

To What Degree are BC Restaurants Embracing Sustainability?

Daniel G. Bennett

College of the Rockies

Greg McCallum

## Table of Contents

|                                       |    |
|---------------------------------------|----|
| Introduction .....                    | 4  |
| Stakeholders.....                     | 5  |
| Sustainability Issues.....            | 5  |
| Environmental and Social Issues ..... | 5  |
| Economical Issues. ....               | 6  |
| Needs Assessment .....                | 6  |
| Ethical Issues.....                   | 7  |
| Literature Review.....                | 7  |
| Research Methods .....                | 16 |
| Research Question .....               | 16 |
| Data Collection and Design.....       | 16 |
| Data Analysis.....                    | 17 |
| Sample Size .....                     | 18 |
| Research Timeline .....               | 18 |
| Budget.....                           | 18 |
| Findings.....                         | 18 |
| Social Sustainability.....            | 21 |

|   |    |
|---|----|
| Sustainability Trends in Restaurants            | 3  |
| Environmental Sustainability .....              | 22 |
| Economic Sustainability .....                   | 35 |
| Overall Sustainability .....                    | 36 |
| Methodology Benefits and Disadvantages.....     | 40 |
| Discussion .....                                | 41 |
| Recommendations.....                            | 42 |
| Limitations and Future Research.....            | 44 |
| Conclusion .....                                | 45 |
| References .....                                | 47 |
| Appendices .....                                | 51 |
| A. Preface to Survey .....                      | 51 |
| B. Survey Questions.....                        | 53 |
| C. Survey Results .....                         | 64 |
| D. Renewable Energy Credits/Certificates .....  | 92 |
| E. EPA Portfolio Manager.....                   | 92 |
| F. Sustainable Certifications and Ratings ..... | 93 |

## Introduction

The research in this paper attempts to answer the question to what degree are British Columbia (BC) restaurants and food service establishments embracing sustainability. The research will help restaurateurs by making recommendations on what the best sustainable practices are in BC.

The research begins with the food industry. The food industry involves; agriculture, food processing (i.e. mass production), wholesale and distribution, retail (i.e. grocery industry and food service industry), food industry technologies, marketing, labour and education (FSA, 2013; Plunkett Research, 2013) Considering the food industry is such a vast industry the study was narrowed to the food service and restaurant industry within British Columbia (BC); in particular the research was geared towards how well BC restaurant and food service establishments were embracing sustainability?

For this particular project the phrase: restaurant and food service establishment, includes; pubs, hotel restaurants, fast-food, chain restaurants, privately owned restaurants, bars, resort restaurants, food trucks, and street vendors but does not include general stores, or grocery stores. The research did not include mass production, marketing, grocery, financial services, hotel operation or manufacturing. It also did not include any in-depth look at food industry regulations, but the research did include suppliers indirectly.

## Stakeholders

There are various stakeholder involved in the operation of a restaurant but for the purpose of this study only a select few were involved in the research. The direct stakeholders involved in the study were the British Columbia Restaurant and Food Service Association BCRFA and participating restaurant owners and managers.

There were indirect stakeholders involved in the study as well, these include; suppliers, employees, customers and the community. Suppliers were involved as they provide products and services to restaurants. The study also looked into how employees, customers and the community are influenced by sustainability.

## Sustainability Issues

**Environmental and Social Issues.** Sustainability issues that were addressed in the research:

| <b>Sustainability Issues in Restaurants</b>   |   |
|---|---|
| <b>Environmental</b>  | <b>Social</b>   |
| <ul style="list-style-type: none"> <li>• The use of organic and/or local food products</li> <li>• Sustainable Seafood</li> <li>• How waste is treated (i.e. food waste, paper waste, recycling programs)</li> <li>• Efficient cooking and refrigeration equipment</li> <li>• Electrical use (lights etc.)</li> <li>• Gas use (i.e. for heating the</li> </ul> | <ul style="list-style-type: none"> <li>• Community involvement</li> <li>• Donating/Fundraising</li> <li>• Fair treatment of employees</li> <li>• Stakeholder Involvement</li> <li>• Supporting Local Food Programs</li> </ul> |

|  |  |
|--|--|
| establishment<br>• Water use (low flow appliances, etc.) |  |
|--|--|

**Economical Issues.** Another key issue that was addressed was the ever so often asked question: “is sustainability worth it? Is it worth the time and money to implement sustainability into the business?” Many business people do not realize that being sustainable can ultimately be beneficial to the bottom line, although it may be expensive to implement sustainability into an existing or potential business the economic benefits often surpass the time and money spent implementing. This study supports the above statement to be true. Sustainability must be executed properly to succeed. Companies may end up doing a poor or careless job because they feel sustainability may bring added recognition, but they feel it is not worth a lot of effort.

### Needs Assessment

Sustainability has been around for some time, but over the past two decades it has grown rapidly. This phenomenon is partially due to higher amount of government regulations, and international social responsibilities, but all-in-all people and businesses generally want to “do” better. The demand for this particular research will be high enough to justify the overall development of the study. The research that was conducted will be of great use to restaurant owners; new restaurant entrepreneurs; and

anyone who is generally interested in sustainability in restaurants, who want to make a change for the better.

### **Ethical Issues**

A Possible ethical issue that could have happened when gathering information from BC restaurant and Food Services Association was that: some establishments of the association may have been more sustainable than another or not sustainable at all. This was handled by making all participants of the Online Survey anonymous and the data collected was kept for research purposes only.

### **Literature Review**

Sustainability is a word that is greatly used in today's world of business, but many people do not fully understand what "sustainability" involves. According to *Forum for the Future* sustainability can be broken in to five distinct assets: "(1) natural capital (the environment); (2) human capital (people); (3) social capital (social relationships and structures); (4) manufactured capital (fixed assets); and (5) financial capital (profit and loss, sales, shares, cash, etc.)" (2011). These distinct properties can be labelled as the Five Capitals of Sustainability. There are many definitions or models of sustainability some more focussed on a particular asset than the other. According to *Karl-Henrik Robert* founder of the Natural Step organization, to become sustainable society must:

- Eliminate our contribution to the progressive buildup of substance extracted from the Earth's crust
- Eliminate our contribution to the progressive buildup of chemicals and compounds produced by society
- Eliminate our contribution to the progressive physical degradation and destruction of nature and natural processes
- Eliminate our contribution to conditions that undermine people's capacity to meet their basic human needs (2008).

The Natural Step is highly focused on the environment and does not fully involve other important capitals of sustainability. It is important to try and focus on all five capitals evenly to obtain true sustainability. The Five Capitals model can be deemed the most relevant model of sustainability, as it is the most diverse and uniform. Many others, if not all, sustainability models use part of the Five Capitals model in their definition for sustainability.

The main purpose of this review is to provide a broad overview of why sustainability is good for business, socially, environmentally and economically; and how this concept ties into restaurants. It is important to use the most relevant information available, thus the evidence used in this report was published within the past ten years. The information gathered in this review will be used to justify if it is



worthwhile to research sustainable business practices in restaurants and if there would be a business case for adapting them.

Many entrepreneurs may wonder why follow the sustainable path? According to *The Sustainability Handbook*:

“Sustainability can make a business stronger and more competitive. It can strengthen risk management, compliance, productivity, and credibility. It can help a firm avoid many problems of the past, seize new opportunities for the future, and become part of the lifeblood of the company that continues to contribute in good times and bad” (Blackburn, 2007).

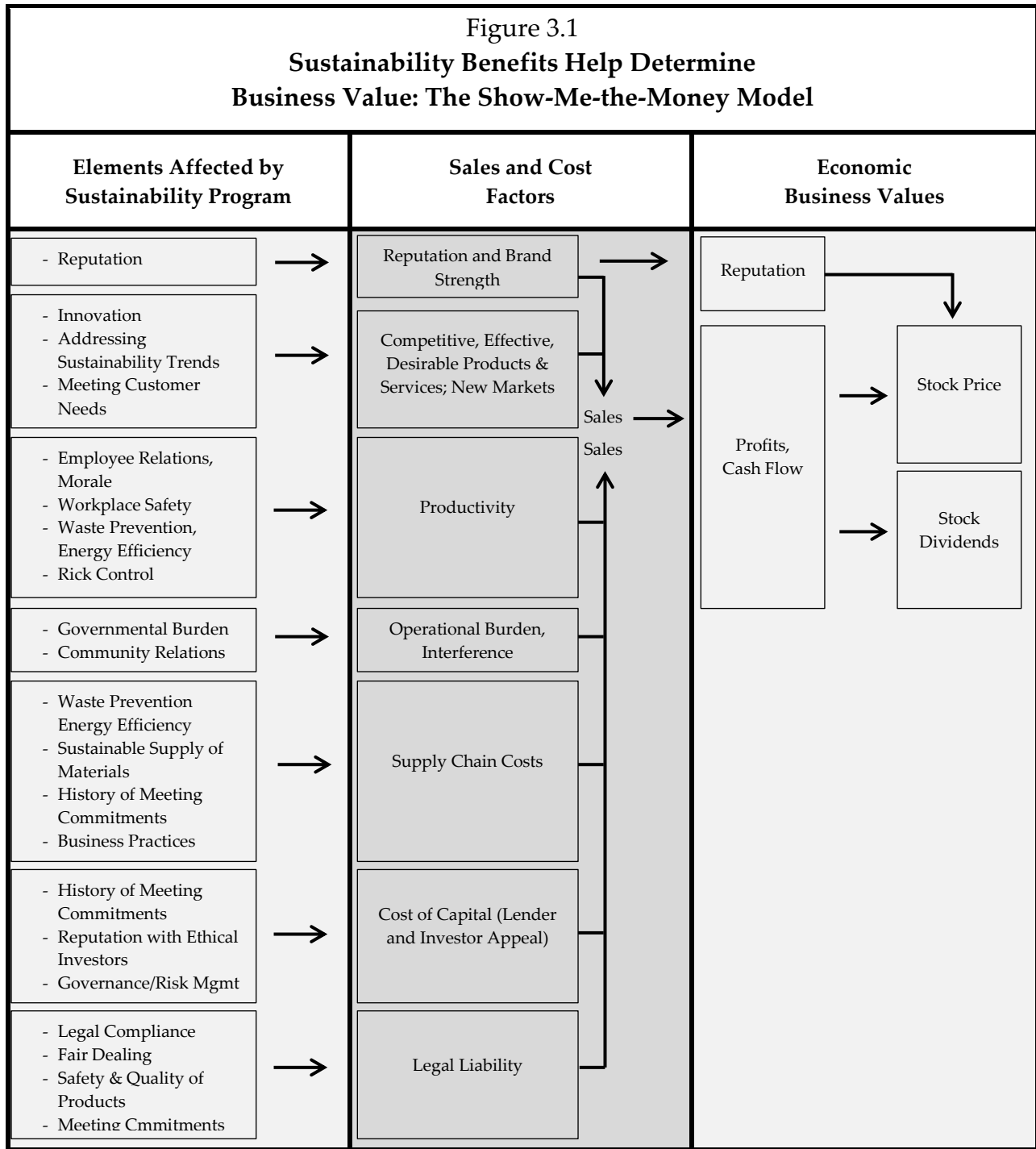
To put it bluntly choosing the sustainable path will ultimately improve profitability.

Although it is not an immediate gain, it is a profitable lasting investment. Another key factor is that sustainability can strengthen reputation and brand strength, which in turn heightens profits. “Studies show that one-fourth to one-third of a company’s public reputation is based on social and environmental performance” (Blackburn, 2007). As well “research has shown that between 50 and 90% of a company’s market value can be attributed to reputation” (TEFMA, 2004). Blackburn also states that “arguably most of a company’s reputation is based on its sustainability performance” (2007).

Using the previous points, one can say that being or becoming a sustainable business will ultimately increase sales and profits of the business. “One recent study that compared companies that adopted environmental and social policies with companies that didn’t...provides empirical support that “High sustainability” companies

significantly outperformed their counterparts over an 18-year period in terms of both stock market and accounting criteria, such as return on assets and return on equity” (Eccles, Perkins & Serafeim, 2012). Sustainable business is not all about the money however, many people want to work for sustainable companies, thus bringing in and retaining potential quality employees. Caring about the earth and the people on it not only makes a company look good; it also helps employees feel like they are making a difference. According to the research of Albinger & Freeman (2000); Backhaus (2002); and Greening & Turban (2000), there is “evidence that job seekers prefer organizations with socially valued characteristics” (As cited in Bettina, 2012).

Below is a figure from the *Sustainable Handbook* that shows a breakdown of the benefits of running a sustainable business. In conclusion sustainability drives sales and thus heightens profits, cash flow and stock value.



Blackburn, W. R. (2007). *The sustainability handbook*.

To be or become a sustainable business, a business needs to be socially, environmentally and economically responsible. There are many successful food

industry related companies who invest in sustainability such as Pepsico and McCain. Pepsi and McCain may have already been successful companies before implementing sustainability, but becoming sustainable has strengthened their brand, making them more successful. It is highly apparent that following the sustainable path is beneficial as successful, established companies such as; Pepsi and McCain have chosen to follow it.

In 2004 McCain Foods implemented Corporate Social Responsibility [a form of corporate self-regulation (McWilliams, Siegel & Wright, 2006)] into their strategic plan; from here on out sustainability has been an essential part of the McCain Foods organization (McCain Foods, 2009).

McCain Foods is inspired to support the wellness of others; they assist various people and communities around the world, for example:

“McCain's agronomy experts have trained and supported local farmers in the developed and developing worlds in modern and responsible cultivating, irrigation and harvesting techniques. By transferring this knowledge, McCain is helping farmers produce higher yields with less water, improving their local economy and feeding more families with good, nutritious food” (McCain Foods, 2009).

Not only do McCain Foods support various communities of the world, they are focussed on furthering and bettering their employee's knowledge and skills, as well as providing quality opportunities from within. In 2009 McCain Foods “Implemented e-Recruitment systems, providing expanded opportunities for employees to find new

roles at McCain Foods” as well “Employees completed more than 27,000 e-Learning courses through the McCain Learning Centre”(McCain Foods).

Tending to the preservation of the environment is at the utmost importance to McCain Foods. “Today more than 85% of McCain Foods’ products are grown and processed within a short distance of our facilities and sold into regional markets, reducing food miles and supporting local suppliers”(McCain Foods, 2009). McCain’s has also made many other progresses towards a better earth, they have:

- Recycled 95 per cent of the approximately 800,000 tonnes of waste we generated
- Completed construction of our sixth facility designed to LEED standards [“Leadership in Energy & Environmental Design (LEED) provides building owners and operators with a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions” (Katz, 2013)].
- Further expanded use of non-genetically modified potato variety that requires significantly less water and fewer pesticides (McCain Foods, 2009).

All in all McCain products are sold in more than 130 countries and they are the world’s largest manufacturer of frozen potato products with net annual sales of CDN \$6.5billion in 2009 (McCain Foods, 2009). As previously stated, for there to be true sustainability the Five Capitals of sustainability need to balance; McCain Foods have balanced these

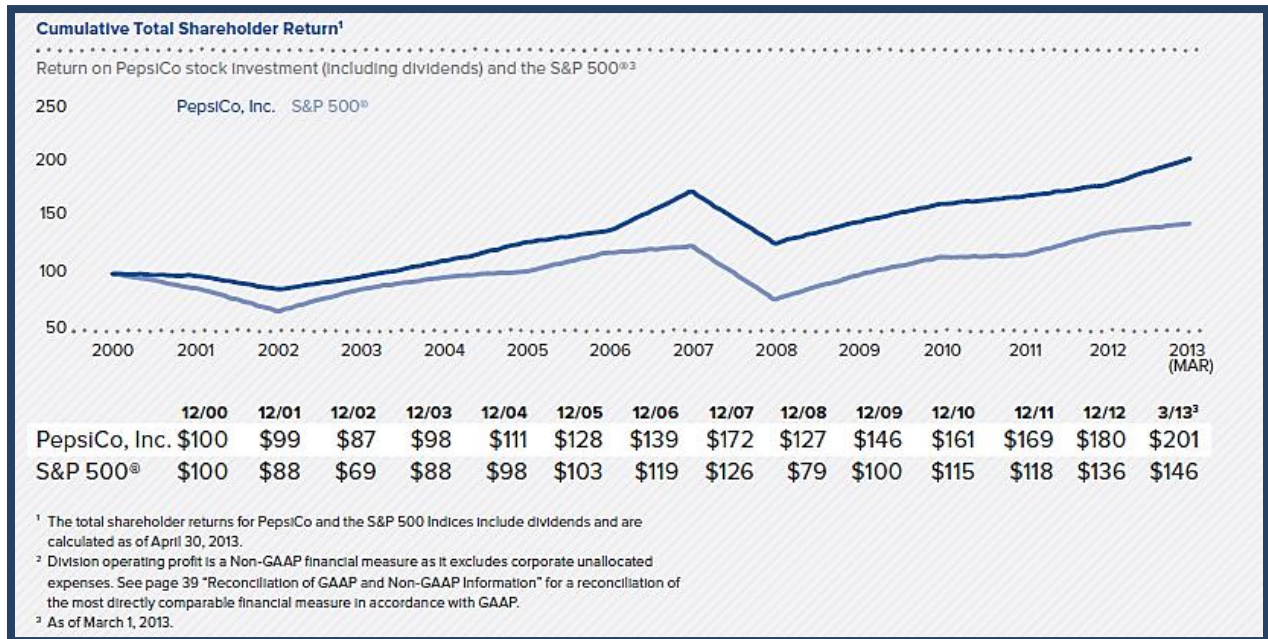
capitals. This example of McCain foods illustrates what it takes to become a successful sustainable business.

Pepsi is a “diversified company with more than \$65 billion in annual revenue” they are the “...largest food and beverage business in the United States and one of the largest in the world” (Pepsico, 2012). Pepsi joined the corporate sustainability movement in 2006; “We recognized early that when we transform our business to deliver for our consumers, protect our environment, and invest in our employees — we achieve sustained value. In fact, these actions fuel our financial returns” (Pepsico, 2012). In 2007 Pepsi came up with Performance with Purpose, “our goal to deliver sustained, top-tier financial results through:

- Transforming our portfolio to provide a wide range of foods and beverages, from treats to healthy eats, to sustain topline growth
- Finding innovative ways to reduce our impact on the environment, which enables us to lower our costs at the same time
- Providing a safe and inclusive workplace for our employees around the globe to attract and retain the best talent, and investing in the communities in which we do business to retain our license to operate” (Pepsico, 2012).

