

UBC Social Ecological Economic Development Studies (SEEDS) Student Report

**University of British Columbia Food Service Project The Barn: Moving Towards a Socially
Vibrant, Sustainable Restaurant**

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Wendy Wang**

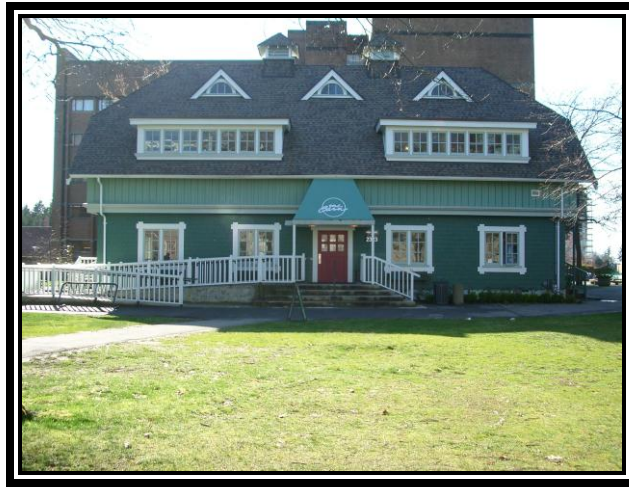
University of British Columbia

AGSC 450

April 13, 2007

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**University of British Columbia Food Service Project
The Barn: Moving Towards a Socially Vibrant, Sustainable Restaurant**



Submitted: April 13, 2007

AgSci 450 Group 15

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Table of Contents

Abstract.....	2
Introduction.....	2
Problem Definition.....	3
Value Assumptions and Vision Statement.....	4
Current Initiatives.....	5
Methodology.....	6
Findings.....	7
Discussion.....	8
<i>Menu</i>	8
<i>Proposed New Menu Items</i>	9
<i>Nutritional Analysis</i>	10
<i>Social</i>	11
<i>The Barn Art Project: Linking Communities</i>	11
<i>Interior Design</i>	12
<i>Fundraising: Hand-in-Hand with Increasing Social Profile</i>	14
Recommendations.....	15
Conclusion.....	16
References.....	17
Appendix A: Survey Template.....	19
Appendix B: Survey Results.....	20
Appendix C: Proposed New Menu Item Recipes.....	23
Appendix E: Current Menu.....	26
Appendix E: Nutritional Analysis.....	26
Appendix F: <i>The Barn Art Project</i> Outline.....	27
Appendix G: Art Project Submission Guidelines.....	28
Appendix H: Interior Design Costing.....	29
Appendix I: Group 18 Survey Results.....	30

Abstract

The Barn Coffee Shop is a University of British Columbia (UBC) food service operation that caters to numerous students, staff and faculty. Being a part of UBC food services indicates that many of the inputs are sourced from outside of the Lower Mainland, and have traveled long distances. This places a burden on global sustainability, shipping raw materials increases fossil fuel consumption. Local and seasonal products are essential to making any food system more sustainable. To date *The Barn* has adopted several sustainability initiatives, however there is still opportunity to enhance the reputation of *The Barn* on “Sustainability Street”. This paper focuses on adapting the menu to incorporate more local and seasonal foods, and altering various social facets to create a more vibrant destination on campus.

Introduction

The Barn can be considered very much a part of University of British Columbia’s (UBC) “roots” since it was established in 1917 as one of the first educational facilities. Today, recognition as the foundation of ‘Sustainability Street’¹ is a goal of the UBC Food Service Project (UBCFSP)² and the UBC Sustainability Office (SO). This vision is well on the way to being realized as is illustrated by past UBCFSP papers, which have influenced sustainability initiatives and aim to increase sustainability on the UBC campus in a number of ways, such as composting and reducing the use of disposable packaging. This is an ongoing project which has been progressing with small steps to ever increasing sustainability, however, there are many aspects that can still be improved. This paper discusses the initiative to further increase *The Barn*’s social profile, as well as to enhance the current menu by incorporating seasonal and local foods as was recommended by Group 6 of the 2006 UBCFSP (Richer, 2006). Through fundraising, assessing needs, researching, planning and networking we have composed a series of plans to augment *The Barn*’s current status and allow it to be recognized as possibly the most socially,

¹ Sustainability Street is a new creation designed to showcase sustainability design and research with Phase 1 focusing on waste and water recycling (Rojas & Richer, 2007)

² The UBC Food System Project (UBCFSP) is a collaborative, community-based research project started over five years ago that involves multiple partners (Rojas & Richer, 2007)

ecologically and economically sustainable restaurant on campus, as well as renowned globally as a model for sustainability in food services.

Problem Definition

The North American consumerism and economic focus currently driving our global food market is leading to degradation of land and natural resources. Canadians have become so accustomed to international inputs in their food consumption patterns that there is a diminished realization of food sourcing. Our group finds it troubling that as urban life and food production speeds up, the industrial eating³ patterns of consumers have resulted in obscured relationships and connections with the food chain (Pollan, 2006). “Fast food” has taken over many restaurant operations and consumers are now demanding convenience items which confusingly originate from thousands of miles away. This certainly seems to contradict sensible procurement choices from the local environment. As Blewitt states, “when everything is standardized for mass consumption and supermarket purchase, our choice of local and seasonal foods actually diminishes” which does indeed resonate with Canadian food culture (2006). This is represented on campus as busy students are demanding fast food options such as Starbucks and Tim Hortons⁴. We feel that *The Barn* is optimally positioned to provide these convenience items with local food sourcing and higher nutritional value. As such, if *The Barn* is able to convey a more aware, sustainable and healthy image to the student population, it will have the ability to expand this paradigm outside of campus borders as enlightened students share their new perspective with community members.

³ Industrial eating can be thought of as an intensive food production chain that typically finishes either in a grocery store or fast food meal, which feeds of the population in North America (Pollan, 2006).

