks.
Risk Likelihood	Possibly (3)	Possibly (3)	Possibly (3)
Risk Impact	Critical (5)	Critical (5)	Major (4)
Overall Risk Rating	Medium-High (15)	Medium-High (15)	Medium-High (12)
Impacted Business Plan Theme	Theme 3: Establish Supply Ontario as the leading authority for Ontario public sector procurement	Theme 2: Modernize public sector procurement to support economic development and bolster supply chain resiliency in Ontario supply chains	Theme 1: Grow and achieve efficiencies by centralizing province's buying power
Mitigation Strategy	Supply Ontario is enhancing its cyber security controls across its people, processes, and technologies to strengthen its security posture. An enhanced cyber education program will be implemented, ensuring that 100% of employees complete mandatory training, with annual refresher sessions. Progress and compliance will be monitored and reported to senior leadership. In parallel, Supply Ontario will refine and publish its enterprise-wide security policies and standards, ensuring periodic updates to align with industry best practices and organizational requirements. Additionally, the agency's cloud infrastructure will be fortified with advanced security measures to build a more resilient digital environment.	Supply Ontario is developing more resilient supply chains, planning for disruptions, and supporting domestic production. Key initiatives include refining a program for hospital supplies, establishing long-term contracts for critical items, and addressing risks from events like rail and air disruptions.	Supply Ontario is gradually expanding its data management scope and methodology. Additionally, the agency is prioritizing data partnerships and inventorying its data assets. Supply Ontario will continue to obtain additional intelligence on the gaps of supply chain data across the province.

Appendix C: Information Technology (IT)/Digital

Supply Ontario is redesigning its online experience to better meet the needs of buyers and vendors.

Customer-centric digital services:

- **Reduce complexity** – making it easy for users to get the information they need, faster
- **Provide a more seamless approach** – reducing the time it takes to complete processes or workflows
- **Ensure accessibility and security by design** – building trust when partnering with Supply Ontario

Designing these digital channels will involve a reorientation and replatforming of existing online services around buyer and vendor needs. The initial focus will be on existing legacy applications that are at or near end-of-life, as well as establishing the foundational components needed to scale digital service delivery over time.

Supply Ontario's digital footprint will centre on establishing a new online anchor for the agency through a refreshed Supply Ontario website, building it into a multi-functional DXP.

A refreshed website will look to build data-rich services that offer more tailored experiences, providing faster and easier access to information and services that are relevant to the user. Starting with a refreshed presence for VORs online, core components of a DXP will be incorporated into the existing website infrastructure to make it easier for buyers to navigate VOR information and services.

As a core part of Supply Ontario's mandate, a modern, user-friendly VOR experience will have a tangible impact on agency outcomes. At the same time, it will allow us to implement innovative technology and features that meet the needs of all users, including people with disabilities.

We are also adopting innovative approaches as we expand data-driven decision making and the delivery of data rich services, leveraging Artificial Intelligence to advance and accelerate our analytics capabilities. As we expand our use of data and AI, we will do so in a responsible, transparent way.

Underlying digital services is core technology infrastructure that powers both the public presence and internal Supply Ontario operations. Establishing secure, independent technology and data infrastructure is an ongoing priority. Starting with our Enterprise Resource Planning (ERP) platform, we will build a framework that carefully manages relationships with Software as a Service (SaaS) and cloud providers while ensuring our ability to evolve services independently. As we modernize our technology footprint, we'll look for innovative partnerships that help support the agency's goals for advancing economic development in Ontario.

Bolstering our cyber posture, Supply Ontario will continue to leverage cutting-edge technology and strong policies and processes to ensure the security and privacy of data in the agency. A foundational element of our cyber security posture will be introducing a unified digital identity strategy that will have a tangible impact on security and user experience. This will allow for better, more personalized digital experiences, while ensuring the privacy and security of the partners who leverage our services. At the same time, it will allow us to implement granular security controls that can then be extended across our technology landscape, accelerating the adoption of zero-trust principles.

Appendix D: Initiatives Involving Third Parties

Name/Type	Nature of Relationship	Governed By
Ministry of Public and Business Service Delivery and Procurement	Governance & Funding	MOU
Infrastructure Ontario	Realty Services	Agreement
Ministry of Infrastructure	Space User Agreement	Agreement
Ministry of the Attorney General	Legal Services	Agreement
Ontario Pension Board	Pension Plan Administrator	Agreement
OPSEU Trust	Pension Plan Administrator	Agreement
Day Communications	Online Learning & Job Advertisement (LinkedIn Learning & Recruiter) Platform Provider	Contract
Eckler	Compensation Consultant	Contract
Sterling Backcheck	Employee Background & Reference Check Provider	Contract
Odgers Berndtson Canada	Executive Search Firm	Contract
Gartner	Research	Contract
Microsoft	Finance System	Contract
ADP Canada	Payroll	Contract
FlexTrack	Fee-for-Service Resources	Contract
Randstad	Fee-for-Service Resources	Contract
4 Seasons of Reconciliation-Productions Cazabon	Indigenous e-Learning through vendor portal	Contract
National Institute of Supply Chain Leaders (NISCL)	Supply Chain Learning Subscription	Contract
Canadian Centre for Diversity and Inclusion	DEI e-learning through vendor portal	Contract
Stragisense	Psychometric Testing for Leaders and Sessions	Contract
Occupational Safety Group Inc.	On-line Training Provider	Contract
Clearview Strategic Partners Inc.	Anonymous Employee Reporting Service	Contract

Appendix E: Communications Plan

Transparent, timely, and collaborative communication is vital as Supply Ontario continues to centralize and build a resilient public sector supply chain that Ontarians can rely on. Supply Ontario will continue to engage key stakeholders and partners and will consult with the Ministry (in alignment with the Public Communications Protocol of the agency's Memorandum of Understanding with the Minister) through an effective communications plan that builds its brand and public profile. This will aid the pursuit of Supply Ontario's mandate to strengthen supply chain and procurement practices across the public sector.

Objectives

- **Continue to Build Supply Ontario's Brand and Public Profile:** Position Supply Ontario as a trusted leader and collaborative partner within and across the supply chain and procurement landscape.
- **Deliver on Supply Ontario's Mandate:** Enable Supply Ontario to achieve key priorities with support and buy-in from key stakeholders and partners.
- **Engage Stakeholders and Partners:** Work with key stakeholders and partners to build capacity and expertise, share information, collaborate on solutions, and leverage key learnings for success.
- **Inspire Employees:** Create opportunities for employee engagement, collaborative and transparent communication, and the promotion of success stories.

Key Stakeholders and Partners/Audience

Supply Ontario will work with key stakeholders and partners to strengthen Ontario's supply chains. Key stakeholders and partners include:

- MPBSDP, as Supply Ontario's oversight ministry;
- OPS, BPS and health, education and community services sector buyers and program managers;
- vendors, suppliers and distributors, such as Indigenous businesses and equity-deserving groups, including the disability community;
- SSOs and GPOs;
- industry, business and professional associations; and
- Supply Ontario employees.

