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| **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 value and **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

OECM provides opportunities to minimize costs, and generate savings and efficiencies on products and services available through our Marketplace.



### CHOICE

OECM offers a wide range of collaboratively-sourced and competitively-priced products and services, provided by over 350 (and growing) supplier partners, as part of our Marketplace.



### SERVICE

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

# MESSAGE FROM THE CHAIR OF BOARD, DR. F. HAIDER ALVI



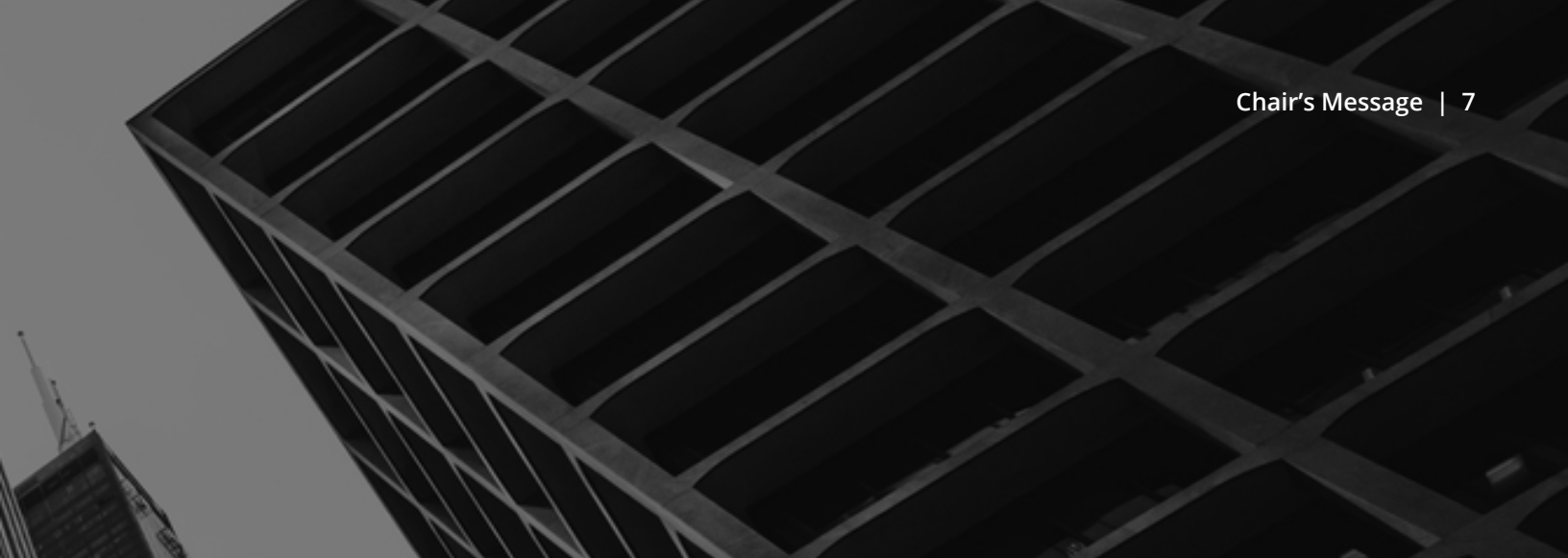
The challenges brought on by the COVID-19 pandemic have been nothing short of extraordinary. In 2021, OECM applied its collaborative spirit to support our customers across a number of sectors as they navigated through the pandemic. The pandemic affected everyone, but often in different ways. Throughout, OECM was attuned to serving the varying needs of schools, colleges, universities, municipalities, hospitals, long-term care homes, and Ontario's broader public sector.

I applaud and am inspired by the passion and dedication of my colleagues on the Board as we work together to oversee the implementation of OECM's business priorities and to serve the best interest of Ontario's education sector, municipalities, broader public sector, and not-for-profit community.

Amidst the turmoil of the pandemic, the Board has prioritized innovation that focuses on the long-term. From an oversight perspective, we have witnessed OECM's innovation in several strategic planning initiatives from management that promote organizational performance including the following: a formalized Customer Engagement Strategy and Customer Satisfaction Program, a Supplier Recognition Program, and continued investment in technology resources aimed at enhancing OECM's digital transformation.

As a Board, we have adopted an innovation agenda for our governance practices that involves rigorous, skills-based evaluation and renewal to ensure we have the required expertise to discharge our oversight duties. The world is changing rapidly, and so must we. We have just completed another truly momentous year, marked fittingly by exceptional growth and record Spend. The milestone of achieving accumulated collaborative Spend of \$3 billion speaks for itself.





Over the summer of 2021, the entire OECM team collaborated in the review and revision of our 2020 **Diversity and Inclusion statement**, with an eye toward achieving concrete outcomes. I encourage you to read our updated Commitment to Diversity and Inclusion Statement, which both re-affirms OECM's pledge to uphold principles of justice, equity, diversity, and inclusion and sets out action items and measurable outcomes for our Diversity and Inclusion Program. The statement is available on the OECM website and is linked within this report.

To support OECM's trajectory of growth and sustainability, the Board will keep a keen eye on OECM's Multi-Year Strategic Plan. This plan provides an integrated procurement value chain model that leverages OECM's ability to drive savings, choice, and service. It is also aligned with the establishment of Supply Ontario – an initiative that we wholeheartedly support and actively collaborate on with the Province of Ontario.

I would like to acknowledge and thank the entire OECM team for their continued dedication and diligence and for the exceptional amount of work produced over the last year. I would also like to thank my colleagues on the Board of Directors for their productive collaboration and oversight of OECM. Despite the ongoing challenges posed by the pandemic, the results and progress we have seen in 2021 are a testament to the power of our community. As we look ahead to 2022, we know that it is your continued collaboration that ensures a powerful community of practice that benefits all.

**Dr. F. Haider Alvi**

*Chair, Board of Directors, OECM*

# MESSAGE FROM THE PRESIDENT & CEO, JOHN A. SABO



I am pleased to share OECM's 2021 Annual Report, which highlights our organization's accomplishments and efforts towards reaching excellence. 2021 was an exceptional year for OECM that saw several significant initiatives and exciting milestones come to fruition. Of significant note, the year culminated with a new landmark achievement of reaching \$3 billion in accumulated collaborative procurement Spend.

Entering the second year of the COVID-19 pandemic, OECM demonstrated innovation, resiliency, and collective strength in the face of ongoing challenges, anchoring ourselves in our mission, vision, and values to further solidify our position as a premier customer-driven supply management partner. We continued to foster strong alliances and relationships with our stakeholders, supplier partners, and customers while ensuring that our employees' health and well-being remained a top priority.

In alignment with our Multi-Year Strategic Plan (MYSP), and building on our priorities for transformation and growth, OECM successfully initiated and delivered on several key projects throughout 2021. We continued to work in tandem with our supplier partners and customers to tackle ongoing supply chain disruptions. As an example, we supported School Boards with their urgent and time-sensitive Facilities and Operations agreement needs as part of the COVID-19 Resiliency Infrastructure Stream (CVRIS) initiative. We also enhanced our supplier partner relationships through our 2021 Supplier Recognition Program (SRP) and explored new avenues to better service a growing number of municipal and healthcare sector customers.

We implemented a new Customer Relationship Management (CRM) platform to help us make better decisions and optimize business outcomes using customer data-driven insights and we forged stronger, more strategic partnerships with like-minded organizations. OECM's brand awareness across sectors is also at an all-time high as greater emphasis was placed on our Marketing and Communications efforts this year, resulting in several unique opportunities to feature OECM and showcase our thought leadership and expertise to various stakeholders. This report includes details on all these initiatives, and much more.



In addition to surpassing our corporate strategic objectives, I am pleased to report excellent financial results that have far exceeded all expectations. In addition to reaching \$3 billion in accumulated collaborative procurement Spend, we completed a total of 12 targeted strategic sourcing initiatives and expanded our Marketplace to provide customers with even greater choice with 82 agreements available through 350+ supplier partners. OECM facilitated a collaborative Spend of \$697 million in 2021, which is a greater-than-expected increase of 33.7% for year-over-year growth.

Our financial strength is largely connected to the enduring efforts of our extremely talented and hardworking OECM team. Since the beginning of the pandemic, OECM has virtually onboarded 27 employees, who despite working remotely for a large portion of 2021, have continuously risen to the occasion, creating, and delivering valuable new insights, resources, and solutions. This is a true testament to the level of dedication and dependability demonstrated by our employees every day. Sustained growth and excellent results year-over-year have also allowed us to reinvest in the organization and enhance our employee value proposition through our Employee Total Rewards Program, which is enriched with a robust reward and compensation strategy, staff training and leadership development plans, talent management programs, and more.

As outlined by our Chair in his message, OECM has taken several steps towards continuous learning and a commitment to practical actions that uphold and honour the principles of Diversity and Inclusion across our organization.

We continue to support and foster diversity and inclusion practices that are truly meaningful and impactful to our staff, customers, supplier partners and other stakeholders. OECM's future is deeply embedded in our approach to customer-centricity – our customers are at the heart of everything we do. Therefore, we continue to focus our efforts on enhancing and supporting customer satisfaction and high levels of engagement. We enter 2022 with a clear plan for continued growth, a healthy financial outlook, and a dedicated team with robust capabilities that allow us to do even more for our customers in this ever-changing environment.

I would like to thank our community of customers, supplier partners, champions, and allies for your continued support and commitment to OECM. I am proud to work with our Board of Directors, Executive Team, and staff members to keep building on our extraordinary trajectory of growth and success. We invite you to follow OECM's progress in our quarterly newsletter, the *OECM Connection*, and on LinkedIn, Facebook, and Twitter. We anticipate an exciting and fulfilling year ahead – and an opportunity to learn from the challenges we have overcome. Here's to an even more compelling and successful 2022!

