

Healthy Food and Beverage Sales
In Recreation Facilities and Local Government Buildings

“Sticking With It”

A summary of follow-up interviews with Phase I and II communities

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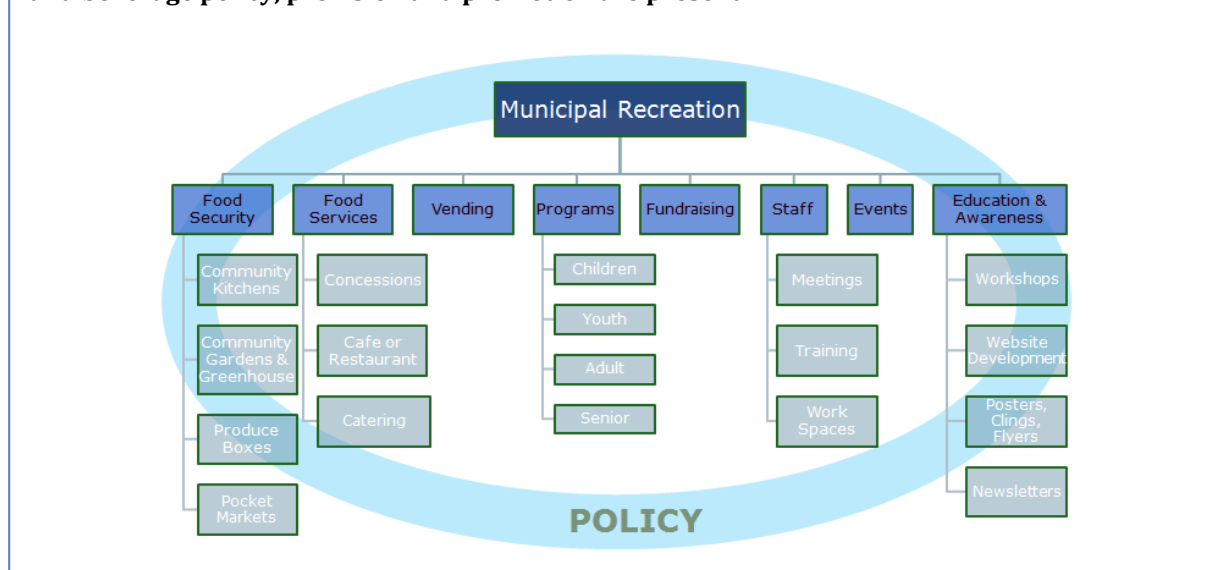
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Introduction

The *Healthy Food and Beverage Sales in Recreation Facilities and Local Government Buildings* enterprise (HFBS), an project of the British Columbia Healthy Living Alliance (BCHLA), aimed to encourage the provision and promotion of healthy food and beverage choices in community recreation facilities and local government buildings by increasing community capacity for action and the voluntary adoption of the provincial *Nutritional Guidelines for Vending in Public Buildings*. The initiative was flexible, based on local context and needs and encouraged action across a broad variety of facility environments including: on-site vending and concessions, programs, special events and external fund-raising, staff functions and meetings, public education and promotions, policy and food security initiatives (Refer to Figure 1).

Figure 1: Operational areas within municipal recreation facilities where opportunities for food and beverage policy, provision and promotion are present



Over four phases, 48 municipalities and local governments received seed funding, training and resources to help them provide and promote healthy food and beverages within their municipally funded buildings. Grant recipients took on the challenge of providing healthier foods and beverages using a variety of approaches depending on their specific context. Some prioritized the foods served through vending machines, concessions and other similar café-style food outlets. Others prioritized development of supportive policy and long-term plans; public and staff education; food security; and positive nutrition in programs, meetings and special events. A more detailed description of the strategies and the findings from the evaluation are available in the *Phase I Final Evaluation Report* and *Phase II Facilities Evaluation Summary Report*. The findings show that communities were successful in achieving a broad variety of goals and changes within recreation facility food environments.

Purpose

The goal of this evaluation was to investigate if the changes made during a grant cycle were sustained and/or extended. To achieve this goal we contacted recreation facilities that received grant funding during Phase I and Phase II of the initiative and had completed formal implementation at least 6 months previously.

Methods

We requested an interview with the main project representative from each Phase I and II community between six and ten months after they had completed their final reports to the Union of BC Municipalities and BC Recreation and Parks Association. We conducted semi-structured interviews with recreation staff and asked them to respond to nine questions related to sustainability of their projects (See Appendix A). We recorded responses digitally, transcribed them verbatim and then conducted a thematic analysis using a qualitative analysis package called NVivo 8.0.(See Appendix B for themes and quotes).

Response Rate

Twenty of the twenty-six Phase I and II community participants (excluding the community-based projects in First Nations Communities), participated in the interview (total of 77% response). Seven (n=7) were interviewed from Phase I in November 2009 and thirteen (n=13) from Phase II were interviewed in April and May 2010. The six that did not participate either a) did not respond to the request for interview or b) did not have an individual on staff or available who would be able to answer the questions. Of those individuals that responded to the interview questions in Phase I, only three individuals were the same individuals that had originally worked on the project during the grant phase. In many cases, the main project lead the year prior was no longer available to be interviewed due to staff turn-over and/or time-limited contracts. This was less of an issue in Phase II, where all but one interviewee was the same individual that had implemented the project during the grant phase.

Findings

Sustainability of Project Activities

We asked interviewees if changes made during the participating in the HFBS initiative had been sustained and then organized each interviewee's responses into three main categories: 1) "Yes, changes have been sustained *and* we are moving forward"; 2) "No, changes have not been sustained"; 3) "Right now the project is on hold". Most projects were multi-faceted and relied on multiple stakeholders in a variety of environments. As such, it was not always simple to define if changes made during a project had been sustained. Within each community, one area of change may have been sustained and even improved, while another area may have stalled (e.g. the concession continues to improve healthy choices while the product mix in vending machines of the same building slide back towards more not recommended products). Likewise, sustainability of change may look different amongst several facilities within the same community. Following are some of the details of how many facilities are sustaining changes. A more detailed summary of goals, achievements, and sustainability of each community project can be found in Appendix D and E.

1) "Yes, changes have been sustained and we are moving forward"

- 14/20 indicated that they were maintaining changes in most areas of their initiative.
 - ✓ 3 maintained changes in vending.
 - ✓ 8 maintained changes in the concession or cafe menu and many indicated that there was ongoing process to improve options available.
 - ✓ 3 maintained changes made in foods and beverages served in summer camps programs.
 - ✓ 1 maintained their community garden over the winter and is planting for a new season.
- Most communities had also moved beyond the original project scope and outcomes included in their final report or had concrete plans to do so in the next six months. Progress and action items included:

Since Final Reports Phase I Communities reported....

1. Introducing healthy choice menu into catering.
2. Continuing to follow a 5-year plan and renovate two concessions a year.
3. Establishing new vending contracts with 4 community centres (3 of the 4 are following 100% healthy choice guideline and 1 has agreed to at least 70% choose most/choose sometimes), completing audits at concession stands and making changes to bring these outlet to at least 50% choose most/choose sometimes.
4. Networking with the Health Authority and building an Active Communities sub-committee to address implementing guidelines within several facilities.
5. Expanding changes to address more vending and concessions and having provided education

and training necessary to hand-off responsibility of sustaining changes to community centres. Developing and implementing programs like tomato growing competitions for staff, food skills workshops for children and families and, expanding local pocket markets events.

Since Final Reports Phase II Communities reported....

