

Campus Services  
**Departmental Plan**  
2024 – 2027

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## Land Acknowledgement

Algonquin College campuses in Ottawa, Perth and Pembroke are located on the traditional unceded, and unsundered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We take this time to express our gratitude and respect to them and to the land for all that it has provided and will continue to provide.

As a post-secondary institution, we acknowledge the harms done to Indigenous peoples and are committed to learning from the past. We pledge to promote healing and resilience as we move forward in partnership with the Algonquin Nations, First Nations, Métis, and Inuit peoples in a spirit of reconciliation.

While we recognize that territorial acknowledgements are only one step in cultivating greater respect and inclusion of Indigenous Peoples, we commit to accompanying these words with actions. We are dedicated to building a future and community that is better for all.

We pledge to continue exploring and making meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.

## Director's Message

Dear Campus Services Team,

Over the past four years, we faced and overcame the challenges of the pandemic. Now, we're at a crucial point where we can advance our services.

This document refines our 2017-2022 Campus Services plan to address today's needs and prepare for a bright future.

In the past year, we've reviewed our strategic plan, gathered customer feedback, conducted an employee survey, and held focus groups with over 30 employees. These insights have helped us create an updated, forward-looking departmental plan.

We remain committed to being a trusted partner to our employees, learners, college colleagues, and external clients.

This plan outlines our key commitments, focus areas, and future plans, with a strong emphasis on our people and learners.

Our Campus Services Asset Management Plan, Technology Roadmap, and Housing Strategy will prioritize our goals and align our efforts with the Master Campus Development Plan to ensure we are investing in our services and infrastructure.

Many initiatives in this plan are already in progress and span multiple years.

We look forward to working together to continue improving and delivering exceptional services to our community. Together, we'll navigate our future with resilience and optimism.



Brent Brownlee

# Our Impact

Campus Services is an essential part of daily life for our learners, employees, and community. The Campus Services teams are proud members of the Algonquin College community, and we are focused on helping students succeed. We embrace our role in making campus life easier and more enjoyable for students, recognizing that if we continually strive to improve our service delivery, students can focus on learning.

We ensure that students have access to course materials on day one; we provide spaces to gather with friends for a meal or grab a coffee on the go; we offer a welcoming environment for community members to host conferences and events; we make it possible to print a project when time is tight; we provide peace of mind with secure places to lock up belongings; we offer branded College apparel that instills campus pride; we deliver a card that enables public transportation anytime, anywhere; we provide a home away from home; and we offer diploma frames that allow graduates to display their Algonquin College achievement with pride.

## Each Year\*

- › **More than 1 million food service transactions**
- › **More than 8 million pages printed**
- › **More than 180,000 in-person visits to The Campus Store**
- › **60,000 course materials deployed**
- › **More than 20,000 AC Card + U-Passes issued**
- › **More than 7,000 lockers rented**
- › **98% average Fall/Winter Residence occupancy**
- › **More than 7,000 survey responses**

\* These statistics are from the 2023-24 fiscal year.

# Who we are

Campus Services is a diverse collection of services and people who help make campus life come alive at Algonquin College. We are:

- › **Food and Conference Services**
- › **Parking, Lockers, and Card Services**
- › **The Algonquin College Residence**
- › **Retail Services**
- › **Print Services**



Across Algonquin College we are united by the mission to transform hopes and dreams into lifelong success. The College's Strategic Plan drives our institutional goals and outcomes, and we are guided through various College frameworks and plans including the Inclusion, Diversity, Equity and Accessibility (IDEA) Blueprint, the Financial Sustainability Roadmap, and the Master Campus Development Plan.

## Our mission

To transform hopes and dreams into lifelong success.

## Our values

### Caring

We have a sincere and compassionate interest in the well-being of the individual.

### Learning

We believe in the pursuit of knowledge, personal growth and development.

### Integrity

We believe in trust, honesty and fairness in all relationships and transactions.

### Respect

We value the dignity and uniqueness of the individual. We value the equity and diversity in our community.

## Campus Services Vision

As part of our consultation with our employees, the majority felt our current vision for Campus Services still resonated and matched our focus, however required some refinement.

As such, our revised vision:

**To enhance the learner experience, making life easier so students can focus on achieving lifelong success.**

# Our commitment to continuous improvement

Enhancing the learner experience with our services, while focusing on our people is our core strength. We will continue to measure success using a balanced scorecard approach – complemented by overall commitments that reflect who we want to be and what we want to achieve.

