

2024

Annual Report





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About OECM

OECM is a trusted not-for-profit collaborative sourcing partner for Ontario's education, municipal and Broader Public Sector (BPS) customers. 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 500 (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

As we reflect on 2024, we are proud to recognize it as a record-breaking year for OECM, underscored by significant milestones and strengthened partnerships. OECM's continued growth and resilience in serving Ontario's broader public sector is a testament to its unwavering commitment to collaboration, innovation, and delivering exceptional value to its customers, suppliers, and partners. A significant milestone was achieved this year, with OECM surpassing \$5 billion in accumulated collaborative Spend—an accomplishment that underscores the trust placed in us by our customers and suppliers and the impact of OECM's unique, self-sustaining, strategic sourcing model.

In 2024, the Board continued to support strategic initiatives that enhance OECM's impact and strengthen its value to the broader public sector. Key advancements included the evolution of our Environmental, Social, Governance, and Indigenous (ESGI) strategy, the expansion of data-driven decision-making tools, and the enhancement of customer, supplier, and stakeholder engagement programs. These initiatives reflect our mission, vision, and values, ensuring OECM remains a trusted partner in procurement modernization and strategic sourcing.

This year also marked a pivotal leadership transition. After over eight years of dedicated service, John Sabo retired as President and CEO on June 30, 2024. We extend our deepest gratitude to John for his visionary leadership, which has been instrumental in OECM's evolution and success. Succeeding him, Jim Hadjiyianni assumed the role of President and CEO on July 1, 2024. Jim's extensive experience and strategic insights position OECM for continued innovation and growth in 2025 and beyond.

The Board remains committed to strong governance through ongoing evaluation, renewal, and the integration of diverse expertise. This year, we welcomed new Customer Council Committee (CCC) members, further strengthening our direct engagement with customers and ensuring their perspectives continue to shape OECM's strategic direction and service offerings.

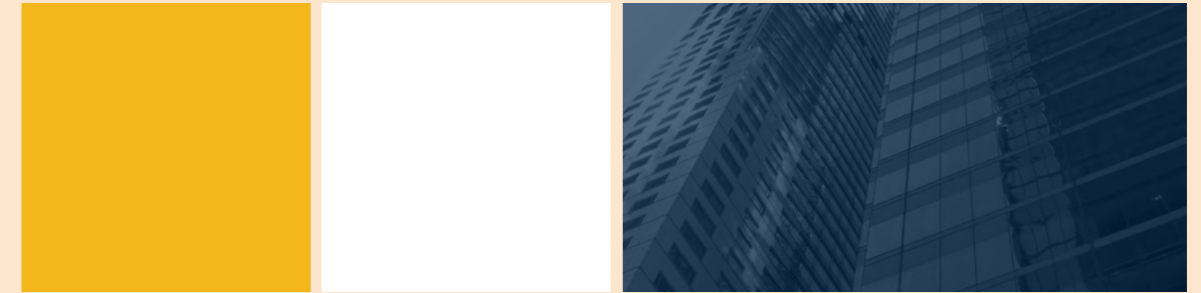
The trust our customers, suppliers, and partners place in OECM is the cornerstone of our success, and we are dedicated to fostering transparency, collaboration, and excellence in all that we do.

Looking ahead, OECM remains committed to enhancing its collaborative sourcing solutions, fostering sustainable partnerships, and driving value and innovation for Ontario's public sector. Our achievements are a direct result of the dedication and expertise of the entire OECM team. I extend my heartfelt appreciation to all staff and my fellow Board members for their unwavering commitment to our mission.

Together, we will continue to navigate the evolving landscape, ensuring that OECM remains a trusted collaborative sourcing partner in delivering service, choice, savings, and value to Ontario's schools, colleges, universities, municipalities, hospitals, long-term care homes, and other customers across the broader public sector and not-for-profit community.



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





CEO's Message

PAST PRESIDENT & CEO, JOHN A. SABO

As I reflect on my time with OECM, I am incredibly proud of what we have accomplished together. Since 2016, I have had the privilege of leading OECM through an ambitious transformation agenda, driving substantial growth, financial sustainability, and the value we provide to our customers and supplier partners. Together, we achieved tremendous success, including reaching \$4 billion in accumulated collaborative Spend and a record 300 percent increase in customer growth in 2023. The first half of 2024 continued this momentum, with OECM on a strong trajectory to realize several new financial and organizational milestones.

I have always been passionate about the power of collaboration and transformative initiatives that push boundaries and create new opportunities. Throughout my tenure, I have worked to solidify OECM's partnerships with key provincial stakeholders, including the Ministry of Education, the Ministry of Colleges and Universities, and others. Strengthening relationships with national group purchasing organizations, shared services entities, customers, and supplier partners has been central to OECM's growth and success. These connections reinforce OECM's role as a leader in collaborative procurement, ensuring we can continue to deliver service, choice, savings, and value to Ontario's communities.

On June 30, 2024, I had the privilege of concluding my tenure as President and CEO, passing the leadership of this exceptional organization to Jim Hadjiyianni. Having worked closely with Jim during his time as Vice President of Supply Management and Business Development, I have every confidence that OECM will continue to thrive under his leadership, building on the strong foundation we have established. The organization's future is bright, with a dedicated team and a clear strategic vision that will propel it forward.

I would like to extend my deepest gratitude to the OECM team, whose dedication and expertise have been the driving force behind our success. I also want to thank the Board of Directors for their guidance and trust, as well as our customers and supplier partners for their ongoing support and confidence in OECM. It has been an honour to serve as President and CEO, and I look forward to seeing OECM's continued growth and impact in the years ahead.



John A. Sabo
*President &
Chief Executive Officer, OECM
(May 2016 – June 2024)*

CURRENT PRESIDENT & CEO, JIM HADJIYIANNI

It is an honour to share OECM's 2024 Annual Report with you in my first year as President and CEO. Stepping into this role on July 1, 2024, I was fortunate to inherit a strong and thriving organization built on a foundation of collaboration, innovation, and unwavering commitment to delivering value. I want to extend my deepest appreciation to John Sabo for his leadership in transforming OECM into the trusted partner it is today.

2024 was a record-breaking year for OECM, reinforcing our position as a leader in collaborative strategic sourcing. Life-to-date collaborative Spend surpassed \$5 billion, and we achieved our highest-ever annual customer Spend of \$768 million. Our impact extended to over 1,000 active customers and 510 suppliers, demonstrating the strength of our self-sustained procurement model. We expanded the active Marketplace, increased supplier participation, and ensured compliance with evolving regulatory frameworks, all while embedding Environmental, Social, Governance, and Indigenous (ESGI) principles and innovation into our sourcing strategies.

Our investment in technology and efficiency, including workflow automation and enhanced data visualization tools, has enabled more effective decision-making, improved service delivery, and introduced self-service tools that our customers can access 24/7. Additionally, we advanced our Truth and Reconciliation goals by increasing Indigenous participation in OECM contracts to 40+ organizations with \$9 million in total Spend.

Looking ahead, OECM is poised for continued growth, and business diversification, as we implement our Strategic Growth Plan and adapt to the evolving needs of Ontario's broader public sector. By strengthening government relations, deepening strategic partnerships, and leveraging advanced technology, we will drive innovation and enhance the efficiency, sustainability, and value of Ontario's public procurement system.

I am deeply grateful to our dedicated team, the Board of Directors, our various committee members, partners and allies, and the customers and suppliers who trust in OECM wholeheartedly. Thank you for your loyalty and support. Together, we will advance procurement excellence, optimize efficiencies, and create lasting value for the communities we serve.



