****

9B17M088

FRUITS OF SHERBROOKE: CREATING A SUSTAINABLE BUSINESS

Amy Hingston, Leanne Hedberg, Cuong Pham, Andrew Phelan, Matthew Townley, and David Vetters wrote this case under the supervision of Professor Joel Gehman solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

*This publication may not be transmitted, photocopied, digitized, or otherwise reproduced in any form or by any means without the permission of the copyright holder. Reproduction of this material is not covered under authorization by any reproduction rights organization. To order copies or request permission to reproduce materials, contact Ivey Publishing, Ivey Business School, Western University, London, Ontario, Canada, N6G 0N1; (t) 519.661.3208; (e)* [*cases@ivey.ca*](mailto:cases@ivey.ca)*;* [*www.iveycases.com*](http://www.iveycases.com)*.*

Copyright © 2017, Richard Ivey School of Business Foundation Version: 2017-06-22

It was February 2016, and Al Cosh, Christina Piecha, and Carol Cooper had just finished their meeting about the next steps for Fruits of Sherbrooke, a local non-profit fruit rescue organization they had started in 2010. Driven by a desire to use fruit that would otherwise be wasted, the three founders had grown Fruits of Sherbrooke into a successful social enterprise that diverted edible fruit from landfills, fed hungry people, and produced unique local jams and jellies for customers to enjoy.

The previous year had been their most successful to date, and Cosh was proud of what they had accomplished. In 2015 alone, Fruits of Sherbrooke had diverted over 15,000 kilograms of local fruit from the waste stream, generated $93,000[[1]](#endnote-1) in revenue from jam and jelly sales, and raised over $17,000 on Kickstarter to produce 50,000 apple snacks for a local school nutrition program.

Each of the founders had dedicated countless hours to running the organization, the survival of which depended on the founders and a large team of volunteers. Both Cosh and Cooper had worked at successful careers in the public sector before starting Fruits of Sherbrooke, and they were looking forward to enjoying official retirement. However, they felt that they could not leave before having a succession plan in place for the organization.

As Fruits of Sherbrooke entered its sixth season, Cosh needed to answer several questions related to the organization: Would its current organizational structure allow for future growth? What foundation was needed before transitioning the organization to a new leadership team? Could the organization achieve growth while maintaining its strong mission and vision? Cosh pondered these questions as he prepared the organization for yet another busy season.

THE TRIPLE BOTTOM LINE AND GLOBAL FOOD WASTE

For decades, it had been assumed that businesses were accountable only to shareholders and that this accountability was limited to financial performance. However, beginning in the 1990s, businesses had been increasingly called on to expand their measure of performance to include environmental and social considerations.[[2]](#endnote-2) Attending to all three measures of performance—economic, environmental, and social—was represented by the term “triple bottom line,” or 3BL.

Food waste was an issue that touched on all three of these elements. By the early 2000s, food waste had become a significant global issue that was attracting an increasing amount of attention. According to the Food and Agriculture Organization of the United Nations, over one-third of all food produced for human consumption was never actually eaten.[[3]](#endnote-3) Each year, 1.3 billion tonnes of food were either unintentionally lost during production and transportation (i.e., “food losses”) or intentionally wasted by retailers and consumers (i.e., “food waste”).[[4]](#endnote-4) While food industries all around the world were susceptible to food losses caused by poor controls and refrigeration issues, those in developed countries were guilty of additional losses caused by wasteful retailing practices and consumer purchasing behaviour. Regardless of where and how it happened, these wasted calories had been valued at about US$1 trillion per year.[[5]](#endnote-5)

In addition to its monetary value, global food waste also contributed to a number of social and environmental challenges. From a social perspective, wasted food could have otherwise fed the “nearly 800 million people worldwide [that currently] suffer from hunger . . . twice over.”[[6]](#endnote-6) From an ecological perspective, the opportunity cost of producing this unconsumed food included the “water equivalent to the annual flow of Russia’s Volga River,” emissions of 3.3 billion tonnes of carbon dioxide, and 30 per cent of the world’s agricultural land (i.e., 1.4 billion hectares).[[7]](#endnote-7) Furthermore, “food that goes into landfills breaks down and produces methane, a greenhouse gas that is 21 times more dangerous than carbon dioxide.”[[8]](#endnote-8)