1. Signing a new vending contract and increasing vending policy from 50% to 75% choose most/choose sometimes, working towards healthy food and beverages at staff meetings, beginning to offer fresh fruit basket at the front desk.
2. Contracting a concession operator to provide healthy options for tournaments.
3. Having a policy approved and implementing changes for mobile vendors in park spaces- requiring 80% choose most/choose sometimes and allowing for only 20% choose least/not recommended.
4. Continuing public education and beginning to implement policy.
5. Engaging in an ongoing consultation process.
6. Working on a new vending contract and have made small changes to vending and concession. (Full implementation of strategy pending September 2010.)
7. Finalizing an HFBS strategy and policy and working to get that policy approved.
8. Maintaining a community-specific 'Stay Active Eat Healthy' website and hosting a second annual Healthy Food and Beverage Forum to which all management and food services staff with in recreation facilities are invited.

2) "No, changes have not been sustained"

- 4/20 communities indicated that healthy choices had not been maintained in vending machines and this was because the vendor was not stocking these products and complying with agreements, policies or contracts.
- Although there were challenges in sustaining these changes, no community reported backwards movement in providing healthy choices in concessions, cafes or canteens.

3) "Right now the project is on hold"

- 9/20 communities indicated that parts of their project was on hold or delayed.
- Reasons for delay included facility closure (renovations, seasonal concessions etc), lack of staff and delays waiting for policy approval or contact renewals.
- In addition a few admitted that "when the project ended, we ended" and that without formal participation in the initiative and dedicated staff, the project is now "just sitting."

Interview Themes: Key Factors to Sustaining Healthy Choices

We asked those communities that had been able to sustain the changes made to facility food and beverage environments to identify the factors that had made this possible and contributed to their success. A summary of these sustainability factors is provided below. Appendix B provides a collection of interview quotes according to the following common themes.

Long-term plans & organizational priorities: Healthy food and beverages are a priority for managers in day-to-day operations as well as in the long term. Specific steps with monthly or yearly timelines existed in order to help the transition to and maintenance of healthier choices.

Supportive policy: There was a formal policy statement approved by decision makers that mandated the provision of healthy choices and limited unhealthy choices provided through vending, concessions, programming, special events and meetings. This included a commitment to maintaining healthy choices as a priority in spite of ‘potential’ decreased revenue.

Sustained support from management and decision makers: Leadership within the facility and community formally and informally supported healthy choices and prioritized time and resources to ensure that necessary changes could be made and maintained.

Dedicated resources: There was an ongoing organizational commitment to providing funds, equipment, supplies and dedicated staff time needed to sustain offering healthy choices.

Designated staff or champion: There was a municipal staff member with healthy food and beverages as part of their official work portfolio and/or who were personally interested in the work and had strong convictions about the importance of increasing healthy food options within the organization. This included champion concession operators who were constantly looking for new healthy menu items that could sell well or program staff that prioritized good nutrition in children’s programs and at staff meetings.

Ongoing meetings and communications: Healthy food and beverage was an item on staff meeting agendas. There were scheduled meetings (at least annually) with vendors, concessionaires and program staff to review choices being offered and brainstorm options for improving compliance with the BC guidelines.

*“We had a five-year plan
...we have implemented and
I would say yes, the
[changes] have been
sustained ...we did lose a
little bit of ground in one
facility but I think we have
gained it back and we’re
back on track ... as well as
gaining momentum.”*

~Recreation Staff

Partnership with contractors: There was ongoing buy-in from concession operators and vendors and healthy eating guidelines were included in Request for Proposals and service agreements.

Engaging patrons: Patrons were engaged in the process of change through taste-testing days and opportunities to express their preferences and thoughts concerning the provision and promotion of healthy choices (e.g. feedback forms). Healthy eating promotions were updated regularly, e.g. placing messages about changes in the concession or vending, products or healthy eating tips up on facility monitors.

Patrons supporting healthy options: Patrons were buying healthy choice products and providing positive feedback on the changes.

Ongoing monitoring and evaluation: Completing regular and consistent audits of products stocked ensured policy or guideline standards were maintained. This also engaged staff with the project and kept contractors accountable and aware of expectations for healthy choices.

Access to a provincial network: Several interviewees indicated that networking with other facilities across the province had helped their facilities move forward with their projects. Being able to email or phone other communities to ask for information, advice or resources helped them to stay engaged and not feel they were alone. Nine communities indicated that they had had other grant communities call them looking for advice or resources. Several communities also noted that there had been some group email interaction asking for advice on specific issues such as food at birthday parties or where to get certain products or equipment such as ovens.

Synergy with other healthy eating initiatives:

Project activities and goals had been integrated with other healthy living initiatives such as Active Communities. Partnerships with local health authority efforts and school districts had helped many communities keep the ball rolling on their healthy food and beverage project and ensured that changes were integrated into the organization and sustainable over the long-run.

“The Healthy Food and Beverage Sales initiative is succeeding and is becoming sustainable because many other initiatives are coming together to support the direction and goal of healthy eating.”

~Recreation Staff

Interview Themes: Challenges in Sustaining Healthy Choices

Communities continue to face challenges in their effort to increase and sustain healthy food and beverage options. The following illustrate some of the ongoing challenges in keeping Phase I and II projects sustainable. Appendix C provides a collection of interview quotes according to these themes.

Limited staff capacity: Communities that did not have ongoing dedicated staff time and administrative capacity to devote attention to their projects struggled to sustain changes. In many cases, after the grant cycle ended interviewees indicated that the project work became ‘off the side of their desk’ and was limited by their already overloaded work portfolios. Without dedicated staff time or a champion to monitor and constantly push for healthy choices, the projects tended to lose momentum and in some cases vending, concession and programming slowly reverted to baseline.

“Unfortunately we don’t have one person who is going to be the driving force behind it ... and unfortunately I don’t think it’s going to go much further ahead.”

Lack of buy-in from front-line staff: Training recreation staff to rethink what types of foods and beverages they provided at meetings, community events and programming continued to be a challenge to establishing a healthy food culture. Although several interviewees indicated that having staff support healthy eating in children’s’ programs and summer camps had been an easy and sustainable win, others indicated that it would take ongoing awareness-raising efforts to ensure best practices continued to occur.

Sustainable change takes a lot of time and continuity: Even over a year after communities had begun the process of change towards healthier options, interviewees expressed that they had a long way to go and that the work took a lot of time. Many food sales operators, staff and volunteers do not have the time to research healthy items and purchase these products. It requires a long-term commitment from leadership or a champion staff-member to ensure changes remain in place long-enough to become a norm in operations.

Struggle to gain buy-in from local leaders: An ongoing challenge was trying to win full support from facility management and buy-in from local decision makers. Several interviewees expressed that they felt that their city council wasn’t ready to make a full commitment because of their apprehension regarding public demand and the economic impacts of such decisions; and their own personal interests. In addition, they also felt that the issue of healthy food was not prioritized on the agenda and in some cases that policies that were approved were less than ideal or implementation of the policies was not supported.

Local economy & budget cuts: The recession and struggling local economies had an impact on facilities being able to sell food and beverages. A few interviewees highlighted the fact that the economics of their community over the past year made it a struggle for individuals to afford the cost of using the facilities or enrolling in recreation programs, let alone having extra spending money for a snack or drink while at the facility. This economic downturn also heightened the sensitivity around the importance of vending and concession revenues and resulted in local budget cutbacks that limited the resources and staff time available to sustain the project. In addition, completion of the HFBS grant funding coincided with the sunset of other synergistic grant programs such as the Active Communities initiative which limited the availability of staff and resources dedicated to HFBS goals and activities.

Concerns with revenue loss: Vendors, concessionaires, recreation management and local decision-makers continued to express anxiety about losing revenue by transitioning to healthier choices. Apprehensions concerning profit loss influenced decisions and support concerning healthy options and sometimes stood in the way of policy approval or implementation of changes.

Lack of viable healthy products: A commonly mentioned challenge was the lack of affordable healthy choice products that sold well, tasted good, with a reasonably high profit margin. Many healthier options expired more quickly than unhealthy options, which was especially challenging for facilities with low traffic or that served smaller communities. In some cases, facilities took a risk in offering the new healthy options, but these were not purchased and went to waste.

