

Road to finding Healthy and Sustainable snacks on UBC campus.

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University of British Columbia

LFS 450

April 5, 2013

Disclaimer: "UBC SEEDS provides students with the opportunity to share the findings of their studies, as well as their opinions, conclusions and recommendations with the UBC community. The reader should bear in mind that this is a student project/report and is not an official document of UBC. Furthermore readers should bear in mind that these reports may not reflect the current status of activities at UBC. We urge you to contact the research persons mentioned in a report or the SEEDS Coordinator about the current status of the subject matter of a project/report".

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Scenario 2- Group 10

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LFS 450- Land, Food & Community III

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I. Abstract

The goal of the project was to recommend ways for UBC Food Services to revamp the healthy and sustainable snacks offered, including different snack ideas and an action plan for promotional and marketing of healthy and sustainable snacks. The project focused on looking at comparing UBC Food Services outlets to “external” food outlets – food outlets on and off campus that are not associated with UBC Food Services. We first started off doing literature review that gave us background knowledge into our project. We then conducted observational studies to different food outlets, including Totem Park and Place Vanier Residence dining halls, Agora Café, Sprouts, Seedlings, The Gallery, Simon Fraser University student cafeteria and Whole Foods. Our observational studies help us compare and contrast the layout and promotional tactics. We conducted key informant interviews in person with Whole Foods and via email with Agora Café and Sprouts. Key informant interviews gave us an insight behind how some successful food outlets were operating and served as a basis to help us come up with recommendations for our stakeholders. Many of our key informant interviews were conducted at food outlets that hold health and sustainability in high regards. Our recommendations for UBC Food Services includes five steps: evaluation of the UBC Food Services vision statement, improving marketing and promotional strategies, labeling, changing the price point of different snack items, and implementing a new “Grab ‘n Go” product line for quick, convenient snack foods. We believe that the five steps can be conducted over a period of five months. Recommendations for future projects revolve around continuation to help UBC Food Services develop a better system to create more healthy and sustainable snacks, like developing a set of healthy and sustainable quality control standard to which all items made in house must adhere to.

II. Introduction

The University of British Columbia (UBC) is focused on promoting a place of learning, where healthy bodies contribute to health minds. To achieve a healthy body, one must have a healthy diet. UBC Food Service (UBCFS) would like to contribute towards UBC's goal to promote healthy body, healthy minds. In doing so, they face a problem with offering healthy and sustainable snack food options for the students and staff of UBC while still managing to create a profit as a business.

The problem that UBCFS faces within the UBC community can be further expanded to problems that the current food system is facing within a North American or even, a global community. Therein exist a disconnection between the healthy, sustainable food practices and the underlying objectives behind operating a successful, profitable business. Although many large corporations would their customers to believe that their company is sustainable and health conscious, there is a contradiction between their conventional methods of producing food and the value of sustainability and health as our group understands it to be. Food systems have now become very centralized and food production has become very industrialized. The industrialized food system is unsustainable and leads to food insecurity. The mass production of food produces 1.3 billion tons of animal waste every year and requires 400 gallons of fossil fuel per person (Cook, 2006). In a North American context, these issues can lead to chronic health issues such as obesity, diabetes and cardiovascular diseases. A study in California found that after controlling for acculturation, parent education, monthly income, past experience of food insecurity, and feeding history, overweight children were more common in homes with food insecurity compared to homes that reported food security (Dinor, Bergen & Yeh, 2007). According to the Food and Agriculture Organization, over 870 million people are chronically malnourished in the world (FAO, 2012).

When it comes to healthy and sustainable food options on campus, snack options are usually the most unhealthiest and processed items available. Last year, LFS students conducted an audit of the

different snack food options available in UBC Food Services outlets (UBCFSO) and vending machines. They then compared the snack products to the Health Checkmark system implemented by the government of British Columbia (Act Now BC, 2008). On average, in food service outlets, 28% were “choose most” items, 35% were “choose sometimes”, 19% were “choose least” and 17% were “not recommended”. In vending machines, no items fit the “choose most” category, 15% were “choose sometimes”, 26% were “choose least” and 59% were “not recommended”. UBCFS would like our help in the recommendation and promotion of healthier and more sustainable snack food products, while still considering the economics aspect of a profitable business.

In our group’s opinion, a “Utopian Food System” is a food system that would be absolutely ideal in a perfect world. While we agree that the principles fit a “Utopian Food System”, we would like to see the additional principles that are more applicable to a current, more realistic food system. For example, one of the principles stated that “zero” waste is produced by a “Utopian Food System” but a more realistic food system vision would produce “reduced” waste instead. We all shared the belief that many of the principles are only achievable with a lot of hard work from all levels of community. Everyone needs to put in the effort in order to achieve a food system that is like a “Utopian Food System”. For example, while UBC Food Services can provide the means to help create a “Utopian Food System” on campus, they also need help from the students and staff. Having compost and recycling plan in place only works if people actually use it.

Our group made some key value assumptions when we first began working on the UBC Food System Project. As students with a limited spending budget, we felt it was important to consider the importance of affordability. We assume that students would like the best value for their money when spending money on snacks on campus. This assumption ensures that our recommendations for different snack options are realistic in terms of pricing and appeal. Because students are also very busy

individuals, we assume that students hold convenience very highly. When stressed for time, students need to be efficient when looking for snacks. They may look to head towards the closest food outlet or vending machine, instead of going to their favourite food outlet on campus.