In 2015, the United Nations formally adopted 17 Sustainable Development Goals (SDGs). The objective of SDG 12, and more specifically of SDG 12.3, was to reduce “per capita global food waste at the retail and consumer level, and cutting food losses along production and supply chains” in half by 2030.[[9]](#endnote-9) In 2016, Champions 12.3, a coalition of 30 leaders, was formed at the World Economic Forum in Davos, Switzerland to accelerate SDG 12.3. Champions 12.3 was chaired by Dave Lewis, group chief executive of Tesco PLC, and included executives from business, government, and non-government organizations.[[10]](#endnote-10)

Canadian Food Waste

According to a study conducted by Value Chain Management International Inc., Canadians alone wasted $31 billion worth of food per year. Of this amount, about half was wasted by households, 10 per cent was wasted by retailers, and the rest was wasted in various links throughout the supply chain.[[11]](#endnote-11) As a rough comparison, the U.S. Natural Resources Defense Council estimated that US$165 billion worth of food was wasted in the United States every year.[[12]](#endnote-12) Despite the United States having a population 10 times the size of Canada’s, U.S. food waste was only five times as large as Canada’s.[[13]](#endnote-13) These losses were especially concerning because organic waste, the majority of which was food, accounted for 3 per cent of Canada’s greenhouse gas emissions.[[14]](#endnote-14)

Although Canadian companies had been slower to adopt food waste initiatives than their foreign counterparts, a number of campaigns had been introduced, trialled, and evaluated within the food industry. In early 2015, Loblaws Companies Limited began its no-name “Naturally Imperfect” initiative to sell oddly shaped produce. Although Loblaws had not made any sales or volume figures public, Dan Branson, Loblaws’s senior director of produce, had stated that the demand “really blew us away in terms of what our expectations were.”[[15]](#endnote-15) In a similar vein, Sobeys Inc., through its IGA brand in Quebec, began the six-week-long *les drôles de fruits et légumes* (“funny fruits and vegetables”) experiment in late 2015.[[16]](#endnote-16)

In addition to fighting waste at the production and grocery levels, a number of municipalities and non-governmental organizations had begun more aggressive landfill diversion initiatives. Metro Vancouver, for example, licensed the “Love Food Hate Waste”campaign from the United Kingdom to help educate its residents on how to reduce avoidable household food waste.[[17]](#endnote-17) The National Zero Waste Council also advocated for a federal tax incentive for companies that donated food.[[18]](#endnote-18)

THE LOCAL FOOD MOVEMENT

The Market for Locally Produced Food

By 2016, the globalization of food production retailing represented key characteristics of the food supply chain in North America. Consumers raised concerns about the concentration of power and the disconnect between what was consumed and how it was made. Consumers raised additional concerns about concentration and corporate dominance in global food production.[[19]](#endnote-19) These concerns led to an emerging market within which consumers aimed to source food (among other goods) from local producers and retailers.

Purchasing food from local markets was by no means a new practice. For example, the first approved farmers’ market in Alberta began in 1974 in Edmonton.[[20]](#endnote-20) Prior to the globalization of food production, which began in the 1940s,[[21]](#endnote-21) the majority of food within an agrarian-based community was grown locally (i.e., within 100 miles [161 kilometres] of where it was purchased).[[22]](#endnote-22) Even with the growth of urban populations, locally grown food was available for consumption. Societal food consumption patterns had undergone large swings. Initially, consumption was based on local food because it was all that was available. Later, food consumption was based on the production ideals of efficiency, centralization, and commodification. Finally, there was a shift back to preferences for locally grown and produced food. Although the shift in consumer preferences toward local food represented only a margin of the population as of 2016, the growing demand could be linked to two of the main benefits of local food: (1) the reduced impact that growing and distributing food had on the environment and (2) the economic multiplier that resulted from local purchases, which directly and indirectly benefited the local economy.[[23]](#endnote-23)

As with the original wave of local food consumption, vital sales channels for the more recent wave included farmers’ markets, coopertatives, and word of mouth. However, additional avenues had emerged for marketing locally produced food and goods. For example, “Buy Local, Eat Natural” was a British Columbia-based not-for-profit that sought to bring consumers and local producers closer together. Backed by the British Columbia Ministry of Agriculture, “Buy Local, Eat Natural” launched a province-wide “We Heart Local” partnership program. The program developed strong branding through which consumers could identify participating restaurants and businesses offering local ingredients. Coupled with brand recognition, We Heart Local launched an app to assist consumers in making informed choices about the local nature of purchases.[[24]](#endnote-24) Social media campaigns that focused on supporting local businesses also became effective marketing tools for locally produced goods. The #BuyLocalYEG campaign, for example, encouraged residents of the city of Edmonton to commit 30 days to sourcing local food, drink, consumer goods, clothing, and entertainment.[[25]](#endnote-25)

