



ANNUAL REPORT 2023/2024

CADE

CENTER FOR AGRICULTURAL
DEVELOPMENT & ENTREPRENEURSHIP



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WHO WE ARE

Vision & Mission

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.

Established in 1991, 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.

From our HQ in Oneonta, NY, CADE has worked for 33 years to help nearly 3,000 NY farm and food businesses by incubating new enterprises and food product lines, providing business and financial planning support, building the value chain, facilitating investment, and securing new markets for a strong agricultural economy that nourishes NY's communities.

Our Culture

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

- Collaboration
- Sustainability and regenerative practices
- Equity and inclusion
- Innovation
- Transparency



Our Approach

Our approach is to increase the **“Triple Bottom Line”** of agricultural development:

- **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.

CADE works with an ever-growing community of clients, partners, and funders across New York State.



Visit cadefarms.org for more insights.

Message from the Executive Director: Reflections on FY23/24

Dear friends,

For CADE's farm and food business client community, this year marked a period of economic stabilization - including of markets - in the aftermath of post-COVID19 high inflation, rising costs, and fluctuating consumer demand for local food products. Despite forecasting of a potential economic recession, clients showed resilience and innovation to pull through a challenging period, evidenced by a record number of clients registering for our business and marketing courses (75-78 per workshop!).

As a testimony to CADE's outstanding service provision, this year Empire State Development and NYSTAR designated CADE an independent NYS Certified Business Incubator and Innovation Hot Spot. We are proud that this was the first time in NY's history that the designation was given to a nonprofit independent of a university, according to one of the designation evaluators.

The period was also marked by much anticipated federal and state investment in the meat and poultry processing industries, given the long standing bottleneck faced by farmers in processing their animals to meet market demand, which caught national attention during COVID19. CADE assisted 4 key processors in their business grant applications to expand, which were awarded.

New York also saw continued growth of institutional markets. In August 2023, Governor Hochul adopted the ground-breaking Executive Order 32, directing all State agencies to procure 30% NY-sourced food products, with a gradual benchmark increase each year through 2027. Building on this exciting market opportunity, CADE in partnership with Wild Tomato Consulting and Catskills Agrarian Alliance also spent the year refreshing and cultivating new buyer relationships with retail/wholesale/restaurant/food hub outlets, ultimately to strengthen our "golden egg" services-market matchmaking for securing client sales.

Over this year, CADE was also a proud partner of FoodMap NY, a collaboration between the NYU Stern Center for Sustainable Business and Cornell University, to research and spur private sector engagement and investment in ensuring systemic and sustainable access to healthy, affordable, sustainable food for all New Yorkers while supporting economic development and quality employment in food production and distribution. CADE's role in the project was to strengthen NY's food supply chain and infrastructure as its pathway to enhance food nutrition and security for low income communities focusing on minimally processed produce and dry beans. Working with 5 food business clients, CADE in partnership with Farmhouse Consulting, is helping the businesses become "investment ready" to expand their infrastructure to actionably feed local communities via school markets and other wholesale market channels.

Finally, the year also saw CADE reflect inwardly. After adopting CADE's new 5-year strategic plan in May 2023, CADE committed itself to strengthening internal systems and operations to keep up with our financial and programmatic growth. CADE invested in: improving our data collection and management systems; conducting a Diversity, Equity, and Inclusion (DEI) assessment with an internal lens to continue integrating our values in our day to day operations/policies; reconceptualizing our communications systems and launching a new website; creating and hiring for a new staff position for operational management; undertaking a Human Resources audit to improve policies, procedures and practices for employees; and recruiting a new slate of diverse Board members who continue to bring CADE to new levels of excellence.

Ever onward,



Phoebe Schreiner, CADE Executive Director

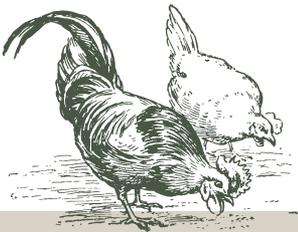


Farmland Access

Committed to transitioning New York farmland to keep it in agricultural production with a focus on Otsego, Schoharie, and Delaware Counties as our historic epicenter CADE partners with the American Farmland Trust (APT), the Schoharie Land Trust (SLT), and Otsego Land Trust (OLT) to identify available farmland and match farmland owners and beginning farmers seeking farmland.

