

CADE

Center for  
Agricultural Development  
& Entrepreneurship



2018-2019

ANNUAL REPORT



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# CADE 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.

## Board of Directors

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

**Tianna Kennedy**, Farmer and Co-owner, Star Route Farm / 607 CSA (Board Vice 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 & Co-owner, Sweet Tree Farm

**Taier Perlman, Esq.**, Staff Attorney for the Rural Law Initiative, Government Law Center, Albany Law School

## Staff

**Phoebe Schreiner**, Executive Director

**Lauren Melodia**, Senior Program Manager

**Jim Manning**, Senior Program Manager

**Corey Luchetta**, Program Manager

## Consultants

**Jamie Bianco**, Business Planning Consultant

**Hannah Leighton**, Farm-to-School Consultant

**Marcia Shaw**, Finance Consultant

**Sarah Williford**, Whole Farm Planning Consultant

## Interns

**Hellen Cordova**, Policy & Advocacy Intern

**Jeff Finen**, Supply Chain Intern

**Sabrina Hartwell**, Sustainable Food Policy Intern

**Joe Nolan**, Policy & Advocacy Intern

# Message from the Executive Director

Dear Friends,

The new USDA Census of Agriculture data is in and trends are troubling. According to the recently released Census from 2012 to 2017, the Mohawk Valley and Southern Tier saw a net decrease of 395 farms (9.5%) and 262 (4.7%), respectively – compared with a statewide decline of 2,099 (5.9%). While the dairy sector has been the hardest hit, small farms of all types have been affected.

Yet despite these challenging trends, many farm and food businesses are keeping their chins up, taking continued poor forecasts in stride, adapting to market forces, and coming up with innovative solutions to keep their businesses – and the local agricultural economy – going strong. In the last year, CADE was proud to stand alongside them offering our services and support.

In 2018/2019, we were delighted to work with 504 farm and food business entrepreneurs from more than 13 counties in the Mohawk Valley and Southern Tier of New York and beyond. We were able to:

- Facilitate nearly \$600,000 in capital investment for six enterprises across the food supply chain, targeting – in particular – meat processors to unleash the meat supply bottleneck and dairy businesses to transition to value-added production;
- Offer marketing support to 55 businesses that resulted in \$1,288,272 in sales of local products with regional and NYC-based buyers – a 117% increase from the previous year;
- Support the development of five unique business plans, including for two aggregation and distribution enterprises;
- Work with farms to develop eight new value-added products, helping them tap into new market opportunities; *and more!*

CADE recognizes that aggregation and distribution of local products is pivotal to keep New York's small farms thriving, especially at a time when "get big or get out" market forces dominate. In 2018/2019, CADE offered business planning support and facilitated capital investment to two food distributors, and identified other distribution enterprises that can serve the unique needs of farm and food businesses in our region. We will continue to promote these opportunities to keep the local food economy strong.

In addition to providing support to individual agribusinesses, CADE has also been identifying macro-level opportunities across New York to grow the agricultural economy as a whole.

Last year, we proudly put forward a vision for long-term agricultural development across New York. In sum, given the realities of climate change-driven drought

in America's current foodsheds in California and the MidWest – which cannot sustain current levels of agricultural production – we believe water-abundant New York has the potential to become America's next foodshed.

With support from Governor Cuomo's office vis-a-vis Empire State Development, we will soon embark on research in partnership with Cornell University and SUNY Cobleskill to create a research-informed roadmap to make New York a leading foodshed for the Northeast United States by 2050. Yet even without the completed research in hand, we are already seeing the impact of this vision in public dialogue – from one of concern that New York agriculture is on the decline, to one of hope and promise for the future.

As a stepping stone to reaching all new levels of agricultural production by 2050, CADE is committed to fulfilling New York's farm-to-institution/school potential in the near term. In 2018/2019, CADE partnered with Cornell Cooperative Extension – Oneida on mapping market habits and demand for local food among private and public institutions across the Mohawk Valley. We look forward to continuing this work as a next phase to help facilitate access of local farms to these market opportunities.

