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about

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.

chair's message

CHAIR OF THE BOARD, DR. F. HAIDER ALVI

While we continued to navigate impacts caused by global unrest, supply chain disruptions, and the COVID-19 pandemic, this year was also one of growth and opportunity for OECM. In 2022, OECM remained anchored in its mission, vision and values of collaboration, responsiveness, integrity, innovation and respect.

OECM focused on expanding strategic partnerships and enhancing its offerings to steadily serve the needs of school boards, colleges, universities, municipalities, hospitals, long-term care homes, not-for-profits, and other customers across Ontario's broader public sector.

The Board of Directors continued to work together with management on an even stronger articulation of the strategic business priorities that are at the foundation of OECM's success and performance as an organization. We are very proud to celebrate another year marked by exceptional collaboration, growth and near record spend. I am encouraged by the passion and dedication of my colleagues on the Board as we work together provide strategic direction and to oversee the implementation of OECM's business priorities to serve the best interest of OECM's customers and supplier partners.

Examples of tangible governance outcomes were Board approval of management's initiatives on the following: investment in a new business development team and strategy for supporting aggressive business growth targets, continued investment in technology resources aimed at transforming and modernizing OECM's digital capabilities, an enhanced People Strategy, and initial work on an Environmental, Social, and Governance (ESG) strategy and roadmap. Looking ahead, we will continue to support these initiatives, in alignment with OECM's Multi-Year Strategic Plan (MYSP), and value proposition to drive savings, choice, and service.

In 2022, the Board 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. This year, we welcomed two new directors to the Board as well as two new advisory members to the Customer Council Committee (CCC) to represent the Municipal sector, thereby broadening our opportunities and mitigating risks.

In 2023, the Board will continue to evolve, improve and redouble our commitment to robust governance required for OECM over the long-term. We're already off to a great start, with the approval of a robust thought leadership and outreach strategy as well as furthering our relationships with the Municipal and Indigenous communities. The Board supports OECM's strategies to be a premier customer-driven supply management partner.

I would like to acknowledge and thank the entire OECM team for their continued dedication and for the exceptional amount of work completed over the last year. My sincere thanks to my colleagues on the Board of Directors for their ongoing collaboration and confidence in me. Together, we will continue on a path of collaboration, trust and community to serve the best interests of Ontario's public sector.

Dr. F. Haider Alvi
Chair, Board of Directors, OECM

ceo's message

PRESIDENT & CEO, JOHN A. SABO

It is my pleasure to share this annual report on OECM's performance and achievements in 2022. This was another stellar year marked by outstanding growth and strong financial results, underpinned by solid collaboration and new strategic partnerships with our customers, supplier partners and stakeholders across Ontario's public sector.

Despite challenges faced by our customers caused by reduced funding, supply chain disruptions, and the residual effects of the COVID-19 pandemic, in 2022 OECM was able to facilitate a near record level collaborative spend of \$673 million.

In 2022, we continued to have all of Ontario's educational institutions, participating and leveraging OECM agreements. OECM is proud to also provide the same savings, choice, service, and value to an expanding base of broader public sector (BPS) customers. We now work with over 832 agencies and organizations in the broader public sector including municipalities, healthcare, and other not-for-profit entities.

In alignment with our Multi-Year Strategic Plan (MSYP), and building on our priorities for transformation and growth, OECM successfully initiated and delivered on several key projects throughout 2022. Focusing on the exchange of valuable ideas and innovative, sustainable, and inclusive practices we continue to discover new ways to build awareness of OECM and our unique value proposition.

This year we assumed a more deliberate and intentional approach toward enhancing our strategic business offerings. We established a dedicated Business Development team with a focus on creating strategic alliances to enhance business growth across existing and new sectors. We developed sector-specific Advisory Committees in the areas of IT and Facilities, expanded our reciprocal affiliate agreement with Shared Services West, and explored procurement opportunities with several Indigenous associations and councils, among others.

Leveraging OECM's Sector Success Sharing (SSS) program, we have now invested \$8.4 million to support over 18 distinct projects in the School Board, College, University and Municipal sectors. These unique and distinctive projects add another dimension for OECM to collaborate with key partners on current and forward-thinking initiatives.

Following a two-year hiatus due to the COVID-19 pandemic, we were excited to return to in-person events, hosting our very successful 2nd Ontario Education Sector Leadership & Collaboration Invitational Networking Symposium in February, our 1st Invitational Customer & Supplier Recognition Charity Golf Tournament in June, several staff appreciation events such as Family Day in September and many more.

Many of these events were deliberately linked to charitable initiatives where we collectively raised nearly \$30,000 in funds for several worthy causes such as Cystic Fibrosis Canada, the Daily Bread Food Bank, Indspire, and Sick Kids Hospital.

We continuously focus our efforts on solidifying OECM's position as a thought leader in collaboration, networking, and procurement innovation, enabling technology, business intelligence, outreach, and communications to maintain high levels of customer engagement and enhanced supplier partner relationships. This report details all these initiatives, and much more.

I would like to thank our steadfast and growing community of customers, supplier partners, collaborators, and allies. We are grateful for your continued support, trust and commitment to OECM. Our success as an organization is bolstered by a team of talented and dedicated professionals and I am honoured to work with our Board of Directors, Senior team and staff members as we continue to build on these strong results and set new strategic goals and priorities for 2023. I invite you to follow OECM's progress through our quarterly publication, the **OECM Connection**, and on LinkedIn and Twitter as we look ahead to another year of shared successes and continued growth.

John A. Sabo
President & Chief Executive Officer, OECM

board of directors



Dr. F. Haider Alvi (ICD.D)

Chair of the Board

*Ex Officio, Audit and Finance
Ex Officio, Customer Council
Ex Officio, Governance and Human Resources
Ex Officio, Strategic Planning
Ex Officio, Technology*



Mike D'Amico

Chair of Governance and Human Resources Standing Committee

Member, Strategic Planning



John T. Dinner

Chair of Strategic Planning Steering Committee

Member, Governance and Human Resources



Janice Ciavaglia

Board Member

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



Kevin Kobus

Board Member

*Member, Customer Council
Member, Strategic Planning*



Andrew Szende

Board Member

*Member, Audit and Finance
Member, Technology*



Lesley Cornelius (ICD.D)

Chair of Customer Council Standing Committee

Member, Governance and Human Resources



Rani K. Dhaliwal

Chair of Audit and Finance Standing Committee

Member, Customer Council



Kathy Pozihun

Chair of Technology Steering Committee

Member, Customer Council



Eitan Dehtiar (ICD.D)

Board Member

*Member, Audit and Finance
Member, Governance and Human Resources*



Dr. Jodie Lobana

Board Member

*Member, Audit and Finance
Member, Technology*



Greg Treffry (ICD.D)