Statewide surveying conducted by CADE in 2021 showed that 60% of beginning and aspiring farmer respondents identified access to farmland as their #1 top priority. Clients have described frustration with finding affordable farmland or dealing with real estate brokers unfamiliar with soil types, easements, lease-to-own options, etc., or farmland owners who want to rent land but have no available housing.

Providing 1:1 technical assistance for its farmland access work, as well as legal support for those with securing farmland leases, CADE achieved the following results this year:



Bird's Eye View

- 11 beginning farmers served
- 6 farmland owners in 3 counties served
- 2 matches, 1 pending

Client Spotlight

ANASTAZIA FROST
WESTFORD (OTSEGO CO)

Anastazia is a beginning farmer who came to CADE in September 2022, looking for access to land and capital, and business planning support. Located in Vermont at the time of inquiry, with CADE’s help she secured a farm property in July 2023 in Westford, Otsego County to start a flower farm and agritourism business. She will host classes on food preservation, natural dyeing, and other skills using materials grown on the farm. Currently, her business Hudson Illustration Co. sells cards, stickers, and other paper goods featuring local towns and her own art. Anastazia’s move to a farm property offers the opportunity to expand to a wider offering of agricultural goods and in-person learning experiences. Anastazia actively participated in CADE’s 2023 Business Planning course. She is formalizing an owner financing arrangement with an attorney, and CADE is providing financial support to cover associated fees.



Farm & Food Business Incubator

With the goal of strengthening farm and food business viability and enhancing an efficient, stable food supply and value chain, our Farm and Food Business Incubator (FFBI) saw exciting results this year.

Designed with input from clients drawn from the results of CADE's annual Programming Needs Survey, we ensure our programs and services are responsive to their evolving business needs.

This year, our workshops included: Business planning (5 modules on production, finances, and marketing), Food Safety and Liability Basics (in partnership with Farm Commons), and Assessing Profitable Agritourism and Grant 101 (in partnership with Cornell Cooperative Extension Oneida). We also provided 1:1 business technical assistance, as well as legal support on legal structuring, lease formation, assignment of assets, and operating agreements with Handel Food Law.

This year, CADE also put emphasis on supporting beginning farmers as well as meat processors. The state and federal governments invested hundreds of millions of dollars into the meat processing industries recognizing that farmers' long wait time limit their growth and market opportunities.

Looking inward, CADE launched a new website so that we could provide more and more services digitally. We now house a growing video library with recordings of our workshops and webinars that clients can access anytime, anywhere - and free!



CADE also published a Product Development Workbook that walks clients through the process of product planning, including recipe development, food safety, packaging and label design, enterprise budgeting, sales and market planning, a list of licensed processors/shared-use kitchens, and SOPs, as well as a Guide to Scheduled Processes for regulation and licensing, a Product Development Resources Library, and a Marketing Strategy business template.

Finally, CADE launched its first Diversity, Equity, and Inclusion (DEI) statement on our website this year to share our commitment to providing accessible client services, building a diverse network of equity focused partners, leveraging our position and connections to advocate for marginalized clients, incorporating consistent client feedback into program design, and more. For more information, visit: www.cadefarms.org/dei/

The following represents CADE's metrics and impacts for FY23/24 for FFBI:



Bird's Eye View

Client/Partner Metrics

- **117** total webinar registrants, with 74% new to CADE
- **77** provided 1:1 technical assistance
- **163** new newsletter registrations
- **4,814** followers across CADE's social media platforms
- **3.4K** unique views of CADE's resource-rich website
- **12** partnerships developed or mobilized in supporting agribusiness clients

