



ANNUAL REPORT
2020
(The Virtual Year)

Counsel, Capital, Connections
Your community business partner since 1979

fccdc.org

Dear Members and Friends:

We used the word “pivot” a lot in 2020 as we tried to figure out how to keep things going as COVID-19 changed everything.

- We pivoted by repackaging frozen vegetables from large bulk boxes for schools to smaller bags for retail outlets.
- We pivoted from helping entrepreneurs with their business plan and strategic thinking to helping existing businesses secure grants to help them continue.
- We pivoted from making new loans to start-up businesses to providing interest only payments and deferments to existing borrowers.
- We pivoted by lowering rent to tenants and deferring payments for those who needed it.
- We pivoted by purchasing bulk amounts of face masks and gave them out to area businesses.
- We pivoted by getting most staff hooked up to work remotely.

We made these pivots because we thought they were the right things to do. Most of them cost the FCCDC money that we had not budgeted for, but as a Community Development organization our mission is to support our community. We are very proud of the FCCDC staff and Board for stepping up and stepping in. And we are proud that we have great partners and supporters. Several of our funders saw the proactive work and increased their funding, while local donations continue to support this important work.

The Franklin County economy has suffered, like everywhere, but our diverse small businesses are a strength during periods like this. The belief that many local small businesses were better than a few large companies gave rise to the FCCDC and is still important today. Thank you to all the small businesses for working as hard as you do.

We are finalizing our Strategic Plan and are dedicated to ensuring our services are welcoming and available to everyone regardless of income or wealth. We are also deepening our work on issues of structural racism, implicit bias, equity, power and the white supremacy culture. Going forward we will continue to expand our programs and geographic area throughout western MA. We are excited about the soon to be launched MA Agricultural Innovation Center based at our Western MA Food Processing Center and serving food and agriculture businesses statewide.

We are so grateful to everyone that supports the mission and work of the FCCDC. Massachusetts continues to offer the Community Investment Tax Credit program so our contributors that give \$1,000 or more receive 50% Tax Credits. This means the FCCDC receives more, and contributors get half back from the state.

Our 41st Annual Meeting is going to be virtual but we'll still be together as Community. We invite you to read this Annual Report and learn more about what we are doing together to have a positive impact on the economic health of our region. This Community Economic Development organization is owned and controlled by the people of our region and we encourage you to participate as a client, a mentor, a collaborator, and a donor.

Sincerely,



John Waite - Executive Director



Andrea Nathanson – Board Chairperson

Business Lending Program

The Franklin County CDC's Lending Program continues to make loans up to \$250,000 to businesses that cannot obtain financing either in whole or in part from traditional financial institutions. We currently operate 9 loan funds with combined lending capacity of almost \$6.0 million. **Alan Singer** continues to lead this department and works with businesses in all sectors including Food, Agriculture, Manufacturing, Retail and Service. **Arthur Haselkorn** continues as our Credit Analyst. Our focus is always on businesses that create jobs and benefit the community.

As of 6/30/20, the Franklin County CDC was servicing a total of 112 loans with an aggregate principal balance outstanding of approximately \$4.1 million – versus 103 active loans and a principal balance of \$3.7 million the year before.

During FY '20, a total of 27 loans were approved and extended representing an aggregate principal balance of approximately \$1.4m. During the past fiscal year, six loans aggregating to approximately \$309k were paid off ahead of schedule, mostly via commercial bank re-financings.

As of 6/30/20, two additional loans aggregating to \$130k were committed and not yet disbursed.

Loan Funds:

The FCCDC continues to revolve loans from the following sources:

U.S. EDA's SSED Fund;

USDA, Rural Development – Intermediary Relending Program;

USDA, Rural Micro-Enterprise Assistance Program;

The Four and Ten Town Loan Funds: Community Development Block Grant (CDBG) funds started in 1988 for 14 towns in Franklin County;

The EDA CARES Act revolving loan fund is our newest loan fund that was capitalized this year through the the U.S. Economic Development Administration in the initial amount of \$730,000.

