



2020

ANNUAL REPORT

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ABOUT OECM

OECM is a trusted not-for-profit collaborative sourcing partner for Ontario’s education sector, broader public sector, and other not-for-profit organizations. We contract with innovative, reputable suppliers to offer a comprehensive **choice** of quality products and services, generate significant **savings**, and deliver responsive and consistent **service** for our customers.

We are shaped by our mission, vision, and values, which guide our actions and demonstrate who we are and what we do. Collaboration is the foundation of our business, enabling us to build a bridge amongst and between our customers and supplier partners.



OUR MISSION

Generate savings by unlocking the potential of collaborative strategic sourcing.

OUR VISION

Be the premier customer-driven supply management partner.

OUR VALUES

- Collaboration:** We are committed to working together to achieve common goals.
- Responsiveness:** We deliver on our promises in a timely way.
- Integrity:** We are open, honest, and accountable.
- Innovation:** We pursue creative solutions to foster an exceptional customer experience.
- Respect:** We listen to and value everyone’s ideas and opinions in a fair, open, and attentive way.

AT OECM, WE OFFER ...

SAVINGS

By unlocking the power of collaborative sourcing, OECM provides opportunities to minimize costs, and generate savings and efficiencies on products and services purchased through our Marketplace.

CHOICE

OECM offers a wide range of collaboratively sourced and competitively priced products and services, provided by over 300 (and growing) supplier partners and available through our Marketplace.

SERVICE

OECM promises to deliver service that is consistent, accessible, and responsive, supporting our customer-centric service delivery model.





Arnold (Arnie) Strub (left) and
Dr. F. Haider Alvi (right) shaking hands

MESSAGE FROM THE PAST CHAIR OF THE BOARD

It has been an honour to serve as OECDM's Chair of the Board of Directors over the last four years. I am very proud of all that OECDM has accomplished. I would like to thank my colleagues on the Board for their dedication and support, as we worked together to meet aggressive business targets, strengthen our foundation in collaboration, and lead OECDM through exciting transformation and milestone growth.

From the outset of my tenure as Chair, our focus has been on ensuring the success, sustainability, and best interests of OECDM's customers and supplier partners, as well as establishing several strategic planning initiatives that have strengthened OECDM's performance as an organization. In 2016, we began this work by embedding OECDM's strategic priority to deliver 'customer-centric services' at the Board level, establishing the Customer Council Committee (CCC) as a way to provide OECDM customers with a direct channel for engagement and influence. In 2019, we endorsed OECDM's Supplier Recognition Program Pilot to recognize and acknowledge supplier partners that are steadfast in their commitment to provide exceptional services and quality products to our customers.

As part of OECDM's Vision 2020 strategy and transformation road map, we focused on strengthening partnerships with government and stakeholders in the education sector and broader public sector, supporting initiatives such as the first-ever Ontario Education Sector Collaborative Networking Symposium and the Education Sector Success Sharing Reserve, among others.

After four years, I am pleased to hand over the duties of the Chair to my successor and esteemed colleague, Dr. F. Haider Alvi, as we also celebrate OECDM's exciting milestone of reaching \$2 billion in accumulated collaborative spend. I am particularly proud to note that in 2018, after 12 years in operation, OECDM celebrated \$1 billion in accumulated spend, and by comparison, in just under two and a half years, has succeeded in reaching the second billion – a clear indication of OECDM's trajectory for growth and future success.

It goes without saying that 2020 has been an extraordinary year. As business operations and supply chains were disrupted and normal work routines and social structures changed, OECDM remained resolute, demonstrating exceptional strength, stability, and capability in ensuring continued delivery of collaborative sourcing success to our stakeholders.

Looking ahead, I am confident that OECDM's Board of Directors, under the guidance of Dr. Alvi, will continue to steer OECDM towards even greater transformation and growth.

Effective May 2021, I will have completed my maximum term on the OECDM Board of Directors. It is with a heavy heart that I leave the OECDM Board and my respected

colleagues, however I see a bright and exciting future for OECDM, and I look forward to seeing the organization continue to grow and thrive for years to come.

Arnold (Arnie) Strub
Chair, Board of Directors, OECDM
(November 2016 to May 2020)

MESSAGE FROM THE PRESENT CHAIR OF THE BOARD

While the start of a new decade typically brings hope, we quickly saw the world come to a near standstill in 2020, confronted by compounding crises, from a global public health emergency, economic slowdown, and systemic racial injustice and inequity. In early summer, we were struck by the escalation of racially-motivated incidents and protests taking place in Canada, the U.S. and around the world. OECDM's CEO and President, John Sabo, and I quickly put pen to paper, taking a stand, both on behalf of our organization and as citizens, against systemic racism as a whole.

We committed to working to support supply chain initiatives and community programs aimed at breaking down barriers and achieving concrete and meaningful change. We followed through with the creation of an Indigenous Learning Portal for Ontario Colleges funded through OECDM's Education Sector Success Sharing (ESSS) initiative.

I am proud to represent an organization that continually supports principles of diversity and inclusion in the workplace and affirms their commitment to anti-racism at every step of the way. I invite you to read [OECDM's Statement on Anti-Racism, Diversity and Inclusion](#), which is available on the OECDM website and within this report.

Over the past 12 months we have seen societal swings and fiscal upheaval, but OECDM remains stable and well-positioned on a strong growth trajectory. We have made excellent progress on several strategic planning initiatives this past year beginning with the endorsement of OECDM's new Multi-Year Strategic Plan (MYSP), a three-year plan that establishes a vision for shaping the future of collaborative procurement in Ontario. The Board also continues to focus on enhancing OECDM's customer and supplier relationship

management offering to ensure it is consistently in line with customer expectations and needs.

As we look ahead to 2021, the Board is committed to maintaining OECDM's solid partnerships with government and stakeholders in the education sector and broader public sector. This includes continued collaboration with the Ministry of Government and Consumer Services (MGCS), the Ministry of Education (MEDU) and the Ministry of Colleges and Universities (MCU) as well as ongoing support for the Province's Supply Chain Centralization Initiative and the launch of Supply Ontario.

I would like to recognize and thank the outgoing OECDM Chair, Arnie Strub, for his leadership, vision, and guidance, especially during such a transformative time. His tenure and commitment to OECDM has made a true and lasting impact. On behalf of the entire Board, I would also like to thank OECDM's leadership team and staff for their continued agility, adaptability, and dedication throughout these challenging times. I look forward to working with my colleagues on the Board of Directors over the next year, as we continue to oversee the implementation of OECDM's business innovations in serving the needs of Ontario's education sector, municipal sector, health sector, broader public sector, and not-for-profit community.

Dr. F. Haider Alvi
Chair, Board of Directors, OECDM
(May 2020 to present)

MESSAGE FROM THE PRESIDENT & CEO



I am pleased to share the 2020 Annual Report on OECM's performance and accomplishments. This was a year that tested our industry and our assumptions: about how supply chains function in an age of global interdependency; about what it means to support customers and communities; and about how organizations can and should operate in a crisis. Through these challenging times, OECM has remained steadfast, anchoring ourselves in our mission, vision, and values to confirm our position as a premier customer-driven supply management partner.

As the COVID-19 pandemic took over globally and locally, OECM was quick to step into action to provide our customers, supplier partners and stakeholders with consistent and up-to-date information about our approach towards navigating the crisis. With our employees' health and well-being as our top priority, we implemented work-from-home measures to help reduce the spread of COVID-19, while maintaining business continuity and delivering top-level service to our customers and supplier partners. We launched a COVID-19 Customer Newsletter, working closely with our supplier partners to gather information about potential supply chain disruptions and the availability of essential products and services. We also collaborated with the Ministry of Government and Consumer Services (MGCS) to help in the acquisition of products and services required to support the fight against COVID-19.

Amid these rapid adjustments, we also delivered strong results. We celebrated an exciting milestone, reaching \$2 billion in accumulated collaborative procurement spend. We completed a record total of 24 strategic sourcing initiatives and expanded our Marketplace to provide customers with even greater choice through 78 agreements available through over 300 active supplier partners. OECM facilitated a collaborative spend of \$521 million in 2020, a 10.5% increase over 2019 that exceeded expectations for year-over-year growth.

Looking ahead, OECM's new Multi-Year Strategic Plan (MYSP), developed in collaboration with the Board of Directors, provides an integrated procurement value chain model that leverages our proven ability to drive savings, choice, and service. Our vision is also aligned with the Ministry of Government and Consumer Services' (MGCS) objectives for their new Supply Ontario initiative.