Board Member

*Member, Audit and Finance
Member, Technology*

customer council committee



Radha Krishnan

College Sector Representative

Associate Vice President of Information Services, Seneca College



Kim Watkins

College Sector Representative

Chief Financial Officer and Treasurer, Mohawk College Foundation



Brad Parkes

University Sector Representative

Assistant Vice-President, Facilities Services, York University



Daniel Del Bianco

School Board Sector Representative

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



Suzanne Oliner

Municipal Sector Representative

Commissioner of Finance and Corporate Services, District Municipality of Muskoka and Treasurer, Muskoka Municipal Non-Profit Housing Corporation



David Neale

College Sector Representative

Executive Director of Campus Services, Seneca College



Tariq Al-Idrissi

University Sector Representative

Associate Vice President of IT, Trent University



Josh Tonnos

University Sector Representative

Associate Vice-President Financial Services and CFO, Brock University



Peter Derochie

School Board Sector Representative

Executive Director, Council of Ontario Senior Business Officials (COSBO)



Sandra Zwiers

Municipal Sector Representative

Director of Financial Services/ Treasurer, County of Essex



Sanjay Puri

College Sector Representative

Vice President, Administration and Chief Financial Officer, Humber College Institute of Technology & Advanced Learning



Carol McAulay

University Sector Representative

Vice President of Finance and Administration, York University



Steve Camacho

School Board Sector Representative

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



Matthew Gerard

School Board Sector Representative

Associate Director, Support Services, Hamilton-Wentworth District School Board

Our commitment to diversity & inclusion

OECM's dedication to diversity and inclusion is cemented in our official statement endorsed by our Board of Directors, President and CEO, John A. Sabo, and the entire OECM team. **OECM's Commitment to Diversity and Inclusion Statement** acknowledges and advocates for the rights and freedoms of Canada's Indigenous communities, as well as for members from all communities and racialized groups that experience systemic and institutionalized discrimination and violence. As an organization, OECM's diversity and inclusion statement is our formal pledge to support those who speak out against injustice and foster a safe and open space to facilitate open dialogue around racial bias, prejudice, and discrimination. 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.

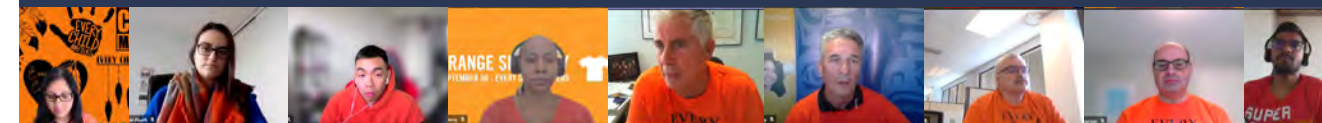
The following is a snapshot of events and initiatives in 2022 to support our Commitment to Diversity and Inclusion:

Black History Month

In February, OECM commemorated Black History Month honouring the contributions that Black people have made in every facet of society. Staff were provided access to Ontario Black History Society **archives**, also made available to our customers, as part of our objective to facilitate continuous learning and education. Throughout the month, staff received a weekly "Did You Know?" email highlighting the achievements of Black Canadians. OECM invited Dr. Sarita Naa Akuye Addy, Manager of Learning & Knowledge Solutions at the Canadian Centre for Diversity and Inclusion (CCDI), to speak to OECM staff about Black History Month, where she initiated a dialogue on race, racism, and multiculturalism.

Indigenous Community Initiatives

OECM strives to reinforce our support for Canada's Indigenous communities through community partnerships, corporate initiatives, and by facilitating opportunities for dialogue with Indigenous leaders and educators. In September 2022, we held a staff session on the National Day for Truth and Reconciliation. Staff wore orange t-shirts with the message "Every Child Matters." OECM invited Dr. Paulette Tremblay, President & CEO of FNEAA (First Nations Education Administrators' Association), along with Simon Brascoupe, Senior Vice President of Education & Services at FNEAA, who shared an excellent presentation on the First Nations in Canada, what reconciliation means in the Canadian context, and the Truth and Reconciliation (TRC) Call to Action 92. At the end of the presentation, executive staff members were provided *Calls to Action* booklets published by the National Centre for Truth and Reconciliation. We aim to continue our work in this area internally and externally through open dialogue, community-based learning opportunities for staff, partnering with Indigenous organizations, and determining the procurement needs of diverse groups.



Social and Cultural Awareness at OECM

At OECM, we know that our differences are what make us stronger, creating a dynamic and engaging workplace. We strive to cultivate an equitable and impartial environment that embraces our differences through professional development activities, workplace initiatives, and internal policies and procedures. Our core principles are evident in our inclusive hiring practices, multicultural and multiethnic workforce, partnerships with social organizations, professional development activities with invited speakers, and the openness of our staff members to learn about, celebrate, and share elements of their culture through ideas, experiences, and periodic potlucks. Since 2021, we have developed and shared a monthly Diversity Calendar, intended as a resource to recognize and celebrate cultural, religious, spiritual, and general awareness days observed nationally and internationally. Staff members are encouraged to share an event that is valuable to them by showcasing an article or anecdote, or by hosting a themed lunch and learn.



our people

interactive section

hover over images with this blue circle to read more!

OUR PEOPLE ARE AT THE CORE OF OUR SUCCESS.

We take immense pride in our dynamic team that drives OECM's trajectory of success year after year. Our people are talented individuals who strive to deliver top results through consistent teamwork, innovation and collaboration.

2022 HIGHLIGHTS

EMPLOYEE HEALTH & WELLNESS

LEADERSHIP & PROFESSIONAL DEVELOPMENT

oecm's multi-year strategic plan

OECM's Multi-Year Strategic Plan (MYSP), developed in 2020 in collaboration with OECM's Board of Directors and an independent agency partner, leverages our proven ability to drive value, savings, choice and service. In 2022, OECM continued to engage with key stakeholders, including employees, customers, suppliers, and government partners to identify and action opportunities for transformation and collaboration.

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. 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.



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

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

2022 business highlights

In 2022, we continued to have all of Ontario's educational institutions, participating in and leveraging OECM agreements. In 2022, on average, OECM's individual Education Sector Customer agreement spend was **\$4.5 million** with approximately 16.4 product/service agreements leveraged.

832 other Broader Public Sector and Not-for-Profit organizations

155 Healthcare institutions or Hospitals

273 Municipal and Related Services entities

90%

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

In addition to our education sector customers, we now have **832** other Broader Public Sector and Not-for-Profit organizations actively using our Marketplace, including **155** Healthcare institutions or Hospitals and **273** Municipal and Related Services entities. Amid continued supply chain uncertainty and other effects of the COVID-19 pandemic, 2022 was a near record year for OECM – marked by increases in collaborative Spend, customer growth and product and service offerings

interactive section

hover over the 2022 business highlights table of contents and click to visit each section.

2022 business highlights table of contents

KEY STATS

\$673M Total collaborative Spend (in millions)

\$189.73 Spend per student in Ontario

91 New OECM customers in 2022

80 Total products & services categories in 2022

Collaborative Spend

Collaborative Spend provides the ultimate measure of participation and support of OECM by its customers. In 2022, OECM had a total of \$673 million in collaborative Spend.

Per student Spend in the Education sector totaled \$189.73 per student.