Vending issues: Vending was one of the most common frustrations experienced by communities as they tried to maintain healthy options. A common grievance was that compliance with contracts was low: unless recreation staff constantly monitored the machines, unhealthy items snuck back in. Proper monitoring of items was time-consuming and in many ways outside of their scope of expertise or job

description. The issues mentioned were: unhealthy selections getting put in the slot with healthy choice labeling; lack of healthy choices altogether; and multiple slots of the same selection. Interviewees recommended that drivers hired by the vending companies need to be trained to stock the correct options in compliance with contracts and guidelines. Some communities were finding the prospect of changing vending such a hassle that they were reevaluating the need for the machines and considering removing them altogether.

"When we contract [our vending service] out, so easy to not look and let them do what they like ...there is no control. One day you go to the vending machines and there are no 'choose most' or 'choose sometimes' items and there ought to be 5!"

Concession issues: Several interviewees indicated that their biggest ongoing challenge was gaining buy-in from concessionaires. Time and effort went into partnering with concession and café operators, helping

redirect what types of foods were purchased, how they were prepared and displayed. Often small wins were possible, but 100% buy-in was very difficult and many concessions continue to serve not recommended options out of habit. Several interviewees were apprehensive about what was happening now that there was less time to monitor their food sales outlets. Moreover, since many of these food outlets were seasonal, the operational gains that were made last season in serving healthy choices may not have been preserved. In many cases, concession operators had been there for years and it takes a lot of energy to educate and retrain the staff and volunteers regarding new guidelines, policies and expectations for what food and beverages should be offered. Even when operators were 'sold' on the importance of healthy choices, individuals lacked education (nutrition and marketing) and time to interpret the guidelines and make healthy choices a success.

Seasonality of facilities: Food sales outlets were often only open for certain seasons or during limited hours or days (in slower-traffic facilities). Some interviewees have reported that this factor was a challenge in maintaining changes as the outlet is often operated by whoever is available to work or volunteer. Without continuous retraining of volunteers or staff, old habits of purchasing and selling less nutritious food and beverages continued to occur.

Public attitudes and behaviors: One ongoing issue was bridging the gap between people's 'belief' (that serving healthy food and beverages is important) and their behavior (actually purchasing these healthy options). There was a discomfort with change and unfortunately a perspective among many patrons, concessionaires, vendors and decision makers that healthy food doesn't taste good (e.g. "tastes like cardboard or bird seed"). Some fundraising groups such as sports teams and swim clubs continued to push back on replacing junk-foods with healthy choices and this prevented a level playing field for other food sales in the facilities. Interviewees reported that many families said that coming to the recreation centre was their time for a treat—the one time when they didn't opt for the healthy choice. Moreover, they felt that those who most supported serving healthy choices were historically the same people that had not bought food from the concession or vending and brought food from home instead. So although many patrons were saying 'yes healthy choices should be offered', these same individuals were not purchasing these choices when offered. Negative feedback from the public and decision-makers could be discouraging and even stressful for operators and staff. Changing buying patterns to increase healthy food sales was a challenge.

"The challenging part is the implementation ... It's a weird situation, as there is a strong belief in healthy options but not necessarily for the group that actually buys from the vending machines."

Advice for Other Communities

Project leads were asked what advice they would give other communities just starting out in transitioning to healthier choices in their municipal facilities. To paraphrase, respondents said:

- Establish a staff leader responsible for the project long-term.
- Identifying (if possible) a champion at the decision-maker level to ensure that policy will be supported.
- Ensure your vendors have a good variety of products
- Educate concessionaires to ensure guidelines are being followed.
- Hire a dietitian to provide nutritional expertise.
- When addressing policy change, provide *“very clear communication to the board and be available when [the policy] is presented to answer questions. Because it can go sideways quickly.”*
- Be aware that change happens slowly over months and years. Create an implementation plan, work in phases and have an action plan with defined steps.
- Be prepared to do a lot of research into patron preferences and potential healthy choice products.

“I think there huge shift taking place ...There’s a lot more parents looking for healthy choices than there were five years ago. So I think if you are not making the change, you better be ready to answer the question: why aren’t you making those changes?”

Conclusions

The findings illustrate that a majority of the advances made during Phases I and II of the *Healthy Food and Beverage Sales in Recreation Facilities and Local Government Buildings* have been sustained. Fourteen out of twenty communities have been able to maintain what was established during their grant phase and reported continuing forward with more long-term goals. Those that reported that changes had not been sustained attributed this to a lack of compliance from vendors or a lack of dedicated staff time and resources. Common factors that contribute to sustaining healthy food and beverage sales were: an ongoing organizational commitment to making healthy choices a priority (as demonstrated by establishing supportive policy); providing ongoing resources and staff time; and integrating healthy eating into all areas of the organizational philosophy and operations. Struggles with the current economy have made sustaining changes more difficult. Sustaining healthy choices in vending machines in particular continues to be the number one frustration. Compliance with the BC Nutritional Guidelines for Municipal Buildings in vending continues to be challenging and requires close monitoring and ongoing communication with private vending companies. On the other hand, changes in programs and concessions have been more successful and less challenging because staff have more control. It should be noted that at this time there are still no known recreation facilities that have achieved and sustained 100% compliance with the BC Nutritional Guidelines for Municipal Buildings.

This study had some natural limitations. Although the response rate was high, there may be response bias as several communities did not or were unable to participate in interview. In addition, many interviewees did not have a comprehensive knowledge of the initial project as they had recently come on board at the time of the interview. Finally, these findings represent the personal perceptions and perspectives of the staff that were interviewed and may not accurately represent the situation. This study also had a number of strengths. The research team had prolonged contact with the communities over time and with project activities and issues across all project phases. We could compare the interview data evidence with multiple data sources (e.g. reports from the phase evaluation). The evaluation was of a 'real world' public health intervention and transferability of the initiative and the evaluation findings could be facilitated by this.

Appendix A: Long-term Follow-up Interview Questions

1. What activities have gone on since you completed your final UBCM report about a year ago? *Has there been any progress on original project goals that were unable to be reached during the grant phase? Have you made more or less progress than you had hoped for?*

Has there been any of the following changes:

- a. *Approval of healthy food and beverage policy*
 - b. *Change in vending or concession contract*
 - c. *New vending or concession equipment or significant change in product offerings*
2. What would you describe as your greatest success? What would you describe as your greatest disappointment?
 3. Have the project changes been sustained? If so, what contributing factors have made this possible?
 4. What challenges have there been in sustaining support for healthy options? *Have there been any disappointments? Are there any additional challenges that you faced once your grant program was complete?*
 5. Have you had any contact with other communities since you finished the grant phase? *Have you had other communities contact you to ask you for information or advise on the process?*
 6. What advice would you have for other communities that are considering making the shift to healthier options in their municipal facilities?
 7. Considering the work that has been done to serve healthy options: Can you share information about any products that sold well or didn't sell well to patrons? *In the vending machines? In the concession?*
 8. What type of financial or economic impact has this project and related changes had? Would you be willing to share some more information about this impact?
 9. Is there anything else I missed that you would like to add?

