



# CADE

**Fiscal Year 2022-2023**

Center for Agricultural  
Development & Entrepreneurship  
[cadenfarms.org](http://cadenfarms.org)

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## Vision & Mission

**Established in 1991**

### **CADE envisions**

a vibrant, regenerative, and equitable food system in which locally owned agricultural businesses thrive and communities are nourished by healthy, sustainably produced food – in perpetuity.

### **Our mission is**

to increase the number and diversity of viable farm enterprises and related businesses across the supply chain in New York through technical assistance, education, mentoring, network-weaving, partnerships, advocacy, and research.



# Message from the Executive Director on the fiscal year 2022 - 2023

Dear Friends,

This year's crippling economy, still reeling from COVID19 and high inflation, made it a tough year for farm and food businesses in New York. Our clients reported that the stresses of high fuel and transportation costs whittled out profits. Consumer commitments to buying local began to wane in the face of tighter household budgets. The new State regulatory environment and lack of clear guidance from inspectors have stunted businesses' growth. Smaller businesses and especially dairies continued to struggle, and clients expressed concern that more grantors and lenders are increasingly favoring larger businesses, contributing to a lopsided food economy run by conglomerates. CADE and our clients are bracing for a tough year ahead: 58% of economists forecast a recession for the U.S. in 2023, according to a survey from the National Association for Business Economics released on March 27, 2023.

Despite these concerning challenges, there are silver linings! Institutional markets continue to grow and hold promise for increased local purchasing. The New York State legislature is debating the potential for a statewide Good Food Purchasing policy, replicating a similar one in New York City, that would prioritize institutional food bids from vendors that source local/New York food, with preference for food produced regeneratively, or 'climate-smart', and by MWBE vendors. This statewide policy debate is a testimony to an increasing shift in values—away from "buy cheap food from anywhere, regardless of nutritional value or climate impact" to one that honors the need for food that is produced locally, reduces our carbon footprint, and strengthens our local farms and food businesses, particularly those historically marginalized.

In July 2022, CADE at last launched Vision 2050: A New York State Vision for a Profitable, Regenerative, Equitable, and Healthy Food System Future by 2050. Coupled with other aligned advocacy efforts, such as the Good Food Purchasing campaign led by food justice leaders upstate and down, CADE's launch helped contribute to this emerging ecosystem change and shift in values that has potential to advance the local food movement like never before. We look forward to continued promotion of Vision 2050 in the year ahead.

Over 2022/23, CADE continued to offer our business support services to our farm and food businesses, who even in the face of an oncoming economic recession, saw new and increased revenues and profits, secured new grants, incubated hundreds of new products, and more—more below!

This last year was also a year for CADE to look inward; 2022 marked the end of CADE’s standing 5 year strategic plan. The CADE Board and staff undertook a 9 month strategic planning process that had us reflect on what we achieved in the last 5 years; take stock of the changing ecosystem for farm and food businesses and the New York food system; assess how act on our values, particularly our commitment to equity, inclusion and the climate; refresh our thinking on how we align with other interest holders in the landscape; examine our strengths and challenges as well as new opportunities and threats; and finally make decisions on how we will move forward in our next 5 years.

Finally we strengthened our internal operations by building a more resource-rich, user-friendly website; updating our impact data collection systems; expanding our digital library of recorded educational webinars available 24/7; developing SOPs for client on-boarding and service provision, and more.

Read on for more information on CADE’s impacts over the year. And please check out Vision 2050, and share with us YOUR vision for a new food future!

Always in solidarity and service,



Phoebe Schreiner, Executive Director



Cowbella Dairy, Jefferson, NY

# Our Culture

CADE's values are integral to all our work and services:

- **Colaboration**
- **Sustainability & Regenerative Practices**
- **Equity & Inclusion**
- **Innovation**
- **Transparency**

Visit [cadefarms.org](http://cadefarms.org) for an interactive map reflecting numbers of reach per county!



# Our Approach

CADE works to increase the “Triple Bottom Line” of agricultural development by:

- Increasing profit margins of farm business through efficient production systems, effective marketing and distribution programs and sound business principles;
- Promoting sound environmental production practices such as low input, organic, grass-based livestock production, watershed runoff protection, and improved distribution of the lower “food-miles” thus reducing energy consumption; and
- Engendering positive social outcomes such as job creation, generational farm transition, positive connections between farmers and consumers, health benefits of local foods, and locally circulating dollars.