Impact Metrics

- **2** new LLCs formed / new businesses established
- **10** completed business plans
- **9** clients reported **\$644,629** in grant funds facilitated by CADE via the USDA Value-Added Producers Grant, Mohawk Valley Rehabilitation Corporation Loan Fund, Institute for Rural Vitality mini-grants, Madison and NYS COVID Relief Funds, and NYSDAM Meat Processing Grant, and the Otsego County Planning Department/Otsego Now
- **83%** of clients reported an increase in business acumen, **73%** increase in marketing acumen, **83%** increase in financial acumen*
- **27%** of clients reported meeting their financial goals*
- **60%** reported retaining full time employment positions*

**Based on our fall 2023 annual impact survey with 30 respondents from the period Sept 2022 - Sept 2023. Data from October 2023 - April 2024 not yet available.*

Client Spotlight

OWEN SMITH
HARTWICK (OTSEGO CO)

Owen is the General Manager of Trinity Meats, a meat processing business in Hartwick that processes organic, grass fed beef from 4 area farms to sell into Vermont markets. CADE worked to support Trinity Meats' aspiration to expand, assisting the business with its NYS and federal grant applications, both to expand their building and purchase new, state-of-the-art processing equipment. Trinity Meats aims to triple their output capacity, helping to sustain 12 jobs and create 21 new jobs for the local area. To date, Trinity Meats secured their NYS grant but is still awaiting the results of their federal grant application.



Emerging Market Training Program

three
year
spotlight

CADE implemented a 3-year Emerging Markets Training Program (EMPT), aimed at cultivating new markets and driving economic growth in sustainable agriculture across 12 counties in Central NY. Amidst the challenges posed by the COVID-19 pandemic, disruptions in supply chains created both obstacles and opportunities for farmers. In response, CADE leveraged its expertise and insights from programs to empower local institutions, farmers, and distributors to adapt to emerging markets.

In total **over 3 years**, CADE's activities yielded a 10.3% average increase in sales to 2,769 new sales outlets. **Given that this program wound down in the 23/24FY, CADE is providing cumulative metrics over 3 years as a special spotlight in this year's annual report.**



Bird's Eye View

- **35%** of clients reported an **increase in sales outlets**, with a total of **2,750** new sales outlets
- **40%** of clients reported an **increase in revenue**, with **8.9%** average increase
- **44%** of clients reported an **increase in sales**, with **10.3%** average increase
- **250 unique new value added products** brought to market
- **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**

Partner Spotlight

HUNGER COALITION OF OTSEGO COUNTY

CADE partnered with the Hunger Coalition of Otsego County (HCOOC) from 2020 through 2023 to supply its network of 10 out of 21 food pantries and three year-round meal sites with locally sourced, farm fresh food for vulnerable Otsego families.

According to HCOOC, our partnership has resulted in feeding 5,000 low-income families in the County over the 4 years. From fresh milk and cheeses, to meat, and organic vegetables sourced from 40 farms in Otsego, Delaware, and Schoharie Counties (via the 607 CSA), our local community has been supported and nourished through a period of economic instability. Now that 607 CSA transitioned to a nonprofit and enhanced their capacity to directly handle the food orders and distribution, CADE volunteered to step away so that its fee for facilitating the food purchasing could be used for the food pantries and meal sites to purchase more food helping farms and families alike. "It's an indicator of success, both of the project and our partners, that CADE can safely transition out, ensuring more food can go into the homes of food insecure families in Otsego County. It has been an honor for us to co-conceive and co-lead the project, knowing that our partners are now sustaining the work for the long term" says CADE Executive Director Phoebe Schreiner.

The CADE Farm to Pantry program was a wonderful experience. It is a win-win for the farmers and the Food Pantry. We were able to provide fresh produce for our clients. There are more homeless in our area and providing fresh fruits and items that can just be eaten and not necessarily cooked is a big benefit. – St. Mary's Food Pantry (Oneonta)



Client Spotlight

FINCA SEREMOS
BEACON (DUTCHESS CO)

One of CADE’s intensive 1:1 client relationships from this reporting period was with a startup mixed vegetable CSA farm. Deeply rooted in their community of Northern Manhattan and the Bronx, they had goals of obtaining leased land outside the city to begin producing food specifically for their greater neighborhoods.

