



UNIVERSITY OF
CALGARY



Ancillary Services Annual Report 2024/2025

Table of Contents

Welcome Message	1
Why Is Ancillary Services Important?	2
What Challenges Lie Ahead For Us?	3
Ancillary Services and UCalgary’s Strategic Alignment	4
Accommodations	6
Bookstore	8
Campus Service Centre	10
Conference and Events	12
Food Services	14
Parking and Transportation	16
Residence Services	18
W.A. Ranches	20

Welcome Message

Dear Colleagues and Stakeholders,

It is with great pleasure that I present the Annual Report for Ancillary Services for the fiscal year spanning April 2024 to March 2025. This report not only highlights our high-level financial performance but also reflects our ongoing commitment to supporting and enhancing the university community.

This year, Ancillary Services achieved significant milestones, with an impressive annual revenue of **\$65.6 million**. This strong financial performance has enabled us to contribute back to the university, reinforcing our role as a vital partner in advancing the institution’s goals and priorities.

Our success is a testament to our team’s dedication and hard work, whose efforts have driven operational excellence and innovation across our services. The contributions we make are not just measured in financial terms but also in the value we provide to students, faculty and staff, enriching their experience and supporting the university’s mission.

As you review this report, you will find detailed insights into our achievements, challenges, and the impact of our work.

We hope this report helps you appreciate our department’s vital role in the university’s success and inspires you to join us in furthering the impact of Ancillary Services. Your ongoing support is more than just encouragement—it’s a powerful force that strengthens the entire university. By backing Ancillary Services, you invest directly in the university’s growth and shared success.

Thank you for your ongoing support and partnership. Together, we look forward to another year of progress and success.

Sincerely,

Shane Royal
Senior Director, Ancillary Services



Why Is Ancillary Services Important?



Valuable impact on our internal and external community

2024/2025 Annual Revenue **\$65.6 million**

Community philanthropy (discounts, donations, gift in-kind)

Biggest student employer on campus

What Challenges Lie Ahead For Us?


Maintaining aging infrastructure is essential for safe, affordable student housing. Kananaskis and Rundle Halls, the first residence buildings on campus (**1965**), are undergoing full bathroom renovations scheduled for completion by **Move-In Day 2025**. Meeting this timeline is crucial to ensuring available inventory and long-term affordability for residents.

Bookstore’s custom goods services are underutilized and lack support from departments when they order their merchandise off-campus.

The Conference and Events team is different from the Special Events team and has a wide range of services to offer, but it needs internal support and awareness.

Ensuring financial viability of new residence buildings is key to student affordability amid rising costs. New buildings will help meet housing demand, but a sustainable financial model is essential for long-term success.

Parking and Transportation implementing License Plate Recognition to improve efficiency, monitor occupancy, and optimize parking space use across campus.



Who Are We?

Ancillary Services is a group of self-funded operations that are a key part of the UCalgary community.

Every business unit engages with and supports students, faculty, staff and the wider community every day. Our success and ability to meet UCalgary’s goals depend on the financial health of each unit and Ancillary Services as a whole.

- Accommodations
- Bookstore
- Campus Service Centre
- Conference and Events
- Food Services
- Parking and Transportation
- Residence Services
- W.A. Ranches

We Need Your Support! How Can You Help?

Promote our good news stories:

- Celebrate our success to create brand awareness for Ancillary Services.

Support our Bookstore:

- Order custom goods through our Bookstore so that university money stays within the university.

Utilize our Conference and Events team:

- Our team plans and runs conferences and events, with the Red & White room at McMahon Stadium being the jewel in our crown offering **13,000** sq ft of space.

Support Residence Services:

- Through Move-In Day volunteering and continued promotion of living in Residence.

Ancillary Services and UCalgary’s Strategic Alignment

Ancillary Services plays an important role in supporting UCalgary’s strategic goals outlined in the **Ahead of Tomorrow Strategic Plan (2023 - 2030)** and the **Sustainability Strategy Action Plan (2025 - 2028)**. Through targeted programming, inclusive initiatives, and sustainable practices, each unit’s work contributes to the development of a more connected, equitable, and resilient campus community.

1. Enhancing the Student Experience and Engagement *(Ahead of Tomorrow: Student Engagement, Collaborative Student Services (1.3, 1.4)) & Ahead of Tomorrow: Entrepreneurial Thinking and Meaningful Opportunities (1.2, 1.3)*

Ancillary Services contributes to UCalgary’s goal of becoming the top U15 university in student engagement by providing meaningful and diverse campus experiences:

- Residence Services housed a record-breaking **3,120** students, fostering vibrant communities for both domestic and international students
- Residence Services launched a **Residence Advisory Committee for Sexual and Gender-Based Violence (SGBV) Prevention** and partnered with Student Wellness Services to embed full-time mental health and harm reduction advisors within Residence
- Over **169** students were employed through Ancillary Services, including graduate interns via the TTI On-Campus Graduate Internship Program
- Conference and Events provides SU Clubs with complimentary. **3,073** bookings
- Parking and Transportation offers **50%** discounted parking for students for exam days

2. Fostering Inclusive, Equitable, and Caring Campus Culture *(Ahead of Tomorrow: Inclusive, Caring Campus Culture)*

Ancillary Services is committed to creating environments where all students, faculty, and staff feel seen, supported, and valued:

- Indigenous engagement was supported through consultations with Elders for the Outdoor Study Space
- The launch of the Traditions Indigenous Food Menu in partnership with Chef Joseph Shawana
- The Orange Shirt Program donated **\$10** from each sale to the Orange Shirt Society, with the Bookstore covering all other costs and no markup applied
- Food Services offers daily halal options, vegan/vegetarian stations, and culturally respectful meals during Ramadan, promoting dietary inclusivity
- Residence Services provided housing for **2** refugee students
- Food Services supported **2** refugee students with a 5-Day All You Care To Eat (AYCTE) meal plan
- **Book Loan Program:** provided free textbooks to **40 students (20 in Fall, 20 in Winter)** facing financial hardship, including **2** refugee students
- Parking Services contributed **\$8,017** to the SU Food Bank through the Food for Fines program

3. Advancing Sustainability and Environmental Responsibility *(Institutional Sustainability Strategy Action Plan: Waste Reduction, Student Engagement, Community Resilience)*

Sustainability is embedded across all Ancillary Services operations in support of the UCalgary Sustainability Plan:

- Food Services prioritized sustainable sourcing (**20%** sustainably certified), composting, reusable dishware, and cooking oil recycling, and supported CoolFood climate-friendly meals
- Textbooks for Change diverted **2,170 lbs** books from landfill, and the Bookstore’s Perfectly Imperfect sale raised **\$2,700** for the SU Food Bank
- Residence Eco Move-Out program supports waste reduction and social impact by collecting gently used items during residence move-out and donating them to local charities. Diverted **4 metric tonnes** (MT) from landfill
- Residence Free Store provides residents with access to donated household and school supplies from Eco Move-Out throughout the year, promoting reuse and affordability

4. Supporting Student Wellness, Safety, and Mental Health *(Ahead of Tomorrow: Mental Health Strategy; Wellness in Student Services Review (1.4a))*

Ancillary Services prioritizes student health through layered wellness initiatives:

- The in-house Residence Student Support Advisor provides direct, timely assistance to residence students needing mental health support
- Programs in harm reduction are integrated into the residence experience, including access to Narcan, fentanyl testing strips, and safer sex products
- Collaboration with the UCalgary Recovery Community supports students managing substance use recovery. **12** students were referred through the program

5. Building for the Future: Infrastructure and Enrollment Growth *(Ahead of Tomorrow Objective: 2. Increase overall enrolment by 10,000 (7,000 graduates, 3,000 undergraduates) to a total of 46,000.)*

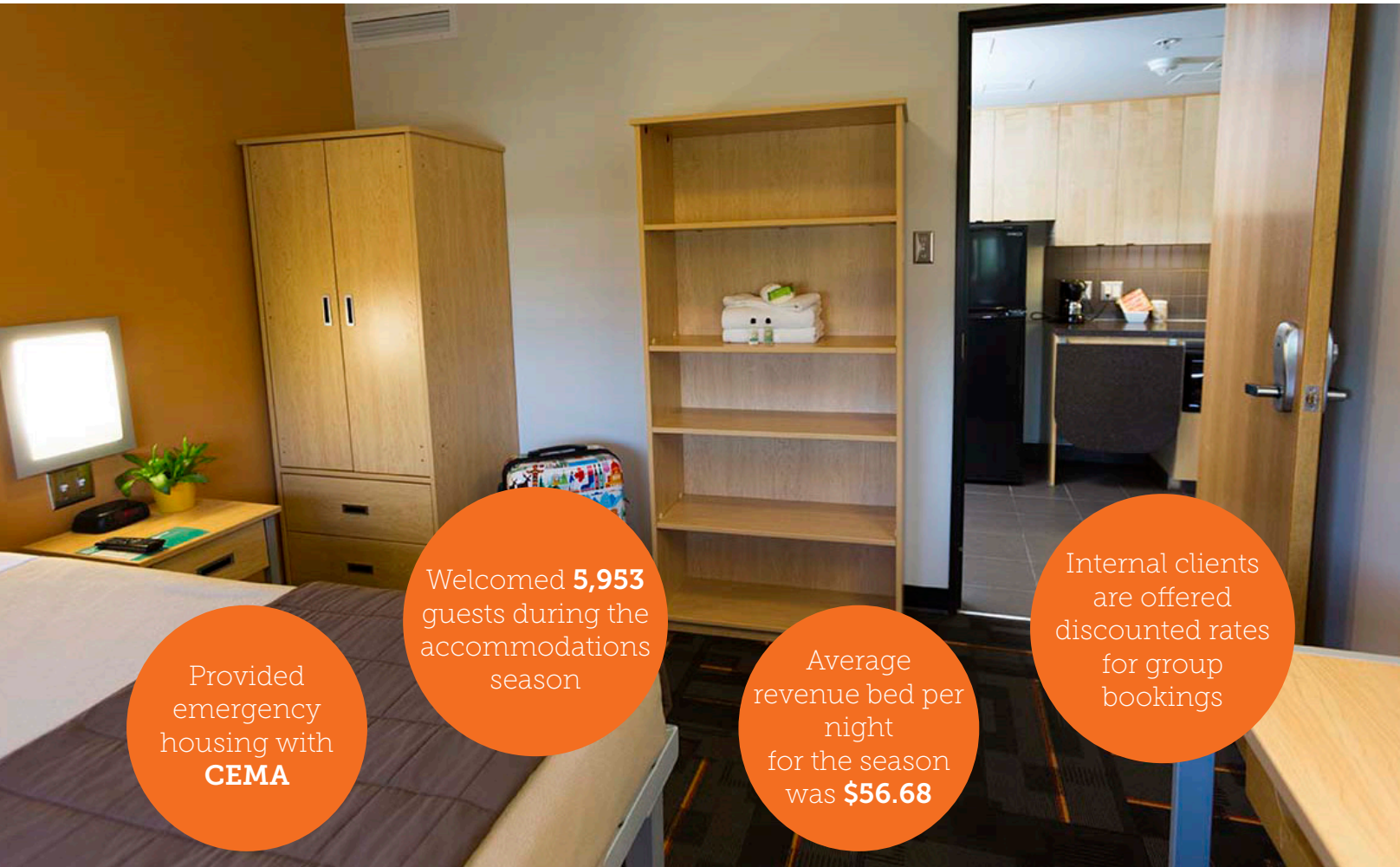
Ancillary Services continues to support the university’s goal of growing enrolment and enhancing students, faculty, staff and visitors’ experience by reinvesting its own revenue, as it does not receive any funding from the government or the university into new and existing Ancillary infrastructure and services.