Specialty Food Markets

By 2016, Canada’s specialty food industry represented $1.9 billion of the nation’s total retail food market of $110 billion. Largely comprising small retailers and producers, the 6,500 businesses that made up this niche chose to differentiate their products based on rising consumer health consciousness and evolving palates for organic and local choices. Grocery stores, not ignorant of this trend, devoted additional square footage to specialty food aisles and diverse product selection. The volume of larger stores generally enabled the offering of lower prices. Although this approach likely put a squeeze on niche retailers of specialty food products, the movement of large retailers into the local food market also created increased distribution opportunities for local producers.[[26]](#endnote-26)

The FOOD RESCUE INDUSTRY

The Food Recovery Hierarchy

In 2015, the United States Environmental Protection Agency (EPA) published a Food Recovery Hierarchy listing the most to least preferable actions for reducing food waste (see Exhibit 1).[[27]](#endnote-27) The most preferred method was to reduce the amount of surplus food that was generated at the source, while the least preferred method was the disposal of surplus food in landfills or incinerators. The second most preferred method of food recovery, however, was to feed hungry people by donating the surplus to food banks, soup kitchens, or shelters. While Fruits of Sherbrooke sold and donated food made with rescued urban fruit, the company, along with a growing number of organizations with similar missions to reduce food waste, nonetheless fell into this second most preferred level of the EPA Food Recovery Hierarchy.

WeFood

One example of food recovery was WeFood, a not-for-profit retail grocery store in Copenhagen, Denmark. The store, which opened in February 2016, sold both food that was past its official expiry date and food that could not be sold in traditional supermarkets because of its physical appearance. Due to the products sold at WeFood being either undesirable or unable to be sold at traditional grocery stores, retail prices were between 30 and 50 per cent lower.

During the development of the WeFood concept, several legislative obstacles needed to be overcome to allow for the sale of products that were either past their due dates or seen as unfit for sale. The organization first needed to obtain government and legislative support within Denmark. The achievement of such support was highly evident at WeFood’s launch event, which was attended by Princess Marie of Denmark and the Danish minister for food and environment, Eva Kjer Hansen.[[28]](#endnote-28)

WeFood was not a stand-alone organization. The parent entity of WeFood was the Danish non-governmental organization Folkekirkens Nødhjælp (DanChurch Aid). DanChurchAid, based out of Copenhagen, was rooted in the Danish Evangelical Lutheran Church, and was dedicated to providing support to the world’s poorest people.[[29]](#endnote-29) The WeFood store was managed by volunteers, and the store’s profits were used to aid developing countries.[[30]](#endnote-30) Interestingly, the project came to life via a crowdfunding campaign, which raised approximately US$150,000.

Zero Percent

Zero Percent, a for-profit smartphone application that began operations in Chicago, Illinois, in 2012, connected food banks and shelters with vendors who had surplus food.[[31]](#endnote-31) The application permitted restaurants, cafes, and grocery stores to publish listings of their leftover food by sending text alerts to food banks and shelters. The program also tracked food donations, enabling vendors to report donations for tax-deduction purposes.

The platform was eventually licensed to Feeding America, a national network of 200 food banks and 60,000 food pantries and meal programs across the United States.[[32]](#endnote-32) Zero Percent was branded by Feeding America as its “Online Marketplace” among its large number of other, more traditional food donation services.[[33]](#endnote-33) Feeding America had launched the platform in 10 cities across the United States and, by 2016, had more than 30 businesses as food donors.

FRUITS OF SHERBROOKE

History

Fruits of Sherbrooke was born in autumn 2010, when three residents of Edmonton’s Sherbrooke neighbourhood went out for an evening walk and spotted piles of apples that were set out for garbage pickup. Cosh, Piecha, and Cooper hated to see all of that edible produce going to waste and wondered whether they could use such produce, which would otherwise be thrown away, to help feed Edmonton’s hungry people. Thus, Fruits of Sherbrooke was created as a non-profit organization that rescued excess local fruit from homeowners in the Edmonton area. Piecha organized the fruit picking and collection throughout the growing season, while Cooper was the cook and recipe developer, and Cosh served as treasurer and managed the marketing. All three shared responsibility for business development. Exhibit 2 represents Fruits of Sherbrooke’s current organizational structure.