We are investing in technology resources such as Customer Relations Management (CRM) and Supplier Relationship Management (SRM) systems, and a new website with interactive capabilities for both our customers and suppliers. We are focusing on process improvements, enhancing our analytics and business intelligence, and upholding our established "People Strategy", further enhancing the customer experience, and enabling the development of OECM as a Centre of Excellence.

Underpinning all these results is an extremely dedicated and hardworking team of professionals. I am proud to work with our Board of Directors, executive team, and staff members to build on these strong results and deliver on our new strategic priorities.

I would like to extend a very special thank you to Arnie Strub, our outgoing Chair of the Board, with whom I have worked very closely over the last four years. I am grateful for Arnie's guidance, leadership, and support throughout this time. I look forward to continuing the unique Chair-CEO relationship with our new Chair, Dr. F. Haider Alvi.

To our community of customers, supplier partners, champions, and allies – thank you for your continued support and commitment to OECM. We invite you to follow OECM's progress through our quarterly newsletter, The OECM Connection, and on LinkedIn, Facebook, and Twitter. We are already very excited by the prospects for even greater collaboration and continued growth in 2021 – here's to another year of shared success.

John A. Sabo
President & Chief Executive Officer, OECM

BOARD OF DIRECTORS

As at December 31, 2020



Dr. F. Haider Alvi (ICD.D)
*Chair, Board of Directors
Ex Officio, Governance and Human Resources Committee
Ex Officio, Audit and Finance Committee
Ex Officio, Customer Council Committee
Ex Officio, Strategic Planning Steering Committee
Ex Officio, Technology Steering Committee*



John T. Dinner
*Chair, Strategic Planning Steering Committee
Member, Governance and Human Resources Committee*



Andrew Szende
*Member, Customer Council Committee
Member, Strategic Planning Steering Committee
Member, Technology Steering Committee*



Jodie Lobana
*Chair, Technology Steering Committee
Member, Audit and Finance Committee*



Anne-Marie Renaud (ICD.D)
*Chair, Governance and Human Resources Committee
Member, Customer Council Committee
Member, Technology Steering Committee*



Arnold Strub (C.Dir)
*Member, Governance and Human Resources Committee
Member, Audit and Finance Committee
Member, Customer Council Committee
Member, Strategic Planning Steering Committee*



Eitan Dehtiar (ICD.D)
*Chair, Audit and Finance Committee
Member, Governance and Human Resources Committee
Member, Technology Steering Committee*



Lesley Cornelius
*Member, Governance and Human Resources Committee
Member, Audit and Finance Committee
Member, Strategic Planning Steering Committee*



Kevin Kobus
*Chair, Customer Council Committee
Member, Audit and Finance Committee*



Kathy Pozihun
*Member, Customer Council Committee
Member, Technology Steering Committee*

For more information about OECM’s Board of Directors, visit <https://oecm.ca/about-us/governance/board-of-directors>.

CUSTOMER COUNCIL COMMITTEE

As at December 31, 2020



Radha Krishnan
*College Sector Representative
Associate Vice President, Information Services,
Seneca College of Applies Arts and Technology*



Carol McAulay
*University Sector Representative
Vice President, Finance and Administration,
York University*



David Neale
*College Sector Representative
Executive Director, Campus Services, Seneca
College of Applies Arts and Technology*



Steve Camacho
*School Board Sector Representative
Chief Information Officer, Toronto Catholic
District School Board*



Sanjay Puri
*College Sector Representative
Vice President, Administration and Chief
Financial Officer, Humber College Institute of
Technology & Advanced Learning*



Daniel Del Bianco
*School Board Sector Representative
Associate Director of Education, Corporate
Services, Dufferin-Peel Catholic District School
Board*



Kim Watkins
*College Sector Representative
Chief Financial Officer, Mohawk College*



Peter Derochie
*School Board Sector Representative
Executive Director, Council of Ontario Senior
Business Officials (COSBO)*



Tariq Al-Idrissi
*University Sector Representative
Associate Vice President, Information
Technology, Trent University*



Matthew Gerard
*School Board Sector Representative
Coordinating Superintendent, Business Services
and Treasurer of the Board, Waterloo Region
District School Board*

For more information about OECM’s Customer Council Committee, visit <https://oecm.ca/about-us/governance/customer-council-committee>.

OECM’S STATEMENT ON ANTI-RACISM, DIVERSITY, AND INCLUSION

OECM has a unique perspective on the world. We are an intermediary in a multi-billion-dollar procurement market with global supplier partners on one side, and the Ontario education sector, broader public sector and not-for-profit organizations on the other.

With the tragic deaths and protests taking place over the past several weeks here in Canada, the U.S. and around the world, we have felt the reverberations not only as individuals, but also as a business. Amongst our stakeholders, we have witnessed an outpouring of support for those who have had the courage to make their voices heard and their grievances known.

It has given us reason to pause and reflect on how we treat each other in our communities and in our workplace, and to renew our commitment to anti-racism and upholding our values around diversity and inclusion.

Many companies have expressed outrage at a racist overhang in society, where at the extreme, members of Black and Indigenous communities are killed, and countless others from all racialized groups do not find the success they deserve and suffer daily indignities and abuse, subtle and overt. Systemic racism creates ceilings for racialized people. Not at OECM.

We believe that our internal actions speak as loudly as our words. We give people a chance and help them to grow into their successes. We stand against systemic racism as a whole, and with respect to our value chain, particularly in educational institutions. We must stand united on this front, and we fully expect that our customers, supplier partners and stakeholders will do the same.

At OECM, our people are at the root of our success and our strength is in our diversity. Our values are evident throughout our organization, in our inclusive hiring practices, the diversity of our workforce, and the willingness of our staff to openly embrace, celebrate and share their culture, experiences, ideas and beliefs with each other. Amongst our 60+ employees, 24 languages are spoken. We believe in the inclusion of all people regardless of their race, colour, sex, gender, sexual orientation / identity / expression, age, national / ethnic origin, disability, religion, creed, marital and / or family status. We have a shared mission as a company, and we share our authentic selves as families and friends. We make an effort to find common ground.

In addition to continually supporting principles of diversity and inclusion in our workplace, OECM affirms our commitment to be an anti-racism organization. This means that:

- We stand in solidarity with the Black and Indigenous communities, who both experience alarming rates of institutionalized violence in Canada.
- We acknowledge the systemic racism that impacts the Black community, as well as our Indigenous community and all people of colour, professionally and personally and recognize that these racist structures underpin many of our institutions.
- We also acknowledge that this is not new. There is a long history of race-based injustice and inequity which continues to persist into the present.
- We stand with the educators, students and their parents who have become targets of racial abuse in schools and on campuses.
- We believe that educational institutions, their governance structures and their administrations must be held accountable when perpetuating systemic racism.

We must do better and trying to do so can be uncomfortable and even painful to some, but we have found that the greatest challenges bear the greatest rewards. We must tackle the questions of how systemic racism creates barriers and inequality in the workplace and in society.

We at OECM pledge to do our part to support those who speak out against injustice and inequality. We will continually do the work to self-educate and seek out new resources to practice anti-racism, while upholding our values around diversity and inclusivity. We will continue to provide professional development to our staff members that reflects the needs of the workforce today and of the future, and we will purposefully study and respond to the impacts of racism throughout our organization. Lastly, we will work to support supply chain initiatives and community programs aimed at breaking down barriers and achieving concrete and meaningful change. It is time to end systemic racism everywhere.

Through this statement we add our voice to those who have the courage to speak out. Racism and discrimination of any type have no place in our society, not today, not ever.

On behalf of the Board of Directors and OECM team.

Sincerely,



John A. Sabo
President and CEO



Dr. F. Haider Alvi
Chair of the Board

OUR PEOPLE

At OECM, our people are at the root of our success.

Our people are talented individuals with a shared passion for achieving results through teamwork and collaboration. We know that it is our differences that makes us stronger, creating a dynamic and engaging workplace.

Response to COVID-19

When the province of Ontario issued a stay-at-home order in March 2020, OECM seamlessly transitioned to a remote work environment, leveraging existing technology tools to ensure business continuity and excellence.

Throughout this time, OECM has been focused on promoting employee wellness. We provided every employee with an allowance to facilitate work from home ergonomics. We leverage regular virtual staff meetings to ensure employees are feeling confident about OECM's future, and to maintain interpersonal connections. OECM has also deployed multiple wellness surveys to monitor employee wellness as they continue to work from home.

Between March 2020 and December 2020, **OECM virtually on-boarded 21 new employees.**

OECM has a strong on-boarding process for new employees that involves cross-functional orientation sessions, staff meet-and-greets, and technology training. Thanks to the flexibility and creativity of OECM employees, remote working had no impact on our ability to deliver a successful on-boarding program.