⁴ Parr, Andrew. Personal Communication. (March 7, 2007)

Value Assumptions and Vision Statement

Our research into sustainability initiatives at *The Barn* was guided by an ecological framework of thinking about food, corresponding largely with Lang and Heasman's "Ecologically Integrated Paradigm" (EIP) (2004). The EIP is described as an approach to thinking about food, in terms of food production, health, and society, with a deliberate consideration of the natural environment (Lang & Heasman, 2004). Through a core assumption that resources are finite, the EIP recognizes reciprocal relationships between ecological health and social well-being, and seeks to work collectively with natural resources (Lang & Heasman, 2004). Firstly, we value utilizing the natural resources of Canada by keeping food production and consumption as local as possible, thus reducing global impacts of fossil fuels needed to import food products as well as industry inputs. We consider local to be foods grown and processed within British Columbia or Washington. Secondly, we value reconnecting the land and consumption by making students more aware of the origins of their diet. Lastly we value building community around food, emphasizing the "Slow Food" movement,⁵ enhancement of the social experience and enjoyment surrounding meals. After reflection on our value assumptions, we found that they clearly align with the UBCFSP's eight guiding principles in the Vision Statement⁶. We strongly agree that food should be supplied locally, recycled and/or composted locally whenever possible. *The Barn* coffee shop is already composting, and our intent is to increase the use of local foods in their menu items. In addition, we agree with producers being ecologically friendly, and something that was not mentioned is we feel it is important that *The Barn* foster long-term relationships with suppliers by offering continued support for their

⁵ "Slow food is about spending the time to prepare and eat food that is wholesome, tasty, local and, wherever possible, organic. It is about retrieving food and mealtimes more generally as a site for social interaction, discussion, companionship, rest and relaxation" (Blewitt, 2006).

⁶ Richer, L and Rojas, A. (2002-2005). Vision Statement for a Sustainable UBC Food System.

ecological efforts, so they can continue their sustainable practices and continue facilitating their economic survival.

Overall, our paradigm and value assumptions affected how we conducted the research for the project, the alterations to the menu we proposed, as well as an examination of social sustainability.

Current Initiatives

To date UBC Food Services has taken responsibility for increasing sustainability on campus and several initiatives have affected *The Barn*. These include; adoption of china, cutlery and glassware to reduce the waste created by single use disposable packaging, provision of fairly traded organic coffee (supplied by the ethical Pura Vida), and food container/portable coffee mug discounts. In addition, a pre- and post-consumer organic composting program has been implemented at *The Barn*. UBC waste management uses an in-vessel compost facility on campus allowing organic waste to be diverted from the landfill and used as fertilizer for the UBC Farm and campus grounds. UBC Food Services has also made amendments to their procurement standards so that the amount of deliveries per week and the number of contracted vendors have been reduced. Another significant initiative relating to ecological responsibility is the recycling of oil into bio-diesel which is then used to operate landscaping vehicles on campus. After taking all of these inspiring initiatives into account, we see further opportunity to augment *The Barn's* role in becoming the leading sustainability restaurant on campus. We would like to address menu issues as well as the social vibrancy of *The Barn*.

Methodology

In order to understand how *The Barn* can reposition itself as a socially vibrant, sustainable restaurant, the overarching methodology of our group encompassed the “look, think, act”⁷ procedure developed by Stringer for Community Based Action Research (CBAR) (Stringer, 1999). CBAR aided in creating a connection between our group, the work already completed by previous AGSC 450 students and the input from relevant stakeholders⁸, and integrates our work with the future research of AGSC 450 students.

The “look” element involved exploring and analyzing the current menu, a seasonal produce chart⁹ and a thorough literature review which included past AGSC 450 group papers and other relevant research on developing ways to incorporate the sustainability in a corporate industry. Our group also interviewed Andrew Parr, the head of UBC food services because of his direct influence on food service operations. In addition, we conducted fifty short closed-ended questionnaires (refer to Appendix A) which we randomly distributed to UBC students at various locations across campus, such as the Student Union Building, *The Barn* and the Forestry Building. Issuing the questionnaires at various locations allowed a diverse representative sample of the UBC population, in a format chosen for simplicity with the intent of achieving a greater response rate. We were then able to determine what obstacles *The Barn* faced in creating a seasonal menu and in repositioning itself as a sustainable enterprise in an increasingly globalized food system.

The “think” element involved discussions between our group members and other AGSC 450 colleagues. This allowed us to identify three key initiatives that are able to be

⁷ The look, think, act is a powerful framework and builds greater detail into procedures as the complexity of activities increases. As participants work through each of the major stages, they will explore the details of their activities through a constant process of observation, reflection and action (Stringer, 1999).

⁸ Parr, Andrew and Yip, Dorothy. Personal Communication. (March 7, 2007)

⁹ Available from bcfarmersmarket.org (2007).

adopted by *The Barn* in order to convert it into an enterprise with high longevity and profitability. These include ways to incorporate seasonal menu items, transform *The Barn* into a casual atmosphere through redecoration, and to develop a union between local artists, the UBC Arts Faculty, and *The Barn*.

The “act” element involved the organization and participation by our group, as well as two other AGSC 450 groups¹⁰, in a fundraiser aimed at promoting awareness of sustainability initiatives at *The Barn* while procuring money for these proposals. In addition, our group created many new seasonal food items such as apple stuffed chicken breast and cabbage wraps, which can be incorporated into the menu. Finally our group proposed many recommendations which can be acted upon by *The Barn*’s relevant stakeholders and next years AGSC 450 class, in order to augment the sustainability of *The Barn* and make it a socially desirable location on UBC’s campus.

Findings

Our group was able to isolate key factors that are currently inhibiting *The Barn* from attaining the status of a desirable location on campus. We realized early on that it was imperative for us to survey the catchment area of *The Barn* to ascertain what changes current or prospective customers would be in favour of. The results of our surveys and group 18’s, which were administered at the fundraiser (see Appendix B & I), revealed that the availability of food selection was one of the main deterrents from choosing *The Barn* compared to other food outlets on campus. It became clear that further selection of food options, such as addition of pastas or appetizers, would draw more clientele. A demand for local and seasonal produce was also exposed, and this need is echoed by the priorities of many students studying in Land and Food Systems.