Strategy

Fruits of Sherbrooke’s strategy was threefold: connect, teach, and make.

Connect

First and foremost, Fruits of Sherbrooke connected people—those who had fruit in their yards that they did not want or was excess to their needs, and those who would use it. Fruits of Sherbrooke received offers of free fruit from many homeowners who were willing to pick and deliver the fruit, as well as from those who had excess fruit but could not pick and/or deliver it. The organization also identified numerous local charities (e.g., food banks and homeless shelters), not-for-profit groups, community kitchens, school programs, farmers, and individuals who were interested in receiving the fruit. Fruits of Sherbrooke acted as a broker between these two groups—those with excess and those in need. There were no restrictions on how much people received, as long as they made a commitment to use what they received.

Teach

With the hope of teaching others how to preserve summer produce for use over Edmonton’s long winter, Fruits of Sherbrooke offered classes in jam-making to local groups for a small fee. It also established a program called Cherry Stone Soup, which taught free preserving classes to low-income individuals, those who used the food bank, and recent immigrants. The organization hoped to generate enough funding through paid classes to also provide these individuals in need with canning equipment of their own. Additionally, Fruits of Sherbrooke welcomed as part of its labour force individuals who would volunteer for a day in exchange for desired hands-on learning of how to make jam.

Make

As indicated above, Fruits of Sherbrooke also created its own jams, jellies, and condiments made of 60 per cent to 100 per cent “rescued” fruit. These products were sold at local farmers’ markets, at craft markets, and through local retailers. The organization’s products were branded as “forgotten urban fruits made unforgettable.”Through the sale of its own preserves, Fruits of Sherbrooke supported the first two parts of its mission and its organization as a whole.

Project Expansion—Fruit Stars

In 2015, Fruits of Sherbrooke introduced its Fruit Stars program in collaboration with E4C, an Edmonton charity whose mission was to limit, alleviate, and ultimately eliminate poverty. The goal of Fruit Stars was to make and donate dried apple snacks and applesauce tubes to E4C’s School Lunch Program. The School Lunch Program provided a nutritious mid-morning snack or breakfast each school day to more than 5,600 students in 23 high-needs schools. Fruit Stars was launched after Fruits of Sherbrooke successfully raised more than $17,000 on Kickstarter to purchase a commercial-grade dehydrator, apple slicers, supplies, ingredients, packaging/labelling, and storage bins. As of January 2016, apple snacks were being provided to approximately 400 students per day.

Produce

Fruits of Sherbrooke rescued a wide variety of fruits from Edmonton and the neighbouring suburbs of St. Albert and Sherwood Park, including rhubarb, raspberries, cherries, pears, apples, crab apples, herbs, and wild local fruits. In addition, it also rescued fruit from British Columbia that was brought in for sale at farmers’ markets but was bruised or past its prime. Instead of having the less-than-perfect fruit disposed of in the garbage or dumped in a ditch, Fruits of Sherbrooke rescued it for use in their products. Out of the total rescue fruit, 99 per cent was sourced from individual donations and the yard picking programs. The other 1 per cent came from organizational donations, including farmers’ market vendors, The Organic Box (a local organic-food delivery service), and occasionally food banks that received large donations of fruit that they were unable to process.

Although these local fruits were not certified as organic, they were grown naturally and were not treated with pesticides or chemical fertilizers, nor were they sprayed to preserve quality in transport. In addition to diverting food from landfills, Fruits of Sherbrooke composted all organic waste in an effort to minimize its environmental footprint.

Products

Fruits of Sherbrooke’s jams, jellies, and condiments were made by hand in local community hall kitchens by a team of volunteers. Its products were full-fruit and did not contain any fillers or artificial flavours. Although every product was made with at least 60 per cent rescued fruit, some recipes required a portion of the fruit to be purchased commercially. Any liquids needed for recipes came from fruit juice from rescued fruit. Of Fruits of Sherbrooke’s extensive and creative product line, the most popular items were raspberry pear rhubarb jam, tarragon crab apple jelly, 4 peppers jelly, and chipotle rhubarb ketchup. Fruits of Sherbrooke’s line of products varied from year to year, depending on which fruits were available; however, this variability made it difficult for the organization to secure contracts with large grocery chains that required product consistency.

