ALGONQUIN COLLEGE

CAMPUS SERVICES

ANNUAL REPORT

2025-26

CONTENTS

Eat. Shop. Park. Print. Live.

MESSAGE FROM THE DIRECTOR,

BRENT BROWNLEE

Over the past year, Campus Services has supported our students, employees, and community during a period of real change and financial challenge at Algonquin College and throughout the Ontario Post-secondary sector. These challenges have brought disruption, difficult decisions, and uncertainty to our Community. This past year has highlighted the dedication, professionalism, and care shown by our teams every day.

Our focus remained clear: support our students and maintain a Campus that is welcoming to the community. Our teams worked diligently to deliver services throughout the year, which has enhanced our students' experience and supported their success.

We continued to rely on data, feedback, and usage trends to inform our decisions and guide our efforts, ensuring resources were used responsibly while still meeting campus needs. A key decision this year—driven by these insights—was to issue a request for proposals inviting external partners to submit options for a revised, more financially sustainable model for delivering Food Service operations.

Throughout this year Campus Services, with assistance from Facilities Management and ITS delivered numerous projects. These included:

- Parking Enforcement Process Change with the City of Ottawa
- Food Services Point of Sale Equipment Upgrades
- License Plate Recognition Equipment Renewal
- HVAC Replacement in Residence
- Car Charging Stations upgraded to accept payments
- Residence Door Locks Upgraded
- Pembroke Store Closure
- Digital Resources Platform (E-text) change to Vital Source

Our commitment to Truth and Reconciliation remained strong this year by growing our Orange Shirt Day activities and increasing the number of Indigenous-made products within our Campus Store.

I want to sincerely thank our employees. Your dedication and resilience have made a real difference during this challenging year.

Sincerely,

Brent Brownlee
Director, Campus Services

ANNUAL FINANCIAL OVERVIEW

Campus Services delivered a strong financial performance in 2025-26 despite a challenging operating environment and declining enrolment. Total net contribution was approximately $6.4M, representing an increase of approximately $1.1M compared to the prior year, driven by disciplined cost control, partially offset by reduced revenues and increased overhead costs.

Parking and Lockers Services delivered a strong financial result, generating approximately $3.9M in net contribution. Results were supported by CPI-aligned price adjustments and stable customer demand, reflecting the continued strength and reliability of this service area.

Retail Services recorded a negative net contribution for the period, with results below the prior year. Performance was affected by lower enrolment, reduced campus traffic, the ongoing transition toward digital course materials, and operating losses at the Pembroke bookstore. Despite these challenges, the division continues to adapt to evolving student purchasing preferences and changing campus dynamics while identifying opportunities to strengthen future performance.

Print Services had a strong year and exceeded expectations, generating approximately $662K in net contribution. Performance was supported by steady demand for core printing services and improvements in operational efficiency.

Food and Conference Services reported an operating loss of approximately $110K. While revenue was impacted by reduced campus activity, lower enrolment, and the closure of three service locations, Food and Conference Services responded proactively by implementing targeted cost-control measures. Strategic reductions in the cost helped offset a significant portion of the revenue shortfall. As a result, cash net contribution exceeded both the prior year's actual results and the current year's budget, demonstrating effective operational management despite a challenging operating environment.

Residence generated approximately $3.0M in net contribution. Fall and Winter occupancy remained strong at approximately 98%, reflecting continued demand for on-campus housing.

Over $4.3M was invested this year through Strategic Investment Projects (SIP) and capital initiatives, supporting infrastructure renewal and service improvements.

Overall, Campus Services continues to successfully adapt to changing enrolment patterns, evolving customer preferences, and broader sector dynamics. Through a strong focus on cost management, operational efficiency, and continuous improvement, the division has proactively optimized its service delivery models to better meet customer needs while maximizing resource utilization. These efforts are strengthening financial performance, enhancing service effectiveness, and positioning Campus Services for long-term sustainability and growth.