¹⁰ Groups 11 and 18, 2007

An analysis of our survey also revealed that *The Barn* is not exceptionally well known around campus. Forty percent of the people surveyed did not know of *The Barn* and of the 63% that are aware of it, only roughly 5% of them choose to visit due to the current atmosphere. These results triggered our group to inspect the interior décor and to create a more welcoming environment.

We felt that creating a new menu and ambiance were of utmost importance, but that immediately increasing *The Barn*'s profile would create a jump-start for business. To accomplish this task we collaborated with two other UBCFSP groups to throw a "Think and Drink Green" beer garden. In doing so we made *The Barn*'s presence known as a quality food outlet option, showcased our plans, and raised a small amount of money to begin some of our outlined projects.

Overall our three main tasks included creation of new menu items, reconstruction of the social atmosphere, and a boost for *The Barn*'s profile. We feel that the projects outlined in this paper lay the groundwork for highly increasing the desirability of this destination on campus.

Discussion

Menu

We feel that emphasizing seasonal British Columbia produce is of the utmost importance to ensure that *The Barn* embodies the sustainable culture we are trying to foster. A local food system increases sustainability through decreasing the amount of fossil fuel used in production. Shifting to local inputs lowers the amount of fossil fuel required for transport and storage temperature control during this time.

By utilizing local produce it is also possible to generate lasting social ties with farmers in the area. This permits patrons of *The Barn* a chance to see where their food

comes from and allows them to reconnect with the food system they are a part of. Ideally we envision a large proportion of the menu incorporating local produce where feasible, but for now we propose three each of seasonal salads, pasta sauce and entrée specials to be included during lunch. These items aim to utilize local produce and emphasize personal as well as environmental health with their improved nutritional quality.

The existing menu (see Appendix D) relies heavily on outsourcing and pre-made foods that are not local and not always in season, in order to decrease labour and input costs and the need for extensive kitchen facilities. This dependence plays a large role in the existing low sustainability of *The Barn's* food system. An ideal plan of action would involve a complete overhaul of the menu, but this would be a difficult and risky venture, as it requires a great deal of deliberation and without the proper research and testing, may deter current patrons from returning. Our group felt that a gradual adaptation to a new menu would be the best course of action to combat the risks associated with drastic menu restructuring. The present menu is one that can be easily adapted to contain fresh local seasonal produce.

Proposed New Items

In analyzing the current menu, talking with managers, and conducting consumer research, we identified the need to reconstruct some elements of *The Barn's* menu. Our surveys revealed that many people sought local produce which we felt was a straightforward modification to implement. This coincides with the managers' wishes to adapt the menu to further emphasize local and seasonal foods. Since a previous UBCFSP group examined the breakfast menu we decided to focus on lunch. Although salad is already served as an option with pre-packaged entrees, we felt that updated versions may

increase the patrons' willingness to purchase healthier food choices. The surveys from our group and group 18 indicated that fresh salads would be a favourable addition.

Furthermore, we propose that the sandwich bar be replaced with a pasta bar, which our needs assessment tells us might be more popular. This component would have several sauces to choose from such as tomato, meat and cream, as well as the seasonal sauce, and would offer the addition of seasonal veggies. All seasonal pasta sauce recipes incorporate rosemary, which aids our collaboration with group 11, who plan to incorporate this herb as an edible hedge. Seasonal salad recipes would be used as a side for the entrée, panini or burger specials as well as on their own as a healthy lunch special. With more appetizing salads we hope to decrease the number of patrons who choose unhealthy options such as French fries as their side dish and increase the awareness that they are consuming local, seasonal produce in their meals.

Finally, we propose the incorporation of three new local seasonal entrées, which are affordable, appetizing and more sophisticated than what is currently offered. These will be included in the "other" section of the menu. Currently the "other" section of the menu consists of five options which are rotated daily. For now we propose a spring/summer, fall and winter local seasonal menu item, consisting of chicken, pork or beef, to be rotated with the existing five options. In the future we suggest that all of the "other" rotated menu options be local and seasonal. Please refer to Appendix C for all proposed menu item recipes.

Nutritional Analysis

A nutritional analysis was completed on each of the proposed menu items. This was requested as per Andrew Parr. We too felt that it would enhance the appeal of the new items if nutritional knowledge was available to patrons. We believe that healthy

foods contribute to a sustainable food system and information about these foods empowers consumers to make balanced choices. Please see Appendix E for a complete table of nutrition facts.

Social

To address the waning social atmosphere we propose many new initiatives be put in place. We have developed an art project in partnership with the UBC Arts Faculty, and have outlined a union that would involve local artists displaying their work for sale or rental where *The Barn* would also take a cut of the profits. Over time this money could then be used to buy more comfortable furniture for the interior to promote a cozy coffee shop atmosphere. We have examined various companies offering products whose materials and production methods purport to convey less damage to the environment than their competitors. In addition we feel that using the upstairs portion of the interior as a meeting space with available catering would be an excellent way not only to increase revenue, but also awareness of *The Barn* as a popular location to spend time and purchase food on campus. The patio area is a viable space to utilize and can be easily incorporated into the atmosphere with furniture and music as the season allows.

The Barn Art Project: Linking Communities

We see a great opportunity for *The Barn* to improve its appearance and atmosphere, utilize its open wall space, and obtain extra revenue. This income can be used to upgrade the current facilities, buy more comfortable atmosphere-enhancing furniture and continue to support social initiatives, such as bi-yearly beer gardens.

UBC Arts students will have the opportunity to display their work for sale or rental to the general public, thereby increasing their profile as well as that of *The Barn* due to increased traffic and the creation of a new type of business on campus. In turn,

The Barn will obtain a portion of the sale price off of each work of art to be pooled back into a fund to maintain the project (lighting, paint, tools, nails etc. that may be needed for hangings), purchase new interior décor and making the Barn a cozier, more desirable place to spend time in.

A small committee of Arts students, faculty,¹¹ *The Barn*'s employees, and UBC Foodservice administrators should be formed to assess art applications. Documents to be used in this process can be seen in Appendix G as well as a comprehensive project outline in Appendix F.