# Vision 2050



## Regional Food System Development

In July 2022, CADE proudly launched “Vision 2050: A New York State Vision for a Profitable, Regenerative, Equitable, and Healthy Food System Future by 2050”.

The historic publication is a culmination of a 3 year research project engaging nearly 500 interest-holders across New York State to put forward an integrated, comprehensive Food System Vision by 2050—aimed at setting the agenda for New York’s political leaders and informing the foundation of a State Plan.

CADE and its research partners Cornell University’s Dyson School of Economics and Management, Cornell Small Farms Program, Hartwick College, SUNY Cobleskill’s Institute for Rural Vitality, and faculty of Columbia University worked together for 2 years to develop the report.

Ultimately, Vision 2050 puts forward a re-envisioned food system with a roadmap to get there, with 7 Action Areas, 44 recommendations, and 92 ideas for implementation.

Using 18 focus groups and Statewide farmer surveys, interest-holders conveyed they wanted to see coordinated thoughtful action in the following 7 Action Areas: Structures/Leadership; Consumer Values; Consumer Behavior & Consumption Patterns; Markets; Econology; Supply & Value Chain; and Equity.

The report also included Sector case studies on dry beans, beef, and apples, as well as County case studies focused on Otsego, Delaware, and Schoharie Counties.

CADE continues to promote the report among political leaders, press, partner networks, and in public venues to realize the change interest-holders want to see for the future.

You are invited to take a deeper look at Vision 2050 at [cadefarms.org/vision2050](http://cadefarms.org/vision2050).



# Farmland Access

Committed to keeping New York farmland in production with a focus on **Otsego, Schoharie, and Delaware Counties** - CADE partners with American Farmland Trust, the Schoharie Land Trust, and Otsego Land Trust to identify available farmland and matchmake farmland owners and seekers.



## Bird's Eye View

- Used GIS mapping of **10,000** farm properties/parcels in **Schoharie** and **Delaware Counties**, to support matchmaking between farmland owners and beginning farmers
- Brokered relationships to support land access with **5 farmland owners** and **5 farmland seekers**, resulting in **1 match** of a beginning farmer migrating from New York City to take over a farm property in Delaware County
- Facilitated **3 webinars and events related to land access and regenerative farming** practices, including on farmland lease agreements and beginning farmer pasture walks hosted by Orinoco Cattle Products & Farms in Delaware County
- Rekindled dialogue with tri-county interest holders to strengthen cooperative efforts to secure and sustain farmland, including with respective County governments, County Agriculture and Farmland Protection Boards, the Watershed Agricultural Council, Cornell Cooperative Extension of Otsego, Schoharie, and Delaware Counties to support farmland preservation, easements, and state and County planning.

# Client Spotlight

## West Branch Commons, Delaware Co.

Through the leadership of the Catskills Agrarian Alliance and the Iridescent Earth Collective, an innovative and much-needed equitable farmland transition project is developing in Delaware County - the West Branch Commons. Modeled off the community land trust model, The Commons exists to provide long-term affordable land access to farmers in the form of 99-year ground leases.

In April 2023, project partner American Farmland Trust acquired a 257-acre multi-generational Hamden farm from a dairy farmer named Tom Hutson. Tom has been a leader in farmland preservation and sustainable practices for over 30 years, and was one of the first pilot farms for WAC's watershed protection program in the early 1990s. The farm will be transitioned to a new 501(c)3 through community fundraising and capacity building over the next few years. Hutson's farm (River Haven Farm) is a mixture of rich river bottom and forests bordering the West Branch of the Delaware (and, it was in the top 15 scoring farms in our GIS mapping farmland inventory!).

CADE has provided community support to the project since summer 2021, alongside American Farmland Trust, Pace University's Food and Farm Business Law Clinic, Star Route Farm, Berry Brook Farm, East Brook Community Farm, Morning Glory Community Garden (Bronx), and the Watershed Agricultural Council (WAC) and other supportive community members. CADE will provide ongoing support to the project through fundraising, admin support, and business development support for current and future farmer tenants.