Strategic Approach

- Continue to build Supply Ontario's narrative by showcasing the role of the agency and the value it brings to Ontarians.
- Leverage internal and external communications channels, such as social media, stakeholder communications, conferences and events, the website and the intranet, to engage meaningfully with audiences.
- Work collaboratively and transparently with stakeholders and partners, including MPBSDP, the wider OPS and BPS entities, health and education stakeholders, and the Government of Ontario to leverage their reach, amplify their content, share learnings, and identify new sector opportunities.
- Work with MPBSDP to explore further communications opportunities, supporting a collaborative approach to information-sharing.
- In accordance with the Memorandum of Understanding and the Agencies and Appointments Directive (October 2024), the agency will consult with the Ministry on contentious or high-profile matters and collaborate on the development and coordination of public messaging. The Minister will advise and consult with the Chair and CEO as appropriate, and both parties will maintain open communication and keep each other informed of stakeholder and public discussions relevant to Supply Ontario's mandate.

Tactics

Supply Ontario's communications will focus on key activities in several areas, including:

- Continued engagement and outreach with key stakeholders and partners, with a focus on sharing intelligence, incorporating valuable stakeholder perspectives and encouraging vendor participation in public sector supply chain initiatives—achieved in part through increased attendance at stakeholder conferences and the development of Supply Ontario's own conference in the Fall;
- An external communications plan focused on continuing to build Supply Ontario's brand and public profile through speaking engagements, announcements, and social media;
- Expanded use of social media platforms to grow our reach, share our success stories, and leverage opportunities to cross-promote content with government and stakeholders, including a video series to build our brand narrative and to educate stakeholders on how to engage and do business with Supply Ontario;

- A multi-phased website strategy that focuses on the migration of updated and relevant content to supplyontario.ca—to create a trusted, accessible, easy-to-navigate source of information and resource for buyers, vendors and other stakeholders; and
- An internal communications plan focused on improving the employee experience and creating meaningful and transparent communications that make employees feel informed, heard and connected—empowering them to deliver on their commitments and succeed in their roles.

Measurement

To measure the effective delivery of tactics and communications campaigns, Supply Ontario will track a variety of metrics, where appropriate, including:

- Website traffic
- Social media engagement (i.e., impressions, follower growth rate, post frequency, reactions, comments, and shares)
- Intranet “Must Read” confirmation rates
- Intranet traffic/engagement (i.e., analytics, comments, engagements)
- Adoption and/or participation rate of product, initiative or call to action
- Inbound inquiries/messages from employees and/or external stakeholders, considering the tone, nature of issue/topic, questions, compliments, etc.
- Media coverage
- Video views
- Survey results

Appendix F: Environmental Scan

At the time of the agency's creation in 2020, the entire world was focused on defending against the spread of COVID-19 across and within borders. Simultaneously, the threat of conflict in Eastern Europe, East Asia, and other settings destabilized multiple supply chains that governments and their citizens were relying on for the provision of basic goods/services and, of course, life-saving personal protective equipment (PPE) and other critical supplies.

In the years since the agency's creation—and especially within the last year—the theme of supply chain instability and market shocks have continued to be a regular feature of procurement. As the agency prepares to launch this new three-year Business Plan, various external trends, activities, and events may pose challenges to the agency's—and any public-sector buyer's—supply chain security and predictability.

At the same time, Ontario's public sector procurement space has undergone changes in group purchasing market dynamics, changing conceptualizations of 'value' in procurement, and the embedding technology-enabled tools and inputs into procurement design and decision-making.

Conflict

Protectionism

Despite a wave of globalization in the 1990s and 2000s, recent years have exposed cracks in the foundation. Many governments, including key trading partners for Ontario, are increasingly skewing their trade balance toward exports, with aggressive measures to obstruct imports. This represents a massive global shift and a risk to Ontario's supply chains and economic development that cannot be overstated.

Above all, Ontario's supply chain and economic development security are impacted by ongoing measures by the United States to bolster domestic production at the expense of imports. There are two fundamental components of the threat posed by the United States and like-minded jurisdictions: trade barriers and domestic subsidies.

The United States has introduced various trade barriers, including tariffs, import quotas, and regulatory requirements, that pose challenges for Ontario's supply chain and economic competitiveness. While these measures are intended to protect U.S. industries, they can disadvantage Ontario-based suppliers, particularly those in sectors that are heavily reliant on U.S. trade, such as manufacturing, automotive and technology. These trade barriers can also potentially shrink the pool of available vendors for OPS and BPS procurement. This reduced supplier base could lead to increased procurement costs and diminished value-for-money outcomes for public sector organizations.

U.S. domestic subsidies also pose a threat to Ontario's economic security, as they can artificially lower the cost of American goods, placing Ontario-based products at a competitive disadvantage. Subsidies for key industries such as automotive, energy, and agriculture provide U.S. companies with a financial advantage that can distort market dynamics in North America. For example, the 2021 Infrastructure *Investment and Jobs Act* earmarked approximately \$550B to key priority sectors of the government: rail, electric utilities, broadband, EVs, and other sectors. Given the disproportionate fiscal capacity between the U.S. and Canada, the ability of Ontario to compete with the U.S. on sectoral subsidies is not comparable.

Trade and Geopolitical Conflict

As an export-driven economy, Canada and Ontario's economic growth is particularly sensitive to punitive trade measures. The imposition of tariffs by the U.S. on Canadian goods is expected to have a significant impact on Ontario's economy. Supply Ontario is actively monitoring this situation and will continue to work with government partners to combat the impact of tariffs. This includes ensuring that Ontario's public sector entities are prioritizing Canadian and Ontario businesses while conducting procurements.

Legislative, Regulatory, Policy

The public sector procurement landscape in Ontario is shaped by evolving legislation and regulatory and policy frameworks that can influence operational procedures and strategic priorities. In 2023 and 2024, the Ontario Public Sector and Broader Public Sector Procurement Directives were updated to align with BOBI. The Government of Ontario, through BOBI, is increasing the likelihood of success for Ontario businesses participating in public sector procurement to help increase the local economic impact of government's procurement spend by:

1. Giving Ontario businesses preference in public sector procurement processes for goods and services below a specified threshold amount; and
2. Leveling the playing field for Ontario businesses and embedding local economic considerations into the procurement process for opportunities above a specified threshold amount.

At the federal level, the Canadian Free Trade Agreement (CFTA) and the Comprehensive Economic and Trade Agreement (CETA) with the European Union (EU) both impact procurement in Ontario. These agreements impose non-discrimination rules on procurements above certain thresholds, aiming to ensure fair competition and access for businesses across Canada and the EU.

Supply Ontario continues to monitor the legislative, regulatory and policy landscape to ensure it is apprised of new and changing impacts to the agency.

Ontario's Public Sector Procurement Trends

While Ontario is generally impacted by the same macro-level forces and developments that are impacting supply chains around the world, there are some trends of the Ontario public sector procurement ecosystem that provide both opportunities and challenges for the agency.

Group Purchasing Trends

Over the last several years, the group purchasing landscape in Ontario has witnessed significant consolidation. This has been particularly true for group purchasers serving healthcare clients. Further, the Ontario public procurement market has also been targeted by select U.S.-based group purchasers, who recognize the significant spend and market opportunity in Ontario. In the province, group purchasers continue to focus on the healthcare and education sectors, which represent a large share of Ontario's annual public sector procurement spend.

Supply Ontario continues to establish and sustain strong relationships with key group purchasing partners, while identifying opportunities for contract harmonization and other strategic approaches to the relationship with these partners.