Jim Hadjiyianni
*President &
Chief Executive Officer, OECM
(July 2024 – Ongoing)*

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



Lesley Cornelius (ICD.D)
Vice Chair of the Board
Member, Customer Council
Member, Strategic Planning



Eitan Dehtiar (CPA, CMA, ICD.D)
Vice Chair of Strategic Planning Steering Committee
Member, Audit and Finance
Member, Strategic Planning



Greg Treffry (CPA, CA, CMA, ICD.D)
Chair of Audit and Finance Committee
Member, Audit and Finance
Member, Technology



Mike D'Amico
Chair of Governance and Human Resources Standing Committee
Member, Governance and Human Resources



Kevin Kobus
Chair of Customer Council Standing Committee
Member, Governance and Human Resources
Member, Strategic Planning



Kathy Pozihun
Chair of Technology Steering Committee
Member, Customer Council
Member, Technology



Janice Ciavaglia
Board Member
Member, Customer Council
Member, Governance and Human Resources



Dilhari Fernando (CGB.B)
Board Member
Member, Audit and Finance
Member, Customer Council



Julia Hanigsberg (ICD.D)
Board Member
Member, Strategic Planning
Member, Governance and Human Resources



Patricia Li (CPA, ICD.D)
Board Member
Member, Audit and Finance
Member, Technology



Andrew Szende
Board Member
Member, Audit and Finance
Member, Technology

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

Customer Council Committee



Radha Krishnan
College Sector Representative
Associate Vice President of Information Services, Seneca College



David Neale
College Sector Representative
Executive Director of Campus Services, Seneca College



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



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



Brad Parkes
University Sector Representative
Assistant Vice President, Facilities Services, York University



Marny Scully
University Sector Representative
Vice President of Policy and Strategy, Council of Ontario Universities (COU)



Josh Tonnos
University Sector Representative
Associate Vice President Financial Services and CFO, Brock University



Bo Wandschneider (ICD.D)
University Sector Representative
Chief Information Officer (CIO), University of Toronto



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



Matthew Gerard
School Board Sector Representative
Associate Director, Support Services, Hamilton-Wentworth District School Board



Brian Jeffs
School Board Sector Representative
Executive Director, Ontario Senior Business Officials (COSBO)



Brian McKay
School Board Sector Representative
Associate Director, Corporate Services, the Lambton Kent District School Board



Bryan Martin
Municipal Sector Representative
Chief Administrative Officer/ Clerk and Treasurer for the Township of South Algonquin



André Morin
Municipal Sector Representative
Director of Corporate Services/ Treasurer for the Town of St. Marys



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



Jennifer Churchill
Broader Public Sector Representative
CEO of Empowered Kids Ontario-Enfants Avenir Ontario (EKO)



David Jaulneau
Broader Public Sector Representative
Director of Commercial Practice, Enterprise Commercial Management, Metrolinx

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

Our People

Our people are at the core of our success.

At OECM, we embrace the mantra “Work Hard, Play Hard.” We believe that happier staff members have higher work efficacy and that mental and physical well-being is just as important as professional success. This is reflected in the five pillars of our People Strategy.

OECM’s People Strategy is a Board-approved and management-led strategic approach that endorses five key components as part of its people plan – **Total Rewards, Leadership & Talent: Acquisition and Development, High-Performance Culture of Excellence, Workforce Planning, and HR Operational Excellence.** The strategy aims to enhance our quality of work, encourage our team members’ professional and educational advancements, attract and retain exceptional talent, and nurture a positive work culture.

Additionally, OECM’s commitment to diversity and inclusion is reinforced in our business practices and corporate culture which endorses inclusive hiring practices, ensures fair representation, facilitates initiatives for staff to share cultural experiences, and cultivates an environment of unconditional acceptance. In today’s ever-changing world, we know that we must be meaningful in our actions and strive to make an impact that matters to our customers, suppliers, staff, stakeholders, communities, and country.

Key Highlights:

- **91%** staff retention rate
- **16** team members earning or pursuing professional designations (NISCL-CSCL/CSCMP), a 250% increase since 2023
- Advanced Truth and Reconciliation goals by increasing Indigenous participation in OECM contracts to **40+** organizations with **\$9 million** in total Spend



Our Commitment to Environmental, Social, Governance and Indigenous (ESGI)

Building a sustainable future together.

OECM remains deeply committed to conducting our business in a socially responsible and environmentally sustainable manner. As key principles and pillars of our approach, we're fostering sustainable practices and building stronger communities through our dedication to Environmental, Social, Governance, and Indigenous (ESGI) engagement and community relations. By integrating ESGI into our procurement strategies, we strive to create lasting value for our customers, suppliers, and other partners.

We aim to generate meaningful economic, cultural, and social impact by supporting diverse suppliers and fostering respectful relationships with Indigenous communities across Ontario. Our initiatives are guided by collaboration, transparency, and the continuous pursuit of positive change, reinforcing OECM's commitment to sustainability and reconciliation.

[Learn more about OECM's ESGI commitment and journey.](#)



OECM's Strategic Growth Plan

In 2024, OECM, in collaboration with the Board of Directors, established its **Strategic Growth Plan**, a natural evolution and expansion of the organization's Multi-Year Strategic Plan (MYSP) which was first established in 2020. The three-year growth strategy builds upon OECM's proven ability to drive value, savings, choice, and service while aligning with the evolving needs of Ontario's education, municipal, and broader public sector.

Rooted in stakeholder engagement and market insights, the Strategic Growth Plan is guided by **eight** strategic priorities that focus on prioritizing the customer and supplier partner experience and expanding customer participation, strengthening OECM's presence across diverse public sector segments, enhancing product and service offerings with greater customization and speed to market, strengthening government relations and advocacy, and deepening strategic partnerships to maximize procurement efficiency and impact. Additionally, a targeted emphasis on ESG and Indigenous procurement, alongside investments in technology, people, and resources, will ensure OECM's continued trajectory toward growth and diversification.

By aligning with these priorities, OECM is well-positioned to drive sustainable growth, enhance procurement excellence, and deliver even greater value to customers and supplier partners in the years ahead.

OECM's **Customer-Centric Service Delivery Framework (CCSDF)** aligns with our commitment to providing exceptional, customer-focused services. This framework strengthens OECM's role as a Premier Collaboration Partner for the education sector, broader public sector, municipal sector, and not-for-profit organizations.

Built on **seven** key elements, the CCSDF has consistently driven customer satisfaction, loyalty, and advocacy by ensuring accurate, consistent, and high-quality service delivery.

Seven Elements of the CCSDF

1. Listen to the customer
2. Define service offerings
3. Improve customer engagement
4. Enhance effective use of technology
5. Set standards and measure performance
6. Actively involve industry, suppliers and other partners
7. Engage staff and strengthen culture





2024 Business Highlights

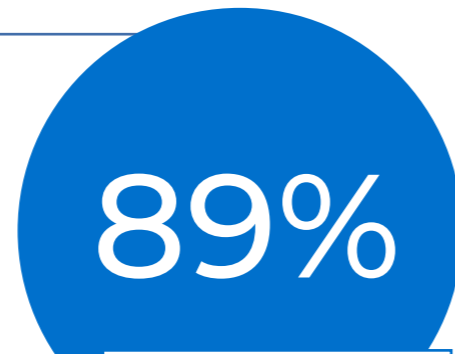
In 2024, we continued to have all of Ontario's educational institutions participate in and leverage OEMC agreements. On average, across **116** School Boards, Colleges, and Universities, OEMC's individual Education Sector Customer agreement spend was **\$4.9 million**, with approximately 18.2 product/service agreements leveraged.