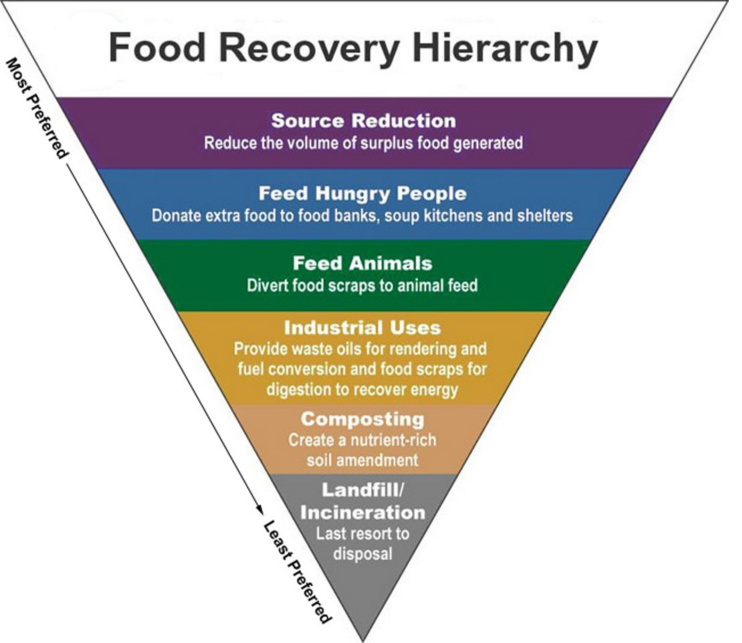
Operations and Finance

Fruits of Sherbrooke had no paid employees, relying instead on a team of 20–30 volunteers to pick, process, cook, store, distribute, and market rescued fruit and finished products. Fruit for preservation was stored in various freezers (8–10 in different locations) until it could be processed, thus allowing operations to run all year long. The Organic Box had also donated cooler space for apples waiting to be processed for the Fruit Stars program (Fruits of Sherbrooke’s supply chain is diagrammed in Exhibit 3). The previous year, approximately $93,000 in revenue had been generated from selling at farmers’ markets, at local events, and directly to consumers (see Exhibit 4). A small portion of revenues also came from consignment sales in local stores. Expenses, on the other hand, totalled approximately $85,000, which resulted in a net profit of $8,200. The amount for annual expenses, it is important to note, did not include an expense line for payroll.

GOING FORWARD

Cosh had several issues that needed to be addressed. Although Fruits of Sherbrooke had a unique product with an established market, its margins left little room for growth. Additionally, traction with large retailers had yet to be gained. Since its inception, Fruits of Sherbrooke had been able to balance profit, people, and planet, yet Cosh was unsure whether this trend was feasible for the future. Aware of several strategies for growth, Cosh needed to determine which path made the most sense for Fruits of Sherbrooke. He debated whether the organization should focus on maximizing profitability or whether decisions for growth should be based only on providing the greatest benefit possible to the community and environment. Fruits of Sherbrooke’s founders had invested countless hours in this venture and wanted to see it succeed. The founders also needed to come to the realization that the current state of operations—relying entirely on volunteers, for example—could not continue indefinitely. These issues weighed on Cosh, but they would need to wait.

EXHIBIT 1: the FOOD RECOVERY HIERARCHY



Source: United States Environmental Protection Agency, “Food Recovery Hierarchy,” accessed April 12, 2016, [www.epa.gov/sustainable-management-food/food-recovery-hierarchy](http://www.epa.gov/sustainable-management-food/food-recovery-hierarchy).

EXHIBIT 2: fruits of sherbrooke’s ORGANIZATIONAL STRUCTURE



Source: Created by the authors using company information.

EXHIBIT 3: fruits of sherbrooke’s SUPPLY CHAIN



Source: Created by the authors using company-provided information.

EXHIBIT 4: fruits of sherbrooke’s 2015 REVENUE AND EXPENSES (in CA$)

|  |  |
| --- | --- |
| Revenue | 93,264.22 |
| Expenses |  |
| Cost of goods sold | 67,439.92 |
| Selling costs | 9,098.66 |
| General and Administrative | 8,514.12 |
| Subtotal | 85,052.70 |
| Net income | 8,211.52 |

Source: Created by the authors using company-provided information.