PPE Stockpile

Supply Ontario is responsible for the public sector's warehousing stockpile, which represents approximately \$1B in expenditure on PPE and CSE that public sector organizations can receive for free. Recognizing the severe shortages of PPE/CSE through the COVID-19 pandemic, Ontario committed to ensuring the province's PPE/CSE supply chains are immunized from shortage shocks. To accomplish this, the government and Supply Ontario worked jointly to attract and sustain made-in-Ontario supply chains to support public sector PPE/CSE needs around the province, and at no cost to the buyer. Prior to the COVID-19 pandemic, very little (if any) PPE/CSE was manufactured in Ontario and sold to Ontario buyers. Today, over 97% of public sector PPE/CSE is manufactured in Ontario. This was the result of a deliberate policy goal of the government and Supply Ontario to support Ontario-based manufacturers (such as through BOBI).

Rationalizing Digital Procurement Platforms

Today, public sector buyers procure and use platforms/software-as-a-service to fulfill their organization's procurement needs. However, with over 6,000 public sector entities within Supply Ontario's mandate, this is a deeply duplicative, redundant, and inefficient approach to procurement transactions around the province.

Supply Ontario has publicly communicated its ongoing procurement for a DPS. This DPS will serve as a one-window, centralized portal for all public sector buyers and vendors to leverage for their procurement needs. This will lead to a consistent user experience for buyers and sellers, streamline significant subscription/implementation costs for 6,000 individual procurement platforms, and allow Supply Ontario to have a rich repository of centralized data to inform future decision-making, as well as mitigate potential supply/demand shocks for critical goods/services.

Other Impacts

Provincial Counterpart

The Quebec Auditor General released a report on Quebec's Centre D'acquisitions Gouvernementales (CAG), which highlighted several challenges the organization has faced. As CAG is Supply Ontario's provincial counterpart, the agency is aware of the findings in this report and continues to improve its systems, procedures, and protocols to prevent similar issues from arising.

Labour Market

As of December 2024, Ontario's labour market shows a strong employment rate with 8.1 million individuals employed, 82% of whom are in full-time positions. The unemployment rate stands at 7.5%, which indicates ongoing challenges in certain sectors.³

The demand for skilled workers is high, which could present challenges for Supply Ontario as 81% of its current workforce has specialized skills requiring either certifications, licenses, or years of experience in a specific field more than six years. Supply Ontario continues to build its HR strategies to ensure it remains competitive in the labour market and can attract and retain the necessary talent.

³ [Ontario's labour market | ontario.ca](https://www.ontario.ca/en/ontario-labour-market)

Appendix G: Artificial Intelligence Use Cases

In December 2024, MPBSDP launched its Responsible Use of Artificial Intelligence Directive. As per Section 6.3 of the Agencies and Appointments Directive, provincial agencies must publish a list of AI use cases and report on AI use cases and AI risk management, including identified risks related to AI use.

Supply Ontario does not have any current AI use cases and therefore does not have a list to report in this business plan. As future use cases are identified—for example, we are exploring where AI might be used in support of our data and analytics program—it will be done so in accordance with the directive and in close partnership with MPBSDP. Furthermore, Supply Ontario is a key partner with the OPS in supporting compliance and AI adoption through service delivery.

Appendix H: Response to the Mandate Letter

Mandate Letter Theme 1: Continue to Operationalize Supply Ontario as Ontario's Leading Supply Chain Delivery Agency

Business Plan Theme 3: Establish Supply Ontario as the Leading Authority for Ontario Public Sector Procurement

Mandate Letter (MPBSDP)	Business Plan (Supply Ontario)
<p>A Continue to build capacity and ensure that Supply Ontario has adequate resources and capability to deliver on Supply Ontario's public sector procurement and supply chain mandate and meet client service needs.</p>	<p>Relevant messaging:</p> <ul style="list-style-type: none"> Supply Ontario recognizes that its path to providing leadership and consolidation begins with maximizing its capacity and optimizing its internal operations for high-quality performance. [...] As Supply Ontario advances into the 2025-2026 – 2027-2028 fiscal years, it remains committed to further leveraging the benefits of this integration by continuing to build internal synergies, engaging in agency maturation initiatives, and fostering a culture of excellence within Ontario's public sector procurement ecosystem. Supply Ontario was established to address the complexities associated with the province's procurement and supply chain management landscape, while simultaneously looking to become the leading authority for public sector procurement in Ontario. By enhancing internal functions, attracting top talent, and fostering a culture of excellence, Supply Ontario aims to strengthen operational capacity, improving and expanding upon service delivery. This strategic focus is designed to empower the agency to fulfill its mandate of streamlining procurement practices and delivering high-quality and high-value services to the OPS and the BPS. Through data literacy activities, in combination with tools and technology upgrades, we drive curiosity and cultivate a data-centric mindset across the agency. With a data-oriented culture, we will continue to develop the programs and components necessary to remain up-to-date with the latest technology, advanced data optimization, and collection techniques, while ensuring and promoting responsible use of artificial intelligence (AI) and cybersecurity practices. This includes the establishment and implementation of AI risk management principles and introduction of appropriate management systems, such as tools and protocols to ensure resiliency, recovery, and maturity, as required by the government of Ontario frameworks and regulations. <p>KPIs:</p> <ul style="list-style-type: none"> % of client satisfaction with the overall quality of services provided by Advisory Services; % of vendor satisfaction with the procurement services; % of warehouse service provider orders shipped within expected timelines;

	2025/26 Activities	2026/27 Activities	2027/28 Activities
	<ul style="list-style-type: none"> • Baseline and establish customer experience standards within the agency's client-facing functions. • Develop internal systems to accelerate independence from government systems/platforms with business continuity. • Continue to implement proactive and modern financial processes to grow and evolve the agency. • Refine the agency's business continuity plan to incorporate any changes to agency operations. • Enhance the agency's risk management framework as business expands and operations mature. • Improve core compliance functions, including FOI activities, agency-wide processes, procedures, training, and internal audit functions. • Evaluate the current state of the OHS and wellness program and seek feedback for continuous improvement. • Conclude procurement and launching of core HCM and Payroll systems. 	<ul style="list-style-type: none"> • Monitor customer experience standards within the agency's client-facing functions. • Implement independent internal systems, while ensuring business continuity. • Identify and assess gaps and needs in financial processes on an ongoing basis. • Update the business continuity plan to incorporate any changes to agency operations actively. • Evolve the agency's risk management framework to align with the agency's growth strategies. • Action internal audits and expand internal auditor coverage. • Mature internal audit functions. • Implement changes to OHS and wellness program and seek feedback for continuous improvement. • Implement core HCM and Payroll systems to support agency independence and maturation. • Demonstrate the continuous improvement of cybersecurity controls and IT performance. 	<ul style="list-style-type: none"> • Adjust, review, and continue to implement customer experience standards within the agency's client-facing functions. • Monitor and adjust earlier transition to independent internal systems and continue implementing additional independent systems/platforms. • Achieve steady-state and nimble financial processes that are adaptable to emerging needs. • Update the business continuity plan to incorporate any changes to agency operations actively. • Engage in continuous improvement of the agency's risk management framework to ensure it can adapt swiftly and effectively to evolving market conditions and client needs. • Action internal audits and expand internal auditor coverage. • Evaluate the progress of Wellness Strategy Implementation, assessing and revising strategy as required.