A unique fact: approximately 1/3 of our employees have never worked in the OECM office!

Transitioning Back to Working from Work (TBTWW) Committee

Formed in April 2020, this Committee is dedicated to the safe return of employees to the office and

is comprised of members from OECM's Senior Council, Managers' Council, and the Joint Health and Safety Committee. The Committee monitors the requirements and conditions necessary to ensure a safe office reopening for all staff and visitors. The committee has also developed a return-to-work training guide and an instructional video, which will be shared with all employees, before returning to the office.

2020 People Strategy Highlights

Our Board-approved People Strategy is accelerating the development of our team, growing and strengthening our leadership capabilities, and enhancing our performance through strong engagement. The goal of the People Strategy is to attract, motivate, and retain superior talent, while fostering a workplace culture of excellence, to facilitate the delivery of exceptional customer service.

OECM continues to uphold the five defining pillars of our People Strategy – **Total Rewards, Leadership & Talent: Acquisition and Development, High Performance Culture of Excellence, Workforce Planning, and HR Operational Excellence.** In 2020, this resulted in our employees enjoying even greater access to a revitalized rewards and compensation strategy, new staff training and professional development programs, and much more.

Workplace Culture

Staff engagement continued to be a priority for OECM in 2020. To that end, a number of staff volunteers formed the OECM Mega-fun Group "OMG" social committee. The first event was held on October 29 where staff participated in a virtual Halloween Costume contest and prizes were awarded for the best costumes. A follow-up event was held on December 17 to celebrate the holidays. Going forward, these activities along with the provision of staff education on wellness will be instrumental in fostering an engaged, motivated and healthy workforce.



COVID-19: OECM'S APPROACH AND SUCCESSES

The onset of the COVID-19 (Coronavirus) global pandemic quickly brought significant changes. In March 2020, with our employees' health and well-being as our top priority, OECM immediately implemented various operational measures to help reduce the spread of COVID-19, while maintaining business continuity and supporting our customers and supplier partners as we collectively navigated an increasingly challenging environment. From the start, stabilizing access to critical products such as PPE, disinfectants, and sanitation equipment was an imperative task. As Ontario's valued sourcing partner, OECM played an active role on behalf of our customers to negotiate and facilitate the acquisition of high-quality supplies, solutions, and services in the most time-efficient manner. We accelerated the launch of vital agreements and as the pandemic reached peak levels, both globally and locally, OECM continued to work closely with our supplier partners and customers to encourage greater collaboration, facilitate two-way lines of communication and provide ongoing support.

OECM's COVID-19 Customer Newsletter

In April, OECM began distributing a **COVID-19 Customer Newsletter** – beginning as a weekly endeavour and transitioning to a monthly distribution, based on our customers' needs. The pandemic generated several unforeseen challenges and unprecedented circumstances that impacted supply chains both locally and nationally. OECM quickly prioritized our customers' need for clarity and support during these uncertain times. We issued **29 Covid-19**

Customer Newsletter editions over eight months throughout 2020, establishing a clear pathway for communication between our supplier partners and customers.

The COVID-19 Newsletters provide updates on Cleaning Supplies and Personal Protective Equipment, IT Solutions, and other relevant products and services from OECM's supplier partners. The newsletter also informs customers about webinars and virtual information sessions hosted by our supplier partners, details on new agreements, amendments to existing agreements, and news updates from the provincial government related to the COVID-19 situation. OECM continues to publish our COVID-19 Customer Newsletter, providing customers with the latest pandemic-related news and updates on behalf of our supplier partners.

OECM Collaboration with MGCS

In April 2020, OECM began collaborating with the Ministry of Government and Consumer Services (MGCS) as part of the Ontario Together: Help Fight Coronavirus initiative. OECM responded to nearly 2,500 supplier submissions through the Ontario Together web portal to facilitate mass sourcing of emergency supplies, safety equipment, and essential services and solutions to curb the spread of COVID-19. We fast-tracked the award of our **Non-Medical Grade Masks Agreements** and added access to Zoom Licensing through our Software License Agreements for collaboration, remote working, and at-home learning.

By November 2020, OECM had procured approximately **\$10 million in Personal Protective Equipment and related products for use in the Education and Healthcare sector, acquired and coordinated a donation of 20,000, 3.57L units of bleach to Ontario's Long Term Care Homes. We also secured 4.55 million masks for School Boards and childcare centres.**

As part of this initiative, OECM has taken on category management, assisting MGCS with demand and supply planning for cleaning products and focusing on further analytics and development of strategies to respond to this need. OECM will evolve to support this transition to category centralization, implementing new structures and resources to ensure continued success.

COVID-19 Resilience Funding Support

In October 2020, the Ontario government introduced a new, time-sensitive COVID-19 Resilience Infrastructure Stream (CVRIS) to provide up to \$700 million in combined federal-provincial funding for education-related projects that protect the health and well-being of students and staff in schools across the province. School boards were invited by the Ministry of Education (MEDU) to submit proposals for funding consideration, with aggressive deadlines for project fulfillment. As a trusted sourcing partner for Ontario's education sector, OECM was quick to mobilize a team of seasoned Operations, Maintenance and Construction leads, Superintendents and other senior-level Board leaders to provide school boards with logistical and material assistance and guidance to successfully complete eligible and approved projects within the designated timeframe. OECM will provide ongoing **CVRIS Project Support** to School Boards in 2021, with updates shared through a new bi-weekly newsletter, the OECM **CVRIS Initiative Spotlight**.

Launch of COVID-19 Related Agreements

OECM has remained committed to working with our supplier partners to ensure the availability of critical supplies and services, swiftly initiating new sourcing projects, and adding agreements to our Marketplace to support the need for vital Personal Protective Equipment, IT software and technological tools to help facilitate online learning and work-from-home scenarios, and other essential products and supplies. Key COVID-19 related OECM agreements include:

Non-Medical Grade Masks Agreements

Software License Agreements

Chrome Devices and End-User Computing Devices and Services

OECM'S STRATEGIC DIRECTION: NEW MULTI-YEAR STRATEGIC PLAN (MYSP)

In early 2019, OECM began development of a new Strategic Plan and vision for shaping the future of collaborative procurement in Ontario. OECM's new Multi-Year Strategic Plan (MYSP) has been developed in collaboration with OECM's Board of Directors and an independent agency partner and is based on an integrated procurement value chain model that leverages our proven ability to drive savings, choice and service.

Our vision is also deeply aligned with the Ministry of Government and Consumer Services' (MGCS) objectives for their new Supply Chain Centralization Initiative (SCCI) – a platform that we wholeheartedly support

and are working on collaboratively with the Ministry of Government and Consumer Services (MGCS) and other stakeholders.

In 2020 OECM began implementing a socialization plan to further engage with key stakeholders, including employees, customers, suppliers, and government, to inform them of OECM's new strategic direction and provide updates on progress and amendments to our strategic planning initiative as developments arise. With this engagement plan in progress, we look forward to uncovering even more opportunities for transformation and collaboration in 2021 and beyond.

OECM's Multi-Year Strategic Plan (MYSP): Strategic Priorities

1. Expand Customer Participation

Continue to serve a high volume of education customers, increase the spend of existing customers, and more aggressively pursue other customer segments in the Broader Public Sector (e.g., municipalities) and Not-for-Profit sector.

2. Enhance Product and Service Offerings

Increase and enhance total products and services by offering an integrated value chain to customers, building out key advisory capabilities, and working with strategic delivery partners as needed.

We continue to work to transform OECM's solid sourcing practice into a recognized Centre of Excellence for collaborative supply management innovation. We continue to streamline procurement processes, increase the use of collaborative technology tools and introduce innovative value-based practices in order to bring access to more relevant, high quality, priority products and services faster.

3. Improve Customer Experience

Continue to advance OECM's customer-centric strategy and emphasize customer and supplier satisfaction by making key improvements including an updated digital experience and the provision of more robust data analytics.

OECM's Customer-Centric Service Delivery Framework (CCSDF) supports our strategic priority of focusing on delivering unparalleled customer-centric services that position OECM as a Premier Collaboration Partner for the education sector, broader public sector and other not-for-profit organizations. Implemented in 2017, this framework has seven key elements, which have proven successful in driving high levels of customer satisfaction, loyalty, and advocacy in delivering accurate, consistent, high-quality solutions to our customers.

4. Optimize Organizational Performance and Capacity

Continue to focus on improving financial performance and sustainability while ensuring there is the necessary internal capacity (e.g., staffing, structure, and processes) to expand OECM's service offerings and customer base while maintaining current service quality.

