



CADE
Center for
Agricultural Development
& Entrepreneurship



ANNUAL REPORT

FISCAL YEAR 2020-2021

cdefarms.org

CONTENTS



Message from the Executive Director:

Reflections on 2020/21

Who We Are

Impact

Regional Food System Development: Vision 2050

Farmland Access

Farm and Food Business Incubator

Antibiotic Stewardship

Value Chain Facilitation

Institutional Market Development

Media & Public Outreach

The Team

Financial Summary

Funders & Partners

Acknowledgements



MISSION AND VISION

The Center for Agricultural Development and Entrepreneurship (CADE) is a 501(c)3, not-for-profit organization, established in 1991, whose mission is to increase the number and diversity of successful farm enterprises and related businesses in New York. CADE seeks to build a vibrant food system in which locally owned agricultural businesses thrive and consumers are nourished by healthy, sustainably produced food.

CADEFARMS.ORG

MESSAGE FROM THE EXECUTIVE DIRECTOR

on the fiscal year May 2020 – April 2021

Dear Friends,

Reflecting on the last year reminds us how earthshaking COVID19 has been for many of New York's farm and food businesses.

Regardless of farm size, many businesses lost access to their established markets as a result of safety and social distancing protocols and supply chain disruptions—including restaurants, retail outlets, institutions, and others. The loss of sales was compounded by the high cost burden of pivoting business models, shifting to new markets, purchasing single-use packaging and other pandemic-related expenses, and moving into home deliveries or other distribution methods.

Despite challenges, we also witnessed a few silver linings. Because many consumers began to recognize the value of buying local, some farmers who sold into direct-to-consumer or local retail market outlets reported that business boomed. Some of our clientele reported a tripling in sales through their on-farm stores and among local retail outlets. For those able to transition into e-commerce, many saw an increase in digital ordering or requests for home deliveries due to consumers' readiness to order local food online. Businesses that had established agritourism infrastructure, such as farm stays, reported seeing their busiest year ever, as families sought out weekend "get aways" far from crowds.



Asking our clients how to support them, CADE pivoted rapidly to ensure we could respond to emerging needs. We offered distance learning workshops and remote consultations on e-commerce/online sales solutions and other strategies for transitioning markets. We disseminated information on PPP loans and other federal government relief programs for farmers. To sustain strong sales among local food businesses and keep food pantries stocked with nutritious local food, we promoted Nourish NY, the federal Family Food Box Program, and launched our own Farm-to-Pantry project in our home-base of Otsego County—resulting in more than \$3M in sales. We reached out to State-wide food hubs and other food aggregators to assist them in aggregating and purchasing more food, especially from small/mid-sized farms, to keep sales strong. To name a few!

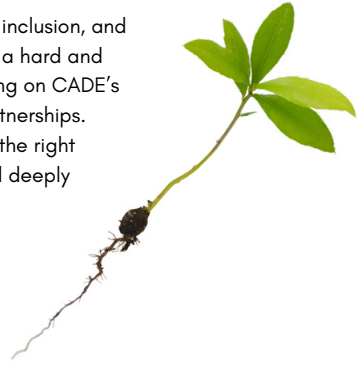
Yet the last year was not only affected by COVID19. The pandemic put the realities of America's deep structural racism into the national spotlight. Black and Brown communities were particularly hard hit by the virus—compounded by lack of access to affordable, nutritious food. George Floyd's murder prompted a new reckoning point among many Americans.

Connecting with food justice leaders calling for systems change in the food system, CADE made a commitment to take a hard look at New York's food system and at ourselves--to recognize and take steps to address structural racism that exists in our own ecosystem. At CADE, we want to see a food system that delivers for everyone, and a level playing field for all farm and food business entrepreneurs.

In the time we began our journey to explore how we center equity, inclusion, and multiculturalism through the organization, we have needed to take a hard and honest look at our readiness and capacity to do this work--reflecting on CADE's history, values, internal systems, people, culture, programs, and partnerships. It is clear we have a long journey to make, but we know we are on the right road, and are learning. The process has been both institutional and deeply personal for all who make up CADE.

We look forward to sharing more as our processes unfold.