III. Methodology

A. Literature Review

Literature review was our first approach in our project and was done prior to our data collection in order to ensure that we had firm background knowledge about our project scenario. We looked into last year's LFS 450 project reports to gain an insight on what was done. We also conducted background research by using secondary resources such government website and relevant articles. By reviewing literature review, it allowed us to recognize what is feasible and what important aspects we should steer our research question towards. In addition, literature review also helped us gain an understanding on what healthy snack options are available and why it is important to support a sustainable food system. This assisted our group to research the best practices for product promotion prior to meeting up as a group with our community partners to gain more insights and feedbacks regarding our topic.

B. Observational Analysis

On February 15, 2013, our group went on a walk around the UBC campus to different food outlets. We visited Vanier, Totem, Seedlings, Sprouts, Gallery, Agora Cafe, The Loop and Point Grill. We also visited the Kitsilano and Cambie Whole Foods locations. We took notes of the key features for each food outlet and observed the layout of the foods sold, specifically looking at the healthy and sustainable snack food options. We observed how the food items were displayed along with promotional and marketing strategies each outlet used, for example, by signage, lighting, and pricing information. In

addition, during our visits we also took photographs at Vanier Dining Hall, Totem Park Dining Hall, Sprouts, Seedlings, The Gallery, SFU Dining Hall and Whole Foods of the presentation and display of their snack food items. (Appendix A - C). Observational analysis aided us in the comparison of the similarities and differences between UBCFSOs and non-UBCFOs.

We also conducted observational analysis of the websites for different food outlets. We looked at the websites for UBCFS and SFU Dining Services. The observational analysis of each website gave us an insight behind their values and philosophies. We then were able to compare and contrast how they value health and sustainable and how they promoted it in an online community. We chose to observe websites because we believe that many students today are utilizing the Internet due to its ease. Websites are important source of information that is readily available to everyone.

C. Key Informant Interviews

Between our healthy snack group and the other healthy snack group, we assigned one representative from each group to meet up with our community partner, purchasing manager of UBCFS, Victoria Wakefield, in order to gain more insight into her expectations of our objective. By meeting up with Victoria, she gave us an indication of what she wants our project to focus on and the aspects that she wants our research question to address. This included wanting our project to focus on the gaps that are in the UBCFS and finding particular locations as well as promoting location that are further from our central campus. Victoria helped us organize ourselves to obtain more information regarding the snacks available on campus and future insights they are planning such as incorporating the food truck business on campus (Appendix D)

After meeting with our community partner Victoria on February 6, 2013, we scheduled a meeting with Group 2 (the other group doing Scenario 2) to consult with Sophia French-Baker, the

course instructor and UBC Food Systems Project Co-ordinator and Joshua Edwards, our Teaching Assistant. This meeting was a checkpoint with our teaching team to the approach we should take before our next step. The purpose of this meeting was to propose ideas and address the topics that Victoria brought up in order to refocus and make adjustments to our scenario focus by reflecting on the goals for each group. The importance of consulting with Sophia and Joshua allowed us to gain insights and provide clarification on our new objective and ensure that we are heading in the right direction. By meeting with the other healthy snack group, this also allowed us to help each other in the data collection process and collaborating ideas and to ensure minimal overlaps between our project and to get an idea of the approach they are planning to take. This kept us organized and built a foundation of the project. Among the two groups, our group decided to focus on the “external” aspects - looking at other food outlets that are not associated with UBCFS. The other group decided to focus more on the internal comparison of different UBCFSOs and we decided to compare UBCFS as a whole with other external outlets on campus and outside of campus. By separating the projects up into the internal and external component, it allows us to collect data more efficiently and address more problems that could be compared upon in our discussion.

On March 10th, 2013, a questionnaire (Appendix E and F) was constructed via email to student-run food outlets on campus, Agora Café and Sprouts. The questionnaire was completed by Anita Gillespie, the Co-General Manager from Agora and by Audrey Yen, the treasurer from Sprouts. This questionnaire done through email is utilizing a question-answer based format, developed in order to obtain the most direct and efficient responses. With observation and research of their philosophy in increasing food security and support for local economy and personal health and well-being, we have focused our questions towards sustainable products available to meet student’s demands and further delved into the operations of their business and future prospects.

Our key informant interview (Appendix G and I) with Associate Store Team Leader Brad Lange was conducted at the Whole Foods Kitsilano location on February 22, 2013. The objective of the interview was to investigate how Whole Foods (1) promotes healthy and sustainable food, (2) determines which foods are introduced and sold at stores, (3) maintains an overall profit while doing so. The in-person interview with Brad allowed us the flexibility of asking different questions that arose to us as the interview went along. Also, having the interview be in-person was beneficial to us because we were unfamiliar with Whole Foods' philosophy and background.

On April 2, upon the completion of compiling the final draft of our paper and formulating our recommendations, we chose to interview Chef Josh McWilliams from the UBCFS Point Grill (Appendix H). We thought it would be beneficial to go over our main ideas with a UBCFS staff member in order to assess operational feasibility, and whether our ideas were realistic considering the structure of UBCFS. We constructed a small questionnaire prior to the interview with Chef Josh McWilliams at his restaurant to further discuss about more knowledge pertaining to how the UBCFS is structured and confirming our proposed recommendations for Victoria. Hence, during this interview we obtained feedbacks from Josh by proposing our group's recommendations in order to allow him to give our group feedbacks. This is a significant part of our methods pertaining to the end of our project as this is our last key informative interview to review our project's flaws or misconceptions.

IV. Findings and Outcomes

In order to investigate the possible ways to reach a healthier food environment at the food outlets served by the UBCFS, we looked through three different non-UBCFOSs that might serve new ideas in this innovation through their successful stories in providing and maintaining healthy food environment

to their consumers: a) the Agora Café & Sprouts, b) Simon Fraser University Dining Services and c) Whole Foods.