Appendix B: Factors that Helped to Sustain Changes- Interview Sample Quotes According to Theme

Long-term plans & organizational priorities

- *"We had a five year plan, but broken into steps. We have implemented and I would say yes, they have been sustained ... We did lose a little bit of ground in one facility and I think we have gained it back, and we're back on track and on our game plan ... as well as gaining momentum."*
- *"The big thing for us is getting that plan completed and getting it endorsed by our committee. That plan really outlines strategies we are going to use and how we are going to undertake them over the next couple of years. We also have a small working group that we established that we can also lean on it again in the future ..."*
- *"It is also critical that you develop some sort of plan or strategy that is going to outline how it is that you are going to create this change. That certainly helped us and it really helped to clarify our direction especially when we have encountered some of these challenges..."*

Supportive policy

- *"Once you have guidelines approved by council [and] your initial project off the ground, it is easy to get legs and keep going with it."*
- *"Having an approved policy allows you to implement—because it was approved by municipal council—some of the changes people don't agree with. If it's official council policy and it's adhering to our bylaw ... then somebody that's not satisfied with the process doesn't have much recourse other than to go in front of council. So approval of the policy really enabled us to start moving forward."*
- *"But the policy itself is guiding the way for us and we continue to follow that and to strengthen our use of it."*

Sustained support from management and decision makers

- *"Definitely, the reinforcement from the departments, that has made it sustainable."*
- *"I believe that it will be sustainable moving forward and I think that would be attributed to buy-in at a senior level, managers in particular. With a lack of the policy we don't have that driving them and so it really is just voluntary on the part of the managers, so with buy-in with managers, that's why we've been able to move forward."*
- *"The biggest thing I would say is that we have gotten some of our higher players involved in this. Some of this has been identified as priorities. What that means is that those department priorities go to each of the facility managers ... the fact that it is now on their list is huge because it means it is going to get addressed at some point and made sure it is dealt with."*
- *"So the new manager is on board and brought me back ... and we picked up that momentum again. So I think them just understanding it and buying it into it and making it a priority."*

Dedicated resources

- *"The [City] is still committed a portion of the budget; it is another revenue generating line item to doing these major renovations and stuff. That's a clear indication that they are behind it and supporting it. So that too is making it sustainable."*
- *"... having even just a little bit of funding to keep moving forward with things like having our nutritionist around to be able to do some consulting work when we're not sure, even just to talk to a vendor if we don't know the language to use, that kind of thing. It was great to have the accessibility to use those kinds of resources which we are not specialists in."*

Designated staff or champion

- *"In February 2009 that's when I started in my position as recreation coordinator. And so that's the first time that we have had a staff person who had kind of a healthy food and beverages initiative under their portfolio."*
- *"You have to have key people within the facilities ...to be the champions...to keep pushing us forward. And [the contractor from the other community] she's been a lot of help ... you really need to have... a champion and it's really developing those relationships and just showing that it can be done, and it may be challenging."*

Ongoing meetings and communications

- *"We have met again with all of the concession operators, the 10 concessions that we are focusing on in [the city] right now."*
- *"In October 2009 we had a team tune up event where we had all our staff and management talking. The main topic for the day was budget but the last piece of the day was healthy food and beverages and how we could get the message into our facilities and into the public better. We came up with a whole bunch of ideas that day."*
- *"I'm meeting tomorrow with [the dietitian] and the other thing is really worked nicely from the grant is the connections I made with both BCRPA and ...the nutrition coordinator for the [city]. So we get together and basically jointly pull together the agenda and run the annual forum. So we'll do that and have [an event] similar to last year."*

Partnership with contractors

- *"I think it's just been sustainable because of the partnerships and the work that had gone on initially [with including the vendors]. So they're willing to try it."*
- *"It would be fantastic to bring someone like [the concession contractor] to that discussion too and say "Here are all the communities that are committed ... you are not really keeping your socks pulled up here, so ..."*
- *"I think basically there is just a commitment from the vendors ... because ultimately, we were part of the process and they know that in the end, when contracts are renegotiated, that is what we're looking for. So they need to stick with it and see how it goes ... I noticed that when they restock the vending machines ... they are more aware of where they are placing things."*

Engaging patrons

- *"[He] had an idea of giving out a sample... everyone was going off about it and how it good it was, and I love it. Stuff like 'that is really great because it's a really relatable product. They were like, 'really? You have this here?'"*
- *"I think further education can overcome that. We've done a food fair in [the city] for two years now. Sometimes people are just in awe, 'I didn't know there was that much selection, I didn't know it tasted that good'... They are not paying for it, they are just tasting it. Get the supplier to help you out and do some trial runs ... [ask them "What made you go 'wow'? what surprised you from all these foods?" And let them decide. Chances are, even being able to have that input, they will come back."*
- *"That was healthy food fairs and promotions at the community centers. Now that they have the vending in place, and they are noticing their sales are lower, we are doing a series of healthy food fairs to help promote them and bringing [the vending company] on board and having samples. Bringing the youth coordinators in and really engage the youth that are in the schools that are attached to the centre."*

Patrons supporting healthy options

- *"We have had few complaints and have received many compliments."*
- *"We know from the surveying that the parents and patrons are very much interested in healthy choices and we are excited to implement them in full with the facility enhancement next year."*
- *"We saw, when we changed the menu at the sports centre concession, a lot of parents with kids [were] appreciative, that we were now offering fresh fruits, and had done away with a lot of the sport beverages and drinks. They were appreciative right out of the gate."*

Ongoing monitoring and evaluation

- *"We've got the survey now happening on an annual basis ... From the first survey to the second survey as you know there was a marked improvement ... And then we do the survey in the fall again. ...it's like a reminder."*
- *"We need to review how we are doing with that and we need to move forward. Especially when we contract it out to companies, it is so easy to not look at it and let them do what they like to do and if we're not on top of them, things will go, and there is no control. One day you go to the vending machine and there are no choose most or choose sometimes items or they are labels all incorrectly and I understand we make mistakes sometimes, for crying out loud, there are no choose most items in here and there ought to be 5!"*
- *"Like I said, about a month and a half ago, I did check and we were at [our target of] 75%, so I'm a little bit surprised it's down and it could be a new driver, it could be they didn't have the product, our like we said, it could have sold out."*

Access to a provincial network and resources

- *"From a sustainability standpoint we think that it's great that you guys have been able to create this provincial network for us, getting all the communities on board and having this group email list that we can all communicate to in the event that we do have a question. We also really like the website that was created the Stay Active, Eat Healthy website. That's been great for resources as well as the toolkit, so, I mean with those three things I think that we have all the tools that we need to actually do this thing and to do it well"*

- *“You know, you keep checking back on us which helps to keep us focused and I think communicating sometimes using email from a community that says “well I tried this and that worked really well”. That’s great; somebody else is doing that too. So we need to continue to keep in touch.”*
- *“The fact that it is a wave that’s going across the province, and there is that best practices kind-of view that: if we are not doing it, we are not following along with the curve of the times. It is something that is timely and needs to be done, both to stay on top of the curve, as well as to support our school districts and what their initiatives are.”*

Synergy with other healthy eating initiatives and organizations

- *“there’s another project that is happening. [The City] was approached by a 3 year pilot project... for childhood obesity prevention ... So we’ll be doing environmental scans in the sense of healthy food in our rec facilities.... So that’s a much bigger scale than the Healthy Food and Beverage scale. It’s going to very much compliment ...There are some other resources and initiatives that directly compliment and I think it’ll really help move things forward.”*
- *“We have somebody on that board, who is a facilities’ coordinator, and go back to the coordinators table and have a good understanding and what they need to do to support this program. That Active Communities Team involvement is important.”*
- *“The Healthy Food and Beverage Sales Initiative is succeeding and is becoming sustainable because many other initiatives are coming together to support the direction and goal of healthy eating.”*

Appendix C: Challenges in Sustaining Healthy Choices- Interview Sample Quotes According to Theme

Limited staff capacity

- *"We did take a little bit of the dip when I was laid off, for lack of better words, and it lost some momentum."*
- *"It does take time, it takes follow-up and it takes marketing. It is going to take time to integrate that into our work. Right now, it could really use someone who is more dedicated or even a consultant who could be brought in on a larger scale to work on that."*
- *"Unfortunately here we don't have one person who is going to be the driving force behind it. It's not really an area that I would normally be working in. So we don't have a champion for it and unfortunately I don't think it's going to go much farther ahead ...I've always felt that as a coordinator on the ground... I could only make changes to a certain point with what my position and the power and my enthusiasm could carry."*
- *"There is probably minimal to inadequate administrative capacity for this, now that the project is finished. So it does require people to sneak time into their already busy schedules because there isn't a person really set to take care of this."*