Pioneer Valley Grows Investment Fund, Inc. is a supporting organization of the FCCDC. The PVGrows Fund is managed by **Rebecca Busansky** and supports farm and food businesses that have a positive impact on our regional food system. From inception on October 1, 2015 to June 30, 2020, the PVGrows Fund had received over \$2M from Community Investors and we had disbursed forty-seven loans with several more in the pipeline. This year we teamed up with CISA and provide Emergency Farm Fund loans to 9 area farms. Other PVGrows partners include Common Capital, Coop Fund of New England, Equity Trust, MA Dept. of Ag., New England Small Farm Institute and The Carrot Project.

The FCCDC continues to administer the MA Food Trust Program with our partner LEAF and we were awarded a second \$500,000 of capital this past fiscal year through the MA Dept. of Agricultural Resources. This program provides loans and small grants to businesses selling healthy in low-income communities.

List of New Borrowers during FY '20

Business Name	Town/County
Five Eyed Fox	Turner Falls/Franklin
Main Street Bar & Grille	Greenfield/Franklin
Artisan Beverage Coop	Greenfield/Franklin
Starhart Hollow Farm	Colrain/Franklin
Fire + Embers Hot Yoga	Turner Falls/Franklin
New England Wound Care	Turner Falls/Franklin
Mycoterra Farm	Deerfield/Franklin
North Quabbin Comm. Co-Op	Orange/Franklin
Adams Hometown Market	Adams/Berkshire
Agric Organics	Springfield/Hampden
No. Hadley Sugar Shack	No. Hadley/Hampshire
Czajkowski Farm	Sunderland/Franklin
Old Friends Farm	Amherst/Hampshire
Many Graces Farm	Hadley/Hampshire
Flat Rock Farm	Chesterfield/Hampshire
Doubleday Farm	No. Hadley/Hampshire
Cluck & Trowel	S. Dartmouth/Bristol
Reed Farm, LLC	Sunderland/Franklin
Carm's Restaurant	Chester/Hampden
Williamstown Behavioral Health	Williamstown/Berkshire
Capitol Restaurant	No. Adams/Berkshire
Native Lumber Company	Belchertown/Hampshire
Baker Excavating & Construction	Goshen/Hampshire

Business Development

Business development activities continued in Franklin, Hampshire and Northern Berkshire counties. Counseling and trainings were delivered by **Amy Shapiro**, Business Development Director. This year started off similar to others but ended with the pandemic which diverted attention to assisting owners reconfigure strategies and applications for federal and state funding. Countless hours to help answer questions, listen, strategize and celebrate any success that could be found.

We administered the North Adams Wayfinding project for the City of North Adams that focused on developing social media skills to business owners prior to COVID-19 and became more important after March 10. This project was coordinated by the North Adams Chamber of Commerce with the assistance from Makayla-Courtney McGeeney, McGeeney Media. A half-day social media training was delivered to a room full of business owners at MCLA presented by Shawn McIntosh, Assistant Professor, Digital Journalism and Communications. This was followed by individual assistance to help owners learn, improve, and develop successful social media campaigns. This success leveraged future funding to assist business owners in North Adams and sets the foundation of a business development program that the FCCDC is helping to develop.

Ongoing involvement continues with the Creative Economy Network to develop an on-line Arts Hub for the creative sector and others to access talent, and activities to connect resources.

This year the regional business assistance advisors continue to collaborate and when COVID-19 shut everything down the group began to meet regularly to share resources and deliver weekly trainings designed to meet the needs of owners. Members groups include: Valley CD, Common Capital, SCORE, Center for Women and Enterprise and Western MA Small Business Development Network. The collaboration is named **Western MA Means Business** and, in the winter of 2020/2021, there will be a website featuring these regional advisors and links to prerecorded webinars.

FY 2019-2020 Activities and outcomes were focused on counsel, capital and connections.