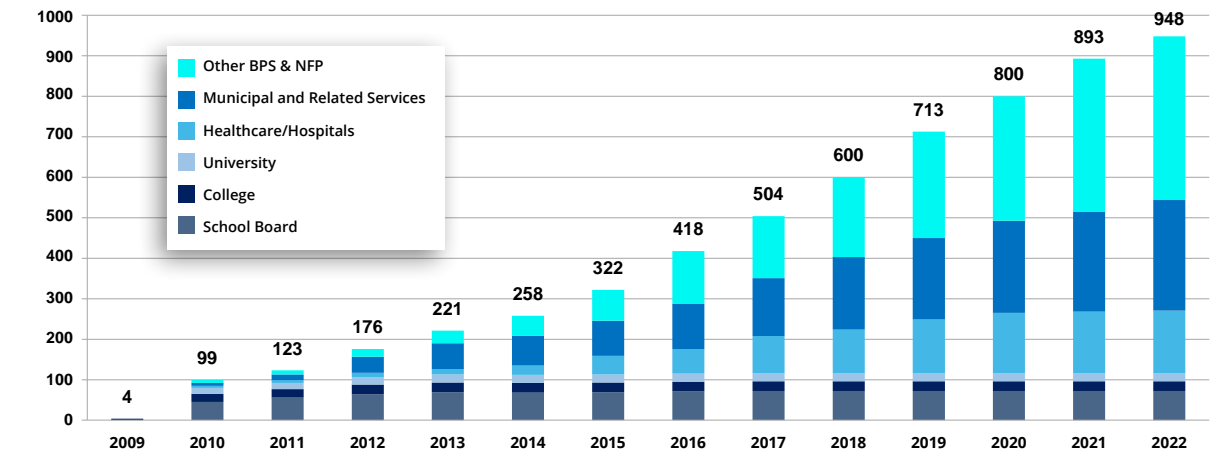
Active Customers

OECM is a customer-based organization that provides savings, choice, and service to its nearly 950 customers. In 2022, we welcomed 91 new OECM customers.

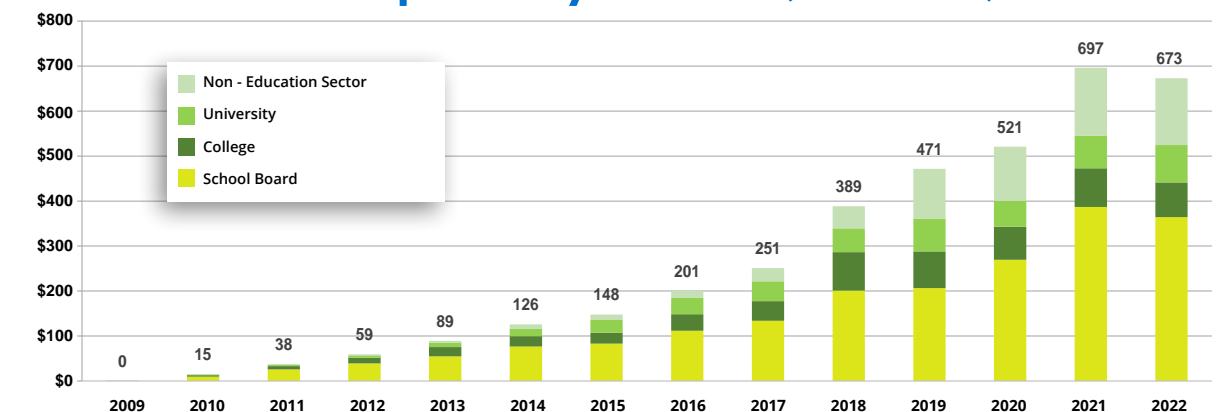
Products & Services

OECM offers products and services that can be facilitated best through collaboration. In 2022, we had 80 categories of products and services available through our Marketplace, including 6 new categories with a major focus on Facilities and Operations related agreements.

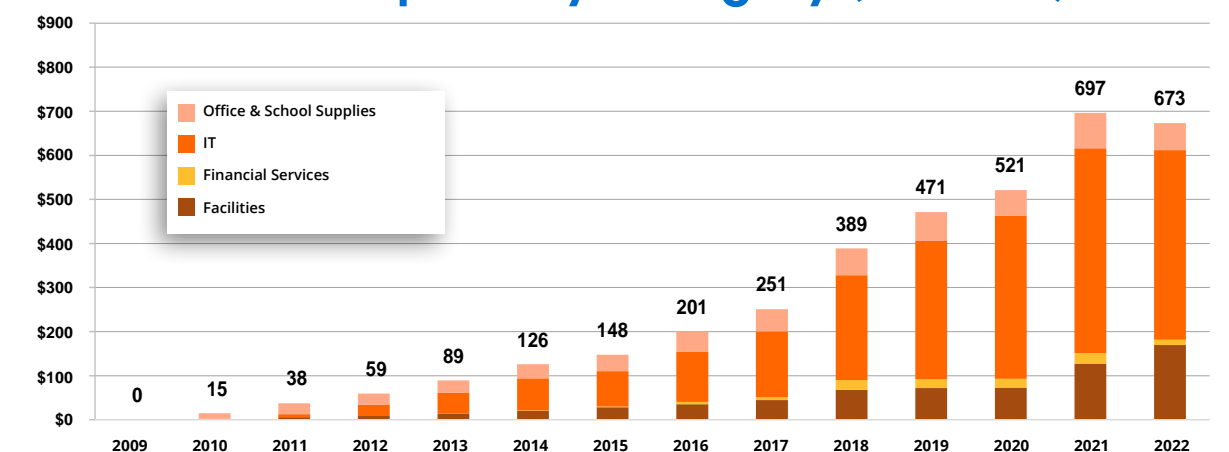
Total No. of Active Customers



Collaborative Spend by Sector (millions)



Collaborative Spend by Category (millions)



SECTOR SUCCESS SHARING & FUNDING INITIATIVES

OECM's Sector Success Sharing (SSS) reserve fund allows 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 sectors that we serve. Initially made available to the three education sectors – School Boards, Colleges and Universities, in 2022, this initiative was expanded to include the municipal sector. The reserve fund is intended to help facilitate and accelerate collaboration and strategic partnerships, and to foster innovation within the sectors. Funding dispersal is at the discretion of sector-specific associations including CODE, COSBO, CO, ASCC, COU, CSAO and MFOA.