In 2011 Pepsi had already met their 2015 goal of improving water use efficiency by more than 20%. By doing this \$15 million in costs and 14 Billion Litres of water were

saved in 2012 alone (Pepsico, 2013). As well there were “more than \$70 million in estimated energy cost savings in 2012” (Pepsico, 2013). Below is a table that shows the cumulative total shareholder return for Pepsi. Notice that the total shareholder return has steadily risen from 2006 to current, with a slight decrease in 2007.



Sustainabilityreport-pepsi.pdf

These statistics from Pepsi help illustrate the fact that sustainability is and can be beneficial for a business. “In 2012, the strength of our portfolio made us the #1 food and beverage business in the U.S., Russia, India and the Middle East, #2 in Mexico...” (Pepsico, 2012)

Any business can become sustainable, including restaurants; there are several successful restaurants who practice sustainability, such as; Red Lobster, The Olive

Garden and smaller private restaurants such as; Café ODE in London. The benefits of adopting sustainability may lead to success, as it has in the fore mentioned examples.

Based on the findings of this literature review, it is apparent that sustainability is good for business. It would be beneficial to further study to what degree BC restaurants are embracing sustainability in order to show restaurant entrepreneurs what can be done to become a more sustainable establishment.

## **Research Methods**

### **Research Question**

To what degree are British Columbia (BC) restaurants and food service establishments embracing sustainability?

### **Data Collection and Design**

The research undergone for this study was on how well the BC restaurant industry is embracing sustainability. This information was collected through primary research consisting of an Online Survey. Primary research allowed the researcher to analyze to what degree BC restaurants is embracing sustainability. An online survey was sent out to over 1000 restaurant members of the British Columbia Restaurant and Foodservice Association (BCRFA). The survey was conducted and endorsed in collaboration with the Provincial Chair of the BCRFA. An invitation to participate in the



study, including a link to the survey was sent out via the Provincial Chair. All participants of the survey were kept anonymous thus helping keep ethical concerns to a minimum. This study will help provide the BCRFA with fresh and new opportunities in restaurant sustainability.

The research conducted in the study was both qualitative and quantitative. Most of the questions involved in the survey were quantitative; this allowed for a quick and easy analysis of the data. There were minimal open-ended qualitative questions in the survey as they are much more difficult to analyze, especially with a large sample size, but it is important to have some qualitative research within the study as it may be more meaningful than quantitative data. The results of the study will be made available to members of the BCRFA and other restaurant entrepreneurs.

## Data Analysis

The qualitative data was analyzed by; organizing and dissecting data from the online survey; identifying patterns and themes of the data; and finally pulling the findings together. The data was mainly quantitative, measurable data. The results of the survey were analyzed by cross tabulating and organization of the data; as well, the data was analyzed by using a univariate descriptive analysis and sifting through important details.

## Sample Size

The survey was emailed out to more than 1000 restaurant and food service establishments of the BCRFA; there was not any non-food serving establishments such as; liquor stores or suppliers included in the study or the survey. The response rate was 7.7% of the total survey sample.

## Research Timeline

The survey was launched on Feb. 10, 2014 and closed on Feb. 26, 2014. Data was then collected and analyzed between Feb. 26, 2014 and Mar. 15, 2014; then finalized by Apr. 9, 2014.

## Budget

There were minimal expenses dealt with this project. The only costs were for the monthly subscription to Survey Monkey, which is \$19.00 a month. Total expenses were for three months totalling \$57.00.

## Findings

For more information on the demographics of the research please see Questions 1 – 5 Appendix C Survey Results.

The findings of this research will be broken down into four categories. The four categories will be; social, environmental, economic and overall sustainability.

The demographics of the respondents are characterized by region, annual revenue, style of establishment, years in business, and how many seats the establishment has. It was noticed that out of the 77 survey respondents Vancouver and Coastal Mountains had the largest response rate at 35.1%, Thompson/Okanagan had 23.4%, and Vancouver Island and Gulf Island had 22.1%; this was not a surprise, as these areas have a higher volume of restaurants than the others. Unfortunately there were no respondents from the Cariboo Chicoltin Coast region.

### To What Degree are BC Restaurants Embracing Sustainability

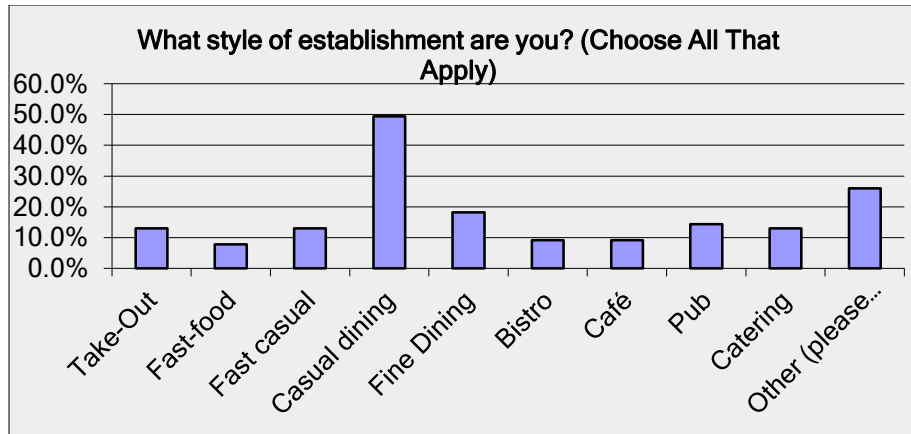
| Where is your business located? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options                               | Response Percent | Response Count |
| Cariboo Chicoltin Coast                      | 0.0%             | 0              |
| Northern BC                                  | 2.6%             | 2              |
| Vancouver Coastal and Mountains              | 35.1%            | 27             |
| Kootenay/Rockies                             | 5.2%             | 4              |
| Thompson/Okanagan                            | 23.4%            | 18             |
| Vancouver Island and Gulf Island             | 22.1%            | 17             |
| Other (please specify)                       | 11.7%            | 9              |
| <i>answered question</i>                     |                  | <b>77</b>      |

Overall 66.6% of the Thompson/Okanagan respondents and only 29.63% of the Vancouver and Coastal Mountains respondents make over 1.1 million annually, this is surprising due to the population differences between regions. The Thompson/Okanagan establishments may be more successful due to this region being a large tourist destination.

| What is your annual Sales Revenue? (Choose One) |                  |                |
|---|------------------|----------------|
| Answer Options                                  | Response Percent | Response Count |
| Less than \$100,000                             | 2.6%             | 2              |
| \$100,001 - \$300,000                           | 3.9%             | 3              |
| \$300,001 - \$500,000                           | 6.5%             | 5              |
| \$500,001 - \$700,000                           | 9.1%             | 7              |
| \$700,001 - \$900,000                           | 9.1%             | 7              |
| \$900,001 - \$1,100,000                         | 9.1%             | 7              |
| \$1,100,001 - \$1,300,000                       | 7.8%             | 6              |
| \$1,300,001 - \$1,500,000                       | 5.2%             | 4              |
| \$1,500,001 - \$1,700,000                       | 6.5%             | 5              |
| \$1,700,001 - \$1,900,000                       | 1.3%             | 1              |
| More than \$1,900,000                           | 23.4%            | 18             |
| N/A (Choose Not to Answer)                      | 15.6%            | 12             |
| <i>answered question</i>                        |                  | <b>77</b>      |

Over 77% of the respondents have had an establishment that has been in business for longer than 10 years. There were only 3 restaurants who had their establishment open between 0 - 3 years, the other 21% have been open between 3 – 10 years. Approximately 23% of the establishments have 101 to 200 seats in their restaurant and 21% have over 200 seats. The fact that there is a high percentage of establishments with over 100 seats is likely correlated to the fact that over 50% of the respondents said they were casual dining facility. Casual dining establishments often have a higher number of seats compared to a café or a fast-food restaurant.

The most prominent style of restaurant was casual dining at 50% of the total respondents, second was “other” with 26% which included; golf course restaurants, cafeterias, pizzeria, winery restaurants, etc. and third was fine dining at 16%.



## Social Sustainability

For more information on the research please see Appendix C Survey Results.

### 6. Which of the following human resource practices do you follow at your establishment?

It was found that 100% of all participating BC restaurants participate in some sort of Human Resource practices. The most prevalent Human Resource practice was that 95.71% of the participating establishments treated their employees with respect and acknowledged that they were important to the organization. It was also found that the business revenue did not play a large role in whether or not the establishment followed sustainable Human Resource practices.

**7. What is your organization/restaurant doing to improve the community/world outside of business activities?**

It was found that 97% of all participating respondents take part in improving the community/world outside of regular business activities. The most common example of community involvement was that 81.43% of the respondents donate to charities or foundations and 74.29% provide healthy options and then menu. It is apparent individuals and organizations strive to better society and the environment as a whole.

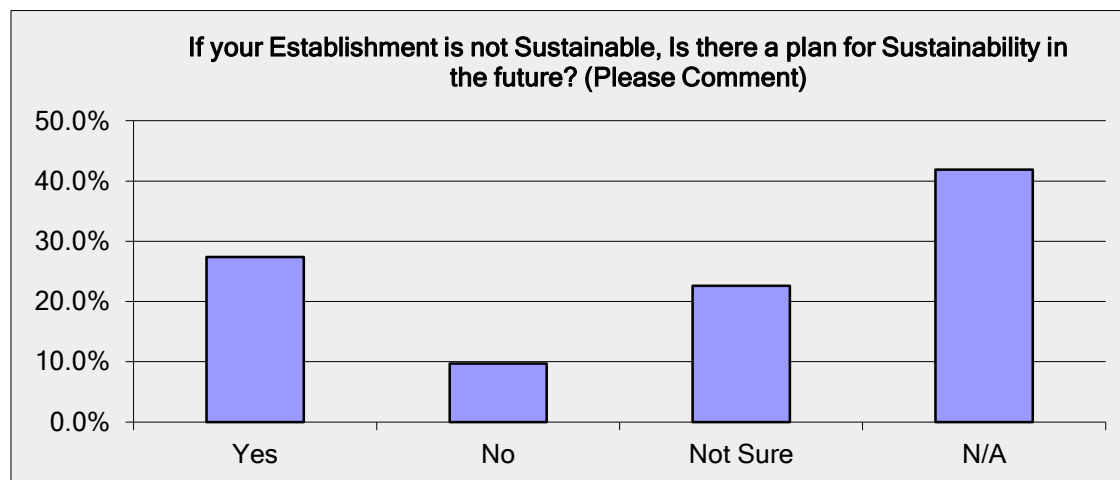
### **Environmental Sustainability**

**8. Do you buy renewable energy or RECs**

It was recognized that only 4.29% of the total respondents chose yes to buying renewable energy or RECs (Renewable Energy Credits or Renewable Energy Certificates) and 67.14% said no and 28.57% were unsure. These results are most likely due to the fact that many people do not know what RECs actually are. "If green power is not available in your area, you can still offset your electricity use by purchasing what are known as "renewable-energy certificates" (RECs)... RECs represent the environmental attributes associated with renewable electricity such as wind and solar" (Suzuki, 2006).

- 1. For more information on RECs see Appendix D. If your Establishment is not Sustainable, Is there a plan for Sustainability in the future? (Please Comment)**

| If your Establishment is not Sustainable, Is there a plan for Sustainability in the future? (Please Comment) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 27.4%            | 17             |
| No   | 9.7%             | 6              |
| Not Sure   | 22.6%            | 14             |
| N/A  | 41.9%            | 26             |
| Other (please comment)   |                  | 6              |
| <i>answered question</i>   |                  | <b>62</b>      |
| <i>skipped question</i>  |                  | <b>15</b>      |



Renewable Energy Credits/Certificates

**9. Do you regularly monitor your energy usage beyond comparing monthly utility bills?**

Overall 38.57% of respondents chose Yes, 51.43% chose No and 10% said they were unsure. The slightly higher No result may have been caused because respondents may have not have known of other options.

**10. What method do you use to monitor your energy use?**

Out of the 38.57% who said Yes to “Do you regularly monitor your energy usage beyond comparing monthly utility bills?”, 50% of these respondents use an in house spreadsheet, and 11.54% use an In house utility tracking software to monitor energy usage. Others mentioned that they use the BC Hydro Smart Meter or Drive Business Intelligence.

**11. Does your establishment have procedures to reduce energy use?**

Almost 70% of respondents chose Yes.

**12. Which of the following energy saving measures have you implemented?**

Out of the 70% who said Yes to having procedures to reduce energy use, the most common procedure was that 82.35% of the respondents were using a programmable thermostat. All of the suggested energy saving procedures had a high percentage of respondents. This result shows that these organizations/businesses understand that in today’s world, it is important to reduce energy use not only for financial purposes, but for the environment as well.

**13. Have you upgraded any appliances to energy efficient ones?**

60.87% of the respondents chose Yes to upgrading some appliances to energy efficient ones and 31.88% said No. Many respondents listed what they have upgraded, some examples are; Dishwashers, Freezers and Coolers, Ovens, Steamers, Fryers, Ice



Machine, Hot Water “on demand” Systems, Washer and Dryers and Microwaves. Out of the respondents that listed what appliances were updated, 25% of them upgraded their dishwasher/s and refrigeration system. One respondent actually received a Fortis Gas rebate for using energy efficient fryers. A rebate is an effective incentive for upgrading to energy efficient appliances.

#### **14. Are you planning to in the next 1 to 2 Years?**

Out of the 31.88% of the respondents who said no to upgrading to energy efficient appliances, 33.33% said Yes they plan on upgrading within the next 1 to 2 years, 22.22% said No and 44.44% said they were not sure.

Revenue has played a role on upgrading to energy efficient equipment. After comparing total annual revenue to whether or not respondents are going to upgrade to energy efficient equipment in the next 1 to 2 years, it is noticeable that revenue plays a roll. Of the respondents that answered No and Not Sure to upgrading in the next 1 – 2 years, two thirds of the respondents who said they were Not Sure are in the lower end of the total annual revenue generated and half of the respondents who said No are in the lower half of the annual revenue generated. This statistic shows that establishments that do not generate as much revenue may not be able to afford energy efficient appliances or may not realize the cost-savings involved in such appliances.

**15. Do you regularly monitor your water usage beyond comparing monthly utility bills?**

62.32% of the respondents said No and 26.09% said Yes to regularly monitoring water usage beyond comparing monthly utility bills. The high percentage of No is most likely because respondents may not think it is worth doing, or they may not have known there are other methods and software out there to help with monitoring water consumption.

**16. What method do you use to monitor your water use?**

Of the 18 respondents that said Yes to monitoring water usage beyond comparing monthly utility bills, 46.15% use In House Spreadsheets, 11.54% use an In House Utility Tracking Software or an Automatic Download of Utility Information and 3.85% use the EPA Portfolio Manager. The low usage of the monitoring software and the Portfolio Manager is likely due to the lack of knowledge about such availabilities.

For more information about the EPA Portfolio Manager See Appendix E. [EPA Portfolio Manager](#)

**17. Does your establishment have procedures to reduce water use?**

Of the total respondents 48.53% said Yes to having procedures to reduce water use, 41.18% said No and 10.29% were Not Sure. The high percentage of No answers, could be from the lack of knowledge about such products or procedures.

### **18. Which water saving measure do you follow?**

The most common procedures out of the respondents that chose Yes to having methods to reduce water use were, 65% use Low flow pre-rinse spray valves, 62.50% have Low flow toilets in the establishment and 57.50% thaw frozen items in the refrigerator vs. under water. Other interesting procedures that respondents are doing, is using Geothermal solenoid valves, which shut down when not in use and one respondent even said they have “water saving dish washing techniques”. It is interesting to see that at least one establishment is doing their very best at reducing water consumption.

### **19. Does your establishment have a recycling program?**

It is highly apparent that recycling is important to almost all of the establishments which participated in the study. 89.71% said Yes to having a recycling program and only 8.82% said No.

### **20. Which of the following items do you recycle?**

The most common items recycled were corrugated cardboard, recyclable plastic, and office paper. Only 20.97% of the respondents recycle E-Waste, this is most likely because

not all cities have an E-Waste recycling program, or not everyone realizes you can recycle old computers and electronics, and that the establishments might have a third party take care of these items.

### **21. Does your establishment have a composting program?**

As for as composting programs 36.76% of respondents said their establishment has a composting program and 61.76% said they do not. This is probably due to lack of knowledge of effective ways of composting; a lack of space; or a lack of third party composting companies.

Region played a role on having a composting and disposal program. It is noticed that the Vancouver Coastal and Mountains region which had the most respondents in the study has the least amount of restaurants with a composting program. Only 21.74% of the Vancouver establishments have a composting program in place. This may be because of the lack of space in a big city, and there may be regulations about keeping decomposing food outside. Further study shows that 75% of the Vancouver establishments that compost actually use a commercial hauler to get rid of their compost. Thus, why are there not more Vancouver restaurants composting and taking advantage of the commercial hauler service? Cost may be a factor.

### **22. Which of the following items do you compost?**

Out of the items composted the most common was kitchen prep waste, coffee grounds and fruit pulp at 88.46% of the respondents who answered Yes to having a composting program. The least commonly composted items were: Items dropped or improperly cooked, plate waste at dish area, and floral/landscape waste at 57.69% of the respondents. Other respondents mentioned they even compost their biodegradable take-out containers and one respondent said that they keep all left over edible food for a house pig. Over all the respondents who answered Yes to having a composting program do a thorough job of composting.

### **23. How do you dispose of your compost?**

Out of the respondents that answered 57.69% used a commercial hauler, 34.62% do their composting on site and 19.23% use it for a community garden or something similar. One respondent says they give it to a local farmer. The high amount of respondents using a commercial hauler is likely due to the fact that a large amount of the respondents are located in large cities where they have access to such amenities.

### **24. Do you use "Green" products in your establishment? (Green products can consist of; recycled, recyclable, biodegradable, non-toxic products)**

A true sign that restaurants are headed in the right direction is that 83.82% of the total respondents said Yes to using Green Products and only 5.88% said No, the other 10.29%

said Not Sure, which likely means they use some sort of Green Products, but are on sure of what.