Campus Services Financial Overview*	2024-25 Actual	2025-26 Actual	FY26 to FY25 %Change
Revenues	$39,490	$37,816	-4.2%
Salary	$8,860	$7,143	-19.4%
Operations	$19,411	$17,774	-8.4%
Contribution to College overhead	$1,607	$2,145	33.5%
Interest on Debt	$933	$648	-30.6%
Subtotal	**$8,679**	**$10,106**	**16.4%**
Principal Portion of Debt	$3,330	$3,702	11.2%
Net Contribution to Reserve	**$5,349**	**$6,404**	**19.7%**

*Dollars in thousands

7+ MILLION PAGES PRINTED

4,675 SURVEY RESPONSES

860,000 FOOD SERVICES TRANSACTIONS

814 CUSTOM HOODIES ORDERED

290 INTERNAL AND EXTERNAL EVENTS HOSTED BY CONFERENCE SERVICES

14,697 AC CARD + U-PASSES ISSUED

5,875 LOCKERS RENTED

98% AVERAGE RESIDENCE OCCUPANCY

50,890 COURSE MATERIALS DEPLOYED

148,546 IN-PERSON VISITS TO THE CAMPUS STORE

545 RESIDENCE LIFE PROGRAMS RUN

CORE BELIEFS AND GUIDING PRINCIPLES

Our vision is to enhance the learner experience, making life easier so students can focus on achieving lifelong success. We continue to measure success using a balanced scorecard approach — complemented by guiding principles that align with the College's Strategic Plan.

Our guiding principles are at the forefront of everything we do — they guide our daily activities and ensure we remain on a path to impact and enable learner success.

LEARNER DRIVEN
We always put the student first

CONNECTED
We have strong relationships with our stakeholders

PEOPLE
We engage our people

INNOVATION AND QUALITY
We add value to the student experience

SUSTAINABLE
We are socially, environmentally and financially sustainable

OUR CAMPUS SERVICES

Food and Conference Services manages dining facilities, catering and external client events at the Ottawa Campus, including meal plans.

Parking Services assists the community with their parking and sustainable transportation needs, along with Lockers and Card Services.

The Algonquin College **Residence** is managed by Campus Living Centres and provides a home away from home to students each year.

Retail Services provides course materials, AC branded merchandise, school supplies, and more.

Print Services manages on-campus printing at The Print Shop as well as the printer fleet on our campuses.

Marketing and Communications supports Campus Services to enhance the AC experience through a variety of marketing and communications activities.

FOOD & CONFERENCE SERVICES

With student experience at the forefront, Food and Conference Services hired over 65 student-employees, giving them hands-on experience to complement their academic programs. Food and Conference Services also hosted an Elections Canada program which allowed students from across the country easier access to electoral voting while on Campus.

This area was able to maintain their NPS scores despite declining enrolment, food location closures, and operational changes on the Ottawa Campus. Maintaining these scores can partly be attributed to improved standard operating procedure documentation and cross training of employees during staffing adjustments and reassignments.

Positive and unique customer experience activities were a focus again this year in Food and Conference Services. During the Winter 2026 term, February featured themed promotions and giveaways on National Nutella Day, National Pizza Day, and National Pancake Day.

Conference Services expanded its client base to include new associations, sports leagues, community groups, film groups, educational institutions, trade shows, vendor exhibitions, and more. A total of 290 conferences, catering, and banquet events were hosted on Campus, a new record high.

Food & Conference Services Financial Overview*	2024-25 Actual	2025-26 Actual	FY26 to FY25 %Change
Revenues	$9,946	$8,371	-15.8%
Salary	$4,804	$3,825	-20.4%
Operations	$4,745	$3,813	-19.6%
Contribution to College overhead	$687	$843	22.8%
Interest on Debt	$19	$0	-100%
Subtotal	**($309)**	**($110)**	**64.3%**
Principal Portion of Debt	$26	$0	-100%
Net Contribution to Reserve	**($335)**	**($110)**	**67.1%**

*Dollars in thousands

Highlights

860,000

food services transactions this year

7,500+

cups saved through the Bring Your Own Mug initiative

290

conference, catering and banquet events

114,500

slices of pizza sold

PARKING, LOCKERS, AND CARD SERVICES

The Parking team continued to focus on technology improvements this year as they modernized their license plate recognition (LPR) infrastructure, which allowed for an increase in efficiency in parking enforcement and access control.