**John A. Sabo**

*President & Chief Executive Officer, OECM*

# BOARD OF DIRECTORS

As at December 31, 2021



## Dr. F. Haider Alvi (ICD.D)

Chair of the Board

*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*



## Andrew Szende

Vice Chair of the Board

*Member, Customer Council Committee  
Member, Governance and Human Resources  
Member, Strategic Planning Steering Committee  
Member, Technology Steering Committee*



## Lesley Cornelius

Board Member

*Member, Governance and Human Resources Committee  
Member, Audit and Finance Committee  
Member, Technology Steering Committee*



## Mike D'Amico

Board Member

*Member, Customer Council Committee  
Member, Governance and Human Resources Committee*



## Eitan Dehtiar (ICD.D)

Chair of Audit and Finance Committee

*Member, Governance and Human Resources Committee  
Member, Strategic Planning Steering Committee*



## Rani K. Dhaliwal

Board Member

*Member, Audit and Finance Committee  
Member, Technology Steering Committee*



## John T. Dinner

Chair of Strategic Planning Steering Committee



## Kevin Kobus

Chair of Customer Council Committee

*Member, Audit and Finance Committee  
Member, Strategic Planning Steering Committee*



## Dr. Jodie Lobana

Board Member

*Member, Audit and Finance Committee  
Member, Technology Steering Committee*



## Kathy Pozihun

Chair of Technology Steering Committee

*Member, Customer Council Committee*



## Anne-Marie Renaud (ICD.D)

Chair of Governance and Human Resources Committee

*Member, Strategic Planning Steering Committee*

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



# CUSTOMER COUNCIL COMMITTEE

As at December 31, 2021



## Tariq Al-Idrissi

University Sector Representative  
*Associate Vice President of IT, Trent University*



## Steve Camacho

School Board Sector Representative  
*Chief Information Officer, Toronto Catholic District School Board (TCDSB)*



## Daniel Del Bianco

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



## Peter Derochie

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



## Matthew Gerard

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



## Radha Krishnan

College Sector Representative  
*Associate Vice President of Information Services, Seneca College*



## Carol McAulay

University Sector Representative  
*Vice President of Finance and Administration, York University*



## David Neale

College Sector Representative  
*Executive Director of Campus Services, Seneca College*



## Brad Parkes

University Sector Representative  
*Assistant Vice-President, Facilities Services, York University*



## Sanjay Puri

College Sector Representative  
*Vice President, Administration and CFO, Humber College Institute of Technology & Advanced Learning*



## Josh Tonnos

University Sector Representative  
*Associate Vice-President Financial Services and CFO, Brock University*



## Kim Watkins

College Sector Representative  
*Chief Financial Officer at Mohawk College and the Treasurer, Mohawk College Foundation*

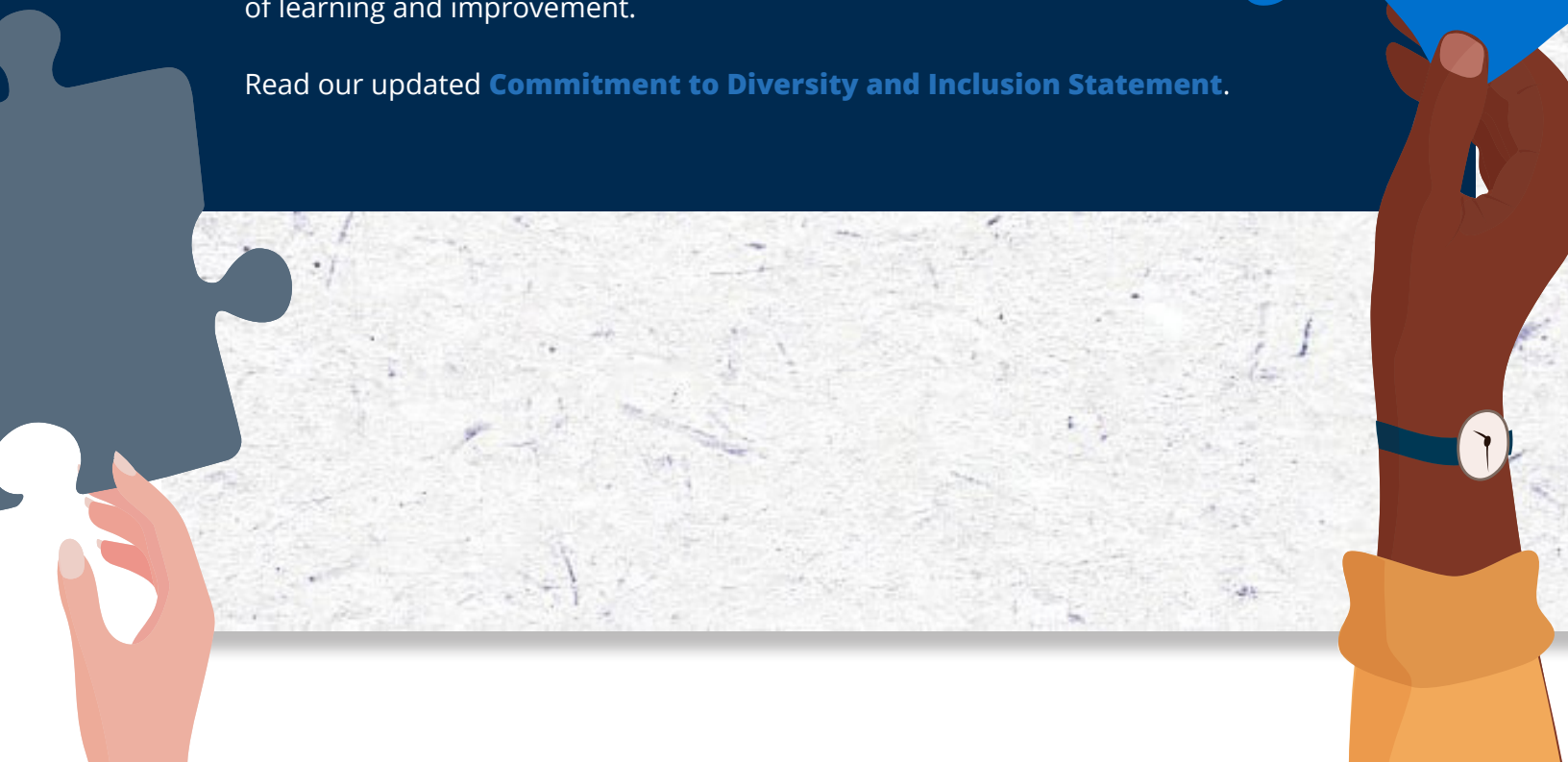
For more information about OECM's Customer Council Committee, visit  
<https://oecm.ca/about-oecm/#customer-council-committee>.

# **OECM'S COMMITMENT TO DIVERSITY AND INCLUSION**

In July 2020, OECM issued our Statement on Anti-Racism, Diversity and Inclusion. The statement was a strong reminder of where we stood collectively, as an organization and as a society. This past summer, the OECM team – our Executives, Board Members and staff – took a collaborative approach towards reviewing the original statement and providing input for an update. Staff were invited to provide feedback on the language used, the commitments made and our ongoing focus as we move forward. We also leveraged our partnership with the Canadian Centre for Diversity and Inclusion (CCDI) to gather expert feedback in the development of a more inclusive, substantial statement that is representative of the multicultural makeup of our organization.

While acknowledging that for many, the atrocities that took place in the summer of 2020 were a catalyst for truth, justice and change, OECM's newly updated statement affirms that our commitment to upholding those values and willingness to tackle inequality goes beyond any one single moment in time. Over the last 16 months, as a group, we have focused on learning what it means to be an anti-racist organization while fostering diversity and inclusion practices that are truly meaningful and impactful to our staff, customers, supplier partners and other stakeholders. We do this through continuous learning and a commitment to action. Therefore, in addition to affirming OECM's pledge and approach towards upholding principles of justice, equity, diversity, and inclusion within our organization, our updated statement includes tangible metrics and practical action items that support and enhance our Diversity and Inclusion Program. We urge you to join us on our continuous journey of learning and improvement.

Read our updated [\*\*Commitment to Diversity and Inclusion Statement\*\*](#).









# 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.



## COVID-19 PROTOCOLS AND RETURN TO OFFICE INITIATIVE

Amidst the ongoing COVID-19 pandemic, in 2021, OECM staff continued to seamlessly operate in a remote work environment, ensuring business continuity and excellence while simultaneously preparing for an eventual return to the OECM office.

A committee, comprised of members from OECM's Senior Council, Managers' Council, and the Joint Health and Safety Committee, was formed in late 2020 to spearhead the Return to Office Initiative (RTOI). Responsible for keeping abreast of all regulations and public health recommendations related to COVID-19 and translating these into safe and practical return to work plans, the RTOI Committee successfully implemented two phases of returning to the office after extended periods of remote work in 2021. This included a voluntary return program in August 2021 for those employees who were willing and able to return to work from the office and a hybrid model in November 2021 where all employees committed to working some days from the office.

A key component of the Return to Office Initiative was monitoring and implementing appropriate health and safety provisions. OECM has always aimed to exceed minimum health and safety requirements to ensure employee safety. Therefore, in 2021, the following actions were taken:

- Creation and launch of a daily attestation and contact tracing app for all employees, contractors, and visitors.
- Installation of signage throughout the office to indicate physical distancing requirements, hand washing stations, occupancy limits in meeting rooms, and designated seating areas in the lunchroom.
- Creation of written guidelines and procedures to ensure awareness of COVID-19 protocols.
- Purchase of several individual air purifiers to ensure indoor air quality.
- Arranging for enhanced cleaning of the shared office spaces.

## VIRTUAL ONBOARDING

During the pandemic, OECM continued to implement our strong virtual onboarding 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 onboarding program which includes statutory training, policy training, job-specific training, team involvement and individual engagement.