2020 BUSINESS HIGHLIGHTS

In 2020, OECM continued to have 100% (all 116) of Ontario's educational institutions participating and collaborating in OECM's agreements. Ontario's Education Sector utilizes over 90% of OECM's agreements and product/service offerings. In 2020, on average, OECM's individual Education Sector Customer agreement spend was \$3,384,400, with approximately 14.5 product/service agreements leveraged.

In addition to our education sector customers, we now have more than 684 other Broader Public Sector and Not-for-Profit organizations actively using our Marketplace. Amid the uncertainty caused by COVID-19, 2020 was a record year for OECM -- marked by increases in collaborative spend, customer growth and product and service offerings – that exceeded all expectations.

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Growth Charts



Collaborative Spend (2020 vs. 2019)

Collaborative spend provides the ultimate measure of participation and support of OECM by its customers. In 2020, OECM had a total of \$521 million in collaborative spend, a greater-than-expected increase of \$49.5 million over 2019, or 10.51%.



Per student spend in the Education sector totaled \$143.57 per student, an increase of \$11.57, or 8.77%, from \$132 per student in 2019.



Active Customers (2020 vs. 2019)

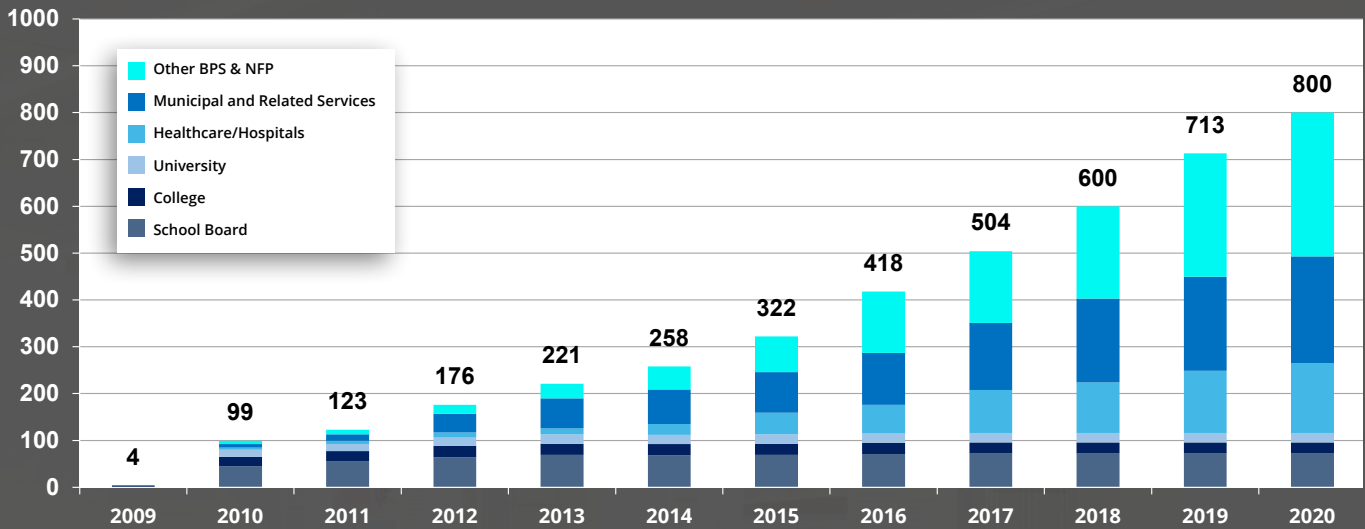
OECM is a customer-based organization that provides savings, choice, and service to its 800 customers. In 2020, we had an increase of 87 customers, up 12.20% from 2019.



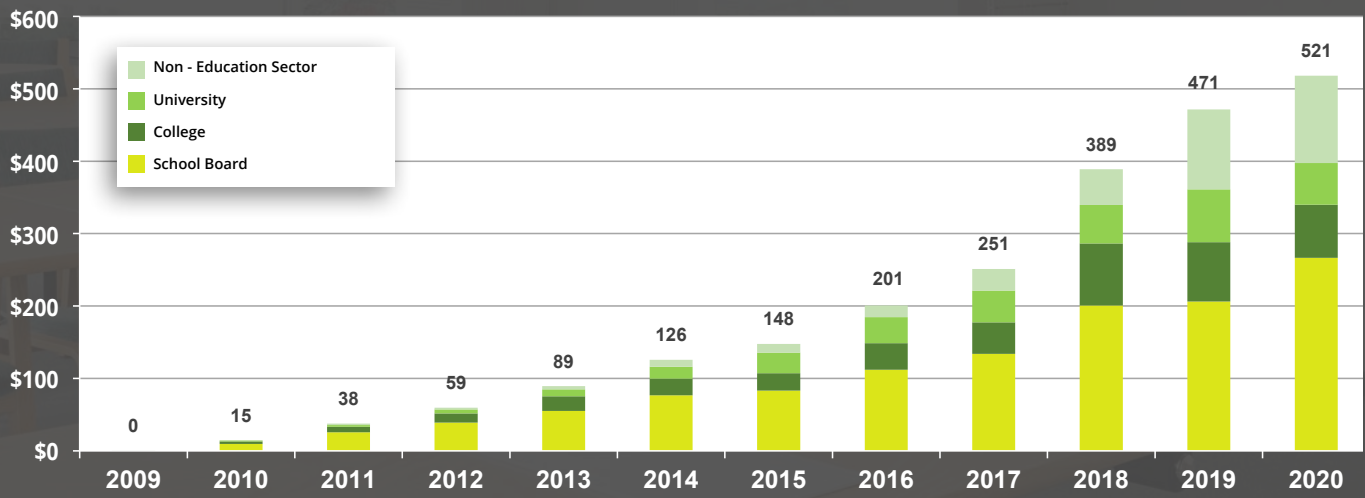
Products & Services (2020 vs. 2019)

OECM offers products and services that can be facilitated best through collaboration. In 2020, we saw an 11.40% increase in the categories of products and services, with a major focus on Information Technology (IT) related agreements.

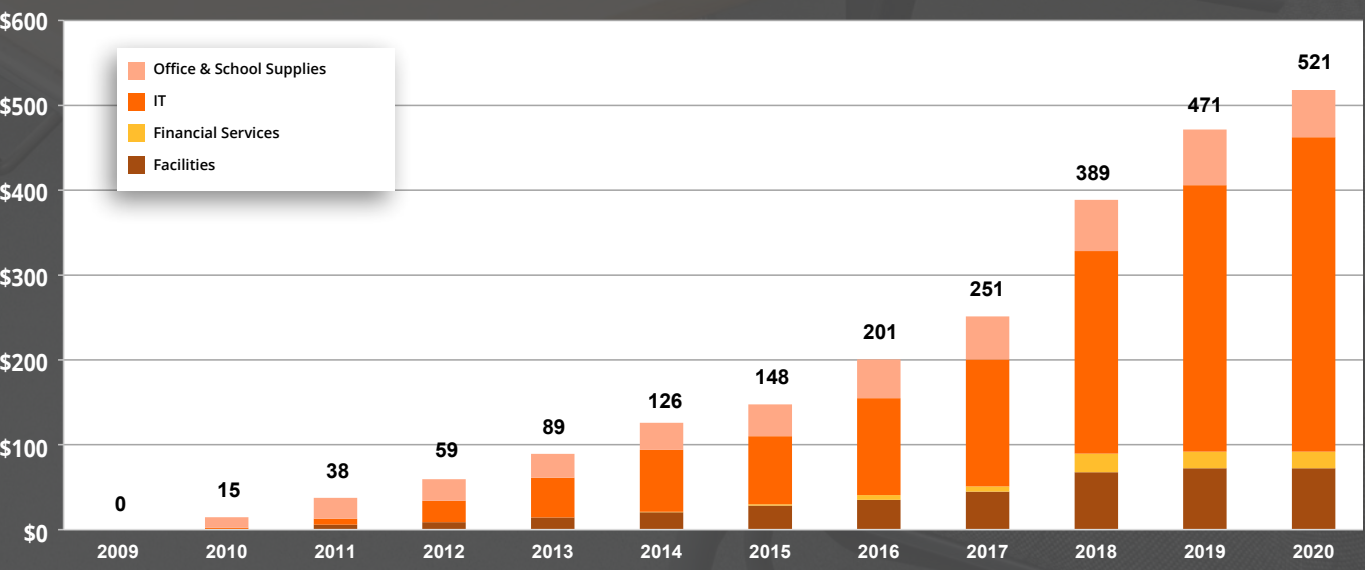
Total No. of Active Customers



Collaborative Spend by Sector (millions)



Collaborative Spend by Category (millions)



OECM Milestone: \$2 Billion Collaborative Spend

OECM celebrated an incredible milestone in 2020, reaching \$2 billion in accumulated collaborative spend. OECM’s expeditious growth and established position as a premier customer-driven supply management partner is evident in our trajectory of nearly double the spend in under two and a half years. Since its inception in 2006, OECM has made great progress towards becoming a trusted not-for-profit collaborative sourcing partner for Ontario’s education sector, broader public sector, and other not-for-profit organizations. Collaboration and strong relationships are vital to ensuring OECM’s customers obtain the best overall total value and quality of service through an extensive Marketplace of product and service offerings.