A. Agora Café & Sprouts – a student-run, non-profit café

Agora Café and Sprouts are two of the student run, non-profit food outlets on campus that are well-known for their accessible, healthy, local and organic foods. Agora Café is located in the MacMillan Building and Sprouts is located in the current Student Union Building (SUB). Where possible, many of their ingredients used in their products are supplied from local and orchard gardens. Of their snack food options, baked goods like granola bars and vegan brownies are the highest in demand from their customers on daily basis. They get many student requests for bagels, garlic toast, Panini, as and specialty coffees, which they aim to include in the future with more support from volunteers and source of organic supplies. Most of their menu items come from suggestions and feedback from their customers, which further caters to the tastes of the students and staff of UBC.

As a student-run business, the majority of their recipes are developed by the executive committee, specifically the catering, finance, inventory, and prep shift managers. Due to the absence of high mark-up prices on their goods, they are able to maintain a low cost value, which much of it accounts to the cost of the ingredients, the storage, the availability, the source, and lastly the affordability. Majority of profits from sales go back into business operations for the weekly purchase for ingredients and updating equipment for further expansion, as well as any associated costs such as changing water filters, or organizing training days and social events for the volunteers. Other operation initiatives include providing workshops such as Community Eats which nutritious lunch menus are catered every Friday with donated items that would otherwise be thrown away at local markets. Sprouts' main mandate is to provide a healthy and affordable food, by keeping menu prices low through buying

items in bulks, and with the assistance of unexpected profits as well as the support systems in the lines of a cooperative structure.

One of the main challenges of a volunteer-run food outlet is recruiting, training, keeping and motivating the volunteers. While much of their organization runs from no labor cost, the efficiency and success of the cafe is very much dependent on whether the volunteers are passionate and motivated to support the outlets with their service.

B. Simon Fraser University Dining Services (Burnaby Campus) – a comparison of promotional and marketing strategies and key values with UBCFS

The Simon Fraser University (Burnaby campus) Dining Services is the primary food service company for the campus. It is comprised of multiple food outlets, including Tim Horton's, Triple O's, Renaissance Cafe, Mackenzie Cafe, Simon C's store, and dining hall that is opened twenty four hours, seven days a week. Since the SFU Dining Services tightly shares the same responsibilities and characteristics with the UBC Food Services, it serves an excellent platform for us to compare the two companies on how they succeed in reaching their goal in providing students with a more healthy and sustainable eating environment.

Based on observational studies, we have found the SFU Dining Services shares some similarities with the UBC Food Services in terms of prices, convenience and variations of snack options served in their food outlets. With regards to pricing of food items, there seems to be a general consensus that snack foods are overpriced and lacked quality. The locations of the food outlets are also not convenient compared with other fast food outlets on campus. While both food service companies serve local fruits and some healthy snacks, these foods were often placed in hidden places and pricier than processed snack foods.

Despite the close similarities, both companies differ in their promotional and marketing strategies. This could be observed from the analysis of the SFU Dining Services website, in which the objectives and values of both companies is revealed. When viewing the SFU Dining Services website (Appendix J), the first impression given to the audience is the company's concern on health and nutrition. A variety of nutritious food pictures served by the company are displayed on the title of the website, with detailed descriptions of the product's nutritional value. The second main topic seen is a event known as "Nutrition Month 2013" on campus. As planned by the company, lot of information about health and nutrition are easily found on the website, providing students with rich sources from the nutrition information on how to achieve a balanced diet to tool students can use like nutrition charts, calculators and nutrition journal. In addition, the Canada's Food Guide and nutritional hot topics page can be easily navigated from the website. What the SFU Dining Services providing was an immense care and emphasis on the student's health and diet, revealing the value and commitment of the company.

With regards to sustainability commitments – one of the values that SFU Dining Services shares with UBC Food Services. Both companies supported the import of sustainable food and the activity of "Go Green Container Exchange" and "Sustainable Catering", however, the descriptions found on the SFU Dining Services website was easier to understand through its colorful logos and simplified descriptions. UBC Food Service's website has lots of informational regarding their own sustainability initiative but lacks the same density of information for the nutritional values of their food (Appendix K).

C. Whole Foods – A business placing consumer's health as their number one goal

Whole Foods is a supermarket with high food standards; their goal is to sell the highest quality products they possibly can. They define quality by evaluating the ingredients, freshness, safety, taste, nutrition value and appearance of all of the products they carry.

To promote healthy eating, Whole Foods runs an initiative called *Health Starts Here (HSH)*. It focuses on four pillars of health eating: whole foods, plant-strong, healthy fats and nutrient dense. HSH encourages eating food without artificial additives, sweeteners, colourings, preservatives, hydrogenated fats, white flours and added salt, eating meals with an abundance of vegetables, fruits, legumes, beans, nuts, seeds and whole grains, eating healthy fats from nuts, seeds and avocados sources and minimizing extracted oils and processed fats and finally, eating foods that are nutrient dense – high in micronutrients in comparison with their total caloric content. Products that fall within these four categories are labeled with Health Starts Here logo to help customers make a more informed choice. Of all the products that are made in store, 95% of the products fit under the *Health Starts Here* program (personal communication, February 22, 2013).

