

**Raising The Barn's Social Profile on Campus to Enhance its Economic and  
Environmental Sustainability**

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AGSC 450  
The UBC Food System Project

**Raising The Barn's Social Profile on Campus to Enhance its  
Economic and Environmental Sustainability**

Group 18 – Scenario 5

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## **Abstract**

*In light of UBC's vision to become a world leader in campus sustainability, a variety of institutions on campus and their faculty, staff, and students are joining the pledge to take action and make sustainability a guiding principle in their operational and daily decisions. The overarching goal of our AGSC 450 group was to increase the sustainability of The Barn Coffee Shop. Being situated at the mouth of Sustainability Street and near South campus residences, The Barn is in an ideal location to promote all aspects of sustainability while providing convenient, affordable food in a comfortable setting. We focused on increasing the social sustainability of The Barn, which would ultimately enhance its economic and ecological sustainability through increased revenue and clientele. Improving the social liveliness of The Barn would create a more inviting venue for students and faculty members and would contribute to building loyal clientele.*

*The methodology utilized in our research for this discussion paper included reviews of previous AGSC 450 work as well as publications by UBC Food services and the UBC Alma Mater Society. We met with leaders of UBC Food Services, and conducted a survey querying students on suggestions for change at the barn. The results indicated that students would be more likely to visit The Barn if it were open later and served alcohol. We also hosted a campus-wide a beer garden to raise the profile of The Barn and to raise funds for future sustainability initiatives at The Barn. We visited various popular pubs, coffee shops and restaurants in the local area that are frequented by UBC students and reviewed B.C liquor control and licensing act to determine what was required of UBC Food Services to obtain a BC Food-Primary Liquor License. In addition to this work we developed a seasonal appetizer menu incorporating food made from locally available produce. Our vision for The Barn paralleled that of a student marketing team from Sauder School of Business that was investigating ways to raise the profile of The Barn and make it more sustainable and profitable.*

*There is great opportunity to improve The Barn's position as a sustainable destination on campus. Within this paper we have outlined strategies and recommendations for UBC Food Services to successfully accomplish this. If pursued the changes and initiatives at The Barn we have proposed will further fuel the movement towards sustainability, influencing positive lifestyle changes and habits on all who visit the venue. The Barn could serve as a demonstration project that large groups such as UBC Food Services can actually be dedicated to sustainability and the local food system they are a part of while still turning a profit.*

## **Mission Statement**

As a group our collective goal is to enhance the sustainability of The Barn Coffee Shop by focusing on social sustainability to develop economic security, in a landscape that is aligned with the University of British Columbia's (UBC) vision and ideologies of making sustainability a guiding principle and key component of every aspect of university life. We envision The Barn as an excellent venue to promote all aspects of sustainability due to its unique location at the mouth of Sustainability Street and its proximity to South campus residences. We envision The Barn as a more socially vibrant atmosphere, in which it can be used as a tool to promote ecological sustainability on campus.

## **Introduction**

The UBC Food System Project strives to apply the principles of sustainability. When our group was first presented with The Barn scenario we initially looked at the three pillars of sustainability: ecological, economical and social. We have based our research on the goals of UBC Food Services, which are to create positive change by developing a leading role in social, economic and ecological initiatives, which are essential to the sustainability of our campus community. UBC Food Services has created a value statement that states.

**SPICE**...Flavours all that we do:

**Sustainability** – applying social, economical and ecological business practices

**People First** – remembering that our guests and co-workers make us successful

**Innovative** – providing dynamic products, services and facilities

**Caring** – nurturing a culture of pride, integrity, respect and fun

**Excellence** – in everything that we do

(UBC Food Services, 2007)

Based on these values our group chose to focus on expanding and enhancing the social livelihood of The Barn, while supporting sustainable agriculture and local food systems.

The paper starts by commenting on the problem definition and providing reflections on how The Barn is connected to global issues within our food system. We then reflect on the vision

statement of UBC Food services and agree that their vision parallels our own values for a healthy and sustainable food system. We outline our methodology, state the findings of our research and then further discuss our vision for The Barn in being a leader of sustainability within the campus community. To conclude the paper, recommendations for UBC Food Services and the AGSC 450 class of 2008 are made with the aim at creating a more socially vibrant and sustainable food system at The Barn.

The Barn is situated in an ideal location at the mouth of Sustainability Street and there is ample opportunity to expand business to become a leader in sustainability initiatives for UBC Food Services. The Barn has a chance to improve its services by extending the hours, obtaining a liquor license, providing an appetizer menu which highlights local produce and enhancing the social atmosphere through redecorating the interior and playing music. The Barn has been operating under a financial loss or deficit for several years and does not have any available funds to undertake any major changes towards more sustainable practices (AGSC 450 Group 8, 2006). However, in recent years they have taken steps towards more sustainable practices through the introduction of fair trade coffee and the incorporation of free-range eggs into their menu. There is potential for The Barn to increase their revenue with the establishment of longer hours and liquor sales. As a group we organized a campus-wide fundraiser, in hopes of establishing a fund that The Barn could use to overcome some of the financial barriers to implementing sustainability initiatives and to raise the profile of The Barn.

### **The Assignment: Connection to Problem Statement and Tasks**

Previous AGSC 450 groups have orchestrated several notable changes at The Barn, such as breakfast items containing free range eggs, the encouragement of 100% organic food products, and the removal of disposable paper plates in favour for china (UBCFSP, 2007). However, a number of recommendations were either not incorporated or were not compatible with the UBC

Food Services budgetary allowances for The Barn. In recognizing that the opportunity for change is confined somewhat to the economic status of The Barn, we felt that it was important to secure a steady flow of income by facilitating the development of a solid customer base (students, faculty and staff). In order to do so, UBC Food Services needs to create a more socially vibrant and inviting space at The Barn that is reflective of the diverse cultures and attitudes present on our campus. In attempt to raise funds to mediate the costs of such changes, we organized a fundraiser and wrote a handbook for future students working on similar projects to raise funds.