Finally, CADE recognizes that building a strong agricultural economy and regional food system requires partnership. In the last year, we doubled our efforts to engage diverse stakeholders and enhance collaboration to help scale the impact we ALL seek to achieve. CADE is proudly facilitating the Mohawk Valley Food Policy Advisory Council and brought in new partners in all our many programs. We also began offering lessons from our Farm & Food Business Incubator (FFBI) to three other agribusiness incubators around New York. Simultaneously, CADE became an active member of Congressman Delgado's Agriculture Advisory Council for the 19th Congressional District, the Otsego County Farmland Protection Plan Committee, the Otsego County Energy Task Force Economic Development Sub-Committee, the Farm-to-School Task Force of Delaware County, and the Technical Committee of the Northeast Sustainable Agriculture Research and Education.

In the report ahead, you'll read how CADE fulfilled its commitment to making farm and food businesses thrive, made possible by you – our clients, partners, and funders.

Ever onward!



Phoebe Schreiner, Executive Director

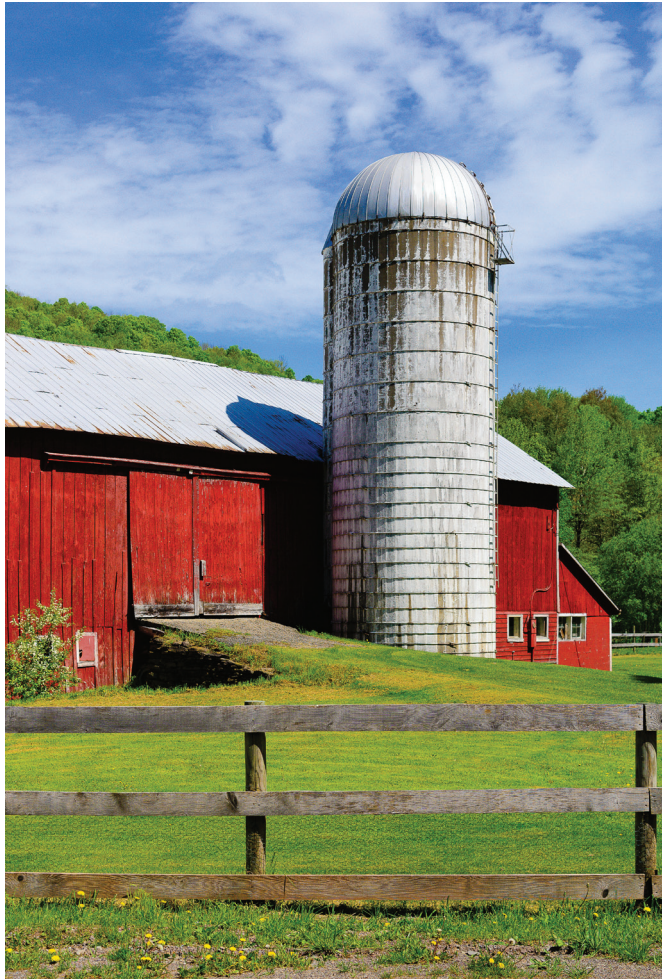
# I. Building a Stable Regional Food System

**“Our commitment is to make farm and food businesses thrive by building a *STRONG REGIONAL FOOD SYSTEM*. We achieve this by working across the food supply chain.”**

– Carli Ficano, CADE Board Chair and Economics Professor, Hartwick College

CADE is dedicated to securing the future of farming in New York State and bolstering a vibrant regional food system. In 2018/2019, we were able to:

- Put forward 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. With support from Governor Cuomo’s office vis-a-vis Empire State Development – and in partnership with Cornell University and SUNY Cobleskill – we will move into the research phase of this project in 2019 and detail concrete steps to realize this ambitious goal.
- Begin reshaping the public narrative on New York agriculture in general and small farms in particular – from one of decline to one of promise.
- Enhance partnerships among public, private, and non-profit players in the agricultural sector in order to break down silos, encourage inter-agency learning and collaboration, and scale impact.



## II. Optimizing Production

**“The first step to creating a strong regional food system is *OPTIMIZING PRODUCTION* so we have a diverse, fresh supply of nutritious, local agricultural products with which to feed our communities.”**

– Walter Reisen, CADE Board Member and Co-Owner, Star Route Farm

Through our Farm & Food Business Incubator (FFBI) and Dairy Farm Support (DFS) program, we incubated and provided business assistance to agribusinesses in the Mohawk Valley, the Southern Tier, and beyond through workshops, 1-to-1 mentoring, referrals, and direct hands-on support. Through our Whole Farm Planning (WFP) program, we trained a new cohort of agricultural service providers equipped to support farmers in building whole farm management plans. As a result, CADE helped optimize production, expand businesses, implement cost effectiveness, and more.