Beyond the HSH program, Whole Foods is dedicated to encourage healthy eating in the following ways, they: design their stores to feature their salad bar as a destination point, lead with their produce department, are intentional around portion sizes and the location of snack foods and are constantly blending profit margins. As Brad mentioned, not every single item at Whole Foods is 'healthy', in order to encourage healthy eating, however, they are strategic in portion control around these items; many of their grab and go and snack options may not adhere to their HSH standards but are offered in smaller portions. In order to make healthier versions of typical snack foods accessible to all, Whole Foods is sure to blend their profit margins as often as they can in order to avoid consumer bias. This can be seen in bakery for example, where they leverage their blended margins; the profit from one muffin made with traditional flour versus quinoa flour would be blended so that the decision between the two muffins does not come down to their price difference.

Whole Foods maintains quality control; 90% of all of prepared foods are made in-house. With regards to animal products, they have very strict standards to which their producers must adhere: no antibiotics, no hormones and strict animal welfare regulations.

There are many snack food options available at Whole Foods that fall under different departments, namely the bakery, prepared food and grocery departments. When asked about which snack products are the most successful or popular with their customer base, Brad mentioned that products that sit on their shelves do sell well. Whole Foods does a lot of work in moving and revamping the products on their shelves and also looking at sister stores and competitors. Whole Foods has a lot of freedom in terms of what food they can bring into the store. Unlike other grocery stores, which are centralized and very uniformed from store to store, Whole Foods has the freedom of bringing in different foods based on the region the store is in. For example, the Kitsilano location may have different products than the Cambie location. In each department, the regional coordinators establish a set list of core products for stores but there are different choices that the stores can pick depending on the popularity of items with their customers.

V. Discussion

Our findings suggest clear trends and values towards both a sustainable food security and a utopian food system, especially in obtaining nutritional product with consumer health focus. Resulting assessment throughout non-UBCFSO brought out many factors that can be incorporated to UBC Food Services. There exist many differences and incentives brought on by sustainable food outlets that UBC Food services can learn from; for example, their goal and business tactics to embrace local business and nutritional health, and their presentation and passion for providing healthy food items. Moreover, the

efforts to achieve their mission in embracing utopian food system value statements can be further looked into towards the SPICE Values by positioning health and nutrition as one of the priorities.

A. Model of healthy community

Creating a structure to establish a food outlet for consumers, such as students, to acknowledge and understand a nutritional and balanced diet is exemplary. Agora and Sprouts, for example, are student-run operation food outlets around campus take pride in their values focused on health and sustainability in addition to convenience and cost. Through their focus and experience towards customer-oriented services rather than business profits, they acknowledge the availability and convenience merchandise is placed as one the most important factors for students as consumers. As a volunteer-run business, all local and organic foods are bought personally by students themselves, developing sustainable choices and in support system of the cooperative structure with local businesses. Moreover their initiative, such as Community Eats, brings awareness and interaction to the public and concerns of current food security. However there is limitation in maintaining volunteers and, as result, it is harder to establish awareness across campus.

B. Strategies in presentation

As an institute to provide for the surrounding community and to uphold responsibility to create a nutritional produce and maintain sustainable food security, a recognizable promotional and marketing strategies is substantial. Both UBC and SFU maintain commitments toward a sustainable ecosystem and action plan, supporting the principle of reduction of waste product via “Go Green Container Exchange” and “Sustainable Catering” initiative. However, presentation of such action plan is better established by SFU on their website. Moreover, SFU performs greater awareness strategies to

uphold their values for health and nutrition of the students, one that's not on SPICE values. Their initiative in creating a "Nutritional Month 2013" not only provide and promote nutritionally balanced diets, the presentation on websites also presents ample resources and understanding of a healthy and nutritional snack for the consumers. More productively, Whole Foods products deliver in labelling 'Health Starts Here' presenting whole foods that are nutritious and minimally processed. One key for food providers and educators is to promote awareness among consumers, such as students, "about cultivation, processing, ingredients, and nutrition of food products in the food system," as stated as one of the values for utopian food system. (Rojas et. al., 2007)

In creating a sustainable food system to meet the needs of the present generation and to continuously to do so for future generations without compromising the environment is the value of UBCFSP food system. Our findings from non-UBCFSP concludes their principle for a nutritional and sustainable snack products in creating a healthy community by supporting local produce, integrating the community to increase awareness, and by focusing on nutritional value in the interest of the consumers.

C. Limitations

Our opinions and concerns have some limitation as it is subjective to our knowledge and education as LFS students. working on a project with regards to health and sustainability, we have biases and may accidentally assume that other students and staff at UBC share the same opinions that we have.

Since we have received our scenario at the beginning of the term, much consumption of labor and time was required in finalizing our research objective as a focus goal; this was due to misunderstanding of the scenario spectrum that led to drastic diversion of our action plan. Moreover, our findings are limited due to further required analysis for a more qualitative data and action that can be potentially remedied by our recommendations.

Finally, a limitation was evident when we addressed the sustainable aspects of snack foods. Unless actual meal entrees, snacks are considered a convenient, to-go food product that requires packaging. Packaging, such as plastic wrapper, is not sustainable as it creates waste for the environment. We found more information from our key informant interviews regarding the health of snack foods but lacked substantial information on the sustainable aspect of snack foods.

VI. Recommendations

UBC has the opportunity, as well as a responsibility, to be a world leader in sustainability and health; through the course of this project, our group has gained many insights as to how UBCFS can increase the amounts of healthy and sustainable snacks available on UBC campus. Our personal experiences and skills along with mixed methods research of non-UBCSFO on Campus and off campus have offered us the foundation to formulate many tangible recommendations.