With love and solidarity,
Phoebe Schreiner
Executive Director



OUR CULTURE

CADE is a community of agricultural entrepreneurs and specialists who value:

SUSTAINABILITY COLLABORATION INCLUSION
TRANSPARENCY INNOVATION

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.

REGIONAL FOOD SYSTEM DEVELOPMENT: VISION 2050

Last year, CADE kicked off a research and advocacy 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 and a leader for a sustainable, equitable, healthy, and profitable food system by 2050.

This multi-year research and visioning project is bringing stakeholders together across the food system to ask them - what do you want to see for New York's future? - and create a roadmap to get us there. Ultimately, the Vision 2050 document will become an advocacy tool to set agendas for our political leaders on shaping our future food system and strengthening agricultural development for the next generation.

Working in partnership with Cornell University's Dyson School of Applied Economics, the Cornell Small Farms Program, and faculty from Hartwick College, Columbia University, and SUNY Cobleskill-and with input from friends from the New England Food Vision-CADE is conducting Statewide focus groups, promoting surveys, and using other primary and secondary research methods to capture our collective food system goals. More continues through 2022!

Ultimately, the Vision is intended to help accelerate sustainable agricultural economic development; increase food security; mitigate climate change; and create green jobs throughout the farm and food sector by 2050-ensuring NYS can fulfill its long term potential.

FARMLAND ACCESS

Committed to keeping New York farmland in production, CADE partners with American Farmland Trust and the Schoharie Land Trust to matchmake farmland owners and seekers in Schoharie, Otsego, and Delaware Counties.



Bird's Eye View

- 4 farm transfers
- 638 acres protected
- 10 properties promoted

CLIENT SPOTLIGHT

Kara Nuti

Rosidae Farm Schoharie County

"My husband and I have been looking to purchase farmland for the past 4 years to produce truffles and other varieties of mushrooms in New York state. We were fortunate enough to come across the listing of 165 acres on nyfarmlandfinder.org posted by CADE. Our goal is to continue to preserve the farmland and grow crops that are new to the area." Kara Nuti, beginning farmer and owner



FARM & FOOD BUSINESS INCUBATOR

CADE and SUNY Cobleskill's Farm and Food Business Incubator supports agribusinesses across the supply chain with a full suite of business services--from incubation of value-added products, to producer/distributor matchmaking, access to capital, market research, branding advice, producer/buyer matchmaking, and more.

**CADE
clients
reported
that they
sought
support
for:**

Identifying alternative funding
11%

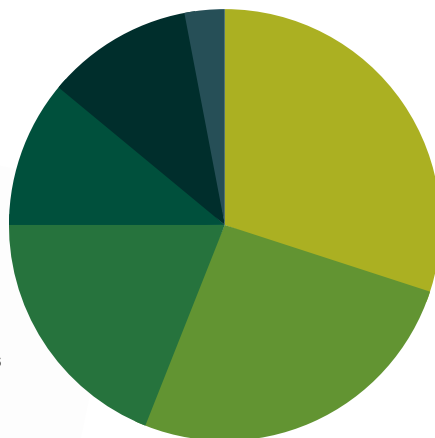
Other
3%

General management
11%

Networking
30%

Applying for grants
19%

Marketing
26%





BIRD'S EYE VIEW

Farm & Food Business Incubator

CLIENTS
SERVED

FFBI

Clients served through online educational workshops, distance learning, or 1-to-1 advising:

- 309 agribusinesses
- 11 beginning farmers, 100% socially disadvantaged

Clients served through distance learning, website resources, newsletters, email campaigns, or social media:

- 4,481 on social media
- 7,017 via website resources
- 1,219 via newsletters
- 19,000 total digital engagements

As a result of CADE services, Clients reported:

- 30% launched new products
- 91% increased business acumen
- \$673,539 secured in grants or investments
- Added 7 full time jobs



CLIENT SPOTLIGHT

Michelle Rivera

Earth Root Farm

Schoharie County

"I came to CADE for guidance on business planning and technical assistance in fermentation for my new apple cider vinegar business. They are always able to help any individual who requires it, and they spend enough time as needed with the topics that we want to discuss with them."