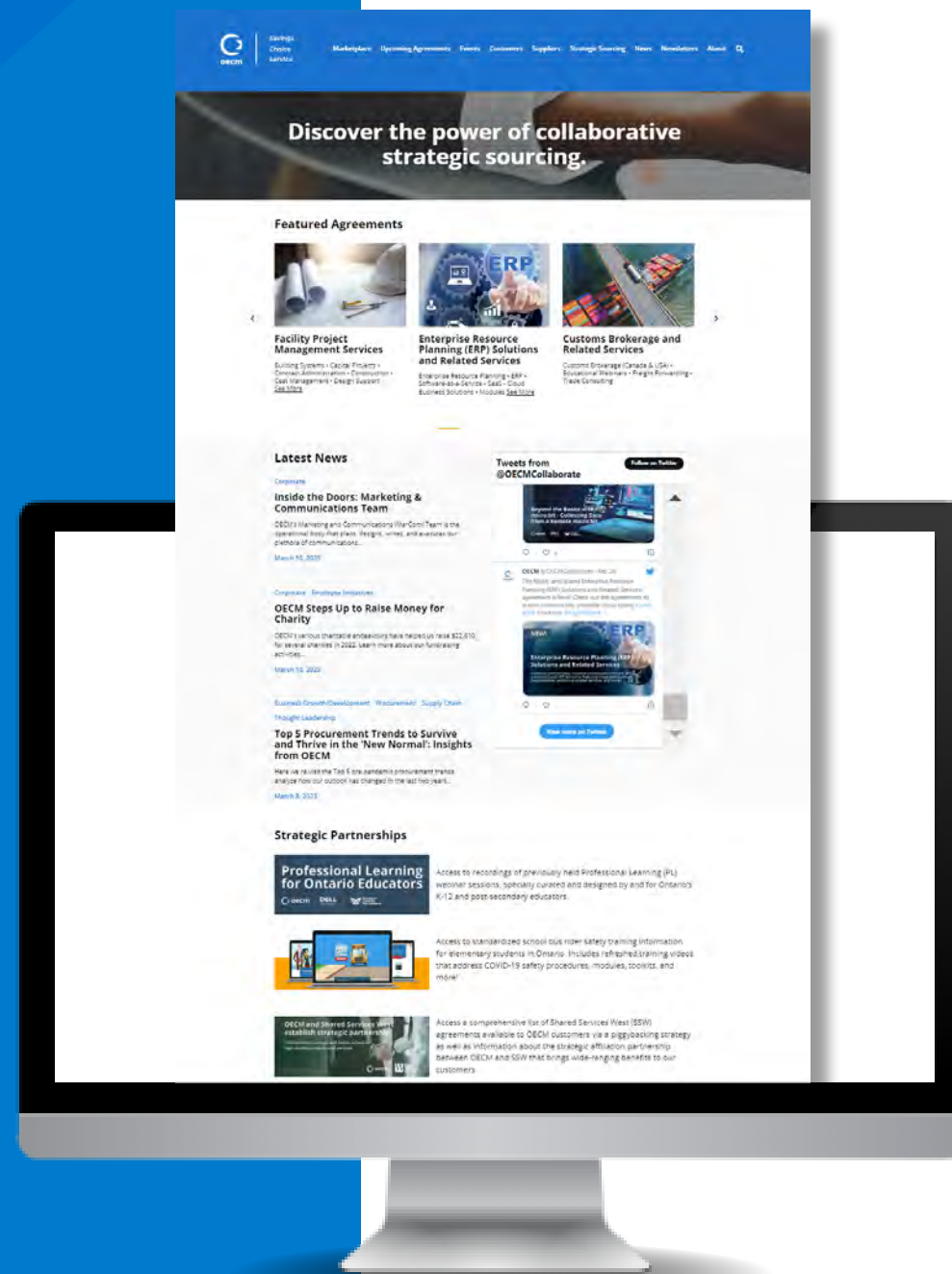
The breadth of current projects supported by the SSS includes initiatives spanning Information Technology, Data Harmonization, and Learning Tools/Portals for the education sector. These include the Enterprise Resources Planning (ERP) project, a strategic partnership with the Ontario University Procurement Professionals Management Association (OUPPMA) to establish a "Common Commodity Code" framework, and a Sustainable Procurement Program/Framework for Ontario colleges. For municipalities, projects include targeted sessions for the Northern Municipalities in Thunder Bay and Sudbury, dedicated asset management resources, education videos and other strategic priorities relevant to the sector.

As of December 31, 2022, **\$8.4 million** has been allocated back to OECM's customers as part of our Sector Success Sharing initiative.

TECHNOLOGY TRANSFORMATION: OECM WEBSITE REBUILD

In February 2022, to improve and enhance OECM's core business and meet the needs of our customers and supplier partners, OECM introduced a new and improved website. In addition to an enhanced look and feel that highlights key content with new imagery, readability and accessibility functions, the website includes key features in response to customer and supplier feedback regarding navigation, search functionality and interactivity.

In the next phase of this project, scheduled for 2023, OECM will implement self-serve user functions for customers, supplier partners and staff. The website will integrate with OECM's Microsoft Dynamics 365 to provide tailored information to our customers and supplier partners. Greater access to richer website analytics will also support strategic decision-making across OECM.



CUSTOMER, SUPPLIER & STAFF APPRECIATION AND RECOGNITION (CSSAR) INITIATIVES

OECM's Customer, Supplier & Staff Appreciation and Recognition (CSSAR) Initiatives are dedicated to recognizing the value, work, and commitment of all our partners while engaging with them and showing our appreciation for their steadfast support.

In 2022, the OECM family donated nearly \$30,000 to various charities including Cystic Fibrosis Canada, the Daily Bread Food Bank, Indspire, St. Michael's Hospital Foundation, the Southlake Regional Health Centre Foundation, SickKids Hospital, and more.



interactive section

hover over images with this blue circle to read more!

THE POWER OF TEAMWORK

OECM accomplished great results in 2022, much of which we attribute to the strength of our collaborative efforts and the power of teamwork. Our Strategic Sourcing, Supplier Relationship Management, Customer Relationship Management, and newly established Business Development teams worked together seamlessly, leveraging their distinct skills and perspectives to drive innovation and growth. By fostering open communication and a shared commitment to achieving key performance targets in support of our Multi-Year Strategic Plan (MYSP), our teams accomplished far more than expected.

As we highlight our achievements in 2022, we celebrate the power of teamwork and our top accomplishments.

STRATEGIC SOURCING SOLUTIONS

OECM's Strategic Sourcing Solutions continues to implement processes and methodologies that allow the function to remain leading class, creating strategic value for our organization, suppliers and customers. The importance of strategic sourcing remained essential in 2022 as we continued to provide our customers with a wide range of competitively priced products and services. Throughout the year, our Strategic Sourcing team worked closely with various internal and external stakeholders to gather valuable expertise and insights on new and existing projects. Collaborating with Project Advisors, Strategic Advisory Committees, and professionals from various sectors, the team successfully launched 13 new and re-tendered agreements. Here are some highlights!

interactive section

hover over agreement pictures to view agreements on OECM website.

ROOFING CONTRACTOR SERVICES

In January, we introduced a new **Roofing Contractor Services** agreement, providing our customers with access to professional, qualified supplier partners offering a wide range of roofing systems and services on commercial and institutional buildings.

LIFE SAFETY SYSTEM SERVICES

Our new **Life Safety System Services** agreement was launched in January, providing access to quality services including inspections, testing, repairs, preventative maintenance, and various life safety systems.

