



CADE

Center for
Agricultural Development
& Entrepreneurship

Fiscal Year 2019-2020

ANNUAL REPORT

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Vision & Mission

CADE envisions a vibrant food system in which locally owned agricultural businesses thrive and consumers are nourished by healthy, sustainably produced food. Our mission is to increase the number and diversity of successful farm enterprises and related businesses in New York.



www.cadefarms.org

Message from the Executive Director: Reflections on our Fiscal Year May 2019 - April 2020

Dear Friends,

The impact of COVID19 on New York's farm and food businesses this year cannot be overstated. Above all, the pandemic demonstrated the fragility of the global food supply chain and continues to reinforce the need for a strong local and accessible food system. Nationwide panic led to shortages of produce, meat, and other household staples caused by disruptions to global distribution systems, restaurant shutdowns, and worker availability and health issues.

Despite the many tragedies the virus unleashed in New York and globally, there was a surprising silver lining – many consumers recognized the value of buying local. Against this backdrop, small- and medium-scale farms in NY quickly shifted gears to meet a new spike in demand for locally sourced food. As the larger food system was disrupted, these businesses were flexible and resilient enough in their production methods and distribution strategies to mitigate the crises.

With CADE's support, local farms quickly and in many cases dramatically shifted their markets. Since March, many increased on-farm sales, moved to digital ordering systems, and even began offering home deliveries. Curb-side pick ups at farmer's markets burgeoned. In addition to direct-to-consumer markets that have seen spikes in demand, many local farmers reported a tripling in sales among local retail outlets that specialize in local food. Consumers shifted into cooking at home, avoiding grocery stores where possible, and sought out food that had the least possible "touch" across the supply chain.

Despite the rapid response of farm and food businesses to meet new food demand to feed their local communities, it is not without cost. Many reported significant loss in sales because of cancelled wholesale accounts with restaurants and other retailers experiencing diminished customer traffic. Small farms are particularly hard hit by restaurant closures, since restaurants provide a premium price for speciality products (unlike wholesale which requires greater volume to be profitable). Some CADE clients reported losing more than half their sales.

Early research indicates a \$688.7 million decline in national sales across local and regional food markets (food hubs, farm-to-school, restaurants), and a total loss to the economy of up to \$1.32 billion from March to May 2020 (*Local Food Economics*).



Since the onset of COVID19, CADE moved into rapid response mode – setting agendas among State policymakers about agribusiness challenges and needs, identifying new markets and relief programs for agribusinesses, facilitating local food purchasing for local food banks or other food box programs, and ensuring farm and food business entrepreneurs and workers had access to personal protective equipment (PPE) including masks and disposable gloves.

Finally, solutions for making farm and food businesses more resilient, sustainable and competitive in the context of pandemics, natural disasters, etc., have not historically figured prominently in Federal or State agricultural policy. CADE's research project, Vision 2050, intended to rally stakeholders on defining the future of NY's agricultural development, will now consider how to adapt the food system so that NYS is better prepared for food system upsets and ensure local communities can continue to access nutritious food in such times.

As always, we will continue to advance and advocate for a thriving New York State food system that supports vibrant, resilient farm and food businesses and nourishes our local communities.

Ever onward,



Phoebe Schreiner, CADE Executive Director



Kris Gildenblatt of Cooperstown Sewing Group shares a photo of masks being prepared for farmers.

I. Building a Stable Regional Food System

CADE is dedicated to securing the future of farming in New York and bolstering a vibrant regional food system. In 2019/20, CADE:

- Kicked off CADE's 2-year research project aimed at defining a long-term vision for regional agricultural development that enables New York State to become a leading regional foodshed for the Northeast U.S. by 2050 and leader for a sustainable, equitable, and profitable food system;
- Executive Director delivered a TedX Talk at Hartwick College entitled, "Why America Needs a New Foodshed" – garnering nearly 40,000 views on Youtube, articulating CADE's vision for the future of NY's food system, and enrolling public support;
- Published and disseminated a *Guide for Funders: How to Meet the Emerging Needs of New York's Farm and Food Businesses to 20* public/private funders, encouraging them to adapt their practices to meet the new/emerging needs of agribusinesses today;
- Published a Farm-to-Institution market assessment on institutional market behavior and food demand in the Mohawk Valley, mapping next steps for maturing the F2I market;



(continued on next page)