### QUANTITATIVE

**504** farm and food businesses served, up from 187 in 2017-18 (nearly triple!)

**25** agricultural service providers trained to guide **125** farmers across the Northeast in creating whole farm management plans

**5** farm/food business plans developed to be eligible for capital investment

**8** novel value-added food products developed to tap new market opportunities

**\$230,000** facilitated in capital investment for value-added dairy enterprises

**100%** entrepreneurs reported “extremely satisfied” with services

### QUALITATIVE

Increased client readiness for making capital investment business pitches

Increased connections and connectedness among farm/food businesses who reported previous isolation

Increased client ability to determine resources available to them

Enhanced client efficiency on use of resources

### STORIES FROM OUR CLIENTS:

“CADE has been ‘mission-critical’ for our business, especially at a time when the dairy industry has been struggling. In the last year, CADE offered a lifeline not only in moral support, but also helping us earn a business certificate to be eligible for business grants; secure capital investment of \$28,000, including for marketing of and equipment purchases for our soon-to-be launched new value-added product line; inventory our marketing and branding asset needs; secure legal support for legal restructuring; enhance our ‘business pitch’ as we approach investors; and make decisions on our options for accessing a suitable creamery for value-added production and more.”

– Shannon and Dan Finn, Danforth Jersey Farm (Schoharie County)

### III. Enhancing Infrastructure and Supporting Industries

**“A strong food system not only requires a great food supply from thriving farms, but also an efficient supply chain operated by thriving SUPPORT INDUSTRIES – like businesses that aggregate food products (such as food hubs), businesses that process food (such as commercial kitchens or distilleries), co-packers that package the food, and trucking and logistics businesses that get food to market. Without a strong supply chain, New York small farms cannot endure.”**

– Ken Jaffe, M.D., CADE Board Member and Owner, Slope Farms

Through CADE’s Incubator, as well as our Value Chain Facilitation (VCF), Farm-to-Institution (F2I) and Fiscal Sponsorship programs, CADE implemented 1-to-1 mentoring of infrastructure businesses, business/investor matchmaking, research, and partnerships to strengthen the regional supply chain that supports New York’s agricultural producers.



#### QUANTITATIVE

**33** producers (up from 25) used the regional food hub for selling into NYC, maintaining or securing **15** wholesale accounts

**3** business plans developed for distributors and meat processors to be eligible for capital investment

**\$13,600** facilitated in capital investment to **2** food aggregators/distributors

**\$350,000** facilitated in capital investment to **2** meat processors

#### QUALITATIVE

Exposed supply chain gaps as a key obstacle to farm-to-school local food procurement in Southern Tier in preliminary research

Identified new food distributors servicing or open to serving our region (soon to be public)

Enhanced dialogue among food hubs resulting in greater coordination, resource sharing, and increased services to more area farmers

Made progress toward unleashing the meat processing bottleneck

#### STORIES FROM OUR CLIENTS:

“CADE assisted me in finding an ideal location for my meat processing facility in the Walton Industrial Park. They also helped the Delaware County IDA facilitate my highly-successful grant application to Empire State Development, which will grow my business significantly and provide more options for both farm profitability and buyer accessibility. I can’t wait to continue my work with CADE to access the region’s best pastured livestock producers and help them connect directly with eager buyers in New York City and beyond. I’m very glad that CADE actively supports and promotes businesses like mine!”

– Adam Tiberio, Tiberio Custom Meats  
(Delaware County/New York City)



## IV. Expanding Markets & Sales

**“A strong regional food system requires *MARKETS* – buyers, and consumers alike – to value locally-sourced, sustainably produced food products. When all of us use our purchasing power to buy local, there is no end to the community benefits – including keeping wealth, and nutrition, in the community.”**

– Lauren Melodia, CADE Senior Program Manager

Through CADE’s Value Chain Facilitation and Farm-to-Institution programs, we implemented workshops, 1-to-1 mentoring, producer/buyer matchmaking, and research to expand markets and sales for regional producers.