Lack of buy-in from front-line staff

- *"I think the bigger challenges are getting the program staff to think healthy when they do their special events. We used to use candy as prizes in special swim events, so now they have to think of other things to do."*
- *"The biggest challenge is awareness. ... still seeing recreation professionals running special events and providing cotton candy ... so any benefit you might be deriving from whatever physical activity you're doing is completely lost because you're linking having a good time with sugar. And that's wrong. It's just dangerous."*

Sustainable change takes a lot of time and continuity

- *"The greatest disappointment is that this is a long process and when we get there we are not really sure... for example there is a machine over at the Community Centre and the juice items, only 2-3 items are sold per month. That is a long process before they are selling as good as the not recommended items. When would that happen? We're moving toward 100% healthy choices. Three years from now, I don't see it getting there."*
- *"I'm finding with the concessions now, [they are asking] 'what can I sell? how does everything fit in?' without doing audits. It is time consuming to take something and find it in the BNFL and find where it fits. [Concession operators] are used to just going and do their shopping and come back. It has become more a time hurdle and then finding out what sells, and what people like."*

Struggle to gain buy-in from local leaders

- *"I certainly feel that in the past that staff have not been supported by council or commission or senior management about going down this road."*
- *"There were some concessions that we had to make from the initial policy that we submitted ... some of that stuff was just direction from administration saying you can't really tell council what they can or can't eat as far as pre council meal or before a subcommittee meeting or anything like that. They don't want to be dictated to at that level. So we basically had to pull some language out of there that we would have preferred."*
- *"I work pretty close with the politicians [and] kind of get a sense. And the sense that I get is that some of them just aren't ready. 'People want the hot dogs on the white buns and the crappy beef'. That's what the politicians think people want."*

- *"And to be very candid with you I spoke with the senior people that we have with regard to nutrition. I said 'what is the likelihood of putting this forward to have it adopted by the park board?' And the answer was basically 'Well the Olympics are coming up, talk to me after the Olympics.' And after the Olympics the basic response was 'well I'm getting close to retirement. Let's talk about it after that.' It's just both of the senior staff level and at the political level, there's no leadership. And what leadership there is leadership to maintain the status quo."*
- *"The greatest level of disappointment was probably the lack of success of the policy not being approved."*
- *"The way it's going is right now almost entirely driven by staff. And it would be nice to have some support through policy."*

Local economy & funding cuts

- *"I think that people are struggling more economically, regardless. It was kind of a bad year to start this up, because who knows, if it because people don't have as much money right now and usually the things like entertainment and food are the first things to go, when you are strapped for cash."*
- *"We did notice a decrease in our revenue for vending. We finished the year about \$5000 under our projection. ...when you look at the economics of this town, I think that the vending is an area where money is tight ...They are not going to be buying those chocolate bars or granola bars or juices or anything in those vending machines when they have already put up the money to come to swimming lessons or come for a swim."*
- *"Bottom line is a concern in the current economy. Working off the side of one's desk is a disadvantage."*
- *"So they got laid off due to budget cutbacks so now there's somebody new there and they have to start all over again understanding the percentages at that type of thing."*
- *"The grant ended, which I expected...[but] I wasn't expecting was the Active Communities budget both provincially and [locally] were cut. So I was planning on doing a lot more in support of the local associations. But with the cuts I've had to largely dial it back."*

Concerns with revenue loss

- *"I think the biggest is just resistance to change and kind of that fear from you know, some of the vendors and concession operators about you know, impacts to their business."*
- *"As it came out right from the beginning of this process, the firm belief that if you put something healthy in a vending machine nobody will look at it and it will impact heavily the fundraising ability of whoever was operating those vending machines."*
- *"Unless your politicians are very passionate about healthy choices themselves ...they have concerns about financial feasibility and public perception..."*
- *"So what you're dealing with the park board is what we're dealing with everywhere else is this real apprehension that we're going to lose money. And that's really where the focus is. The fact is they won't. But that's the anxiety."*

Lack of viable healthy options

- *"So and again, given our clientele, a lot of seniors here are on a fixed income, and a lot of parents who money priorities are somewhere else. It was difficult to kind of straddle the affordability piece with the healthy piece. Sometimes affordability won over being healthier, which is unfortunate."*
- *"You know, we would get a new product and they would sort of give us a suggested retail price, and we would look at it and really wonder are we going to be shooting ourselves in the foot, if we bring on the a new product, doesn't really service us if no one is going to buy it because its too expensive... stuff sitting on the shelf doesn't help us at all."*

- *"The challenge that we have here is that we have low volume so with the product turn over, healthier food usually expires faster which makes the running of vending machine or concessions less profitable as a fundraising activity because they are going through expired material faster. And realistically here, it is very difficult to get a continual shipment of fresh supply or items that meet the guidelines and to have on hand all the time because it's difficult to get them out here and then to sell them fast enough."*
- *"Getting the selection for choose most and choose sometimes is a challenge. For example we would get items for [our supplier] and they maintained a very low inventory level so when something sold well and we went to get more they would say 'sorry we don't have any' ... If we have too much on hand these products will expire. So the challenge here is the selection, talking about snacks here, not beverages, and it has been a challenge to get product because the wholesaler has low inventory and the manufacturers have limited selection and again low quantities, so when you reorder, you have to wait for a few weeks."*

Vending Issues

Overall buy-in

- *"I still feel like strings are being pulled from the wrong side. When you've got [The vending company], my pet peeve you know. They just seem to be still not...we can go into our contract and do anything with them and they're still not changing to where we, [with our rose colored glasses], thought it would be. It's not there."*
- *"And for me the greatest disappointment is [the vending company]. I mean I know you said their vending machines don't look too bad but it's a constant battle. Like I'm still waiting for plannograms and that project is finishing as to them really maintaining that level of Choose Most Choose Sometimes versus the others. ...they do not do a very good job of maintaining that level. There's no buy-in and so well I mean there's been no change in our contract either right. We had a fresh contract that was signed a year and a half or so ago and I mean in our fresh and our refrigerated machine we're selling Crispy Crunch Chocolate Milk. It's ridiculous."*
- *"I would say the greatest disappointment is the contract that we have with our vending provider not buying into it. Whether they are buying into it and they tell us that, they're not following the policy we put forward as far as the type of food."*

Stocking Issues

- *It is another one of those hurdles, is making sure the people who are filling the machines are trained and having a really good understanding of what they are doing, making sure the labels are there and that kind of thing.*
- *"It kind of frustrates me a bit because I put a lot of work into it right ... and the work we're doing doesn't want to go to waste because the vending machine companies ...they walk in and almost put the product in the machines they want, it's almost whatever's easier for the guy to grab out the back of this truck it seems like at times. I don't want to let that happen."*
- *"that is a little bit of a disappointment it has not been sustained it's something that will have to talk to [our vending company] about, now it could be, you know, the matter of two rows or something, I noticed that in our cooler we didn't have any yogurt today and usually we do, so, it was after lunch that I did it, it may have sold out So that could be good, it could be a demand on the healthy choice products, so, but at a quick look right now we were below [our target]."*
- *"[The vending company's] plannograms look better than they really are ... The 50% of healthy choices is all the same type of water bottle in different slots right. Whereas you have 10 different chocolate bars. So it's just smoke and mirrors."*

Limited services or equipment

- *“One of the major challenges has been source of supply since [our city] is in a more remote location ...Also, having the right equipment or resources, in order to be able to produce the product had challenge.”*