Endnotes

1. All currency amounts are in Canadian dollars (CA$) unless otherwise specified; CA$1 = US$0.72 on February 1, 2016. [↑](#endnote-ref-1)
2. Timothy F. Slaper and Tanya Hall, “The Triple Bottom Line: What Is It and How Does It Work?,” *Indiana Business Review* 86, no. 1 (2011): 4. [↑](#endnote-ref-2)
3. Food and Agriculture Organization of the United Nations, “Key Facts on Food Loss and Waste You Should Know!,” accessed March 6, 2016, www.fao.org/save-food/resources/keyfindings/en. [↑](#endnote-ref-3)
4. Ibid. [↑](#endnote-ref-4)
5. Roff Smith, “How Reducing Food Waste Could Ease Climate Change,” *National Geographic*, January 22, 2015, accessed April 13, 2016, [http://news.nationalgeographic.com/news/2015/01/150122-food-waste-climate-change-hunger](http://news.nationalgeographic.com/news/2015/01/150122-food-waste-climate-change-hunger/). [↑](#endnote-ref-5)
6. Elizabeth Royte, “How ‘Ugly’ Fruits and Vegetables Can Help Solve World Hunger,” *National Geographic*, March 2016, accessed April 4, 2016, www.nationalgeographic.com/magazine/2016/03/global-food-waste-statistics. [↑](#endnote-ref-6)
7. Food and Agriculture Organization of the United Nations, “Food Waste Harms Climate, Water, Land and Biodiversity—New FAO Report,” September 11, 2013, accessed March 6, 2016, www.fao.org/news/story/en/item/196220/icode; [Raveena Aulakh](http://www.thestar.com/authors.aulakh_raveena.html), “How Your Green Bin Is Heating Up the Planet,” *The Star*, November 30, 2015, accessed March 6, 2016, [www.thestar.com/news/world/2015/11/30/how-your-green-bin-is-heating-up-the-planet.html](http://www.thestar.com/news/world/2015/11/30/how-your-green-bin-is-heating-up-the-planet.html). [↑](#endnote-ref-7)
8. [Aulakh](http://www.thestar.com/authors.aulakh_raveena.html), op. cit. [↑](#endnote-ref-8)
9. Champions 12.3, “About,” accessed April 14, 2016, http://champions123.org/about. [↑](#endnote-ref-9)
10. No More Food to Waste, “New ‘Champions 12.3’ Coalition to Inspire Action to Reduce Food Loss & Waste,” January 25, 2016, accessed April 14, 2016, [www.nomorefoodtowaste.nl/news/news/2016/01/25/new-champions-12-3-coalition-to-inspire-action-to-reduce-food-loss-waste](http://www.nomorefoodtowaste.nl/news/news/2016/01/25/new-champions-12-3-coalition-to-inspire-action-to-reduce-food-loss-waste). [↑](#endnote-ref-10)
11. Martin V. Gooch and Abdel Felfel, *“$27 Billion” Revisited: The Cost of Canada’s Annual Food Waste* (Oakville, ON: Value Chain Management International, 2014), 12. [↑](#endnote-ref-11)
12. Dana Gunders, *Wasted: How America Is Losing Up to 40 Percent of Its Food from Farm to Fork to Landfill* (New York, NY: Natural Resources Defense Council, August 2012), 12. [↑](#endnote-ref-12)
13. At the time the Natural Resources Defense Council report was written (i.e., 2012), the CAD/USD exchange rate was roughly at par. [↑](#endnote-ref-13)
14. National Zero Waste Council, “Food Working Group,” accessed March 6, 2016, [www.nzwc.ca/food/Pages/default.aspx](http://www.nzwc.ca/food/Pages/default.aspx). [↑](#endnote-ref-14)
15. [Damon van der Linde](http://business.financialpost.com/author/dvanderlindefp), “How Canadian Grocery Chains Are Tapping a New Market with ‘Ugly’ Fruits and Vegetables,” *Financial Post*, August 31, 2015, accessed March 6, 2016, <http://business.financialpost.com/news/retail-marketing/how-canadian-grocery-chains-are-tapping-a-new-market-with-ugly-fruits-and-vegetables>. [↑](#endnote-ref-15)
16. Ibid. [↑](#endnote-ref-16)