Some projects in progress are:

- Design phase of two new residence buildings. **\$3 million**
- Partnership with Aloft Hotel added 51 new residence spaces to meet rising demand.
- Kananaskis and Rundle Halls, full building bathroom renovation. **\$15 million**
- Kananaskis and Rundle Halls roof replacement. **\$1 million**
- Cascade Hall roof replacement. **\$1.3 million**
- Cascade Hall carpet/flooring replacement. **\$2 million**
- Cascade bathtub replacement and painting. **\$1.8 million**
- Mattress replacement in Aurora and Crowsnest Halls. **\$300,000**
- Conference and Events new furniture for meeting rooms. **\$75,000**

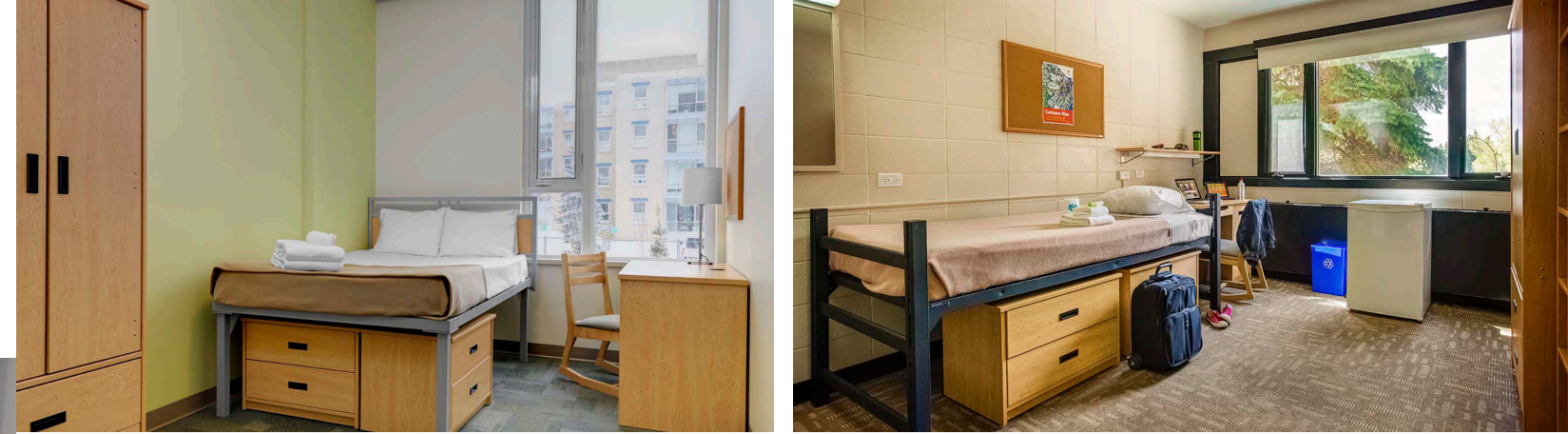
ACCOMMODATIONS

Accommodations run from mid-May to mid-August annually in our Residence buildings. These buildings offer a welcoming environment for anyone and any group, from individual stays to large, medium or small groups for conferences or events.



Positive Impacts

- Provided emergency housing for **175** evacuees during the Jasper fires in Alberta 2024
- Kananaskis Hall **301** guests (estimated bed nights at **1,911**)
- Rundle Hall **2,342** guests (estimated bed nights at **11,855**)
- International House **825** guests (estimated bed nights at **3,627**)
- Yamnuska Hall **2,299** guests (estimated bed nights at **14,677**)
- Aurora Hall **181** guests (estimated bed nights at **1,832**)



Highlights

- Hosted Shad (Canadian summer program for high-achieving high school students): provided free storage and a discounted rate

"We have the unique opportunity to support emergency housing needs, host diverse groups over the summer, and create welcoming spaces that serve both our campus and the broader community."