Our commitments will guide our daily activities and ensure we remain on a path to impact and enable student success.

## We are committed to:

- › **Making our services easy to use, in-person and online**
- › **Building trust and strong relationships with our College community**
- › **Listening to and responding to feedback from our diverse learners**
- › **Incorporating Indigenous knowledge and learning across our teams**
- › **An inclusive, diverse, engaging place to work**
- › **Supporting affordability by providing value to our community**
- › **Enhancing data-driven decision making, providing agility to pivot and adjust to changing business needs**
- › **Continually implementing changes to reduce our ecological footprint**
- › **Ensuring our operations support the financial sustainability of the College**

## Direction



### Learner-driven

Making life easier and more enjoyable for students drives our focus to make services relevant, easy to use and convenient. We will leverage data and feedback from our AC community to guide our continuous improvement.



### Technology and Facilities

A large part of the day-to-day experience we provide is powered by our technology and facilities. We will invest in maintaining and modernizing our Campus Services facilities and ensuring our technology meets the expectations of our learners.



### People

Our people are the cornerstone of our success. They are here every day, serving our students and community, and are ambassadors of Campus Services. We will continue to foster a culture focused on our learners, service-excellence, and continuous improvement that ensures we are ready for the future. Our focus on team building, inclusivity, learning and development will support this.



### Sustainability

We care about our services, our community, and being good stewards of college resources. From ensuring we remain financially sustainable, to continuing to implement waste reduction initiatives, we are committed to sustainability. Our resources will be allocated to ensure our efforts have the greatest impact on student experience.

# Campus Services Strategic Initiatives

## Ottawa Campus Residence Improvements

Our on-campus Residence provides a home to more than 1,000 learners each year. Maintaining and upgrading our Residence includes investment in HVAC, vestibule upgrades, building conditions, new door locks, food location, and social space renewals.

## Asset Management Plan

Campus Services developed a Capital Asset Management plan in 2022, that provided us a comprehensive document that established a baseline and framework to measure our current levels of service. This plan delivers an understanding of maintenance needs and upgrades, while forecasting the financial investment that will be required over the coming 10 years.

## 35th Street Market Café Renewal

Algonquin College Food and Conference Services at the Ottawa Campus manages banquet operations, catering, vending, and seven food service outlets, including Tim Hortons and Booster Juice. Learners' expectations for food services are rapidly evolving. Based on our current data, we are not keeping pace with regards to environments, changing demographics, technology, service models, and sustainability. In partnership with Facilities Management, and in alignment with the Master Campus Plan and Campus Services Asset Management Plan, we are launching renewal plans for our on-campus food services. These plans will modernize dining spaces and elevate the overall food service experience. The first location, set for renewal in 2026, is the 35th Street Market Café in Residence. Originally built in 2002, its renovation will improve the Residence experience by incorporating updated technology, innovative design, and sustainability features.

# Technology Roadmap

With each passing year, Campus Services increasingly relies on technology to overcome operational challenges and improve services for students. In 2015, we introduced an online campus card photo upload system, eliminating in-person photos and reducing long lineups. In 2021, we launched Mobility Print, enabling students to securely print from any device to any printer, greatly simplifying the process and boosting NPS scores. In 2024, we rolled out a mobile food ordering platform for Residence students, offering greater convenience for those on the go.

Campus Services is not alone in its growing reliance on technology. The ancillary services industry as a whole has been driven to innovate, particularly during the pandemic, to support students virtually. Today, we continue to apply the lessons learned to enhance how we serve learners in new and exciting ways.

When setting our technology goals for Campus Services, we focused on foundational objectives that allow us to fully leverage available technology, while also pursuing more ambitious targets. This dual approach ensures alignment between people, processes, and technology, positioning us for success in the years ahead.

The inaugural Campus Services technology roadmap is designed to enhance our operational efficiency and service delivery through innovative technology solutions. This roadmap outlines our commitment to leveraging technology to address current challenges and seize future opportunities,

ensuring we remain agile and responsive to the needs of our students. Our aim is to create a seamless and supportive environment that empowers our both employees and students. Our roadmap is a living document, reflecting our dedication to continuous improvement and adaptation in an ever-evolving technological landscape.

The specific initiatives within our technology roadmap can be found in the Campus Services goals and initiatives overview.