### **25. Which of the following items does your establishment use?**

Out of the all the respondents 52.24% used Recycled content soft paper products compared to 16.42% using Virgin paper soft products; 61.19% use paper take-out containers compared to 19.40% using disposable eat in containers and 23.88% using plastic take-out containers; 40.30% of respondents use plastic utensils compared to 31.34% who use biodegradable utensils. This may be due to lack of accessibility for biodegradable utensils, or that they are less recognized, or that they are more expensive than plastic utensils; 38.81% of respondents use disposable cups with lids (made with post-consumer material) compared to 28.36% using disposable cups with lids; 49.25% use Biodegradable containers and 14.93% use Post-consumer plastic containers; and 52.24% use Environmentally friend cleaners and sanitizers. Over all these statistics are very pleasing, showing that BC restaurants are on the right path toward a sustainable future.

Out of the 10.29% of respondents that were Not-Sure whether they used Green Products 42.86% said they use Recycled content soft paper products; 42.86% said they use Disposable cups with libs (made from post-consumer material); 14.29% said they use Biodegradable containers; and 14.29% said they use environmentally friendly cleaners

and sanitizers. These statistics prove that even if the establishment is un-sure whether or not they are buying Green products, they most likely are; although it is a good idea for food establishments to know exactly what they are purchasing and using in their business.

### **26. Does your establishment provide any of the following?**

Out of all the respondents 76.12% provide tap water on request and 35.82% provide filtered tap water; 58.21% use domestic bottled water compared to 41.79% using foreign bottled water; around 65% of respondents used both fountain pop and bottled/canned soda; 82.09% served bottled beer and only 55.22% served beer on tap; 71.64% provide local beer and wine, as well as domestic wine; 23.88% provide Organic wine; 58.21% use reusable on-site drink-ware; and 7.46% have a personal cup discount program. One respondent said that “water is always provided from the tap, and take out is provided on consumers own plates that they bring in” (Anonymous, 2014).

Of the 7.46% of respondents who said they have a personal cup discount program only 2 out the 28 cafés provide this service. Something could be done here, it is important for establishments to not only be stewards of the environment but encourage their consumers to be same. Offering a personal cup discount allows business to achieve this. Fast casual restaurants had the largest portion of restaurants providing such incentives.

27. To the best of your ability measure what percentage of purchasing you do from each category. For example if you follow a seasonal menu all year long that would be 100%. If you are only able to source local produce during the three summer months that would be 25% (A Green market is the distribution of refurbished, used, repaired, recycled, discontinued or new products that are in working condition)

| <b>Seasonal Menu Table</b>                            |           |            |            |            |             |
|---|-----------|------------|------------|------------|-------------|
|   | <b>0%</b> | <b>25%</b> | <b>50%</b> | <b>75%</b> | <b>100%</b> |
| <b>Seasonal fruits &amp; vegetables</b>               | 12.90%    | 33.87%     | 19.35%     | 16.13%     | 17.74%      |
| <b>Local Producer/Farmer Goods</b>                    | 24.19%    | 40.32%     | 16.13%     | 16.13%     | 3.23%       |
| <b>Green market Products</b>                          | 32.20%    | 35.59%     | 10.17%     | 16.95%     | 5.08%       |
| <b>Organic</b>  | 35.48%    | 45.16%     | 9.68%      | 6.45%      | 3.23%       |
| <b>Sustainable Seafood</b>                            | 17.74%    | 20.97%     | 8.06%      | 12.90%     | 40.32%      |
| <b>Fair Trade, Rainforest Alliance etc. Coffee</b>    | 45.16%    | 8.06%      | 6.45%      | 3.23%      | 37.10%      |
| <b>Fair Trade, Rainforest Alliance etc. Chocolate</b> | 64.52%    | 12.90%     | 6.45%      | 6.45%      | 9.68%       |
| <b>Other (list in comments)</b>                       | 90.00%    | 0.00%      | 5.00%      | 0.00%      | 5.00%       |

As it shows in the above table 40.32% of respondents use sustainable seafood and 37.10% use fair trade coffee throughout the entire year. As it also shows above there are high percentages in the categories such as; Organic foods, Farmer goods, and Seasonal



fruits and vegetables, where establishments only use these products 25% of the year.

This is most likely due to the fact that most places in BC have a short growing period, 'local' is generally more expensive, and there may not be a large supply. Vertical greenhouses can be used to grow food for most of the year, but would usually only be able to provide enough food for a small establishment. Above it is stated that 64.52% of establishments do not use fair trade chocolate. The large percentage is most likely partially due to the fact that some establishments do not use chocolate. The fact that the use of organic food is low may be partially due to the amount these products cost and the supply. True organic products are also hard to come by.

Region plays a role on sustainable seafood. It was noticed that The Vancouver and Coastal regions use sustainable seafood 100% more so than that of any other region.

This is most likely due to the lack of fresh sustainable seafood inland, and it would also have to be transported long distances, which also costs more and takes away from it being sustainable.

## **28. Which items do you use a linen service for?**

Out of all the respondents 29.03% do not use a linen service; one respondent said that they “wash the linen” themselves. This may or may not be more efficient than using a linen service, depending on the linen service and the respondents washing and drying equipment.

Considering 29% do not use a linen service, 71% do. The most popular item sent to a linen servicer was the kitchens clothing, or back of house uniforms. This is likely due to the amount of grease and stains kitchen clothing often receives and may need specially cleaning or a better washing machine. Front of house uniforms were the least common item sent to a linen servicer; often front of house staff do their own laundry. This can be a cost effective way of dealing with front of house linen, but there should be consistency overall. If the staff care about being a sustainable establishment, then they may use green cleaners at home, but if they do not, this makes the establishment not sustainable. Thus there needs to be some sort of harmonious washing policy in place. Over all the sustainability aspect relies on the service provider themselves, so if an establishment wants to be sustainable then they should look into their suppliers to see if they are sustainable.

**29. Does your linen service use any sustainable practices such as green chemicals, water saving measures, bio-powered / electric delivery vehicles etc.**

Out of the respondents 27.27% said Yes, 9.09% said No, and 63.64% said they were Not Sure. The large percentage of Not sure, is likely due from lack of knowledge about their suppliers. As stated above to become a sustainable operation, the whole aspect of the establishment must be sustainable, including the suppliers. Thus it is very important to research the suppliers and do what can be done, or encourage them to become sustainable as well.

**30. Are any of the linen items made from organic, recycled content, or rapidly renewable (bamboo, hemp) fibers?**

Out of the respondents 37.10% said none of their linens were made from environmentally friendly materials and 48.39% said they were unsure. Although 14.52% said some of their linens were made form environmentally friendly materials, 0% said they all were. Again it is highly important for the establishment to know where their products are coming from as well as what they are made out of. These products may be more expensive, but likely become less expensive as they become popular.

**31. Does your establishment have a green/sustainability, certification/rating?**

Of the respondents 12.90% said Yes, 14.52% said they were Not Sure and 72.58% said No. The lack of Yes responses is likely due to lack of knowledge about such certifications or ratings.

### **32. List the "Green" certifications and ratings you have achieved**

The Green Key was the most common at 56% of the respondents who answered Yes to having a Green certification. The Green Table was second at 22% of the respondents. Other certifications/ratings listed were VIGBC Audubon Society, and one respondent uses the UBC campus, as it is a fair trade campus and is AMS Ocean Wise certified.

For more information on the Green Key and Green table please see Appendix F.

## [Sustainable Certifications and Ratings](#)

### **Economic Sustainability**

#### **33. Has the implementation of sustainability into your organization increased profits?**

Out of all of the respondents 14.52% said Yes; 32.26% said No; 37.10% were Not Sure; and 9.68% decided not to answer. This statistic shows that sustainability may not always bring in added profits right away, but may certainly do so in the long run. Also unless the establishment is keeping track of their financial since they have been

sustainable compared to when they were not, it may be hard to know whether they were making a profit or loss because of sustainability or lack thereof.

A good example of one respondent saying that sustainability had helped his/her establishment is “Cost of Goods has increased in both food/beverage and all of our take-out paper & plastics but more and more students are making the conscious decision to patronize our outlets because of our sustainable practises” (Anonymous, 2014). This statement shows that although this establishment has spent a little extra money on materials, sustainability is paying off.

Time spent practicing sustainability influences profit. When sifting through the data it is noticeable that the longer an establishment practices sustainability, the more their profits have risen. 31.25% of the establishments who said they have been practicing sustainability for 6 – 10 years, said Yes to sustainability increasing profits, compared to 16.67% of the establishments who have been practicing sustainability for 3 - 5 years. Establishments who have been practicing sustainability for less than one year and 1 – 2 years claimed that sustainability has not helped with their profits at all.

### Overall Sustainability

**34. On a scale from 1 – 5 how would you rate the sustainability of your establishment?**

Overall out of all the of the respondents the average rating for Environmental sustainability was 3.61 out of 5; Economical sustainability was 3.92 out of 5; and Social sustainability was 4 out of 5. Only 2 respondents said they were not environmentally or socially sustainable and one respondent said were not economically sustainable. Most commonly respondents believe they are somewhat sustainable in all three categories of sustainability.

As sustainability played throughout the regions Kootenay/Rockies had the highest social and environmental sustainability but were the lowest on economic sustainability. These facts might be skewed due to the lower amount of respondents from the Kootenay/Rockies region; but the fact that they have a lower economic sustainability may be due to the lower population size in the Kootenay/Rockies region compared to that of Vancouver.

For more information on the sustainability ratings please see question 34 Appendix C Survey Results.

### **35. How long has your establishment been practicing Sustainability?**

From the respondents answers the most common time spent practicing sustainability was 3 – 5 years at 29.03% and 6 – 10 years at 25.81%. These statistics show that some BC establishments have been working hard to be sustainable for a long time and will keep on working hard to be sustainable.

**36. If Applicable, we would like to know what challenges you faced implementing Sustainability into your establishment?**

When it came to challenges there were three common themes; staff awareness and motivation towards sustainability; cost of organic and environmental products; and challenges dealing with composting such as: areas with no commercial hauler. Another problem was the quality of biodegradable packaging; one respondent said they wanted “Biodegradable packaging that does not leave toxins and can handle wet products” (Anonymous, 2014). Another major problem mentioned was that the consumers do not care about whether the product is sustainable or not, they only care about price.

Staff motivation and awareness is a big challenge for all business’s trying to become sustainable, but there are ways to get through it. “Survey research shows employees would rather work for sustainable firms—and some would even forego higher earnings to do so. Firms must better leverage this knowledge to attract and retain the best employees” (Laughland & Bansal, 2012).

Consumers’ only caring about price is also a huge challenge in all business trying to become sustainable. “Understanding how consumers value sustainability in the context of other product attributes would help businesses develop products that meet their needs. Further, there may be a role for business in educating consumers on issues and

product attributes, resulting in more informed purchasing decisions” (Laughland & Bansal, 2012).

When it comes to the commercial haulers, it may not be economically feasible in a small town or city to have a commercial hauler specifically for composting. There may be other options such as; proposing that a local waste management company do it one day a week, or a group of restaurant owners may be able to work together to create a private composting service once or twice a week.

As for cost of environmental and organic products, these prices may eventually start to go down if more restaurants are purchasing these products. The previous statement may be true if the organic food market can handle the demand, otherwise prices may rise. This may be an area where the establishment may have to sacrifice for the greater good, part of being sustainable is believe in it 100%.

**37. If Applicable, What is one of the greatest sustainability success stories for your company/organization?**

The most common theme of success was starting a recycling program in the community or recycling up to 95% of the waste. Some other successes were; putting a dimmer on the hood vent; using the refrigerator to thaw instead of water; in-house composting; geothermal heating; using free range meats; using local and environmentally friendly products; and employees being proud of who and where they work.



It is good to see that establishments are taking incentive and creating their own ways of being stewards of the environment and community. That is what it takes to become truly sustainable.

**38. If your Establishment is not Sustainable, Is there a plan for Sustainability in the future?**

Out of the respondents who consider themselves not sustainable 46% said they have a sustainability plan for the future; 16% said No; and 38% said they were Not sure. Some respondents left some very positive comments. One respondent said they will “keep trying to achieve a higher level of sustainability” (Anonymous, 2014). Another said “We will be expanding on this through the future years most definitely” (Anonymous, 2014).

These statistics and comments should inspire others to do the right thing. They also prove that BC is in the right direction, headed toward what is hopefully a brighter future.

### **Methodology Benefits and Disadvantages**

The online survey was the right research method to use, as it allows for the collection of a wide variety of data and it reaches larger demographic sample size. It was also a very in-expensive method of collecting a large amount of data. Some of the flaws of the survey were that respondents often do not finish the entire survey, thus some of the data may be skewed. There were back to back questions that took time to

answer; this is where some participants dropped out. As well it would have been nice to have equal amount of participants from each region, as it was hard to distinguish whether all of BC is sustainable or just a certain region. Overall these problems were overcome by the use of survey monkeys cross tabulating and analyzing the data that mattered.

For more information on the research please see Appendix C Survey Results.

## Discussion

In the literature review it explains why sustainability is worth it, or how it is good for business. The findings of this report only strengthen these affirmations. It was mentioned in the findings that although sustainability may not bring in profits right away, it will do so in the long run. Sustainability is therefore a long-term investment, which may eventually pay off. Many of the respondents are doing their part for the environment, and some are learning that this can be beneficial to their business. It was mentioned by a respondent that the “Cost of Goods has increased in both food/beverage and all of our take-out paper & plastics but more and more students are making the conscious decision to patronize our outlets because of our sustainable practises” (Anonymous, 2014). This shows that yes sustainability can be costly, but it ultimately pays off over time, and is a good investment. Another respondent said that the “Staff are much happier, and enjoy where they are working more” (Anonymous,

2014) because of sustainability. This shows that sustainability is good for staff morale and motivation, which can also be beneficial to the bottom line.

Overall restaurant entrepreneurs will be able to take information they have learned from this study and implement sustainable practices into their establishment; creating less waste, and less energy and water usage. As well implementing these practices into their business will also benefit their staff and the surrounding communities. Some of these best practices are: upgrading to energy and water efficient equipment; sustainable purchasing, not only in food but furniture and overall design of establishment; using green chemicals and green products; treating waste and recycling effectively and efficiently; motivating suppliers to become sustainable; and caring about employees and the surrounding communities. Restaurant entrepreneurs who decide to become sustainable will likely notice the economic benefits from implementing sustainability into his/her business. Nevertheless, it is important to follow a strict sustainability plan, as one who does not, may find the efforts of sustainability overwhelming and end up with an economic loss.

## **Recommendations**

According to the findings BC restaurants are headed in the right direction and are looking towards a sustainable future. BC food service establishments certainly understand the importance of the environment, 84% of them use green products in their

restaurant; 36% of them have a composting program and of the other 64% who don't, many of them are striving to get a composting program in their community; 90% have a recycling program; 70% have energy reducing measures and 49% are using ways to reduce water usage. It is also apparent that BC food service establishments are embracing the fact that staff are an integral part of the establishment, and many respondents follow sound human resources practices. Also many of the BC restaurants are taking part and helping out in community events and charities.

Nonetheless there is and always will be room for improvement. As it was said in the findings 80% of the respondents admit to not being sustainable, this is good because they realize there is room for improvement; but out of these respondents only 46% said there was a plan for sustainability in the future, 16% said no and 38% said they were unsure. This is not a good indication; it is important that all food service establishments realize the importance of sustainability and strive to achieve it. This report may help some of the respondents realize the significance of sustainability; but it is also recommend that these respondents take the time and initiative to educate themselves further into the domain of sustainability. There are certain sustainable aspects that need more work than others in the journey towards BC restaurants embracing sustainability. For example only 9 out of the 77 respondents said they have a Green certification rating. It is recommend that BC food service establishments learn more about Green certifications and ratings. (Please see Appendix F. [Sustainable Certifications and Ratings](#))

for more information on Green Certifications). Another aspect is the fact that many of the establishments do not know if their suppliers are sustainable. It is important to know about the supplier and their operations; to be truly sustainable the entire chain of operations must be sustainable. Another area that may need improvement although not mentioned in the research is that of sustainable furnishing and decorative items, along with an efficient building and accessible building location. Entrepreneurs can find further information at <http://leafme.ca/green-restaurants/>.

Overall according to the findings of the sample, BC restaurants are embracing sustainability more than they are not. There is a prospective sustainable future for BC food service establishments; they are headed in the right direction and it can only get better from here. Some positive feedback from the respondents supports this theory. One respondent said they will “keep trying to achieve a higher level of sustainability” (Anonymous, 2014). Another said “We will be expanding on this through the future years most definitely” (Anonymous, 2014).

### **Limitations and Future Research**

Although using the survey was the best way to collect a wide array of data, it had some limitations. Some respondents did not completely finish the survey, which skewed the overall result. The response rate may have also been low due to the fact that restaurant entrepreneurs who do not practice sustainability at all, may not have

completed the survey or even started it at all. Thus it is possible that only candidates who were sustainable answered the survey, which would have also skewed the end result. It was also hard to get direct data because the respondents were completely anonymous, it would have been interesting to see exactly how sustainable each individual restaurant is. Some of these establishments may only be doing a little bit towards sustainability and others doing a lot. For future research I recommended trying to have the information not completely anonymous, perhaps for the researcher's eyes only, and any public information kept anonymous. This may be a lengthy process though. Another limitation was the fact that I did not get to choose who my respondents were going to be directly, the BCRFA sent out my survey to all members. It ended up that no one from the Cariboo Chilcoltin Coast region responded. Perhaps in the future it would be beneficial to send out an equal amount of surveys to each region, the response may be different. Overall the information was sufficient enough to provide an ample end result of the corresponding sample, but it is hard to project these findings on to the entire BC restaurant population, because of the small sample size.

## Conclusion

In conclusion it is apparent that according to the sample, BC restaurants and food service establishments are headed in the right direction towards sustainability and are embracing sustainability. Nevertheless, this statement can only be correlated to the

findings of the 77 survey respondents and not the entire BC restaurant population.

There is no end to the path of sustainability and organizations should only strive to keeping following this path. In the end to implement sustainability properly a business must research and make a sustainability plan; by doing this the business will understand what can be realistically implemented and they will have a more accurate comprehension of the economic benefits of sustainability.