**27** of OECM's current, permanent employees have been virtually onboarded during the periods of remote work!

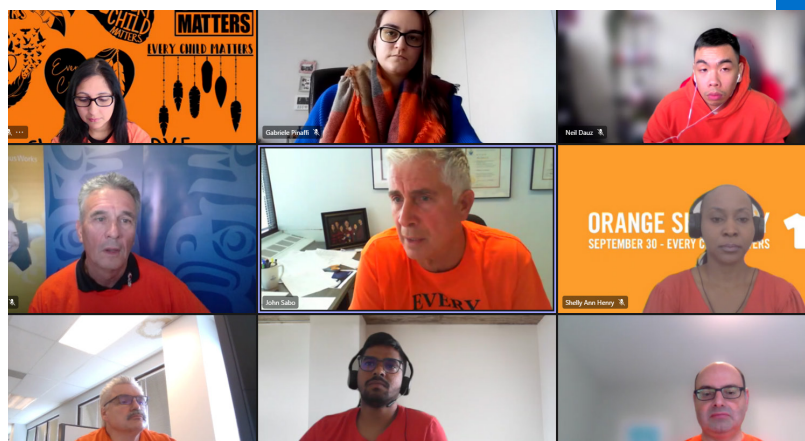


## EMPLOYEE HEALTH AND WELLNESS

Throughout this time, OECM's focus remained on promoting employee health and wellness. Every employee was provided with an allowance to facilitate work from home ergonomics. We regularly leveraged virtual staff meetings to ensure employees are feeling confident about OECM's future, and to maintain interpersonal connections. OECM also deployed multiple surveys to monitor employee wellness as they continue to work from home. Staff were regularly invited to attend wellness workshops, presentations with our health benefits and employee assistance service providers, and general fun events and activities including a game show-themed event in the Spring.

## DIVERSITY AND INCLUSION PROGRAM

As part of the work completed to facilitate the revision of OECM's Commitment to Diversity and Inclusion Statement, our Human Resources department worked closely with our CEO and Chair of the Board of Directors to identify and put into action tangible metrics and practical activities that support a positive and encouraging approach towards enhancing our Diversity and Inclusion Program. In 2021, we partnered with *Indigenous Works* as a member of the Leadership Circle for Indigenous Inclusion. We participated in a thought-provoking presentation with President and CEO, Kelly Lendsay, who in recognition of the National Day for Truth and Reconciliation spoke on the history of the Indigenous peoples in Canada, the "Four-Pillars of Socio-Economic Exclusion", and provided a "Roadmap to Inclusion" to help us look forward to the future. Our staff also participated in a webinar presentation on the topic of supplier diversity, hosted by the Canadian Centre for Diversity and Inclusion (CCDI), which provided us with a starting point for integrating supplier diversity in our overall Diversity and Inclusion Program.





## 2021 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 2021, this resulted in our employees enjoying access to an enhanced Group Retirement Savings Program, participation in a 360 Leadership Assessment exercise for OECM's Managers group, additional opportunities for staff training and professional development programs, and more. Through these initiatives, and others that contribute to our employee's well-being and professional growth, OECM continues to foster and support a healthy, motivated, and deeply engaged workforce.





# **COVID-19: OECM'S APPROACH AND SUCCESSES**

In January 2021, while battling a second provincial emergency due to high COVID-19 transmission rates, Ontario began implementation of its COVID-19 vaccination distribution plan. As the number of vaccinated Ontarians increased, so did the number of those affected by the virus. Supply chains continued to experience disruptions and organizations across the province struggled to manoeuvre rapidly changing government regulations and COVID-19 protocols amid ongoing lockdowns. Schools experienced periods of opening and closing, and the education sector grappled with implementing quickly changing procedures to ensure a safe return for students, staff, and administration. As a trusted sourcing partner for Ontario's education sector and broader public sector, OECM championed through the difficulties and actively supported our partners and customers across the province in acquiring fundamental products and services – all the while also navigating the pandemic as an organization.

## **COVID-19 RESILIENCY INFRASTRUCTURE STREAM (CVRIS) INITIATIVE**

In late 2020, the Ontario government established the COVID-19 Resilience Infrastructure Stream (CVRIS) providing up to \$700 million in joint federal-provincial funding for education-related projects promoting the health and wellness of students and staff in institutions across the province. OECM quickly assembled the OECM Facilities Support Team (OFST) to assist School Boards that submitted funding proposals to the Ministry of Education (MEDU) to ensure the successful completion of these time-sensitive projects. OECM provided crucial logistical and material assistance to School Boards, inclusive of all procurement-related undertakings and we propelled our efforts towards obtaining sufficient supply, leveraging existing OECM supplier partners, ensuring compliance with government directives, and coordinating all other important aspects of the purchasing process.



The OFST identified 16 existing agreements that were eligible to be leveraged under the CVRIS stream in 2021. Furthermore, four accelerated agreements were executed swiftly and made available to OECM customers within two months: **Automatic Door Operators, Electromagnetic Door Holders and Hands-free Switches/Sensors for Doors; Commercial Air Treatment Technology, Related Products and Optional Services; Commercial Ductwork Sealing and Related Services;** and **Unit Ventilators**.

To maintain a transparent and clear channel of communication, OECM introduced the COVID-19 Resilience Infrastructure Stream (CVRIS) Initiative Spotlight Newsletter – a dedicated bi-lingual newsletter that provided essential updates on operations related to the initiative. From March until August 2021, OECM distributed 11 issues to keep School Boards well-informed throughout the procurement process. OECM has experienced tremendous growth under the CVRIS endeavour and has further strengthened ties with the Facilities and Operations departments across the education sector. Since the establishment of the initiative on April 1, 2021, OECM received 62 net new Customer-Supplier Agreements (CSAs) under agreements applicable to CVRIS funding, and this number continues to grow. Additionally, OECM's Plumbing Products agreement saw the highest increase in brand new CSAs for School Boards. The CVRIS stream has helped schools to facilitate the purchase of important resources that continue to ensure a safe and healthy environment for students and faculty who have since returned to school. As of August 2021, School Boards spent \$26M through agreements applicable to CVRIS funding – a number we anticipate rising as additional CVRIS projects come to fruition.



## PARTNERSHIP WITH THE MINISTRY OF GOVERNMENT AND CONSUMER SERVICES

From the very beginning of the pandemic, OECM has been assisting the province in procuring emergency supplies, safety equipment, and essential services and solutions. In response to the COVID-19 outbreak, Ontario launched the Ontario Together: Help Fight Coronavirus website calling on manufacturers, innovators, and suppliers to provide critical products and services required to curb the spread of the virus. OECM responded to thousands of supplier submissions through the portal, and actively facilitated the successful procurement of several items including but not limited to, Personal Protective Equipment, sanitation and cleaning products, HVAC products related to air filtration, water bottle filling stations, hand washing stations, portable classrooms, and IT software and solutions. OECM took over category management to provide continued and consistent assistance to the Ministry of Government and Consumer Services (MGCS) with demand and supply planning, implementation of strategies to streamline unprecedented quantities of product, and access to important COVID-19 related materials. OECM continues to support MGCS in all of its procurement and supply needs as we move in the direction of normalcy.

## COVID-19 RELATED AGREEMENTS AND LAUNCHES

OECM has remained steadfast in our efforts to source in-demand products and launch new agreements to support the imminent need for crucial supplies throughout the pandemic. Our teams worked under record timelines to develop and present new agreements while maintaining the integrity and transparency of the procurement process. OECM introduced several new Facilities-related agreements including **Automatic Door Operators, Electromagnetic Door Holders and Hand-free Switches/Sensor for Doors, Commercial Air Treatment Technology, Related Products and Optional Services, Unit Ventilators, Commercial Ductwork Sealing and Related Services, Electrical Products, HVAC System Air Filters and HEPA Air Filtration Units**, and **Roofing Consulting Services**. We also extended the **Software License Products and Related Services** agreement, providing our customers with access to software licenses like Zoom that make connecting easier in work-from-home set-ups and remote learning.



## COVID-19 NEWS & CUSTOMER UPDATES

The *COVID-19 Customer Newsletter* was established early in 2020 to encourage an open and clear line of communication between our supplier partners and customers during the pandemic. The newsletter provided updates on the availability of essential products and services from OECM's supplier partners, webinars and information sessions, contractual agreement updates, and news updates from the provincial government related to the COVID-19 situation. Most importantly, the newsletter granted our customers a sense of clarity and control amidst an otherwise unpredictable and unprecedented situation.

In 2021, OECM shared 10 issues of the newsletter throughout the year while also maintaining a regular COVID-19 updates section on our website for ease and accessibility. As the year progressed and the pandemic loosened its grip, we transitioned all COVID-19 updates to our new weekly and bi-weekly *Supplier Partner Newsletters*. **We continue to provide a high level of support to our customers regarding pandemic-related products and services while reducing the volume of customer communications as a response to customer feedback.** We also use our social media platforms to post relevant updates and supplier news to encourage immediate and direct dialogue with all our stakeholders.



# **OECM'S MULTI-YEAR STRATEGIC PLAN (MYSP)**

OECM's **Multi-Year Strategic Plan (MYSP)**, developed in 2020 in collaboration with OECM's Board of Directors and an independent agency partner, is based on an integrated procurement value chain model that leverages our proven ability to drive savings, choice and service.

In 2021, OECM continued to engage with key stakeholders, including employees, customers, suppliers, and government to identify and action opportunities for transformation and collaboration.

## **OECM'S STRATEGIC PRIORITIES**

### **1. Expand Customer Participation**

- Continue to serve a high volume of education customers
- Increase the Spend of existing customers
- 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.

### **3. Improve Customer Experience**

- Continue to advance OECM's customer-centric strategy
- Emphasize customer and supplier satisfaction by implementing 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
- Ensure the necessary internal capacity (e.g., staffing, structure, and processes) to expand OECM's service offerings and customer base while maintaining current service quality



# 2021 BUSINESS HIGHLIGHTS

In 2021, OECM continued to have 100% (all 116) of Ontario's educational institutions participating and collaborating in OECM's agreements. On average, each of OECM's 116 Education Sector customers had \$4.7 million of Spend through OECM agreements in 2021 and each customer leveraged approximately 15.5 agreements.