It is important that The Barn overcome the barriers to becoming a sustainable destination on campus. Its presence on Sustainability Street must represent and exemplify sustainability initiatives. Sustainability Street serves as a demonstration model for University campuses worldwide, and The Barn could be the capstone. The components of Sustainability Street also serve as examples of what can be done to make urban city landscapes more sustainable. In addition, Sustainability Street exemplifies the goals and ideologies that UBC outlined in Trek 2010. Sustainable enterprises and environmentally mindful endeavours are the direction that UBC is going (UBC Sustainability Office, 2007). Our actions on campus and within the local community have global ramifications. UBC strives to produce global thinkers that recognize their place in the world and the far-reaching impacts of their actions. Enhancing the sustainability of The Barn and utilizing it as a tool to showcase sustainability on campus openly enhances UBC's commitments to reducing the global impact of our local actions.

### **Group Reflections on Vision Statement**

As a group we discussed the eight guiding principles developed by the UBC Food System Project partners as a comprehensive and idealistic set of values that parallel our own values for a healthy and sustainable food system. We recognize, however, that it may be impossible to meet all these challenges in our particular food system project, or even in a variety of other food

systems that exist in the local, national, or global sphere. We therefore appreciate them as what they are intended to be - guidelines; a starting point from which sustainability might be achieved. We believe that it is important for everyone to strive to adopt these principles into their daily lives, and continue to take the necessary steps as well as face the challenge of making the necessary changes to reach these milestones with the hopeful outcome of positively influencing others and our surrounding community.

### **Methods**

We began our project by reviewing research done by previous AGSC 450 groups. We also initiated our research by meeting with Andrew Parr (Director of UBC Food Services) and Dorothy Yip (General Manager of UBC Food Services' Retail Operation, Purchasing & Project Coordination) to determine the direction of our project, based on their vision and goals for The Barn. We conducted research at other coffee shops, pubs and food outlets in West Vancouver, to seek out inspiration on low-cost interior decorating designs, local art and live music. Group members visited The Kingshead, The Gallery, The Beanery, The Pit, Lous, Lola's, The Copper Tank, Elwoods, AGORA Eats Cafe, Calhouns and The Boulevard Coffee Co. We investigated restaurant and pub menus from around Vancouver and Victoria to give us ideas for our appetizer menu. Restaurant menus we looked at included: Raincity Grill, Stormin Norman's Spirit Grill, Bishops, Nu, Rebar Modern Food, and Stella's Tap and Tapas Bar. The availability of local foods and seasonal items were investigated online at the BC farmers' market and BC Farm Fresh websites to determine what foods could be used in creating an appetizer menu for The Barn.

Members of our group also met with a marketing team from the Sauder School of Business to collaborate our ideas and determine what they were focusing their research on. We discussed possible ways of making The Barn more socially vibrant and methods by which UBC Food Services could promote The Barn as a place for students, faculty and staff to enjoy a meal.

Although UBC does promote sustainability on campus there is very little funding available for projects to promote it, or rewards for groups that instigate sustainability initiatives. We recognized this and hosted a social beer garden fundraiser with two main goals: to create awareness of The Barn's presence on campus, and to raise funds which could be used to initiate some of the proposed sustainability initiatives. At the fundraiser we set up a booth with surveys for students to fill out that specifically addressed potential food changes and social aspects of The Barn. We approached this survey using the principles of Community-Based Action Research (CBAR) in hopes of actively involving the community, which surrounds the Barn, in our research. We used CBAR to develop and sustain relationships within the community, as well, to include the community in the planning of The Barn's future as a sustainable destination on campus (Stringer, 1999).

Student opinions of The Barn are crucial as they are our market in trying to create a secure cliental. Part of creating a student cliental is creating a favourable atmosphere in which they will be comfortable. As previously mentioned, we visited several pubs, coffee shops and eateries that are frequented by UBC students in an effort to create a vision for what the inside of The Barn should look and sound like. Literature reviews were conducted to support the promotion of changes of The Barn's atmosphere and to enhance its social sustainability. The BC Liquor Control and Licensing Act was also reviewed and the process of obtaining a liquor license is summarized here within.

### **Findings**

In 2006, Andrew Parr encouraged AGSC 450 scenario groups to create a more comprehensive breakfast menu, and develop potential menu items that would be appropriate for a sit-down restaurant setting. The focus of last years group was to incorporate seasonal local foods into their menu. Research was done to determine which local foods were available seasonally and

a wide range of hot and cold breakfast items were developed as well as some items that would require more preparation. In addition, previous groups were asked to prepare cooking instructions for the new recipes and provide nutritional analyses for them. To encourage the adoption of their new recipes, the group developed three categories of implementation, “easy”, “possible”, and “sky’s the limit”, that encouraged integration of the new menu items at varying levels of difficulty. For example, “easy” included incorporating new salad and sandwich recipes with seasonal local produce. “Sky’s the limit”, on the other hand, included the addition of soups and more complex entrees to their menus, which would require additional preparation space and cooking equipment (AGSC 450 Group 8, 2006).

The facilities in The Barn kitchen include a restaurant-quality convection oven, three food re-warmer drawers, a microwave, three mini fridges, two freezers, and a 30cm by 30cm grill. The menus created by last year’s group were unfortunately not conducive to the facilities available and to date, only one of the “easy” menu items has been implemented - free-range eggs (AGSC 450 Group 8, 2006). Along with limited kitchen facilities The Barn also faces other challenges, such as recovering costs for stolen china, high costs of labour and maintenance costs for older equipment and appliances (AGSC 450 Group 12, 2002).

Last year’s group also collaborated with another scenario group to develop an educational campaign on the benefits of local foods. They worked towards promoting awareness about local foods and decided to advertise this in the form of a logo that could be displayed on The Barn’s new menus. The “BC grown” logo was incorporated on the new menus to demonstrate The Barn’s support for the use of local foods, although to date the only local ingredient used are free-range eggs (AGSC 450 Group 8, 2006).