## References

- Anonymous. (2014). To what degree are BC restaurants embracing sustainability, SurveyMonkey. Retrieved from [https://www.surveymonkey.net/analyze/0jktyCsuMpXoXTuxHq015KhBt8tsgrZCROMkvn6fLrY\\_3D](https://www.surveymonkey.net/analyze/0jktyCsuMpXoXTuxHq015KhBt8tsgrZCROMkvn6fLrY_3D)
- Bettina, L. (2012). The relevance of corporate social responsibility for a sustainable human resource management: an analysis of organizational attractiveness as a determinant in employees' selection of a (potential) employer. *Management revue*, 23(3), 279-295. Retrieved from <http://web.ebscohost.com.ezproxy.cotr.bc.ca/ehost/detail?sid=6adec836-297c-4f60-8ed1-c2ba778abe97@sessionmgr11&vid=8&hid=11&bdata=JnNpdGU9ZWWhvc3QtbGl2ZQ==>
- Black, C. (2015). *The sustainable restaurant corps*. Retrieved from Best Sustainable Business Practices in the Food Industry North America
- Blackburn, W. R. (2007). *The sustainability handbook*.
- Eccles, R. G., Perkins, K. M., & Serafeim, G. (2012). How to become a sustainable company. *MIT sloan management review*, 53(4), 43-50. Retrieved from <http://search.proquest.com.ezproxy.cotr.bc.ca/docview/1023761949>



Forum for the Future. (2011). *The five capitals*. Retrieved from

<http://www.forumforthefuture.org/project/five-capitals/overview>

FSA. (2013). *Food standards agency, business and industry*. Retrieved from

<http://www.food.gov.uk/business-industry/>

Gadeikiene, A., Banyte, J., & Kasiuliene, I. (2012). The development of long-term

relationships with green consumers in the context of sustainability. *Eurasian*

*Business Review*, 2(2), 71-95. Retrieved from

<http://web.ebscohost.com.ezproxy.cotr.bc.ca/ehost/pdfviewer/pdfviewer?sid=49f40886-c8e7-462c-af48-b4d7012c7664@sessionmgr4002&vid=9&hid=4101>

Green Key. (2014). *Global leader in green hotels and meeting rooms*. Retrieved from

<http://greenkeyglobal.com/>

Green Table. (2014). *A better future. one dish at a time..* Retrieved from

<http://greentable.net/home/about/>

Katz, A. (2013). *About Leed*. Retrieved from <http://www.usgbc.org/articles/about-leed>

Laughland, P., & Bansal, T. (2012). *The top ten reasons why businesses aren't more sustainable*

Retrieved from

[http://www.creativitequebec.ca/Bulletin\\_Creativite\\_Quebec/Site\\_CQ\\_Bulletins\\_2013/Bulletins\\_articles/Lien\\_120/The\\_Top\\_Ten\\_Reasons\\_Why\\_Businesses\\_aren't\\_more\\_sustainable.htm](http://www.creativitequebec.ca/Bulletin_Creativite_Quebec/Site_CQ_Bulletins_2013/Bulletins_articles/Lien_120/The_Top_Ten_Reasons_Why_Businesses_aren't_more_sustainable.htm)

McCain Foods. (2009). *Corporate social responsibility benchmark report 2009*. Retrieved

from

[http://www.mccainfoodservice.ca/SiteCollectionDocuments/McCain\\_FoodsGlobal\\_CSR\\_ReportFiscal\\_2009.pdf](http://www.mccainfoodservice.ca/SiteCollectionDocuments/McCain_FoodsGlobal_CSR_ReportFiscal_2009.pdf)

McGivern, Y. (2009). *The practice of market research*.

McWilliams, A., Siegel, D., & Wright, P. (2006). *Working papers in economics*. Retrieved

from <http://www.economics.rpi.edu/workingpapers/rpi0604.pdf>

Pepsico. (2012). *Sustainability report 2011/2012*.

Retrieved from [Sustainabilityreport-pepsi.pdf](#)

Pepsico. (2013). *Performance with purpose*.

Retrieved from [Pepsico-Purpose.pdf](#)

Plunkett Research. (2013). *US food industry overview*. Retrieved from

<http://www.plunkettresearch.com/food-beverage-grocery-market-research/industry-statistics>

Robèrt, K. (2008). *The natural step*. Retrieved from

<http://www.naturalstep.org/en/the-system-conditions>

Suzuki, D. (2006). *Renewable-energy certificates (recs)*. Retrieved from

<http://www.davidsuzuki.org/issues/climate-change/science/energy/renewable-energy-certificates-recs/>

TEFMA. (2004). A guide to incorporating sustainability into facilities management.

Retrieved from

[http://www.tefma.com/uploads/assets/conference\\_papers/SustGuideDraft.pdf](http://www.tefma.com/uploads/assets/conference_papers/SustGuideDraft.pdf)

## Appendices

### A. Preface to Survey

Hello

My name is Dan Bennett; I am currently enrolled in my fourth and final year of a BBA in Sustainable Business at College of the Rockies. I am contacting you today because I am researching sustainable best practices in restaurants and Food-Service Establishments throughout British Columbia. I have a large passion for the restaurant and food service industry; I worked in the industry for over eight years. I want to further my knowledge of sustainability within the industry, and share this knowledge with other passionate restaurant entrepreneurs. I believe that this research will benefit the BC restaurant and foodservice industry. Participation in the survey is confidential and voluntary, and you can choose to withdraw at any time. Data may be subject to the Patriot Act, but all participants will be kept anonymous throughout the entirety of the study.

A copy of the final report will be available online through the BCRFA website. Please feel free to contact me at any time if you have any questions regarding the research study and its findings. I look forward to your participation and sharing the outcome of BC's best sustainable practices with you.

Thanks you for your time.

Sincerely

Dan Bennett, Researcher

[Daniel.g.bennett@hotmail.ca](mailto:Daniel.g.bennett@hotmail.ca)

(250-919-4390)

Greg McCallum, Instructor

GMcCallum@cotr.bc.ca

(250) 489-2751 ext. 3623

## B. Survey Questions

### Survey

#### 1. Where is your business located? (Choose One)

- |   |  |
|---|--|
| <input type="radio"/> Cariboo Chilcotin Coast         | <input type="radio"/> Kootenay/Rockies                 |
| <input type="radio"/> Northern BC                     | <input type="radio"/> Thompson/Okanagan                |
| <input type="radio"/> Vancouver Coastal and Mountains | <input type="radio"/> Vancouver Island and Gulf Island |
| <input type="radio"/> Other (please specify)          |  |

#### 2. What style of establishment are you? (Choose All That Apply)

- |   |                                   |
|---|-----------------------------------|
| <input type="checkbox"/> Take-Out               | <input type="checkbox"/> Bistro   |
| <input type="checkbox"/> Fast-food              | <input type="checkbox"/> Café     |
| <input type="checkbox"/> Fast casual            | <input type="checkbox"/> Pub      |
| <input type="checkbox"/> Casual dining          | <input type="checkbox"/> Catering |
| <input type="checkbox"/> Fine Dining            |                                   |
| <input type="checkbox"/> Other (please specify) |                                   |

#### 3. How long has your establishment been in business? (Choose One)

- Less than 1 year
- 1 - 2 years
- 3 - 5 years
- 6 - 10 years
- Over 10 years

#### 4. How many seats does your establishment have? (Choose One)

- None
   
  61 - 100  
 Less than 20
   
  101 - 200  
 20 - 40
   
  over 200  
 41 - 60

**5. What is your annual Sales Revenue? (Choose One)**

- Less than \$100,000
                                 
  \$700,001 - \$900,000
                                 
  \$1,500,001 - \$1,700,000  
 \$100,001 - \$300,000
                                 
  \$900,001 - \$1,100,000
                                 
  \$1,700,001 - \$1,900,000  
 \$300,001 - \$500,000
                                 
  \$1,100,001 - \$1,300,000
                                 
  More than \$1,900,000  
 \$500,001 - \$700,000
                                 
  \$1,300,001 - \$1,500,000
                                 
  N/A (Choose Not to Answer)

**6. Which of the following human resource practices do you follow at your establishment? (Choose All That Apply)**

- Promoting Internally  
 Provided Training, so Employees can Further their Skills and Knowledge of the Workplace  
 Treated Employees with Respect and Acknowledged that they are Important to the Organization  
 Allowed For and Listened to Employee Feedback  
 Provide Employees with Benefits (Health Care, Dental, etc.)  
 Flexible Schedules  
 Regular Pay Increases  
 Other (please specify)

**7. What is your organization/restaurant doing to improve the community/world outside of business activities? (Choose All That Apply)**

- Donating to Charities or Foundations  
 Providing Healthy Options on the Menu  
 Acting on the Protection of Endangered Animals and Sea Life  
 Teaching Employees the Importance of Environmental Sustainability  
 Involved in Industry Education  
 Hosting Fundraisers.  
 Donating Food, to the Needy (food bank, homeless, salvation army, etc.)  
 N/A

Other (please specify)

**8. Do you buy renewable energy or RECs (Renewable Energy Credits)? (Choose One)**

- Yes
- No
- Not Sure

**9. Do you regularly monitor your energy usage beyond comparing monthly utility bills? (Choose One)**

**If No or Not Sure skip to Question 11**

- Yes
- No
- Not Sure

**10. What method do you use to monitor your energy use? (Check All That Apply)**

- In House Spreadsheet
- EPA Portfolio Manager
- In House Utility Tracking Software
- Automatic Download of Utility Information
- Other (please specify)

**11. Does your establishment have procedures to reduce energy use? (Choose One)**

**If No Skip to Question 13**

- Yes
- No
- Not Sure



**12. Which of the following energy saving measures have you implemented? (Check All That Apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Front of house equipment shutdown schedule | <input type="checkbox"/> Motion sensor for lighting |
| <input type="checkbox"/> Back of house equipment shut down schedule | <input type="checkbox"/> Energy star appliances     |
| <input type="checkbox"/> Office equipment shut down schedule        | <input type="checkbox"/> Efficient lighting         |
| <input type="checkbox"/> Programmable Thermostat                    |   |
| <input type="checkbox"/> Other (please specify)                     |   |

**13. Have you upgraded any appliances to energy efficient ones? (Choose One, If Yes List in Other)**

**If Yes skip to Question 15**

- Yes  
 No  
 Not Sure  
Other (please specify)

**14. Are you planning to in the next 1 to 2 Years? (Choose One)**

- Yes  
 No  
 Not Sure

**15. Do you regularly monitor your water usage beyond comparing monthly utility bills? (Choose One)**

**If No skip to Question 17**

- Yes  
 No  
 Not Sure

**16. What method do you use to monitor your water use? (Check All That Apply)**

- In House Spreadsheet
- EPA Portfolio Manager
- In House Utility Tracking Software
- Automatic Download of Utility Information
- Other (please specify)

**17. Does your establishment have procedures to reduce water use? (Choose One)**

**If No skip to Question 19**

- Yes
- No
- Not Sure

**18. Which water saving measure do you follow? (Check All That Apply)**

- Low flow pre-rinse spray valves
- Low flow faucets
- Low flow toilets
- Energy Star ice machine
- Thawing frozen items in the refrigerator vs. under water
- Other (please specify)

**19. Does your establishment have a recycling program? (Choose One)**

**If No skip to Questions 21**

- Does your establishment have a recycling program? (Choose One) Yes
- No
- Not Sure

**20. Which of the following items do you recycle? (Check All That Apply)**

- Corrugated cardboard
- Recyclable Plastic
- Metal

- Glass
- Office paper
- Toner cartridges
- E-waste
- Kitchen Grease / frier oil
- Other (please specify)

**21. Does your establishment have a composting program? (Choose One)**

**If No skip to Question 24**

- Yes
- No
- Not Sure

**22. Which of the following items do you compost? (Check All That Apply)**

The materials might be collected by a commercial hauler for composting or by a farmer. Food waste can also be used in bio-digesters to create bio-gas or other by-products like soil amendments

- Spoiled items
- Kitchen prep waste
- Items dropped or improperly cooked
- Plate waste at dish pit/area
- Other (please specify)
- Plate waste at front of house
- Coffee grounds / fruit pulp or similar
- Floral / landscaping waste

**23. How do you dispose of your compost? (Check All That Apply)**

- On site

- Community garden pick up (or similar)
- Commercial hauler
- Not Sure
- Other (please specify)

**24. Do you use "Green" products in your establishment? (Choose One)**

(Green products can consist of; recycled, recyclable, biodegradable, non-toxic products)

- Yes
- No
- Not Sure

**25. Which of the following items does your establishment use? (Check All That Apply)**

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Virgin paper soft products<br>(toilet paper, paper towels etc.) | <input type="checkbox"/> Plastic utensils   | <input type="checkbox"/> Biodegradable utensils                              |
| <input type="checkbox"/> Recycled content soft paper<br>products                         | <input type="checkbox"/> Disposable cups with lids<br>(made from post-consumer<br>material) | <input type="checkbox"/> Post-consumer plastic<br>containers                 |
| <input type="checkbox"/> Disposable eat-in containers                                    | <input type="checkbox"/> Deli wrap  | <input type="checkbox"/> Environmentally friendly<br>cleaners and sanitizers |
| <input type="checkbox"/> Paper take-out containers                                       | <input type="checkbox"/> Biodegradable containers   | <input type="checkbox"/> None  |
| <input type="checkbox"/> Plastic take-out containers                                     |   |  |
| <input type="checkbox"/> Other (please specify)  |   |  |

**26. Does your establishment provide any of the following? (Check All That Apply)**

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Reusable on-site drink-ware               | <input type="checkbox"/> Soda gun/fountain   | <input type="checkbox"/> Organic/biodynamic wine |
| <input type="checkbox"/> Personal cup discount<br>program, etc.    | <input type="checkbox"/> Bottled / can soda  | <input type="checkbox"/> Domestic Wine           |
| <input type="checkbox"/> Tap water upon request                    | <input type="checkbox"/> Tap Beer            | <input type="checkbox"/> Imported Wine           |
| <input type="checkbox"/> Filtered tap water (still &<br>sparkling) | <input type="checkbox"/> Bottle Beer         | <input type="checkbox"/> Bottle / can Juices     |
| <input type="checkbox"/> Domestic Bottled water                    | <input type="checkbox"/> Local Beer / liquor |  |
| <input type="checkbox"/> Foreign Bottled water                     | <input type="checkbox"/> Local wine          |  |
| <input type="checkbox"/> Other (please specify)                    |  |  |

**27. To the best of your ability measure what percentage of purchasing you do from each category. For example if you follow a seasonal menu all year long that would be**

**100%. If you are only able to source local produce during the four summer months that would be 25% (Choose All That Apply)**

A Green market (is the distribution of refurbished, used, repaired, recycled, discontinued or new products that are in working condition)

|   | <b>0%</b>   | <b>25%</b>   | <b>50%</b>   | <b>75%</b>   | <b>100%</b>   |
|---|---|--|--|--|---|
| <b>Seasonal fruits &amp; vegetables</b>               | <input type="radio"/> Seasonal fruits & vegetables 0%                   | <input type="radio"/> Seasonal fruits & vegetables 25%                   | <input type="radio"/> Seasonal fruits & vegetables 50%                   | <input type="radio"/> Seasonal fruits & vegetables 75%                   | <input type="radio"/> Seasonal fruits & vegetables 100%                   |
| <b>Local Producer/Farmer Goods</b>                    | <input type="radio"/> Local Producer/Farmer Goods 0%                    | <input type="radio"/> Local Producer/Farmer Goods 25%                    | <input type="radio"/> Local Producer/Farmer Goods 50%                    | <input type="radio"/> Local Producer/Farmer Goods 75%                    | <input type="radio"/> Local Producer/Farmer Goods 100%                    |
| <b>Green market Products</b>                          | <input type="radio"/> Green market Products 0%                          | <input type="radio"/> Green market Products 25%                          | <input type="radio"/> Green market Products 50%                          | <input type="radio"/> Green market Products 75%                          | <input type="radio"/> Green market Products 100%                          |
| <b>Organic</b>  | <input type="radio"/> Organic 0%  | <input type="radio"/> Organic 25%  | <input type="radio"/> Organic 50%  | <input type="radio"/> Organic 75%  | <input type="radio"/> Organic 100%  |
| <b>Sustainable Seafood</b>                            | <input type="radio"/> Sustainable Seafood 0%                            | <input type="radio"/> Sustainable Seafood 25%                            | <input type="radio"/> Sustainable Seafood 50%                            | <input type="radio"/> Sustainable Seafood 75%                            | <input type="radio"/> Sustainable Seafood 100%                            |
| <b>Fair Trade, Rainforest Alliance etc. Coffee</b>    | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Coffee 0%    | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Coffee 25%    | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Coffee 50%    | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Coffee 75%    | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Coffee 100%    |
| <b>Fair Trade, Rainforest Alliance etc. Chocolate</b> | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Chocolate 0% | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Chocolate 25% | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Chocolate 50% | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Chocolate 75% | <input type="radio"/> Fair Trade, Rainforest Alliance etc. Chocolate 100% |
| <b>Other (list in comments)</b>                       | <input type="radio"/> Other (list in comments) 0%                       | <input type="radio"/> Other (list in comments) 25%                       | <input type="radio"/> Other (list in comments) 50%                       | <input type="radio"/> Other (list in comments) 75%                       | <input type="radio"/> Other (list in comments) 100%                       |

Other (please specify)

**28. Which items do you use a linen service for? (Check All That Apply)**

**If None skip to Question 30**

- Napkins
- Table linen
- Front of house uniforms

- Back of house uniforms
- Side towels / bar towels
- Aprons / Hats
- None
- Other (please specify)

**29. Do your linen services use any sustainable practices such as green chemicals, water saving measures, bio-powered / electric delivery vehicles etc. (Choose One)**

- Yes
- No
- Not Sure

**30. Are any of the linen items made from organic, recycled content, or rapidly renewable (bamboo, hemp) fibers? (Choose One)**

- All
- Some
- None
- Not sure
- Other (please specify)

**31. Does your establishment have a green/sustainability, certification/rating?**

**If No skip to Question 33**

- Yes
- No
- Not Sure

**32. List the "Green" certifications and ratings you have achieved?**

**33. On a scale from 1 – 5 how would you rate the sustainability of your establishment.**

|                                    | Not at All            | Not Very              | Slightly              | Some What             | Very                  |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Environmentally Sustainable</b> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>Economically Sustainable</b>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>Socially Sustainable</b>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**34. Has the implementation of sustainability into your organization increased profits?**