	<ul style="list-style-type: none"> • Systemize and improve Applicant Tracking system. • Measure and communicate benchmarks for technology, digital and data standards continuously. • Improve data governance bodies, policies, and processes. • Commence developing automated data. • Employ modern tools to continuously monitor and enforce compliance with legal and organizational records retention policies. • Expand the implementation of our Benefits Realization framework across the agency. Additionally, develop a robust approach to measure, track and report on key agency accomplishments and progress toward achieving strategic objectives. • Continue to build on communities of practice to share and collaborate with other public sector buyers. • Continue to build partnerships across the BPS to identify and implement procurement modernization opportunities. 	<ul style="list-style-type: none"> • Improve the quality of data governance bodies, policies, and processes to enable agency growth on a continual basis. • Use advanced tools for efficient management of records from creation to disposition. • Implement measurement and tracking approach across all agency programs and activities, while expanding reporting capabilities and tools to encompass different initiatives and/or entities and reports on a more regular basis. • Continue to build on communities of practice to share and collaborate with other public sector buyers. • Continue to gather, pilot, and modify modernization ideas and adopt at-scale across the public sector. • Promote open lines of communication with stakeholders as collaboration opportunities become operationalized. • Identify and pursue priority initiatives and projects from the work undertaken by sector tables. 	<ul style="list-style-type: none"> • Monitor implementation of HCM and Payroll systems, and continuously improve to reflect agency needs. • Continue to improve measurement and communication of benchmarks, cybersecurity controls and IT performance. • Improve data governance bodies, policies, and processes to enable agency growth on a continual basis. • Improve and update records management tools and policies to reflect new or changed regulatory requirements. • Proactively engage in continual refinement of the Benefits Realization framework and measurement, tracking and reporting approach to achieve ongoing and enhanced delivery model results. • Continue to build on communities of practice to share and collaborate with other public sector buyers. • Continue implementing procurement modernization changes to streamline public sector procurement processes and requirements.
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	<ul style="list-style-type: none"> • Expand collaboration opportunities through early and consistent engagement with communities of practice and sectors of strategic importance. • Continue to create and sustain sector tables to share intelligence and market opportunities for public sector. • Continue to promote accessibility considerations in procurements. • Expand early and regular vendor engagement to enable knowledge sharing and goal alignment related to innovation and value creation efforts. • Continue to host reverse trade shows with vendors seeking public sector procurement opportunities. • Continue to work with procurement professionals in buying entities to develop the tools and templates to ensure client/user needs are met. • Become the employer-of-choice for public sector procurement professionals. 	<ul style="list-style-type: none"> • Identify opportunities for continuous improvement of accessibility in the agency' procurement processes. • Measure and assess change against set customer service excellence targets. • Evolve and execute on multi-year vendor engagement action plan. • Improve and iterate tools and templates to ensure client/user needs are met and to reflect policy changes on an ongoing basis. • Remain the employer-of-choice for public sector procurement professionals. • Assess culture-building programs and people strategy on an ongoing basis to ensure employee satisfaction and retention. • Implement Pulse Survey. • Develop corporate and functional area action items (based on survey results). • Implement Year Two Succession Management Program. • Advance and promote DEIB initiatives throughout the agency. 	<ul style="list-style-type: none"> • Engage in ongoing outreach to identify collaboration opportunities and priority initiatives. • Continue to gather stakeholder feedback received through sector tables. • Continue to improve accessibility in the agency's procurement processes, building a culture of continuous improvement. • Monitor the delivery of multi-year vendor engagement action plan against customer service excellence targets constantly. • Improve and iterate tools and templates to ensure client/user needs are met and to reflect policy changes on an ongoing basis. • Remain the employer-of-choice for public sector procurement professionals. • Assess culture-building programs and people strategy on an ongoing basis to ensure employee satisfaction and retention. • Implement second full Employee Engagement Survey.
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	<ul style="list-style-type: none"> • Analyze culture-building programs and people strategy to ensure employee retention and add new programs (mentorship, training focused for leadership competencies). • Implement first Employee Engagement Survey. • Develop corporate and functional area action items (based on survey results). • Implement Year One of Succession Management Program. • Continue Leadership Competencies Development Program and Management Foundations Learning Program. • Continue Respect in The Workplace training. • Implement Employee Resource Groups (ERG). • Continue maturation of DEIB initiatives with DEIB Council participation. • Undertake an impact assessment showcasing the results of the work undertaken. • Assess collective bargaining processes against external factors that may influence timelines. 	<ul style="list-style-type: none"> • Implement actions identified in Employee Engagement Survey. • Assess ERGs. • Monitor and assess the operationality and impact of business operations on labour relations. • Continue transitioning procurement divisions/functions from the public sector to Supply Ontario. • Implement revised and rationalized process for OPS to procure third-party IT consultants. • Continue strategic category and/or structural mergers/acquisitions with non-government group buyers in Ontario. 	<ul style="list-style-type: none"> • Develop corporate and functional area action items (based on survey results). • Implement Year 3 of the Succession Management Program, assess and recommend changes as required. • Continue Respect in The Workplace training. • Implement ERGs. • Continue maturation of DEIB initiatives with DEIB Council participation. • Monitor collective agreement and track any issues. • Prepare for 2028/2029 collective bargaining. • Complete transition of public sector procurement functions to Supply Ontario. • Continue strategic category and/or structural mergers/acquisitions with non-government group buyers in Ontario.
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	<ul style="list-style-type: none"> • Consult with government partners to review the current state of public sector procurement resources. • Develop transition pathway for procurement functions within the public sector to migrate to Supply Ontario. • Begin transitioning select procurement divisions/functions from public sector organizations to Supply Ontario. • Centralize responsibility for OPS IT consultant/fee-for-service to Supply Ontario. • Continue strategic category and/or structural mergers/acquisitions with non-government group buyers in Ontario. 		
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Mandate Letter Theme 2: Transform and Modernize Public Sector Supply Chain and Procurement

Business Plan Theme 2: Modernize Public Sector Procurement to Support Economic Development and Bolster Resiliency in Ontario's Supply Chain

A Continue to implement a multi-year transformation roadmap for Supply Ontario to enable government objectives, further modernize procurement and deliver value across the public sector (i.e., the OPS and BPS):

Relevant messaging:

- Supply Ontario will leverage its established, trusted relationship with SSOs/GPOs to further identify collaborative opportunities for developing and implementing procurement modernization initiatives. Supply Ontario is on a journey of procurement modernization and welcomes input from organizations similarly committed to doing procurement better in the public sector.