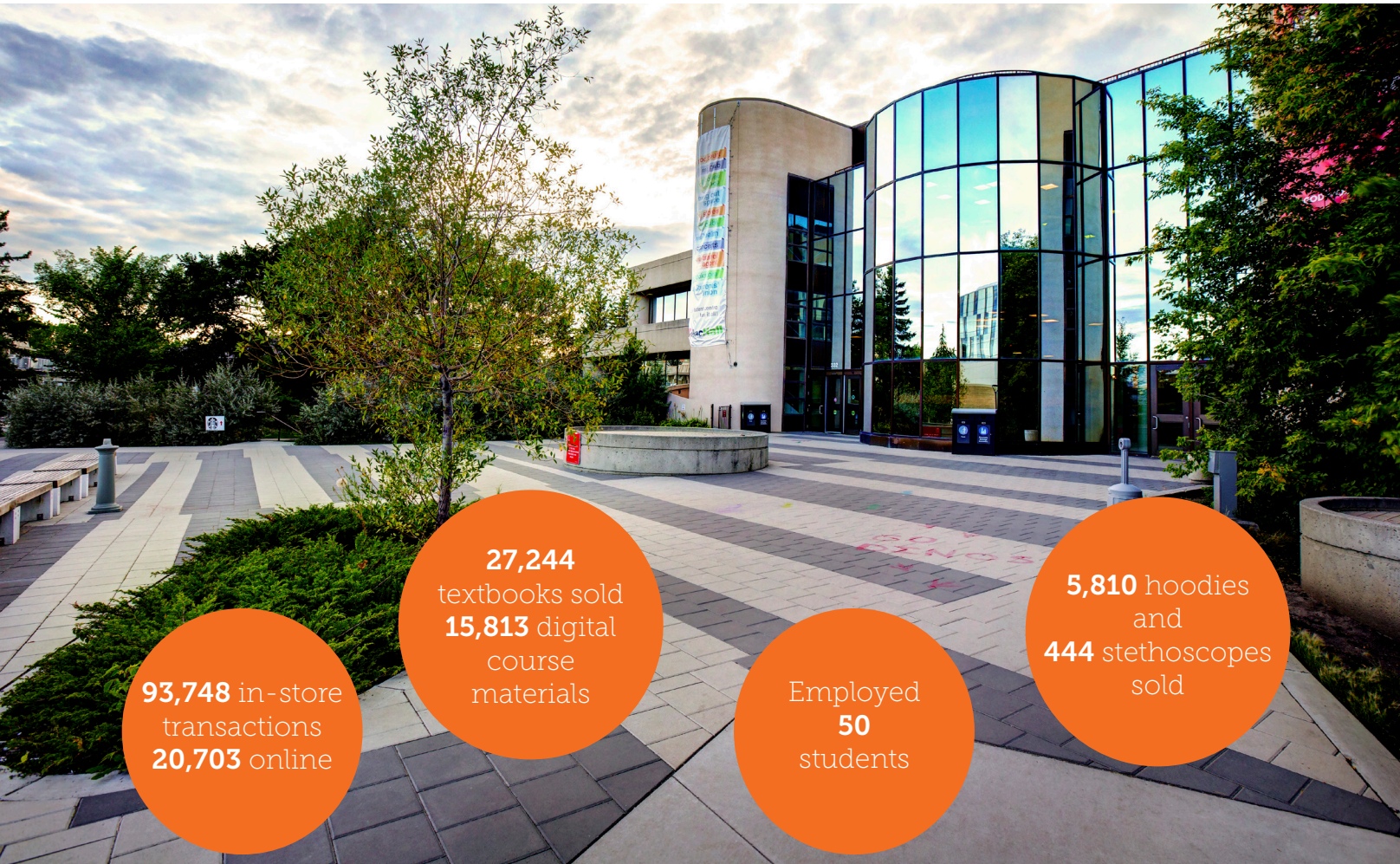
— Magdalena Goss
Director, UCalgary
Accommodations and Events,
Food Services

2025/2026 Priorities

- Expand capacity and efficiency by increasing operational capacity and streamline processes to support the occupancy of upcoming residence buildings

BOOKSTORE

The Bookstore supports all students, faculty and staff both on the main campus and Foothills campus with the medical store. It also contributes to various programs that benefit the university and its community partnerships.



Positive Impacts

- **Orange Shirt Program:** donated **\$810** to the Orange Shirt Society, with the Bookstore covering all other costs and no markup applied
- **Perfectly Imperfect Sale:** sold discounted, imperfect items, donating **100%** of proceeds (**\$2,700**) to the SU Food Bank
- **Book Loan Program:** provided free textbooks to **40 students (20 in Fall, 20 in Winter)** facing financial hardship, including **2** refugee students
- **Textbooks for Change:** Donation bin in MacEwan Student Centre collected books throughout the year, including during Move-Out. **2,170 lbs** of donated textbooks were sent to libraries in East Africa, like Moi and Pwani Universities in Kenya
- **Staff Appreciation sale:** launched the first ever Staff Appreciation sale, a new event offering exclusive custom apparel and accessories to foster campus spirit and showcase university pride among staff

Highlights

- Residence Night sale at the Bookstore. Sold **\$61,000** in merchandise in **3** hours
- Snow Ducks Promotion: Launched exclusive hoodies and stickers with **\$10** per hoodie donated to the Students Greatest Need Fund (**58 sold**) from Oct. to Dec.

"I love coming to work every day knowing that the initiatives we deliver directly benefit our students, faculty, and staff."