- Yes
- No
- Not Sure
- N/A
- Other (please specify)

**35. If Applicable, What is one of the greatest sustainability success stories for your company/organization?**

**36. If Applicable, we would like to know what challenges you faced implementing Sustainability into your establishment?**

**37. How long has your establishment been practicing Sustainability? (Choose One)**

- Less than 1 year
- 1 - 2 years
- 3 - 5 years
- 6 - 10 years
- Over 10 years
- N/A

**38. If your Establishment is not Sustainable, Is there a plan for Sustainability in the future? (Please Comment)**

- Yes

No

Not Sure

N/A

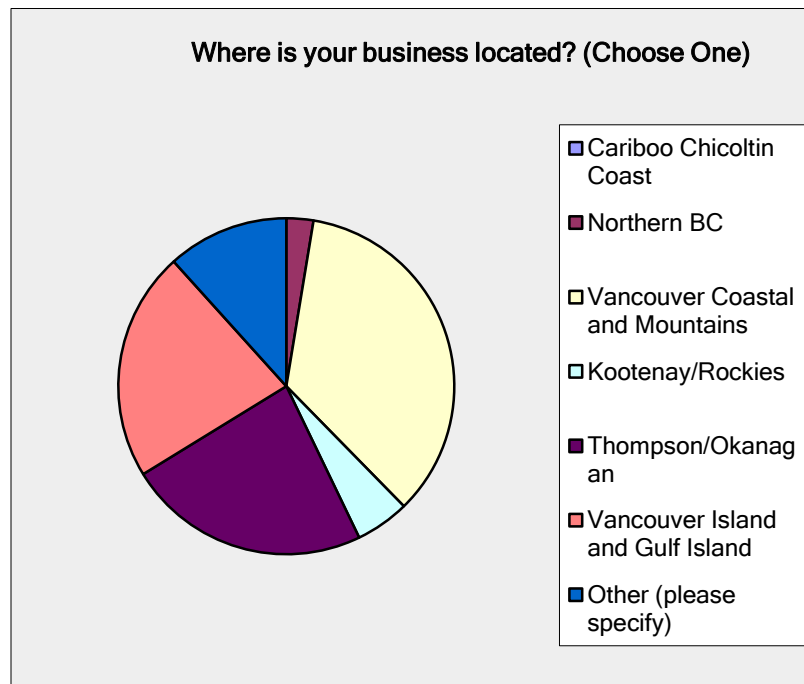
Other (please comment)



### C. Survey Results

#### 2. Where is your business located

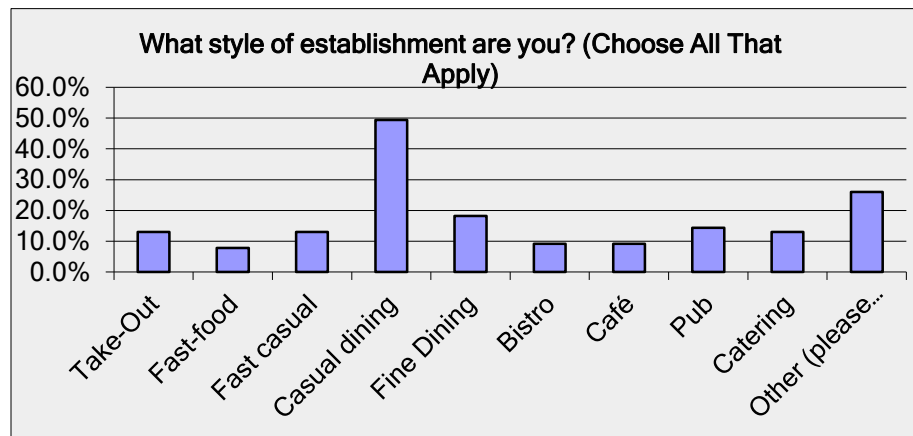
| Where is your business located? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options                               | Response Percent | Response Count |
| Cariboo Chicoltin Coast                      | 0.0%             | 0              |
| Northern BC                                  | 2.6%             | 2              |
| Vancouver Coastal and Mountains              | 35.1%            | 27             |
| Kootenay/Rockies                             | 5.2%             | 4              |
| Thompson/Okanagan                            | 23.4%            | 18             |
| Vancouver Island and Gulf Island             | 22.1%            | 17             |
| Other (please specify)                       | 11.7%            | 9              |
| <i>answered question</i>                     |                  | <b>77</b>      |
| <i>skipped question</i>                      |                  | <b>0</b>       |



**Other:** Respondents listed cities that would be filled in the normal selected regions.

### 3. What style of restaurant are you?

| What style of establishment are you? (Choose All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Take-Out   | 13.0%            | 10             |
| Fast-food  | 7.8%             | 6              |
| Fast casual  | 13.0%            | 10             |
| Casual dining  | 49.4%            | 38             |
| Fine Dining  | 18.2%            | 14             |
| Bistro   | 9.1%             | 7              |
| Café   | 9.1%             | 7              |
| Pub  | 14.3%            | 11             |
| Catering   | 13.0%            | 10             |
| Other (please specify)                                       | 26.0%            | 20             |
| <i>answered question</i>                                     |                  | <b>77</b>      |
| <i>skipped question</i>                                      |                  | <b>0</b>       |

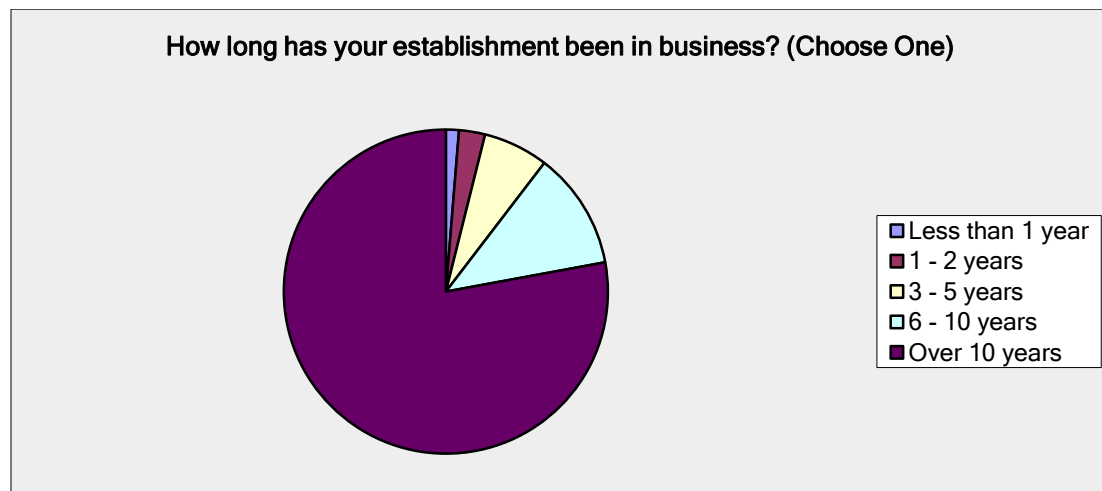


**Other:**

- Winery Restaurant
- Pub & Café
- Golf course restaurant
- Pizzeria
- Thai

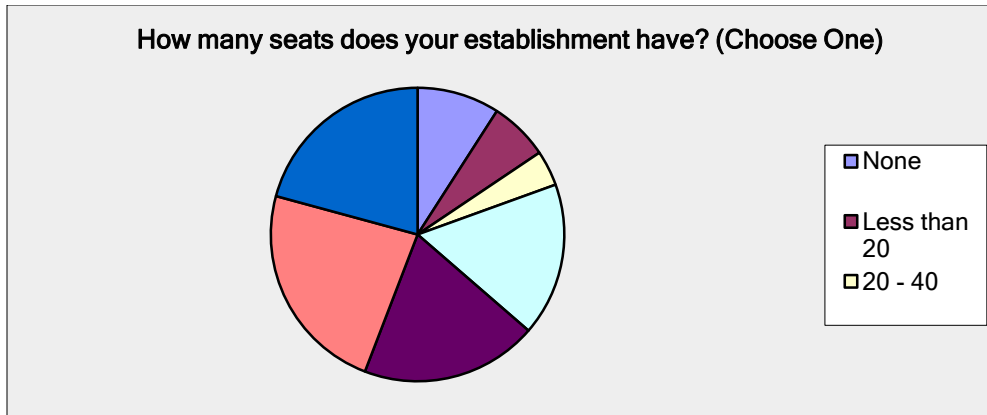
4. How long has your restaurant been in business?

| How long has your establishment been in business? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Less than 1 year   | 1.3%             | 1              |
| 1 - 2 years  | 2.6%             | 2              |
| 3 - 5 years  | 6.5%             | 5              |
| 6 - 10 years   | 11.7%            | 9              |
| Over 10 years  | 77.9%            | 60             |
| <i>answered question</i>                                       |                  | <b>77</b>      |
| <i>skipped question</i>  |                  | <b>0</b>       |



5. How many seats does your restaurant have

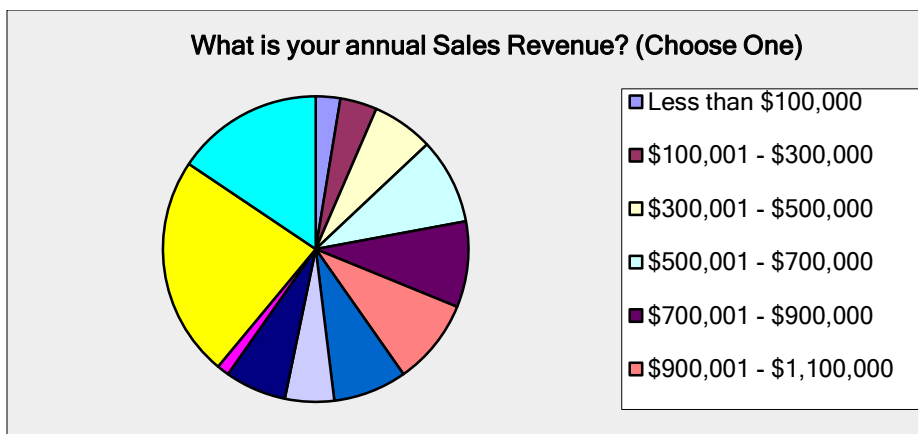
| How many seats does your establishment have? (Choose One) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| None  | 9.1%             | 7              |
| Less than 20  | 6.5%             | 5              |
| 20 - 40   | 3.9%             | 3              |
| 41 - 60   | 16.9%            | 13             |
| 61 - 100  | 19.5%            | 15             |
| 101 - 200   | 23.4%            | 18             |
| over 200  | 20.8%            | 16             |
| <i>answered question</i>                                  |                  | <b>77</b>      |
| <i>skipped question</i>                                   |                  | <b>0</b>       |



**6. What is your annual Sales Revenue?**

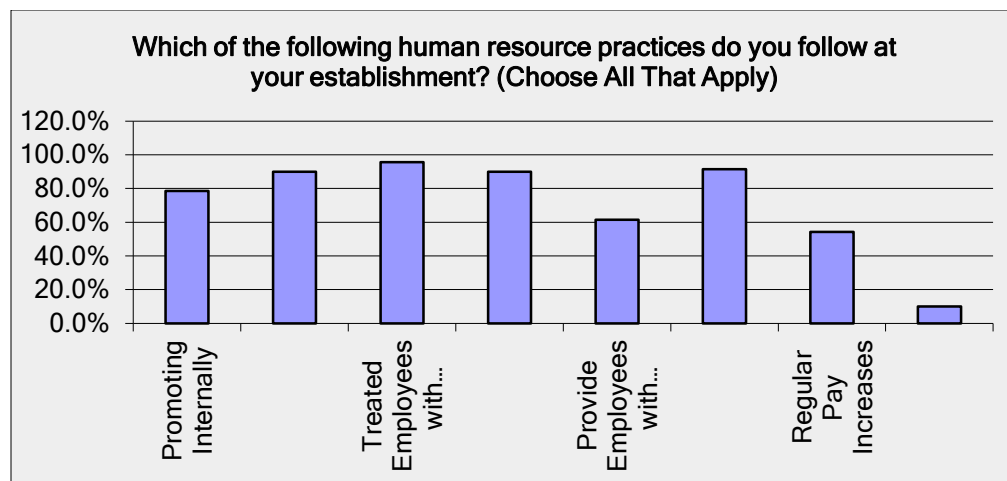
**What is your annual Sales Revenue? (Choose One)**

| Answer Options             | Response Percent | Response Count |
|----------------------------|------------------|----------------|
| Less than \$100,000        | 2.6%             | 2              |
| \$100,001 - \$300,000      | 3.9%             | 3              |
| \$300,001 - \$500,000      | 6.5%             | 5              |
| \$500,001 - \$700,000      | 9.1%             | 7              |
| \$700,001 - \$900,000      | 9.1%             | 7              |
| \$900,001 - \$1,100,000    | 9.1%             | 7              |
| \$1,100,001 - \$1,300,000  | 7.8%             | 6              |
| \$1,300,001 - \$1,500,000  | 5.2%             | 4              |
| \$1,500,001 - \$1,700,000  | 6.5%             | 5              |
| \$1,700,001 - \$1,900,000  | 1.3%             | 1              |
| More than \$1,900,000      | 23.4%            | 18             |
| N/A (Choose Not to Answer) | 15.6%            | 12             |
| <i>answered question</i>   |                  | <b>77</b>      |
| <i>skipped question</i>    |                  | <b>0</b>       |



**7. Which of the following human resource practices of you follow at your establishment?**

| Which of the following human resource practices do you follow at your establishment? (Choose All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Promoting Internally   | 78.6%            | 55             |
| Provided Training, so Employees can Further their Skills and Knowledge of the Workplace                      | 90.0%            | 63             |
| Treated Employees with Respect and Acknowledged that they are Important to the Organization                  | 95.7%            | 67             |
| Allowed For and Listened to Employee Feedback  | 90.0%            | 63             |
| Provide Employees with Benefits (Health Care, Dental, etc.)  | 61.4%            | 43             |
| Flexible Schedules   | 91.4%            | 64             |
| Regular Pay Increases  | 54.3%            | 38             |
| Other (please specify)   | 10.0%            | 7              |
| <i>answered question</i>   |                  | <b>70</b>      |
| <i>skipped question</i>  |                  | <b>7</b>       |

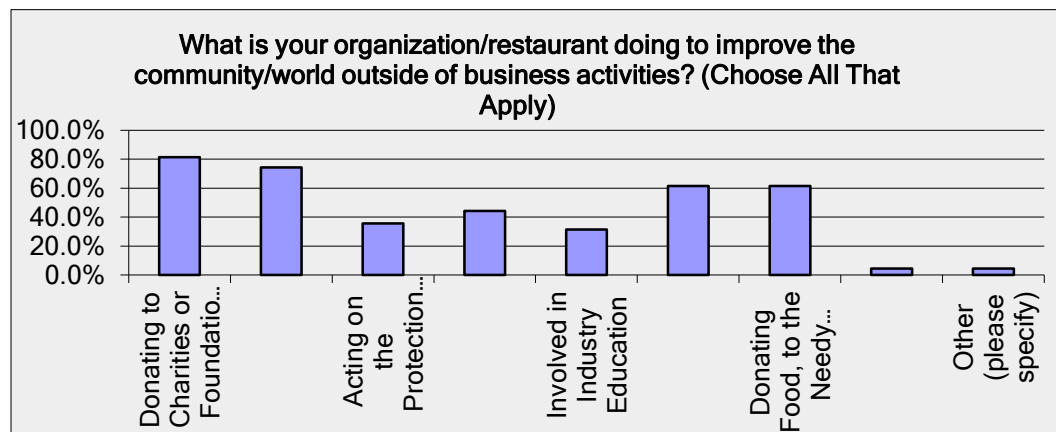


**Other:**

- Eat together
- Health & Safety training, birthday off with pay, meal discounts
- Wellness program, meal allowance
- Team meetings

**8. What is your organization/restaurant doing to improve the community/world outside of business activities?**

| What is your organization/restaurant doing to improve the community/world outside of business activities? (Choose All That Apply) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Donating to Charities or Foundations  | 81.4%            | 57             |
| Providing Healthy Options on the Menu   | 74.3%            | 52             |
| Acting on the Protection of Endangered Animals and Sea Life   | 35.7%            | 25             |
| Teaching Employees the Importance of Environmental Sustainability   | 44.3%            | 31             |
| Involved in Industry Education  | 31.4%            | 22             |
| Hosting Fundraisers.  | 61.4%            | 43             |
| Donating Food, to the Needy (food bank, homeless, salvation army, etc.)   | 61.4%            | 43             |
| N/A   | 4.3%             | 3              |
| Other (please specify)  | 4.3%             | 3              |
| <i>answered question</i>  |                  | <b>70</b>      |
| <i>skipped question</i>   |                  | <b>7</b>       |

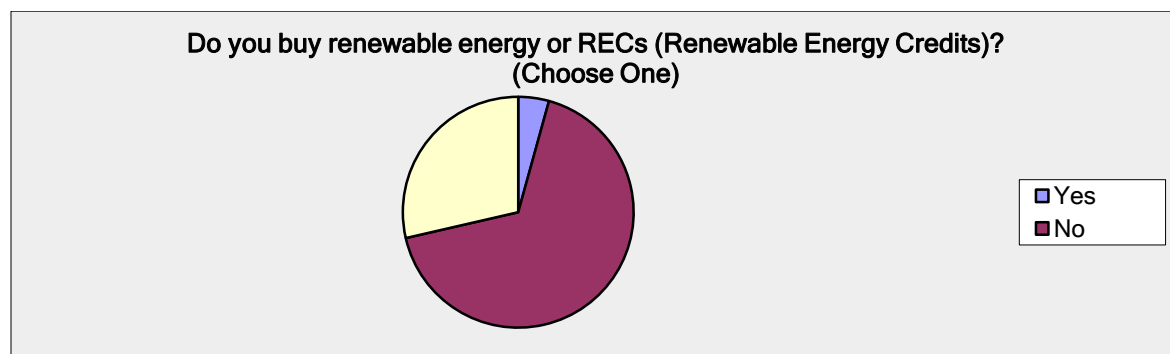


**Other:**

- Work with local, organic food as well as from own garden
- Adopted the creek beside us – keep it clean
- Commitment to recycling 90%