## 777

other Broader Public Sector and Not-for-Profit organizations

## 90%

Ontario's Education Sector utilizes over **90%** of OECM's agreements and product/service offerings.

## 152

Healthcare institutions or Hospitals

## 246

Municipal and Related Services entities

In addition to our education sector customers, we now have **777** other Broader Public Sector and Not-for-Profit organizations actively using our Marketplace, including **152** Healthcare institutions or Hospitals and **246** Municipal and Related Services entities. Amid the continued uncertainty caused by COVID-19, 2021 was another record year for OECM – marked by increases in collaborative Spend, customer growth and product and service offerings that far exceeded all expectations.

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# GROWTH CHARTS

**\$697M** Total collaborative Spend (in millions)  
 **33.68%** Increase over 2020

**\$143.57** Spend per student in Ontario  
 **35.4%** Increase over 2020

**93** New OEM customers in 2020  
 **11.63%** Increase over 2020

**82** Total products & services categories in 2021  
 **5.13%** Increase over 2020

## Collaborative Spend (2021 vs. 2020)

Collaborative Spend provides the ultimate measure of participation and support of OEM by its customers. In 2021, OEM had a total of \$697 million in collaborative Spend, a greater-than-expected increase of \$175.5 million over 2020, or 33.68%.

Per student Spend in the Education sector totaled \$194.38 per student, an increase of 50.81, or 35.4%, from \$143.57 per student in 2020.

## Active Customers (2021 vs. 2020)

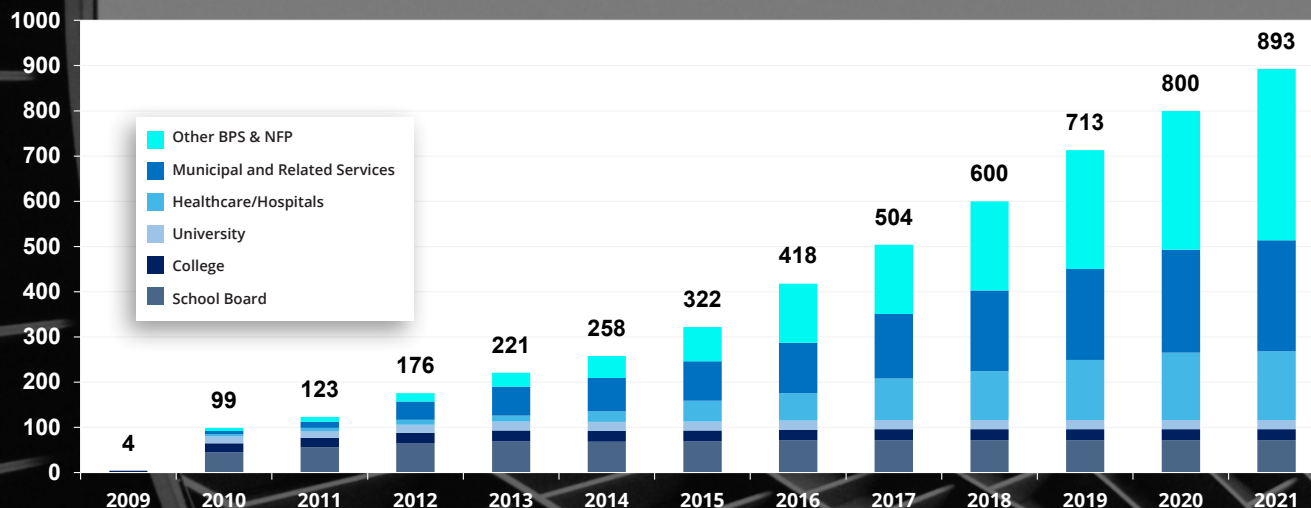
OEM is a customer-based organization that provides savings, choice, and service to its nearly 900 customers. In 2021, we had an increase of 93 customers, up 11.63% from 2020.

## Products & Services (2021 vs. 2020)

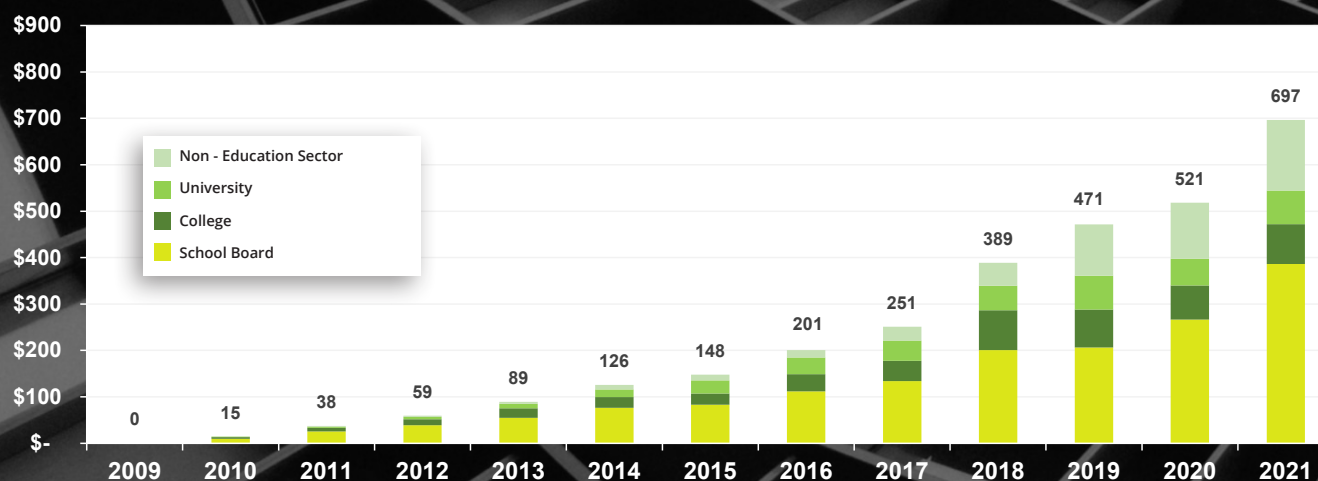
OEM offers products and services that can be facilitated best through collaboration. In 2021, we saw a 5.13% increase in the categories of products and services, with a major focus on Facilities and Operations related agreements.



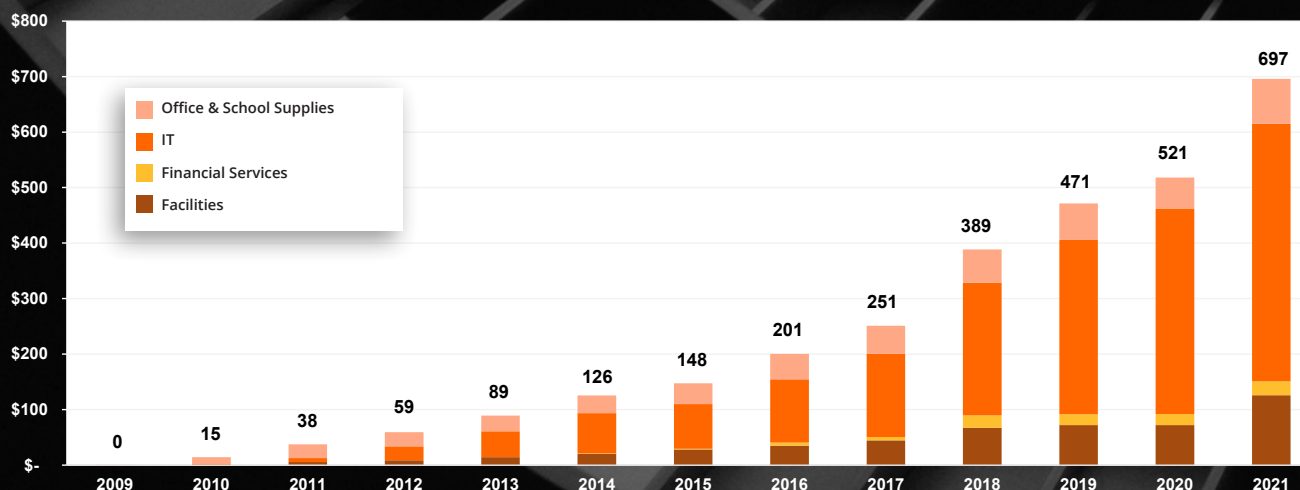
## TOTAL NO. OF ACTIVE CUSTOMERS



## COLLABORATIVE Spend BY SECTOR (millions)



## COLLABORATIVE Spend BY CATEGORY (millions)





# OECD MILESTONE: \$3 BILLION COLLABORATIVE Spend

OECD celebrated an incredible milestone once again this year, reaching **\$3 billion in accumulated collaborative procurement Spend**. The \$3 billion figure, reported as of December 31, 2021, represents consistent year-over-year increases in collaborative customer Spend and demonstrates OECD's tremendous growth and success in upholding its commitment to deliver value, generate savings and create greater efficiencies for its customers.

In 2021, OECD managed just under \$700 million of collective Spend for nearly 900 organizations across Ontario, handling over 80 categories of products and services. OECD's remarkable trajectory of growth, particularly over the last two years as we've pivoted to respond to various pandemic-driven needs and a demand for greater collaboration and innovation, underscores our value as a collaborative strategic sourcing partner to our customers. We look forward to reaching even greater milestones and targets for accumulated collaborative Spend in the year ahead.





# COLLABORATION WITH GOVERNMENT: OECM & SUPPLY ONTARIO

Since the early stages of Ontario's Supply Chain Centralization Initiative (SCCI) in 2019 and following the establishment of the provincial government's centralized sourcing agency, Supply Ontario in late 2020, OECM has worked closely with government, stakeholders and partners to support the initiative while ensuring alignment with our customer's priorities and needs.