CLIENT INFORMATION SYSTEM FOR EMPOWERED KIDS ONTARIO (EKO) MEMBERS

In April, we launched the new **Client Information System and Related Services** agreement in response to the needs of Children's Treatment Centres and members of Empowered Kids Ontario (EKO). The agreement offers provincially compliant off-the-shelf Software-as-a-Service (SaaS) solutions, specially curated for Ontario's publicly funded child development and rehabilitation sector, a new customer segment for OECM. This collaboration once again demonstrates the value of our procurement experience and the depth of our expertise in facilitating end-to-end procurement for an organization. Read more about this strategic sourcing partnership [here](#).

CAPITAL ASSET MANAGEMENT SYSTEM AND RELATED SERVICE

In July, we launched the new **Capital Asset Management System and Related Services** agreement, offering our customers access to a comprehensive end-to-end view of their high-value assets, establishing a compelling assessment, and building a multi-year asset plan.

ENTERPRISE RESOURCE PLANNING (ERP) SOLUTIONS AND RELATED SERVICES

OECM collaborated with School Boards across Ontario to develop project deliverables for the highly-anticipated **Enterprise Resource Planning (ERP) Solutions and Related Services** agreement. Launched in December 2022, these agreements provide integrated business functionalities related to Finance and Human Resources/Payroll and related services. This project was a deeply collaborative effort, involving consultations and coordination with the Council of Ontario Senior Business Officials (COSBO), the Ontario Association of School Business Officials (OASBO), the Educational Computing Network of Ontario (ECNO), and the Ministry of Education (MEDU).

STRATEGIC SOURCING IN 2023

With 45 projects planned and in the pipeline, the growing Strategic Sourcing team is enthusiastic about OECM's commitment to deliver on a variety of exciting sourcing initiatives in 2023. New projects already underway include Learning Management Software, Security Systems Access & Control, Vehicle Leasing & Fleet Management, and much more. Continuously striving for excellence, OECM is eager to build on our 2022 successes as we aim to deliver better value, greater savings, more choice and exemplary service in 2023. Professional Development opportunities and training sessions in various areas of procurement and supply management are also key priorities in 2023.

See OECM's complete list of upcoming agreements and sourcing projects: <https://oecm.ca/upcoming-agreements/>

SUPPLIER RELATIONSHIP MANAGEMENT

In 2022, 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 through innovation, collaboration and greater transparency.

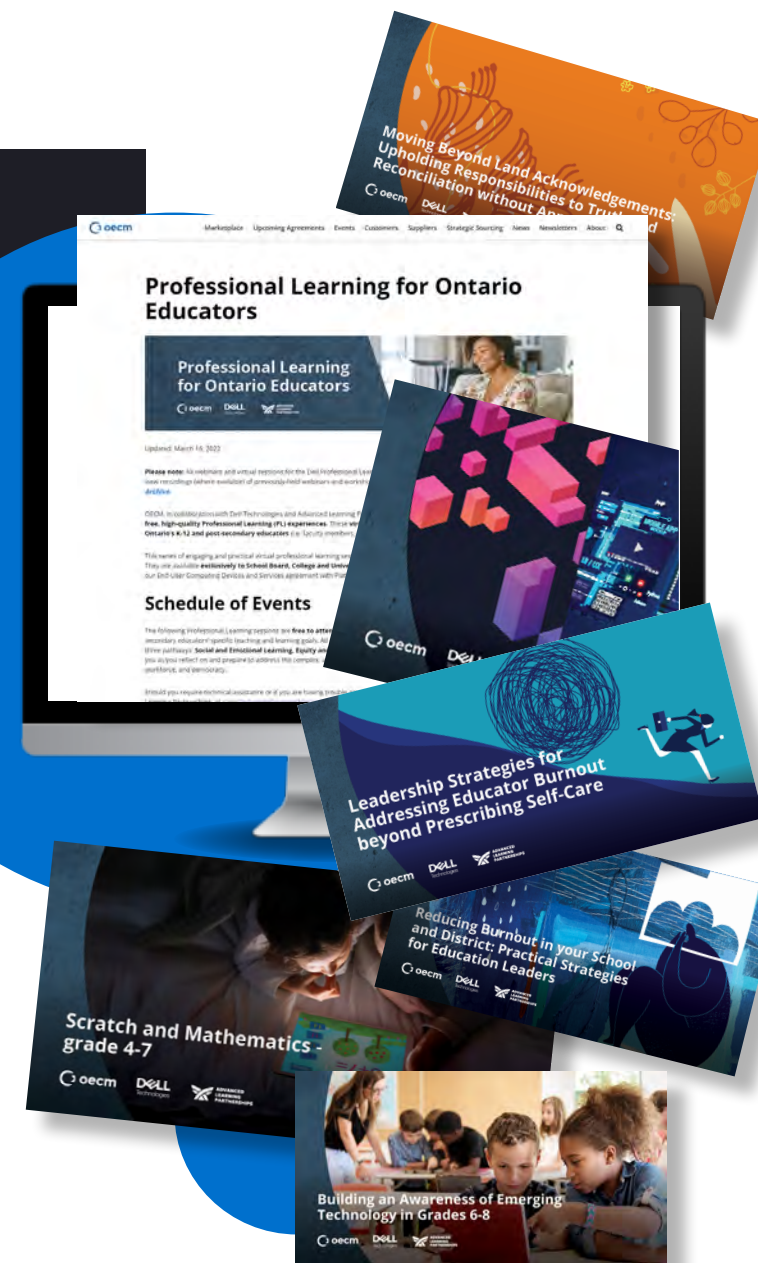
SUPPLIER RECOGNITION PROGRAM

Building on the success of the 2019 Pilot Program, OECM continued to recognize our exceptional supplier partners, keeping our promise to deliver a comprehensive choice of quality products and services for our customers. In April, we announced OECM's 2021 Supplier Recognition Program (SRP) award recipients, recognizing their hard work and dedication towards ensuring our customers' needs are always met with consistent and exceptional service. We awarded 142 Platinum, Gold and Silver supplier partners across 57 agreements available through our Marketplace.

Congratulations to all the 2021 SRP award recipients.

2022 Results and 2023 Program

2022 SRP award recipients will be announced in April 2023. OECM will continue facilitating its supplier partner recognition and appreciation program in 2023. We are proud to partner with suppliers who are dedicated to helping drive savings, value, and collaborative opportunities that benefit our customers.



DELL PROFESSIONAL LEARNING PROGRAM

In 2022, we maintained our ongoing partnership with Platinum supplier partner, Dell Technologies (Dell), and education specialists, Advanced Learning Partnerships, on the popular **Professional Learning Program for Ontario Educators**. The program provides Ontario's K-12 and post-secondary educators with complimentary access to specially curated learning sessions, covering key educational pathways: Social and Emotional Learning, Equity and Inclusion, and Achieving Excellence. The 2021/2022 program attracted over 315 session attendees and had an overall satisfaction score of 4.7 out of 5. Based on these successful 2022 results, OECM will collaborate with Dell on the 2023 Professional Learning Program. In the interim, recordings of several previously held sessions are available through the OECM-hosted **Program Archive**.