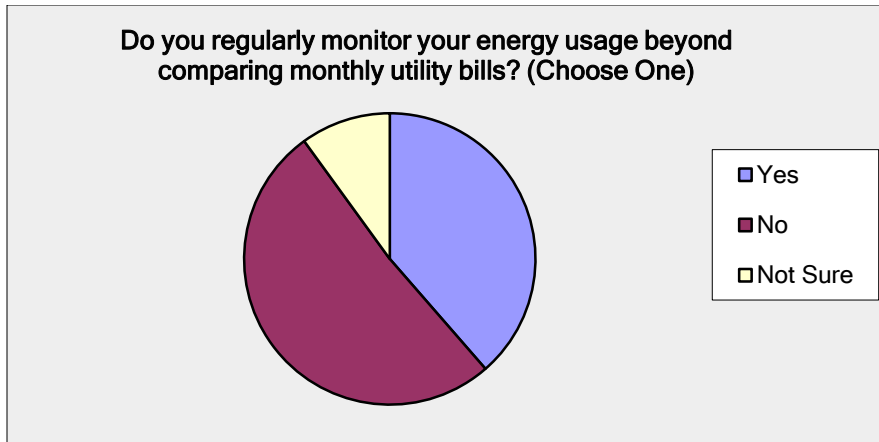
**9. Do you buy renewable energy or RECs (Renewable Energy Credits)?**

| Do you buy renewable energy or RECs (Renewable Energy Credits)? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 4.3%             | 3              |
| No   | 67.1%            | 47             |
| Not Sure   | 28.6%            | 20             |
| <i>answered question</i>   |                  | <b>70</b>      |
| <i>skipped question</i>  |                  | <b>7</b>       |



**10. Do you regularly track your energy usage beyond comparing monthly utility bills?**

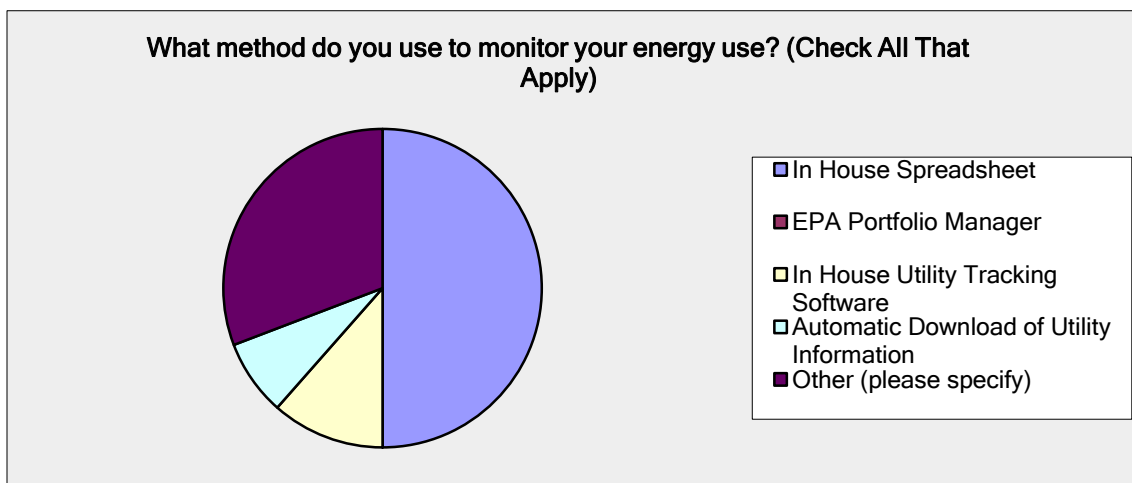
| Do you regularly monitor your energy usage beyond comparing monthly utility bills? (Choose One) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 38.6%            | 27             |
| No  | 51.4%            | 36             |
| Not Sure  | 10.0%            | 7              |
| <i>answered question</i>  |                  | <b>70</b>      |
| <i>skipped question</i>   |                  | <b>7</b>       |



**11. What method do you use to track your energy use?**

**What method do you use to monitor your energy use? (Check All That Apply)**

| Answer Options                            | Response Percent | Response Count |
|---|------------------|----------------|
| In House Spreadsheet                      | 50.0%            | 13             |
| EPA Portfolio Manager                     | 0.0%             | 0              |
| In House Utility Tracking Software        | 11.5%            | 3              |
| Automatic Download of Utility Information | 7.7%             | 2              |
| Other (please specify)                    | 30.8%            | 8              |
| <i>answered question</i>                  |                  | <b>26</b>      |
| <i>skipped question</i>                   |                  | <b>51</b>      |



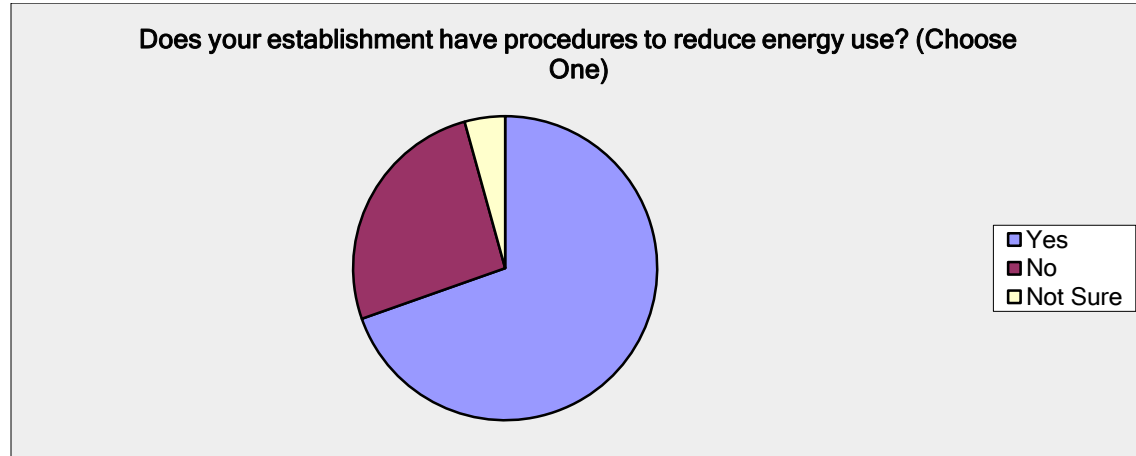


**Other:**

- Part on purchasing and procurement dept.
- BC Hydro – Smart Meter
- Head office Tracking
- Drive business Intelligence

**12. Does your establishment have procedures to reduce energy use?**

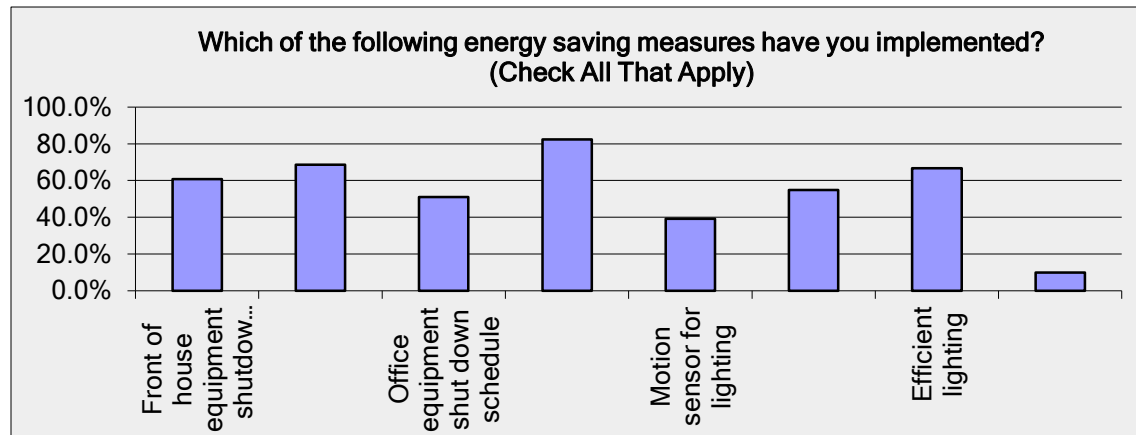
| Does your establishment have procedures to reduce energy use? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 69.6%            | 48             |
| No   | 26.1%            | 18             |
| Not Sure   | 4.3%             | 3              |
| <i>answered question</i>   |                  | <b>69</b>      |
| <i>skipped question</i>  |                  | <b>8</b>       |



**13. Which of the follow energy saving measures have you implemented?**

| Which of the following energy saving measures have you implemented? (Check All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Front of house equipment shutdown schedule   | 60.8%            | 31             |
| Back of house equipment shut down schedule   | 68.6%            | 35             |

|                                     |       |           |
|-------------------------------------|-------|-----------|
| Office equipment shut down schedule | 51.0% | 26        |
| Programmable Thermostat             | 82.4% | 42        |
| Motion sensor for lighting          | 39.2% | 20        |
| Energy star appliances              | 54.9% | 28        |
| Efficient lighting                  | 66.7% | 34        |
| Other (please specify)              | 9.8%  | 5         |
| <b>answered question</b>            |       | <b>51</b> |
| <b>skipped question</b>             |       | <b>26</b> |

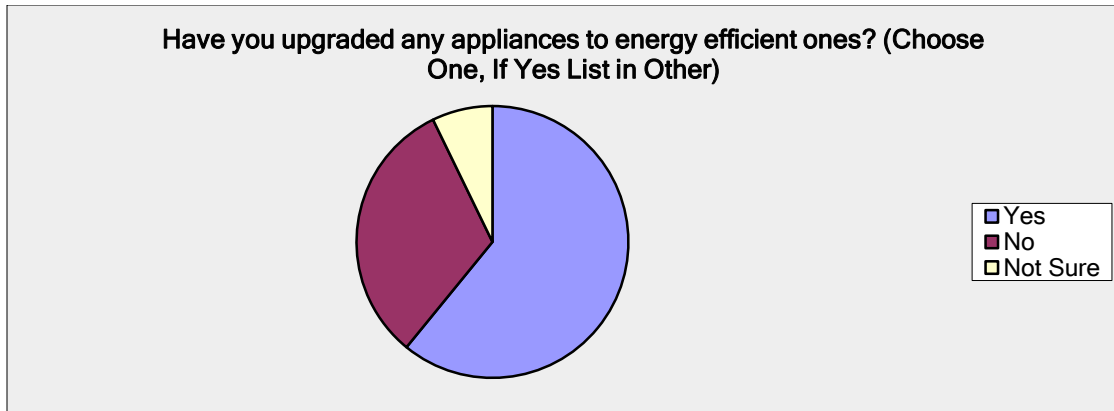


**Other:**

- Wood fires
- Insulating hot water tanks, water lines etc. use wood stoves/ovens for cooking as well
- Start-up schedules
- One respondent is moving to brand new LEED platinum building

**14. Have you upgraded any appliances to energy efficient ones?**

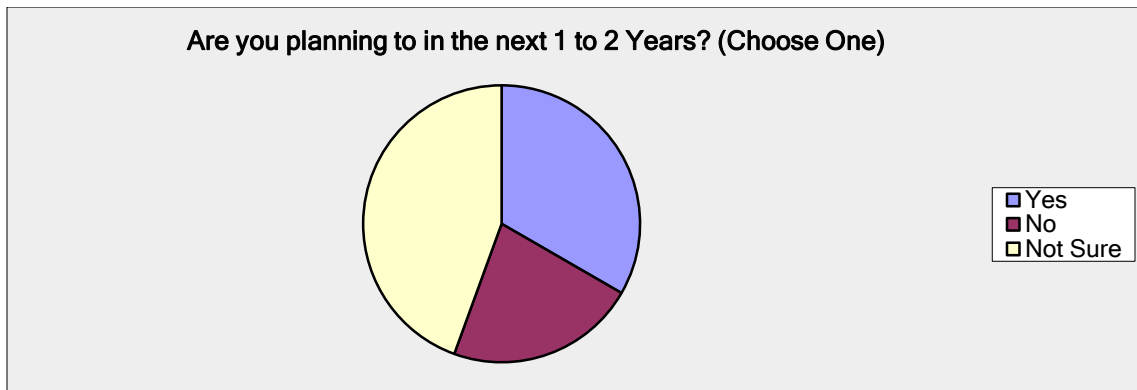
| Have you upgraded any appliances to energy efficient ones? (Choose One, If Yes List in Other) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 60.9%            | 42             |
| No  | 31.9%            | 22             |
| Not Sure  | 7.2%             | 5              |
| Other (please specify)  |                  | 12             |
| <b>answered question</b>  |                  | <b>69</b>      |
| <b>skipped question</b>   |                  | <b>8</b>       |



**15. Are you planning to in the next 1 to 2 years**

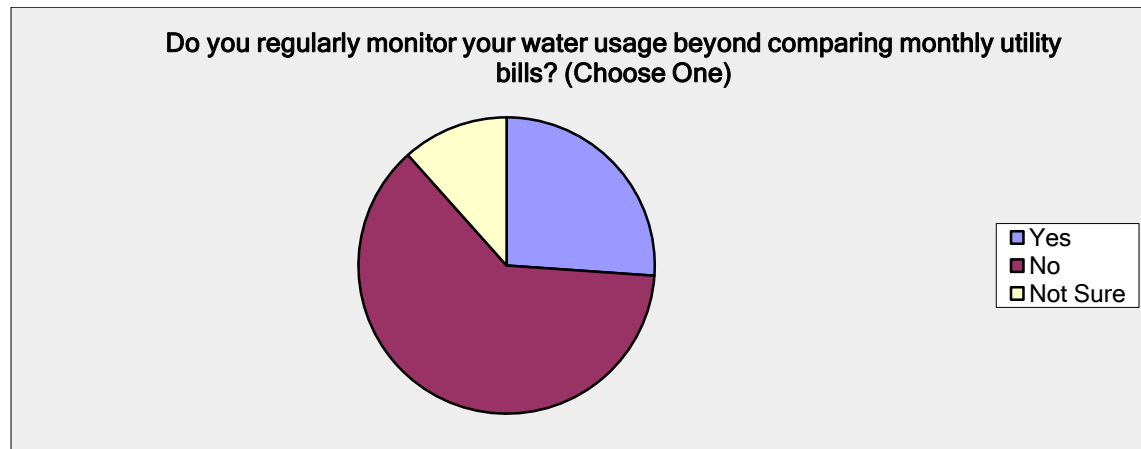
**Are you planning to in the next 1 to 2 Years? (Choose One)**

| Answer Options           | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes                      | 33.3%            | 9              |
| No                       | 22.2%            | 6              |
| Not Sure                 | 44.4%            | 12             |
| <i>answered question</i> |                  | <b>27</b>      |
| <i>skipped question</i>  |                  | <b>50</b>      |



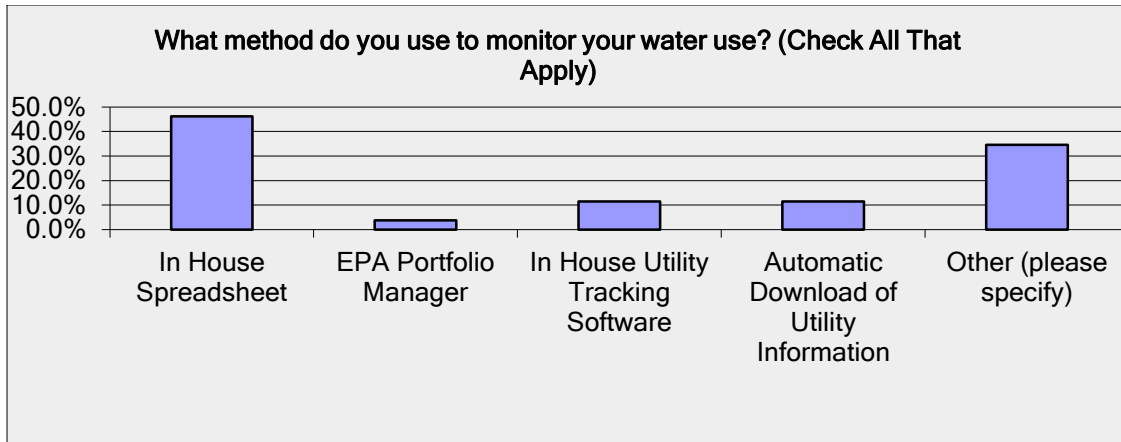
**16. Do you regularly monitor your water usage beyond comparing monthly utility bills?**

| Do you regularly monitor your water usage beyond comparing monthly utility bills? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 26.1%            | 18             |
| No   | 62.3%            | 43             |
| Not Sure   | 11.6%            | 8              |
| <i>answered question</i>   |                  | <b>69</b>      |
| <i>skipped question</i>  |                  | <b>8</b>       |



**17. What method do you use to monitor your water use?**

| What method do you use to monitor your water use? (Check All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| In House Spreadsheet   | 46.2%            | 12             |
| EPA Portfolio Manager  | 3.8%             | 1              |
| In House Utility Tracking Software                                       | 11.5%            | 3              |
| Automatic Download of Utility Information                                | 11.5%            | 3              |
| Other (please specify)   | 34.6%            | 9              |
| <i>answered question</i>   |                  | <b>26</b>      |
| <i>skipped question</i>  |                  | <b>51</b>      |