Our meeting with Parr and Yip was very useful in determining the direction of our project. They explained that one of their main goals for The Barn was to create a vibrant, popular,

sustainable destination on campus. We discussed the ideas our group had for The Barn including; interior decorating, live music, plants, friendly younger staff (possibly students), a liquor license, and extended hours. They discouraged the idea of creating a new menu for The Barn and explained that until a local source of food could be found for The Barn, many of the menu items would not likely be incorporated (Parr, 2007). It was also made clear that the kitchen facilities at The Barn would remain unchanged as there are no current or future plans for kitchen renovations. As a result, both Parr and Yip were opposed to the idea of recommending that The Barn get new kitchen facilities (Yip, 2007). They were supportive of our ideas for the project, including the “Think and Drink Green Beer Garden”, which was created to increase campus awareness of The Barn and raise money for sustainable initiatives.

At the beer garden we issued surveys to validate our ideas for change at The Barn. Responses to the questionnaire were reviewed and have been placed in bar graphs. Out of the 101 respondents surveyed only 27 currently stated that they ate at The Barn (Figure 1, Appendix B). The majority of students said they would go to The Barn more often if alcohol was served (Figure 3, Appendix B) and 64% of respondents said they would eat at The Barn if its hours of operation were extended (Figure 2, Appendix B). The fourth question of our survey was designed to determine if students cared about the source of their food and where it comes from. Many survey respondents preferred local and/or organic food and less than half said it “did not matter” (Figure 4, Appendix B). The survey response to question five demonstrated an interest in a variety of appetizer choices for The Barn and the top three of the ten choices were yam fries, nachos and wings (Figure 5, Appendix B).

Literature reviews of various articles were done to determine the importance of atmosphere and social environment. Community is much more than its physical form, it’s composed of people as well as the places where they go to relax; it is as much a social

environment as a physical environment. Thus, communities must not only be environmentally sustainable, they must also be socially sustainable (Hancock, 1993). One study was conducted to determine what factors affected potential customers when choosing a restaurant. The physical atmosphere, including: sound (music) and lighting had a significant influence when potential customers were making their decisions (Pedraia & Yague, 2001). A study by Greene in 1994 emphasized that the key to profitability comes with understanding customer expectations (Greene, 1994). Farrell Research Group wrote a summary report on a study conducted by UBC Food Services, confirming that customer expectations played a key role in restaurant choice (Farrell, 2000). This study explored customer needs in two groups of students who live off campus, one group of faculty members, and one group of university staff members. The results suggested that high prices do not necessarily deter eaters on campus from eating at certain eateries; rather, it is the quality of the food that is most important (Farrell, 2000). Also reported was that younger adults are more attracted to low-fat, nutritious foods that are vegetable, grain or legume based. Older adults favor food variety and need somewhere casual where they can eat, chat, read, and lounge (Farrell, 2000). It was also noted that students like to support students; an example of this is the Alma Mater Society (AMS). The AMS has students working in their outlets and is believed to have lower prices for their products because managers are not paying employees union wages (Farrell, 2000). In addition, hiring students is free advertising among our student clientele and our target market.

Inconsistent hours of operation and early closures of food outlets lead students to question where to eat at certain times of the day. This causes confusion and frustration and may affect patronage. The pizza place, Pie-r<sup>2</sup>, was cited as one of the only places to go late at night to eat a hot filling meal on campus (Farrell, 2000). According to UBC Food Services, social sustainability will meet the demands of a diverse marketplace while maintaining financial

integrity (UBC Food Services, 2006). Catering to a broad demographic requires special attention to variety, ethnic diversity, visual appearance and price of food; enabling all people to enjoy their dining experience on campus. This will ensure a positive social environment where people feel welcome, comfortable, can exchange ideas and engage in intellectual dialogue (UBC Food Services, 2006).

In an effort to make The Barn a more socially vibrant meeting place for students, we investigated the probability of having liquor sales coupled with longer hours of operation. On campus here at UBC the dominant student demographic is between the ages of 19 and 21 (UBC AMS, 2006). Most students in this age range look for a place where they are comfortable and can get a good meal and drink for a reasonable price. In order to serve alcohol, The Barn would have to apply for a British Columbia Food-Primary Liquor License. The term food-primary refers to a licensed establishment where the service of food, as opposed to liquor, is the primary focus of the business (BC Ministry of Public Safety and Solicitor General, 2007). There is a guide to help restaurant owners to determine what needs to be done in order to obtain a liquor license. The guide explains the BC Liquor Control and Licensing Act, which is the provincial legislation guiding the licensing of establishments that manufacture or sell liquor in BC. The full Guide and Application Form are available at [www.gov.bc.ca/pssg](http://www.gov.bc.ca/pssg) under “Liquor Licensing.” (BC Ministry of Public Safety and Solicitor General, 2007) (Refer to Appendix C).

Liquor licensing requirements for The Barn may vary from the steps provided by the guide, as it is located on UBC campus and is not truly a private establishment. However, according to Andrew Parr, “there should be no additional restrictions over and above the BC Liquor Control Board legislation” (Parr, 2007). All paperwork done in order to gain a food-primary liquor license for The Barn would have to be reviewed by Dorothy Yip. UBC Food Services would most likely have to have the University’s Legal Department review their

insurance policies and ensure that they are covered for liquor sales as well (Parr, 2007). After The Barn has received a food-primary liquor license UBC Food Services will have to find a source for affordable beer and wine. There are several local microbreweries, as well as prominent B.C. breweries that could provide the beer. Some examples of these are R & B, Granville Island, Pacific Western and Kokanee. In addition, The Barn could serve local wines either produced in Delta by a winery such as Westham Island Wineries or wineries located in the Okanagan.

To further our research in social sustainability our group collaborated with a student group from Sauder School of Business. They are focusing on enhancing the marketing schemes at The Barn to promote it on campus. They have reported that currently The Barn is operating at a loss, with a limited budget, weak demand and poor marketing tactics (SSB, 2007). The Barn is attempting to develop a niche market of sustainability and environmental awareness, as it will become the capstone of UBC's Sustainability Street (SSB, 2007).