GIRLS WHO GAME

Our partnership with Dell extends further with our continued support for Girls Who Game – a program led by Dell, in partnership with Intel and Microsoft. This initiative empowers female students in grades 4-6 using digital technology and learner-driven experiences to advance their learning skills and spark their interest in STEM-related fields. OECM proudly supports endeavours that promote innovation, development, and learning, and will continue to seek partnerships with our supplier partners on projects that encourage an equitable and inclusive education system for all.



OECM INDUSTRY SPOTLIGHT

In November, we debuted our new quarterly **Industry Spotlight** news resource, featuring information gathered and analyzed by our SRM teams on the various supply chain challenges and industry setbacks that our supplier partners are navigating. In the first installment, we explored supply chain challenges and insights for the Paper and Multi-Function Devices (MFD) industries. Additional installments are planned for 2023 and will include in-depth analyses of topics such as Cybersecurity, Sustainability, among other areas.

CUSTOMER RELATIONSHIP MANAGEMENT

2022 was a highly engaged and productive year for our Customer Relationship Management (CRM) team, comprising Customer Support, Marketing and Communications, and Outreach, and we remained committed to achieving the goals set out in OECM's Customer Engagement Plan and Multi-Year Strategic Plan. Throughout the year, we dedicated our efforts to understanding and addressing our customers' needs, enhancing customer satisfaction, supporting government initiatives, expanding outreach efforts, sharing our knowledge and expertise, and promoting and communicating all of our products and services, events, and programs.

The CRM team's accomplishments in 2022 have strengthened our relationships with our customers and stakeholders and sets a high standard for continued growth and success for OECM in the future.

Total Number of Inquiries

1528

Broader Public Sector (31%)
School Boards (27%)
Municipal Services (16%)
Potential Suppliers (10%)
Universities (10%)
Colleges (9%)

CUSTOMER SUPPORT

The Customer Support team had a fulfilling year, providing exceptional customer service and addressing over 1,500 incoming inquiries from customers across all sectors as well as potential supplier partners.

CUSTOMER EXPERIENCE & SATISFACTION

In September, a second wave of OECM's Customer Satisfaction Survey was conducted through Nanos Research, an independent organization commissioned to oversee this initiative. The feedback helped us gather valuable insights into OECM's customer experience including their level of satisfaction with our products and services.

We're proud of the survey results.



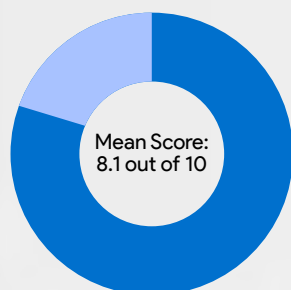
High Overall Satisfaction
High Satisfaction for Quality
High Satisfaction for Overall Customer

Majority would recommend OECM:

+77.2 Net Promoter Score of +77.2 (increasing from +73.7 in 2021)

Good Mutual Relationship, noting:

"having a good relationship"
"nice to work with"
"saving customers time"
"Streamlining procurement"



CUSTOMER ENGAGEMENT & BUSINESS REVIEW MEETINGS

During the year, the CRM team continued to carry out the initiatives and activities outlined in the Customer Engagement Plan. We conducted over 50 Customer Business Review meetings with key education sector customers, yielding valuable feedback and engaging discussions. These "mini deep dives" gave us a deeper understanding of our customers' needs, expectations, and requirements.

SUPPORTING MINISTRY OF EDUCATION'S PLAN TO CATCH UP INITIATIVE

In October, the province announced an **additional \$15 million in funding** as part of the Ontario government's **Plan to Catch Up** initiative to help students get back on track after learning disruptions due to the pandemic. The funding was made available to School Boards to offer a digital math tool and Boards were also encouraged to leverage OECM's Math Skills Digital Tools agreement.

To maximize and leverage this funding and support from the Ministry of Education, we extended our **Math Skills Digital Tools** agreement with our supplier partners for three more years and held an **informative webinar** to guide School Boards in utilizing the agreement.

THOUGHT LEADERSHIP: SHARING OUR INSIGHTS & EXPERTISE

As a premier customer-driven supply management partner for Ontario's public sector, we hold a significant responsibility in establishing best practices and leading the way in adopting new approaches to drive innovation and demonstrate value beyond cost savings. Throughout 2022, we explored new opportunities to solidify our position as thought leaders in the public procurement sector by sharing our knowledge and expertise through several interviews, articles, and events.

Apart from our own OECM publications and events to address current supply chain and procurement challenges, we have also shared our insights and expertise in the following industry-related publications:

- Insights Success
 - **Karen Owen: Unlocking the Potential of Strategic Sourcing**
- Ontario Public Buyers Association's Caveat Emptor
 - **The Second Stage Selection Process: Making it Work to Your Advantage**
 - **A Collaborative and Strategic Approach to Supply Chain Troubles**



CUSTOMER OUTREACH INITIATIVES

Throughout this year, as we saw the gradual return to in-person events and corporate gatherings, OECM also began to re-establish and build our outreach efforts to strengthen our connections with key strategic organizations in the education and municipal sectors. In 2022, OECM actively participated in several sector events with the following groups:

- Ontario College Facilities Management Association (OCFMA)
- Ontario Association of Physical Plant Administrators (OAPPA)
- Ontario University Council of Chief Information Officers (OUCCIO)
- Ontario College Council of Chief Information Officers (OCCCIO)
- Ontario Association of School Business Officials (OASBO)
- Municipal Finance Officers' Association (MFOA)



MARKETING & COMMUNICATIONS

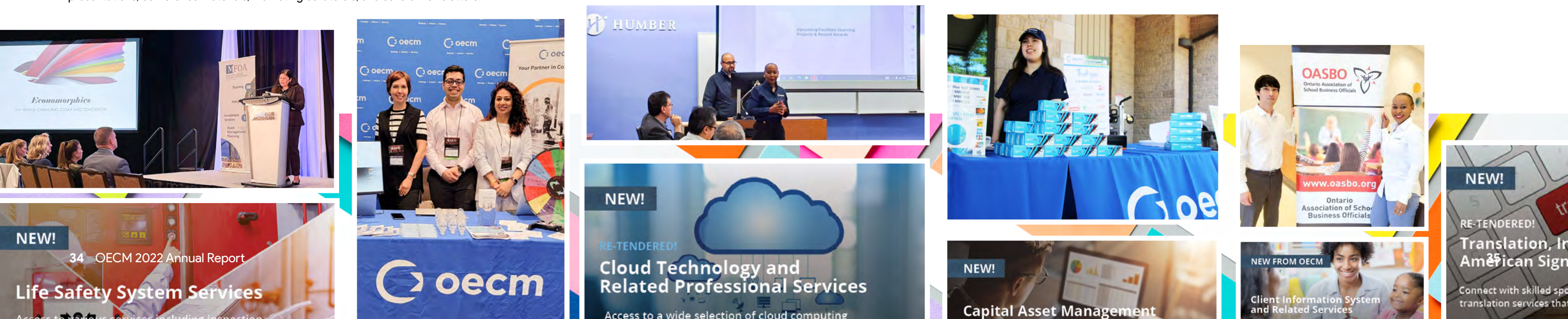
At the core of our organizational structure, the Marketing and Communications (MarCom) team works closely with OECM's Executive team and our Strategic Sourcing, Customer Support, Supplier Relationship Management, and Business Development teams to bridge communication between our organization and our customers, supplier partners, and stakeholders. Throughout this year, the team continued to work tirelessly on various communications and marketing materials to promote our Marketplace of Products and Services to our customers across all sectors.

