



97 Main Street, Unit 10  
Rexall Plaza  
Picton, ON K0K2T0  
t: (613) 476-1811  
f: (613) 476-8766  
[info@pelc.ca](mailto:info@pelc.ca)

***Your future is bright!***

July 14th 2025,

I am happy to wholeheartedly endorse Sam Hossain's work as a Queen's University School of Business participant with PEC Fresh, a Good Food Market.

The market started in 2020, during Covid, as part of a research study conducted across Canada and funded by Community Food Centres Canada. 20 such markets took part in an Greens RX program, where fresh fruit and veg were “prescribed” to people with cardio metabolic disease. Positive health outcomes were documented, a valued community resource was established, gift certificates provided to food banks were distributed and addressed deep food insecurity and then the project ended.

When funding for the market ended, we wanted to see the positive impacts continue - addressing food deserts in rural areas,, the sense of community when people come together weekly and learn new things about cooking and healthy eating, and the opportunity for people with little job experience to gain skills in a retail setting.

Sam has helped us analyse this project through a business lens. The project has also pointed out our organizational deficits in tracking finances using a business model, in setting a realistic business plan, and also in articulating and quantifying social benefits.

There is no doubt that Sam’s analysis has contributed to the PEC Fresh market in a positive way. We have already implemented some recommendations - for example - moving the Sophiasburgh location to delivery only. We appreciate his analysis and will move forward through other recommendations, with the goal of addressing food insecurity and contributing to community wellness in the most effective way possible that aligns with our mission.

Thank you Sam! You made us better.

Kathleen Kennedy  
Executive Director  
Prince Edward Learning Center