Concession Issues

Lack of buy-in from concession operators

- *“To my understanding, that is the biggest challenge is people that are not on board. They spend a lot of energy, trying to market it in the reverse, or promoting their justification of why they shouldn’t offer healthy food.”*
- *“You know, some people not buying into the program and actually going against it and you know. Deep frying their food with other motives. That would probably be the biggest disappointment in my eyes anyways.”*
- *“The concession on the other hand is another, that’s probably my biggest struggle and I think we talked about that when we did our final [evaluation interview]. That, yeah they say they are on board but they don’t really have a good grasp of it. We’ve had several meetings with them, tried to direct them towards certain foods that would be healthy foods ... They are cooking with good oil but they are still giving away the big pop. They still have the deep fried hamburgers and hot dogs and that kind of thing. So that has really been a struggle.”*
- *“I don’t quite have the time commitment to spend with it so a lot of it is being left with the concession operators. And I’m not sure they’re sold on the whole idea.”*
- *“And the greatest disappointment is probably the concessions are not probably along as well as I had... they are coming along at the pace that I would have expected but not with the excitement about the change ...*
- *“The disappointment is the concession ... we have spent time with them showing them different products ... they sell chips and pop and hamburgers and that’s what they are used to ... what we had encouraged them to do a month ago with the smaller drink sizes and the next month go with the whole wheat buns and the next month do this...”*

Training and education

- *“The question that often comes up, I’m finding with the concessions now, is “what can I sell? How does everything fit in?” without doing audits. It is time consuming to take something and find it in the BNFL and find where it fits. They are used to just going and do their shopping and come back. It has become more a time hurdle and then finding out what sells, and what people like. Concessions are often run by people who don’t necessarily have that marketing background and can’t really do that.”*
- *“I found the concession just they didn’t know, if people are older school, they have been brought up on fries and gravy and, so, we are reeducating them. I guess an educational process.”*
- *“The food guidelines for the café were very ambitious ... and are not always adhered to by staff. Seasonal menu audits will be required. Staff need better training to understand and interpret guidelines.”*

Seasonality of facilities

- *“The actual concession itself the contract continues because we had signed a longer term contract with him. But with him in terms of continuity and where do we go from here, he’s shut down now for the season and we will be hooking up with him probably July-ish before [the other staff member] and I each head off for summer holidays and seeing what he’s got in plan for the fall. So we will do a follow-up meeting with him.”*

Public attitudes and behaviors

The perception that healthy food doesn't taste good

- *"And there is still a mind set for a lot of people that healthy food tastes like cardboard or doesn't taste good. You know that is a mind set, which isn't the truth."*
- *"Coming from the hockey grandfather, they get really twitchy when you start saying...they should be eating nuts and apples. They joke about it! As a manager you're not going to put a proposal in front of that person ... It won't go anywhere."*

Pushback from fundraising groups

- *"As it came out right from the beginning of this process, the firm belief that if you put something healthy in a vending machine nobody will look at it and it will impact heavily the fundraising ability of whoever was operating those vending machines."*
- *"That's one of the big fights that we have. The swim clubs want to have a concession stand, and sell everything that we do not sell. And we've said to them no you can't bring all that junk in here. They've kind of pushed back but we said 'sorry you are not bringing it in the building' ... And so they haven't been very happy about that."*

People that support healthy foods often don't buy

- *"The challenging part is actually the implementation of it and getting them to believe the people that are buying the foods from the vending machines are usually not the ones that are in support of the healthy foods options. It's kind of a weird situation, as there is a strong belief in healthy options but not necessarily for the group that actually accesses the vending machines."*

Perceptions of the cost and value of healthy choices

- *"I think probably the biggest challenge is that unless you have a genuine understanding and appreciation for food, affordability really becomes a factor for you. I think part of the problem was, when we got a lot of the new products in they were more expensive than they other, so we did get some feedback on how the price had changed. You know, and that comes from an inability on the customers to see the difference in quality ...you can explain it until you are blue in the face."*
- *"I think the challenge is to continually educate our community and kids who come through our programs. Educate that there are other options out there that taste just as good and are way more healthier for you , identify the long term benefits of eating healthy... when there's more money into the educational side of things. You can't just throw these new Powerbars or these kasha bars in front of a kid and expect them to pick it up and eat it first. The message has to be there and that's going to be a challenge and that will remain a challenge until there's more programs like this come about."*

Recreation centres as 'a place for a treat'

- *"I mean there are always some people who say I feed my kids healthy at home and when they come here looking for a treat. We're never going to get rid of that perspective. And there is some people that just don't like a healthier hot dog. They want all the fat and ooze coming out of it."*
- *"I think the greatest disappointment may be even from all the public awareness and the public attitude towards it ...people want choices, which is all great but they still want their vending machines really to have treats in them. They still want the French fries."*

Appendix D: Phase I Project Summary by Community: Goals, Deliverables and Follow-up Interviews

Community	Application Date	ORIGINAL GOALS - According to UBCM Application	Final Report	MAIN DELIVERABLES -According to UBCM Final Report	Follow-Up Interview	PROJECT STATUS. Have changes been sustained and has there been progress since the grant phase?	CONTRIBUTING FACTORS IN SUSTAINING CHANGES	GREATEST SUCCESS	GREATEST DISSAPOINTMENT
1	April. 4 2008	Hire dietician/consultant, develop strategy and guidelines, target vending and concession, establish pocket market, nutritional education for staff and general public.	Dec-08	Committee established. Work with dietician ongoing. Strategy developed to address concession, vending, programs, catering, and meetings. Vending contract established (70% choose most or choose sometimes). Established farmer's market. Education programs ongoing.	Nov-09	Maintaining changes. "[Concession] continues to operate as a healthy food café. .. remain[s] at a 80% choose most, choose sometimes...operating somewhat as planned." Vending has not been changed in [arena] but has in the other facilities.	Patrons supporting healthy options. Ongoing staff involvement.	Education/providing information and role modelling	Lack of nutrition expertise in management.
2	April. 4 2008	Healthy vending, pocket market juice bar, awareness and education campaign	Nov-08	Pocket market established, school snack program, "effecting" concession change, "convinced" vending owner to make changes, held four food fairs, promotion	No interview, but email response	Project on hold. "We haven't had a chance to make a good go at this yet because we are planning on making the transition with the grand opening of the facility enhancement. So we don't have a lot to share about sustainability or challenges."	Patrons supporting healthy options.	No interview	Available food options
3	April. 4 2008	Education and promotion campaign, offering healthy alternatives, engage patrons	Sept-09	Community surveying and taste testing, menu redesign at concession in two facilities in progress, marketing materials in progress, food policy in progress	Nov-09	Maintaining changes and moving forward: "We have sustained changes to the concession in the rec centre and changed the menus at the snack bar at the sports centre....We have also integrated a healthy choice menu in our catering package."	Patrons supporting healthy options. Engaging patrons.	Making and maintaining changes to concession	

Community	Application Date	ORIGINAL GOALS - According to UBCM Application	Final Report	MAIN DELIVERABLES -According to UBCM Final Report	Follow-Up Interview	PROJECT STATUS. <i>Have changes been sustained and has there been progress since the grant phase?</i>	CONTRIBUTING FACTORS IN SUSTAINING CHANGES	GREATEST SUCCESS	GREATEST DISSAPOINTMENT
4	April. 4 2008	Indoor and outdoor concessions overhaul: providing cold storage, signage and labelling. Public awareness campaign. Design policy and Implement changes "similar to others" such as BC Guidelines.	Dec-08	Secured funds for concession renovations, healthy food fair, "research" with concessionaires.	Nov-09	Maintaining changes and moving forward: "We are continuing with our five year plan [to revamp 2 concessions a year]. I would say yes, [changes] have been sustained...we're on track as well as gaining momentum."	Ongoing staff involvement. Sustained support from management and decision-makers. Engaging patrons. Ongoing meetings and communication. Long-term plans and organizational priorities. Dedicated staff. Dedication of resources.	Gaining management buy-in/support	Buy-in from management
5	April. 4 2008	Hire consultant, develop municipal nutritional health policy, develop implementation plan, public awareness and education	Nov-08	Consultant hired, policy developed and approved, staff and patron education through workshop and promotional materials. Implementation plan developed	Nov-09	Haven't made changes/followed through with plan. Project on hold. "There hasn't been huge significant changes there yet." Maintaining changes. Interviewee has the Healthy Food and Beverage as part of their portfolio. This ongoing work shows that the project is being maintained since their original goals were education, awareness and policy development. "Built up some nice relationships [in the community]." and networking with local health authority	Patrons supporting healthy options. Ongoing meetings and communications. Dedicated staff. Supportive policy. Synergy with other healthy living initiatives and groups.	Establishing policy	Not clearly indicated in interview.