- Michelle Rivera, beginning farmer and owner

ANTIBIOTIC STEWARDSHIP

In collaboration with Milk Quality Production Service (QMPS) of Cornell University, CADE continued its work to launch a new curriculum for dairy farmers and herd veterinarians to scale up Selective Dry Cow Therapy (SDCT)--a practice that reduces on-farm antibiotic use by 50-80%.

Since the 1960s, blanket treatment of whole herds became the standard practice used by farmers and herd veterinarians to address mastitis. But overuse of antibiotics in animals and humans has resulted in the emergence of bacteria that are antibiotic resistant, reducing the effectiveness of antibiotics, thus posing a threat to public health. This initiative gives tools to dairy farmers and herd veterinarians to transition to SDCT, save money on pharmaceutical treatment costs, meet growing consumer demand for reductions in antibiotic use, and lead the nation in advancing models for antibiotic stewardship.





BIRD'S EYE VIEW

Antibiotic Stewardship

THE FACTS

- 8,000 cows enrolled
- 10 dairy farms in Eastern New York
- mix of small/large scale farms, herd sizes 50-2,000
- 1 curriculum under development

WWW.SDCTGUIDENY.ORG

CLIENT SPOTLIGHT

**Matthew
Gray**

**Jean Nel Farm
Delaware County**

"I represent the next generation on my family's dairy farm. As a young person taking over leadership, I'm excited to be an active participant with CADE and QMPS in advancing farm management practices that allow us sensible use of antibiotics in animals that need them yet reduce their use in animals when they are not necessary."

- Matthew Gray, dairy farmer

VALUE CHAIN FACILITATION

To keep farm and food businesses thriving and meet market demand for NYS products, CADE offered support to our clients to evaluate and implement business solutions to address market trends. We conducted extensive market research for market-ready clients, provided technical assistance for clients to meet buyers' needs, increased marketing and sales infrastructure for farmers, facilitated connections between buyers and clients to enhance sales, and more.



BIRD'S EYE VIEW

34%

accessed new markets

256%

growth in sales reported by participating farmers

\$673,539

secured in grants or investments for local businesses across the value chain-- including aggregation as well as meat, dairy, and grain processing enterprises enabling them to add value to their farm products in the future

3

regional/NY food hubs and distributors expanded their capacities to aggregate and procure more local food products to be distributed across NYS and the Northeast

41

farmers were assisted with adapting to new "pandemic markets", such as online buying platforms and other e-commerce solutions like farmers' markets' curbside pick ups

PLUS...

published "A Central New York Farmers' Guide to Distribution", intended to increase market access for regional farmers

AND...

conducted research on farmers markets to assess new COVID19 realities, resulting in findings that showed farmers market vendors nearly doubled their sales, thus encouraged other farmers to take advantage of farmers' markets renewed popularity



CLIENT SPOTLIGHT

**Chris
Hartman**

Headwater Food Hub Monroe County

“CADE’s holistic and informed perspective, coupled with their research, education, and network building focus, makes CADE an essential part of the collaborative efforts unfolding to transform our regional food system. As an organization committed to being part of operationalizing our shared vision of a socially and environmentally sustainable, economically vibrant food system, Headwater Food Hub sees CADE as an important partner and catalyst for positive change.”

- Chris Hartman, Founder and President,
Headwater Food Hub



**HEADWATER
FOOD HUB**

Headwater Food Hub, outside of Rochester NY, works with more than 200 New York farmers, processors, and food producers with a focus on serving institutions, schools, retailers, processors, and other distributor partners.



INSTITUTIONAL MARKET DEVELOPMENT

Committed to increasing market demand for NYS farm products in the context of COVID19, CADE launched new programming to enhance institutional capacity to procure more local food, including working with food banks and emergency food programs for feeding low income communities hit hardest by the pandemic. This work is creating a “double win” in New York—ensuring more consumers have access to healthy, farm fresh food, and enhancing sales for producers.