<ul style="list-style-type: none"> • Continue to evolve and implement strategies for working with delivery agents, including SSOs/GPOs. • Continue to evolve and implement sector-specific action plans that specify how Supply Ontario will address decentralized purchasing activities. • Follow a consistent methodology for measuring and tracking value, with baselines, targets and timelines. • Promote resiliency across critical supply chains through risk mitigation strategies and relevant impact monitoring activities. • Consult with MPBSDP and other relevant ministries to support the implementation of action plans and roadmaps. 	<ul style="list-style-type: none"> • In response to current global trends and unprecedented geopolitical events, Supply Ontario will continue to identify and undertake robust risk mitigation strategies through leveraging stakeholder and partner engagement, conducting comprehensive research and assessments of domestic and global issues, and scenario building activities. With imposition of tariffs on Canadian goods by Ontario's largest trading partner, this approach allows the agency to keep abreast of key developments that may adversely affect procurement activities and take all necessary steps to promote the resiliency of Ontario's integrated supply chains that rely on the production of interconnected products and services. We effectively apply both consistent traditional and agile methodologies and processes for measuring the impact and tracking value. • Supply Ontario's digital footprint will centre on establishing a new online anchor for the agency through a refreshed Supply Ontario website, transforming it into a multi-functional DXP. A refreshed website will look to build data-rich services that offer more tailored experiences – providing faster access to relevant information and services. Starting with a refreshed presence for VORs online, core components of a DXP will be incorporated into the existing website infrastructure to make it easier for buyers to navigate VOR information and services. As a core part of Supply Ontario's mandate, a modern, user-friendly VOR experience will have a tangible impact on agency outcomes. At the same time, it will allow us to implement innovative technology and features that meet user needs. <p>Relevant call-out box:</p> <ul style="list-style-type: none"> • Benefits Realization callout box • DPS callout box <p>KPIs:</p> <ul style="list-style-type: none"> • % of Stockpile contracts awarded to Ontario businesses; % of Stockpile contracts where products are manufactured in Ontario 		
	<p>2025/26 Activities</p> <ul style="list-style-type: none"> • Onboard the first phase of public sector entities to use the DPS. • Develop phased DPS onboarding plan for public sector entities. • Develop a phased implementation plan for additional DPS functionalities. 	<p>2026/27 Activities</p> <ul style="list-style-type: none"> • Onboard additional entities per the phased DPS onboarding plan. • Onboard additional DPS functionality per the plan developed. 	<p>2027/28 Activities</p> <ul style="list-style-type: none"> • Continue to onboard entities to the DPS. • Assess and monitor the impact of strategic initiatives on building and supporting resilient supply chains in Ontario.

	<ul style="list-style-type: none"> • Identify strategic options to foster supply chain resiliency and mitigate risks to Ontario-based supply chains. • Implement quick win initiatives to demonstrate the value of resilient procurement practices. • Ensure Supply Ontario has modern technology applications and infrastructure. • Address legacy technology applications through re-platforming or retiring applications, such as improving the current VOR search and navigation experience by launching a new application on modern technology. • Extend and regularly update cyber security program and the components needed. • Develop a digital experience vision and strategy to make it easier to find, access and navigate our services. • Design and launch digital experience platform components that enrich the overall digital experience for stakeholders. • Develop agency-wide reporting and analytics supports, increasing the quality and usefulness of analytics products to align with business needs. 	<ul style="list-style-type: none"> • Implement strategic options to promote supply chain resiliency, while ensuring fairness, transparency, and competitiveness for all suppliers in Ontario public sector procurement processes. • Build, procure, and iterate innovative technology applications and infrastructure that support Supply Ontario's mandate and priorities. • Continued cyber security excellence. • Expand digital experience functionality through the delivery of user-focused, data rich experiences. • Create data products to support Supply Ontario's mandate. • Integrate automation and responsible AI into the development of analytics products. • Formalize data collection process, agreements, and standards for adoption by SO partners • Refine and automate dashboards and scorecards to drive evidence-based decision-making. 	<ul style="list-style-type: none"> • Continue to iterate and improve innovative technology applications and infrastructure that support Supply Ontario's mandate and priorities. • Ongoing improvements and updates of digital experience functionality through the delivery of user-focused, data rich experiences. • Expand the use of automation and AI in support of value-added analysis and reporting capabilities. • Continue to iterate SO catalogue for external partners' consumption and standardization. • Improve the quality of data collected and data visualization methods employed.
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	<ul style="list-style-type: none"> Expand agency data collection program to include more partners and increase frequency of data collection. Expand dashboards and scorecards for various audiences to support decision-making, demonstrate progress and enhance transparency and accountability. 	<ul style="list-style-type: none"> Increase AI-Predictive capability to facilitate Procurement Categories strategic planning. 	
<p>B Continue to collaborate with key partners to develop integrated supply chain models that support priority sectors and corresponding public procurement needs, determined in consultation with the ministry.</p>	<ul style="list-style-type: none"> Supply Ontario is strongly committed to actively support innovation and economic development, which are central to our mandate. This helps modernize procurement and supply chain practices, in addition to generating new opportunities for businesses in Ontario. Supply chain resiliency, management of supply chain risk and supporting domestic production are the lessons procurement organizations took away from the COVID-19 pandemic. As global risks leave supply chains highly volatile and vulnerable to all kinds of disruptions and shortages, Supply Ontario is well positioned to support and leverage domestic production opportunities to prevent deficits and systemic failures in the procurement of critical supplies at the time of future emergencies. 		
	2025/26 Activities	2026/27 Activities	2027/28 Activities
	<ul style="list-style-type: none"> Work with government partners and stakeholders to identify key legislative and regulatory changes required to advance and modernize the provincial procurement landscape. Proceed with integration of additional products into the stockpile as identified by partners (such as OCMOH, EMO, etc.). 	<ul style="list-style-type: none"> Support additional legislative/regulatory changes to reflect agency priorities, such as partnering with EMO to secure critical supply chains during times of emergency, conflict or crisis. Continue working with partners to identify additional products that can be added into the stockpile. Advance Vaccine Ancillary Supplies category. 	<ul style="list-style-type: none"> Work with government partners and stakeholders to determine the impacts of legislative amendments and identify if further changes are required. Continue working with partners to identify additional products that can be added into the stockpile.

	<ul style="list-style-type: none"> • Leverage data from within government and with partners to strengthen the agency's ability to respond to procurement challenges and opportunities with market-informed and current intelligence. 	<ul style="list-style-type: none"> • Continue to onboard and leverage data from within government and with partners to strengthen the agency's ability to respond to procurement challenges and opportunities with market-informed and current intelligence. 	<ul style="list-style-type: none"> • Continue to onboard and leverage data from within government and with partners to strengthen the agency's ability to respond to procurement challenges and opportunities with market-informed and current intelligence.
<p>C Modernize public sector procurement to help Ontario become a best-in-class jurisdiction:</p> <ul style="list-style-type: none"> • Promote innovation procurement, and other advanced procurement models to enable greater value from procurement. • Continue to support and implement supplier diversity and Indigenous procurement. • Continue to implement procurement modernization initiatives, including VOR program modernization, digital and data optimization, vendor burden reduction, sustainable procurement practices and a customer-centric approach. 	<p>Relevant messaging:</p> <ul style="list-style-type: none"> • Supply Ontario will leverage its established trusted relationship with delivery agents, including SSOs/GPOs, to further identify collaborative opportunities for developing and implementing procurement modernization initiatives. • The agency will continue to listen to buyers and vendors to identify and respond to barriers, including accessibility, red tape, and administrative burdens, so more underrepresented and diverse business groups in Ontario procurement, such as Indigenous-owned businesses and entrepreneurs, can have an improved access to procurement. A frequent piece of feedback Supply Ontario receives from vendors highlights the need to enhance the value of procurement opportunities for small- and medium-sized businesses, as well as opportunities to scale vendor output. Winning government contracts is a strong credibility signal in markets, and Supply Ontario recognizes the central role that procurement plays in supporting made-in-Ontario supply chains and provincial economic development. • The agency will also build on its procurement modernization work by identifying opportunities to streamline processes and reduce red tape and barriers, including accessibility, for buyers and vendors, based on feedback from sector tables and stakeholder and partner engagements. An exciting opportunity Supply Ontario is exploring is developing a guide to provide training to buyers on how to embed sustainability considerations into procurement strategies. Supply Ontario's procurement modernization work is fundamental in achieving the government's vision for supply chain transformation. The agency is committed to ongoing engagements with stakeholders and partners to be informed of new opportunities and changing requirements in the procurement landscape. <p>Relevant call-out box:</p> <ul style="list-style-type: none"> • Innovation call-out box • Sustainable procurement call-out box 		