In 2021, OECM continued to meet regularly with Supply Ontario, participating in consultations 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 of our customers from across all sectors.

OECM's foundation for long-term sustainability, rooted in our strategic direction and sustainable business model, positions us well as an integral partner in the province's supply chain transformation initiative. Looking ahead, we will continue to explore ways to leverage OECM's strengths and practices to support this initiative.

## EDUCATION SECTOR SUCCESS SHARING & EXPANSION PLANS

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.

This year, OECM's ESSS reserve made a tremendous impact in the education sector by allocating more than \$4 million (\$7.15 million allocated year to date) to School Boards, Colleges, and Universities across Ontario, through their business administration coordinating groups: the Council of Senior Business Officials (COSBO), Administrative Services Coordinating Committee (ASCC) and Council of Senior Administrative Officers (CSAO).

The ESSS reserve fund is intended to help facilitate and accelerate collaboration, strategic partnerships, and foster innovation. The breadth of current projects supported by the ESSS reflects this and includes initiatives spanning Information Technology, Data Harmonization, Learning Tools/Portals, and many other strategic priorities.

Looking ahead to 2022, OECM is committed to expanding the reserve fund concept to municipalities by establishing even stronger alliances with our municipal partners to invest back into priority projects they identify. As part of this plan, OECM is developing a Municipal Advisory Committee that will be consulted on how to effectively introduce OECM's Success Sharing Reserve fund to our municipal partners.

# THE POWER OF TEAMWORK

As the procurement world braced itself for the second year of a raging pandemic, evolving COVID-19 mandates, and supply chain interruptions, OECM's teams worked seamlessly, as one cohesive unit, to maximize our productivity, reach extensive goals and complete the year with a record number of collective accomplishments. Projects were identified and researched by Strategic Sourcing, developed amongst the Supplier Relationship Management team, implemented by Customer Relationship Management, and communicated by Marketing and Communications. Our teams approached every opportunity with a relentless drive for reaching excellence – a true testament to the power of teamwork at OECM and our rising trajectory in the collaborative strategic sourcing industry. The following is a snapshot of our top accomplishments in 2021.

## STRATEGIC SOURCING INITIATIVES

OECM's strategic sourcing roadmap for 2021 prioritized defining effective sourcing processes and procedures, enhancing the use of technology and creating a culture of coaching amongst the team. The Strategic Sourcing Group engaged in both internal and external dialogue with various groups and established three Strategic Advisory Committees to lead projects. We focused our efforts on spearheading projects that not only provided organizations with greater choice for products and services but also fulfilled the demand for essential and life-saving materials.

Many of Ontario's School Boards, Hospitals and Ministries turned to OECM to leverage our agreements for accessing hard-to-get items such as Personal Protective Equipment (PPE), face masks, and sanitizing solutions. In 2021, the Sourcing team delivered a total of 12 projects of which 6 were entirely new launches, and 7 were re-tendered agreements.

On the home front, Sourcing assisted in the completion of OECM's office renovations, and executed market research for the OECM Customer Satisfaction Survey to better understand the needs and requirements of our customers and to continue delivering beyond their expectations.



## FACILITIES PRIORITY PROJECTS (FPP) TEAM

The COVID-19 Resilience Infrastructure Stream (CVRIS) and OECM's commitment to support this initiative led to the formation of OECM's Facilities Priority Projects (FPP) team. The FPP team is dedicated to furthering work and expansion of Facilities and Operations agreements and sourcing projects, initially to promote the acquisition of facilities-related products and services identified as necessary under the CVRIS stream. In 2021, the FPP consistently supported and facilitated several successful procurements including **Automatic Door Operators, Electromagnetic Door Holders and Hand-free Switches/Sensor for Doors; Commercial Air Treatment Technology, Related Products and Optional Services; Unit Ventilators; Commercial Ductwork Sealing and Related Services; Electrical Products;** and **Roofing Consulting Services**. Additionally, two other Facilities-related projects are set for launch in 2022, namely **Roofing Contractors** and **Life Safety System Services**. Going forward the FPP team continues to focus on exploring and leading new Facilities-related procurement project opportunities for OECM, that are identified as a priority by our customers from across sectors.

## IT ADVISORY GROUP (ITAG)

OECM established the IT Advisory Group (ITAG) to oversee all related activities pertaining to IT-related projects and existing agreements, maximize customer engagement and participation, and promote greater collaboration amongst team members while driving value to OECM customers. ITAG acts as a liaison between customers and OECM, engaging supplier and customer stakeholders through dialogue and providing strategic feedback on the project's framework. The team is comprised of OECM staff and external subject matter experts that provide relevant subject matter expertise, advice, and information. We leverage that expertise and experience to help OECM achieve customer-driven IT solutions, as well as introduce emerging technologies. Advisory Groups such as OFST, FPP, and ITAG have helped the Sourcing team mobilize a strong, foundational, focused structure that contributes to our dynamic and growing Marketplace.

## ENTERPRISE RESOURCE PLANNING (ERP) SYSTEMS

OECM is leading the highly anticipated Enterprise Resource Planning (ERP) System(s) project for Ontario's School Boards, with an expected launch by fall of 2022. In the fall of 2021, OECM facilitated several Project Validation Sessions with School Board representatives to assess and confirm the requisites in one or more of the following areas: Human Resources, Finance, Facilities Management, Information Technology, Payroll, and Procurement. The sessions helped create awareness, spark critical engagement, encourage volunteer participation, and steer the RFP processes in the right direction – ensuring that it truly reflects and validates the requirements of our School Board sector customers. This project goes well beyond collaboration with School Boards, as it brings together The Education Computing Network of Ontario (ECNO), senior business officials from across key groups (i.e. CODE, COSBO, OASBO), Senior School Board representatives, the Ministry of Education (MEDU) and OECM to ensure the successful delivery of this project.

## BEYOND SOURCING: PLANNING AHEAD

In 2021, OECM's Sourcing Team made phenomenal strides in delivering large-scale projects within record time frames. This was made possible through the support and dedication of our staff who helped bear the weight of challenges and contributed their expertise in producing excellent work. OECM currently has over 30 potential projects in the works for retendering and/or refreshes, as well as ideas for several new IT and Facilities projects. Sourcing is also in the midst of envisioning an Innovation and Advisory Services team to pursue innovative projects to support our customers. One of the projects slated for delivery in 2022 is Advanced Medical Imaging Supply and Installation (CT and MRI) – a procurement on behalf of Mohawk College. OECM is also exploring and leveraging other e-Sourcing platforms to expand the capabilities of strategic sourcing, and streamline the procurement process.

View a complete list of upcoming new and re-tendered agreements, with project descriptions, anticipated award dates, and sourcing leads here: <https://oecm.ca/upcoming-agreements/>

## SUPPLIER RELATIONSHIP MANAGEMENT

OECM's awarded supplier partners offer our customers quality products and services for the best value through agreements that reflect the needs of our buyers. In 2021, OECM welcomed 58 new and unique supplier partners to our roster, increasing the total number of OECM supplier partners to 350+. The Supplier Relationship Management (SRM) team conducted several business reviews and facilitated many Second Stages Selection processes. Most importantly, we gained 345 new Customer-Supplier Agreements (CSAs) that generated Spend in 2021 – attesting to the efficacy and dedication of OECM's teamwork.

OECM also negotiated several new contract wins with key customers including End-User Computing Devices and Services with Durham District School Board, Commercial Air Treatment Technology, Related Products and Optional Services with Peel District School Board, Office and Production Multi-Function Devices and Related Services (MFD) with Toronto Catholic District School Board, Office Supplies with the University of Toronto, and Networking Products and Related Services with London Catholic District School Board. Upon awarding our contracts to prospective suppliers, we assess the value adds that come from partnering with the organization and determine the benefits available to our customers.

This year, OECM focused on collaboration with supplier partners to develop programs and campaigns that fostered growth and learning.



## SUPPLIER RECOGNITION PROGRAM 2021

The Supplier Recognition Program (SRP) was launched in 2019 as a pilot to recognize and acknowledge our top-performing supplier partners who are dedicated to providing exemplary service and high-quality products.

The 2021 SRP kicked off in January with communications and webinars to encourage wide-reaching supplier partner participation and create customer awareness. The scoring methodology and evaluation framework was outlined clearly in an evaluation guidebook. The four areas of focus – Supplier Partner Performance, Generated Savings and Value, Technical Strength, and Agreement Performance – formed as part of the scoring methodology and evaluation of participating supplier partners. Recognition is based on the percentage scores, either as Platinum (90-100%), Gold (80-89%), or Silver (70-79%). OECM will begin the analysis period in January 2022, and the 2021 SRP results will be published in April 2022. Stay tuned!

In the summer of 2021, OECM also introduced a *Supplier Recognition Program Newsletter* as a one-stop resource for all SRP-related content for participating suppliers. The newsletter provided suppliers with tips on improving their performance, featured the SRP guidebook, and detailed the evaluation process. After back-to-back successful runs, the Supplier Recognition Program will continue its journey in 2022.



## GIRLS WHO GAME 2021

*Girls Who Game (GWG)* is a joint venture led by OECM's Platinum Supplier Partner, Dell Technologies, in partnership with Intel and Microsoft, that aims to empower female students in grades 4-6 using digital technology and learner-driven experiences to advance their learning, skills, and interest in STEM-related fields. As a champion for innovation and technological advancement, **OECM allocated \$30,000** to the GWG initiative in 2019-2020, which helped with the purchase of new Dell products for some participating school boards in Ontario.