- Facilitated the ongoing food system work of the Mohawk Valley Food Action Network and Food Policy Advisory Council as part of our commitment to partnerships that strengthen the agricultural economy and local food system;
- Continued to be an active member of the Otsego County Environmental Alliance, the Otsego County Farmland Protection Plan Committee, the Otsego County Energy Task Force Economic Development Sub-Committee, and Congressman Delgado's Agriculture Advisory Council for the 19th Congressional District;
- Reached 138 million consumers through 75 unique press outlets mostly in New York's Major media market outlets – raising the visibility of the region's food production capacity and product quality;
- Engaged 75,000 agribusiness entrepreneurs through the FFBI website, social media, Youtube, and email campaigns;
- Became Regional Navigator with American Farmland Trust to matchmake farmland owners with beginning farmers to keep New York's farmland in production; and
- Launched a pilot program that will increase the number of NYS dairy farms that use selective dry cow treatment to reduce antibiotic use and advance sustainable farm practices.



II. Optimizing Production

Through our Farm & Food Business Incubator (FFBI) and Dairy Farm Support (DFS) Program, we provided business assistance to agribusinesses in the Mohawk Valley, the Southern Tier, and beyond through educational workshops, 1-to-1 advising services, referrals, access to value-added production facilities and culinary support for product development, and other direct hands-on support.

Through our Whole Farm Planning (WFP) and Selective Dry Cow Therapy programs, we are training a new cohort of agricultural service providers and farmers/vets respectively, equipping them with skills to scale sustainable farm practices and management plans.

Through our newest program – Farmland for a New Generation, run in partnership with American Farmland Trust – we are providing customized matchmaking support for new farmers and farmland owners invested in keeping their land in agriculture.

As a result of these programs and services, CADE helped optimize production, expand businesses, keep farmland in production, launch profitable new products, implement cost effectiveness, and more.

Results at a Glance:

QUANTITATIVE
578 farm and food businesses served
21 new beginning farmers entered local/regional food production, 14 socially disadvantaged
25 ag service providers trained to guide northeast farmers in creating whole farm management plans
46 unique business and 60 marketing plans developed
25 entrepreneurs piloted 2 unique new products
17 funders personally introduced to 75 farmers for networking and matchmaking through a high profile Access to Capital Conference
35 jobs maintained or created, and 4 new careers created
2 fiscal sponsorships established bring in \$4,000 in funding for 1 farm business
2 farmland owners matched with farmers ready to expand, keeping 447 acres of NY farmland in production

QUALITATIVE
Entrepreneurs ranked FFBI services and education programs 4.58 (out of 5) and the presentation of programs 4.50 (out of 5), resulting in increased business acumen
Entrepreneurs self-reported behavior change as a result of FFBI participation toward launching or expanding their businesses, including: finalizing a marketing plan, applying for a grant, finalizing an operating plan, investing in product development, and investing in market development
FFBI/Incubator model, business care curriculum, methodologies, and tools shared and replicated by CCE Oneida County for their "Recip to Market" program, resulting in 22 entrepreneurs receiving an additional 33 hours of training
Piloting selective dry cow therapy on 6 dairy farms in Eastern NY to reduce antibiotic use and increase sustainable practices, to be replicated and scaled through the development of a new curriculum that will "normalize" the practice statewide, and which increase cost effectiveness on dairy farms

STORIES FROM OUR CLIENTS:

“This is the kettle that we leased from CADE, and now own. It has been a valuable addition to our goat cheese operation – Thank You, CADE!” -

- Ilyssa Berg and Javier Flores, Painted Goat



“FFBI staff partnered with us to develop our business model and plan, network with potential suppliers and markets, and identify funding sources. We purchased 170 Main St., Jefferson on May 30, 2019 [for launching a grain processing mill]. With FFBI’s involvement, we utilized our business plan at CADE [to secure] Empire State Development funding, which resulted in a \$90,000 award in December 2019. With support from FFBI, in December 2019, we launched the Jefferson’s Blue Corn Griddle Cake Mix made with mostly NY grown organic grains and stone ground in NY. We sold more in March 2020 to 12 retail outlets. We continue to bring in other resources thanks to CADE referrals—such as a NYSERDA Tier 1 New Construction credit for an energy analysis, a Schoharie Area Long Term Recovery grant to pay for moisture mitigation, “angel” donations, and a construction loan.”

- Carol Greenman, Owner, Middle Brook Mill (Schoharie County)



III. Enhancing Infrastructure and Supporting Industries

Through CADE’s Incubator, as well as our Value Chain Facilitation (VCF), Farm-to-Institution (F2I), and Farm-to-School (F2S) programs, CADE implemented 1-to-1 mentoring, producer/buyer/investor matchmaking, research, and partnerships to strengthen the regional supply chain.