Some findings to support this program:

“Coffee shop/galleries can play an important role in the careers of most artists-- often a coffee shop will be the first venue to show an artist's work. In doing so, they provide artists with the validation of seeing their work hanging on white walls, and ...an audience that is far more diverse than the one attracted to posh galleries. Coffee shops can also promote work through sales and exposure.” -New York Foundation of Arts (www.nyfa.org)

“Galleries have strange hours — some are by appointment only. With coffee shops there is a wider variety of people, from many different social levels. Maybe they're interested in art, and maybe not. But I think most people like at least one of my photographs.” -anonymous artist

Interior Design

In order to increase the social appeal of *The Barn*, interior design and layout was examined. Based on surveys (see Appendix B), our experience visiting *The Barn* and

¹¹ Contacts may include: Associate Dean of Arts - Strategic Initiatives Email: [REDACTED]
Rebeca Lau - UBC Joint Academic Program Coordinator Email: [REDACTED]
Visual Arts US contact [REDACTED]

personal observations, we strongly believe that patrons would be attracted by a more casual and relaxed atmosphere. Achieving this transformation will take many different initiatives.

Firstly, we suggest extensive redecoration of the interior and rearrangement of the furniture, as well as acquisition of new furnishings, as funding permits. Since tables and chairs are present at the moment, we suggest purchasing new plants and replacing some of the tables with couches to provide welcoming and comfortable seating. Painting the walls a warmer colour such as taupe, with new table cloths to match may also bestow a hospitable ambiance. Furthermore, a large bulletin board, featuring an ideas chalkboard section and an events posting section, on one of these new walls would help to construct the sense of a close community. Our proposed art project will be able to further enhance this positive atmosphere and brighten the interior. To better utilize the current stereo system a drop box should be set up for students to submit song or genre requests. This would make the music more conducive to the population visiting *The Barn*, thereby generating a desirable place to study, work or relax. This suggestion box could also be open to other comments which would serve to continuously evolve and improve this establishment to better serve its diverse customers.

In order to better utilize the available space, we view second floor of *The Barn* as an ideal location for group meetings, parties or events due to its privacy and convenient proximity to food and drinks. We propose that this room be used for rental. A nominal fee of approximately five dollars would be charged to cover any cleaning and maintenance costs incurred. Any interested party would simply register with the manager for their preferred time and may choose to pre-order group portions of food for their event.

The patio setting outside is also a fantastic place to host customers, especially during the summer time. A relatively high percentage of people (78%) from our survey indicated that outdoor seating is an appealing prospect. Currently *The Barn* owns plastic chairs and tables so it will be unnecessary to purchase new furniture, only to make it available more often. These many changes are estimated to cost approximately \$1000-\$2000, depending on purchase choices made, which are outlined in Appendix H.

Fundraising: Hand-in-Hand with Increasing Social Profile

One of the central focuses of group 15 along with 2 other UBCFSP groups was a “Think and Drink Green” beer garden to raise awareness of several sustainability initiatives on campus. We also aimed to increase the profile of *The Barn* restaurant itself as well as that of Sustainability Street. This beer garden involved a great deal of outside preparation, work and dedication from some group members and drew a large crowd of mainly UBC students. A chief draw for the function was the live performance from our teaching assistant, Chris Suen’s band. Posters made by AGSC 450 group members and other community groups outlining sustainability initiatives were also displayed. Sales of burgers, veggie burgers and beer were able to raise \$150 as capital to invest in startup costs for our projects such as interior redesign plans, including the art project.

One of the main initiatives requested was, “Based upon consultations with UBC Food Services representatives, more work needs to be done to reposition *The Barn* as a socially vibrant sustainable destination on *Sustainability Street*.” (Richer et al, 2006). We feel that our event represented the commencement of creating awareness around sustainability at *The Barn* due to the respectable turnout and enthusiastic response people had to the display posters about current initiatives on campus.

Recommendations

To The Barn

- The incorporation of a nutritional analysis of all food items offered on the menu will enhance the appeal of the menu items, and empower consumers by allowing them to make informed food choices. In addition, we feel that providing a nutritional analysis will encourage *The Barn* to incorporate more healthy food choices for consumers.
- Integrating three local and seasonal sauces, three salads and three entrees into the current menu will begin the gradual process of implementing a more sustainable menu. This will also serve as an example for other UBC foods service outlets.
- The “Think and Drink Green” beer garden or a similar barbeque should run twice each year, in order to draw a consistent crowd of customers by creating a new reputation for The Barn. It can also continually highlight sustainability initiatives on campus, further increasing its reputation as an environmentally conscious food outlet.
- A union should be developed between local artists, the UBC Art Faculty and *The Barn*. Therefore, artists can display and sell their art and *The Barn* can take a portion of the profits to raise money for social sustainability initiatives.
- We would like to see approximately \$1000-\$2000 spent over time, on interior redesign to create a more appealing and welcoming atmosphere for patrons. The money will be raised through fundraisers such as the art program and the “Think and Drink Green” beer garden.

To Next Years AGSC 450 Class

- The development of more seasonal and local food items with detailed recipes and nutritional analysis will ensure a smooth transition to provision of a completely local and seasonal menu.
- A detailed business plan aimed at reshaping the upstairs into a rental space will enable *The Barn* to utilize this room to attract new customers.
- We also recommend that the AGSC 450 class of 2008 conduct taste tests, or pilot menu items to assess the feasibility and acceptance by *The Barn's* clientele.

Conclusion

Our group recognizes that *The Barn* must lead by example in order to become globally admired as the most socially, ecologically and economically sustainable restaurant on campus, in an increasingly globalized food system. Our underlying vision was aimed at outlining and developing feasible and realistic initiatives to improve the menu and social profile of this long-standing establishment on campus. Our recommendations present how these goals can be met by incorporating detailed recipes, budget plans, guidelines for new projects, and even an example of a successful, profile-increasing fundraiser. It is our hope that these initiatives will be incorporated and their potential fully realized in the future. In addition, our recommendations focus on building connections within the community and awareness surrounding sustainability initiatives. These can act as a guide and a stepping stone to increase the sustainability of *The Barn*, UBC and our food system as a whole.