OECM was delighted to continue our support for the program in 2021, by hosting a collaborative virtual space for all the participating GWG clubs across North America. The GWG Spring cohort began in March 2021, and since then clubs have submitted numerous community projects for judging and partaken in leadership activities, including a STEM Esports Event – which was live-streamed and shared through the OECM-hosted virtual platform. The OECM-hosted Microsoft Teams environment serves as a safe and secure platform for GWG clubs to effectively communicate and engage amongst each other. We proudly support endeavours that promote innovation, development, and learning and look forward to continued collaboration with our supplier partners on projects that encourage an equitable and inclusive education system for all.

## DELL PROFESSIONAL LEARNING PROGRAM

In June 2021, OECM announced a new collaboration with Dell Technologies on a **Professional Learning program** -- a portfolio of free, interactive learning experiences curated and designed by and for Ontario's K-12 and post-secondary educators. These one-of-a-kind series of educational sessions, created in collaboration with education experts from Advanced Learning Partnerships, were an exclusive offering available to our School Board, College and University sector customers, through OECM's End-User Computing Devices and Services agreement with Platinum Supplier Partner, Dell Technologies.

As a component of the preliminary program planning, design and drafting stage, Dell Technologies communicated with diverse groups from School Boards, Colleges, and



Universities across Ontario. To ensure the program reflected the relevant themes, facilitation modes, and subject areas, OECM initiated engagement with Ontario educators to identify key elements and requested feedback on the draft proposal. The program rolled out in the fall of 2021 and includes complimentary application-based virtual webinars, courses and small-group collaborations led by renowned education leaders. The sessions are organized in three pathways: Social and Emotional Learning, Equity and Inclusion, and Achieving Excellence and are designed to support Ontario's K-12 and post-secondary educators as they ponder on and prepare to address the complex, unique challenges brought about by COVID-19.

The program has been a monumental success among the educational community so far, with good participation and attendance. It has also been a successful opportunity for social media support, resulting in over 2,500 impressions on some of OECM's Twitter posts promoting upcoming sessions. The program was extended in November 2021, with the addition of special Mastermind sessions that focus on themes that are important to the current teaching and learning environment, based on comprehensive feedback received from Ontario educators who participated in the September and October sessions. The program will conclude in February 2022.

### **Professional Learning for Ontario Educators – Program Archive**



 oecm

 DELL  
Technologies

 ADVANCED  
LEARNING  
PARTNERSHIPS

**2021 BUSINESS  
HIGHLIGHTS**



# **CUSTOMER RELATIONSHIP MANAGEMENT**

As a customer-centric organization, we take immense pride in the work we do to support and respond to our customers' needs without any compromise on the quality of our product and service offerings. Our offering is based on our ethos of providing excellent service that is tailored to perfection and consistent throughout the procurement process. Our Customer Relationship Management Group includes Customer Support, Marketing Communications, Outreach and Business Development. Our Customer Support team leads the charge in helping our customers navigate the purchasing realm and mitigate the various logistical, supply chain, and legal challenges they may face along the way. In 2021, our focus remained strong on the major areas of our MYSP with a focus on strategic priorities, including expanding customer participation, enhancing product and service offerings, improving the customer experience, and optimizing organizational performance and capacity, while also promoting OECM as a thought leader and industry expert.

## **CUSTOMER ENGAGEMENT IN 2021**

This year, OECM's Customer Relationship Management team executed our Customer Engagement Plan in alignment with the Customer Segmentation strategy, which focused on direct engagement through one-on-one meetings with customers. School Board and College/University Procurement Advisory Committees were formed to provide a platform for an open exchange of information related to the needs and requirements pertaining to the education sector. The Committee meets on a quarterly basis to exchange knowledge and details that are vital in supporting OECM's decision-making process and in the development of procurement initiatives. In line with our Engagement Plan, we held 50 Customer Business Review Meetings with customers in the education sector to discuss their current participation and opportunities for future business development. 1,600 customer inquiries were received and approximately 90 per cent of those queries were resolved within 1 business day. We welcomed 102 net new customers that began to leverage OECM agreements in 2021, conducted over 20 customer onboarding sessions, and registered 550 new web registrants. Our SRM and CRM teams facilitated over 40 Second Stage requests.

The numbers are reflective of OECM's commitment to delivering excellent customer service in all areas of the business. On the customer front, we continued to implement MS Dynamics 365's Customer Relationship Management tool titled OECM's Supplier and Customer Account Repository (OSCAR) to further enhance our data collection and analysis.



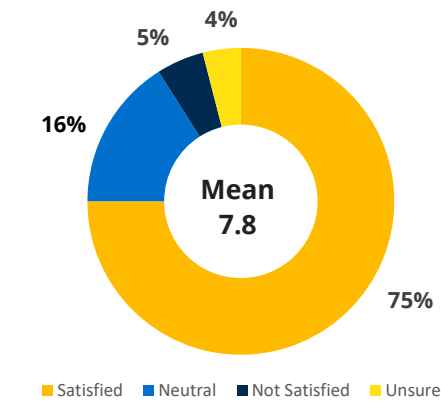
# CUSTOMER SATISFACTION SURVEY

In consultation with Nanos Research, OECM designed and conducted a Customer Satisfaction Survey as part of OECM’s strategic priority to improve the overall customer experience. The purpose of this research was to better understand the key drivers of satisfaction and customer loyalty.

**197** of our customers from a broad list of participants responded to the survey

Respondents scored their overall satisfaction with OECM a mean score of 7.8 out of 10. Customers in the non-education sector gave a higher mean score (8.4) than those in the education sector (7.3) while those with high awareness of OECM’s product offerings gave a higher mean score (8.1) than those with average awareness (score of 6.4). Satisfaction mean scores were calculated based on a scale of 0-10 with 0 being least satisfied and 10 being completely satisfied.

Overall Satisfaction with OECM



\* Weighted to true population proportion.  
\* Charts may not add up to 100 due to rounding.

On a scale from 0 to 10, where 0 is not at all satisfied and 10 is completely satisfied, how satisfied are you with OECM’s services overall?

	Executive (n=46)	Operational (n=150)	Education (n=137)	Non- Education (n=59)
MEAN	8.1	7.7	7.3	8.4
	Low Awareness (0-3) (n=9)*	Average Awareness (4-6) n=30)	High Awareness (7-10) (n=151)	
		6.4	8.1	

OECM customers most often said they shared a good relationship with OECM, find us nice to work with and consider our processes easy to navigate. OECM customers gave the highest satisfaction mean scores to the overall responsiveness of OECM to their inquiries and the overall quality of the communications they received from OECM. The majority of participating customers suggested that they would recommend OECM as a collaborative sourcing partner to other organizations and that they were likely to purchase products and services from OECM again.

The research helps uncover gaps in areas that can benefit from further improvement. **OECM is now working on implementing two new Key Performance Indicators (KPIs), Customer Satisfaction Rate and Customer Retention Rate, to deliver an exceptional customer experience.**

## THOUGHT-LEADERSHIP, OUTREACH & EVENTS

With the ongoing limits on in-person interactions, OECM virtually attended 16 outreach events as a speaker, sponsor, and/or exhibitor. The conferences, expos, and seminars were a wonderful opportunity for cross-sector collaborations and pursuing new customer leads. OECM was an active participant in Supply Chain Canada's Leadership Series as well as their 2021 National Conference, held virtually from October 18 – 22, 2021. Our directors sat down for a panel on examining the **Key Components of an Effective Supply Chain** and deconstructing the several elements of the public sector procurement landscape. The session produced profound insight on the evolution of the supply chain system in Canada, and a closer look at the most effective procurement strategies, the future of technology and innovation in purchasing, the impact of COVID-19 and how we can benefit from the post-pandemic learnings. As subject matter experts, OECM's Executive leaders and staff members possess a wide range of practical experience and theoretical expertise and we will continue to showcase our thought-leadership through several speaking opportunities, contributed articles, and OECM-led webinars and information sessions to be held in 2022.





## MARKETING AND COMMUNICATIONS

OECM's Marketing and Communications (MarCom) team embodies the heart and soul of our organization as they articulate and showcase the hard work and efforts of our Sourcing and Supply Management teams through ongoing internal and external awareness-building programs and activities. This year, OECM saw tremendous opportunity in terms of targeted communications, marketing collateral and outreach. We gathered constructive feedback from our customers on our communications and the frequency of distribution to revamp our approach. We produced an amalgamated *Supplier Partner Newsletter* featuring upcoming webinars and promotional offers and the *Supplier Partner Agreement Updates Newsletter*, that informs customers of contractual updates and amendments. In 2021, we also launched the **OECM Municipal Marketplace**, **OECM Facilities and Operations Spotlight**, *COVID-19 Resilience Infrastructure Stream (CVRIS) Initiative Spotlight* and the *Supplier Recognition Program* newsletters, all while maintaining the routine publishing cycle of the **OECM Connection** and the *COVID-19 Customer* newsletters. In addition, OECM partnered with Key West Video Inc. to create an exclusive video as part of our marketing package and featuring a high-level overview of who we are and what we do. The video is currently in the production phase and will be released early next year. This is the first of several videos to release in 2022, presenting OECM's plethora of services, agreements, and product offerings!





## SOCIAL MEDIA STRATEGY

OECM's MarCom team also ramped up our social media strategy for 2021 in pursuit of increased brand recognition and growth. As a rapidly growing organization, there is significant untapped potential in using social media platforms to grow our business and gain opportunities for market outreach. We established a daily posting routine and kept our social media feeds populated with relevant trends, news updates, and exciting promotional offerings. All images that were incorporated with the posts were branded with the OECM logo to distinguish them from other content. There was an increased number of postings on diversity, religious and cultural events, and health and wellness. OECM also established an official Pride logo, which we showcased throughout Pride Month in 2021. We explored new ways for leveraging social media as part of our marketing outreach this year. From live tweeting at the Association of Municipalities of Ontario's annual conference to running successful social media campaigns for the Dell Professional Learning Program and School Bus Safety Week, we gained enormous traction and a substantial following among non-procurement followers. OECM's MarCom team is currently creating a social media training program for staff and refining the social media plan to incorporate effective strategies and the use of more interactive elements such as videos, live streams, and advertisements in 2022.