5 steps in 5 months

Recommendations to UBC Food Services and our Community Partner- Victoria Wakefield

Step 1: By May 15th, 2013

Evaluate Vision Statement

Every food outlet that we investigated outside of UBCFS had more health-focused values and options, according to our above definition. It was observed that in the UBCFS Values Statement that the word health is not a priority. The SPICE acronym used stands for sustainability, people first, innovative, caring and excellence. If Health is not included in the priorities of UBCFS values, the top down integration of health as a priority is contradictory, it is for this that we recommend UBCFS prioritize the inclusion of nutrition and overall health initiatives before any of our further recommendations are

considered. This could entail hiring a dietitian and/or offering an internship or directed studies opportunity to UBC students to revamp the current website and values. This could translate into the development of a health program similar to what is offered by Whole Foods with their *Health Starts Here* campaign.

Step 2: By June 2013

Marketing and Promotional Strategies

Upon observation of the UBCFSOs on campus, we realized that there are many delicious healthy and sustainable options but that their promotion is lacking.

Some examples of food marketing could be creating sandwich boards outside of various UBCFSOs in order to promote the healthy and sustainable snack options within that specific outlet. Some UBCFSOs are hidden from the sight of pedestrians and boards would be an efficient way to showcase what is available inside and to attract new guests.

We also see the opportunity for UBCFS to utilize promotional tactics around campus and online to educate on various UBCFSOs and any specials or features available. After our conversation with Chef Josh, it became apparent that he has quality product at an affordable price point, however, only a fraction of those on campus are aware that The Point Grill exists. This issue could be resolved by hiring a team of graphic design interns and/or UBC business majors to carry out a comprehensive branding, marketing and promotional plan for UBCFS, starting immediately with the locations that are taking the initiative to offer high quality ingredients. This strategy could utilize our on campus ‘celebrity chefs’ and give UBCFS a fresh look. This marketing campaign could include larger signs for all UBCFSOs, posters around high-traffic areas promoting UBCFS and sharing any special offers, perhaps offering coupons.

Within the UBCFSOs themselves, we suggest marketing the healthier options in a way that differentiates them from the others. This could be done by strategically placing healthier snack options more conveniently; in the consumers' eye line or near the point of purchase. For instance in Totem Residence, all of the options which we considered to be healthy snacks were not nearly as glorified as the state of the art burger bar.

Although UBCFS takes many steps to partner with The UBC Farm and The Orchard Garden, we found these initiatives often under promoted in UBCFSOs; it could thus be useful for UBCFS to have a functional Facebook page to communicate many of the initiatives listed on its website. The page could be used as a strategic, open line of communication between UBCFSO and UBC students. Since the consumer drives change, encouraging customer feedback through social media could be used as a tool to accomplish free, qualitative research.

It could feature various UBCFSOs, host healthy recipe competitions, offer daily recipes, feature findings of the Chefs Table, Steve Golub's soup recipes (Appendix L.3) or Josh McWilliams' new Point Grill creations.

Step 3: By July 2013

Labeling

In UBCFSP 2012, it was discovered by group 2 that when nutritional labelling was found, it was mainly on commercially packaged foods and that in-house packaged foods lacked that same consistency (UBCFSP, 2012). It is for this, and our own observations of lack of ingredient lists, that we recommend a consistent labelling system as a UBCFS transparency initiative. Consumers are increasingly more aware of their own health and intolerances; it would satisfy guest curiosity as well as take the load off of UBCFSO staffing having to constantly address these inquiries. Labels could indicate all ingredients used in every item listed from most used to least, and whether the foods were free of gluten; GMOs, nuts,

dairy, vegan, organic, local, seasonal or from the UBC farm or orchard garden (Appendix A.2; C; L.1;L.2).

Step 4: By August 2013

Price Point

Although UBCFS differs greatly from both student run outlets and large companies, who leverage buying power, such as Whole Foods, we feel that it is feasible to take ideas away from both of these non-UBCFSOs who represent different models on the profit spectrum. We recommend UBCFS look into tactics that Sprouts and Seedlings employ in order to keep their organic food costs extremely low by buying nuts, seeds, dried fruits and a variety of flours such as quinoa and brown rice from bulk buying clubs such as Discovery Organics, Horizon and ProOrganics. After our interview with Chef Josh we discovered, UBCFS already has existing relationships with these suppliers, this offers an opportunity to increase buying power and subsequently lower costs, perhaps collaborating with others' on campus could increase order size and thus price point.

Secondly, we recommend UBCFS take the element of cost out of the decision making process of its guests when considering healthy vs unhealthy foods in all UBCFSOs as well as vending. As was discovered in our meeting with Victoria, she has taken the initiative to offer more healthy and sustainable snacks but finds that due to such a high price point, these high-quality foods are hard to sell and often become 'dead-leaders'. Therefore, we recommend that UBCFS blend profit margins similar to Whole Foods in order to avoid consumers perception that there are certain foods that are exclusive and inaccessible (personal communication, February 22, 2013). In some cases this may raise the prices of unhealthy options thus encouraging students driven by price point to reconsider. Some potential products that this could be done with are muffins, cookies, salads, cereals, bars, kale chips etc. Another

tactic that could be considered is pairing healthy low and high margin products together in snack combo offers, therefore, creating higher-blended profit margins.