Counsel: 2019-2020 Results – The FCCDC served hundreds of people, of which 97 clients received 5 or more hours of services and individual counseling:

- 47 women, 8 minorities, 4 immigrants, 3 veterans
- 20 clients created or acquired a new business
- 42 businesses were stabilized
- 12 businesses grew or increased revenue
- 23 businesses continue to receive technical assistance
- 9 jobs created
- 146 jobs preserved
- 12 were assisted with financing from a source other than the FCCDC valued at \$1,456,100

Trainings:

- Free Monthly Information Sessions continue the first Wednesday of each month.
- Free Launching a Food Product Information Sessions offered third Tuesday of each month.
- Free Financing Farm & Local Food Information Session offered second Weds. of each month
- Weekly webinars presented by Western MA Means Business collaboration.

Capital:

Collaboration continued with Valley and Hilltown CDCs to secure a 2019-2020 Mass Growth Capital Corporation grant for western MA. The success of this collaboration has grown where Hilltown and Valley will apply in 2021 separately and the FCCDC will partner with North Adams Chamber of Commerce and Springfield Neighborhood Housing Services, Inc. to assist in developing a business development program. Together these groups expand opportunities being delivered to owners in the region.

The COVID-19 pandemic provided business assistance funding to support owners to apply for federal and state programs that rolled out in July 2020. The FCCDC collaborated with the towns of Greenfield, Montague, Shelburne and Buckland to use Community Development Block Grant funds for grants to small businesses that were disbursed over the summer 2020. Then in the fall, the Franklin County Regional Microenterprise Assistance Program launched that will fund businesses in 23 towns.

Connections:

Our strong collaborations continue to build a vibrant community. The following are some of our partners this year:

- | | |
|--|--|
| City of Greenfield | Hilltown CDC |
| City of North Adams | Lever Inc. |
| Common Capital | Massachusetts Association of CDCs |
| Community Involved in Sustaining Agriculture | MA Small Bus. Development Center Network |
| Creative Economy Network | Mass College of Liberal Arts |
| Economic Development Council of W. MA | Mass Growth Capital Corp. |
| Franklin County Chamber of Commerce | McGeeney Media |
| Franklin/Hampshire REB | Montague Business Association |
| Franklin Regional Council of Governments | Northampton Chamber of Commerce |
| Greater Shelburne Falls Area Business Assoc. | North Adams Chamber of Commerce |
| Greenfield Business Association | The Carrot Project |
| Greenfield Community College | Valley Community Development |
| Greylock Works | |

The 2020 *Haas Entrepreneur of the Year* was postponed due to COVID-19.

Previous Haas Entrepreneur of the Year winners:

- | | | |
|-----------------------------|------------------------|-----------------------|
| 2019 Hope and Olive | 2018 Hager Farm Market | 2017 PV Squared Solar |
| 2016 Alber Hearing Services | 2015 Elmer’s Store | 2014 Hillside Pizza |
| 2013 Zoar Outdoor | 2012 Small Corp | 2011 People’s Pint |

Western MA Food Processing Center

2019-2020 was another year of continued growth and expansion for the Western MA Food Processing Center (WMFPC). We are looking forward to celebrating our 20th anniversary in 2021. The COVID-19 pandemic made for an interesting year logistically but our crew worked tirelessly throughout it all to keep our local food system going strong.

Staff updates:

- **Liz Buxton** finished her 7th year as the Director of Operations. She recently completed her 30-hour OSHA training, Seafood HACCP certification training through UMaine, and also a Pathogen Environmental Monitoring program through Cornell University.
- **Kate Minifie** completed her first year as the Food Business Manager. This year she completed the Business Development Certificate Program through Cambridge College, Successful Product Development for New Food Businesses (Train the Trainer), and became a certified PCQI, and will be taking Spanish Language Learning classes throughout winter 2020/21 to better serve non-English-speaking clientele.

The WMFPC Crew:

- **Damien Vieu** has continued his role as the operations/production supervisor and **Evan Manning** has continued his role as Shift Leader. Damien has completed his PCQI training and Evan is scheduled to take his in the winter of 2021.