As a result of these programs and services, CADE helped enhance infrastructure and supporting industries, implement cost effectiveness, and more.

Results at a Glance:

QUANTITATIVE
37 producers (up from 33) used the 607CSA in cooperation with Myers Produce selling into NYC via wholesale and direct to consumer
\$290,000 in new grant funding facilitated for two key food processing infrastructure businesses – 1 meat processor (Otsego) and 1 grain mill (Schoharie) – representing a total investment of over \$1.2 million , with the potential to create 17 new full-time jobs
5 new distributors/food hubs now servicing farm and food businesses in the Mohawk Valley, ensuring entrepreneurs have access to NYC and Northeast markets in Rochester, Boston, Philadelphia, Washington DC, and other population centers (see CADE’s “Central NY Farmers’ Guide to Distribution” publication).

QUALITATIVE
Made progress toward unleashing the meat processing bottleneck in Central NY with new meat processing facility opening in Otsego/Delaware County
Enhanced dialogue among NY food hubs on building an Association of Food Hubs to increase economies of scale that would open new markets
Exposed supply chain gaps as a key obstacle to F2S local food procurement in Mohawk Valley, Southern Tier, and Central New York
Proposed solutions to gaps to stakeholders in F2S to garner support of infrastructure needs and changes from the ground up, increase participation in the program and improve education
Collaborating with F2S NYS leaders on establishing new technological infrastructure for matchmaking in F2S , as well as house toolkits for bid templates, auditing requirements, etc.



STORIES FROM OUR CLIENTS:

“Trying to set up a slaughterhouse, you need a lot of money. That’s where CADE has been a tremendous help, trying to help us secure different grants and funding but also help connect with different people who work for the town who oversee the industrial land.”

- Serkan Cambudak, co-owner, Catskill Processing Co
(Otsego/Delaware County)



IV. Expanding Markets & Sales

Through CADE’s Value Chain Facilitation (VCF), Dairy Farm Support (DFS) program, and Farm-to-School (F2S) programs, we provided educational workshops, offered 1-to-1 mentoring and advice, brokered relationships between producers and buyers, conducted market research, and promoted agribusinesses at trade shows and other marketing events to expand markets and sales for regional producers.

As a result of these programs and services, CADE helped expand markets and sales, increase revenue, enhance consumer demand for sustainable food production, and more.

Results at a Glance:

QUANTITATIVE
55% increase in sales of local agricultural products from \$1,288,272 to \$1,991,801
34 farmers and food businesses reported an increase in revenue
225 farmers and food businesses reported gaining knowledge about new market opportunities
341 new buyers connected with 86 unique farm producers
5 Catskill-area farms represented at 2 industry trade shows in NYC
86 farmers provided direct marketing education
10 farms received new marketing materials, including logo and label design, a new website, a print promotional materials, or a social media advertising campaign
51 farmers and farmers’ market managers instructed on pivoting to online sales and e-commerce

QUALITATIVE
Increased awareness of Farm-to-School market opportunities
Increased exposure of Pure Catskills brand and the region’s farmers in NYC at strategic marketing events
Increased public awareness of regional dairy farmers and dairy products at CADE-hosted “Forgotten Farms NYC Premiere” and “Watershed to Foodshed Farm-to-Table Forum” with NYC policy advocates and influencer
Piloted new bidding process for 4 public school districts in Tompkins County to prioritize meat purchasing sourced from farms that use reduced antibiotics
Enhanced brand visibility and product promotion for 21 Mohawk Valley producers through “NYC Watershed, Foodshed Wholesale Catalogue” publication, distributed to 484 New York City and local food buyers



STORIES FROM OUR CLIENTS:

“Over the past year, CADE provided technical support to help us transition from a CSA model to mail service, because our CSA sales model fell flat and home delivery by mail appeared to have more growth potential. CADE worked with us to launch a social media advertising campaign to educate consumers about our offerings, which reached 29,160 new potential customers and resulted in 742 visits to our new online store. CADE also provided research, writing and editing support in submitting our Value-Added Producers Grant application to the USDA to expand our marketing capacity. We’re excited to move into new marketing directions for our pasture-raised livestock farm thanks to CADE.”