In April 2023, the project partners hosted an event at Hamden General to share the project with the community - we had a great turnout and told the story of the farm transition.



# Farm & Food Business Incubator and Accelerator (FFBI & FFBA)

CADE and SUNY Cobleskill's Farm and Food Business Incubator and Accelerator programs supported beginning to well-established agribusinesses across the supply chain with a full suite of business services--from "how to's" of value-added product incubation, to labor issues and employment law, land leasing basics, choosing a legal entity, business planning and management, financial planning and enterprise budgeting, food safety regulations, wholesale readiness, grant writing and access to capital, producer/distributor/buyer matchmaking, branding support, and more.

CADE's programming is developed based on input from clients from CADE's Programming Needs Survey, conducted September - October, 2021, ensuring we are responding to their business needs.



## Bird's Eye View

### Client / Partner Metrics

- **98** clients provided 1-to-1 technical assistance, including **40%** new to CADE,
- **53%** socially disadvantaged, and **50%** beginning farmers
- **173** registrants for CADE's **12** online educational webinars and courses
- **200** new client who signed up for CADE's monthly informational e-newsletters
- **7,260** client engagements through CADE's social media (FB, IG)
- **5,457** clients viewed CADE's resource-rich website, with a total of **8,315** engagements
- **24** partnerships developed or mobilized in supporting agribusiness clients.

### Impact Metrics

*As a result of CADE services, clients reported the following impacts:*

- **7** clients reported receiving **\$198,700** in grant funding with CADE support, which included **6** and value added producers and **1** food processor
- **56** clients advised on developing business plans, **13** plans completed
- **72%** of clients reported increased business acumen, **77%** increase in marketing acumen, **51%** increase in financial acumen
- **168** new value-added products developed
- **35%** reported increase in product quality
- **12%** reported adding new jobs, for a total of **9** new jobs

## Client Spotlight

### Working Hands Cooperative, Schoharie Co.

Five Amish dairy farmers from Schoharie County approached CADE in 2021, requesting support to form a dairy cooperative to bring new dairy products to market, in response to the volatility they experienced in the milk market and the uncertainty of their milk contracts.

In partnership with Pace University's Food and Beverage Law Clinic and the U.S. Federation of Worker Cooperatives, CADE helped Working Hands Farmer Cooperative (WHFC) form their new business, successfully receiving their Certificate of Incorporation as a Domestic Cooperative Corporation on August 26th, 2022. Simultaneously, CADE worked with the new coop to develop their business plan, recruit new dairy farmer members to increase the volume of raw milk, conduct market R&D, and other services to ensure they secure market share.

WHFC plans to incubate their products at the SUNY Dairy Processing Facility in the coming months now that they have established themselves as a legal entity.

***“The challenges and processes required for an undertaking like this are both incredibly complex and totally outside of the skill set usually held by small farmers. We wouldn't have been able to even start the coop, much less get it done, without CADE's help and guidance.”***

Greg Casalaina, founder, Working Hands Farmer Cooperative



# Spotlight on The Accelerator Cohort

Through the Agriculture Innovation Center - USDA Rural Development Award, SUNY Cobleskill and CADE worked together to provide technical support and services to farm and food businesses to bring novel value-added products to market. Through workshops, panel discussions, on-site meetings, incubator sessions, and one-on-one guidance, cohort members developed products and business plans, strategized production and marketing and more. In all, 14 farm and food businesses and 39 novel products were supported through the Farm and Food Business Accelerator.

## Program Participants



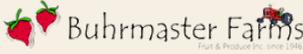
### Bee Hollow Farm

Shelf stable elderberry syrup; elderberry gift pack; elderberry creamed honey



### Black Yard Farm Collective

Felted wool jewelry



### Buhrmaster Farms

Ready to eat meal kits: chicken, vegetarian, vegan



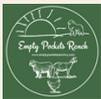
### Collins Farm & Creamery

Milk: maple, chocolate, and creamline; cheese curds: everything, garlic herb, dilly garlic, and barbeque



### Cowbella

Creamline butter with new packaging



### Empty Pockets Ranch

Lavender lemonade



### King Creek Farms

Tandoori marinated chicken, sicilian sumac marinated chicken



### Lovin' Mama Farms

Organic mixed vegetable operation



### New York Farm Basket / New Moon Farmstead

Meat snack sticks: barbeque, sweet onion, regular, pepperoni; jam: sour, cherry, strawberry