The current recommendations the marketing group has for The Barn include:

1. Eco-friendly positioning, that encourages sustainability and is friendly towards the environment through its practices.
2. Implementation of more sustainable ingredients into the menu and differentiate it from other food service outlets by its 'ecofriendliness'. A viable option is implementing a seasonal sustainability program and forming a partnership with the UBC farm.
3. Increasing the visibility of The Barn (more advertisements throughout campus).
4. Improving the social atmosphere at The Barn (SSB, 2007).

## **Discussion**

Based on last years research and our meeting with Parr and Yip our group determined that the focus of our project would be on establishing The Barn as a vibrant, unique, popular place on campus. Last years research focused mainly on the menu for the Barn and most of the proposed

menu items demanded that The Barn obtain a local food source. Since previous menu ideas with local food items have not been incorporated, we decided to change the focus from solely menu recommendations to a broader scope, which included the social aspect of sustainability. Parr and Yip encouraged us to focus on creating a niche for The Barn, where local food was valued and to also develop ideas for a more unique, welcoming atmosphere. It is evident, based on our research that in order for sustainability initiatives to be recognized at The Barn a steady customer base needs to be established. As a Food Services outlet on campus being sustainable is great however, if customers don't know how sustainable you are, part of the message is lost.

What The Barn is lacking are the unique qualities and features that attract customers. It needs to be a venue that can upstage its competitors by offering a more valued incentive, such as local food and a socially vibrant atmosphere. These unique incentives will potentially be so compelling that UBC's population will want to walk the extra distance to dine at The Barn. Both the Faculties of Land and Food Systems and Forestry are conveniently located close to The Barn and the students enrolled in these faculties study local food systems. Many of them value the principles of sustainability. Therefore The Barn has many potential customers in close proximity, which would appreciate and support the newly established niche market and its sustainable outlook.

The Barn currently caters to nearby faculty and staff members, however students that are farther away have many other food options such as the SUB or the University Village. These are popular eating areas as they offer high variety in food choices at comparable prices. Previous AGSC 450 students see competition with other food and beverage outlets on campus (Starbucks and more recently Tim Hortons in the Forestry Building) as a challenge for The Barn. These outlets are open later into the evening, while The Barn's operating hours are only from 7:45am-3:30pm (AGSC 450, 2002).

Literature reviews confirmed the relevance of our ideas to enhance the social atmosphere of The Barn in order support social sustainability. For The Barn to develop and retain its customers, it needs to build a strong relationship with the community. As stated in our findings, décor, sound and lighting influences customer choice. If customer preferences and expectations were understood then The Barn might be more profitable and economically sustainable. Several things can be done to improve the social vibrancy of the Barn including: expanding and redesigning the interior of the Barn with more decorative artwork and furniture (i.e. lounge sofas, wooden tables and chairs), incorporating more greenery through the addition of plants, and even growing and maintaining a garden or orchard outside for fresh herbs and produce that can be substituted into the menus. The results of our survey showed that those who responded would support The Barn provided that it had extended hours and liquor sales (Figures 2 and 3, Appendix B). With the potential procurement of a liquor license and extended operating hours, evenings could be organized to provide live, local entertainment to further enhance the social atmosphere and entice a more diverse array of clientele.

Through the teachings of AGSC 450 it is evident that local food is important in sustaining our food system. In connection with enhancing the social sustainability of The Barn, serving local beer and wine could further encompass these goals, by supporting our local food system. Liquor sales could increase the economic profit and provide funds to improve sustainability at the Barn.

Serving local, sustainable food at the head of Sustainability Street is a key part of the ultimate goal for The Barn. After learning that other AGSC 450 groups were investigating local food sources for The Barn, we felt it was necessary to research menu items that could be implemented if their suggestions were implemented. We chose to focus on creating an appetizer menu, which coincides with are goals of extending The Barns hours of operation and alcohol sales. The appetizer menu was established with the goal of using local ingredients and having

creative dishes, which would attract customers to the Barn. When we were designing the menu the current facilities were kept in mind, as there are no future plans for renovations. The appetizer menu for The Barn includes five items that are set to be consistent at The Barn all year round and three items that are unique to each of the four seasons (Appendix D). The respondents' top three appetizer choices on the survey were included in the menu. The implementation of this seasonal menu would give The Barn a sustainable and unique edge.

Currently The Barn's profit is minimal and after talking to Parr and Yip it is evident that The Barn does not have the money it needs to implement sustainability initiatives. In order to make some of our ideas possible our group proposed the idea of hosting a beer garden fundraiser. All profits would be used to enhance the sustainability of the barn. Colleagues from another Scenario 5 group are looking into establishing a fund to hold the money in conjunction with the Agriculture Undergraduate Society (AGUS) and/or the UBC Social, Ecological, Economic Development Studies (SEEDS). The beer garden served to help us in our overall goal of increasing student awareness of The Barn's presence on campus as a social gathering place. This year it was hosted it on March 16<sup>th</sup> – one day before St. Patrick's Day, and it had the theme 'think and drink green'. The meaning of this title strived to make people more aware of the sustainability initiatives at The Barn. Overall with the AGUS pitching in the beer garden raised \$150.00 which is currently being held for by the AGUS. This revenue could easily be increased if more tickets were sold or the price of drinks were increased. For detailed information on how to host a successful Beer Garden on Campus please contact the AGUS (Also refer to Appendix E). They have an informative binder, which includes layout plans, approval letters from UBC Food Services and a copy of the Special Occasions License as well as tickets and posters.

The sample of people we distributed surveys to, could potentially be a limiting factor of our research results. We realize that the survey replies we received may not be an accurate

representation of the entire customer base of The Barn, as our sample was comprised of a small population of students who attended our beer garden. However, the surveys do reflect the students' opinions and, as they are the potential customers their input is valuable.