Solid relationships and seamless partnerships with innovative and reputable supplier partners have contributed greatly to OECM’s growth and continued success. In 2020 OECM managed over \$500 million of collective spend for over 800 organizations across Ontario, handling over 78 categories of products and services. OECM’s next goal of reaching \$3 billion in accumulated collaborative spend remains steadfast, and we look forward to achieving greater milestones.



From left to right: Dr. F. Haider Alvi, John Sabo, and Arnie Strub

OECM & Supply Chain Centralization Initiative

Since the initial stages of Ontario’s Supply Chain Centralization Initiative (SCCI) in 2019, OECM has worked closely with the Ministry of Government and Consumer Services (MGCS), Ministry of Education (MEDU) and Ministry of Colleges and Universities (MCU), to support ongoing collaboration and ensure alignment with our customers’ priorities and needs.

In November 2020, the provincial government announced the establishment of Supply Ontario, their new centralized sourcing agency to support the modernization of the province’s procurement system. OECM continues to play a vital role as consultant and advisor in the province’s supply chain transformation initiative, participating in consultations with government, stakeholders and partners and continuing to ingrain ourselves in the process, share our collaborative sourcing expertise and knowledge, promote the value of our offerings and supplier relationships, and support the needs and interests of our customers at every turn.

Looking ahead, OECM’s strategic direction and strengthened business model, powered by a sustainable financial and service model, which provides the foundation for long-term sustainability, positions us well as an integral part of the SCCI. We will continue to explore ways to leverage OECM’s strengths and practices in support of this new initiative.

Technology Transformation Projects: OSCAR & Website Rebuild

With a focus on improving and enhancing OECM’s core business and meeting the needs of our customers and supplier partners in 2021 and beyond, OECM began work on two new technology transformation projects in 2020 – a transition towards the use of a new customer and supplier relationship management (CRM/SRM) solution leveraging Microsoft Dynamics 365 (also known as OSCAR – the OECM Supplier and Customer Account Repository) and the establishment of a newly rebuilt OECM website.

New! CRM/SRM Solution (Microsoft Dynamics 365)

In 2020, OECM implemented Microsoft Dynamics 365 into our day-to-day processes enabling OECM to make better decisions, improve business outcomes using customer and supplier data-driven insights and recommendations, build customer relationships by creating more meaningful engagement with a comprehensive customer view, and allowing OECM staff to operate more efficiently by automating everyday tasks. The MS Dynamics 365 solution provides much needed data capture and functionality and provides intelligence and insight into OECM’s customers and supplier partners. This information will facilitate a proactive approach to OECM’s exceptional delivery offering of Savings, Choice and Service.

New! OECM Website

In 2020, work began on the implementation of a new and improved OECM website, which is scheduled for launch in Fall 2021. The new website will include customer, supplier partner and staff portals for an improved and tailored self-serve user experience. The website will also integrate with OECM’s Microsoft Dynamics 365 for a comprehensive CRM and SRM approach. The ability to use website analytics will further support strategic decision-making across OECM. As part of the redesign process, OECM’s website rebuild partner conducted customer and supplier partner interviews to determine specific improvements and suggestions for future functionality and to help build an enhanced experience that will be accessible through www.oecm.ca.

Education Sector Success Sharing

OECM established the **Education Sector Success Sharing (ESSS)** reserve as an opportunity for surplus funds, generated through collaborative spend on OECM contracts and not required by OECM for operational expenditures, to be set aside and invested back into the three education sectors -- School Boards, Colleges and Universities -- to facilitate opportunities for collaboration.

In 2019, OECM's Board of Directors approved a total funding provision of \$2.25 million, available to Ontario's school boards, colleges and universities through their respective business administration coordinating groups: Council of Senior Business Officials (COSBO), Administrative Services Coordinating Committee (ASCC) and Council of Senior Administrative Officers (CSAO). All three sectors have chosen to pool their respective funds as a group, rather than allocate to individual institutions, in order to maximize opportunities for usage.

Despite a few COVID-19-related implementation delays, funding plans have commenced for a number of sector initiatives, including:

- Development of an Indigenous Inclusion Learning Portal in the College sector
- Initiation of a Mentorship Program in the School Board Sector
- Development of Reference Architecture to support Major IT Initiatives (e.g., Student Information Systems and Enterprise Resource Planning) in the School Board sector
- Resources to support involvement with any Supply Chain Centralization initiative, for all three sectors
- Contract staff resources to support the coordination of various collaboration initiatives within and amongst the three sectors

In December 2020, OECM's Board of Directors approved an additional allocation of \$1.25 million to the ESSS for 2020. Recently, following the review of 2020 year-end financial results and 2021 projections, an additional increase of \$900,000 was approved for 2020, which would result in a life-to-date funding of the ESSS to \$4.4 million. With this life-to-date funding of the ESSS in the amount of \$4.4 million, OECM has effectively allocated (i.e., "repaid") to the education sector all of the Provincial funding provided to initiate OECM as an organization.

OECM continues to receive positive feedback on the ESSS program from all three Education sectors, with strong encouragement to continue the annual allocation program.

Strategic Sourcing Initiatives

OECM's Strategic Sourcing Solutions Group continues to implement processes and methodologies that allow the function to become leading class, creating strategic value for our organization, supplier partners and customers. In 2020, the department propelled OECM's vision towards fostering collaboration and strengthened our portfolio of agreements across various categories including IT and Finance, working on complex procurements to fulfill the requirements of OECM's customers.

In 2020, OECM awarded a record 24 strategic sourcing projects. Key highlights include:

Collaboration with Ministry of Education: Digital Tools for School Board

The educational software landscape has changed dramatically in recent years and digital tools have progressively become more integrated into all facets of learning. In March 2020, OECM and the Ministry of Education (MEDU) initiated a project that would support the transformation of digital learning resources to meet the needs of students and school boards going forward. Working collaboratively with School Boards, the Educational Computing Network of Ontario (ECNO) and MEDU, OECM awarded agreements for Online Career and Individual Pathways Plan (IPP) Tools; Literacy and Research Tools; and Math Skills Tools. The online tools offered through these agreements are available in both English and French.

Collaboration with eCampusOntario: Audio Video Captioning and Transcription Services

This collaborative project was brought to OECM through eCampusOntario, a provincially-funded, not-for-profit corporation and centre of excellence in online and technology-enabled learning for all publicly funded colleges and universities in Ontario. The project centered on delivering services that are compliant with Web Content Accessibility Guidelines 2.0 (WCAG) and the Accessibility for Ontarians with Disabilities Act (AODA), focusing on accessibility to online multimedia content and ensuring online learning meets all WCAG requirements. The services offered through these agreements are available in both English and French.

IT Software Platform and Related Services (for ITSM and ESM)

This project was initiated following a recommendation from our Customer Council Committee (CCC) members, recognizing a need for agreements that offer commercially off-the-shelf (COTS) software solutions that are configurable and designed to accommodate customers' needs based on their varying Information Technology Infrastructure Library (ITIL) maturity levels, best practices, and IT Services Management (ITSM) and Enterprise Service Management (ESM) platforms. This project was particularly important as it fulfilled the needs of organizations that were refocusing their efforts, due to the COVID-19 pandemic, towards enhanced digital capabilities to provide their users/students with an end-to-end service management experience. OECM worked diligently mapping out these requirements on a provincial scale and negotiating the agreements to provide our customers with a choice of system solution platforms (both SaaS and On-Premise models) through multiple awarded vendors. The project included the work of a dedicated project advisory committee that consisted of Chief Information Officers and top-level executives of various organizations within our customer base.

Cashless Transaction Management Solution and Related Services

Further strengthening our strategic alliances, in 2020, OECM was encouraged to undertake a new competitive procurement process to launch a new agreement for an on-line payment and banking system – previously offered through ECNO. This was a milestone project for OECM as we worked to provide school boards with options for unique SaaS-based system solutions and related services to process payments via a secure

gateway solution. Featuring the most up-to-date technologies and availability through multiple awarded suppliers, this agreement met the common set of high-level requirements as identified by a Project Advisory Committee that consisted of more than 20 School Board representatives from across the province. This project strengthened OECM's positioning, proving our capability in creating complex SaaS based multilayered contracts within our IT portfolio offerings.