116 School Boards, Colleges and Universities

165 Healthcare Institutions or Hospitals

302 Municipal and Related Services entities

479 Other Broader Public Sector and Not-for-Profit organizations



Ontario's education sector utilizes over 89% of OEMC's agreements and product/service offerings.

1,062 Total Active Customers

In addition to our education sector customers, as of December 31, 2024, we had **946** other Broader Public Sector and Not-for-Profit organizations actively using our Marketplace, including **165** Healthcare institutions or Hospitals and **302** Municipal and Related Services entities. Despite continued global unrest contributing to ongoing supply chain disruptions and demanding market conditions, 2024 was a record year for OEMC – marked by increases in collaborative Spend, customer growth and product and service offerings.

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Key Stats

Collaborative Spend

Collaborative Spend provides the ultimate measure of OECM's customers' participation and support. In 2024, OECM had a total of \$768 million in collaborative Spend.

Per student Spend in the Education sector totalled \$203 per student.

\$768M

Total collaborative Spend (in millions)

\$203

Spend per student in Ontario

Active Customers

OECM is a customer-based organization that provides savings, choice, and service to its 1,062 customers. In 2024, we welcomed 79 new OECM customers.

79

New OECM customers in 2024

Products & Service

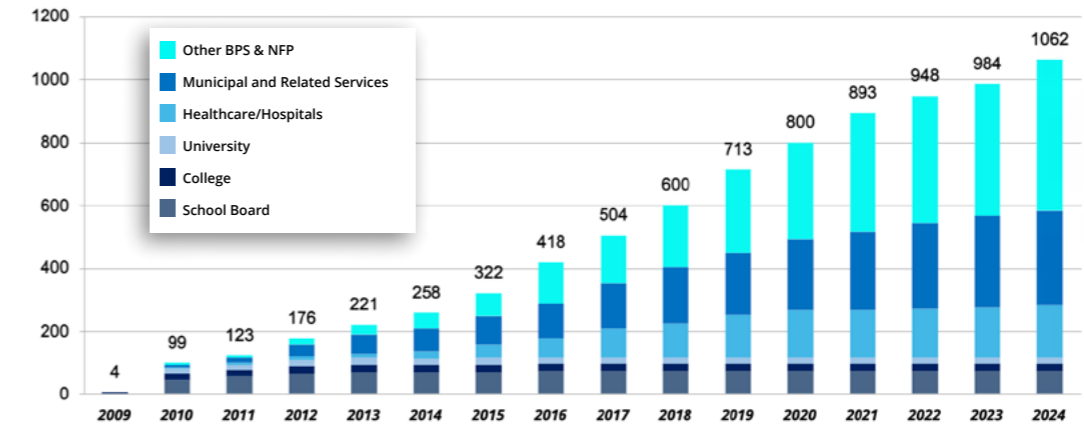
OECM offers products and services that can be facilitated best through collaboration. In 2024, we had 90 categories of products and services available through our Marketplace, including 5 new categories with a major focus on Facilities and Operations related agreements.

90

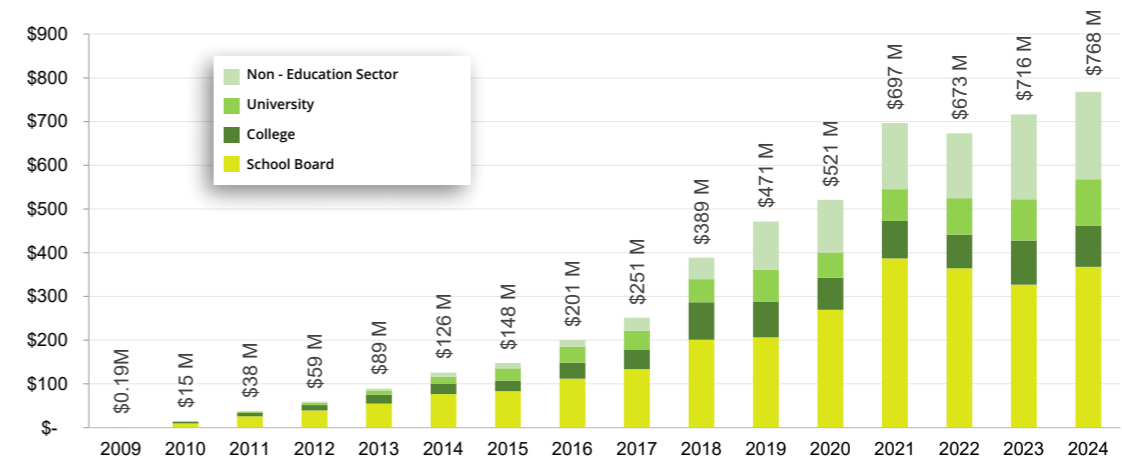
Total products & services categories in 2024



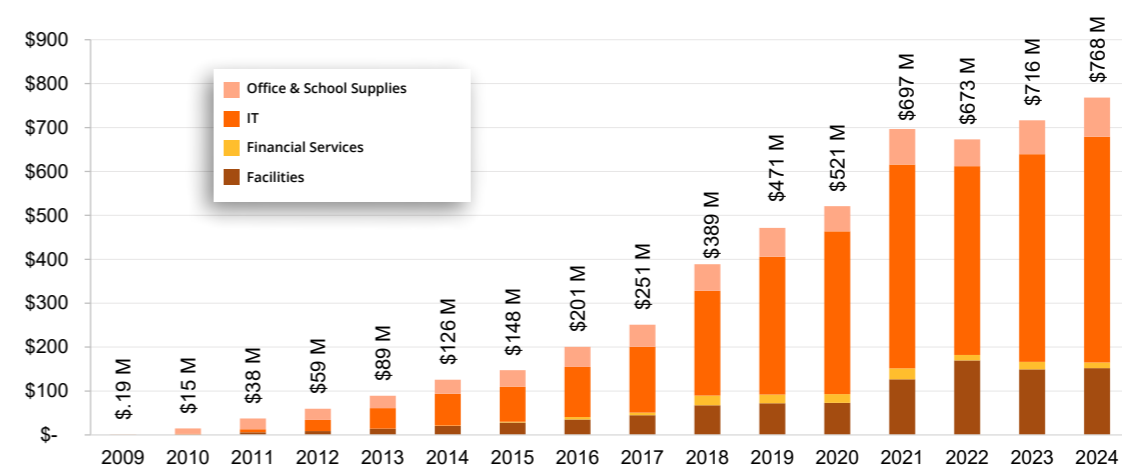
Total No. of Active Customers



Collaborative Spend by Sector (millions)



Collaborative Spend by Category (millions)



OECM MILESTONE: \$5 Billion in Collaborative Spend



In November 2024, OECM **reached the remarkable milestone of \$5 billion** in life-to-date accumulated collaborative Spend, further demonstrating our position as Ontario's leading collaborative sourcing partner for the broader public, not-for-profit, and education sectors.

"OECM's journey is proof of the power of collaboration and shared purpose. This \$5.0 billion milestone belongs to our customers and suppliers whose trust and partnership have been integral to our success. Together, we've created a model that delivers more than just cost savings—it provides strategic value that strengthens public procurement across Ontario's public sector."

– Jim Hadjiyianni, President and CEO, OECM

Sector Success Sharing & Funding Initiatives

OECM continued to support our **Sector Success Sharing (SSS) program**, an exclusive initiative that allows for surplus funds generated through collaborative Spend on OECM contracts to be invested back into the sectors we serve, including school boards, colleges, universities, and municipalities.