Community	Application Date	ORIGINAL GOALS - According to UBCM Application	Final Report	MAIN DELIVERABLES -According to UBCM Final Report	Follow-Up Interview	PROJECT STATUS -Have changes been sustained and has there been progress since the grant phase?	CONTRIBUTING FACTORS IN SUSTAINING CHANGES	GREATEST SUCCESS	GREATEST DISSAPOINTMENT
6	April. 4 2008	Raise awareness of HFBS changes, educate general public about healthy choices, decrease unhealthy options	Dec-08	Development of RFP/new vending contracts for 5 facilities (3 @ 100% choose most-choose sometimes, 2@ 70%). Staff education workshop. Public education and taste tests.	Nov-09	Maintaining changes and moving forward. "Have gone into a new contract with [vendor] for 4 of our community centers...And 3 of the 4 are following 100% healthy choices guideline. And 1 of them is 70%, the same that we did with aquatics... [did] an audit at our concession stands, at both of our arenas and at our pools, and we are making changes there to bring them to 50% choose most/choose sometimes right now."	Ongoing meetings and communications. Engaging patrons. Synergy with other healthy living initiatives and groups. Monitoring and evaluation. Provincial network.	Gaining buy-in/support from management and community partners	Buy-in from concession staff
7	April. 4 2008	Vending, cafe and concessions 75% healthy choices, public information campaign, staff training and education campaign, healthy options at internal and special events, weekly pocket and farmer markets, nutrition workshops, partnership for annual healthy food fair.	Dec-08	Vending and cafe changes implemented. Public and staff education, public nutrition seminars, Young Chef on the Run child camp, pocket market for 3 rec centres all implemented. Healthy choice guidelines and training for staff developed	Nov-09	Maintaining changes and moving forward. Changed vending and concession maintaining healthy choices. Developing and implementing programs like tomato, breakfast programs, expanding food skills programs for families and youth; increase pocket markets "...[the municipality is] committed to sustaining the changes. "	Synergy with other healthy living initiatives and groups.	Making and maintaining profitable changes to concession	Sales decrease and loss of revenue in Vending
8	April. 4 2008	Patron education, changes to vending and concession according to guidelines, create "corporate food policy recommendations"	Dec-08	Summer daycamp education, education included on websites, promotion, draft of food policy, healthy choices machine was piloted	No interview- no response	no interview	no interview	no interview	no interview

Appendix E: Phase II Project Summary by Community: Goals, Deliverables and Follow-up Interviews

Community	Application Date	ORIGINAL GOALS - According to UBCM Application	Final Report	MAIN DELIVERABLES - According to UBCM Final Report	Follow-Up Interview	PROJECT STATUS. Have changes been sustained and has there been progress since the grant phase?	CONTRIBUTING FACTORS IN SUSTAINING CHANGES	GREATEST SUCCESS	GREATEST DISSAPOINTMENT
1	Apr-08	Promote healthy choices to patrons and staff, majority of all food and beverage in concessions and vending to be healthy.	Jun-09	Established policy of 50% healthy choices, series of taste tests.	Apr-10	Maintaining changes. For vending: "a total of 58.25% overall three banks" Moving forward. "We have gone into new contracts with new concession and vending and food and beverage supplier...We're trying to maintain 75%"	Ongoing meetings and communications. Ongoing staff involvement. Synergy with other healthy living initiatives and groups. Ongoing monitoring. Partnership with contractors.	Changing vending to 75% choose most choose sometimes minimum	Lack of buy-in from concession management
2	Apr-08	Educate patrons about healthy choices, promote healthy choices, enhance healthy food in vending and concession.	Sept-09	Summer camps community garden and related curriculum established, promotion was done.	Apr-10	Part of the project on hold. For concession: "We couldn't do much follow-up because...they hadn't come back by the time the grant project had ended " No, changes have not been sustained. For vending: "They do not a very good job of maintaining that level. There's no buy-in and...there's been no change in our contract either. We had a fresh contract that was signed...and I mean in our refrigerated machine we're selling Crispy Crunch Chocolate Milk. It's ridiculous." Maintaining changes. Community garden is maintained by Lifecycles, curriculum will be used for upcoming summer camps, promotion is ongoing. Moving forward. "Just this week one of our coordinators took the initiative to start providing a basket of fruit that's available to our public to purchase."	Staff buy-in. Dedication of resources. Ongoing staff involvement. Patrons supporting healthy options. Synergy with other healthy living initiatives and groups.	Development and "legacy" of the summer camp community garden	Lack of buy-in from vendors, vendors not meeting expectations

Community	Application Date	ORIGINAL GOALS - According to UBCM Application	Final Report	MAIN DELIVERABLES - According to UBCM Final Report	Follow-Up Interview	PROJECT STATUS. <i>Have changes been sustained and has there been progress since the grant phase?</i>	CONTRIBUTING FACTORS IN SUSTAINING CHANGES	GREATEST SUCCESS	GREATEST DISSAPOINTMENT
3	Apr-08	Provide healthy eating choices in vending, develop a committee to explore options and develop a healthy eating plan and strategy for vending and concession, present to Board for approval.	Oct-09	Successful in increasing healthy choice products in vending machines from 0% CM and 5% CS in February 2009 to 16% CM and 29% CS in September 2009.	No interview - no response	no interview	no interview	no interview	no interview
4	Apr-08	Develop healthy food and beverage implementation plan, provide staff education, develop healthy menus (incl. local produce) for rec-operated concessions, new contracts developed for vending & private-operated concessions.	Dec-09	Some staff education done. Vending changed to 60% Choose Most/Choose Sometimes minimum. Concession menu items and prices standardized between facilities.	May-10	Project on hold. "When the project stopped, we stopped". Maintaining changes. "I look at the vending machines and that has been sustained." Moving forward. "The concession stands are now being contracted to provide the snacks for hockey tournaments and lacrosse tournaments and they are providing 100% healthy lunch"	Patrons supporting healthy options. Partnership with contractors.	Changes to concessions (offering healthy items, getting concessionaires to work together)	Not being able to change private concessions.
5	Apr-08	Revamp concession menus with healthier choices and transform into destination places for meals rather than just convenience food. Build on already existing public education campaign to support individuals in taking responsibility for their own health and decisions about eating well and exercising.	Sept-09	Concession and food served through programs have been changed "that coincide with the Canadian Food guidelines". Beverage vending machines have been changed to offer more healthy choices, purchase of cooler at the pool for healthy food sales. Public education campaign was grown and implemented.	No response	no interview	no interview	no interview	no interview