Upcoming Sourcing Projects for 2021

A number of exciting sourcing projects are underway for 2021. These include Client Information System, in collaboration with Empowered Kids Ontario, Enterprise Resource Planning (ERP) Systems, as well as a number of COVID-19 Resilience Infrastructure Stream (CVRIS) projects including Commercial Air Treatment Technology, Related Products and Optional Services, and Unit Ventilators, Related Products and Optional Services, among others. For a complete overview of OECM sourcing projects coming soon, visit <https://oecm.ca/sourcing/sourcing-projects-coming-soon>.

Supplier Relationship Management

In 2020, the Supplier Relationship Management Group continued to strengthen and proactively manage supplier partner relationships throughout the agreement lifecycle, with a focus on growth and continuous improvement. Implementing a strategic category management approach, efforts were focused on expanding OECM's understanding of each category's supply chain, developing effective business growth plans in collaboration with key supplier partners, identifying savings potential more effectively, and resolving issues efficiently. To better enable this category management strategy, the department underwent agreement portfolio realignments and added several new Category Managers who assumed the role of subject matter expert on contract management-related activities within assigned categories, implementing leading contract management practices and providing day-to-day functional direction, advice, and guidance to the team. The department also continues to provide enhanced services for both our customers and our supplier partners, including the Supplier Code of Conduct and Supplier Recognition Program (first piloted in 2019), thereby contributing towards additional savings and value for our customers.

Supplier Recognition Program

OECM launched the Supplier Recognition Program (SRP) Pilot in 2019 to recognize and acknowledge supplier partners that remained steadfast in their commitment to provide exceptional services and quality products to our customers. Participating supplier partners under 48 categories were evaluated against a stringent set of quality performance evaluation criteria resulting in their recognition as Platinum, Gold, Silver or Bronze Supplier Partner award recipients. The evaluation period ended on December 31, 2019 and results were announced in February 2020. SRP recipients were recognized via a designation on the supplier partner's official agreement page accessible through the OECM Marketplace, as well as in OECM newsletters and on our social media platforms. Supplier partners also received personalized letters of congratulations and were awarded commemorative plaques. After a successful pilot run, OECM is continuing the Supplier Recognition Program in 2021. For more information about the 2021 program, visit: <https://oecm.ca/suppliers/2021-supplier-recognition-program>.



Girls Who Game

In 2019, OECM allocated \$30,000 in funding for the Girls Who Game (GWG) Program, a joint venture with Dell Technologies and Microsoft that focuses on empowering female students in grades 4-6, using digital technology and learner-driven experiences to expand their knowledge, skills, and interest in Science Technology Engineering Math (STEM)-related fields. OECM funding was used to support the purchase of brand-new Dell products and to deliver a prize for the top Ontario-based winner of the Girls Who Game: School of the Future Challenge. Winners were announced in February 2020, and the grant was awarded to **Woburn Junior Public School**. OECM's President and CEO, John Sabo, was proud to present their award of a 70" Dell Interactive Display. OECM is honoured to endorse programs that encourage innovation, progress, and learning, and will continue to support endeavours such as Girls Who Game to ensure an increasingly equitable education system.



Implementation of the Student Information System (SIS) Agreement

In response to the Auditor General of Ontario's 2018 directive for increased collaboration between the government and district school boards towards using a centralized SIS solution, OECM facilitated the **Student Information System and Related Services** agreement and awarded Fujitsu Consulting (Canada) Inc., in partnership with Follett of Canada, as the dedicated supplier partner for this service. The agreement was curated based on input received from representatives from various English and French language school boards and delivers modern and secure online services to students, while streamlining work for teachers and administrators and helping inform parents about their child's learning outcomes.

In March 2020, Fujitsu Consulting (Canada) Inc. was selected to deliver Follett's Aspen Student Information System to the Toronto Catholic District School Board (TCDSB) for a ten-year period. We continue to actively collaborate with school boards on the implementation of Student Information System (SIS) in schools across the province.

Customer Relationship Management

OECM's Customer Relationship Management Group continues to uphold OECM's Customer-Centric Service Delivery program. With a focus on customer relations, marketing communications, and strategic projects, in 2020, the CRM Group continued to support a dedicated customer relationship team and internal customer responsive KPIs, developed and implemented a new customer segmentation and engagement plan, initiated an enhanced website rebuild and social media program, and transitioned to a new CRM system to support a more integrated Customer Relationship Management function.

Customer Segmentation and Engagement Strategy

In 2019, OECM conducted an in-depth analysis and detailed customer segmentation exercise to better understand all aspects of OECM's customers and to research and identify effective methods for customer engagement moving forward. OECM's multi-year strategic Customer Engagement Strategy was finalized in 2020 in alignment with OECM's customer segmentation. The plan includes customer engagement tactics, service models, marketing and communication strategies, and ongoing opportunities for customer feedback and metrics to support OECM's strategic priorities in 2021 and beyond. The launch of OECM's Dynamics 365 CRM system will be vital in shaping OECM's overall customer engagement, allowing the CRM team to access greater insights into each customer's journey. We look forward to maximizing the benefits of this new tool to increase targeted customer engagement, reduce inquiry resolution time, and create a tailored experience for each customer.

Business Development: Municipal Outreach

Since 2019, OECM has worked to update our strategic outlook, exploring opportunities to expand and support new market segments while conducting extensive research to identify new business development priorities, as outlined in the Multi-Year Strategic Plan (MYSP). This plan includes supporting OECM's growing customer base, including those in the Municipal sector as well as other broader public sectors (BPS) and not-for-profit (NFP) sectors.

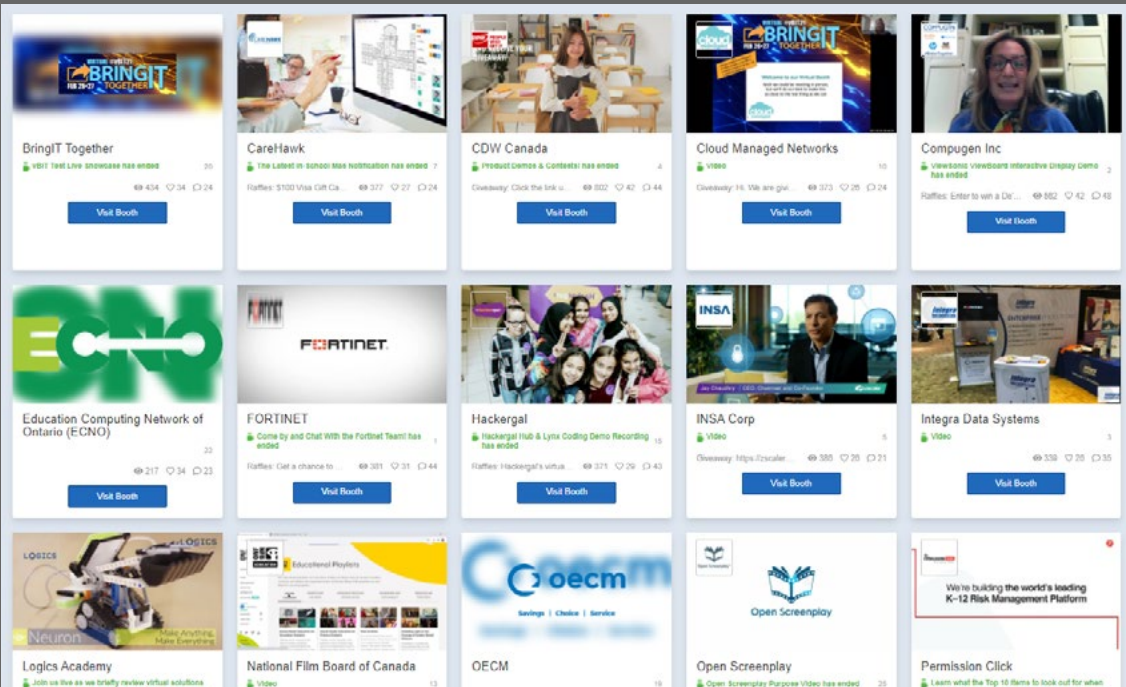
To accelerate this effort in 2020, a commitment was made to invest in a dedicated Business Development Lead, to ensure OECM had sufficient capacity to engage with and support the needs of both current and new customers. OECM's business development priorities intersect with our customer engagement priorities, aligning the various planning activities outlined within the Customer Engagement Plan to ensure that we continue to engage and support our customers through a single window and integrated approach.