Beginning with participating in CADE’s Go to Market Strategy Course from December 2022-March 2023, the owners worked diligently to develop a business plan and startup funding plan. CADE financially supported the formation of their LLC, offered feedback on website design, and advised on best practices for lease writing as they met with various potential landowners. They signed a lease in Fall 2023, and will begin production in 2024. They launched a capital campaign to fund their first year of operations and surpassed their \$10k fundraising goal to raise a total of \$12,500.

The ongoing technical assistance [by CADE] has been crucial. Having a monthly sounding board and set of accountability partners has made it possible for us to keep making progress even during a busy growing season working on another farm. – Finca Seremos



Value Chain Facilitation

Over this year, CADE was a proud partner of FoodMap NY, a collaboration between the NYU Stern Center for Sustainable Business and Cornell University, to research and spur private sector engagement and investment in ensuring systemic and sustainable access to healthy, affordable, sustainable food for all New Yorkers while supporting economic development and quality employment in food production and distribution.

CADE's role in the project was to strengthen NY's food supply chain and infrastructure as its pathway to enhance food nutrition and security for low income communities focusing on minimally processed produce and dry beans.

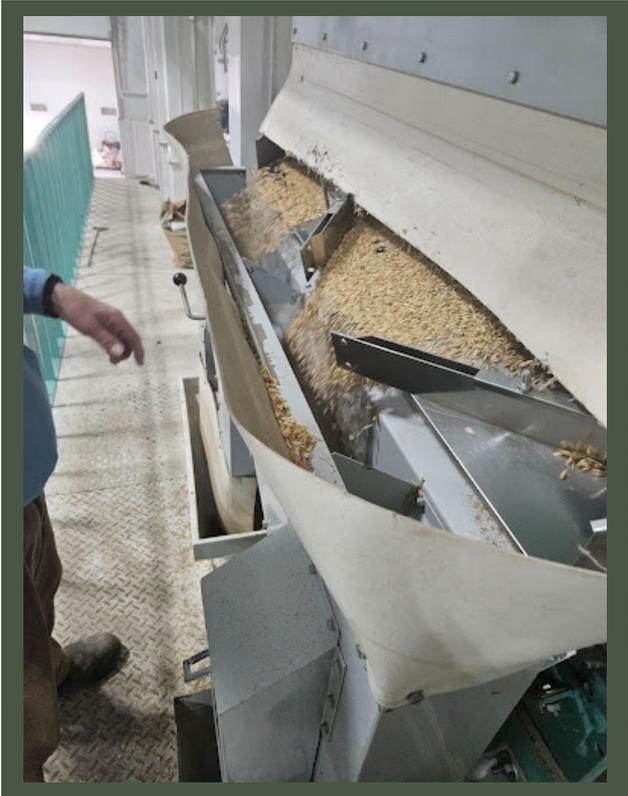
Working with 5 total food business clients, CADE in partnership with Farmhouse Consulting, is helping the businesses become "investment ready" to expand their infrastructure to actionably feed local communities via school markets, convenient stores, and other wholesale market channels.

Client Spotlight

PETER MARTENS
PEN YAN (YATES CO)

Owner of Peter & Hanna Martens Farm and Seneca Grain & Bean, Peter continued his parents' legacy of farming in the Finger Lakes of NY producing grains and beans. He transitioned their farm to organic, then established a grain and bean processing facility which cleans, stores, dries, processes, and packages his and other local farmers' products. Peter, who is working with roughly 18 other bean producing farms, aims to expand his dry bean processing facility recognizing the growing consumer demand for plant-based proteins and climate-smart food products.