Step 5: By September 2013

"Grab 'n' Go" Overhaul

Upon conclusion of our research, we have deduced that there is an opportunity for UBCFS to offer more conveniently placed, priced and packaged healthy and sustainable snacks. Based on the information group number 2 discovered, student priorities when making snack food choices are location, price and convenience. It is for this reason as well as our investigation into non-UBCFSOs that we recommend UBCFS renovate their existing "Grab 'n' Go" and turn it into a sustainable snack food health campaign. These quick snacks and meals would be pre-made by the central kitchen every day and sent out to all UBCFS outlets in order to ensure accessibility of most UBC students to affordable, healthy and sustainable foods. Foods that fall under the "Grab 'n' Go" label would adhere to our definition of healthy and sustainable by; consistent labelling (as explained in step 3), specific portion control sizes, measured for adequate nutritional profile and nutrient density. This section of the UBCFSOs should be marketed and promoted more effectively than other snack foods.

In order to commence the "Grab 'n' Go" program, we suggest a feasibility assessment of a campus-wide scale up of UBCFS items currently identified as healthy and sustainable (seasonal and local). An example of items we see fit for promotion under the "Grab 'n' Go" program that already exist at UBCFS outlets and: hummus, cut up veggies, coconut water, yogurt and granola from Cirs, gourmet sandwiches and salads from The Point Grill, homemade soups by Steve Golob (Appendix L.3), wraps, whole fruits, cut up fruit, sandwiches and smoothies. After speaking with Chef Josh, it is clear that his role is primarily management of the kitchen at The Point Grill and taking on the scaling up of his 'togo' section may be a hindrance to the restaurants' needs. It is for this that we recommend the allocation of

labor towards not only promoting the food at various locations on campus to attract new traffic but also, to bring these healthy and sustainable options to more high-traffic areas on campus. In order to increase awareness of the talented chefs on campus; the “Grab ‘n’ Go” items created by chefs from certain UBCFSOs could be an opportunity to brand and market this talent.

This initiative could curb the need to create more UBCFS ‘destination points’ as product would be in constant flux dependent on availability and season. In a campus environment, where convenience reigns, destination point marketing may not cater to the majority of UBCFS customers looking for a quick snack or meal.

Our group found many parallels between students' desires for more snack food variety and what many of the non-UBCFSOs had to offer; some of these items are: nuts, dried fruits, trail mix, seeds, healthy snack bars, bulk oatmeal (Appendix A.2; C). We suggest UBCFS portion out their own fruit and nut trail mixes due to the fact that seeds and nuts vary greatly in price. Due to this gap in student desires and what is offered by UBCFS, we recommend the inclusion of the previously listed snack food options as a part of the new "Grab 'n' Go" program. In order to test out the popularity of this program we recommend launching it in either Totem or Vanier residences.

In an effort to minimize packaging waste, a deposit could be charged on each ‘Grab ‘n’ Go’ container which the students can cash in upon return to any UBCFSO.

Recommendations for future LFS 450 groups

Some recommendations for future LFS 450 groups are:

- To conduct a feasibility assessment on how to maximize local ingredients in UBCFSO and/or look at growing some of their own food on campus.

- To look at incorporating some Sauder business students to collaborate with LFS students and create a more well rounded marketing/business plan.
- To design a set of healthy and sustainable quality control standards to which all items made in-house must adhere.
- To Test a Natural Source Vending machine in the SUB and evaluate the sales compared to Vendmaster
- To execute a 2-3 month survey by leaving feedback forms in all UBCFSOs in order to gain insight as to any gaps in UBCFS options as well as student perception.
- To evaluate the amount of unhealthy ingredients in current bakery recipes and formulate new baked goods which offer more nutrient density eg. Whole wheat banana bread, black bean brownies, raw food desserts, and seed and nut muffins.
- To conduct research into the amount of products UBCFS offers that are reliant on the current industrial food system in an effort to promote more sustainable options. Ideally, moving away from reliance on companies such as Coca Cola, Odwalla and Nature Valley to more local, seasonal, sustainable options like Steaz, Happy Planet and Vega.
- To conduct market research on the demand for more progressive health trends such as fresh vegetable and fruit juices/smoothies on campus. A test could be rolled out through the UBCFS Food Truck. (www.thejuicetruck.ca)
- To investigate the feasibility of offering various “Grab ‘n’ Go” food carts during peak high traffic times around campus especially in otherwise ‘dead food zones’.
- To create a strategic design for the outside of the food truck which helps to promote UBCFS as well as all of their outlets. This could look like a campus map showing all of their various locations.

VII. Reflection on Project

The biggest challenge that our group faced occurred early on in our project. We focused our project outline on the scenario description provided to us at the beginning of the term. Our project outline proposed that we research what sustainable and healthy snack options are in demand from students, then recommend different snack food recipes for UBC Food Services to implement. One of our group members, Britney Gill then met with our project partner, Victoria Wakefield and proposed our project to her. We were met with slight confusion, as Victoria's vision of our project was not in tune with our proposal. Our group decided to propose a new project that focused on implementing a new food truck with UBC Food Services. However, upon discussion with the UBCFSP coordinator, Sophia Baker-French, the food truck idea was out of scope with the UBCFSP. We decided to stick to our original project idea and rework it somewhat. Group 2 decided to focus on the gaps in sustainable and healthy snack food options that certain UBC Food Outlets are facing and our group decided to compare how UBC Food Services promotes their sustainable and healthy snack food options to how outside competitors promotes theirs. We felt like this was the biggest challenge for our group because we were faced with a dilemma 6 weeks into our project between the focus of what our stakeholder wanted to see and what the UBCFSP's vision was. We overcame this challenge by communicating with Sophia about our project and believed the best course of action was to stick to our original project proposal.

Our group success came from our group members being flexible with the changes and challenges that we faced with our project. Our group was also flexible between the tasks that each member of the group were given. We all worked well together on making SMART goals for our project. Our group also found success in our meetings when we made efficient use of our time together.