	2025/26 Activities	2026/27 Activities	2027/28 Activities
	<ul style="list-style-type: none"> • Identify vendor characteristics to be captured, to measure supplier diversity as DPS is implemented. • Continue to gather feedback on procurement modernization initiatives and work with partners to achieve the government's supply chain transformation vision. • Provide more tailored supports for businesses that do not regularly participate in public sector procurement, such as businesses owned by Indigenous peoples, entrepreneurs, and people with disabilities. • Maintain ongoing approach to consulting on procurement modernization initiatives, while advancing implementation of policy/process changes to remove barriers and burdens on public sector buyers and sellers. • Develop and implement change management strategies to orient and support public sector buyers and sellers in these new initiatives. • Support implementation of procurement-related government programs and initiatives, such as the Health Technology Accelerator Fund (HTAF) innovation and the Life Sciences Scale-Up Fund (LSSUF). 	<ul style="list-style-type: none"> • Implement supplier diversity measurement mechanisms into the DPS. • Identify and implement procurement modernization opportunities to streamline processes and reduce pain points for buyers and sellers, based on feedback from sector tables and stakeholder engagements. • Continue implementing new procurement modernization initiatives, focusing supporting initiatives and tools to drive uptake of agency contracts, while providing guidance and promoting change management strategies. • Continue to support government implementation and monitor program delivery to determine if program changes are recommended. 	<ul style="list-style-type: none"> • Assess and improve supplier measurement mechanisms. • Continue open consultations with buyers and sellers to liaise on emerging needs, barriers and processes that can be addressed through procurement modernization opportunities. • Assess and continuously improve implementation of procurement-related government programs and initiatives.

Mandate Letter Theme 3: Deliver Centralized Public Sector Procurement and Supply Chain Services that Create Value for Ontarians

Business Plan Theme 1: Grow Province's Buying Power by Centralizing Public Sector Purchasing; BP Priority 2.3: Strategically position the province to prepare and respond to supply chain disruptions, emergencies, and global risks.

A Continue to grow Ontario's buying power by centralizing Ontario's public sector purchasing and increasing spend actively managed by Supply Ontario:

- Achieve best value for taxpayers, while ensuring resilience and supporting economic development.
- Expand category management plans and initiatives (including target categories, timing and prioritized categories to demonstrate success).
- Promote increased uptake of Supply Ontario's enterprise VOR program as well as existing and new bulk purchasing arrangements and drive value through contract harmonization opportunities across the public sector, including with the BPS and other covered entities.

Relevant messaging:

- Centralization is one of Supply Ontario's mandated objectives in that the agency has been directed to leverage \$30B in annual public sector procurement spend to create value, foster economic development, and reduce duplication.
- Specifically, the OPS has an annual procurement spend of approximately \$7B, and Supply Ontario has been successful in realizing billions of dollars in cost avoidance and hundreds of millions in savings through the VOR program. There is an opportunity, however, for Supply Ontario to enter into a new phase of its mandate, one of maturation, as the agency continues to expand to health and learning sectors, with contracts available for municipalities and other public sector entities. As the agency continues to expand, it will look to address the estimated \$23B of procurement spend in the BPS, which will continue over the three-year planning cycle of this business plan.
- In addition to expanding our own centralized VOR arrangements, Supply Ontario is looking to strategically evolve and enhance our relationship with other SSOs and GPOs. This will be achieved by coordinating procurement objectives, enhancing contract management, and sharing data, all of which will help us deliver the best value, strategic contracts/categories, and advance our centralization mandate. Ultimately this will assist Supply Ontario in achieving its mandate of delivering value for Ontarians while ensuring cohesion across the provincial supply chain and procurement landscape.
- These insights will further assist us in developing an action plan focused on maintaining the achievements realized from the established tables, while at the same time fostering open lines of communication, and thus, transparency. In addition, the agency will use the gathered insights to help better align internal category strategies and priorities while ensuring support for key sectors.
- Through the expansion of the program, Supply Ontario will also look to expand its support and offerings to BPS entities. To achieve this, the agency will promote the use of VORs by BPS and municipal entities through partnership agreements, sector tables, and communities of practice. This will create opportunities to make our arrangements the contract-of-choice for major BPS spend categories, thus enabling a whole-public sector approach to achieving substantial savings and cost avoidance.

<ul style="list-style-type: none">• Drive procurement planning efforts across the public sector to inform future opportunities.• Identify and promote provincial supply chain programs and activities to municipalities, leveraging active relationships with municipal procurement teams.	<ul style="list-style-type: none">• To achieve this, Supply Ontario will significantly expand the enterprise-wide VOR Program, which provides access to centralized contracts for all public sector entities in Ontario, as well as public sector purchasers in other provinces and territories. Through the expansion of the enterprise-wide VOR program and advisory services, Supply Ontario will remain responsive to client needs and market conditions, while enabling public sector entities to leverage the program, achieve substantial savings, and cost avoidance. <p>Relevant call-out boxes:</p> <ul style="list-style-type: none">• Renal and Clinical Bed Callout Boxes						
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	<ul style="list-style-type: none"> Enhance Vendor Management model to continue developing partnerships with the marketplace for better outcomes. Continue to identify non-governmental group purchasing contracts and categories for the agency to strategically partner with. 	<ul style="list-style-type: none"> Develop and implement partnerships in high-value categories with non-governmental group purchasers. 	<ul style="list-style-type: none"> Consistently evaluate opportunities for new partnerships to advance the agency's mandate.
<p>B Sustain, secure, operate and effectively manage the province's PPE/CSE supply chain, to ensure steady and stable access to, and appropriate provision of, critical supplies and equipment:</p> <ul style="list-style-type: none"> Implement a long-term warehousing strategy to reduce warehouse footprint while delivering best-in-class PPE/CSE from the stockpile to public sector entities. Develop, implement and maintain an emergency stockpiling strategy in collaboration with EMO, MOH and the OCMOH 	<p>Relevant Messaging:</p> <ul style="list-style-type: none"> Supply Ontario manages a provincial stockpile of PPE/CSE for use by all public sector entities. We are implementing a new warehousing strategy that will leverage a single third-party logistics provider to provide warehousing services in strategic locations of the province. We will use a transportation provider to ensure delivery to all types of clients are managed in the way that customers need. The provincial stockpile relies on continuous use of products by customers to ensure that stock is appropriately rotated and fresh. Supply Ontario is working with many health and other public sector entities to replace individual stockpiles. The provincial stockpile focuses on domestically produced PPE, contributing to the agency's economic development agenda, and reducing supply chain risk. Covered in Priority 1.3 and Priority 2.3 of Business Plan. <p>Relevant Call-Out Box:</p> <ul style="list-style-type: none"> LWTS/PPE/CSE call-out box 		
	2025/26 Activities	2026/27 Activities	2027/28 Activities
	<ul style="list-style-type: none"> Expand collaboration opportunities with MOH, OH and other health partners to identify priority healthcare issues. 	<ul style="list-style-type: none"> Continue to engage with health sector entities to ensure PPE/CSE is rotated and available to support emergencies. Expand the long-term warehousing strategy across all public health entities. 	<ul style="list-style-type: none"> Identify other healthcare priority projects and engage with OH and other health partners on implementation strategies. Continue working with partners to identify additional products that can be added into the stockpile.