A case management system was implemented for Card and Locker Services to streamline request tracking and improve response times. As a result, all inquiries are tracked and available for all team members to review and respond, instead of being tied to a single email address.

The Parking Team also aligned the College's parking enforcement and appeals process with the City of Ottawa's updated by-law framework and digital ticketing platform. This change has led to the City of Ottawa now taking the lead on parking ticket collection, freeing up our staff to focus on other customer-centric items.

The Card Services team was recognized beyond the walls of Algonquin College by the National Association of Campus Card Users who presented the College with the Innovative Technology Award for our successful planning and execution of our unified AC Card + U-Pass program.

Parking, Lockers, and Card Services achieved a strong net contribution while continuing to invest in modern technology and improvements.

Parking Services Financial Overview*	2024-25 Actual	2025-26 Actual	FY26 to FY25 %Change
Revenues	$5,365	$6,058	12.9%
Salary	$739	$650	-12.1%
Operations	$768	$599	-21.9%
Contribution to College overhead	$585	$849	45.2%
Interest on Debt	$0	$0	0%
Subtotal	**$3,274**	**$3,959**	**20.9%**
Principal Portion of Debt	$0	$0	0%
Net Contribution to Reserve	**$3,274**	**$3,959**	**20.9%**

*Dollars in thousands

Highlights

5,875
lockers rented

14,697
AC Card + U-Passes issued

202,078
daily parking transactions purchased through the Honk platform – an 3% increase

62%
increase in Lot 4 revenue

RESIDENCE SERVICES

Residence was in high demand this past year, with high occupancy across all terms. During the Fall and Winter terms Residence achieved a 98% occupancy rate.

Aligning with the City of Ottawa's new recycling and waste collection practices, Residence responded by launching an e-waste program and a full redesign and installation of new waste management signage, which serves to help students self-sort their waste into the correct bins under the new City of Ottawa framework.

Residence buildings were upgraded throughout the year through several key projects, including a lounge refresh, new LED corridor lighting, door lock upgrades, and the completion of phase 2 of the HVAC renovation.

Residence performed significantly ahead of financial targets by generating more income in the summer hotel season and finding savings in operational costs (utilities). This strong financial performance comes alongside continued investments in the building and student programming.

Over 545 Residence Life programs were offered; many were aligned to the College's Health & Wellness Framework focus areas.

Residence Services Financial Overview*	2024-25 Actual	2025-26 Actual	FY26 to FY25 %Change
Revenues	$12,449	$12,903	3.6%
Operations	$5,626	$5,758	2.3%
Contribution to College overhead	$0	$0	0%
Interest on Debt	$834	$572	-31.4%
Subtotal	**$5,990**	**$6,573**	**9.7%**
Principal Portion of Debt	$3,192	$3,585	12.3%
Net Contribution to Reserve	**$2,798**	**$2,987**	**6.7%**

*Dollars in thousands

Highlights

545

Residence Life programs

98%

retention across the entire year

19

staff participated in the Joint Health and Safety Committee

RETAIL SERVICES

During the convocation period for the Ottawa, Perth, and Pembroke Campuses, sales reached an all-time high of $68,812.74 at the AC Grad shop, an 11.33% increase over the last year. This increase can be attributed to modified product mix, new pop-up shop signage, and layout, and increased focus on online sales.

Truth and Reconciliation continued to be recognized throughout the year with the addition of handmade Indigenous Pins to the product mix, as well as an enhanced pre-order system for our annual Orange Shirt Day participation.

Retail Services moved forward with several digital transformation initiatives, including a major change in the College's digital resource solution provided by Texidium to VitalSource's Bookshelf solution, which launched in Q4.

Retail Services continued to ensure that learners had their resources ready by AC Day 1, achieving 99.2% readiness for first day of classes. With the reduced enrolment and program adjustments, staffing levels and hours of operation were modified to align with reduced activity levels, as well as a renewed focus on core products supporting academic success.