The meeting we had with the marketing group confirmed our visions and goals for The Barn, as the recommendations they made to The Barn are very similar to our groups outlined recommendations. We would both like to see the Barn become a more socially vibrant destination, which encourages eco-friendly, sustainable practices and provides a local, seasonal menu.

### **Recommendations**

The following recommendations are for UBC Food Services regarding The Barn.

1. In order for The Barn to be a viable business and for it to become economically sustainable, it needs a base of reliable and loyal clientele. According to our research, people are more inclined to visit a coffee shop or pub if the atmosphere is socially vibrant. Since The Barn is located on the university campus, the accessible clientele are students, faculty and staff. Our proposal is for The Barn to establish an atmosphere, which is trendy, rustic and casual with the aim at attracting the younger student population. The aspects of The Barn which we think are important in establishing a socially vibrant atmosphere include: music, which would involve a better sound system; artwork done by local university students, which can be displayed on the walls; furniture, to help create the casual scene and changing the colour scheme inside the building to develop the trendy, rustic, casual atmosphere we are going for.
2. Obtaining a liquor license will allow The Barn to become a licensed establishment and a destination for people living in the South campus neighborhoods. This is crucial as the

South campus area of UBC currently lacks a licensed premise. Liquor sales could also provide an economic profit for The Barn.

3. We recommend The Barn to be used for campus wide functions in the future. This would increase the awareness of The Barn on campus, as well as the sustainability initiatives taking place at The Barn and on Sustainability Street. A large promotional event (possibly another beer garden) could be hosted at the start of the school year during Imagine Week to ensure that all new students know about The Barn and its sustainability efforts. Food giveaways, coupons or specials for customers might increase the number of students visiting The Barn. The promotional event could also be included with the UBC Sustainability Fair as another way to raise funds for sustainability initiatives on campus and draw attention to Sustainability Street.
4. Our vision for The Barn would be an increase in hours so that they would be open later on a daily basis. To initiate this, later hours could be implemented one night a week for an event such as karaoke (similar to Tuesday night at the Gallery, as it is very successful). If this is a success, later hours could be adopted on other days of the week and liquor service could be extended. Another possibility to draw in a large crowd would be to have “Hockey Night in Canada at The Barn” and invest in a large screen TV and media equipment with Satellite TV. While this would be somewhat more costly than renting karaoke equipment one day a week this option might be better as there are far more people that would want to go to a bar or pub to watch a hockey game over a beer than would go to karaoke. The media equipment could also be used for other events and functions.
5. Implementing our proposed seasonal appetizer menu demands that The Barn use local and seasonal foods in their production. This would contribute to increasing the sustainability

of the UBC food system. An appetizer menu would also serve to attract more students and benefit the economic sustainability of The Barn.

6. Another suggestion that our group is proposing is to have more students working at The Barn, serving both food and alcohol. As a general observation union workers can often become jaded and polarized, not caring about what they are doing, how they do it, or whom they are serving. Students serving other students tend to have more in common and enjoy the job, resulting in more personable service and a better, more socially sustainable environment. Furthermore, with students working as bartenders or servers their friends will visit them at work; essentially creating free advertising through word of mouth. Building a client base would be essential to The Barn's success in creating social sustainability.
7. To ensure The Barn is satisfying their customers we suggest having yearly surveys of the clients for customer satisfaction.

The following recommendations are for future AGSC 450 groups working on The Barn scenario. We would suggest that a nutritional analysis be completed on the appetizer menus that we have recommended. If the appetizers menus have already been implemented; reassess whether new items can replace items that are not customer favorites, and determine ways to further enhance the local and seasonal aspect of the menu.

### **Conclusion/ Final Reflections**

It is clear that The Barn is operating on a tight budget and currently doesn't have the funds to make in major changes towards sustainable practices. The Barn is at the head of Sustainability Street and in the perfect location to advertise sustainability on campus. Our recommendations for UBC Food Services will help The Barn become a leading example in sustainable food systems on our campus and in the global community. Establishing The Barn as a popular destination on

campus through creating a unique atmosphere, incorporating liquor sales with extended reliable hours, and excellent local food will expand its customer base. As The Barn becomes more socially vibrant and socially sustainable, economic and environmental sustainability will follow. Food and liquor sales paired with the increased clientele will increase The Barn's revenue, which will increase the amount of money UBC Food Services has to put towards sustainability initiatives in accordance with SPICE, as well as expanding the local and seasonal menus.

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**Appendix A – Questionnaire/ Survey**

1. Do you currently eat at the Barn Coffee Shop?	Yes	No
2. Would you go to the Barn more often if the hours of operations were extended?	Yes	No
3. Would you go to the Barn more often if they served alcoholic beverages?	Yes	No
<p>4. What type of food would you like to see served at the barn? (Circle One)</p> <p>Local      Doesn't matter      Organic      Local/Organic</p>		
<p>5. If the Barn were open later and served alcohol which foods would you like to see served? (Circle your top 3 choices)</p> <p>Yam fries                      Sesame Tofu strips</p> <p>Zucchini sticks              Onion rings</p> <p>Nachos                          Spinach dip</p> <p>Artichoke dip                Veggies and dip</p> <p>Wings                            Fresh salads</p>		