17. Love Food Hate Waste.ca, “About,” accessed March 6, 2016, [www.lovefoodhatewaste.ca/about/Pages/default.aspx](http://www.lovefoodhatewaste.ca/about/Pages/default.aspx). [↑](#endnote-ref-17)
18. National Zero Waste Council, “Tax Incentive to Prevent Food Waste,” accessed March 6, 2016, www.nzwc.ca/focus/food/tax-incentive/Pages/default.aspx. [↑](#endnote-ref-18)
19. Aya Hirata Kimura and Mima Nishiyama, “The Chisan-Chisho Movement: Japanese Local Food Movement and Its Challenges,” *Agriculture and Human Values* 25, no. 1 (2008): 25, 49–64. [↑](#endnote-ref-19)
20. Alberta Government, *Alberta Approved Farmers Market: Program Guidelines*, 3, February 2016, accessed April 28, 2017, www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/apa2577/$file/FarmersMarketGuidelinesFINAL.pdf?OpenElement. [↑](#endnote-ref-20)
21. Food System History, “Timeline,” accessed January 13, 2017, www.foodsystemhistory.wordpress.com/timeline. [↑](#endnote-ref-21)
22. Alisa Smith and James MacKinnon, *The 100-Mile Diet: A Year of Local Eating* (Canada: Vintage Canada, 2007). [↑](#endnote-ref-22)
23. John Cranfield, Spencer Henson, and Jose Blandon, “The Effect of Attitudinal and Sociodemographic Factors on the Likelihood of Buying Locally Produced Food,” *Agribusiness* 28, no. 2 (2012): 205–221. [↑](#endnote-ref-23)
24. “Introducing BC’s First Province-Wide We Heart Local Partnership Program,” Marketwired, January 27, 2014, accessed March 3, 2017, www.marketwired.com/press-release/introducing-bcs-first-province-wide-we-heart-local-partnership-program-1872675.htm. [↑](#endnote-ref-24)
25. Samantha McKay, “buyYEG Encourages Edmontonians to Buy Local for 30 Days,” *Edmonton Journal*, February 24, 2016, accessed April 14, 2016, <http://edmontonjournal.com/life/buyyeg-encourages-edmontonians-to-buy-local-for-30-days>. [↑](#endnote-ref-25)
26. “Specialty Food Stores in Canada,” IBISWorld, accessed March 8, 2016, https://www.ibisworld.ca/industry/specialty-food-stores.html. [↑](#endnote-ref-26)
27. United States Environmental Protection Agency, “Food Recovery Hierarchy,” December 2016, accessed April 28, 2017, <https://www.epa.gov/sites/production/files/2016-12/documents/food_waste_management_2014_12082016_508.pdf>. [↑](#endnote-ref-27)
28. Roberto A. Ferdman, “In Denmark, a New Supermarket Sells Ugly Food Incredibly Cheap,” *The Star*, February 26, 2016, accessed February 27, 2016, [www.thestar.com/news/world/2016/02/26/in-denmark-a-new-supermarket-sells-ugly-food-incredibly-cheap.html](http://www.thestar.com/news/world/2016/02/26/in-denmark-a-new-supermarket-sells-ugly-food-incredibly-cheap.html). [↑](#endnote-ref-28)
29. DanChurchAid, “Organisation and Strategy,” accessed February 27, 2016, www.danchurchaid.org/about-us/organisation-and-strategy. [↑](#endnote-ref-29)
30. “Denmark Opens 1st Food Waste Supermarket,” *RT*, February 23, 2016, accessed February 27, 2016, www.rt.com/news/333388-denmark-food-waste-store. [↑](#endnote-ref-30)
31. Zero Percent, “Our Impact,” accessed February 27, 2016, www.zeropercent.us. [↑](#endnote-ref-31)
32. Feeding America, “Food Bank Network,” accessed February 27, 2016, www.feedingamerica.org/about-us/how-we-work/food-bank-network. [↑](#endnote-ref-32)
33. Feeding America, “Online Marketplace—Local Food Rescue,” accessed February 27, 2016, [www.feedingamerica.org/ways-to-give/give-food/become-a-product-partner/online-marketplace.html](http://www.feedingamerica.org/ways-to-give/give-food/become-a-product-partner/online-marketplace.html). [↑](#endnote-ref-33)