Retail Services Financial Overview*	2024-25 Actual	2025-26 Actual	FY26 to FY25 %Change
Revenues	$9,692	$8,652	-10.7%
Salary	$1,587	$1,256	-20.8%
Operations	$7,606	$6,934	-8.8%
Contribution to College overhead	$267	$352	32%
Interest on Debt	$56	$53	-5.7%
Subtotal	**$176**	**$56**	**-68.1%**
Principal Portion of Debt	$79	$82	4.0%
Net Contribution to Reserve	**$97**	**($26)**	**-127%**

*Dollars in thousands

Highlights

88,270

point-of-sale transactions

99.2%

Course Materials Readiness Score achieved by AC Day 1 of each academic term

814

Custom Hoodies sold

$68,812.74

in revenue at the AC Grad Shop

PRINT SERVICES

Print Services exceeded budgeted contribution targets by approximately $100K this year through careful attention to cost containment initiatives and revenue growth in core business areas.

Over two dozen process improvements to Print Shop Operations and Printer Fleet, including the Print Shop Online user interface, new product offerings, mobile compatibility, and automation processes. Additional improvements have been constant throughout the year since the Print Shop Online SmartStore 2.0 update in April 2025.

To address customer feedback and reduce the amount of internal activity that goes off campus due to limited awareness of the in-house capabilities of Print Services, a webpage was created to showcase the products and projects that have been completed through Print Services.

This site includes samples of work to help departments think of opportunities and visualize products that may be applicable to their areas.

Another improvement implemented this year, based on customer feedback, was the introduction of an additional virtual print queue named AC-PRINT-BLACK for student printing. This addition allows students to select a black-ink-only print driver to ensure they do not mistakenly print in the more costly colour mode. Since its implementation there have been no further negative survey comments regarding accidental colour printing.

Print Services, with support from ITS, introduced a process improvement to automate the print balance implementation each term, reducing manual activity.

Print Services Financial Overview*	2024-25 Actual	2025-26 Actual	FY26 to FY25 %Change
Revenues	$1,866	$1,673	-10.3%
Salary	$591	$528	-10.7%
Operations	$472	$372	-21.2%
Contribution to College overhead	$68	$100	46.9%
Interest on Debt	$5	$5	-5.7%
Subtotal	**$730**	**$669**	**-8.4%**
Principal Portion of Debt	$7	$7	4.0%
Net Contribution to Reserve	**$723**	**$662**	**-8.5%**

*Dollars in thousands

Highlights

4M+

printer fleet impressions

3.1M

print shop impressions

5,500+

course material books printed

MARKETING & COMMUNICATIONS

The Marketing and Communications team continued to support each area of Campus Services with regular operations and special projects. One example is a collaborative effort with the Print Shop to create a new survey completion incentive program for one week in October 2025. This program was supported with printer location decals, digital screens, social media, and residence newsletter content. As a result of this project, Print Services received over 400 survey responses over the one-week campaign. During the same week the year before, the number of surveys submitted was 8.