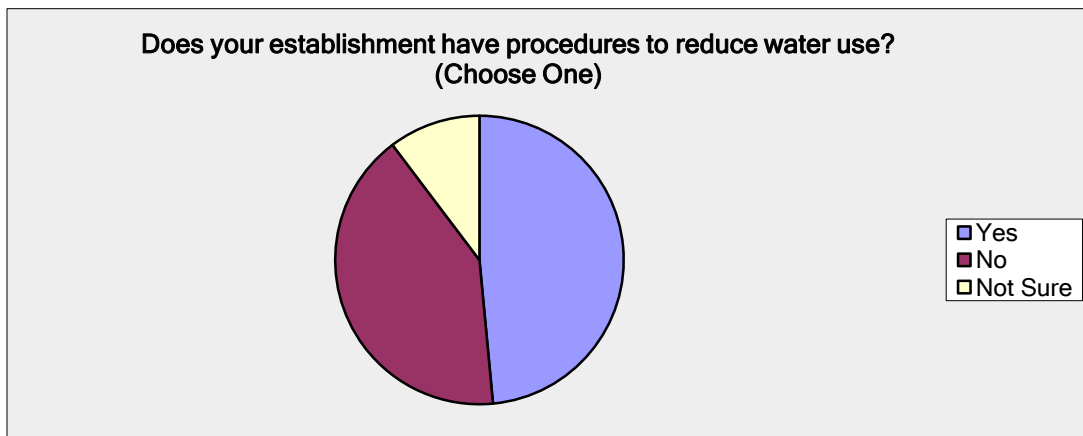


**Other:**

- Rain water and gray for toilets

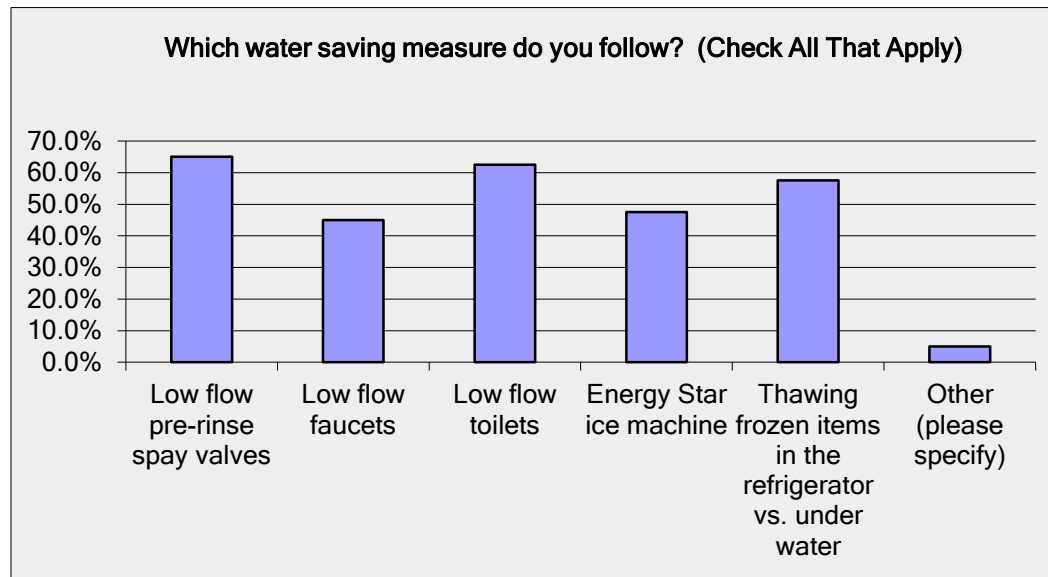
**18. Does your establishment have procedures to reduce water use? Please check all that apply.**

| Does your establishment have procedures to reduce water use? (Choose One) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 48.5%            | 33             |
| No  | 41.2%            | 28             |
| Not Sure  | 10.3%            | 7              |
| <i>answered question</i>  |                  | <b>68</b>      |
| <i>skipped question</i>   |                  | <b>9</b>       |



**19. What water saving measures do you follow?**

| Which water saving measure do you follow? (Check All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Low flow pre-rinse spay valves                                   | 65.0%            | 26             |
| Low flow faucets   | 45.0%            | 18             |
| Low flow toilets   | 62.5%            | 25             |
| Energy Star ice machine  | 47.5%            | 19             |
| Thawing frozen items in the refrigerator vs. under water         | 57.5%            | 23             |
| Other (please specify)   | 5.0%             | 2              |
| <i>answered question</i>   |                  | <b>40</b>      |
| <i>skipped question</i>  |                  | <b>37</b>      |



**Other:**

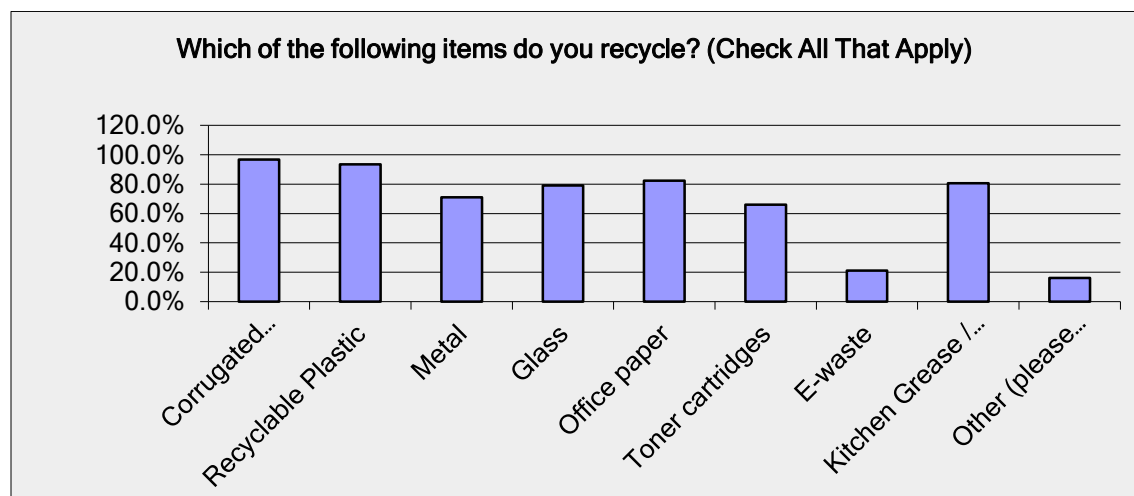
- Geothermal solenoid valves in each room and for kitchen. Shuts down when not in use
- Water saving dish washing techniques

**20. Does your establishment have a recycling program**

| Does your establishment have a recycling program? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 89.7%            | 61             |
| No   | 8.8%             | 6              |
| Not Sure   | 1.5%             | 1              |
| <i>answered question</i>                                       |                  | <b>68</b>      |
| <i>skipped question</i>  |                  | <b>9</b>       |

**21. Which of the follow items do you recycle?**

| Which of the following items do you recycle? (Check All That Apply) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Corrugated cardboard  | 96.8%            | 60             |
| Recyclable Plastic  | 93.5%            | 58             |
| Metal   | 71.0%            | 44             |
| Glass   | 79.0%            | 49             |
| Office paper  | 82.3%            | 51             |
| Toner cartridges  | 66.1%            | 41             |
| E-waste   | 21.0%            | 13             |
| Kitchen Grease / frier oil  | 80.6%            | 50             |
| Other (please specify)  | 16.1%            | 10             |
| <i>answered question</i>  |                  | <b>62</b>      |
| <i>skipped question</i>   |                  | <b>15</b>      |



**Other:**

- Compostable Packaging
- Food scraps
- Compost
- Batteries, Appliances, Paint, Stain
- Organics
- Shrink Wrap, Bread Bags

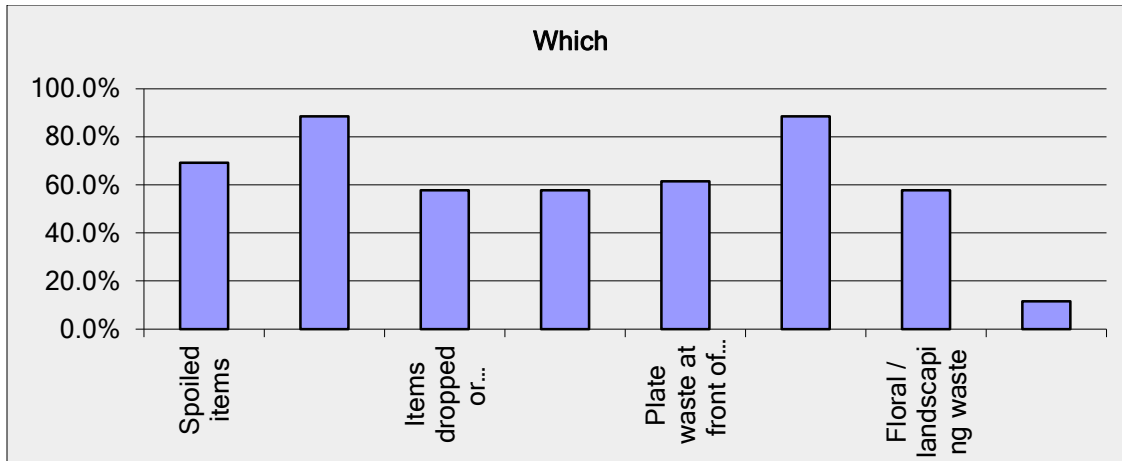
**22. Does our establishment have a composting program**

| Does your establishment have a composting program? (Choose One) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 36.8%            | 25             |
| No  | 61.8%            | 42             |
| Not Sure  | 1.5%             | 1              |
| <i>answered question</i>  |                  | <b>68</b>      |
| <i>skipped question</i>   |                  | <b>9</b>       |

**23. Which of the following items do you compost? (check all that apply)**

| Which of the following items do you compost? (Check All That Apply) The materials might be collected by a commercial hauler for composting or by a farmer. Food waste can also be used in bio-digesters to create bio-gas or other byproducts like soil amendments |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Spoiled items  | 69.2%            | 18             |
| Kitchen prep waste   | 88.5%            | 23             |
| Items dropped or improperly cooked   | 57.7%            | 15             |
| Plate waste at dish pit/area   | 57.7%            | 15             |
| Plate waste at front of house  | 61.5%            | 16             |
| Coffee grounds / fruit pulp or similar   | 88.5%            | 23             |
| Floral / landscaping waste   | 57.7%            | 15             |
| Other (please specify)   | 11.5%            | 3              |
| <i>answered question</i>   |                  | <b>26</b>      |
| <i>skipped question</i>  |                  | <b>51</b>      |





**Other:**

- Packaging
- Edible food is collected for house pig
- Compostable take-out food containers

**24. How do you dispose of your compost?**

| How do you dispose of your compost? (Check All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| On site  | 34.6%            | 9              |
| Community garden pick up (or similar)                      | 19.2%            | 5              |
| Commercial hauler  | 57.7%            | 15             |
| Not Sure   | 3.8%             | 1              |
| Other (please specify)                                     | 11.5%            | 3              |
| <i>answered question</i>                                   |                  | <b>26</b>      |
| <i>skipped question</i>                                    |                  | <b>51</b>      |

**Other:**

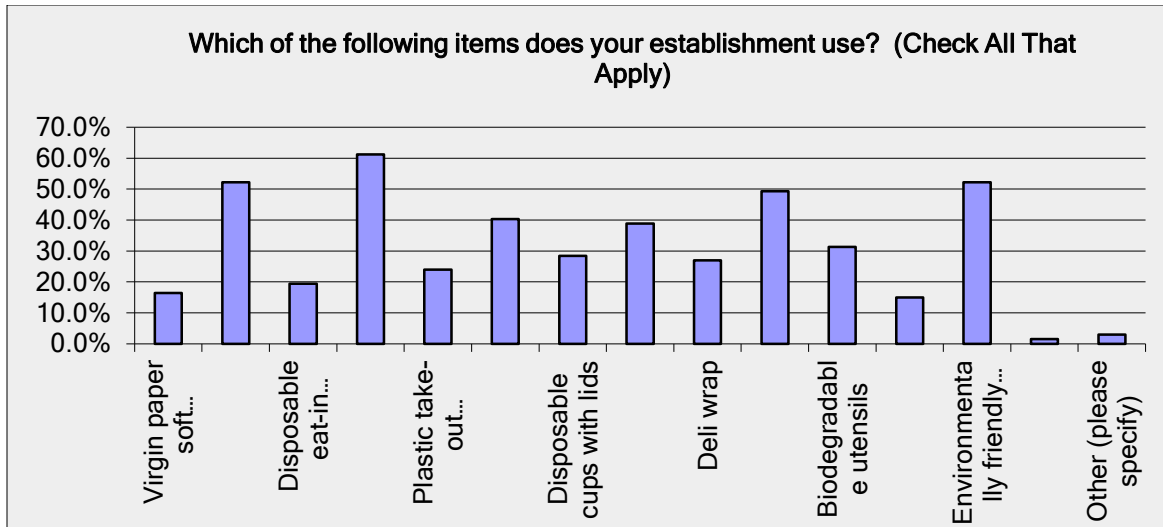
- Bring to public waste station
- Farmer
- City Pickup

25. Do you use "Green" products in your establishment? (check all that apply)

| Do you use "Green" products in your establishment? (Choose One) (Green products can consist of; recycled, recyclable, biodegradable, non-toxic products) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 83.8%            | 57             |
| No   | 5.9%             | 4              |
| Not Sure   | 10.3%            | 7              |
| <i>answered question</i>   |                  | <b>68</b>      |
| <i>skipped question</i>  |                  | <b>9</b>       |

26. Which of the follow items does your establishment use? (check all that apply)

| Which of the following items does your establishment use? (Check All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Virgin paper soft products (toilet paper, paper towels etc.)                     | 16.4%            | 11             |
| Recycled content soft paper products   | 52.2%            | 35             |
| Disposable eat-in containers   | 19.4%            | 13             |
| Paper take-out containers  | 61.2%            | 41             |
| Plastic take-out containers  | 23.9%            | 16             |
| Plastic utensils   | 40.3%            | 27             |
| Disposable cups with lids  | 28.4%            | 19             |
| Disposable cups with lids (made from post-consumer material)                     | 38.8%            | 26             |
| Deli wrap  | 26.9%            | 18             |
| Biodegradable containers   | 49.3%            | 33             |
| Biodegradable utensils   | 31.3%            | 21             |
| Post-consumer plastic containers   | 14.9%            | 10             |
| Environmentally friendly cleaners and sanitizers                                 | 52.2%            | 35             |
| None   | 1.5%             | 1              |
| Other (please specify)   | 3.0%             | 2              |
| <i>answered question</i>   |                  | <b>67</b>      |
| <i>skipped question</i>  |                  | <b>10</b>      |

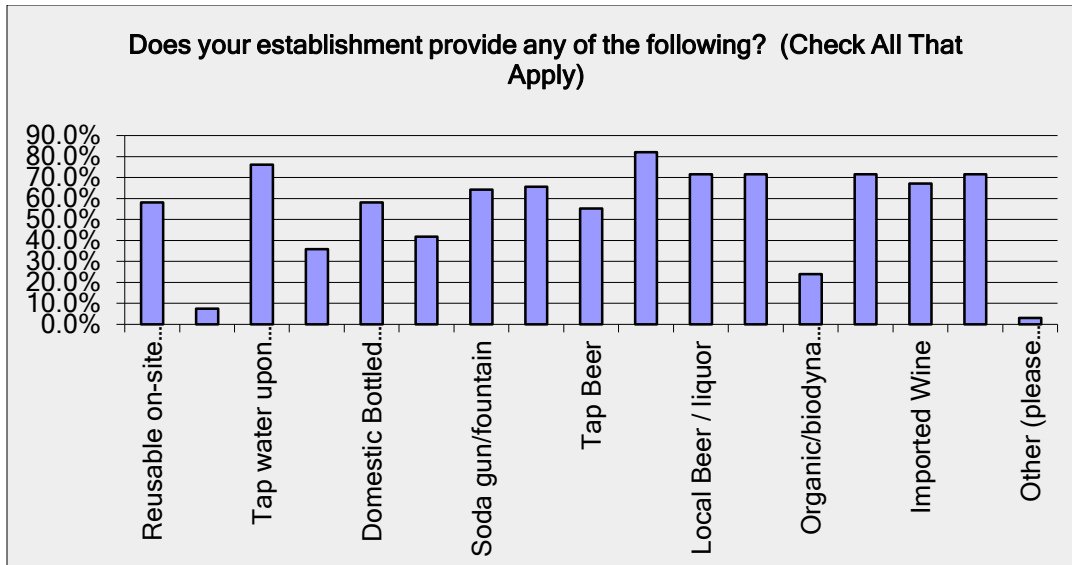


**Other:**

- Compostable food containers and reusable container exchange program
- Aluminum – recyclable

**27. Does your establishment provide any of the following?**

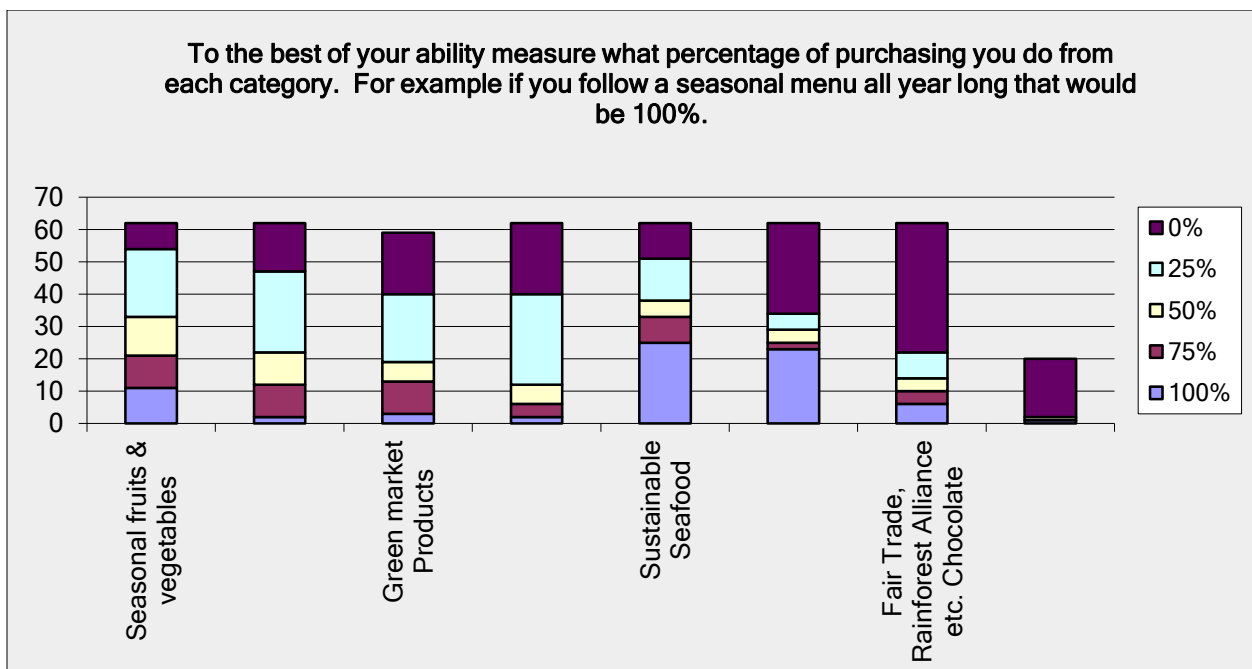
| Does your establishment provide any of the following? (Check All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Reusable on-site drink-ware  | 58.2%            | 39             |
| Personal cup discount program, etc.  | 7.5%             | 5              |
| Tap water upon request   | 76.1%            | 51             |
| Filtered tap water (still & sparkling)                                       | 35.8%            | 24             |
| Domestic Bottled water   | 58.2%            | 39             |
| Foreign Bottled water  | 41.8%            | 28             |
| Soda gun/fountain  | 64.2%            | 43             |
| Bottled / can soda   | 65.7%            | 44             |
| Tap Beer   | 55.2%            | 37             |
| Bottle Beer  | 82.1%            | 55             |
| Local Beer / liquor  | 71.6%            | 48             |
| Local wine   | 71.6%            | 48             |
| Organic/biodynamic wine  | 23.9%            | 16             |
| Domestic Wine  | 71.6%            | 48             |
| Imported Wine  | 67.2%            | 45             |
| Bottle / can Juices  | 71.6%            | 48             |
| Other (please specify)   | 3.0%             | 2              |
| <b>answered question</b>   |                  | <b>67</b>      |
| <b>skipped question</b>  |                  | <b>10</b>      |