	<ul style="list-style-type: none"> • Implement Supply Ontario long-term warehousing strategy to consolidate warehousing footprint while maintaining business-as-usual for clients, to ensure province's PPE/CSE distribution and inventory remains sufficient to meet normal and surge demand. • Proceed with integration of additional products into the stockpile as identified by partners (such as OCMOH, EMO, etc.). • Advance Vaccine Ancillary Supplies category. 	<ul style="list-style-type: none"> • Continue advancing the delivery of Supply Ontario's warehousing strategy with client and vendor centric service delivery model. • Continue working with partners to identify additional products that can be added into the stockpile. 	
<p>C Continue to provide quality supply chain services to OPS ministries, and other existing customers:</p> <ul style="list-style-type: none"> • Manage and grow the enterprise VOR program. • Provide procurement advisory support to clients across the OPS and BPS, where applicable. Work collaboratively with the ministry and OPS clients to ensure that enterprise operational needs and service levels are met or exceeded as centralization progresses. 	<p>Relevant messaging:</p> <ul style="list-style-type: none"> • Through the expansion of the program, Supply Ontario will also look to expand its support and offerings to BPS entities. To achieve this, the agency will promote the use of VORs by BPS and municipal entities through partnership agreements, sector tables, and communities of practice. This will create opportunities to make our arrangements the contract-of-choice for major BPS spend categories, thus enabling a whole-public sector approach to achieving substantial savings and cost avoidance. • To achieve this, Supply Ontario will significantly expand the enterprise-wide VOR Program, which provides access to centralized contracts for all public sector entities in Ontario, as well as public sector purchasers in other provinces and territories. Through the expansion of the enterprise-wide VOR program and advisory services, Supply Ontario will remain responsive to client needs and market conditions, while enabling public sector entities to leverage the program, achieve substantial savings, and cost avoidance. • In addition to expanding our own centralized VOR arrangements, Supply Ontario is looking to strategically evolve and enhance our relationship with other SSOs and GPOs. This will be achieved by coordinating procurement objectives, enhancing contract management, and sharing data, all of which will help us deliver the best value, strategic contracts/categories, and advance our centralization mandate. Ultimately this will assist Supply Ontario in achieving its mandate of delivering value for Ontarians while ensuring cohesion across the provincial supply chain and procurement landscape. 		

- There is an opportunity, however, for Supply Ontario to enter into a new phase of its mandate, one of maturation, as the agency continues to expand to health and learning sectors, with contracts available for municipalities and other public sector entities. As the agency continues to expand, it will look to address the estimated \$23B of procurement spend in the BPS, which will continue over the three-year planning cycle of this business plan.

Relevant call-out boxes:

- Vape Detector call-out box

2025/26 Activities	2026/27 Activities	2027/28 Activities
<ul style="list-style-type: none"> • Offer expanded educational programs and workshops for public sector procurement professionals and decision-makers. • Launch new and refreshed VOR offerings to ensure clients have access to a competitive range of contracts across sectors. • Enhance current service offerings and launch a one-window service approach which will assist buyers and sellers to make procurement more accessible. • Leverage policy tools and initiatives to promote access and awareness of public sector procurement by underrepresented groups. • Expand VOR contract uptake year-over-year, focusing on adoption with BPS and municipal partners. 	<ul style="list-style-type: none"> • Assess and adjust content and frequency of educational programs and workshops offered to reflect client needs and feedback. • Grow VOR offerings to better respond to emerging client and market needs. • Gather feedback from buyers and sellers to determine if amendments to one-window service approach needs to be made and/or if additional services should be added. • Engage stakeholders and begin implementing initiatives to increase the involvement of underrepresented groups in public sector procurement. 	<ul style="list-style-type: none"> • Continue to assess and adjust content and frequency of educational programs and workshop offered. • Continue to identify opportunities for new VOR offerings to respond to client and market needs. • Review the progress made by the one-window service approach and identify key areas for improvement. • Continue to explore additional ways to enhance our public sector procurement by reducing red tape and removing barriers, including accessibility, across the province. • Continue identifying opportunities for centralized agreements for public sector entities that are not currently covered under the agency's mandate.