In 2022, the MarCom team produced and disseminated a plethora of marketing materials and communications, expertly targeted to the needs of our wide-ranging audiences. These included contractual updates, supplier partner promotions, new agreement launches, thought leadership pieces such as contributed articles and blog posts, social media content, presentations, conference materials, marketing collaterals, and several newsletters.

NEW OECM INTRODUCTORY VIDEO

To drive home OECM's value and improve our support for current and potential customers, we released an informational video to introduce our services, agreements, and product offerings.

Learn more about us and how to start accessing our Marketplace.



BUSINESS DEVELOPMENT

In May, OECM took a significant step towards accelerating our growth and expanding our products and service offerings, establishing a dedicated **Business Development (BD) team**. The team focuses on identifying and pursuing new business opportunities across new and current public sectors and strengthens our commitment to align our strategic objectives with our customers’ priorities and form partnerships that add value to our customers and suppliers. Over the course of the year, the team proactively sought collaborations with various public sector associations, advisory committees, project teams, and Indigenous-based organizations. These partnerships allowed us to expand our current offerings and build valuable relationships for new opportunities.

We are proud of the accomplishments of our BD team this year and their collaborative efforts in establishing several of the following Strategic Partnerships.

STRATEGIC PARTNERSHIPS

Over the last year, OECM has embarked on several strategic partnerships to expand our network and offer our products and services to a broader range of organizations and public sector entities. To gain traction in public spaces, we have established a presence at the national and provincial levels. In 2022, we established and hosted the inaugural GPO Summit, which included participation from several GPOs across multiple provinces to discuss synergies and collaborative opportunities. Leveraging OECM’s Sector Success Sharing (SSS) program, the Municipal Finance Officers Association (MFOA) hosted two targeted sessions for the **Northern Municipalities in Thunder Bay and Sudbury**. The sessions resulted in a potential strategic project encompassing a municipal review of existing procurement policies, including recommendations to facilitate collaborative procurement by standardizing and streamlining existing procedures.

OECM also established Memorandums of Understanding (MOUs) with two healthcare organizations to enable access to our respective agreements across our collective customer bases. We collaborated with University Health Network (UHN) to assess partnership opportunities and to coordinate a “think tank” with senior supply chain leaders across healthcare, education, and government. We also initiated dialogue with HealthPro, a national healthcare GPO, to assess partnership opportunities. And, we continued to strengthen our **existing partnership with Shared Services West (SSW)**, enabling our customers to leverage SSW’s broad range of agreements.

In the coming year, the Business Development team aims to nurture existing affiliations and establish new strategic partnerships that align with OECM’s Multi-Year Strategic Plan and key performance indicators.

SECTOR-WIDE ADVISORY COMMITTEES AND WORKING GROUPS

In 2022, OECM focused on instituting specialized teams to provide valuable insight into a specific sector. In addition to supporting the continued efforts of the Facilities Priorities Project (FPP) Team and the IT Advisory Committee, both instated in 2021, we successfully established two new groups, representing additional stakeholders and sector partners. We created the Supplier Working Group, comprised of OECM supplier representatives who offer critical perspectives on the public sector procurement landscape, and the Municipal Sector Advisory Committee, comprising experienced Municipal sector leaders with extensive insights and knowledge to help facilitate business development opportunities with our municipal partners.

INDIGENOUS PROCUREMENT ENGAGEMENT STRATEGY

OECM is a collaborative partner with the Canadian Council for Aboriginal Business (CCAB), Indigenous Works, and Ontario First Nations Economic Developers Association (OFNEDA). As part of our commitment to ongoing engagement and collaboration with Indigenous organizations, in 2022, we began the process of developing an Indigenous Procurement Engagement Strategy. The strategy will help us identify specific requirements from Indigenous procurement partners, expand the participation of Indigenous organizations through OECM, and explore partnership opportunities. With 27 active Indigenous-based organizations leveraging our agreements and \$4 million in total spend, we look forward to strengthening existing affiliations and establishing OECM as a trusted procurement leader within the Indigenous community in the years to come.

OECM’S COMMITMENT TO ESG LEADING PRACTICES

We are committed to conducting our business in a socially responsible and environmentally sustainable manner. In December, with the guidance of ESG Global Advisors and in consultation with several key stakeholder groups, we completed an Environmental, Social, and Governance (ESG) Materiality Assessment to develop a blueprint for OECM’s ESG strategy in 2023.

Our commitment to ESG is an integral part of OECM’s business strategy and by incorporating sustainability into everything we do we will create long-term value for all of our stakeholders. We look forward to sharing our progress in this area in our next annual report.

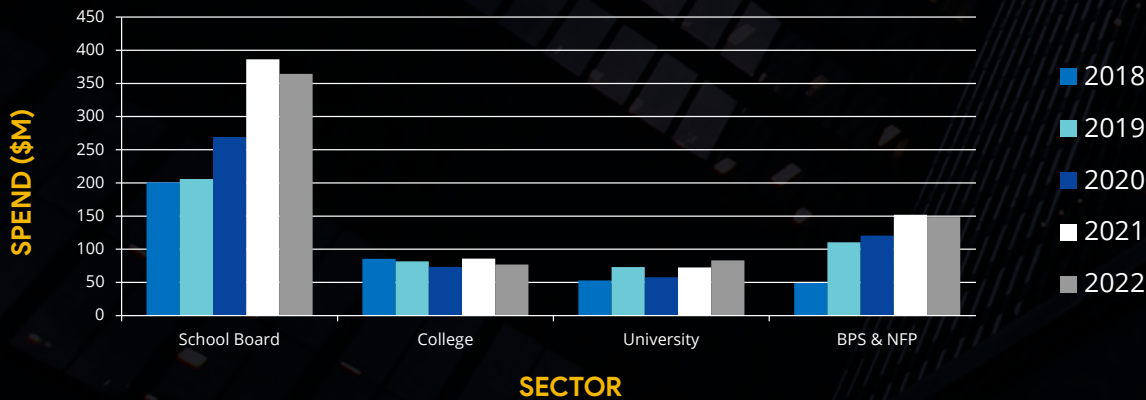
financial highlights

COLLABORATIVE SPEND

In 2022, OECM completed a total of 13 strategic sourcing initiatives and streamlined our Marketplace to provide customers with a wider choice of products and services through 80 agreements available through 319 active supplier partners. We also facilitated a collaborative Spend of \$673 million,

YEAR OVER YEAR (YOY) SPEND

While the Education sector remains a key area of focus, we continue to work toward expanding our offering to respond to the needs of other sectors across the Province. In 2022, we facilitated a sector Spend of \$148.4 million in procurement from other BPS and NFP organizations, including Municipalities.