VIII. Scenario Evaluation & Feedback

In order to evaluate the feasibility of our research project, we interviewed Chef Josh McWilliams from the Point Grill for his opinion as a key member of the UBCFS. From his interview, our research paper received plenty of positive feedbacks and agreements. The suggestions we've made were also feasible. However, it is important to recognize that all of these suggestions would not be done without spending efforts on further labor and capital investments, as improving the health status of all of the consumers on campus and the current eating environment do not come without cost. With a more healthy and sustainable eating environment, we are confident that our implementations will pay back all of the investments on the food outlets on campus.

For our project evaluation, we suggest future LFS 450 groups to follow up with our stakeholders and investigate on the progress of the healthy and sustainable snack choice implementation from year after year, and to make modifications and suggestions throughout the progress to achieve an eating environment with both healthy and sustainability as the basic foundation of the food system.

IX. Media Release (See Appendix M)

Our project's primary focus was on the comparison of UBCFS with external food outlets and drawing connections between them in order to make revisions and recommendations to improve the overall healthy and sustainable snacks offered on campus. One of the significant areas, that many places lack, are the marketing techniques to provide customers with clear defined labeling of food products. For our action photo, we decided to take a group photo in front of the labels we proposed. These labels not only show the name and the price of the product but also show the ingredients used to make the product and indicate in abbreviations whether the products are GF (gluten-free), O (organic), DF (Dairy Free), NF (non-fat), and VG (vegan) allowing consumers to make the most informed choice of healthy

eating by promoting consumer awareness. (Appendix L.1) Furthermore, our group proposed a five step recommendation plan to UBCFS and possibly future projects to further explore.

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Appendices

Group 10- Scenario 2: Healthy and Sustainable Snacks

A. Observational Analysis – UBC Food Services



1. *Fruit display at Vanier Dining Hall*



2. *Presentation of apples at Totem Park Dining Hall*



3. *Display of various refrigerated snack food items at Totem Park Dining Hall*



4. *Display of baked goods at Totem Park Dining Hall*

A.2 Observational Analysis- Student-run food outlet services



Menu board for Seedlings



1. Display of baked goods at Sprouts



2. *Display of to-go pasta salads at The Gallery*

B. SFU Dining Services



Display of baked goods at SFU Dining Hall



Signage displayed at SFU Dining Hall

C. Observational Analysis – Whole Foods



Various granola bars



Various prepared, on-the-go fruits and vegetables



Various on the go salads that meet the Health Starts Here® standards



Display of Grab 'n Go



Display of baked goods

D. Victoria Wakefield Interview Questions

1. Does the Vendmaster contract inhibit you?
2. Have you heard of natural source vending?
3. What is your take on us focusing on recipes?
4. What would you say are the top three considerations to look for in a product that we would be sourcing?
5. Is there a way you want us to separate this project between the two groups?
6. Do you think evaluating inventory and past sales would be a useful method for our project ?
7. Are there any spots that you think are weaker than others?
8. Is there space in the sub for new UBCFS concepts?

E. Agora Café Interview Questions – answered by Anita Gillespie (Co-General Manager)

1. With the aim for an accessible, healthy, local and organic food choices to students, what item(s) on the menu do you hold in high value?
2. There are good spread of word across the students about the food at Agora, how do you currently promote/advertise Agora? Is there anything you would like to change, or what's the future prospect, if you will?
3. In regards to the demand of the student, what item(s) have the best sales? Have there been any changes or trends in the demand or on the menu over the years? Are there any items students ask for not on the menu? If so, what are they and what's your opinion of adding them to the menu?
4. Where does the profits from your sales go? As a volunteer-run food outlet, is there any challenges in maintaining successful business?
5. How do you develop your recipes? With the ingredients that you use, how do you manage buying higher quality ingredients, while also keeping prices low?

F. Sprouts Interview Questions – answered by Audrey Yen (Treasurer)

1. Where does the profits from your sales go?
2. How does Sprouts successfully sustain our business with low profit margins?
3. How does Sprouts develop our recipes?
4. With the ingredients that Sprouts use, how do you manage buying higher quality ingredients, while also keeping prices low?
5. Most popular item at Sprouts?

G. Whole Foods Interview Questions – answered by Brad Lange (Associate Store Team Leader)

1. What are some of the popular snack foods?
2. How does the bakery keep aligned with the Health Starts Here® initiative?
3. With regards to baked goods and changing flours, how do you manage the higher cost?
4. How does Whole Foods decide what snack products to carry in store?
5. What is the decision process in deciding what types of products to bring in store?
6. Chips: how do you regulate, cost is way different to offer a more natural product?
7. Does each Whole Foods store differ in the types of snack products they carry? If so, why?
8. What are some of the promotional tactics used to promote healthier foods at Whole Foods?
9. What are your thoughts on the packaging that is used with the Grab 'n Go products?

H. The Point Grill Questionnaire with Josh McWilliams

1. How do you create your dishes?
2. Is your initiative to be more sustainable in purchasing solely motivated by you or by UBCFS as a whole?
3. What do you think about our recommendations?
4. Tell us about the 'Togo' station
5. Who is in charge of recipe formulation for UBCFS?
6. Who could you see taking on healthy initiatives as a part of UBCFS?
7. What is your take on the marketing, promotional, location strategies of UBCFS?

I. Informed Consent Form – Whole Foods

Group 10 - Scenario 2.