### Old Homestead Farm / Beers & Steers Tavern

Meatballs and steak tips



### Sleeping Lion Farm

Sliced roast beef; bone broth; meatballs; pasta sauce; chili con carne; barbeque brisket; bologna



### Turner Organic Dairy

Organic pastured dairy products



### Van-Dale Farms

Creamed honey: vanilla, orange, lemon, cinnamon



### Windcrest Farm

Meat snack sticks: original and honey barbeque

## Emerging Markets Training Program (EMTP)

To increase market share of New York's producers and facilitate economic growth in sustainable agriculture, CADE provides service support to our farm and food business clients including on marketing, branding and sales: diversifying client's sales channels; developing marketing strategies; preparing for new markets; developing their branding and marketing collateral (e.g., websites, logos, labels, and online sales platforms); and making connections between producers and buyers.

In addition to building the supply of market-ready, healthful New York food products, CADE is simultaneously building the capacity of local institutions to purchase more, thus increasing demand.

Finally, to strengthen and foster New York's supply and value chains, CADE facilitated greater collaboration between farmers and local food processors and distributors. CADE has been actively involved in Cornell University's "Food Hub Network Group" to support the network's collaboration efforts, NOFA-NY's Supply Chain Feasibility Study, and other statewide conversations like Good Food Purchasing.



## Spotlight On The Michigan Food Hub Trip

The mid-tier supply chain business (like food hubs and distributors) are a key pillar of a food system that is resilient, scaled, and collaborative.

As part of a USDA-LFPP grant wrapping up this year, CADE worked closely with three mid-tier supply chain clients: Upstate NY Growers and Packers, The Common Market, and Headwater Food Hub.

These businesses are a mix of growers cooperatives and aggregators sourcing from regional farmers, and are growing their capacity to offer minimally processed fruits and vegetables – a key need for schools and healthcare facilities. This spring, two CADE Program Team Members participated in a trip to Michigan with the goal of community knowledge exchange.

Michigan has a food policy environment that is well-organized to advocate for the needs of farmers and food accessibility across the state. There is strong farm to institution program support from the state, and an active network of food hubs at varying scales.

Our trip included site visits to two food hubs that aggregate and minimally processed produce from regional farms. We also attended a Michigan Food Hub Network networking event, and capped the trip with the Michigan Good Food Summit! The team learned a lot, made new connections, and really savored the time in-person.

### What is an emerging market?

Emerging markets are sales opportunities that have a growing potential — for NY farms and food businesses, three emerging market channels are: institutional markets (schools, healthcare, etc.), digital direct-to-consumer sales, and home deliveries.



### Bird's Eye View

- **44%** of clients reported an increase in sales, of which **38%** were wholesale and **62%** were retail
- **29%** increased gross profitability
- **35%** increased net income
- **35%** increased sales outlets
- **67%** reported that **100%** of their sales are local to within 150 miles from the location of their business, and the overall average percentage of sales that were local are **90%**
- **5** farms, food hubs, aggregators, processors, and distributors supported to supply institutional purchasers with New York sourced food, including **3** food hubs and **2** aggregation businesses.

# CADE's Communications Reach

Over **37,500** agribusiness entrepreneurs were engaged through CADE's website, social media, and email campaigns.

Many press outlets raised the visibility of the region's food production capacity and product quality, including:



The Daily Star

WSKG



npr PBS

The Mountain Eagle  
SCHOHARIE NEWS

WIOX 91.3 FM  
in the Catskills  
wioxradio.org



Bird's Eye View

## Areas of Support

- Farmland Access
- Business Devt/Mngmt
- Product Development
- Value Chain Facilitation
- Access to Capital
- Market Planning / R&D
- Buyer Matchmaking
- Social / Peer Support
- Research/Advocacy
- Network weaving

On average **300+** farm, food and value chain businesses participate annually in courses & webinars, one-on-one technical assistance, on-farm events, peer-to-peer mentoring and brokered value/supply chain connections.

Over **4,500** people in agribusiness are reached annually through CADE's newsletters, online resource library, referral network, and client consultations.