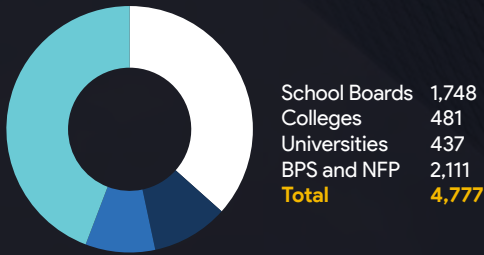
PARTICIPATION BY SECTOR ON ALL PRODUCTS AND SERVICES

OECM's total collaborative Spend is driven by our customer participation across 80 categories of products and services. In 2022, OECM achieved total collaborative Spend of \$673 million through 4,777 Customer-Supplier Agreements (CSA), with the greatest participation from the School Board Sector, followed by Non-Education Sectors, the University Sector and the College Sector.

Total Spend by Sector



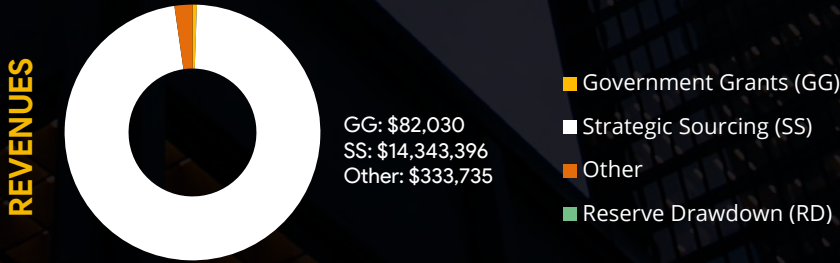
Total CSAs by Sector



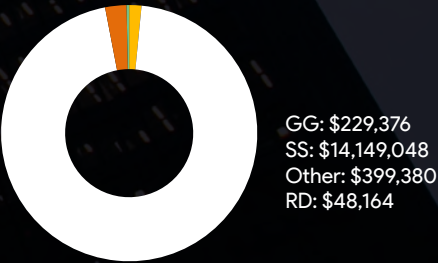
REVENUES AND EXPENSES

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 services remits 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 2022 Audited Financial Statements were approved by the Board of Directors at the April 4, 2023 Regular Meeting and are available upon request.

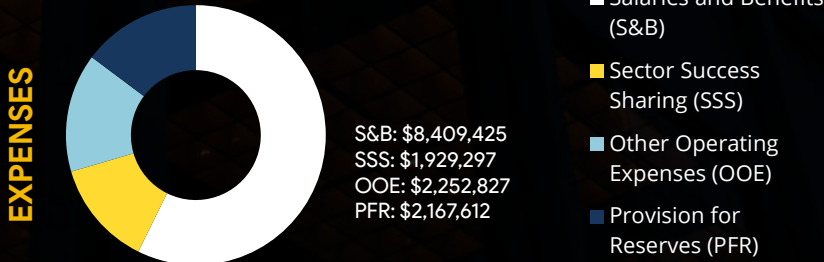
2021 | \$14,759,161



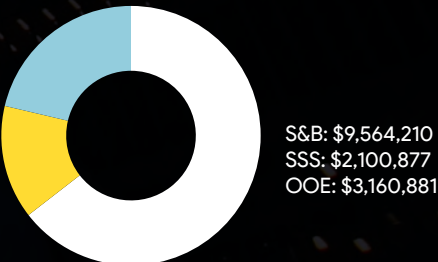
2022 | \$14,825,968



2021 | \$14,759,161



2022 | \$14,825,968



top 10 products and services, & participating supplier partners

In 2022, the top ten agreements based
on collaborative Spend include:

1

End-User Computing Devices and Services

CDW Canada, Dell Technologies, Compugen Inc.

2

HVAC System Air Filter and HEPA Air Filtration Units and Related Products

Aeroex Technologies, Americair Corp., Blade, Camfil Canada Inc., Dafco Filtration Group, FlagHouse, Grand & Toy Ltd., Mister Chemical Ltd., QAir Environmental Controls, Staples Professional Inc., Swish Maintenance Ltd.

3

Software License Products and Related Services

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

4

Office Supplies and Fine Copy Paper

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

5

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.

6

Networking Products and Related Services

Bell Canada, Calian Ltd., CDW Canada, Cloud Managed Networks, Compugen Inc., Computacenter TeraMach 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., Netagen Communication Technologies Inc., Northern Micro Inc., OnX Enterprise Solutions Ltd., Secure Links, Secure Sense Solutions Inc., Softchoice Canada Inc.

7

Chrome and Cloudbook Devices and Services

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

8

Office and Production Multi-Function Devices and Related Services (MFD)

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.

9

Portable Classroom and Modular Building Supply and Installation

NRB Inc.

10

Student Information System and Related Services

Fujitsu Consulting (Canada) Inc.



looking ahead

OECM is well-poised to continue on its trajectory of business growth and transformation in 2023. We continue to maintain our position as a leader in collaborative strategic sourcing in Ontario with several initiatives geared towards facilitating collaboration amongst and between our customers in Ontario's education, municipal, health, broader public sectors and not-for-profit communities.

We are diligent in our efforts to transform OECM's solid sourcing practice into a recognized **Centre of Excellence** for collaborative supply management innovation. We're streamlining procurement processes, increasing the use of collaborative technology tools and introducing innovative value-based practices to expedite and increase access to more relevant, high-quality, priority products and services in 2023 and beyond.

We're also investing in corporate brand awareness and positioning strategies, including a dedicated Thought Leadership and Outreach program with over 80 engagements already secured for 2023, an inaugural College and University Procurement Summit scheduled for June 2023, and a Facilities Summit scheduled for October 2023.

As well, work is in progress on the development of an ESG Roadmap for OECM and its stakeholders, greater opportunities for Indigenous community relations, and planning for our 3rd Ontario Leadership & Collaboration Sector Symposium in February 2024.

We keep a firm eye on initiatives that support our commitments to enhance sustainability practices, diversity and inclusion, and continued learning and professional development opportunities for our staff. Our People Strategy remains a key focus for 2023, as ultimately it is our team members who play a vital role in the preservation of our ongoing success.

stay connected

OECM ON SOCIAL MEDIA

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

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

interactive section

hover over elements and click for more.

OECM NEWSLETTERS

Subscribe to OECM's newsletters and stay updated on the latest news and activities at OECM and across the sectors we serve. Customers can customize their communications preferences through the OECM website while registering for an [account](#).

The OECM Connection: Unlocking the Potential of Collaboration

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

OECM's Municipal Marketplace

Get the latest in municipal sector-related achievements, OECM agreement launches, and customer spotlights, as well as upcoming sector events, workshops, and other news and information relevant to OECM's municipal customers and stakeholders.

Supplier Partner Agreement Updates Newsletter & Upcoming Webinars and Promotions Newsletter

Subscribe to receive these comprehensive weekly and bi-weekly newsletters, providing the latest in supplier partner agreement updates and webinars, promotions and related supplier partner offerings.