– Edmond Brown, Co-owner,
Cairncrest Farm (Otsego County)

Cairncrest Farm



“Thanks to CADE, I gave a presentation at the NYC premiere of the documentary ‘Forgotten Farms’ to a crowded audience. The screening and public discussion with NYC consumers and influencers gave me the chance to showcase my new brand and products. It also gave myself and the other dairy farmers in the room the rare chance to discuss the realities we face and what dairy farmers need to grow and thrive today. Dairy farming has an important place in New York’s economy and food system and sharing our experiences with consumers and policy makers helps preserve that legacy.”

– Kyle Clark, farmer and Owner, Clark Dairy Farms
(Delaware County)

**CLARK
FARMS**
CREAMERY



Left to right: Lorraine Lewandrowski, dairy farmer and lawyer; Shannon Finn, farmer and owner of Cowbella Creamery; Kyle Clark, farmer and owner of Clark Dairy Farm; Sarah Gardner, filmmaker, Forgotten Farms; Lauren Melodia, CADE.

Media & Public Outreach

Fundamental to our work is reaching consumers, inspiring them to buy local, sustainably produced food from New York. In 2019/20, CADE expanded its outreach through mainstream media and social media.

138M consumers reached
raising the visibility of New York's production capacity and unique product quality

75,000 agribusiness entrepreneurs engaged
through CADE's website, social media, Youtube, and email campaigns

75 media outlets featured work of CADE

Featured in:

TEDx

AP

U.S. News & WORLD REPORT

POLITICO

TIMES UNION

ithaca journal
PART OF THE USA TODAY NETWORK

The Daily Star



The Team: CADE's Herd



Front row from left to right: Kimberly Ferstler, Lauren Melodia, Kaitlyn Sirna. Middle row: Phoebe Schreiner, Judy Pangman. Back row: Carolyn Lewis, Jim Manning, Ken Jaffe, Carli Ficano, Walter Riesen, Erin Summerlee. Absent: Christina Hunt-Wood, Taier Perlman, Tianna Kennedy, Mark Davies.

BOARD OF DIRECTORS

Carlena Ficano, Ph.D., Professor of Economics & Chair, Department of Business Administration and Accounting, Hartwick College (Board Chair)
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Erin Summerlee, Food & Health Network Director, Rural Health Network of South Central New York (Board Secretary)
Mark Davies, Ph.D., Professor of Education, Hartwick College
Christina Hunt-Wood, Farmer and Co-Owner, Muddy River Hops, LLC
Ken Jaffe, M.D., Owner, Slope Farms LLC
Tianna Kennedy, Farmer and Co-owner, Star Route Farm / 607 CSA
Judy Pangman, Community Development Director, City of Oneonta and Farmer and Co-Owner, Sweet Tree Farm
Taier Perlman, Esq., Staff Attorney, Legal Services of the Hudson Valley
Walter Riesen, Farmer and Co-owner, Star Route Farm

STAFF

Phoebe Schreiner, Executive Director
Lauren Melodia, Senior Program Manager
Jim Manning, Senior Program Manager
Kaitlyn Sirna, Program Manager
Kimberly Ferstler, Office Manager

CONSULTANTS & VENDORS

Nicholas Bruckman, Gabe Elder, Lizzy Coplin, People's Television, Inc.
Caitlin Foley, Antibiotic Stewardship Consultant
Tianna Kennedy, Farmland for a New Generation Consultant
Rebecca Morgan, Senior Food System Advisor
Marcia Shaw, Finance Consultant
Amy Stoddard, Marketing & Design LLC
Sarah Williford, Whole Farm Planning Consultant

VOLUNTEERS & INTERNS

Danielle Campbell, Communications Intern
Bernard Corbett, Business Development Intern
Jake Houston, Finance and Supply Chain Intern
Erin MacLeod, Knowledge Management and Data Systems Manager
Julia Marquis, Sales and Marketing Intern
Jennifer Paszko, Local Food System Development Intern
Abby Pfingst, Communications Intern
Gabriel Rater, Agricultural Climate Policy Research Intern

Financial Summary

REVENUE	
Private Foundations	\$145,924
Federal	\$264,650
New York State	\$89,340
Earned Income	\$6,500
Individual Contributions	\$109
Other	\$4,937
TOTAL	\$511,460
EXPENDITURES	
Programs	\$458,474
Administration	\$49,011
TOTAL	\$507,485
NET OPERATING REVENUE	\$3,975

Acknowledgements

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Report:

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Funders & Funding Partners

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Cornell Cooperative Extension | Oneida County



The Scriven Foundation



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