# Board Members

*From left to right, top row: Wendy Hunt (staff), Carlena Ficano, Patricia Dopazo. Middle row: Jim Hyland, Ken Jaffe, Erin Summerlee. Last row: Carlos Valery, Phoebe Schreiner (staff) Not pictured: Judy Pangman, Zaid Kurdieh & Madalyn Warren*



**Erin Summerlee**, Food & Health Network Director, Rural Health Network of South Central New York (Board Chair)

**Carlos Lenon Valery, Jr.**, Farmer and Owner, Orinoco Cattle Products & Farms (Vice Chair)

**Carlena Ficano, Ph.D.**, Professor of Economics & Chair, Department of Business Administration and Accounting, Hartwick College (Treasurer)

**Patricia Dopazo**, Director of Planned Giving, Hartwick College (Secretary)

**Ken Jaffe, M.D.**, Owner, Slope Farms LLC

**Judy Pangman**, Community Development Director, City of Oneonta and Farmer and Co-Owner, Sweet Tree Farm

**Zaid Kurdieh**, Farmer and Owner, Norwich Meadows Farm

**Madalyn Warren**, Farmer and Owner, East Branch Farms

**Jim Hyland**, Content Expert, Kitchen Table Consultants



# Staff

*From left to right: Ian Bard (intern), James Cagle, Wendy Hunt, Karen Fairbairn, Kaitlyn Sirna, Rhiannon Wright, Talia Holzman, Phoebe Schreiner*

**Phoebe Schreiner**, Executive Director

**Wendy Hunt**, Director, Finance & Administration

**Kaitlyn Sirna**, Senior Program Manager

**James Cagle**, Senior Program Manager

**Karen Fairbairn**, Communications Manager

**Rhiannon Wright**, Program Manager

**Talia Holzman**, Technology and Operations Coordinator

# Consultants & Partners

Agricultural Justice Project  
American Farmland Trust  
Catskill Mountainkeeper  
Catskills Agrarian Alliance  
Cobleskill University  
Cornell Cooperative Extension  
Cornell University  
Glynwood Center for  
Regional Food and Farming  
Groundswell Center for  
Local Food and Farming  
Handel Food Law  
Hartwick College  
Headwater Food Hub  
Healthcare Without Harm  
Hunger Coalition of Otsego County  
IdeaKraft  
Johanna Kolodny, Consultant  
Katy Sparks Culinary Consulting

Key Branding Lab  
Kitchen Table Consultants  
Koffman Southern Tier Incubator  
Marcia Shaw, Finance Consultant  
Mostert, Manzanero & Scott, LLP  
National Farm to School Network  
NOFA-NY  
Otsego Now  
Pace University Food and Beverage Law Clinic  
QJM Multiprise  
Rural Health Network  
Schoharie Land Trust  
Stepwell Strategies  
The 607 CSA  
The Common Market  
The Farm Commons  
Upstate New York Growers & Packers  
Watershed Agricultural Council

## Speakers

Myron Thurston, CCE  
Karli Miller-Hornick, Head + Heal  
James Gildea, Mobiniti  
Kate Miller Corcoran, Food and Health Network  
Cheryl Blinski, 607 CSA and Catskills Agrarian Alliance  
Betsy Skoda, Healthcare without Farm

## Intern

Ian Bard, Administration  
and Operations Intern

# Financial Summary

## Revenue

Private Foundations	\$140,030
Federal Funds	\$320,257
New York State Funds	\$70,000
Earned Income	\$222,680
Individual Contributions	\$13,712
Other	\$2,850
<b>TOTAL</b>	<b>\$759,529</b>

## Expenditures

Programs	\$693,341
Administration	\$32,077
Fundraising	\$4,970
<b>TOTAL</b>	<b>\$730,388</b>

**NET OPERATING  
REVENUE \$29,142**

# Funding Partners

CADE is grateful to our supporters who make our work—and impact—possible:

## Individual Donations & Business Sponsors

Stephanie Coleman  
Anonymous donors  
Jim Hyland  
John Bagdovitz  
Nathaniel Beardsley  
Richard B. Brown  
Carlos Valery  
Ellen Wang  
Amazon Smile

## Fiscal Sponsors

Workforce Development  
Schoharie Land Trust

## Foundations / Earned Income



## Acknowledgements

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# Annual Report 22-23