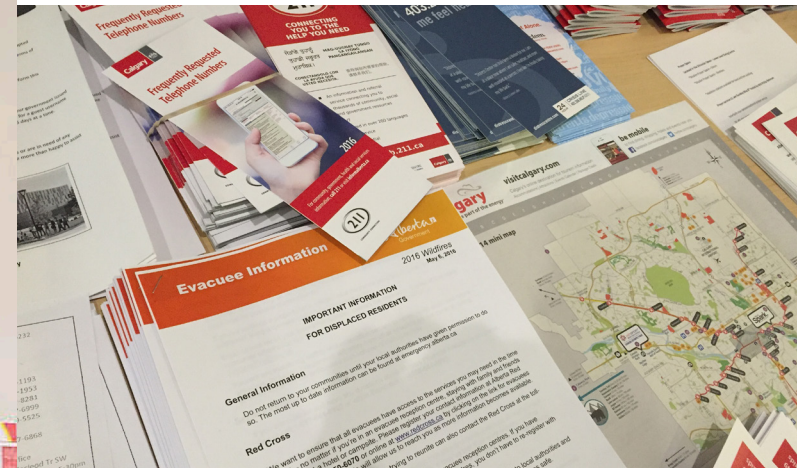
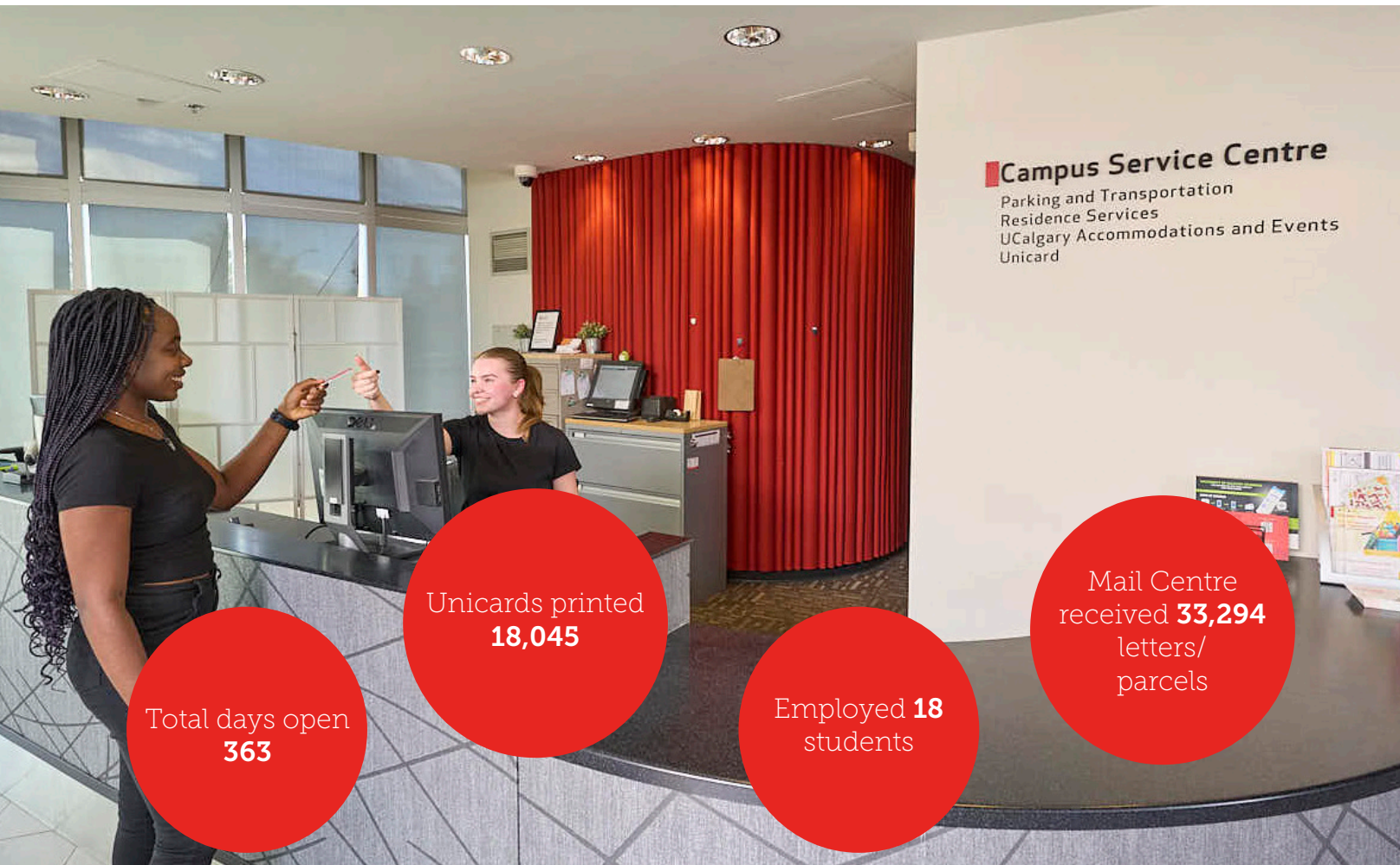
— John Campbell
Director, Bookstore

2025/2026 Priorities

- Continue promoting and expanding custom goods services to increase revenues and keep more university money on campus
- Track the meaningful positive impact the Bookstore makes to the campus community, e.g. reach 1% of gross revenues as in-kind or monetary contributions
- Continue to engage with campus stakeholders to develop a strategic and university supported direction for course materials

CAMPUS SERVICE CENTRE

The Campus Service Centre (CSC) is a key access point for new students, new staff, and visitors to the university. It is also a widely used resource by current students and employees, who rely on its services for day-to-day support.



Highlights

25 Ancillary Services staff volunteered as "Lobby Ambassadors" on Move-in Day and the week following Move-In Day, enthusiastically greeting students and their families and helping them with anything they needed.

"What I love about the Campus Service Centre is how we connect with everyone, from new students navigating their first day on campus to staff and visitors. Every conversation is a chance to help make their day better."

— Susan Austen
Director, Business Operations

Positive Impacts

Ancillary Services supports, manages, produces, and distributes UCalgary's identification card, the Unicaid, for all students, faculty, staff, and visitors. This includes the annual **\$100,000** cost to ensure all users have reliable access to campus services and secure identification.