BIRD'S EYE VIEW

rolled out a farm-to-pantry initiative that resulted in **\$10,000** farm sales of nearly **5,000** pounds of fresh local produce for **6** Otsego food pantries to feed **2,000** consumers - in partnership with the Hunger Coalition of Otsego County, the 607 CSA, Slate Foods, and Cedar Hedge Farm

\$3M in sales for Smith Packing - a client who successfully bid on USDA's Farmers to Families Food Box Program with CADE support, supplying **6,000** boxes of dairy products from Oneida County to the Central NY and Capital Region Food Banks

launched a new training program for Mohawk Valley institutions led in partnership with Lenox Hill Teaching Kitchen to build their capacity to procure more local food—from adopting a local food buying policy, to adopting cost effectiveness strategies, to new scratch cooking seasonal recipes, and more.



launched **ripeCommunity** an online matchmaking platform and directory that allows food producers and food buyers - including farmers and school districts, distributors, food processors alike - to increase local food procurement

online: ripeio.com/community

ripeCommunity was featured in a BBC program on October 14, 2020, "Follow the Food!" in the segment, "How to feed people during a pandemic" (13-16 min into the program):
bbc.com/reel/playlist/follow-the-food



Smith Packing Oneida County

“With assistance from CADE we were able to put together a successful application and become an approved vendor for the USDA’s Farmers to Families Food Box Program. CADE staff assisted us in interpretation of the parameters of the application and in identifying potential suppliers which were essential to the success of our application.”

- Eric Smith, President, Smith Packing



BIRD'S EYE VIEW

MEDIA & PUBLIC OUTREACH

**260
MILLION**

consumers reached raising the visibility of New York’s production capacity and unique product quality

19,000

agribusiness entrepreneurs engaged through CADE’s website, social media, Youtube, and email campaigns

10

media outlets featuring the work of CADE, including:



THE TEAM

Board of Directors & Staff

BOARD

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

Carolyn Lewis, Regional Development Manager, Friends of Bassett Healthcare Network (Board Treasurer)

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

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

Walter Riesen, Farmer and Co-owner, Star Route Farm

Mark Davies, Ph.D., Professor of Education, Hartwick College

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

Christina Hunt-Wood, Farmer and Co-Owner, Muddy River Hops, LLC

Carlos Lenon Valery, Jr., Farmer and Owner, Orinoco Cattle Products & Farms

STAFF

Phoebe Schreiner, Executive Director

Lauren Melodia, Senior Program Manager

Jim Manning, Senior Program Manager

Kaitlyn Sirna, Senior Program Manager

Dara Boyd, Communications Manager

Wendy Hunt, Finance & Administration Manager

Rhiannon Wright, Program Associate

Devin Lilly, Program Associate

the team continued

CONSULTANTS

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
Mike Parker, Distance Learning Consultant
Sarah Williford, Whole Farm Planning Consultant
Joe Damone, Joe Damone Photography

VOLUNTEERS

Erin MacLeod, Knowledge Management and
Data Systems Manager
Greta Taylor, Farmers Market Outreach



FINANCIAL SUMMARY

REVENUE

Private Foundations	210,819
Federal Funds	302,763
New York State Funds	139,850
Earned Income	355,000
Individual Contributions	100
Other	2,034

TOTAL 1,010,566

EXPENDITURES

Programs	888,374
Administration	98,792

TOTAL 987,166

NET OPERATING REVENUE 23,400



FUNDING PARTNERS

Funding Partners

American Farmland Trust
Appalachian Regional Commission
Chobani Impact Fund
Empire State Development
Mother Cabrini Health Foundation
New York Council of Nonprofits
New York Farm Viability Institute
O'Connor Foundation
Scriven Foundation
SUNY Cobleskill
USDA Farmers' Market and Local Food Promotion Program
USDA Food and Nutrition Service
USDA Education and Workforce Development Program
USDA Rural Business Development
Delaware National Bank
Anne Saxelby from Saxelby Cheesemongers
Amazon Smile
Phoebe Schreiner
Lisa Goss
Pat Sprott
John Rivett
Christina Hunt Wood
Anonymous

Fiscal Sponsors

Workforce Development
Schoharie Land Trust
The 607 CSA
Star Route Farm

*CADE IS GRATEFUL TO OUR
SUPPORTERS WHO
MAKE OUR WORK AND
IMPACT POSSIBLE.*





The Scriven Foundation

The A. Lindsay & Olive B.
O'Connor Foundation



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