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Appendix A: Survey Template

1. Have you ever been to “The Barn” on campus? Yes No

2. If yes, why do you go there? Circle all that apply.

Food Convenience Atmosphere Service Location

3. If no, why do you not go there? Circle all that apply.

Food Convenience Atmosphere Service Location

4. What changes would make you more inclined to go to “The Barn”? Circle all that apply.

Liquor license Drink Specials All Day Breakfast Larger Variety Of Food

Extended Hours Coffee Specials Organic Food Options

Accommodating Atmosphere to study/relax (eg. Couches, Music, Plants. Art)

Minimized Packaging/Incentives For Using Reusable Containers Live Bands

Seasonal Food Choices Deli Style Foods (ie. The Pendulum)

5. What types of foods would you like to see offered? Circle all that apply.

Variety of Pastas Appies (eg. Dry Ribs, Chicken Fingers, Chicken Wings etc.)

Seasonal Foods Salads Sushi Local Organic

Other_____

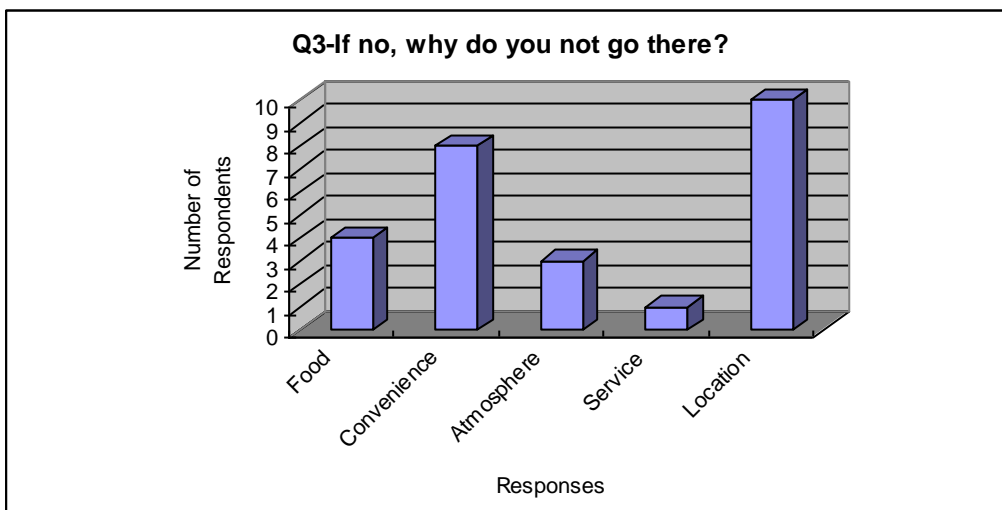
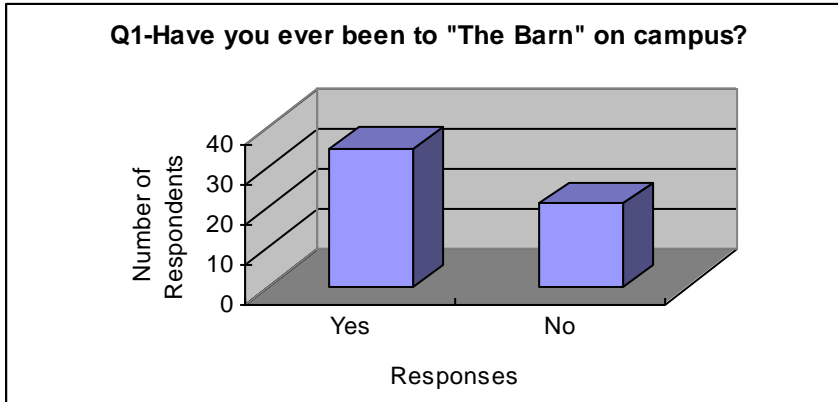
6. Why do you eat at other establishments on campus? Circle all that apply.

Location Food Choices Service Atmosphere

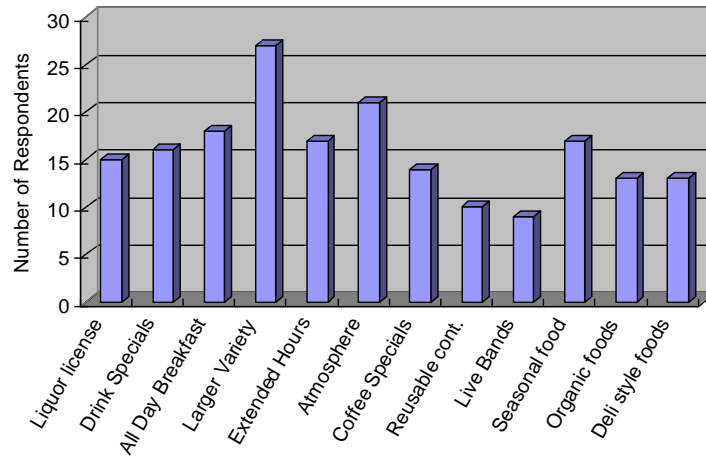
Environmentally Friendly

7. If there was an accommodating outdoor patio space available, could you see yourself using it for eating/socializing? Yes No

Appendix B: Survey Results

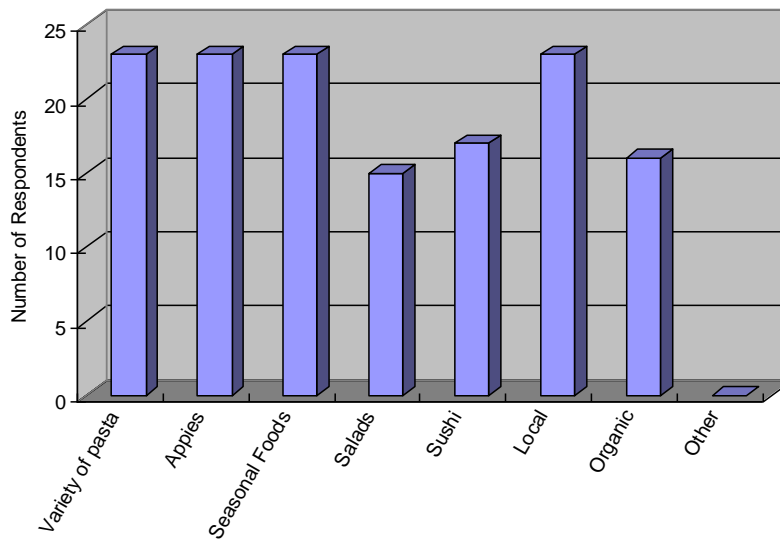


Q4-What changes would make you more inclined to go to "The Barn"?