Significant projects supported in 2024 include:

- Strategic Enterprise Risk Management (School Boards)
- Aspen Student Information Systems (SIS) Implementation and Support (School Boards)
- Coordinating Committee of Vice Presidents Students/Indigenous Peoples' Education Circle (CCVPS/IPEC) Research Project Supporting Indigenous Learners (Colleges)
- Procurement Data Harmonization & Efficiency Review (Universities)
- Northern Finance Workshops (Municipalities)



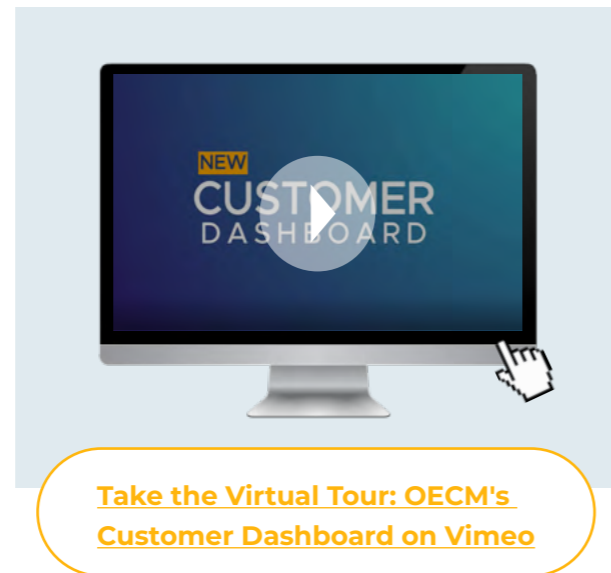
TECHNOLOGY TRANSFORMATION:

Enhancing Customer Experience

OECM prides itself on providing tailored information to our customers and supplier partners through ongoing website upgrades and the power of business intelligence and data analytics to support strategic decision-making and enhance procurement outcomes. 2024 highlights include:

Website Enhancements

In June 2024, OECM unveiled the new [Customer Dashboard](#), a much-anticipated enhancement to our website designed to provide a seamless, self-serve experience for customers. This innovative tool reflects our commitment to exceptional service, convenience, and delivering tailored solutions to meet the evolving needs of our customers. The Customer Dashboard serves as a central hub for customers across the sector, offering real-time 24/7 access to key data and insights.



Cybersecurity Updates

OECM further strengthened its information technology infrastructure in 2024 by implementing a Board approved Cybersecurity Policy Framework and related policies and procedures conforming to the National Institute of Standards and Technology Guidelines (NIST Version 2.0).

Business Intelligence

Data utilization is a fundamental tool that helps us establish benchmarks, measure Key Performance Indicators (KPIs), problem-solve, improve processes, identify the market and customers' needs, and set future goals that align with OECM's strategic outlook. OECM's Business Intelligence (BI) team oversees OECM's data architecture, provides analytical support to our leadership team, delivers regular and consistent data insights on corporate undertakings and promotes using unbiased data to leverage opportunities to support operations and strategic decision-making.

This year, the BI team rolled out an upgraded data storage and management plan to strengthen security measures, optimize costs, and improve our data quality and analytical capabilities.

THOUGHT LEADERSHIP, OUTREACH & EVENTS:

Sharing Our Insights and Expertise

As the premier customer-driven supply management partner for Ontario's public sector, we believe in establishing best practices and leading the way in adopting new approaches to drive innovation and demonstrate value beyond cost savings. OECM's thought leaders continue to make significant contributions to the public procurement sector, sharing valuable insights and expertise to foster dialogue, change, and innovation.

Our robust program combines published articles, industry publications, presentations and speaking engagements, participation at key sector conferences and events, and OECM-led events to inspire collaborative dialogue. As well, OECM's Supplier Relationship Management (SRM) team continues to collaborate with supplier partners to share the latest in supply chain and industry-related insights and trends via our [Industry Spotlight](#) news resource.

2024 Thought Leadership initiatives included:

Articles and Publications

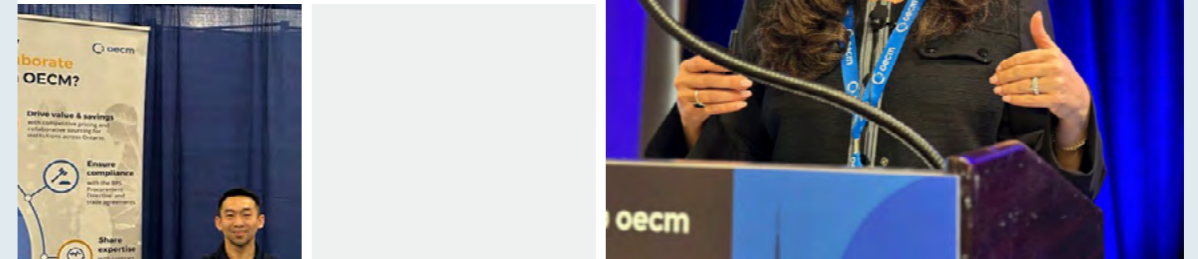
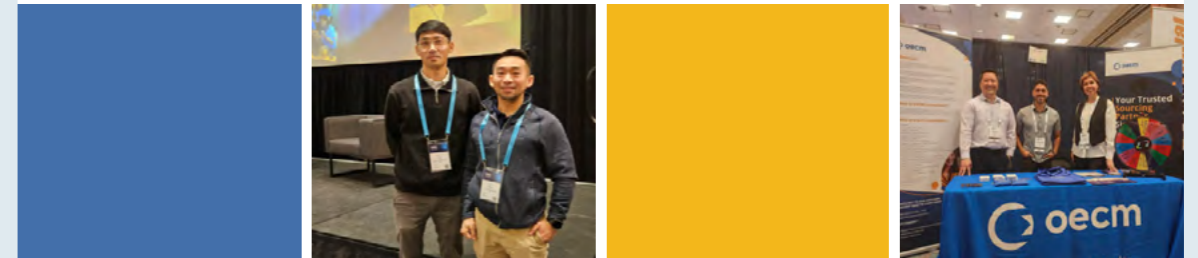
- [Interpreting Market Needs: Why Diversification Matters in Public Procurement](#)
- [Industry Spotlight: Focus on Artificial Intelligence \(AI\)](#)
- [Municipal Procurement and Essentials for Effective Practices](#)
- [Industry Spotlight: Focus on Modular Construction](#)
- [Empowering Municipal Procurement with Modern Technology Solutions](#)
- [The AI Revolution: How Artificial Intelligence is Transforming Municipal Procurement](#)

Outreach, Sponsorships and Speaking Engagements

In 2024, OECM actively engaged with industry leaders, customers, suppliers, and other partners through participation in various conferences and industry events. These initiatives fostered collaboration and knowledge-sharing and strengthened partnerships, while further reinforcing our commitment to sector engagement and leadership.