THE UNIVERSITY OF BRITISH COLUMBIA



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INFORMED CONSENT

I am agreeing to collaborate in the study entitled "The UBC Food System Project", conducted by students of the Faculty of Land and Food Systems within their course "Land, Food & Community III" (LFS 450) in collaboration with UBC Food Services, the Alma Mater Student Society (AMS), AMS Food and Beverage Department, UBC Waste Management, Faculty of Land and Food Systems, Centre for Sustainable Food Systems at UBC Farm, the UBC Sustainability Office and its SEEDS Program (Social, economic and ecological development studies).

I have been informed of my right to interrupt any interview or questionnaire linked to this project in which I agree to participate, at any time that I consider necessary. Also, I have been assured that my answers will remain anonymous unless I provide written permission (below) to the UBC student conducting the interview or survey, to disclose my name, working position or any other information revealing my identity in any possible future use of the information I provide.

Signature of the person volunteering to participate in the study: _____

Name and signature if accept to reveal name, revealing my identity (or freely chosen name and signature, if you prefer): _____

Contact information (Name, Telephone #, fax#, email, mailing address) if accept to be quoted by name or position in public use of the information I provide to review the quotes: _____

Consent to be voice or video recorded: _____

Date: Feb. 22 / 2013

Name of the interviewer: Britney / Rita

If you have any concern about this study please contact the Principal Investigator at the above contact information or Professor Andrew Riseman, the Course Instructor at
E-mail: andrew.riseman@ubc.ca
MCML 323 - 2357 Main Mall, Vancouver, BC Canada, V6T 1Z4
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Fax: 604-822-2016
Dr. Andrew Riseman
Principle Investigator
January, 2013

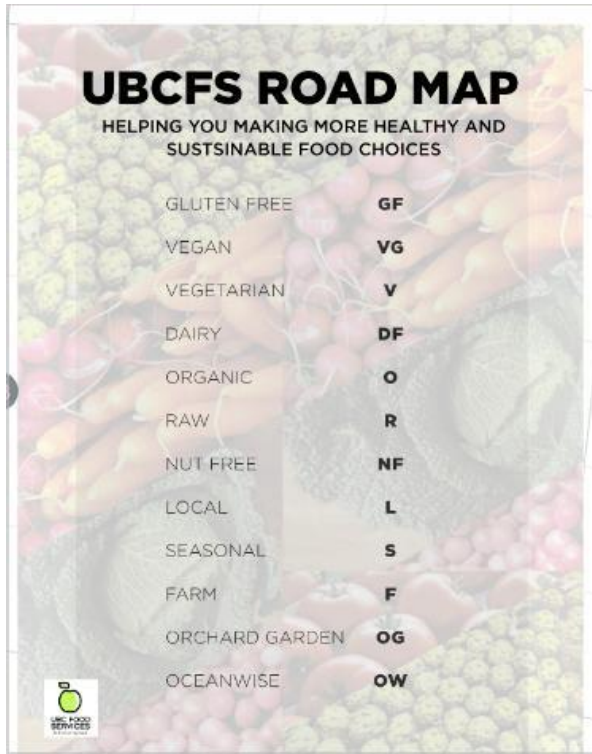
J. Observational Analysis of SFU Dining Services website

The screenshot shows the SFU Dining Services website. The main navigation bar includes: ONLINE PURCHASING, MEAL PLANS, DINING LOCATIONS, CATERING INFO, **HEALTH/ WELLNESS**, EVENT CALENDAR, PROMOTIONS, SUSTAINABILITY, and ALUMNI. A dropdown menu under 'HEALTH/ WELLNESS' lists: Nutrition Info, Nutrition Tools, Nutritional Hot Topics, Nutrition Links, and Canada's Food Guide. The main content area features a banner titled 'Balanced Choice' with the text 'Life is a sum of all your choices'. Below the banner, it states: 'In Canada, almost 60% (14 million) adults and 26% of children are above a healthy weight range. These statistics reinforce the fact that we must ensure a balanced diet. All our Balanced Choice options are reviewed by a registered dietitian to ensure they meet the nutrition standards. Our'.

K. Observation Analysis of UBC Food Services website

The screenshot shows the UBC Food Services website. At the top left is the UBC Food Services logo with the tagline 'An Essential Ingredient'. A banner for 'adventure center' offers a 'SAVE 15% ON YOUR SUMMER ADVENTURE' with a 'FIND YOUR TRIP >' button. The main navigation bar includes: HOME, ABOUT US, SUSTAINABILITY, CAMPUS PLANS, LOCATIONS & HOURS, CHRISTMAS BAKESHOP, CATERING, GIFT IDEAS, and CONTACT US. The main content area features a 'Go Local, Eat Well' webinar announcement. The webinar is titled 'Webinar: Institutional Change from the Kitchen' and is presented by Farm to Cafeteria Canada. The text reads: 'Farm to Cafeteria chefs cook up institutional change in "Dig In" webinar. Join Residence Dining Room Chef, Steve Golob and Joshna Maharaj from Sick Kids Hospital as they discuss the ways to go local in campus and hospital kitchens. Tuesday March 19 at noon PST Register here... Farm to Cafeteria Canada's "Dig In" webinar series, in cooperation with the Ontario Farm to School Challenge'. Below the announcement is a 'Read More' button and a progress indicator '1 / 12'. To the right is a 'Hours of Operation' page for Winter 2013, listing various dining locations and their hours. At the bottom, there is a note: 'NOW accepting the UBCard Plan: Get it... Use it More!' and a list of partner logos.

L. Recommendations



1. Proposal for labelling system



2. Example of labels showing ingredients and origin



3. *Featuring Steve Golub's soup recipe*

M. Media Release Photo