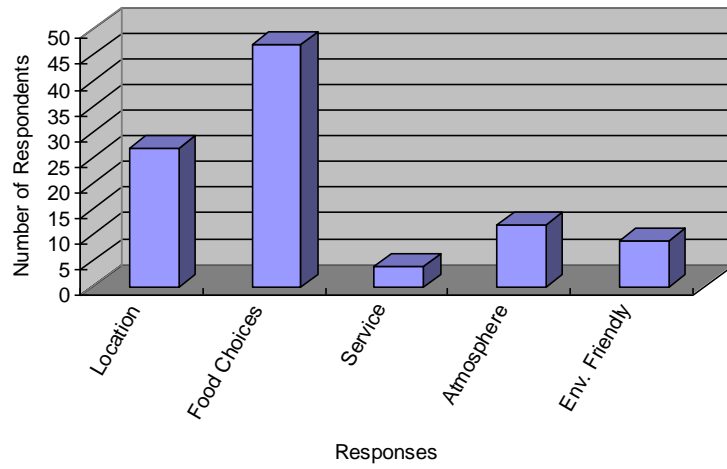
Responses

Q5-What types of foods would you like to see offered?

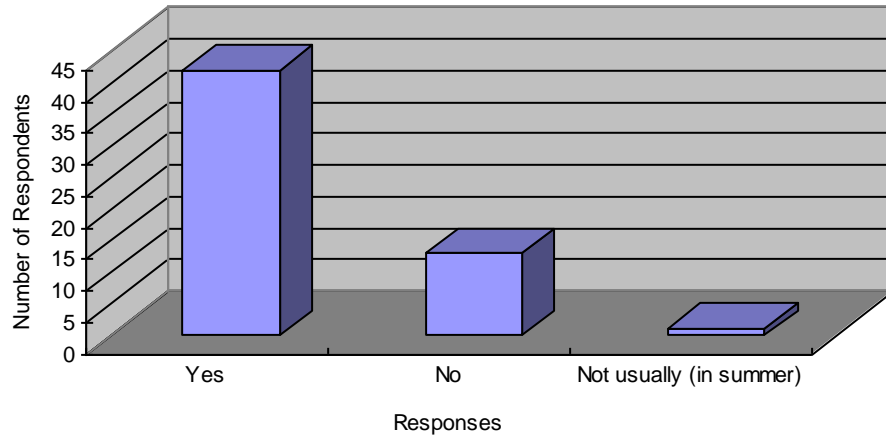


Responses

Q6-Why do you eat at other establishments on campus?



Q7-If there was an accommodating outdoor patio space available, could you see yourself using it for eating/socializing?



Appendix C: Proposed New Menu Item Recipes

SPINACH APPLE SALAD

April-June (serves 20)

INGREDIENTS:

Spinach	15 bundles
Apples	4 medium
Chives	1 handful

DRESSING:

Extra virgin olive oil	1-1/4 cups
Balsamic vinegar	1-1/4 cups
Black pepper	3 teaspoon
Rosemary	6 sprigs
Sage	6 sprigs

DIRECTIONS:

1. Rinse Spinach and tear into bite size pieces removing the stems. Wash then Core apples and slice thinly ensuring that pieces are bite sized. Wash then Chop chives and add to bowl with apples and spinach.

2. Dressing: Remove sage leaves from the stem. Remove Rosemary needles from stem and coarsely chop both herbs. Whisk together oil and Vinegar and add in herbs and pepper.

3. Toss salad with dressing just before serving.

SPINACH SALAD

July-Sept (Serves 20)

INGREDIENTS:

Spinach	6 bundles
Pepper Red	1 medium
Pepper Yellow	1 medium
Romaine Lettuce	2 heads
Cucumbers	2 medium
Radish	5 medium
Hazelnuts	20

DRESSING:

Extra virgin olive oil	1-1/4 cups
Balsamic vinegar	1-1/4 cups
Strawberries	4 cups fresh
Black pepper	3 teaspoon

DIRECTIONS:

1. Rinse produce, then tear spinach and lettuce into bite size pieces. Core the peppers then cut both the peppers and cucumbers into bite size pieces. Add all to a large bowl

2. Dressing: Puree strawberries in a blender or food processors. Whisk olive oil and vinegar together. Add in strawberry puree and pepper.

3. Chop hazelnuts. Add to top of salad. Add dressing just before serving.

CARROT, APPLE CABBAGE SALAD

Oct- March (Serves 20)

INGREDIENTS:

Red Cabbage	3
Green Cabbage	3
Carrots	4
Apples	4

DRESSING:

Olive oil	350 mL
White sugar	¼ cup
Salt	2

DIRECTIONS:

1. Use a chef's knife to slice cabbage, apples and carrots into thin pieces 1 to 2 inches long. Do not use the large ribs of the cabbage, as they are too strongly flavored.

2. In a large bowl, toss together the cabbage, apples, carrots, oil, sugar and salt until evenly coated. Serve immediately or store in the refrigerator for up to one day.

TOMATO CREAM SAUCE

Jan-Mar (Serves 20)

INGREDIENTS:

Tomatoes (Diced)	10 medium
White sugar	1 tablespoon
Salt	1 teaspoon
Ground black pepper	1/2 teaspoon
Half and half cream	2 cups
Butter	1/4 cup
Olive oil	1/2 cup
Rosemary	10 sprigs

DIRECTIONS:

1. In a saucepan, add tomatoes, sugar, rosemary salt and pepper. Bring to boil and continue to boil 5 minutes or until most of the liquid evaporates.