## SCHOOL BUS RIDER SAFETY PROGRAM AND CAMPAIGN

The School Bus Rider Safety Training Program was launched in 2019 as a collaborative endeavour between OECM and Intertrain Incorporated with funding from the Province of Ontario and consultation from the Ontario Association of School Business Officials (OASBO) Transportation Committee. A total number of 2,458 schools and 814,712 enrolled students participated in the 2020/2021 programs!

The program consists of two main components:

- a.** Two 30-minute on-site school bus safety training programs delivered by Intertrain educators at elementary schools. The Safe Rider Program Starring Buster the Bus for primary age students and the Rider Role Model Program Starring YOU! for junior level students.
- b.** A series of high-quality standardized school bus safety videos available in English and French, with Closed Caption and Descriptive Videos versions available. These videos may be embedded on transportation consortium websites for reference by parents and students.



Considering the impact the pandemic has had on in-school learning, OECM and Intertrain Incorporated developed online versions of the on-site programs to be used during the 2020/2021 and 2021/2022 school years. The videos were updated to incorporate COVID-19 safety procedures, new bus driver hand signals, and the new 8-point amber light system. In October 2021, OECM observed the School Bus Rider Safety Week by sharing safety tips, COVID-19 protocols on the bus, and other fun facts about school bus riding on our social media platforms. The Wheels for the Win contest was announced at the start of the week, and OECM's social media followers were asked to participate for a lucrative incentive. Several members from the School Bus Consortium, school bus drivers, teachers, and other staff members participated in the contest. The School Bus Rider Safety campaign was one of the most successful social media campaigns for OECM, garnering 12,138 organic impressions on a Twitter post related to School Bus Safety in a single day. OECM has garnered praise from schools across Ontario that have appreciated the School Bus Rider Safety Program as a pioneer in providing rider safety learning through an enjoyable and simplified method.





# STRATEGIC PARTNERSHIPS & BUSINESS DEVELOPMENT

The public sector procurement landscape continues to increase in both size and complexity as organizations from across the broader public sector (BPS), including School Boards, Universities, Colleges, and Hospitals, are evolving towards greater collaboration and strategic partnerships to manage their supply chains. This approach has been further reinforced by initiatives led by the provincial government which include Supply Chain Centralization and the establishment of Supply Ontario.

OECM has embarked upon several strategic partnerships over the last year, aimed at enhancing both our network and product and service offering through collaboration with like-minded organizations and public sector entities. Strategic partnerships have helped us expand our capabilities, knowledge, and resources, increased our capacity for results-driven research and helped us gain valuable intelligence and a deeper understanding of our customers' needs and requirements. We have also encouraged greater interest and participation in OECM's business and offerings through the creation of Advisory Committees, forming valuable strategic alliances with customer and stakeholder representatives across sectors. This allows for reciprocal sharing of ideas while also building greater awareness of OECM, our expertise and our offerings.

The following is a snapshot of some of the key strategic partnerships and business development plans implemented in 2021. These commitments continue to be a priority for OECM as we head towards 2022.

## SHARED SERVICES WEST ALLIANCE

OECM established a strategic partnership with **Shared Services West (SSW)**, a not-for-profit shared services organization with expertise in supply chain management, process optimization, and redevelopment planning. The new partnership asserts OECM and SSW as reciprocal affiliates, granting access to each other's past, current and future competitive bids. This mutually beneficial agreement enables both organizations to enhance their customer service offering through new collaborative strategic sourcing initiatives in addition to leveraging existing vendor/supplier agreements. The complete list of agreements and corresponding suppliers available for OECM customers to leverage can be accessed through our [website](#).



## SUPPLY CHAIN CANADA: PROFESSIONAL DEVELOPMENT

OECM is currently engaged in partnership discussions with Supply Chain Canada to help formalize a Professional Development Program at OECM. Supply Chain Canada is Canada's largest association for supply chain management professionals as they represent 7,500 members in the largest sectors of the economy. Supply chain management is constantly evolving and the need to maintain, improve and broaden knowledge in the field, adapt to the introduction of new technologies and match the advances in supply chain standards and practices is of vital importance. A strategic partnership between Supply Chain Canada and OECM will ensure that we are seen as a leader across the public sector supply chain and are comprised of supply chain professionals who are certified and designated as supply chain experts, further enhancing our reputation and credibility.

### **MUNICIPAL**MARKETPLACE



## EXPANSION IN THE MUNICIPAL SECTOR

In 2021, OECM continued to experience consistent growth with over 270 organizations within Ontario's municipal sector leveraging OECM agreements. Some of our topmost utilized agreements included the End-User Computing Devices and Services, Office and Production Multi-Function Devices and Related Services (MFD), Custodial Supplies and Equipment, and Software License Products and Related Services. Our strategic plan to broaden our exposure in the broader public and municipal sectors is focused on engagement activities in four primary areas including general interactions based on day-to-day activities, direct and personalized outreach, active participation in sector events, and a targeted publication.

Our Business Development teams have engaged in over 180 general and personalized interactions with municipal professionals and leaders, held targeted discussions with municipal customers or associations through direct outreach, and participated and exhibited at several conferences hosted by well-known municipal organizations such as the Association of Municipal Officers (AMO), the Municipal Finance Officers Association (MFOA), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), among others.

In June 2021, we launched the [\*Municipal Marketplace\*](#), an exclusive newsletter featuring news updates and content for our municipal customers. We are currently in the process of forming a Municipal Sector Committee to assist with increasing OECM's brand awareness, communicating our value to targeted audiences, and furthering our relationships with procurement leaders in the municipal community.

## **CUSTOMER, SUPPLIER, & STAFF APPRECIATION AND RECOGNITION (CSSAR) INITIATIVE**

Over the past year and throughout the pandemic, we've become accustomed to working remotely and holding virtual meetings. Throughout these unique times, OECM employed multiple strategies to ensure continued engagement with our customers, suppliers, and staff, and to show our appreciation for and recognize their unwavering support.

With the widespread availability of vaccinations and the gradual lifting of restrictions across the province, our customers, suppliers, and staff indicated a strong desire to return to a face-to-face engagement model when the time is right. As such, in 2021, OECM has begun exploring opportunities to establish a CSSAR (Customer, Supplier & Staff Appreciation and Recognition) initiative.

A key focus of the CSSAR initiative will be to plan, initiate and implement (subject to government measures and public health guidelines) a series of non-virtual events over the next few years, dedicated to recognizing the value, work and dedication of our customers, supplier partners and staff.

Several CSSAR events are on our radar for 2022, including:

- 2nd Education Sector Collaboration Leadership and Networking Symposium to be held in Blue Mountain (Wednesday, February 23 – Friday, February 25, 2022)
- First Annual OECM Customer & Supplier Appreciation Charity Golf Tournament (Thursday, June 23, 2022)
- Procurement Summit

OECM is pleased to host these events and planning has already begun in earnest. We look forward to providing an update on CSSAR activities held in 2022 in our next Report.



# Ontario Education Sector Collaboration Networking Symposium

Strategic Partnerships & Business Development 43



Photos from OECM's first Education Sector Collaboration Networking Symposium in 2019

2021 BUSINESS HIGHLIGHTS



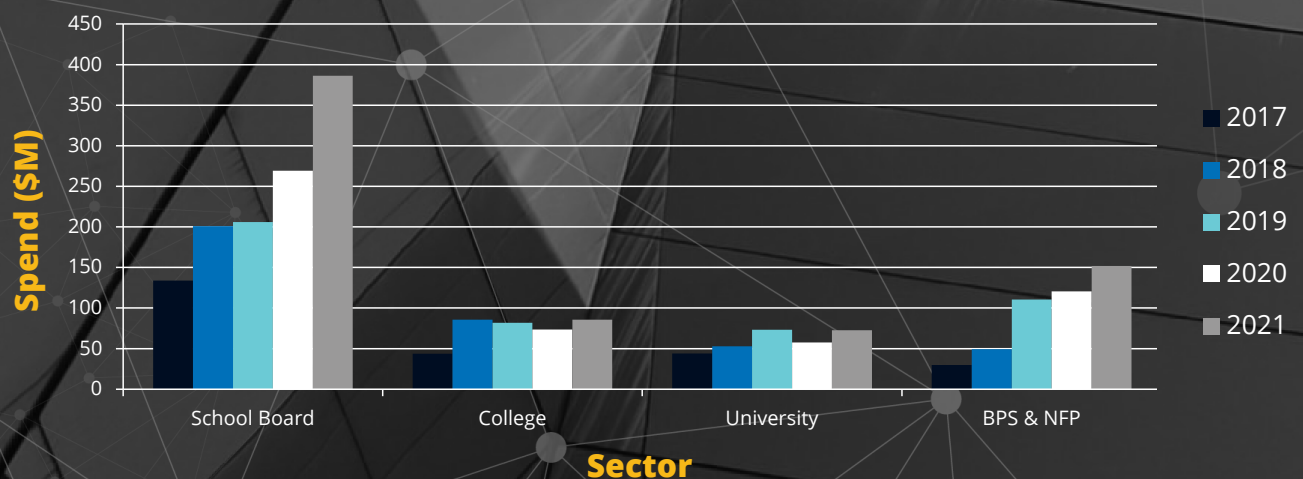
# FINANCIAL HIGHLIGHTS

## COLLABORATIVE Spend

In 2021, OECM completed a total of 12 strategic sourcing initiatives and expanded our Marketplace to provide customers with even greater choice through 82 agreements available through 350+ active supplier partners. We also exceeded expectations for year-over-year growth, facilitating a collaborative Spend of \$697 million, a 33.7% increase over 2020.