**Appendix B - Bar graphs for questionnaire responses**

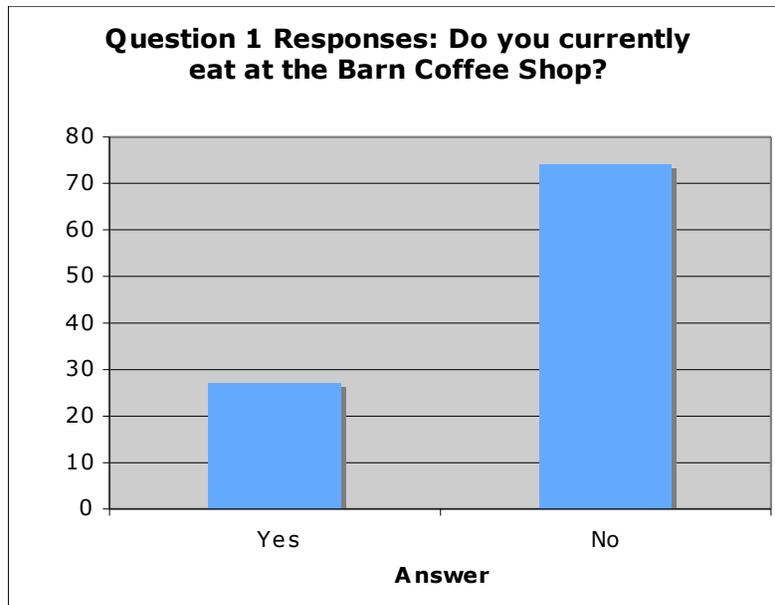


Figure 1: Responses to survey question “Do you currently eat at The Barn Coffee Shop?”

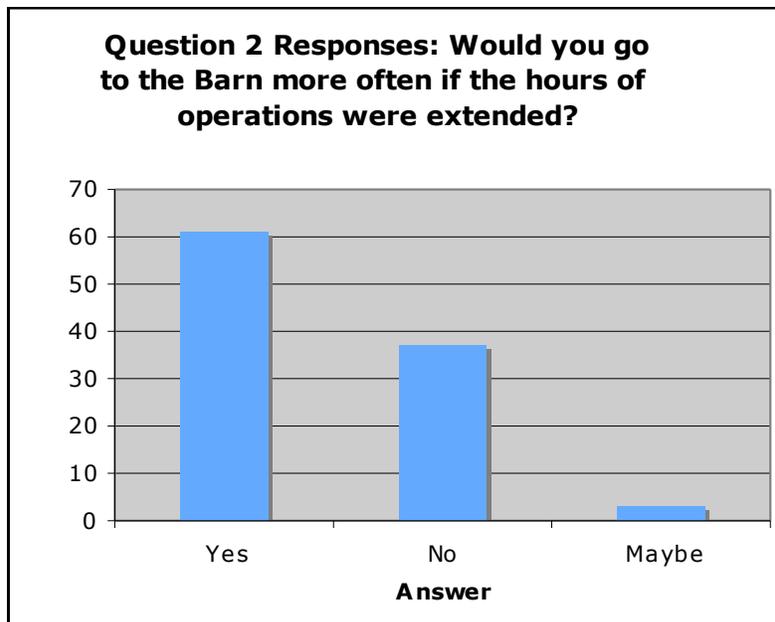


Figure 2: Responses to survey question “Would you go to The Barn more often if the hours of operation were extended?”

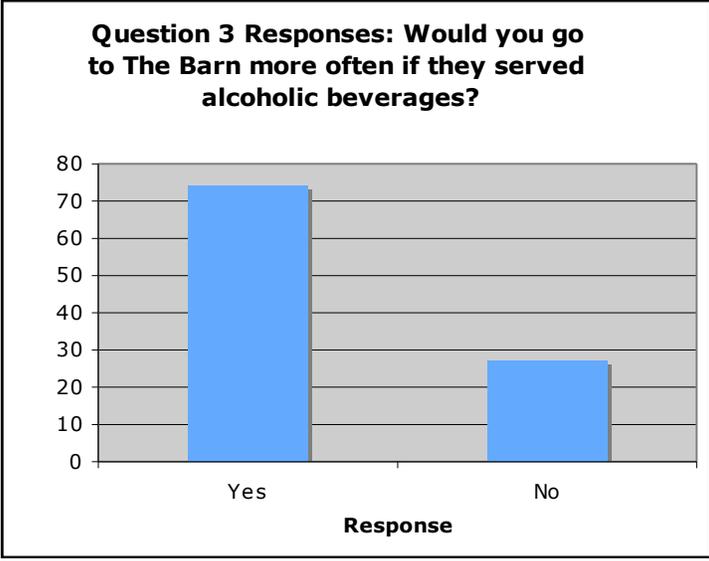


Figure 3: Survey respondents who would go to the Barn more often if alcohol were served. The question asked was “Would you go to The Barn if they served alcoholic beverages?”

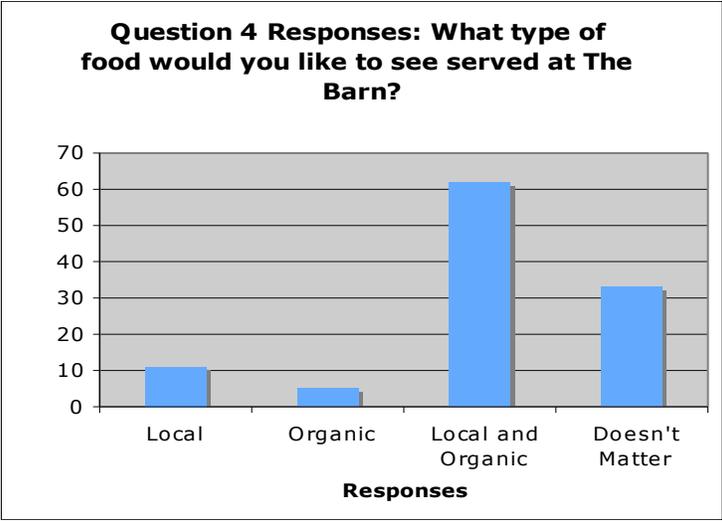


Figure 4: The type of food survey respondents would like to see at The Barn.