2. Remove from heat; stir in cream and butter. Reduce heat and simmer 5 more minutes.

SPINACH PESTO SAUCE

April-Aug (Serves 20)

INGREDIENTS:

Spinach	8 bundles
Parmesan cheese	1 cup
Olive oil	1/2 Cup
Garlic	1 Head
Rosemary	6 Sprigs
Lemon juice	3/4 cups

DIRECTIONS:

1) In food processor or blender, combine spinach, lemon juice, garlic, cheese, pepper, rosemary and oil, process until smooth. Set aside.

2) On low heat, add pesto mixture to a large pot and heat until hot.

WINTER SQUASH SAUCE

Sept-Dec. (Serves 20)

INGREDIENTS:

Butternut squash	3 large
Skim milk (or water)	750ml
Garlic	one head
Pepper	to taste
Salt	1.5 teaspoons
Rosemary	6 sprigs
Olive oil	20ml

DIRECTIONS:

1. Cut squash in half and bake in oven till tender.

2. Just before Squash finished dice garlic and brown in large pot with olive oil.

3. Add squash to pot, with milk and bring to a boil and reduce till the consistency becomes creamy. Mince rosemary needles,

4. Add salt, pepper and rosemary to pot and simmer for 5 more min.

APPLE STUFFED CHICKEN BREAST

April-June (Serves 20)

INGREDIENTS:

Skinless, boneless chicken breasts	10
Chopped apple	2-1/2 cups
Shredded cheddar cheese	1/2 cup and 2 tablespoons
Dried bread crumbs	1/4 cup and 1 tablespoon
Butter	1/4 cup and 1 tablespoon
Water	1/4 cup and 1 tablespoon
Cornstarch	1/4 cup and 1 tablespoon
Chopped fresh parsley	for garnish

DIRECTIONS:

1. Combine apple, cheese, and bread crumbs. Set aside.
2. Flatten chicken breasts between sheets of waxed paper to 1/4 inch thickness. Divide apple mixture between chicken breasts, and roll up each breast. Secure with toothpicks.
3. Melt butter or margarine in a 7 inch skillet over medium heat. Brown stuffed chicken breasts. Add wine and 1/4 cup water. Cover. Simmer for 15 to 20 minutes, or until chicken is no longer pink.
4. Transfer chicken to a serving platter. Combine 1 tablespoon water and cornstarch; stir into juices in pan. Cook and stir until thickened. Pour gravy over chicken, and garnish with parsley. Serve.

ROSEMARY PORK ROAST

July-September (Serves 20)

INGREDIENTS:

Pork tenderloin	10 pounds
Olive oil	3 tablespoons and 1 teaspoon
Minced garlic	6-3/4 cloves
Dried rosemary	1/2 cup and 2 tablespoons

DIRECTIONS:

1. Preheat oven to 375 degrees F (190 degrees C).

2. Rub the roast OR tenderloin liberally with olive oil, then spread the garlic over it. Place it in a 10x15 inch roasting pan and sprinkle with the rosemary.

3. Bake at 375 degrees F (190 degrees C) for 2 hours, or until the internal temperature of the pork reaches 160 degrees F (70 degrees C).

CABBAGE WRAP

October-March (Serves 20)

INGREDIENTS:

Lean ground beef	1-1/4 pounds
Chopped carrots	1-1/4
Chopped onion	1-1/4
Shredded cabbage	5/8 medium head
Dry onion soup mix	5/8 (1 ounce) package
Sliced cheddar cheese	1-1/4 (8 ounce) pkg mild
Black pepper	to taste
Thawed bread dough	2-1/2 (1 pound) loaves
Melted margarine	1/4 cup and 1 tablespoon
Cooking spray	

DIRECTIONS:

1. Preheat oven to 350 degrees F (175 degrees C). Place ground beef in a large, deep skillet. Cook over medium high heat until evenly brown. Drain fat. Stir in cabbage, carrots and onion soup mix; cook 5 minutes longer, or until lightly browned. Set aside.
2. Roll one loaf of bread dough into a 16x8 inch rectangle, then cut into eight 4 inch squares. Spoon cabbage mixture into center of each square, top with 1 small slice cheese and bring up diagonal points, pinching edges closed. Place cabbage wraps on a cookie sheet coated with cooking spray, and let rise for about 10 minutes.
3. Bake for 20 minutes, or until brown. Brush tops of warm rolls with margarine. Repeat process with second loaf of bread and remaining cabbage mixture and cheese.

Appendix D: Current Menu

- Pre-made Sandwiches: *Featuring a variety of sliced meat, fresh veggies cheese and different sauces depending on the sliced meat.*
- Samosas
- Pre-made sushi
- Pre-made Salads
- Baked goods
- Soup
- Burger Special: *Cheese, Bacon Cheese, Mushroom, Hawaiian*
- Panini Special: *Turkey, Ham, Roast beef*
- Entrée Special: *Rice bowls, Lasagna*

Appendix E: Nutritional Analysis

Per 1 serving	Spinach Apple Salad	Spinach Salad	Carrot, Apple Cabbage Salad	Winter Squash Sauce	Spinach Pesto Sauce	Tomato Cream Sauce	Apple Stuffed Chicken Breast	Rosemary Pork Roast	Cabbage Wrap
Calories	155.2	187.6	230.4	62.0	76.7	123.6	231.46	511.27	250.15
Fat (g)	13.4	17.6	15.5	1.0	6.8	11.0	7.72	25.59	6.13
Sat. Fat(g)	1.7	2.1	2.1	0.2	1.4	3.7	3.55	8.51	2.08
Trans Fat (g)	0	0	0	0	0	0	0	0	0
Cholesterol (mg)	0	0	0	0.70	3.5	15.3	96.37	195.05	26.62
Sodium (mg)	144.8	62.4	305.6	197.9	137.8	152	229.97	143.05	800.07
Carbohydrate (g)	6.9	6.8	23.4	12.4	1.7	6.1	5.70	0.33	35.33
Fibre (g)	11.2	6.6	6.4	1.8	5.7	1.2	0.34	0.02	9.70
Sugars (g)	4.8	2.9	14.9	3.5	0.3	0.7	2	0	6
Protein (g)	3.7	3.4	3.4	2.3	3.5	1.6	32.19	65.40	18.94
Vitamin A (mcg)	1987.7	1524.9	1742.1	2732.2	1035.9	230.1	47.70	4.54	250.09
Vitamin C (mg)	31.0	56.7	9.7	9.3	19.8	9.5	1.87	0.99	48.56
Calcium (mg)	125.5	72.4	110.6	92.4	99.9	34.9	48.19	47.17	218.21
Iron (mg)	8.2	4.3	1.7	0.7	4.4	0.6	1.32	2.57	2.83