- **Ontario Library Association 2024 Super Conference**
- **NISCL Leadership Series 2024: Digital Supply Chain**
Fireside Chat – The AI Advantage: Rethinking Supplier Data Management
- **The Métis Nation of Ontario's Early Learning Conference 2024**
- **The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) Finance Forum**
Municipal Procurement & Essentials for Effective Practices

- **NISCL Leadership Series 2024: Sustainable Supply Chain**
Electrifying your Commercial Fleet to Meet Emissions Reduction Goals
- **Humber Career Fair: Supply Chain, Logistics, International & Global Business**
- **Dell Technologies Education Summit**
- **NISCL Leadership Series 2024: Women in Supply Chain**
Navigating Your Leadership Journey
- **Canadian Public Procurement Council (CPPC) Forum 2024**
Building an ESG Strategy: Prioritization, Alignment and Integration
- **2024 Ontario Agencies Supporting Individuals with Special Needs (OASIS) Conference**
- **Supply Chain Management Association Ontario (SCMAO) Leadership Series 2024: Supplier Diversity**
Indigenous Business Owners Speak
- **Canadian Credit Union Association (CCUA) National Conference for Canada's Credit Unions 2024**
- **OASBO's 80th Annual Conference & Education Industry Show**
Driving Innovation and Value: OEM's Sector Success Sharing Initiative
- **Ontario Association of Physical Plant Administrators (OAPPA) Annual Conference**
- **Educational Computing Network of Ontario (ECNO) Conference**
- **Municipal Information Systems Association (MISA) Annual Conference & Tradeshow**
- **NISCL Public Sector Live Chat**
Legal Trends in Public Procurement
- **Canadian Collaboration for Sustainable Procurement**
From Transaction to Connection: Reducing Barriers for Indigenous Business
- **NISCL Public Sector Procurement and Supply Chain Conference**
Changing Scope of Public Sector Procurement
- **National Cooperative Procurement Partners**
Cooperative Contracts in Canada
- **OASBO OMC 75th Annual Workshop**
- **Métis Nation of Ontario (MNO) 31st Annual General Assembly**
- **Ontario First Nations Economic Developers Association (OFNEDA) 2024 Conference**
- **Municipal Finance Officers' Association (MFOA) Annual Conference & Tradeshow**
Planning and Executing an Enterprise Resource Planning (ERP) Transformation
- **Ontario Public Buyers Association (OPBA) 66th Annual Conference**
Interpreting Market Needs: Why Diversification Matters in Public Procurement
- **NISCL National Healthcare Supply Chain and Procurement Conference**
Social and Indigenous Procurement
- **Ontario Public Buyers Association (OPBA) 2024 Reverse Vendor Tradeshow**
How to do Business with Group Procurement Organizations
- **NISCL Public Sector Live Chat**
Technology and Tools for Streamlining Procurement Processes and Administration
- **Ontario Public Buyers Association (OPBA) 2024 Reverse Vendor Tradeshow**
How to do Business with Group Procurement Organizations
- **OASBO Information & Communication Technology (ICT)**
- **Higher Education Summit**



OECM-led Events

As part of our overarching thought leadership strategy, OECM-led events and initiatives allow us to bring influential thought leaders and experts to our community of customers, supplier partners and stakeholders. Through these events, OECM promotes ongoing collaboration across sectors and industries, creates value for customers, and enhances operational efficiencies.

- On February 21-23, 2024, OECM hosted its **3rd Leadership and Collaboration Symposium**, with over 175 senior leaders and valued partners from Ontario's School Boards, Colleges, and Universities, as well as other provincial partners from the Health and Municipal sectors meeting to discuss future opportunities for collaboration while sharing their perspectives on leadership and partnership across sectors.
- OECM hosted its **2nd Procurement Summit** from May 13-15, 2024, bringing together over 150 senior procurement professionals from the broader public, education, municipal and healthcare sectors to network, participate in presentation sessions, and collaborate.
- In June 2024, OECM held its **3rd Annual Invitational Customer & Supplier Appreciation Charity Golf Tournament**, strengthening relationships with customers and supplier partners, while supporting the Daily Bread Food Bank as our charity of choice.
- In October 2024, OECM hosted over 100 supplier partners at its inaugural **Supplier Partner Workshop**. The event focused on building stronger, more collaborative relationships with our supplier partners, emphasized the importance of meaningful partnerships with our supplier partner community and how collaboration between OECM and our key suppliers will support mutual success.



Strategic Partnerships

OECM remains committed to strengthening the public procurement sector by building strategic partnerships that advance best practices, professional development, and supply chain effectiveness. In 2024, three major collaborations were established to support this commitment: greater value.



National Public Sector Champion – National Institute of Supply Chain Leaders (NISCL)

OECM was named NISCL’s exclusive National Public Sector Champion, reinforcing a joint commitment to strengthening Canada’s public sector supply chain network. This partnership focuses on fostering collaboration, knowledge sharing, and leadership in procurement across the nation.



Education Initiative Partner – Ontario Public Buyers Association (OPBA)

OECM became an OPBA Education Initiative Partner through a three-year collaboration aimed at revitalizing OPBA’s Principles of Effective Public Procurement program. This initiative includes the development of a modernized learning platform, the Public Procurement Learning Lab, designed to enhance professional development opportunities for public procurement professionals across Ontario.



Shared Services Program – eCampusOntario

OECM established a formal collaborative partnership with eCampusOntario to partner on the development and implementation of a shared services program for eCampusOntario’s member institutions. This strategic partnership will help increase cross-sector collaboration in procurement shared services while promoting innovative and transformative learning tools and expanding student engagement.

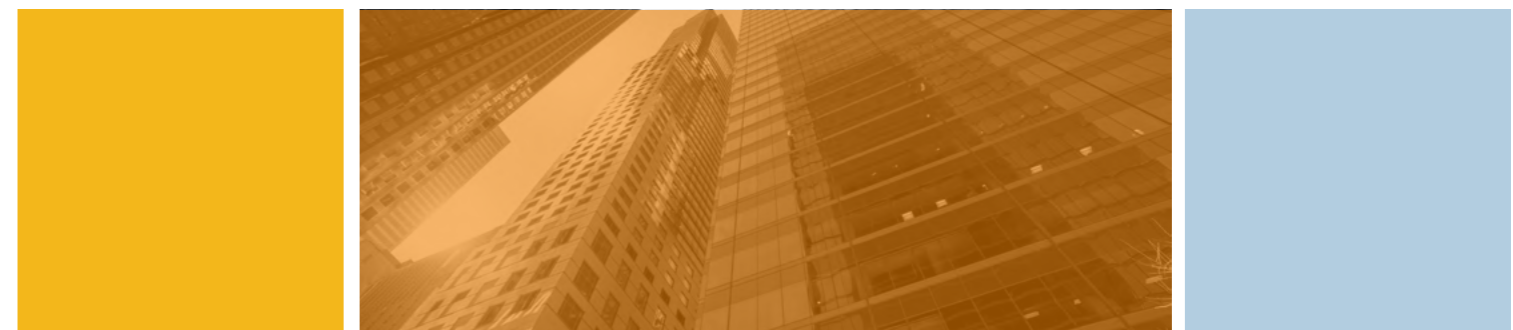
OECM: Advancing Together in 2024

OECM’s stellar performance and impact in 2024 was driven by the collaborative efforts of our Strategic Sourcing, Supplier Relationship Management, Customer Relationship Management, Business Development, and Marketing and Communications teams, working together to strengthen procurement solutions, expand supplier partner and customer engagement, and enhance strategic partnerships.

Coordinated collaboration remained at the core of our approach, whether through expanding the Supplier Recognition Program (SRP), integrating sustainability and Environmental, Social, Governance, and Indigenous (ESGI) considerations and principles into procurement, or deepening engagement with Indigenous and First Nations communities. By aligning our efforts, we enhanced customer experiences, supported supplier partnerships, and reinforced our role as a trusted partner across Ontario’s public sector.

OECM’s Corporate Services team—encompassing Human Resources, Information Technology, Financial Services, and Business Intelligence—plays a vital role in enabling our organization’s success. By providing the infrastructure, insights, and operational support that underpin our work, Corporate Services strengthens and connects every facet of our integrated service delivery model. From advancing workforce development through our People Strategy to streamlining systems and automating workflows to ensuring financial sustainability and leveraging data-driven insights, this team ensures we are equipped to operate efficiently and deliver exceptional value to our customers and supplier partners.

We are proud to share our achievements in 2024 that highlight how, together, we are strengthening OECM’s role as a trusted partner in collaborative procurement and supply chain management.



Strategic Sourcing: Expanding Marketplace Offerings

In 2024, OECM's Strategic Sourcing team continued to expand our Marketplace, keeping our agreements competitive and aligned with evolving customer needs. With 25 agreements successfully awarded, our efforts focused on retendering, enhancing, and introducing agreements that deliver greater value and choice for our customers.