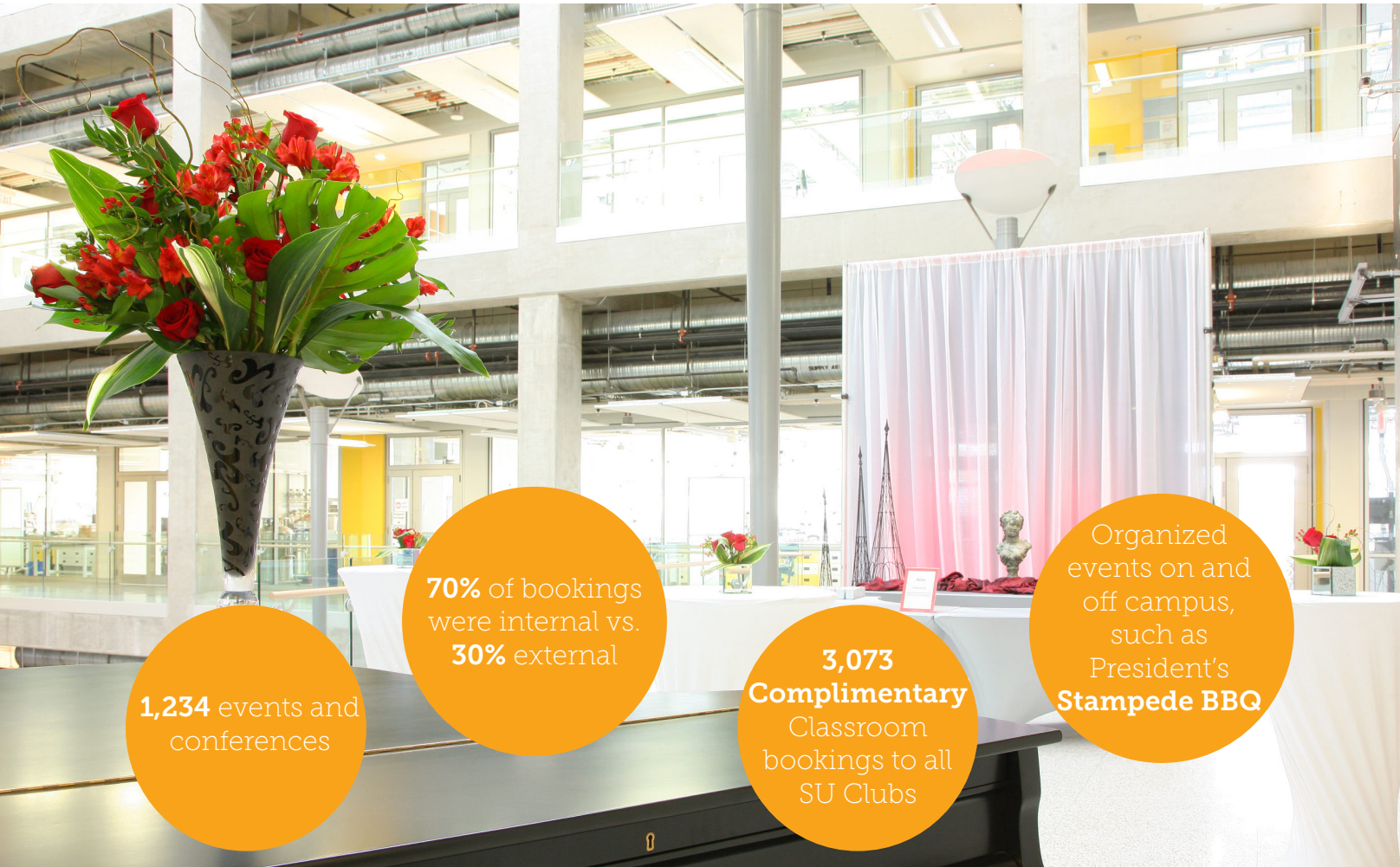
- Provided lockout assistance to over **500** residents
- Provided students in need with emergency accommodation and meals. **10** students
- Processed **5,953** Summer accommodation customers from May 1 - Aug. 15
- Processed **3,654** contractor parking passes

2025/2026 Priorities

- Investigate Electronic Bulletin Boards (EBBs) for Ancillary Services
- Determine FAQs and review if content can be adjusted to reduce service desk inquiries
- Seek out training for desk staff to improve customer interactions and experience

CONFERENCE AND EVENTS

Our team delivers full-service event planning, managing venue bookings, catering coordination, tech support, and more. Our venues range from classrooms to the prestigious Red & White Club at McMahon Stadium, a large and versatile event space ideal for conferences, galas, and meetings.



1,234 events and conferences

70% of bookings were internal vs. 30% external

3,073 Complimentary Classroom bookings to all SU Clubs

Organized events on and off campus, such as President's Stampede BBQ

Positive Impacts

- Organized events across campus, such as the **President's Stampede BBQ, Fall Orientation, including student Welcome BBQ, and Move-In Welcome Week** activities
- Complimentary booking** policy for internal clients. Total **573, 46%** of bookings
- SU Clubs** received **complimentary bookings: 2** classrooms, **4** tables, and **2** green space bookings monthly (per club)
- The Red & White Club at McMahon Stadium is the jewel in the crown of rental spaces. It can hold up to **900** guests. **102** event bookings



Highlights

- Supports faculty events by offering labour for setup, teardown, and furnishing deliveries
- Complimentary bookings **34%** vs revenue generating **66%**
- Implemented ServiceNow software to streamline event inquiries and improve information accuracy

"It's rewarding to help bring people together, create memorable experiences, and contribute to the success of events that make a lasting impact on our campus and beyond."

— Magdalena Goss
Director, UCalgary
Accommodations and Events,
Food Services

2025/2026 Priorities

- Enhance customer experience by improving customer service scores across all areas, with a focus on events, aiming for a **90%** satisfaction rate
- Boost event revenue by emphasizing revitalizing catering services and maximizing event profitability
- Optimized Red and White Club bookings to maximize utilization, support key university functions, and enhance stakeholder engagement
- Ongoing capital investment in new meeting room furniture to enhance functionality of events spaces and guest experience

FOOD SERVICES

Food Services oversees the third-party contracted food vendor, which includes providing food for The Landing and select food retail outlets on campus, and campus catering. Additionally, Food Services manages the liquor license and All You Care To Eat meal plans.