Appendix F: Barn Art Project Outline

Overview

The Barn on Sustainability Street is currently looking for art submissions from student artists in order to transform the atmosphere and to help showcase UBC's amazing, local talent. Students may submit their work for display and the opportunity to sell or rent out pieces while *The Barn* will take 20% of the sale price to pay for improved lighting, furniture, and materials to keep the program running.

Outline

Students submit work as per the submission guidelines to *The Barn's* art project committee. This will consist of a student volunteer, and selected workers from UBC food services. Work will be displayed for 4-8 weeks, as review of new material will happen on a monthly basis.

Capital

Project start-up will require:

- a committee of UBC foodservices workers to review the initial new artwork,
- improved lighting fixtures for displays,
- wall hangings (hammer, nail, or stick-on hangers),
- an established contact person with an e-mail account and other information for communications and submissions

Maintenance

Project maintenance will require:

- a continued partnership between local student artists, the Arts Faculty (?), and the UBC foodservices Barn Art Project Committee,
- monthly reviews of new art,
- a head representative who will maintain control of the incoming funds, and who will allocate these funds responsibly (Put funds back into improving the project and the atmosphere of *The Barn*. No funds will go to UBC foodservices operations directly.),

Future Plans

In the future the project could expand to:

- create a website where past, present and future art that is still up for sale may be displayed,
- themed art shows or promotional events,
- possible expansion of art projects such as this to other outlets on campus.

Appendix G: Submission Guidelines

The Barn Art Project - SUBMISSION GUIDELINES

The Barn is currently looking for fresh, new and exciting art. We would be happy to display your work in our attractive, well-lit space. Our restaurant sees numerous visitors each day on the corner of Sustainability Street on Main Mall at the University of British Columbia.

The Barn strives to provide innovative art at an affordable price point (<\$500). In addition to traditional paintings, we will consider photography and sculpture, as space allows. *The Barn* receives a 20% commission for all sold or rented work. Our review committee meets once a month to review new work.

Consider adding a section here about themed art shows if the initial project goes well.

General Submission Guidelines

There is a \$2 review fee. Please make checks payable to UBC Food Services and enclose with submission.

Please submit 1-5 good-quality photos of your available work. Label each with your name and details of the work. Digital images can also be submitted on CD or via website; please accompany with a document listing each piece and its details. Include a short personal profile, and statement about your art. Also please include a self-addressed stamped envelope with any photo or CD submissions so that we may return them to you. Electronic portfolios or Web site links can be e-mailed to (-X-).

The review process takes from 6-8 weeks. Please be patient, as we want to give your art full consideration. All of our works are on consignment from the artist. There is the possibility of short-term, renewable, non-exclusive contracts, or consignment of a single piece.

If you have additional questions, please call [REDACTED] and we will be happy to speak with you.

Appendix H: Cost Of Interior Design

Re-painting walls of the Barn: ~ \$200-400

(<http://www.costhelper.com/cost/home-garden/painting-interior.html>)

Purchase of new table cloths: ~ \$380

(<http://www.kng.com/product.php>)

Purchase of plants: ~ \$200

(<http://www.ubcbotanicalgarden.org/events/indoor.php>)

Purchase of couches ~ \$ 1200

(http://www.eco-furniture.com/main_living.html)

Note: Alternatively, secondhand couches and other furniture can be obtained for a minimal fee at local thrift or consignment stores or online at site such as

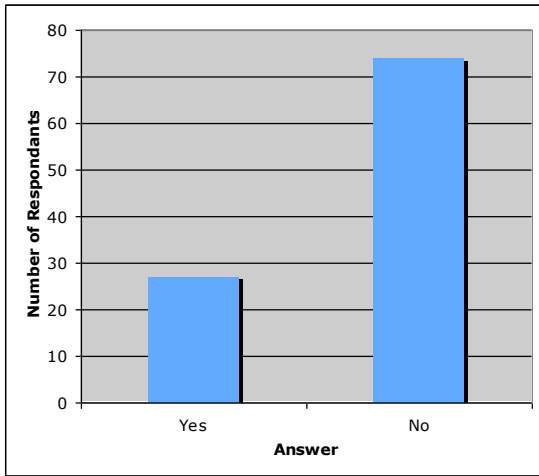
<http://vancouver.craigslist.org/fur/>

We feel that facilitating recycling of quality furniture reduces waste in our dumps as well as monetary cost to *The Barn*!

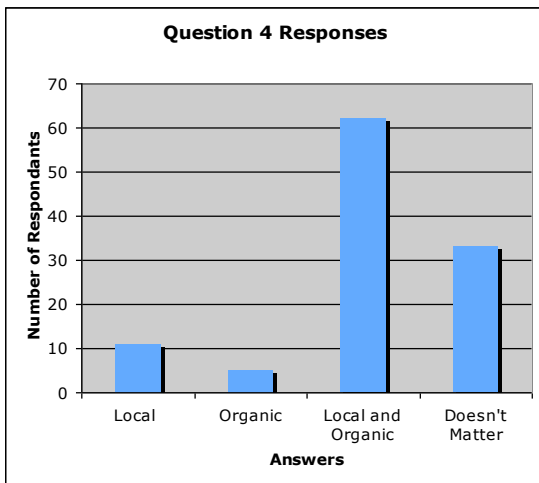
Total recommended amount: ~ \$2000

Appendix I: Group 18 Survey Results

Do you currently eat at the Barn Coffee Shop?



What type of food would you like to see served at the barn? (Circle One)



If the Barn were open later and served alcohol which foods would you like to see served?