## YEAR OVER YEAR (YOY) Spend

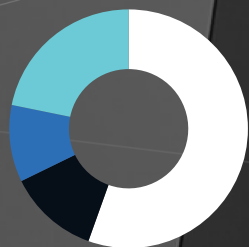
While the Education sector remains a key area of focus, we are making excellent progress towards the expansion of our offering, with a 26% growth in procurement from other BPS and NFP organizations, including Municipalities, with sector Spend of \$151.8 million in 2021 compared to \$120.5 million in 2020.



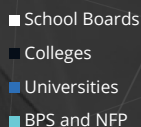
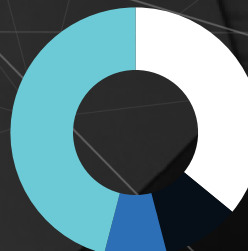
## PARTICIPATION BY SECTOR ON ALL PRODUCTS AND SERVICES

OECM's total collaborative Spend is driven by our customer participation across 82 categories of products and services. In 2021, OECM achieved total collaborative Spend of \$697 million through 4,460 Customer-Supplier Agreements (CSA), with the greatest participation from the School Board Sector, followed by Non-Education Sectors, the College Sector and the University Sector.



**TOTAL Spend BY SECTOR**

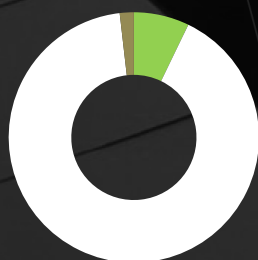
School Boards	\$ 386,335,854
Colleges	\$ 85,719,426
Universities	\$ 72,609,395
BPS and NFP	\$ 151,845,193
<b>Total</b>	<b>\$ 696,509,868</b>

**TOTAL CSAs BY SECTOR**

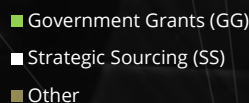
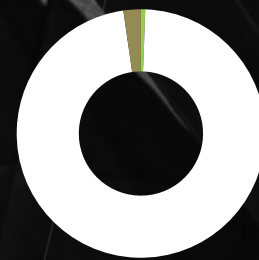
School Boards	1,602
Colleges	447
Universities	361
BPS and NFP	2,050
<b>Total</b>	<b>4,460</b>

**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. The 2021 Audited Financial Statements were approved by the Board of Directors at the April 5, 2022 Regular Meeting and are available upon request.

**REVENUES****2020** | \$12,145,900

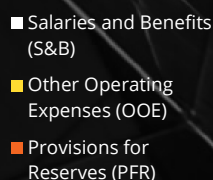
GG: \$870,187
SS: \$11,055,395
Other: \$220,318

**2021** | \$14,759,161

GG: \$82,030
SS: \$14,343,396
Other: \$333,735

**EXPENSES****2020** | \$12,145,900

S&B: \$6,977,119
OOE: \$1,731,063
PFR: \$3,437,718

**2021** | \$14,759,161

S&B: \$8,403,512
OOE: \$4,188,037
PFR: \$2,167,612

# TOP 10 PRODUCTS AND SERVICES, & PARTICIPATING SUPPLIER PARTNERS

*In 2021, the top ten agreements based on collaborative Spend include:*

## 1 End-User Computing Devices and Services

CDW Canada, Compugen Inc., Dell Technologies

## 2 Software License Products and Related Services

CDW Canada, Computacenter TeraMach Inc., Softchoice Canada Inc.

## 3 Office Supplies

Grand & Toy Ltd., Hamster Brand of Novexco, Staples Professional Inc.

## 4 Custodial Supplies and Equipment

Bunzl Canada Inc., Flexo Products Ltd., Mister Chemical Ltd., Reliable Window Cleaners (Sudbury) Ltd., Staples Professional Inc., Superior Solutions L.P., Swish Maintenance Ltd., Weber Supply Company Inc.

## 5 Networking Products and Related Services

Access 2 Networks Inc., Bell Canada, Calian Ltd., CDW Canada, Cloud Managed Networks, Combat Networks Inc., Compugen Inc., Computacenter TeraMach Inc., Dell Technologies, Eclipse Technology Solutions Inc., FlexlTy 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.





## 6 Non-Medical Grade Reusable and Disposable Masks

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

## 7 Chrome and Cloudbook Devices and Services

Compugen Inc., Insight Canada Inc., Northern Micro Inc., Powerland Computers Ltd.

## 8 Commercial Air Treatment Technology, Related Products and Optional Services

Applied Energy Systems Inc., Blade Filters Inc., Chillmark Mechanical Ltd., Imperial Ace Consultants Inc., Mister Chemical Ltd., Nerva Energy Group Inc., Novus Medical Inc., Safe Haven Air Technologies Ltd., Servomax Inc., The Lightning Group Ltd.

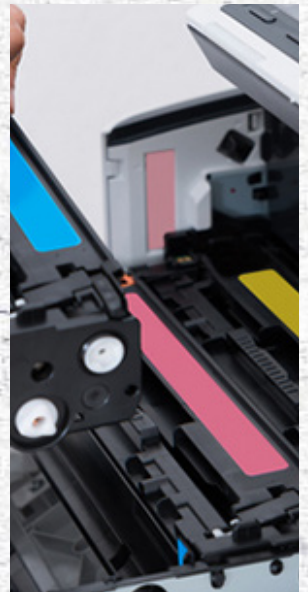
## 9 Software Defined Wide Area Network (SDWAN) Solutions

Applied Computer Solutions Inc., Cloud Managed Networks, Compugen Inc., Computacenter TeraMach Inc., FatPipe Networks Inc., IBM Canada, INSA Corp., Integra Data Systems Corp., Softchoice Canada Inc.

## 10 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., Xerox Canada Ltd.

**For a detailed list of all categories of agreements and related products and services offered through OECM, visit our [Marketplace](#).**



## **LOOKING AHEAD**

In 2022, OECM will continue to move ahead as we maintain our position as a leader in collaborative strategic sourcing in Ontario. We will continue to facilitate collaboration amongst and between our customers in Ontario's education, municipal, health and broader public sectors and not-for-profit community, responding to ever-increasing service pressures and demands on resources by building an effective, efficient and sustainable supply management system.

We expect to continue on our exceptional trajectory of business growth and transformation as we head into 2022 and beyond. We continue to work to transform OECM's solid sourcing practice into a recognized Centre of Excellence for collaborative supply management innovation. We're doing this by streamlining procurement processes, increasing the use of collaborative technology tools and introducing innovative value-based practices in order to expedite and increase access to more relevant, high-quality, priority products and services in 2022 and beyond.

Supported by the Supplier Relationship Management (SRM) team, in 2022, OECM aims to establish a comprehensive savings methodology for each agreement category that will be based on the nature of the agreement category and products and/or services being provided under each category. SRM will also facilitate the creation of a Supplier Council to provide oversight on supplier-related matters, internally develop and use effective performance metric tools, design a sustainable Agreement Growth Program, and revolutionize current operating procedures and processes maps to reflect the work efficacy of our staff.



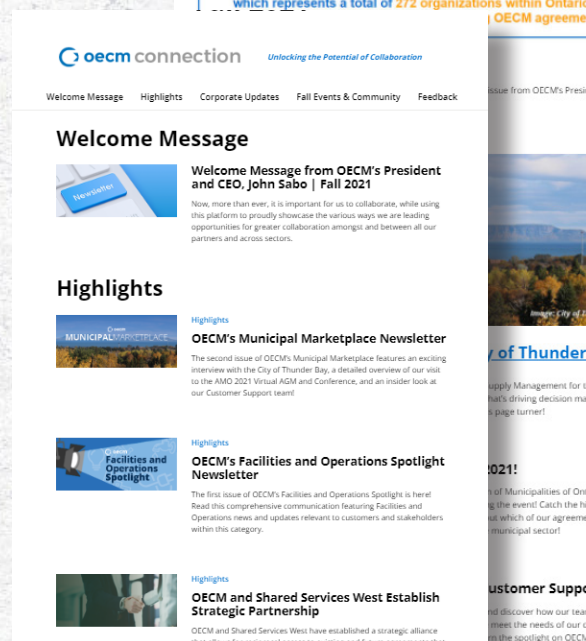
On the Customer Relationship Management (CRM) front, we look forward to greater engagement with end-users and their teams, utilizing innovative ways to incorporate customer feedback, evolving our Customer Business Review meetings to make them more collaborative and interactive, and discovering new strategies for each of our unique end-users. As OECM prepares to launch Phase 1 of its new website in spring 2022, we will explore new opportunities to engage our customers during the onboarding and training sessions as they get acquainted with our new digital interface. We continue to build our social media, corporate communications, outreach and events, and thought-leadership programming while also supporting OECM's targets for business development and market growth.

We intentionally continue on our journey of learning and improvement as we seek more opportunities to support and uphold the tenets of our Diversity and Inclusion Program. OECM's "People Strategy" remains a key focus in 2022, as ultimately it is our team members, those who lead and maintain our day-to-day processes for the benefit of our supplier partners, customers, stakeholders and allies, who play a pivotal role in the preservation of our ongoing success.



*2021 OECM Senior Council staff*







## OECM ON SOCIAL MEDIA

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

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



### Facilities and Operations Spotlight

March 10, 2022

#### Facilities and Operations Spotlight | Issue 2

Joining the Gap? Find out what OECM is doing to help connect you to what you need.

#### Joining the Gap: A Customer Perspective

OECM's valued Facilities and Operations customers share their insights and feedback on what's working well and areas for improvement.

#### MythBusters: The OECM Edition

Asked, We Answered! Some of the most common myths about OECM are debunked!

#### Meet OECM's Customer Support Team

Behind-the-scenes look at OECM's dedicated Customer Support team: who we are, what we do, and how you can connect with us!

#### Upcoming Facilities and Operations Agreements

Discover OECM's latest Facilities and Operations agreements that are currently in the pipeline.

Follow OECM on [Twitter](#), [Facebook](#) and [LinkedIn](#) for the latest supplier highlights, corporate news and other customer updates!





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| **ANNUAL  
REPORT**