**Other:**

- Water is always provided from the tap, take out is provided on consumers own plates they bring in

**28. Do you use "green" cleaning and sanitizing chemicals in your restaurant?**

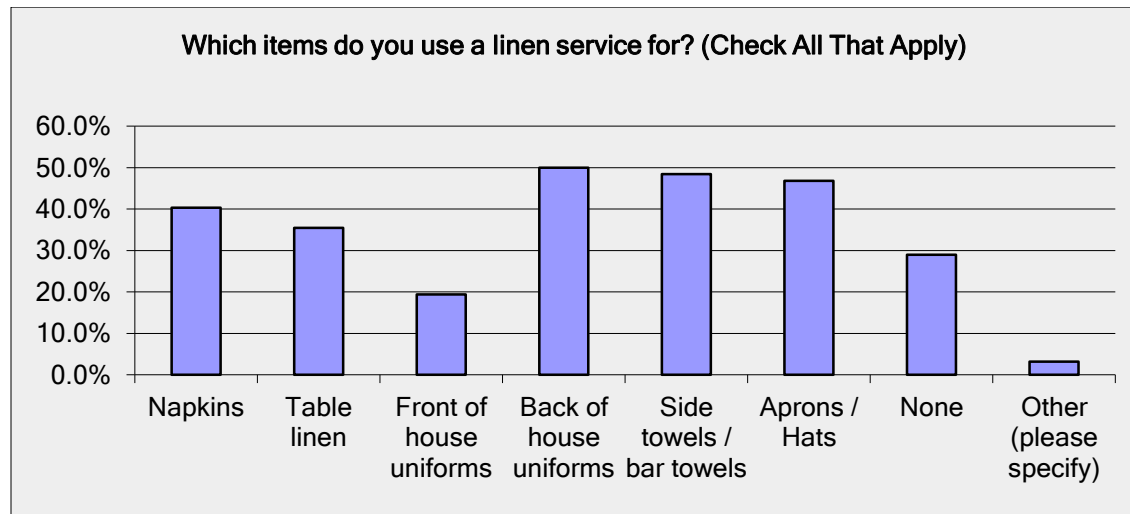


**Other:**

- Canadian meat and fish 100%, USA meat and fish 0%
- We use free range local chicken, lamb and pork
- Imported seafood

**29. Which items do you use a linen service for?**

| Which items do you use a linen service for? (Check All That Apply) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Napkins  | 40.3%            | 25             |
| Table linen  | 35.5%            | 22             |
| Front of house uniforms  | 19.4%            | 12             |
| Back of house uniforms   | 50.0%            | 31             |
| Side towels / bar towels   | 48.4%            | 30             |
| Aprons / Hats  | 46.8%            | 29             |
| None   | 29.0%            | 18             |
| Other (please specify)   | 3.2%             | 2              |
| <i>answered question</i>   |                  | <b>62</b>      |
| <i>skipped question</i>  |                  | <b>15</b>      |



**Other:**

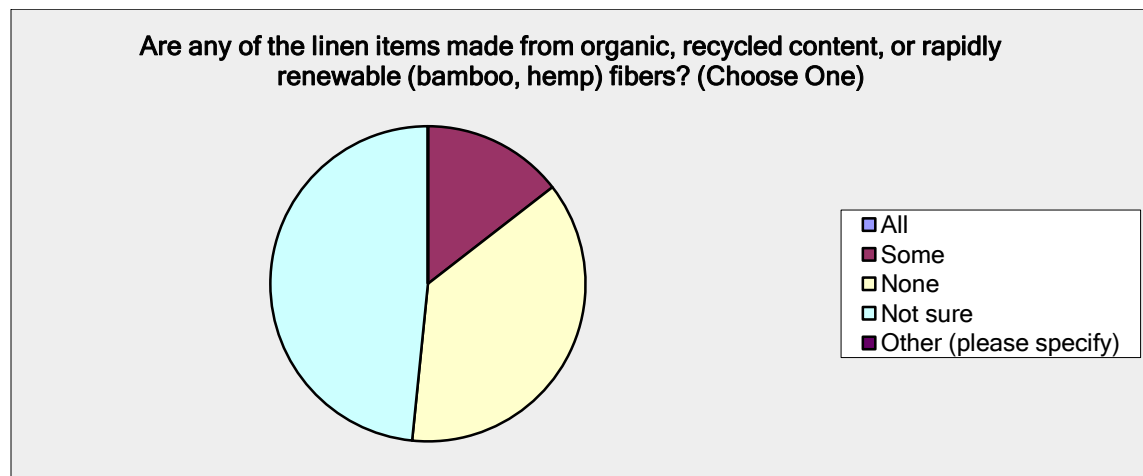
- Wash all the above myself
- All linen cleaned in house

**30. Do your linen services use any sustainable practices such as green chemicals, water saving measures, bio-powered / electric delivery vehicles etc.**

| Do your linen services use any sustainable practices such as green chemicals, water saving measures, bio-powered / electric delivery vehicles etc. (Choose One) |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Yes   | 27.3%            | 12             |
| No  | 9.1%             | 4              |
| Not Sure  | 63.6%            | 28             |
| <i>answered question</i>  |                  | <b>44</b>      |
| <i>skipped question</i>   |                  | <b>33</b>      |

**31. Are any of the linen items made from organic, recycled content, or rapidly renewable (bamboo, hemp) fibers?**

| Are any of the linen items made from organic, recycled content, or rapidly renewable (bamboo, hemp) fibers? (Choose One) |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| All  | 0.0%             | 0              |
| Some   | 14.5%            | 9              |
| None   | 37.1%            | 23             |
| Not sure   | 48.4%            | 30             |
| Other (please specify)   | 0.0%             | 0              |
| <i>answered question</i>   |                  | <b>62</b>      |
| <i>skipped question</i>  |                  | <b>15</b>      |



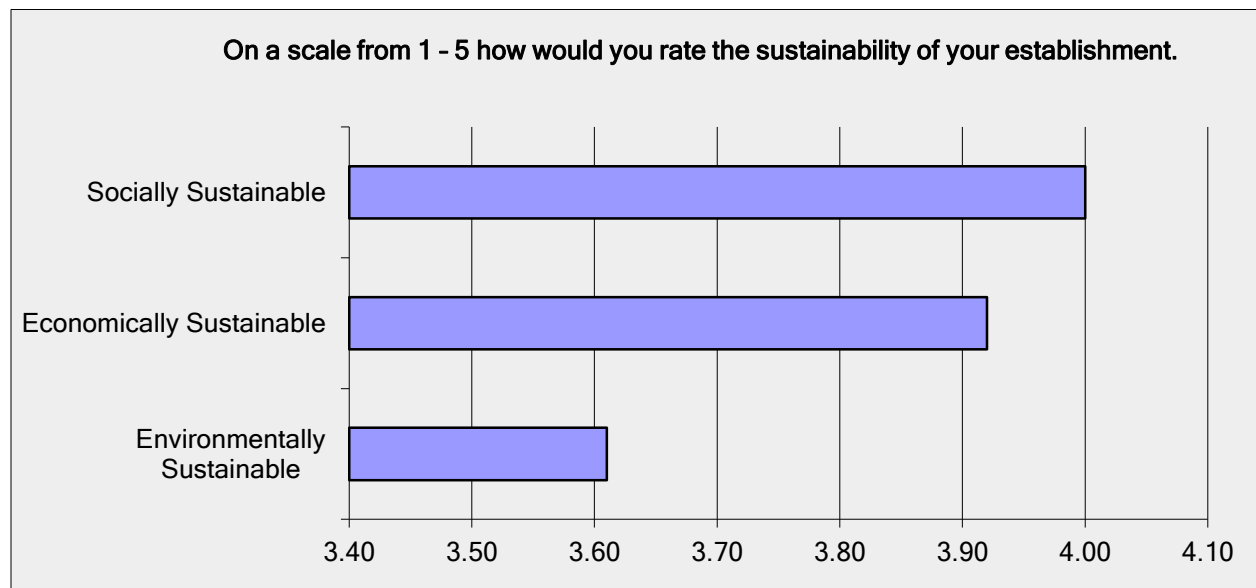
**32. Does your restaurant have a green or sustainability certification or rating?**

| Does your establishment have a green/sustainability, certification/rating? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 12.9%            | 8              |
| No   | 72.6%            | 45             |
| Not Sure   | 14.5%            | 9              |
| <i>answered question</i>   |                  | <b>62</b>      |
| <i>skipped question</i>  |                  | <b>15</b>      |

**33. If Yes to Question 31, List the "green" certifications and ratings you have achieved.**

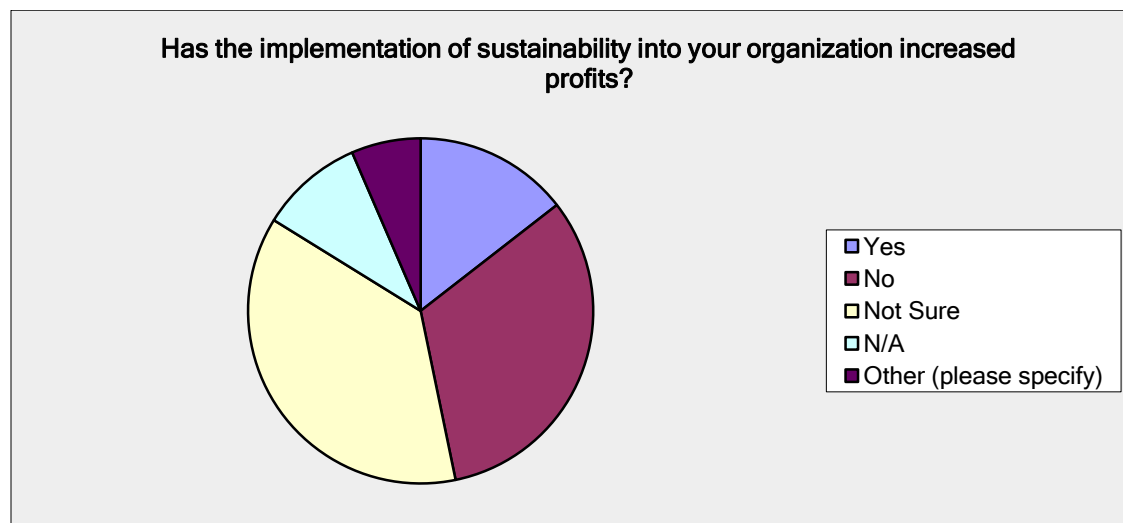
- VIGBC Audubon Society
- 4 key
- Green Key 4 star
- Green key 3 star
- Green Table

**34. On a scale from 1 – 5 how would you rate the sustainability of your establishment (Average)**



**35. Has the implementation of sustainability into your organization increased profits?**

| Has the implementation of sustainability into your organization increased profits? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| Yes  | 14.5%            | 9              |
| No   | 32.3%            | 20             |
| Not Sure   | 37.1%            | 23             |
| N/A  | 9.7%             | 6              |
| Other (please specify)   | 6.5%             | 4              |
| <i>answered question</i>   |                  | <b>62</b>      |
| <i>skipped question</i>  |                  | <b>15</b>      |



**Other:**

- In terms mostly of reducing hydro costs
- If you are honest in your business it always show and people will trust you
- Cost of Goods has increase in both food/beverage and all of our take-out paper and plastics but more and more students and making the conscious decision to patronize our outlets because of our sustainable practices



**36. If Applicable, What is one of the greatest sustainability success stories for your company/organization?**

- All concession packaging is compostable and all waste cans have been removed from our food court floor. Staff have been trained to sort all items in the food court to appropriate program.
- Putting a dimmer on our hood vent
- Not water Thawing
- In-house composting
- Geothermal heating
- The employees were much more proud of their workplace
- Take out and grab and go
- Local free range
- Getting recycling program to our community – So we CAN recycle!
- Local beer, wild local salmon, coffee from an environmental non-profit organization
- Recycling 90-95% of our waste

**37. If Applicable, we would like to know what challenges you faced implementing Sustainability into your establishment?**

- Very difficult to get all staff on board from all areas of our facility

- Bringing down the costs of environmentally sustainable items so that they help make economic sense in a very fragile industry
- Cost of Organic Removal is crazy
- Increased costs for some biodegradable or compostable containers, bags or utensils. Exaggerated claims in some cases for the compostable or biodegradable items. Education of then participation of customers/general public on sorting of compostable/recyclable vs non-compostable/recyclable items.
- Making the customers more aware of the choices that we have made to ensure environmental ethics and cost. Most, don't care about the choice just the price
- Cost and customers awareness
- No local composting program yet
- Cost
- Too many staff, some care, some do not
- Staff awareness/caring
- Full composting program
- The biggest challenge is pricing the menu; I have to keep it as low as possible otherwise people will go next door where the food is cheap and not local. .

The biggest challenge for me is not the price of the local meat and produce its the rent?

- Recycling pick-up.
- No one to take compost.
- the cost, to achieve the payback to change to upgrade equipment or windows would be too long, as for the food it costs more for organic grown and customers don't want to pay more money
- Biodegradable packaging that don't leave toxins and can handle wet products.

### 38. How long has your establishment been practicing Sustainability?

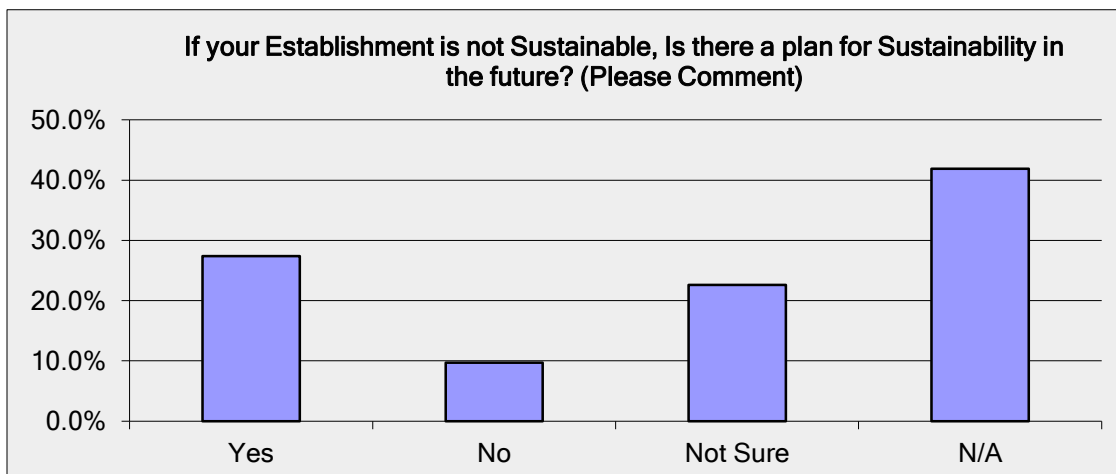
| How long has your establishment been practicing Sustainability? (Choose One) |                          |                |
|--|--------------------------|----------------|
| Answer Options   | Response Percent         | Response Count |
| Less than 1 year   | 4.8%                     | 3              |
| 1 - 2 years  | 9.7%                     | 6              |
| 3 - 5 years  | 29.0%                    | 18             |
| 6 - 10 years   | 25.8%                    | 16             |
| Over 10 years  | 16.1%                    | 10             |
| N/A  | 14.5%                    | 9              |
|  | <i>answered question</i> | <b>62</b>      |
|  | <i>skipped question</i>  | <b>15</b>      |



39. If your Establishment is not Sustainable, Is there a plan for Sustainability in the future? (Please Comment)

If your Establishment is not Sustainable, Is there a plan for Sustainability in the future? (Please Comment)

| Answer Options           | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Yes                      | 27.4%            | 17             |
| No                       | 9.7%             | 6              |
| Not Sure                 | 22.6%            | 14             |
| N/A                      | 41.9%            | 26             |
| Other (please comment)   |                  | 6              |
| <i>answered question</i> |                  | <b>62</b>      |
| <i>skipped question</i>  |                  | <b>15</b>      |



### **D. Renewable Energy Credits/Certificates**

For information on REC's and Green Power please Ctrl+Click the links below.

[Renewable Energy Credits/Certificates](#)

[Green Power](#)

Or copy and paste the URL's

<http://www.davidsuzuki.org/issues/climate-change/science/energy/renewable-energy-certificates-recs/>

[http://www.pollutionprobe.org/whatwedo/greenpower/consumerguide/c2\\_1.htm](http://www.pollutionprobe.org/whatwedo/greenpower/consumerguide/c2_1.htm)

### **E. EPA Portfolio Manager**

For information on the EPA Portfolio Manager please Ctrl+Click the link below.

[EPA Portfolio Manager](#)

Or copy and paste the URL

[www.energystar.gov/buildings/facility-owners-and-managers/existing-buildings/use-portfolio-manager](http://www.energystar.gov/buildings/facility-owners-and-managers/existing-buildings/use-portfolio-manager)

## F. Sustainable Certifications and Ratings

For information on Green Key, Green Table or LEAF please Ctrl+Click the links below.

[Green Key](#)

[Green Table](#)

[LEAF](#)

Or copy and paste the URL

<http://greenkeyglobal.com/>

<http://greentable.net/home/about/>

<http://leafme.ca/green-restaurants/>