Community	Application Date	ORIGINAL GOALS - According to UBCM Application	Final Report	MAIN DELIVERABLES - According to UBCM Final Report	Follow-Up Interview	PROJECT STATUS. <i>Have changes been sustained and has there been progress since the grant phase?</i>	CONTRIBUTING FACTORS IN SUSTAINING CHANGES	GREATEST SUCCESS	GREATEST DISSAPOINTMENT
6	Apr-08	Offering healthy choices in vending and concession, increase public awareness/education, hire a contractor.	Sept-09	Policy approved (50% "healthy choices") and changes to vending and concession are in progress. Education campaign done.	No interview – no response	no interview	no interview	no interview	no interview
7	Apr-08	"Revitalize" healthy choices committee, create and implement policy, evaluate opportunities and viability to purchase local foods, public awareness campaign.	Aug-09	Committee established, draft policy developed, changes made to vending and concession.	May-10	Moving forward. Policy approval and began implementing changes (to mobile vendors)."Policy was approved by city council in February... We're in the implementation phase right now."	Supportive policy.	Policy developed and passed.	Having to make changes to the original policy they developed (re: internal HFBS policy)
8	Apr-08	Form healthy choices committee, host workshops, community information campaign, grocery store walk-throughs, review concession/vending/catering services, and offer healthy choices in concession and catering.	Oct-09	Established a policy for concession/ catering/ and vending which meets the BC guidelines, "increased public awareness".	May-10	Haven't made changes/ followed through with plan. Project on hold. "So we will work towards actually implementing [policy] but because the vending machine look like were going to be removed, [the process] is going back and forth"	Changes have not been sustained; this question does not apply.	Development of a draft policy	"Lack of willingness to, or fear of, change"

Community	Application Date	ORIGINAL GOALS - According to UBCM Application	Final Report	MAIN DELIVERABLES - According to UBCM Final Report	Follow-Up Interview	PROJECT STATUS. <i>Have changes been sustained and has there been progress since the grant phase?</i>	CONTRIBUTING FACTORS IN SUSTAINING CHANGES	GREATEST SUCCESS	GREATEST DISSAPOINTMENT
9	Apr-08	Implement changes to concession and vending to be within 10% of BC Schools guidelines. Stakeholder sessions, strategy to be developed, public education.	Jul-09	Hired nutritionist to educate vendors and user groups who offer food, forums and promotion were done, changed summer camps, some changes made to concessions and vending.	May-10	<p>Part of the project is on hold. "[Public and staff training] hasn't happened... quite a bit of staff transitioning; we're in major flux right now."</p> <p>Changes in vending have not been sustained:"We're seeing loopholes start to appear... Making the healthy choices the cheapest choice was one of the first things we've ever changed and now that's swung back again."</p> <p>Maintaining changes: continuing. Promotions, implementing HFBS sales policy and healthy eating in summer daycamps.</p> <p>Moving forward. They have recently begun more extensive public education efforts.</p>	<p>Dedication of resources. Long-term plan. Ongoing meetings and communications. Ongoing staff involvement. Patrons supporting healthy options. Supportive policy.</p>	Staff and management buy-in	How slowly the changes are being made because of other priorities in management
10	Apr-08	Form a healthy eating committee, increase healthy options in vending	Aug-09	Hired a consultant (ongoing at time of report), changed vending and concession choices at multiple facilities.	Apr-10	<p>No, changes have not been sustained in vending. "One day you go to the vending machine and there are no choose most or choose sometimes items or they are labeled all incorrectly and I understand we make mistakes sometimes, for crying out loud, there are no choose most items in here and there ought to be 5!"</p> <p>Maintaining changes. Consultant still on board, goal for vending established (which is BC Guidelines). Changes maintained for vending and concessions.</p>	<p>Dedicated staff. Dedication of resources. Long-term plan. Ongoing meetings and communications. Sustained support from management and decision-makers. Synergy with other healthy living initiatives and groups. Ongoing monitoring. Partnership with contractors.</p>	Senior management and recreation staff buying into the changes and actively participating in offering healthy choices	Healthy choices aren't selling as well an unhealthy choices.

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11	Apr-08	Develop a healthy food and beverage strategy, policy recommendations, establish committee, "an increase in food choice awareness in local recreation facilities".	Nov-09	Committee established, strategy developed to change vending	May-10	Project on hold. "We kind of just let [the project] sit" Moving forward. Working on contract for vending, making small changes to vending and concession. Full implementation of strategy pending Sept. 2010 "We did get successful direction from our board to proceed with implementing healthy choices."	Sustained support from management and decision-makers.	"Level of awareness" of staff, managers, board members	Policy not being approved.
12	Apr-08	Establish committee, provide community education about healthy choices, develop implementation strategy, develop HFBS policy.	Aug-09	Committee established. Draft strategy and draft policy developed. Public awareness campaign done.	May-10	Maintaining changes. They continue to build onto the groundwork made during the project. "We haven't actually made any changes but we've been kinda building it up from the bottom...getting that plan completed and endorsed by our committee." Moving forward. Working to get policy approved "We finalized our healthy food and beverage sales plan... It definitely is something that is a priority for the department to actually complete and get finished."	Long-term plan. Ongoing meetings and communications. Sustained support from management and decision-makers. Provincial network. Synergy with other healthy living initiatives and groups. being "aligned with public health and be able to use their resources".	Upper-level management, council members buy-in	Haven't been able to reach original goals within the time frame.
13	Apr-08	Development, approval and implementation of municipal-wide food policy, patron and staff nutrition education	Aug-09	Policy passed (but no specific details provided), staff education workshop done, implementation plan developed	May-10	Maintaining changes. For concession: "We have continued to look at new products and to modify the menu to find products that our customers like and fit into our percentages...We're following [the policy]...you can go there and get a product that you would actually want to eat versus just hot dogs and hamburgers. So I think that has proven to be really, really positive."	Engaging patrons. Patrons supporting healthy options. Sustained support from management and decision-makers.	None stated	None stated

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14	Apr-08	Hire a contractor to do research of best practices; community consultation. Develop a "Healthy Lifestyle Food Choices" plan. Implement changes to Lone Wolf Golf Club restaurant, District Ice Centre concession, and catering services. Conduct evaluation.		Separate policies established for food (70% CM/CS, no more than 35% from the CS, and no more than 15% from the NR category) and for beverage (50% CM / CS). A one-year implementation plan developed. Began implementation in concessions, but there were some challenges.	No Response	No Interview. Project consultant finished contract and no champion in community to push for change	no interview	no interview	no interview
15	Apr-08	Report on 23 community centres, development of a healthy choices committee, develop website, 50% healthy food & beverage choices within two years.	Jun-09	Reported on the community centres. Forum held. Website established. Recognition held for best practices	Apr-10	Part of the project on hold. "The parks board is not prepared to adopt the...nutrition policy...It's just both of the senior staff level and at the political level, there's no leadership. And what leadership there is leadership to maintain the status quo." Maintaining changes. Website and forums ongoing. Moving forward. "Working more closely with a couple of the centres and extended that offer to all of the centres to help them with their nutrition policy."	Dedicated staff. Ongoing meetings and communications. Supportive policy. Sustained support from management and decision-makers. Synergy with other healthy living initiatives and groups. Ongoing monitoring.	Council passed a food recommendation, management working with health authority and dietitian to support healthy choices, established annual facility evaluation and celebration.	None stated
16	Apr-08	Staff and patron healthy food education, label vending with "choose categories", work with dietician, change food in vending/ concession/ and internal toward healthy options	Jul-09	Hired dietician, healthy choices draft policy for vending/internal and external programs/meetings/community events, ongoing patron education campaign, staff kitchen upgrade.	May-10	Engaging patrons. Ongoing staff involvement. Supportive policy.	Completion of policy and staff buying in to it and implementing changes.	Completion of policy and staff buying in to it and implementing changes.	Lack of buy-in from vendors, vendors not meeting expectations

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17	Apr-08	Establish committee, draft a food policy, provision of 50% healthy food choices for vending and concession, patron education and promotion	Oct-09	Patron education and promotion was done, Committee established, policy established in conjunction with 3 year implementation plan, changes were made to concession and vending.	May-10	Partnerships and inclusion with vendors/ concessionaires. Partnership with contractors.	Achieving original goals: Patron education and promotion, committee and policy established, implementation plan developed, changes were made to concession and vending.	Achieving original goals: Patron education and promotion, committee and policy established, implementation plan developed, changes were made to concession and vending.	Public awareness and attitudes