Customer Support Model

OECM continues to enhance our Customer Support Model (CSM), which is designed to give customers a better experience at every touchpoint working with OECM. Anchored by a dedicated customer response team, the model offers tiered customer support following specific service level standards. A dedicated OECM Customer Support email, customersupport@oecm.ca and phone number, 1-844-OECM-900 (1-844-632-6900), ensures a “one-window in” approach to managing and resolving customer inquiries and needs. In 2020, OECM broke records with over 1,800 customer inquiries logged, a 29% increase from the previous year. As well, there were over 500 new customers that registered for an account through our website, www.oecm.ca. We have seen a significant increase in positive customer engagement and continue to move forward with customer-centric goals.

Virtual Events and Conferences

Due to the evolving nature of the COVID-19 pandemic and restrictions placed on in-person gatherings, several events and conferences were immediately cancelled or postponed indefinitely. OECM quickly pivoted to determine a strategy to continue engaging with customers via virtual opportunities. OECM supported over 30 virtual events in 2020, including joint OECM/supplier partner webinars as well as OECM-led Information Sessions (related to Agreement awards) and webinars, such as: Introduction to OECM and how to use the Marketplace, How OECM and its Supplier Partners can Serve you Amid COVID-19, Do More with Less: How Municipalities Can Take Advantage of Collaborative Sourcing, and Accessing Zoom through OECM and CDW Canada Corp. OECM also attended and presented at virtual conferences, including the Municipal Finance Ontario Association (MFOA) Conference and Association of Municipalities Ontario (AMO) Conference.



School Bus Project:
Video Refresh and COVID-19 Updates

In 2019, OECM introduced the School Bus Rider Safety Training Program – an animated video series on school bus safety protocols. This program is partially funded by the Province of Ontario and created in collaboration with the Ontario Association of School Business Officials’ (OASBO) Transportation Committee and our supplier partner on the project, Intertrain Inc. The instructional videos, available in English, French, and Closed-Captioning, were accompanied by on-site training at schools, along with an interactive website with safety guides for teachers, parents, and students.

COVID-19 safety procedures into the School Bus Rider Safety Training Program, publishing three new videos in advance of the 2020/2021 school year. The new videos include key additions such as all necessary COVID-19 related safety procedures while riding the bus, a new crossing hand signal used by bus drivers, and a new danger zone around the bus. The program was well received by students in-class and remote learners, garnering nearly **50,000 views during the first month** post-launch!

In the wake of the COVID-19 pandemic, OECM promptly collaborated with our program partners to **incorporate**



OECM | Bus Safety / Sécurité en autobus



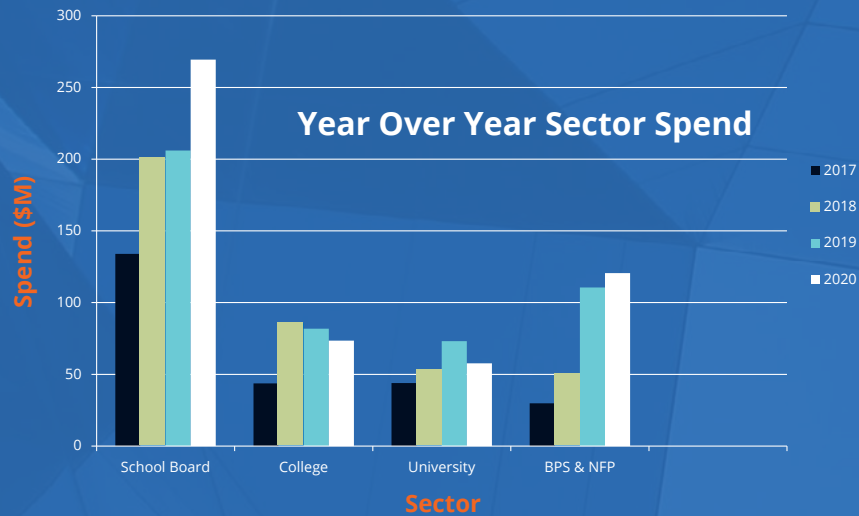
FINANCIAL HIGHLIGHTS

Collaborative Spend

In 2020, OECM completed a record total of 24 strategic sourcing initiatives and expanded our Marketplace to provide customers with even greater choice through 78 agreements available through over 300 active supplier partners and we exceeded expectations for year-over-year growth, facilitating a collaborative spend of \$521 million, a 10.5% increase over 2019.

Year over Year Spend

While the education sector remains a key area of focus, there was a 9.02% growth in procurement from other BPS and NFP organizations, including Municipalities, with sector spend of \$120.5 million in 2020 compared to \$110.5 million in 2019.



Participation by Sector on all Products and Services

OECM's total collaborative spend is driven by our customer participation across 78 categories of products and services. In 2020, OECM achieved total collaborative spend of \$521 million through 3,689 Customer-Supplier Agreements (CSA), with the greatest participation from the School Board Sector, followed by Non-Education Sectors, College Sector and University Sector.

Total Spend by Sector



School Boards	\$ 269,359,569
Colleges	\$ 73,509,142
Universities	\$ 57,631,560
BPS and NFP	\$ 120,518,998
Total	\$ \$521,019,270

Total CSAs by Sector



School Boards	1,314
Colleges	408
Universities	313
BPS and NFP	1,625
Total	3,689

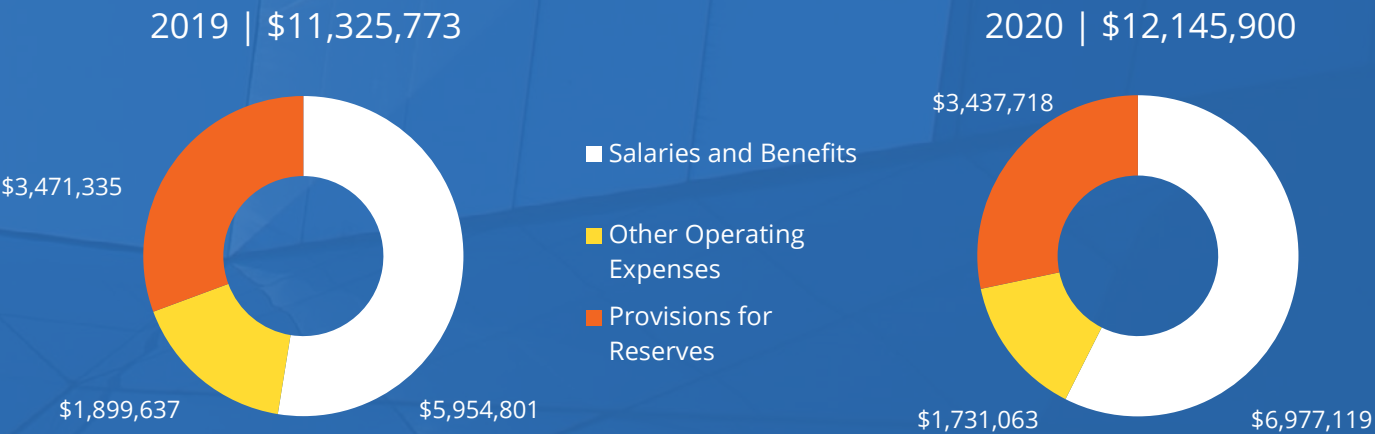
Revenues and Expenses

OECM's primary source of revenue is earned as Ontario's institutions (School Boards, Colleges, Universities, and other BPS and NFP organizations) purchase goods and services through our Marketplace. The supplier of goods and service will remit a cost-recovery fee to OECM, based on the amount of spend generated by these institutions. As a not-for-profit organization, all revenues are reinvested in OECM to create additional benefits for Ontario's institutions. The 2020 Audited Financial Statements were approved by the Board of Directors at its March 17, 2021 Regular Meeting, and are available upon request.