# Goals & Initiatives

2024-2025

2025-2026

2026-2027

Future

## Learner-Driven

- › AC Photo upgrade
- › Housing Strategy development & recommendations
- › Mobile Food Ordering roll-out

- › Housing Strategy
- › Smart Lockers – Campus Store
- › Digital Card pilot Perth and Pembroke
- › Digital course materials delivery project

- › Expanding learner placement opportunities

- › Explore rewards program viability
- › Chatbot pilot
- › One portal for meal plan and AC Cash
- › Digital Card roll-out to Ottawa Campus

## Technology and Facilities

- › HVAC Residence - Summer 2024
- › Vestibules upgrade in Residence
- › Unified U-Pass/AC Card
- › Printer Fleet Renewal
- › Parking Gate upgrade
- › Residence Door Lock upgrade

- › HVAC Residence - Summer 2025
- › Food Services point-of-sale upgrade
- › Caterese move to SaaS (Software as a Service)

- › HVAC Residence - Summer 2026
- › Residence food location renewal
- › Residence Generator

- › B Building Food renewal
- › Marketplace Food Court renewal
- › Ongoing Residence facility improvements
- › Parking lot resurfacing
- › Master Campus Plan Alignment, including one-stop service models

## People

- › Campus Services Departmental Plan refresh
- › Launch of “The Loop”; a division-wide online social channel
- › Enhanced sharing of training/learning opportunities
- › Inclusion, Diversity, Accessibility and Equity Training

- › Pembroke AC Proud Shop partnership
- › PowerBI Training for department systems support technicians.
- › Collibra IT Asset Management Training for key Campus Services stakeholders.
- › Succession planning
- › Enhanced sharing of training/learning opportunities
- › Inclusion, Diversity, Accessibility and Equity Training

- › Succession / Employee Engagement Action Planning
- › Strategic Workforce Planning

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## Sustainability

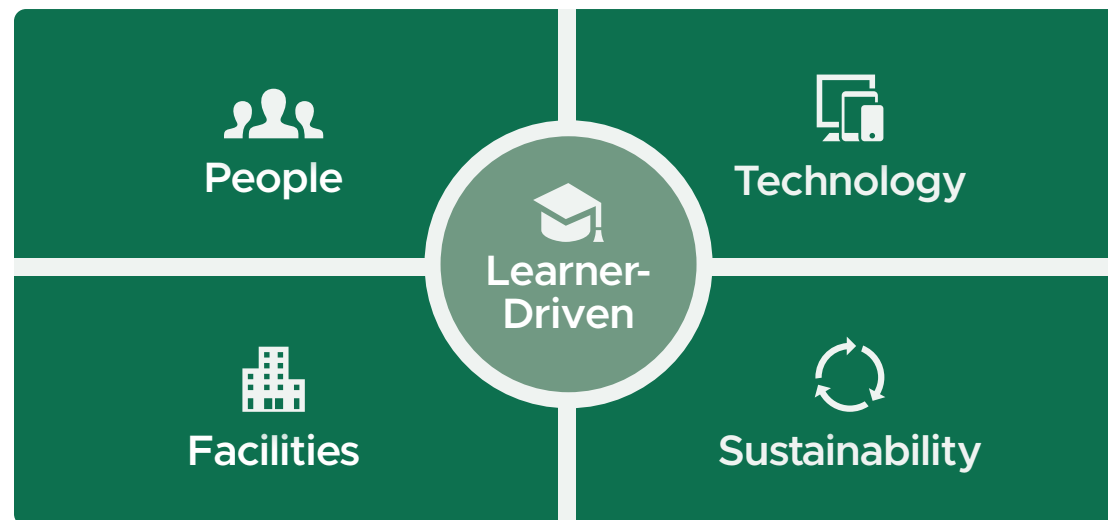
- › Reduction of single-use plastics
- › Increased local suppliers within Food Services
- › Increased waste diversion
- › Residence furniture upcycling

- › Solar Panels - Residence
- › Increased plant-based offering in Food Services

- › Implementation of a reusable container program within 35th Street Market Café

# Balanced Scorecard

Our balanced scorecard will anchor our decision-making and we will use appropriate indicators to help ensure all new initiatives deliver value.



## Measures of Success

- › **Net Contribution**
- › **Sustainability goals as outlined in College's Strategic Plan**
- › **Net Promoter Score**
- › **Employee engagement**
- › **Strategic Investment \$ (% of revenues)**
- › **Facilities Condition Index (FCI), as outlined in the Capital Asset Plan**