Several new and retendered agreements were added to our Marketplace this year, including:

- Apparel and Related Products and Services
- Courier Services
- General Contractors for Construction Services
- Laboratory & Science Supplies
- Natural Gas Management and Advisory Services
- Online Marketplace Platform
- Plagiarism Detection Software
- Residence Furniture and Mattresses

[See our complete Marketplace of Agreements >](#)

Strengthening Ethical and Sustainable Procurement

OECM remains committed to ethical, transparent, and sustainable procurement by embedding key legislative compliance measures into our procurement process. In 2024, we reinforced our commitment to responsible procurement by integrating two significant legislations:

- **Building Ontario Business Initiative Act (BOBIA)** - Supporting local businesses and contributing to Ontario's economic growth by prioritizing provincial suppliers in procurement decisions.
- **Fighting Against Forced Labour and Child Labour in Supply Chains Act (Bill S-211)** - Strengthening ethical sourcing practices to promote fair labour standards and prevent forced and child labour in supply chains.

These commitments reflect OECM's ongoing efforts to align procurement practices with evolving regulations and promote fair, transparent, and socially responsible supply chain management across the public sector.

Collaborative Procurement: A National First

In 2024, OECM led its first-ever joint national sourcing initiative, partnering with key procurement organizations across Canada to expand cross-provincial collaboration and procurement efficiencies.

Our Partners:

- **BCNET** (British Columbia) - Providing expertise in advanced IT and procurement solutions for post-secondary institutions.
- **Cybera** (Alberta) - Supporting secure digital infrastructure for research and education.
- **Interuniversity Services Inc. (ISI)** (Atlantic Canada) - Offering procurement expertise for post-secondary institutions across the region.

This initiative, which received [an honourable mention in the 2024 CAUBO Quality and Productivity Awards Program](#), marks a significant step forward in national procurement collaboration, strengthening OECM's position as a trusted partner in advancing public sector procurement across Canada.

[See our complete list of Upcoming Agreements and Sourcing Projects >](#)



Supplier Relationship Management: Enhancing Collaboration and Performance

This year, OECM's Supplier Relationship Management (SRM) team strengthened supplier partnerships by enhancing collaboration, streamlining processes, and expanding recognition programs. Through data-driven insights, responsible procurement initiatives, and engagement opportunities, OECM continued to foster supplier partner success and long-term growth.

Enhancing Supplier Collaboration and Driving Efficiency

OECM continues to advance supplier relationship management by leveraging digital tools and process improvements to create a more agile and efficient procurement environment. In 2024, we:

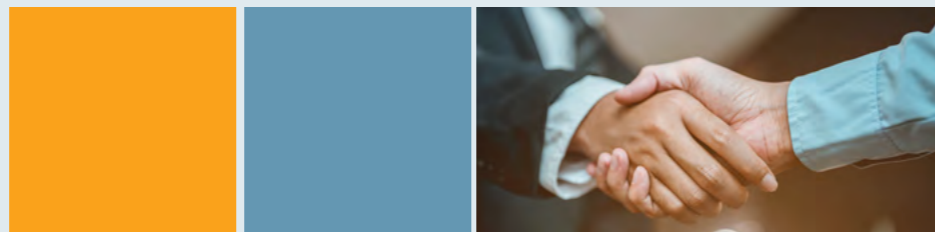
- Reduced amendment execution time by 80%, improving responsiveness and supplier partner engagement.
- Enhanced contract performance tracking, saving 191 hours, allowing for a stronger focus on strategic initiatives.
- Launched an internal supplier partner performance dashboard, providing greater oversight of agreements and contract outcomes.
- Updated OECM's Supplier Code of Conduct to integrate Environmental, Social, Governance, and Indigenous Commitment (ESGI) principles, reinforcing OECM's commitment to sustainable and ethical procurement practices.

By streamlining operations and strengthening supplier collaboration, OECM continues to drive efficiency, transparency, and responsible procurement across the public sector.

2024 Supplier Recognition Program (SRP)

The 2024 SRP introduced several key enhancements to support supplier partner performance, strategic alignment, and sustainability:

- **New Evaluation Methodology** - Based on meeting five evaluation criteria: Spend/Savings, Customer Excellence, Business Growth, Strategic Alignment, and Compliance.
- **New Diamond Recognition Level** - A prestigious category recognizing supplier partners that meet all evaluation criteria, demonstrating strong alignment with OECM's strategic objectives and delivering exceptional performance and value.
- **ESG Strategic Alignment** - Reinforcing OECM's shared sustainability goals, supplier partner performance was evaluated based on:
 - **Environmental** - Climate change initiatives, circular economy practices
 - **Social** - Social procurement, human capital management, data security, and privacy
 - **Governance** - Community relations and ESG governance



Advancing ESG in Procurement: Measuring Supplier Impact

OECM continues to strengthen sustainability and responsible procurement by integrating Environmental, Social, and Governance (ESG) criteria into our SRP. Through this framework, supplier partners are evaluated on their climate action, circular economy practices, social procurement, data security, and governance initiatives - reinforcing a shared commitment to ethical and sustainable supply chains.

In 2024, our supplier partners have driven measurable impact in:

Emission Reductions

63%

reduction in Scope 1 & 2 emissions, and

21%

reduction in Scope 3 emissions - suppliers cut over 5 million metric tonnes of CO2.

Diverse & Local Sourcing

\$3B

spent with diverse businesses, including

\$1B

annually with minority- and women-owned enterprises.

Waste Reduction & Circularity

94%

of non-hazardous waste diverted from landfills with suppliers recycling over 13,500 metric tonnes of electronics.

These results demonstrate how procurement can drive meaningful change while delivering value to OECM customers.

Celebrating Supplier Excellence: SRP Awards Ceremony

In May 2024, OECM hosted the Supplier Recognition Program (SRP) Awards Ceremony, celebrating the achievements of supplier partners for their outstanding contributions in 2023.

In total, 62 Platinum, 55 Gold, and 52 Silver, along with 15 Special Awards (Environmental Award, Social Impact Award, Diversity, Equity, and Inclusion Award), were awarded to OECM supplier partners in the 2023 SRP.

Congratulations to all our award recipients!



Strengthening Supplier Partnerships Through Educational Tours

In 2024, OECM's Supplier Relationship Management team participated in two educational tours, gaining first-hand insights into supplier operations, quality control, and upcoming product innovations. These visits strengthened collaboration with supplier partners and provided a deeper understanding of their sustainability initiatives and manufacturing processes, ensuring our agreements continue to align with evolving customer needs. Additional site visits are planned for 2025 to strengthen collaboration with our supplier partners further.



Supporting Ontario Students and Educators

OECM remains committed to supporting Ontario's education sector by facilitating access to professional development and innovative learning opportunities.

- Dell Professional Learning Program** - In partnership with Dell Technologies and Advanced Learning Partnerships, OECM continued its successful Professional Learning Series for 2024-2025. This year's program offered 22 free webinars for K-12 and post-secondary educators, focusing on how Generative AI can enhance teaching, streamline tasks, and improve student engagement. The sessions cover key topics such as AI-powered productivity, assessment strategies, and subject-specific applications in STEM and humanities.
- STEM and Data Science Initiatives** - OECM maintained its support for initiatives such as **Girls Who Game** and the **Data Dunkers Program**, which promote digital literacy, STEM learning, and data science skills for students.