### QUANTITATIVE

**55** farmers received 1-on-1 marketing and sales assistance (doubled)

**287** new buyers connected with **55** unique farm producers

**117%** increase in sales of local ag products from \$593,088 to \$1,288,272

**10** Catskill-area farms represented at **2** industry trade shows in NYC

**110** farmers provided marketing education at three ag conferences

### QUALITATIVE

Mapped market habits and demand for local farm-to-institution sector

Increased exposure of *Pure Catskills* mother brand of Catskill regional producers at NYC marketing events

Expanded marketing and sales support to more farmers in more markets

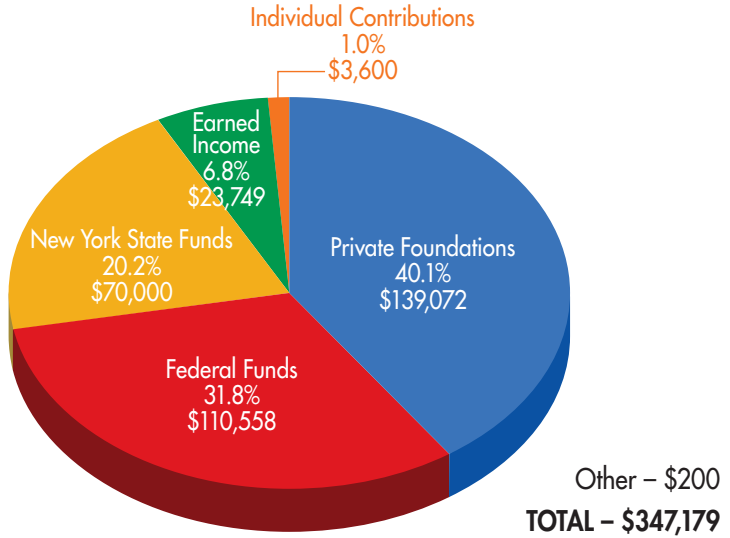
### STORIES FROM OUR CLIENTS:

“In the last year, CADE played a critical role in facilitating the 607 CSA’s business plan. I am now using the plan to grow our aggregation and distribution capacities to benefit area farmers, facilitate capital investment in my business enterprise as well as to grow our market. The 607’s next stage of growth will entail its own business designation, full-time staff, the addition of a web-store for a la carte purchases, and project-management software upgrades. By 2020 the 607 CSA will double its reach and impact. The 607 CSA will continue to rely on and invite CADE support as we grow as our enterprise.”

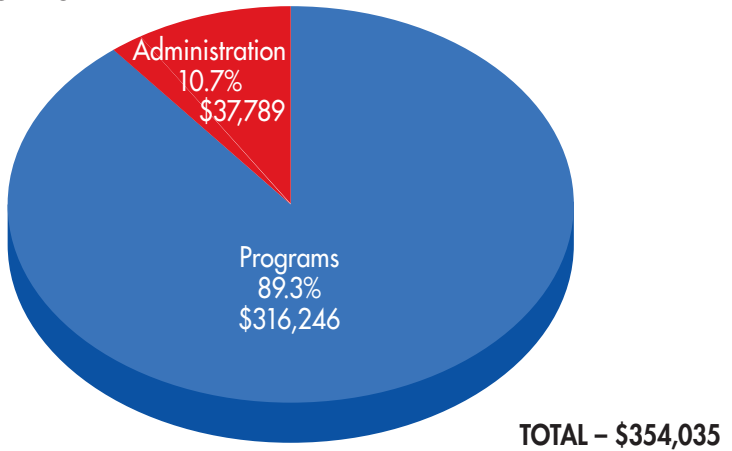
– Tianna Kennedy, 607 CSA and Star Route Farm (Otsego County)

# Financial Summary

## REVENUE



## EXPENDITURES



NET ASSETS	AMOUNT
Net Assets, beginning of year	\$143,889
Net Assets, end of year	\$137,034
Decrease in Net Assets	-\$6,855

## Funders & Partners

CADE is grateful to our funders and partners who make our work – and our impact – possible:

Scriven Foundation

*The Scriven Foundation*

USDA Farmers' Market and Local Food  
Promotion Program



USDA Rural Business Development

SUNY Cobleskill

SUNY Cobleskill

Northeast Sustainable Agriculture Research &  
Education (NESARE)



Cornell Cooperative Extension – Oneida County

Organic Growers' Research and Information-  
Sharing Network (OGRIN)

**Cornell Cooperative Extension** | Oneida County



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# CADE

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