Moreover, dry beans are a relatively inexpensive, high protein, and shelf-stable food, making them a premier food security product, rich in protein, fiber, complex vitamins, and essential amino acids, recommended by USDA. With support from CADE and Farmhouse Consulting, as part of the FoodMap NY project, Peter is getting support on the feasibility of expanding his enterprise, market R&D (especially for institutional markets and other outlets where low income consumers shop), financial planning, etc. Ultimately, CADE and partners will help facilitate access to capital investment needed for his expansion (underway!).



Normalizing a Regenerative & Equitable Food System

Climate-Smart Training and Mentoring for Beginning Farmers

Committed to our value of sustainability in building a regenerative food system in which farmers are part of the solution to the climate crisis, CADE partnered with the Catskills Young Farmers (CYF), a local chapter of the National Young Farmers Coalition, to co-host educational events on climate-smart farming practices to mentor a new generation of farmers who use those practices in their business operations.

CADE and CYF's work to foster peer-to-peer mentoring on climate-smart practices had us host 3 on-farm events: Grass Fed Beef Pasture Walk, Small Ruminants 101, and Draft Horse 101 in partnership with both established farms and the Draft Animal Power Network (DAPnet).

CADE also worked with the CYF during this year to build the chapter's first website (www.catskillsyoungfarmers.com). The website includes contact information for chapter leaders, a current event schedule, and a resource library for local and regional organizations that support beginning farmers. This includes: CADE, Cornell Small Farms Program, Glynwood, Black Farmers United NYS, the Greenhorns, Northeast Farmers of Color Land Trust, NOFA-NY, and Farm Commons. This resource guide will help beginning farmers interested in the chapter (mainly from Delaware, Schoharie, and Otsego counties) to navigate resources available to them to establish a new farming enterprise.



Bird's Eye View

- **29** beginning farmers mentored who improved on-farm climate-smart practices
- **7** established farmers provided mentoring

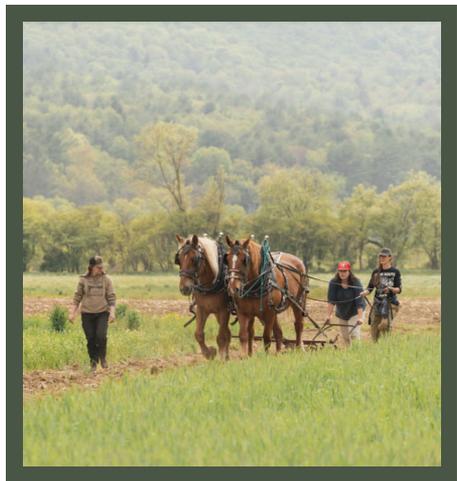
Client Spotlight

DRAFT HORSE 101

In May 2023, Catkills Young Farmers (CYF) and CADE hosted a three-day intensive on draft animal power - Draft Horse 101. As fuel and equipment costs continue to rise, many farmers are looking for more sustainable and economical sources of farm power. At this event, beginning farmers learned the basics of horse care, ground driving, hitching, and teamwork. Teachers also described how horses fit into a larger farm business plan as both an expense and potential income stream - from logging to sleigh rides. Our group included folks from across farming types and experience levels - all with inspiration for learning from and with horses. Over meals and demonstrations CADE, CYF and participants connected personally with each other, and got real tactile experience of caring for and working with horses.

The event featured presenters from The Draft Animal Power Network (DAPnet), Star Route Farm, and Northland Dairy. It was attended by 12 participants of varying experiences with farming. Evaluations showed “some” or “significant” knowledge gained over 5 of 7 topics covered over the three days. Programming could have been improved in the session that covered expenses and business planning. Event follow up included sharing more resources for these areas.

The event was made more accessible by providing stipends for beginning farmers to attend. Stipends were used most often to cover transportation to and from the event as well as meals, child care, and lost wages.



Diversity, Equity & Inclusion

CADE has been working with an equity consulting firm, QJM Multiprise, to further hone a Diversity Equity and Inclusion (DEI) strategy that is operational, tangible, and sustainable—ensuring we make our services accessible and equitable for diverse agribusiness clients. In July 2023, the consultants submitted a Phase 1 (of 2) report that includes findings from interviews with CADE staff and board, document review and analysis, and an in-person DEI statement building session, with the statement now live on our website. They have proposed 14 recommendations to actualize CADE’s DEI goals.