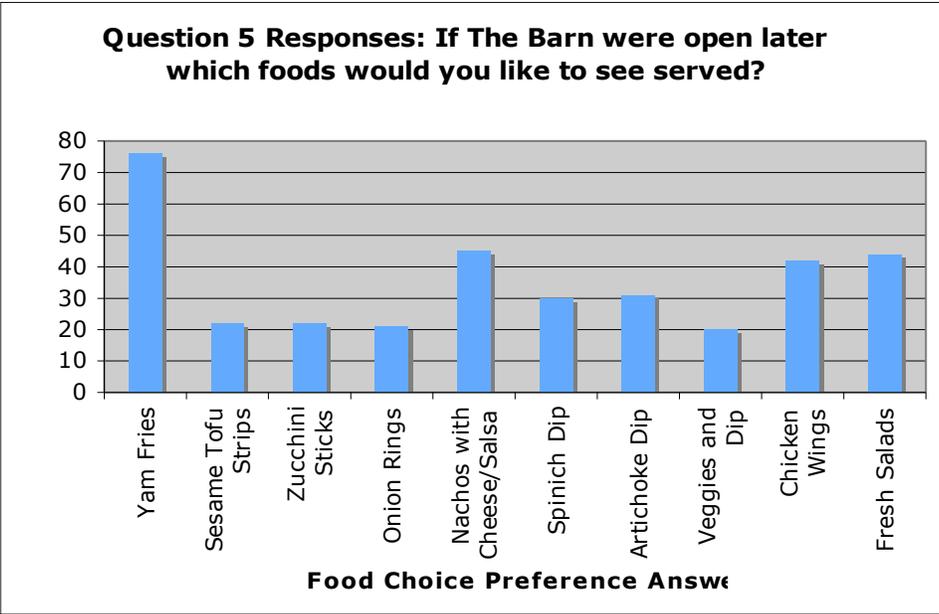


Figure 5: Top appetizer choices respondents would like to see incorporated at The Barn.

### **Appendix C: Additional Information on the Application for a Food-Primary Liquor License at The Barn**

In order to obtain a food-primary liquor license the floor plans of the Barn and the occupant load would need to be clearly expressed to the Ministry of Public Safety and Solicitor General (Liquor Control and Licensing Branch) along with the application forms (also available online). The floor plan would be required to indicate where liquor was being sold from and where alcohol consumption was allowed and was not allowed (indoors versus outdoors etcetera).

Once a license to serve alcohol is approved there are numerous rules that are very specific and must be followed. Examples of these rules include posting the liquor license for all patrons to see (usually behind the bar) and paying an annual licensing fee (the cost varies depending on volume of liquor sold but would likely be around \$275/year for the Barn). Restaurants serving liquor are also required to maintain current liquor registers and must buy liquor only from BC Liquor Distribution Branch Stores. This can create increased work for managers and hassles with inventory but would become routine after a while, and the logs are easy to maintain. Hours of liquor sales must not exceed those printed on the license, which for the Barn at UBC would likely be 12:00am.

All staff members would have to be well-trained and would be required to have Serving it Right Servers Certificates (\$28.00/person) and at least one person at all times in the Barn (usually the manger) would be required to have the Serving it Right Licensee Certificate (\$48.00). The courses for these certificates train staff members on their responsibilities and the laws surrounding checking identification as well as the laws involving minors. They also teach recognition of the signs of intoxication and the impacts of over service as well as conflict resolution skills.

Advertising of the Barn's liquor sales is restricted in the content of what can be promoted however the regulations are not unreasonable and allow for most practical advertisements. The guide also outlines the rules and regulations for inspection and enforcement of the rules contained in the Liquor Control and Licensing Act.

## **Appendix D - Potential Seasonal Appetizer Menu for The Barn**

### **All Year**

#### **Pita chips with fresh garlic basil hummus**

Whole wheat pitas toasted in olive oil and rosemary and thyme

Hummus-chickpeas, olive oil, garlic, lemon juice, tahini, and basil when available

#### **Sweet potato fries with blue cheese dip**

Baked sweet potatoes tossed in paprika, chili powder, and sea salt, topped with green onions and served with a blue cheese dressing.

#### **Nachos and Salsa**

Nacho chips, Cheese, Green onion, Jalapeno peppers, Tomatoes, Meat or alternative (ground beef, turkey or black bean)

**Salsa** -Cilantro, Tomatoes, Onion, garlic

#### **Wings**

Salt and pepper

Honey garlic

Spicy Thai

Garlic parmesan

**Dip** -Garlic aioli or ranch

#### **The burger**

Your choice of Ostrich, Turkey, or Beef on a whole wheat Kaiser with your selection of three toppings; grated beets and carrots, spinach, cheese, onion, sautéed mushrooms, garlic aioli, roasted garlic, Dijon mustard.

### **Fall**

#### **Pumpkin seeds**

Toasted with seasonings

#### **Crunchy fall salad**

Apple, raisins, blue cheese, and spinach served with an apple cider vinaigrette

#### **Mixed Root Veggies**

Roasted beets, potatoes, squash, red onion, garlic and carrot

### **Winter**

#### **Winter Pear Goat cheese salad**

Pears, toasted hazelnuts, goat cheese, spinach (or mixed greens, or lettuce) served with balsamic vinaigrette

#### **Baked Apple chips**

Dip- cinnamon, brown sugar, yogurt, and cream cheese

### **Summer**

#### **Tomato and basil crostini's**

Tomato, basil and goat cheese on toasted bread rounds drizzled with olive oil

#### **Summer bean salad**

Peppers whatever colors are available, tomatoes, mixed beans, onions, cilantro, olive oil, lemon juice, and seasonings

#### **Seasonal veggies and dip**

Combination of carrots, celery, cucumber, cauliflower, broccoli

**Dip** -Dill, chive, yogurt, seasonings

## **Appendix E – How to Host a Social Beer Garden on Campus**

In order to host a Beer Garden on campus there are many hoops that you need to jump through. This Appendix is meant to provide you with a guideline and timetable for hosting this event in future years. Work alongside the Agriculture Undergraduate Society (AGUS) Social Coordinators and use them as resource. But remember that this event should not be an AGUS function - they should be able to relax and enjoy the event as their time and efforts are often already taxed with many other events. Approach the AGUS with a proposal for the event and ask them to provide the financial capital for the event. When the Beer garden breaks even the AGUS can be reimbursed for any costs incurred and the rest of the proceeds can go towards The Barn Fund.