Supported residents with **2** food and meal events during the winter break

Supported residents observing Ramadan during fasting. **126** students

20% of total purchasing was sustainable certified

2,038 meal plans purchased for The Landing

Positive Impacts

- Food Services supported **2** refugee students with a **5-Day** All You Care To Eat (AYCTE) meal plan
- The Landing served **Fair Trade** coffee, tea and bananas
- Food Services team used **125k** from left over Unicaard balances to **support the Campus Food Hub** with food, spices, and kitchen supplies donations and with funding for leasing the space.

The partnership with Coca-Cola as the preferred beverage supplier on campus provides valuable funding for initiatives such as:

- \$10,000** supporting research initiatives on campus
- \$10,000** for student scholarships
- \$20,000** supporting Dinos Athletics
- \$12,500** of free product supporting various activities/events across campus (SU Clubs, Move-In Day, You at UCalgary, Intramurals, Jasper Evacuees)

Highlights

- Fair Trade bananas, total of **175** cases were consumed or **7,000** lbs
- Fall 2024 had the highest score of student satisfaction in The Landing
- Provided food catering for key university events, including Night of the Dinos, Legacy Dinner, and EMBA events

"I love it. It's fulfilling to be part of a team that not only serves delicious meals but also creates a welcoming environment where people can connect, share, and feel nourished."

— Magdalena Goss
Director, UCalgary
Accommodations and Events,
Food Services

2025/2026 Priorities

- Launch 60th Anniversary catering menu to elevate the university's milestone celebrations and showcase culinary excellence
- Advanced development of on-campus Food Truck programming to foster campus vibrancy and enhance food options
- Continue supporting students with dietary restrictions and food allergies

PARKING AND TRANSPORTATION

Parking and Transportation manages 11,000 parking stalls on campus for students, staff, and visitors. It also supports the transit pass program for full-time students and handles all maintenance and improvements on parking lots, and more.



Highlights

- Issued **23,785** permits to students, staff, contractors, visitors and guests
- Motor Assistance Program in university lots provided vehicle assistance over **129** times
- **Dedicated** drop-off stall for SU Food Bank parking
- Provided **complimentary** vendor parking at Foothill Campus for the United Way Maker Day

"The parking industry is at a crossroads where innovation and customer-centric thinking are reshaping traditional models."

I am thrilled by the opportunity to explore how we can integrate smart technology and creative solutions to enhance parking experiences at UCalgary."

— Michael Wilson
Director, Parking and Transportation

Positive Impacts

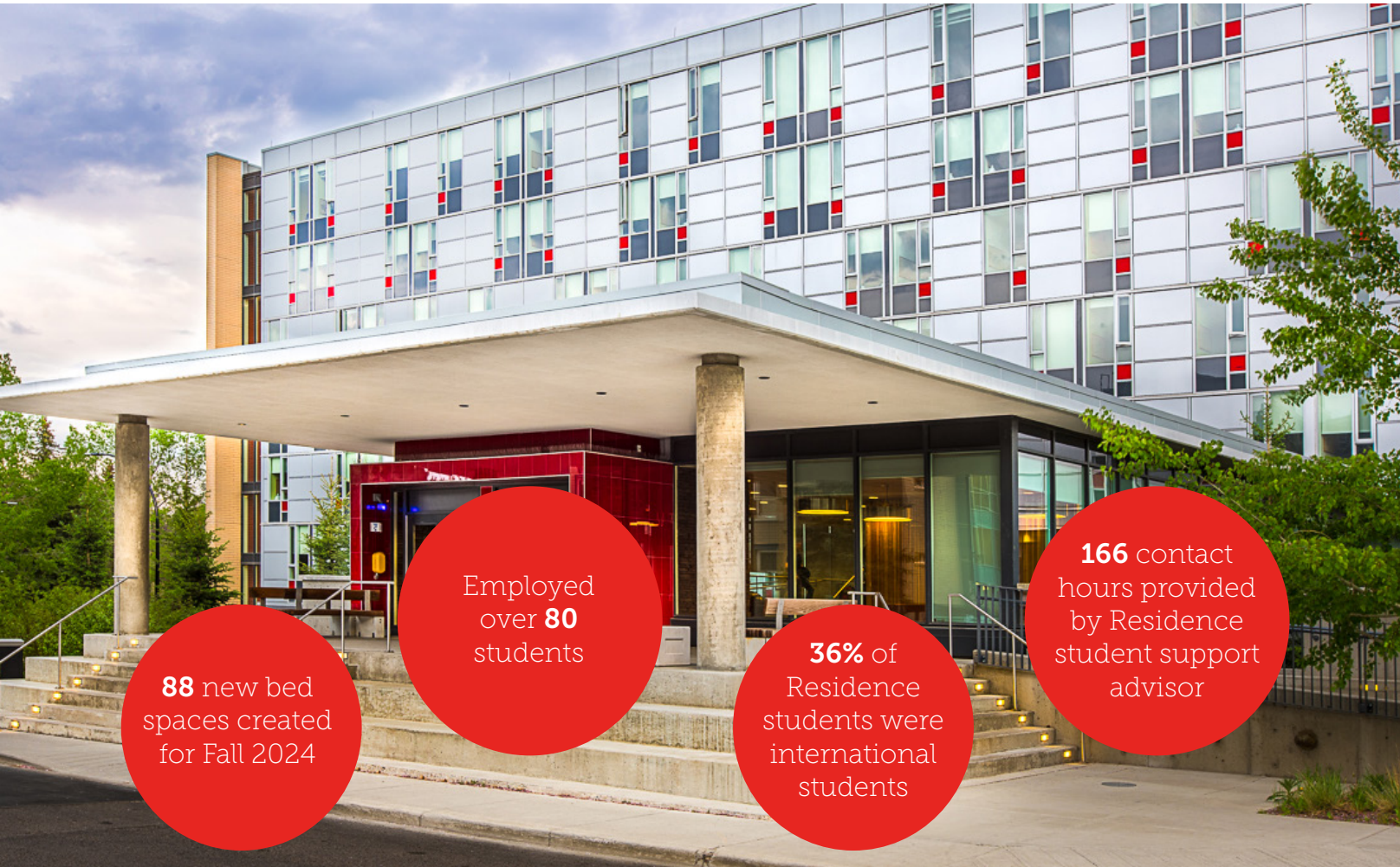
- **Food for Fines:** 1 week of parking fines collected in February. **50%** of fines collected were donated to SU food bank. Total donation **\$8,017**
- **Complimentary** parking for life for those who have worked at the university for over **25** years
- **Complimentary** parking for Move-In Day, Convocation, You at UCalgary, retirees and recruitment events
- Kinesiology—Active Living, summer camps, and research programs were provided with decreased parking rates (**70%** discount)
- **50 % Discounted** parking for students on exam days
- Expanded affordable parking options by introducing a McMahon Stadium monthly parking pass offered at **\$50** per month. **225** permits sold, **\$11,250**