Supplier Partner Council: Driving Strategic Collaboration

After successfully piloting the Supplier Working Group in 2023, a strategic advisory body providing insights into emerging public sector procurement trends and priorities, OECM transitioned the Working Group into the Supplier Partner Council (SPC) in 2024. Through open dialogue and knowledge-sharing, SPC members collaborate with OECM to enhance our joint value proposition to customers. The SPC consists of twelve strategic suppliers representing diverse industries, geographic locations, and business sizes.

Supplier Partner Council



Barry Taylor
Chair of Council
Director of Pricing, Swish Maintenance Ltd.



Jamil Dibe
Vertical Sales Leader,
Education, Staples Professional Inc.



Sheene Leung
Business Development
Manager, Dell Technologies



Darryl Marchant
President, Marchant's
School Sport Ltd.



Cameron Morris
Director, Regional Sales,
Bunzl Canada Inc.



Simon Murphy
Senior Tender and
Contract Specialist,
Sharp Electronics of
Canada Ltd.



Michael Nutbeem
National Public Sector
Tax Marketplace Leader
- Indirect Tax, Deloitte



Brittany Pepper
Director of Ontario
Public Sector, Softchoice
Canada Inc.



Dan Po
Dan Po
Account Executive,
Compugen Inc.



Frank Rondinone
President, Access 2
Networks Inc.



Peter Stratakos
Vice President, Advisory
and Client Services,
Blackstone Energy
Services



Tammy Ward
Vice President, PMO,
Roth IAMS Ltd.

For more information about OECM's Supplier Partner Council, visit
<https://oecm.ca/about-oecm/#supplier-partner-council>

Customer Relationship Management: Deepening Customer Connections

In 2024, OECM's Customer Relationship Management (CRM) team continued to build strong relationships with customers across the broader public sector. Through expanded engagement initiatives, strategic outreach, and improved access to procurement insights, OECM enhanced customer support and strengthened partnerships, driving increased agreement adoption and procurement activity.

Expanding Customer Engagement and Outreach

In 2024, OECM's Customer Relationship Management (CRM) team executed a record number of customer engagements, strengthening partnerships and driving increased agreement adoption.

A key focus of the year was the expansion of Business Review Meetings (BRMs), which grew by **10% year-over-year**, reaching a record **110 meetings**. These in-depth discussions provided valuable insights into customer procurement priorities, challenges, and opportunities, reinforcing strategic alignment and enhancing agreement utilization.

OECM also increased its presence at customer events and industry forums, participating in **more than 40 conferences, committee meetings, and association events**. These engagements fostered collaboration, strengthened relationships, and provided deeper insights into sector funding and procurement priorities.



Enhancing Access to Procurement Insights

To further support customers, OECM introduced a Customer Dashboard in June 2024. This dashboard provides a centralized, self-serve platform where customers can access real-time agreement data, procurement activity, and contract milestones. This enhancement helps customers track and manage their agreements more efficiently, reinforcing OECM's commitment to transparency and service excellence.

Marketing & Communications: Expanding Reach and Engagement

In 2024, OECM's Marketing & Communications team continued to work with internal teams, supplier partners, customers, and sector partners to strengthen brand awareness and stakeholder engagement. Through targeted initiatives, expanded outreach, and enhanced marketing tools, OECM improved communication effectiveness, increased engagement, and provided greater visibility for its agreements.

Enhancing Digital Engagement and Communications

In collaboration with OECM's Supplier Relationship Management (SRM) and Customer Relationship Management (CRM) teams, the Marketing & Communications team played a key role in developing and launching digital tools that improve stakeholder access to procurement insights and resources:

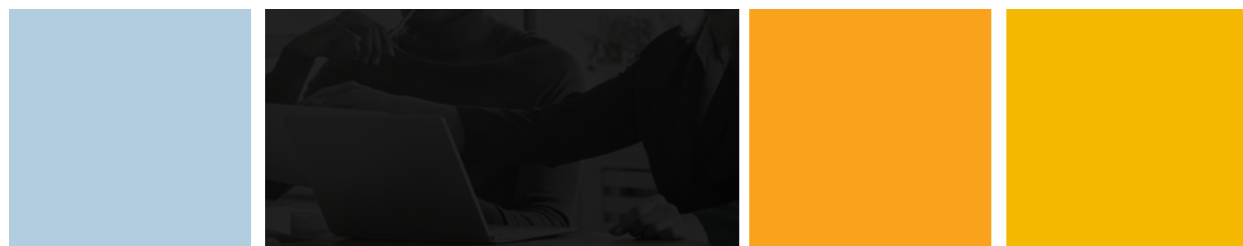
- The Customer Dashboard, introduced in partnership with CRM, provides a centralized self-serve platform for customers to track agreements and procurement activity.
- The Supplier Portal & Toolkit, developed alongside SRM, equips supplier partners with marketing materials and agreement resources to enhance visibility and engagement.

By integrating strategic communications with digital solutions, OECM continues to strengthen engagement, improve transparency, and enhance the overall procurement experience for customers and supplier partners.

Expanding Outreach and Engagement

In 2024, OECM strengthened its multi-channel communications strategy, ensuring customers and supplier partners received timely procurement updates and industry insights. Through a combination of digital outreach and direct engagement, OECM expanded its reach and deepened stakeholder connections. The Marketing & Communications team managed OECM's Outreach and Events, including booths, speaking opportunities and the coordination of OECM-led events.

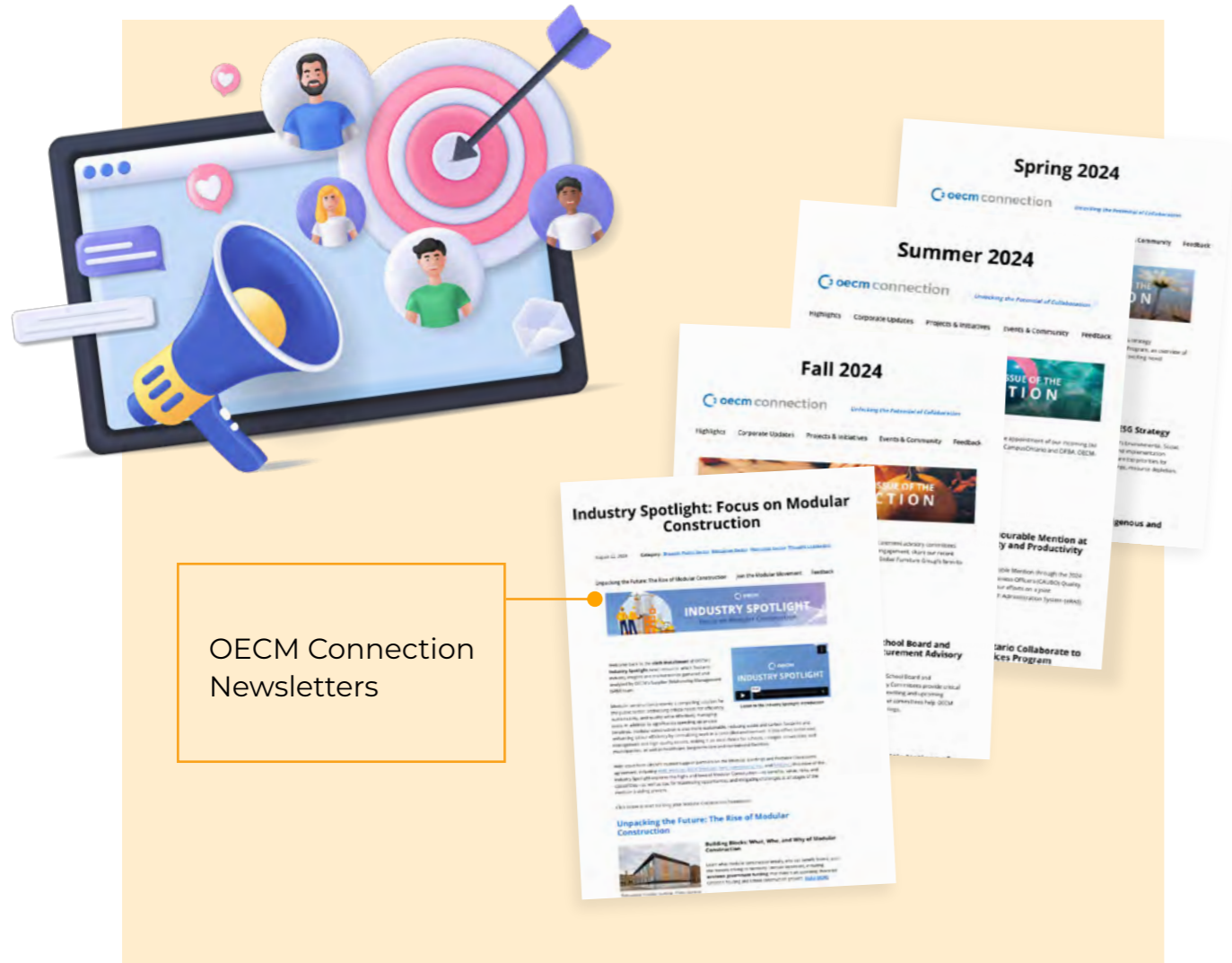
By leveraging data-driven outreach strategies, OECM continues to enhance communication effectiveness, keeping stakeholders informed and engaged.