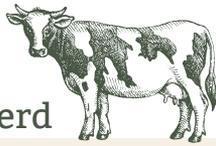
We will continue to work with our consultants through 2024 to evaluate our external programs, services, and partnership work. More to report next year!



Bird’s Eye View: Media & Public Outreach

- Approximately **6,540 agribusiness entrepreneurs** were engaged each week through CADE’s website, social media, and email campaigns.
- **7 unique press outlets**, reaching **459,700 people**, raised the visibility of the region’s food production capacity and product quality, including:





The CADE Herd



Pictured from left to right, top row: Erin Summerlee, Carlena Ficano, Phoebe Schreiner (staff), Bonnie Daily. Second row: Javier Divorato, Pat Dapazo, Ken Jaffe, Carlos Valery, Jr. Bottom row: Zaid Kurdieh, Madalyn Warren. Not featured: Shannon Finn, Judy Pangman.

Board of Directors

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

Zaid Kurdieh, Farmer and Owner, Norwich Meadows Farm

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

Madalyn Warren, Farmer and Owner, East Branch Farms

Javier Divorato, CPA, Comptroller, Catholic Charities

Bonnie Daily, retired attorney

Shannon Finn, Co-owner, Cowbella Dairy



Pictured from left to right: James Cagle, Rhiannon Wright, Kerry Mess, Phoebe Schreiner, Talia Holtzman, Karen Fairbairn

Staff

Phoebe Schreiner, Executive Director

Karen Fairbairn, Senior Communications Manager

James Cagle, Sr Program Manager

Rhiannon Wright, Program Manager

Kerry L. Mess, Manager, Operations & Administration

Talia Holtzman, Technology & Program Operations Coordinator

Kaitlyn Sirna, Sr Program Manager

Wendy Hunt, Director, Finance & Administration

Volunteers & Interns

Megan Guy, Intern, Access to Capital

Consultants

Marcia Shaw, Finance Consultant

QJM Multiprise

Katy Sparks Culinary Consulting

Johanna Kolodny, Consultant

Wild Tomato Consulting

Catskills Agrarian Alliance

Farm Commons

Farmhouse Consulting

Mostert, Manzanero & Scott, LLP

Handel Food Law



Financial Summary

REVENUE

Grant Revenue	\$139,214
Contract Revenue	\$499,683
Contributions	\$3,269
Program Revenue	\$240,924
Miscellaneous Income	\$240
Total:	\$883,330

EXPENDITURES

Programs	\$770,912
Administration	\$78,939
Fundraising	\$757
Total:	\$850,608
NET:	\$32,722

Funding Partners FY 23/24

Foundations

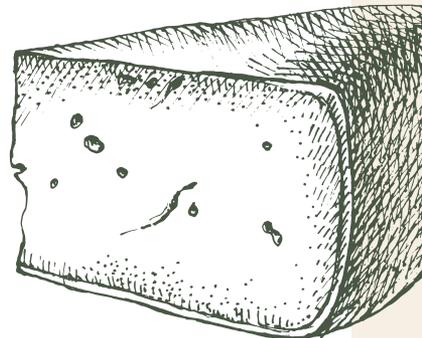
American Farmland Trust
Empire State Development
New York Council of Nonprofits
Community Foundation of Otsego County
New York State Department of Agriculture & Markets
USDA Beginning Farmer and Rancher Development Program
USDA Local Farm Promotion Program
USDA Rural Development
The Scriven Foundation

Earned Income

Glynwood
NYU Stern of Sustainable Business
Schoharie Land Trust

Individual & Business Donors

Delaware County Electric Cooperative
Anonymous donors



Thank you:



The Scriven Foundation



Center for Regional Food and Farming

Center for Agricultural Development
& Entrepreneurship
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Oneonta, NY 13820

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