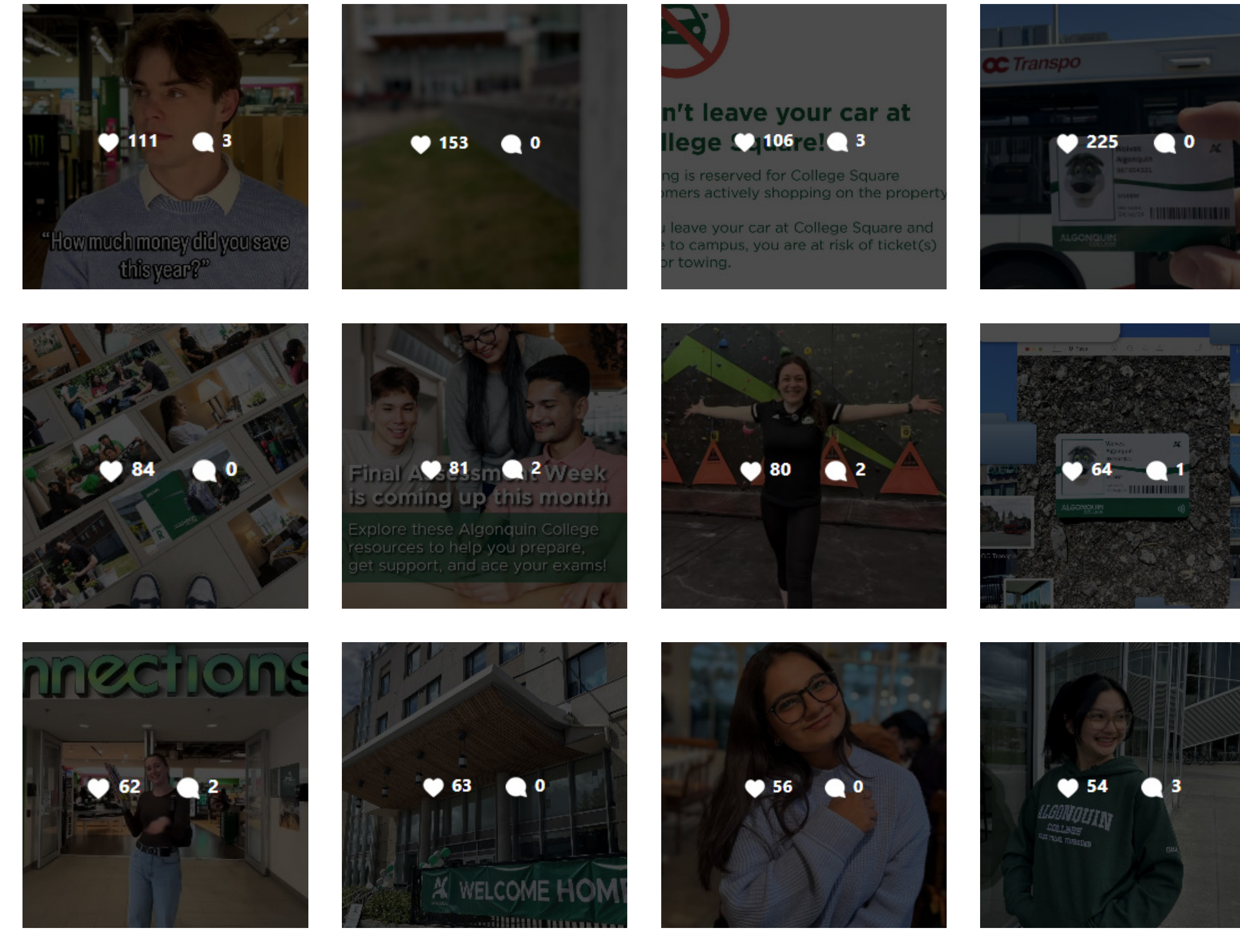
Additional business improvements were developed and executed throughout the year, including:

1. Adding Campus Services content to the International Student Newsletter
2. Inviting and hosting OC Transpo at each AC Day 1
3. Adding reminder emails to the CMS Survey campaign to drive additional responses.
4. Design and installation of new waste signage in all phases of residence to assist in self-sorting.
5. Documentation/coordination of our website slider plan to support sales in-store.
6. Use of WordPress landing pages for sales campaigns to allow for better product promotion and social media tracking.
7. Creation of standard operating procedures for retail website product photos.
8. An 11-page Co-op Student Handbook was developed in Q1 detailing the main responsibilities and processes to help our co-op students be successful in their role. This new resource was deployed for the first time in Q4 and used by our co-op student.

The Marketing and Communications team also supported employee engagement by sending 5 departmental newsletters, maintained posts on our internal department-wide Teams channel (The Loop) and planning and executing 5 Campus Services coffee breaks. These coffee breaks were well-received this year, earning an NPS of 88, up from 61 the previous year.

The Marketing and Communications team drove social media growth throughout FY26 achieving a 14% increase in the number of impressions; nearly reaching 2M.

The Marketing and Communications team also supported key revenue-generating activities, including parking permits, residence occupancy, and the AC Grad Shop.



Highlights

677,228

unique website visits, a 4% increase year-over-year

1,978,903

social media impressions, a 14% increase year-over-year

88

NPS for internal employee events

4,675

surveys completed this year across our Services

OUR PEOPLE

Our Employee Recognition Program supports Campus Services' goal of celebrating successes and acknowledging employee contributions. This past year, over 190 Campus Services employees were recognized through this program.