Optimizing Marketing Tools for Stronger Engagement

In 2024, OECM implemented an enhanced marketing platform, enabling better audience insights, more targeted outreach, and streamlined engagement efforts. These improvements contributed to a 16% year-over-year increase in email open rates, reflecting stronger engagement with customers and supplier partners.

Additionally, an enhanced [Events page](#) was introduced, increasing accessibility and visibility for supplier partner and customer initiatives, making it easier for stakeholders to stay informed about upcoming opportunities.



OECM Connection Newsletters



Industry Spotlights



Business Development: Supporting Growth and Partnerships

In 2024, OECM's Business Development team expanded engagement across municipalities, the developmental services sector, Indigenous, First Nations and Métis Communities, and other associations to strengthen partnerships and increase awareness of OECM's value. Through targeted outreach, sector collaboration, thought leadership, and strategic sponsorships, OECM continues to broaden its impact across Ontario's public sector.

Strengthening Municipal Partnerships

OECM continued to expand its presence in the municipal sector, partnering with the Municipal Finance Officers' Association (MFOA) to host targeted procurement sessions for Northern municipalities in Thunder Bay and Sudbury. These sessions provided valuable insights into procurement best practices and raised awareness about leveraging OECM agreements. Building on 2024 success, MFOA and OECM plan to continue offering these sessions in the Northern region and other locations in 2025.

Fostering Non-Education Sector Connections

In December 2024, OECM established a non-education procurement advisory committee to strengthen collaboration and gain deeper insights into the unique challenges and priorities of the broader public and non-profit sector. This committee provides a dedicated forum for sector leaders to share perspectives, explore opportunities, and enhance alignment with OECM's procurement strategies. By expanding engagement beyond education, OECM continues to enhance its understanding of sector-specific needs and strengthen partnerships across Ontario's public sector.

Expanding Indigenous Engagement

OECM continues to support the Métis Nation of Ontario (MNO) through various Early Learning and Child Care (ELCC) kitting programs, including Back-to-School kits, Christmas gifts for families, and the Back to Land initiative, which promotes outdoor learning and cultural exploration. These programs, sourced through OECM's supplier partners, provide valuable resources to Métis families across Ontario.

In 2024, OECM also engaged with the Ontario First Nations Economic Developers Association (OFNEDA) and the Chiefs of Ontario (COO), participating in key events and discussions on public procurement. As part of these efforts, OECM contributed insights to the COO's Indigenous Supplier Database initiative, which aims to enhance visibility and procurement opportunities for Indigenous-owned businesses.

OECM continues to build relationships with Indigenous-owned suppliers, raising awareness and providing future opportunities for participation in OECM agreements. As part of OECM's commitment to reconciliation and inclusive procurement, the number of Indigenous businesses engaging with OECM has more than doubled, further strengthening supplier diversity across the public sector.



Enhancing Public Procurement Collaboration

OECM strengthened its engagement with the Ontario Public Buyers Association (OPBA) by participating in key committees:

- **Diversity, Equity, and Inclusion (DEI) Committee** – Contributing to discussions on inclusive procurement practices
- **Reverse Trade Show Committee** – Supporting initiatives to connect public sector buyers with suppliers

Deepening Developmental Services Sector Engagement

OECM's value proposition in the Developmental Services sector gained momentum in 2024 through key introductions and presentations to sector leaders at Empowered Kids Ontario (EKO) and Ontario Agencies Supporting Individuals with Special Needs (OASIS).

As part of our commitment to fostering relationships in this sector, OECM is sponsoring the EKO 2025 Conference and attending OASIS's Annual conferences in April 2025, reinforcing our support for organizations serving individuals with special needs.



Looking Ahead

OECM's record-breaking year in 2024 reflects the strength of our collaborative procurement model and the lasting value we create for customers, suppliers, and community partners. These achievements not only demonstrate our ability to meet the evolving needs of Ontario's broader public sector but also position us for enhanced growth in 2025. As we build on this momentum, we remain committed to delivering innovative, sustainable, and customer-focused solutions that reinforce our relevance and impact across the procurement landscape.

With a strong senior leadership team at the helm, supported by the expertise and dedication of our staff across Sourcing, Supplier Relationship Management, Customer Relationship Management, Business Development, Business Intelligence, and Corporate Services, OECM is well-positioned to advance its role as a leader in collaborative strategic sourcing. We remain committed to fostering collaboration among customers in education, municipal, healthcare, broader public sector, and not-for-profit communities. By responding to increasing service pressures and resource demands, we will continue to build a more effective, efficient, and sustainable supply management system for Ontario and beyond.

Looking ahead, OECM will continue to align our offerings with customer needs, reinforce supplier relationships, strengthen government relations, and deepen strategic partnerships to maximize value. With a focus on accelerating business transformation, we will leverage cutting-edge technology and data-driven insights to enhance procurement efficiency and sustainability. Our commitment to embedding Environmental, Social, Governance, and Indigenous (ESGI) principles in procurement will remain central to our strategy, ensuring that our sourcing practices drive meaningful economic and social impact across the province.

The implementation of OECM's Strategic Growth Plan will further expand our reach and capabilities, allowing us to optimize operations, improve customer experiences, and enhance supplier engagement. By continuously evolving and adapting to sector priorities, we will ensure that OECM remains a trusted partner across Ontario's broader public sector. With a strong foundation, a clear vision, and a dedicated team, we look ahead with confidence, ready to support our stakeholders and drive procurement excellence in 2025 and beyond.



2024-2025 Senior Council

(Top, from left to right: Jim Hadjiyianni, Karen Owen, Sonia Gallo, Len Scavuzzo, Ben Hamilton, and Khusen Shukurov. Bottom, from left to right: Perry Arzumaniyan, Janet Clarke, Tibor Galambos, Shelly Ann Henry, Patrice Likamshum, Ken Voong, and Belinda Yu.)

OECM's dedicated team members are the driving force behind our continued growth, innovation, and success. [Meet the OECM team!](#)



Stay Connected

OECM ON SOCIAL MEDIA

Follow OECM and join the conversation on:

<https://www.linkedin.com/company/oecm>

✕ [@OECMCollaborate](#)

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**

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.

[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.