2025/2026 Priorities

- Continue work on License Plate Recognition (launching 2025)
- Finalized Contribution Agreement with SU and support of Food for Fines. Fall 2025, launching a similar initiative that will support the Campus Food Hub
- Winter 2025 Parking Survey sent to **4,656** permit holders, **38%** responded

RESIDENCE SERVICES

Residence is home to over 3,000 students from over 75 countries. Students are housed in 9 buildings and over 100 townhomes on campus, and in Aloft Hotel, an off-campus partnership. Residence is designed to foster community and support residents in personal and academic success.



88 new bed spaces created for Fall 2024

Employed over **80** students

36% of Residence students were international students

166 contact hours provided by Residence student support advisor

Positive Impacts

- Funded housing for **2** refugee students
- Housekeeping Team Leads completed the ISSA Cleaning Management Institute's Certified Custodial Supervisor Training. All Residence Housekeeping Supervisors are now Certified Custodial Supervisors with the ISSA & CMI
- Temporary student emergency housing provided for students in need while looking or waiting for permanent accommodations: **17** students, total **111** nights
- Diverted **4 metric tonnes** (MT) of waste from landfill in Eco Move-out. Initiatives also contributed to the Free Store for students moving in Fall 2024
- Entered its second year of partnership with the UCalgary Recovery Community, increasing spaces for **12** students referred through the program
- Initiated a Residence Advisory Committee for Sexual and Gender-Based Violence (SGBV) Prevention in collaboration with the SGBV Prevention and Support Office



Highlights

- 1,202** students moved in on Move-In Day (**250** staff and volunteers helped on that day)
- 7** live-in staff (**6** RLCs, **1** Coordinator)
- Over **600** events hosted for residents
- 2 weeks** of Welcome Week events
- Launched first Move-in Survey, **871** responses. **87%** of respondents reported having a positive move-in experience
- 90%** of respondents expressed positive feelings about the assistance and care provided by move-in staff

"Our Residence Services Team proudly enhances the UCalgary student experience in all ways that contribute to academic, social, and wellness success. From move-in to our academic and support programming, our 24/7 crisis intervention service, high standards of cleanliness and maintenance, and sustainable commitments at move-out and beyond, each step in our students' living-learning journey is anchored in enthusiastic support from our team."

— Brittanie Walker-Reid
Director, Residence Services

2025/2026 Priorities

- Entering into the 'design phase' of new buildings with a plan to be presented to the UCalgary Board by December 2025
- Continue to support the transition of residents living in Varsity Courts as the final decommissioning Phase III concludes on July 31, 2026
- Continue to invest in capital infrastructure to ensure high-quality, well-maintained living spaces for residents. Kananaskis and Rundle Halls full building bathroom renovation, Cascade Hall roof, carpet, flooring and bathtub replacement are a few projects to be completed

W.A. RANCHES

Ancillary Services is responsible for operating and maintaining W.A. Ranches at UCalgary. The ranch is a working cattle operation that aims to become a world-class teaching, learning, and research facility for the university.



Highlights

- Cochrane North portable classrooms completed. Cremona 4H Club Beef Members were the first to explore the new space and learn about raising beef projects, introducing them to W.A. Ranches and potential future UCalgary vetmed students
- Utilized by the largest group of researchers working on beef in North America
- Has **3** main sites with associated facilities to support ranching, research, teaching, and outreach activities

"W.A. Ranches is unique; it stands apart by blending traditional ranching with a commitment to vital animal research and hands-on learning opportunities for students."

— Jonny Bennett
Manager, W.A. Ranches

Positive Impacts

Held **3** workshops as part of the Youth Outreach program:

- **1st** Workshop: Stress-Free Cattle Handling
- **2nd** workshop: Bovine Anatomy & Lameness
- **3rd** workshop: Safe Injections & Vaccines

Youth had a "sampler" of all things veterinarian during Summer Vet Camp:

- A hands-on intro to veterinary specialties. Camps were held virtually, allowing for better access for geographically isolated youth

- Cremona 4H Club hosted annual multi-judging event at W.A. Ranches. **27** youth members, **12** parents and **4** guest judges were at the event

Research and Education:

- Evaluated effects of Low vs. High Windbreak Density on Cow-Calf Bonding and Mismothering

2025/2026 Priorities

- Continue promoting opportunities to engage with the community by inviting youth groups to visit the ranch and experience our valuable work first-hand
- Continue supporting cattle research and advancing student learning through cattle farming, health issues, and social behaviours



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