Revenues



Expenses



Salaries and Benefits	\$6,977,119
Other Operating Expenses	\$1,731,063
Provisions for Reserves	\$3,437,718

TOP 10 PRODUCTS AND SERVICES, AND PARTICIPATING SUPPLIER PARTNERS

In 2020, the top ten agreements based on collaborative spend include:

- 1

End-User Computing Devices and Services

CDW Canada Corp. | Compugen Inc. | Dell Technologies
- 2

Custodial Supplies and Equipment

Bunzl Canada Inc. | Flexo Products Ltd. | Mister Chemical Ltd. | Reliable Window Cleaners (Sudbury) Ltd. | Staples Business Advantage | Superior Solutions Ltd. | Swish Maintenance Ltd. | Weber Supply Company Inc.
- 3

Software License Products and Related Services

CDW Canada Corp. | Softchoice Canada Inc. | TeraMach Technologies Inc.
- 4

Office Supplies

Grand & Toy Ltd. | Staples Business Advantage
- 5

Networking Switches, Routers, Firewalls and Related Services

Access 2 Networks Inc. | Bell Canada | Calian Ltd. | CDW Canada Corp. | Cloud Managed Networks | Combat Networks Inc. | Compugen Inc. | Dell Technologies | Eclipse Technology Solutions Inc. | FlexITy Solutions Inc. | Hypertec Systems Inc. | IBM Canada | INSA Corp. | Integra Data Systems Corp. | ISA Cybersecurity Inc. | Lanworks Inc. | Long View Systems Corp. | Northern Micro Inc. | OnX Enterprise Solutions Ltd. | Secure Links | Secure Sense Solutions Inc. | Softchoice Canada Inc. | TeraMach Technologies Inc.
- 6

Chrome Devices and Services

Compugen Inc. | Northern Micro Inc.
- 7

Office and Production Multi-Function Devices and Related Services (MFD 2012, 2015, 2018)

Canon Canada Inc. | Kyocera Document Solutions Canada, Ltd./ 4 Office Automation Ltd. | PrintersPlus Ltd. | Ricoh Canada Inc. | Sharp Electronics of Canada Ltd.
- 8

Software Defined Wide Area Network (SD-WAN) Solutions

Applied Computer Solutions Inc. | Cloud Managed Networks | Compugen Inc. | FatPipe Networks Inc. | IBM Canada | INSA Corp. | Integra Data Systems Corp. | Softchoice Canada Inc. | TeraMach Technologies Inc.
- 9

Educational Furniture and Related Services

Accent Environments | Alpha-Vico Inc. | Alumni Classroom Furniture Inc. | Grand & Toy Ltd. | Patrick Cassidy and Associates Inc. | Scholar's Choice | Schoolhouse Products Inc. | Staples Business Advantage | Ven-Rez Products Ltd. | Wintergreen Learning Materials
- 10

Non-Medical Grade Masks

9416-5412 Quebec Inc. | Akran Marketing | CC Global Solutions Inc. | Connect6 Group | Future International Diversified Inc. | JY Care | McCarthy Uniforms Inc. | Pacer Air Freight Ltd. | Process Products International Ltd. | United Canada Inc. | Universal Safety Inc. | Viral Clean

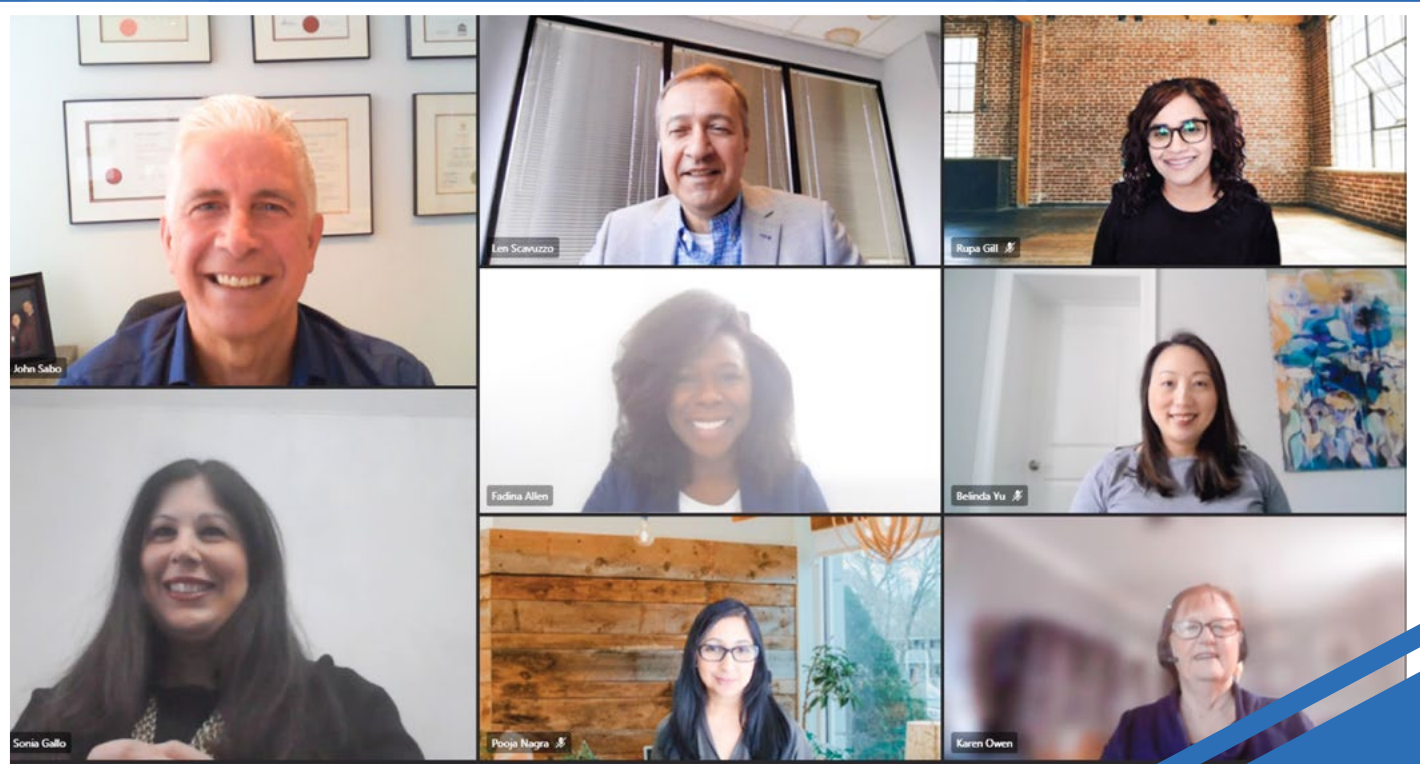
LOOKING AHEAD

OECM aims to forge ahead in 2021, progressing our position as a leader in collaborative strategic sourcing in Ontario. We will continue to support our customers in Ontario’s Education, Municipal, Health and Broader Public Sectors and Not-for-Profit community, swiftly adapting to unprecedented changes and responding to service pressures and demands on resources by building efficient supply management and customer relations initiatives.

We intend to build upon our current strategic direction and continue our exceptional trajectory of business growth and transformation in the coming years. OECM will continue to support the Province in their implementation of a centralized sourcing agency. OECM is already deeply involved with school boards on the COVID-19 Resilience Infrastructure Stream – Education Related Projects (CVRIS-EDU) to ensure the successful completion of all approved initiatives.

In 2020, OECM virtually hired 21 new staff members in various roles. The on-boarding process and orientations were completed remotely, and all of our virtually on-boarded staff have successfully transitioned into their roles. This fluid transition of virtually on-boarding staff highlights the changing landscape of traditional hiring models.

We plan to further develop our business in 2021, implementing and embracing technology resources such as our new Customer Relations Management (CRM) and Supplier Relationship Management (SRM) systems, a new website with an interactive interface for both our customers and suppliers, and reconstruction of our office spaces for greater work efficacy and a safe return to the workplace for all staff post the COVID-19 pandemic.



For a detailed list of all categories of products and services offered, visit the [OECM Marketplace](#).

A typical 2020 Senior Council “Virtual Meeting”



STAY CONNECTED

OECDM on Social Media

Follow OECDM and join the conversation on [LinkedIn](#), [Facebook](#) and [Twitter](#).

Featuring a cross-section of news items, business announcements, details on collaborative campaigns as well as staff and office news, OECDM's social media presence has been steadily gaining traction and interest amongst customers, supplier partners and stakeholders. #OECDMCollaborate

OECDM Newsletters

The OECDM Connection: Unlocking the Potential of Collaboration

Read all about our Marketplace activities, current and upcoming sourcing projects and major initiatives, supplier partner highlights, customer success stories, OECDM expertise including best practices and agreements, and much more in this quarterly newsletter.

OECDM's COVID-19 Customer Newsletter

Get the latest news related to the COVID-19 pandemic including supplier partner product and service updates, upcoming webinars and other highlights in this monthly newsletter.

OECDM CVRIS Initiative Spotlight

Access up-to-date news and information regarding the OECDM COVID-19 Resilience Infrastructure Stream (CVRIS) initiative and CVRIS support available to School Boards in this bi-weekly newsletter.

Coming soon, the OECDM Municipal Marketplace! A quarterly communication featuring targeted news about OECDM agreement launches, upcoming sector events, workshops, and other information relevant to OECDM's municipal customers and stakeholders.