	<ul style="list-style-type: none"> • Continue to promote uptake of enterprise VOR arrangements for public sector entities not currently covered under Supply Ontario's legislative authority. • Leverage policy tools and initiatives to promote access and awareness of public sector procurement by underrepresented groups. • Continue to engage with provincial ministries, municipal associations, large procurement entities, private sector groups, non-profits, and international organizations/ jurisdictions to foster collaboration on procurement policies and standards, collaborative research, pilot programs, and shared innovation initiatives. • Expand collaboration opportunities with MOH, OH and other health partners to identify priority healthcare issues, 	<ul style="list-style-type: none"> • Continue promoting the uptake of enterprise VOR arrangements, but also determine if there are gaps in Supply Ontario's legislative authority that prevent the agency from achieving its centralization mandate. • Continue identifying opportunities for centralized agreements for public sector entities not currently covered under the agency's mandate. • Engage stakeholders and begin implementing initiatives to increase the involvement of underrepresented groups in public sector procurement. • Continue to create and advance strategic partnerships with provincial ministries, municipal associations, large procurement entities, private sector groups, non-profits, and international organizations/ jurisdictions to foster collaboration on procurement policies and standards, collaborative research, pilot programs, and shared innovation initiatives. • Continue to engage with health sector entities to ensure PPE/CSE is rotated and available to support emergencies. 	<ul style="list-style-type: none"> • Sustain strategic partnerships with provincial ministries, municipal associations, large procurement entities, private sector groups, non-profits, and international organizations/ jurisdictions to foster collaboration on procurement policies and standards, collaborative research, pilot programs, and shared innovation initiatives. • Identify other healthcare priority projects and engage with OH and other health partners on implementation strategies.
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<p>D Support and advance broader outcomes on government priorities, taking direction and working in collaboration with ministry staff and other ministries:</p> <ul style="list-style-type: none"> • Monitor and evaluate the implementation of BOBI. • Advance accessibility in public sector procurement. • Support initiatives related to Artificial Intelligence (AI) and cybersecurity. • Support other new government supply chain and procurement priorities as they emerge 	<p>Relevant messaging:</p> <ul style="list-style-type: none"> • Supply Ontario is committed to the core principles of the <i>Accessibility for Ontarians with Disabilities Act, 2005</i> (AODA): dignity, independence, integration and equal opportunity. Our goal is to ensure that all Ontarians can access our services and information when and how they need them and without barriers. Every Supply Ontario procurement is compliant with AODA principles. • A recent example of how Supply Ontario spearheaded change management is through the implementation of the BOBI. Supply Ontario provided comprehensive guides and training sessions to facilitate a smooth roll-out of BOBI to be responsive to questions and concerns across the procurement ecosystem. BOBI implementation will continue to be monitored and evaluated to ensure success and growth. Additionally, Supply Ontario's advisory services can be solicited by contacting DoingBusiness@SupplyOntario.ca which assists clients on a wide array of topics and concerns. • Through data literacy activities, in combination with tools and technology upgrades, we drive curiosity and cultivate a data-centric mindset across the agency. With data-oriented culture, we will continue to develop programs and components necessary to remain up to date with the latest technology, advanced data optimization and collection techniques, while ensuring and promoting responsible use of artificial intelligence (AI) and cybersecurity practices. This includes the establishment and implementation of AI risk management principles and introduction of appropriate management systems, such as tools and protocols to ensure resiliency, recovery, and maturity, as required by the government of Ontario frameworks and regulations. • The agency continues to research and monitor emerging trends in global and domestic supply chains, including the uptake of predictive analytics and the responsible use of Artificial Intelligence (AI), and the increasing prevalence of corporate Environment, Social and Corporate Governance (ESG) activities. As Supply Ontario expands to become the leading authority in public sector procurement, the agency will make deliberate efforts to ensure that Ontario's supply chain is safeguarded from emerging threats, while remaining nimble enough to adopt new opportunities. • Responding to an emerging priority during the back-to-school period, Supply Ontario, in collaboration with the Ministry of Education, coordinated and delivered the \$30 million procurement of vape detectors and other security upgrades for elementary and high schools across the province. Eliminating vaping on school property is part of the government's province-wide plan to reduce distractions in classrooms and improve the health of children and youth. To support this, Supply Ontario established a multi-vendor VOR Arrangement for Vape Detector and Building Safety Provisions that can be used by over 5000 schools across the province's school boards and other Ontario public sector entities to access critical safety infrastructure.
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- Supply Ontario has been building its foundational capabilities to enable the agency to respond to trends and shocks to the procurement ecosystem and ensure the province has a resilient, made-in-Ontario supply chain in the event of emergencies or unforeseen events. This business plan serves as a roadmap that will guide the achievement of the government's vision for supply chain and procurement transformation across the province.
- Through the expansion of the enterprise-wide VOR program and advisory services, Supply Ontario will remain responsive to client needs and market conditions, while also enabling public sector entities to leverage the program and achieve substantial savings and cost avoidance.

Relevant call-out box:

- Accessibility call-out box

2025/26 Activities	2026/27 Activities	2027/28 Activities
<ul style="list-style-type: none"> • Continue promoting and educating stakeholders on the use of BOBI strategies across OPS and BPS entities. • Pilot and execute actions and initiatives capitalizing on category opportunities. • Continue identifying new VOR opportunities across the public sector in alignment with category management approach to expand the enterprise-wide VOR Program on an annual basis. • Continue to include representatives from public sector entities in category and VOR development and evaluation. • Develop a provincial strategy for a critical and vulnerable drug list to mitigate supply shortages of critical goods and services. 	<ul style="list-style-type: none"> • BOBI is solidified as a common practice across the public sector. • Enhance Vendor Management model to continue developing partnerships with the marketplace for better outcomes. • Building and executing on opportunities as they become identified. • Continue identifying new VOR opportunities across the public sector in alignment with category management approach to expand the enterprise-wide VOR Program on an annual basis. • Adjust health supply shortages program to reflect operational needs across the healthcare continuum of care and reflect client input 	<ul style="list-style-type: none"> • BOBI fully implemented across the public sector with analysis to support potential application changes. Continue identifying new VOR opportunities across the public sector in alignment with category management approach to expand the enterprise-wide VOR Program on an annual basis. • Advance value creation as part of the category strategy. • Implement strategies for critical and vulnerable drugs and key supply shortages.

Mandate Letter Theme 4: Demonstrate Progress and Success**Business Plan Themes:** 1, 2, 3

A Demonstrate Supply Ontario's progress (including data and key performance indicators where applicable) in mandate delivery through timely and regular reporting to the ministry on:

- Key performance measures, targets and timelines, using consistent measures that can be tracked and compared over time.
- Initiatives, projects, benefits delivered and outcomes achieved, including spend under management and cost avoidance.
- Status and implementation of procurements, upcoming categories and planned procurements.
- Action plans or roadmaps Supply Ontario develops in response to this direction.

KPIs:

- Estimated value (\$) of spend under management
- % of stockpile contracts awarded to Ontario businesses
- % of stockpile contracts where products are manufactured in Ontario
- % of client satisfaction with the overall quality of services provided by Advisory Services
- % of vendor satisfaction with the procurement services
- % of warehouse service provider orders shipped within expected timelines

Benefits Realization

- Supply Ontario has developed a comprehensive Benefits Realization (BR) framework for benchmarking and tracking targeted, measurable/quantifiable outcomes of agency activities. The calculation methodology is being reviewed by a third party and once validated, will be applied to core agency operations and initiatives, particularly key categories within the agency's enterprise-wide VOR program to estimate expected benefits. To support the framework, Supply Ontario has developed benefits realization methodologies and tools to capture the outcomes of centralization initiatives.

Health and Learning

- In the long-term, Supply Ontario will further centralize procurement opportunities across the OPS and BPS. Specifically, Supply Ontario is looking to expand further into the health and learning sectors, which signals a commitment to fulfil the agency's mandate of centralizing procurement and expanding service offerings to the BPS. These sectors were targeted based on their critical importance to Ontario combined with their significant annual procurement spend. In addition, the potential for supply chain disruption in these sectors is particularly acute and benefit from Supply Ontario's involvement to build resiliency.

B Work In collaboration with the ministry in development of Supply Ontario's reporting approach.	2025/26 Activities	2026/27 Activities	2027/28 Activities
	<ul style="list-style-type: none"> • Expand the implementation of our BR framework across the agency. Additionally, develop a robust approach to measure, track and report on key agency accomplishments and progress toward achieving strategic objectives. • Launch new and refreshed VOR offerings to ensure clients have access to a competitive range of contracts across sectors. • Develop a provincial strategy for a critical and vulnerable drug list to mitigate supply shortages of critical goods and services. 	<ul style="list-style-type: none"> • Implement measurement and tracking approach across all agency programs and activities, while expanding reporting capabilities and tools to encompass different initiatives and/or entities and report on a more regular basis. • Grow VOR offerings to better respond to emerging client and market needs. • Adjust health supply shortages program to reflect operational needs across the healthcare continuum of care and reflect client input. 	<ul style="list-style-type: none"> • Proactively engage in continual refinement of the BR framework and measurement, tracking and reporting approach to achieve ongoing and enhanced delivery model results. • Continue to identify opportunities for new VOR offerings to respond to client and market needs. • Advance value creation as part of the category strategy. • Implement strategies for critical and vulnerable drugs and key supply shortages.