Many of our employees had the opportunity to participate in professional development opportunities this year.

Our Campus Services teams have strong industry relationships, with many of our people actively engaged in volunteering in our industry: Mary Baxter, our General Manager, Food Services is part of the executive for the Canadian College and University Food Services Association (CCUFSA). Laura Dimic, our Manager, Banquets, Catering, and Conferences is part of the executive team for the Canadian University and College Conference Organizers Association (CUCCOA). Shawn Davies continues to sit on the Campus Stores Canada Board of Directors. Michael Heaslip continues to be involved with the College and University Print Management Association of Canada (CUPMAC) through membership on the executive board (Treasurer), annual conference and town halls.

Highlights

160
student-employees employed in Campus Services departments

5
departmental events, including team building activities

190
Campus Services employees acknowledged throughout Employee Recognition Program

TRANSFORMING HOPES AND DREAMS

Students are at the core of everything we do, and to support this Campus Services continues to provide students with experiential learning and employment opportunities.

Our Food and Conference Services team hired over 120 students this past year, across multiple food locations and banquet and event operations.

The Campus Store hired 22 student employees, including 3 International Student Experience Fund (ISEF) students.

The Print Shop hired 8 CSEP students into Printer Fleet support positions throughout the year. Course Material Services employed two CSEP students to support website and database maintenance.

The Marketing and Communications team continued to hire students from Algonquin College's co-op program, providing co-op work-terms throughout the year and offering hands-on learning in events, communications, and digital marketing.

Card Services also hired several students to help operationalize the AC Card + U-Pass Services Centre's at the beginning of each term.

Nicholas Noreau and Matthew Fahey, co-op students

GIVING BACK

Campus Services GIVES

Our Campus Services Gives program enables Campus Services business units to partner with Algonquin College students, departments, and local community.

Campus Services Gives supported several initiatives this past year, including:

Food donations and event planning support for graduations, pinnings, and fundraising activities, and several Grad Shows in programs including Drawing Foundations, Interior Decorating, Interior Design, Animation, and more.

Our Parking Services team provided complementary to some not-for-profit organizations, including Doors Open Ottawa, Heart of the Matter Dental Clinic, and The Sketch Lab.

Locker contents that were left behind by departing students were donated to the Diabetes Association or the Ottawa Mission (clothing) and school materials/supplies were donated to College Faculties to allow areas to find future life for these forgotten items.

The Campus Store sold 147 Orange T-Shirts to learners and employees in support of the Orange Shirt Society. Through this program, all proceeds were provided to the Orange Shirt Society, totaling $1,470 this year.

CAMPUS SERVICES BALANCED SCORECARD

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Actual
Employee Engagement								
	N/A	74%	73%	N/A	N/A	73%	N/A	**N/A**
Net Promoter Score								
Retail	61	60	54	51	53	48	34	**33**
Print	32	43	17	53	53	43	52	**45**
Parking	50	60	63	61	65	41	43	**41**
Food	38	45	34	53	29	16	17	**15**
Residence	13	17	38	52	11	1	11	**14**
Average Transaction								
Retail/Print	$37.37	$44.15	$75.75	$58.99	$45.43	$43.99	$41.83	**$43.82**
Food	$5.82	$5.98	$10.18	$9.86	$7.41	$7.42	$7.61	**$8.22**
Net Contribution (in $000)								
Retail	$1,123	$85	$139	$629	$223	$102	$97	**($26)**
Print	$316	$537	$(387)	$6	$461	$659	$723	**$662**
Parking	$3,635	$3,236	$244	$964	$3,668	$4,137	$3,274	**$3,959**
Food	$150	($273)	($1,059)	($361)	($314)	($263)	($335)	**($110)**
Residence	$104	$634	($2,307)	($1096)	($1,223)	$2,142	$2,798	**$2,987**

N/A - Employee engagement survey not conducted this year/responses not yet available.

*Dollars in thousands

Eat. Shop. Park. Print. Live.

ACCampusServices

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