Beer Gardens on Campus require Special Occasions Licenses (SOLs) which are primarily to inform the RCMP of the fact that there will be a party on campus for that date and to regulate the amount of alcohol that can be served. The RCMP requires 10 days to process SOLs and then a further 3 days may be necessary in order to get the BC Liquor Store's (BCLDB) endorsement. Corporal Dan Wenlen is in charge of the Special Occasions Licenses. If he is unavailable, his boss (the man in charge of the RCMP University Detachment) is Staff Sergeant Kevin Kenna and he is the one to talk to.

SOLs for on campus events need to be approved by University 'higher ups.' For The Barn Fundraiser Beer Garden the University official that needs to endorse the event is Andrew Parr, the Director of UBC Food Services. His e-mail address is [REDACTED] and his phone number is [REDACTED]. The accompanying page has a copy of his 2007 endorsement letter and his business card for future use. You should draft the letter for him to sign and approve. Give him at least 24 hours with the letter to read it through, edit it and sign it before you take it to the RCMP.

You as the host need to have your "Serving it Right Licensee Certificate" which can be obtained from [www.servingitright.com](http://www.servingitright.com). The RCMP will require this and your driver's license to apply for the SOL. All the servers at the beer garden should technically have their "Serving it Right Servers Certificate" however; this is less enforced and less important. It can be obtained at the same website previously noted.

Capacity for the event is dictated based on the size of the area being fenced in. Rough calculations are that each person requires 1.03 square meters. In 2007 we planned to fence off an area of approximately 80ft X 80ft and were given a capacity of 300. For this number of people over 5 hours of liquor service we were allowed 8 - 58L kegs which we purchased from R&B Brewing (a small local microbrewery that uses no preservatives in their beer) for \$140.00 cash each (they allow us to pay after the event and any untapped kegs can be returned at no charge). When ordering the beer be sure to ask for double tap dispensing units (and carbon dioxide cylinders) to ensure quick service. Borrow pitchers from the AGUS for the same purpose. If you're doing the same 'think and drink green' theme you need to order a very light beer (Sun God wheat ale is what we ordered from R&B for the 2007 beer garden) and dye it green with food colouring. Rick and Barry are our contacts with R&B [REDACTED]. They are also the Brewery owners and are great guys, committed to many of the same values as our Faculty.

According to Provincial tax laws we need to pay tax on any profits that are made at the beer garden (although this is a fundraiser so this may not be true) however, the BC Liquor Store will decide this based on how much beer is being sold for, the overall quantity, and how much you are paying for the kegs. In 2007 we sold beer tickets for \$2.50 each and broke even.

At Beer Gardens we are required to have food available for people to eat. As this projects coincides with UBC Food Services future Beer Gardens might be able to obtain condiments, buns, burgers etcetera from them. Food can be sold at the same cost as beer so that all tickets for the beer garden are the same colour. This avoids confusion and will make your lives easier. If for some reason though food costs per person are higher than \$2.50 the food should be sold at break-even prices.

With a capacity of approximately 300 outdoor toilets should be rented. This ensures that there will not be a multitude of drunken people traipsing through The Barn to use the bathrooms. It also ensures that there will be less damage and clean-up to do within The Barn. Toilets can be rented from “Jiffy John Portable Toilet Rentals” [REDACTED] or another company from the phonebook (Jiffy John is the cheapest).

In order for the event to be a success people need to come. In order for people to come you need to publicize the event and tickets need to be sold well in advance. Posters should be posted on campus at least one week before the event and should highlight the key selling points of the Beer Garden. The tickets need to be printed in advance and should be distributed to members of the AGSCI 450 class to sell to their friends. They could pre-pay for the tickets in order to forecast ticket sales revenue more accurately. Remember, the goal of the beer garden is primarily to get people to think green and inform them about the sustainability initiatives happening on our campus (while getting people drunk and having fun of course), not to make a profit. A sample poster is also provided in the following pages as well as sample tickets. Also included is a copy of the SOL for the 2007 Beer Garden and the RCMP’s guide on what needs to be done to get a special occasions license.

In 2007 “Whiskey Jar”, a student band led by a fellow AGGIE Grad Student Chris Suen, played at the 2007 event. They play bluegrass tunes and covers and are great crowd pleasers (they’re also relatively inexpensive (\$50.00/person and play mostly for free beer). Chris’ contact information is [REDACTED]. Give him a lot of notice of the event as well (upwards of a month so that he can get the band together and make it happen). He was able to get all of the necessary sound equipment together and set it all up in 2007. The band could be set up on the concrete patio area outside The Barn (South end) or wherever the organizing committee decides is best.

On the day of the event the fencing needs to be put up, the sound equipment needs to be set up and tested, booths from the various groups supporting the party or with similar missions (sustainability co-op, UBC Farm, Faculty of Land and Food Systems?, Sprouts, SPUD, Friends of the Farm, etc.) need to be set up, tarps may need to be put up if rain is expected. Basically a crew of 15 people will be needed to make the set up go smoothly and in order to insure everything is ready. Beer will be delivered between 10 and 2pm usually and can be stored in AGORA before it is needed. Use the AGUS Speed Chart account to utilize the Faculty Vehicles

(van/truck) to transport all of the necessary supplies to The Barn. The AGUS can book these online for you at [www.landfood.ubc.ca/bookings](http://www.landfood.ubc.ca/bookings).

At the door of the event you need to have security. You may have to hire a security company or just have a few of the larger guys running the door (checking IDs, taking tickets etc.). The RCMP will come to check that everything is okay at the event and that you are acting within the parameters of your Special Occasions License. As long as you are, you have nothing to worry about!

After the Beer Garden is over make sure you get a chance to enjoy it – delegate clean-up responsibilities and have a few drinks. Possibly order pizza for all those helping out with the event. As the party organizer you are not allowed to be intoxicated during the event. This is very important if something does go wrong you have to deal with it accordingly.