- **Peter Freisem, Ary Rodriguez, and Jason Noyes** have continued as operations/production crew.
- We welcome **David Lopez** to the production crew this year. David had previously worked for us through Harmon and most recently was working at Artisan Beverage Coop and Real Pickles.

Having such skilled and dedicated crew members has enabled the WMFPC to continue to grow and allowed us to offer improved services to farm and food businesses, and to keep the Center operational through the COVID crisis.

Due to COVID, we were not able to work with the pre-release program at the Franklin County House of Corrections but have had frequent interactions with the program director and plan on utilizing this program for harvest season next year. We also began talks with Riverside Industries to utilize their programs and workers post-COVID. We are excited to form this new partnership.

We have continued to work with Harmon Personnel but due to the COVID pandemic, we kept our working crews small so did not utilize this program as much as we have in past years.

Equipment Updates

The FPC received funding from Mass Development for the purchase of a variety of new equipment, including a metal detection line, shrink band tunnel, multi-head piston filler, agitator, and an immersible Brix meter. Many of our current and future clients will benefit from these investments.

Grants

We are wrapping up our grant through Sustainable Agriculture Research and Education Programs (SARE) in partnership with UMass Food Science and UMass Resource Economics. The goal of this grant included researching the marketability of local flash frozen spinach and local flash frozen blueberries and establishing best practices for processing both products. This research has greatly informed decisions for launching the retail component of Valley Veggies.

We completed our second year of a 3-year grant in partnership with Just Roots Community Farm and the Community Health Center of Franklin County. This funding through the USDA National Institute of Food and Agriculture is to increase food access year-round in low income areas in our communities. We supplied 16 oz. bags of local frozen vegetables and 16oz jars of local tomato puree to be distributed this winter to low income families.

We continued to partner with CISA and MA Farm to School on another USDA Grant project through the Local Food Promotion Program (LFPP).

Farms and Food System:

In the 2020 growing season, we have processed over 25,000 lbs. of local vegetables for the Valley Veggies Program. While we anticipated increasing our vegetable production numbers this season, we had to scale back due to COVID-19 and the elimination of institutions as a viable sales channel. Instead, we launched Valley Veggies Retail, packing all 7 of our products into 12oz packs for the retail market. We are partnering with two local food hubs, Marty's Local and Food Connects, to distribute these products throughout the Valley and into Southern VT. We look forward to scaling up both retail and bulk production in 2021.

We continue to partner with the New England Food Processors Collective, which includes representatives from Commonwealth Kitchen, The Vermont Food Venture Center, and Health Care Without Harm, to explore new institutional accounts as well as distributor partnerships. This year, the collective was awarded USDA LFPP funding to hire a joint sales and marketing consultant for our value-added programs. Funding will also allow us to explore alignment with the New England Food Hub Network.

For many years, the FPC has supported local farms with value-added processing, making items like tomato puree, apple sauce, and frozen vegetables for farms to sell at farm stands and stores. By partnering with UMass Amherst Food Science, we were able to restructure and formalize this program in 2020 and we are now offering 12 value-added recipes or farmers to take advantage of, including a variety of pickles, salsas, pesto, and other sauces. Six farms participated this year; we project \$50,000 in new income for those farms from this program.

Even with the ongoing pandemic, we have still worked with over 60 businesses in 2019-2020. Many of these businesses are local farms and/or use ingredients sourced from local farms.

Appalachian Naturals	New Salem Cider
Artisan Beverage Coop	Old Friends Farm
Assured Organics	The Olive Table
Australis Aquaculture	Oxen Hill Farm
Barts Snows Nice Cream	Outlook Farm
Bascom Farm	Phoenix Fruit Farm
Beancake Company	Plant Colors Group
Benson Place	Polski Sklep
Big Picture Beef	Real Pickles
Bostrom Farm	Red Fire Farm
Cape Cod Howlin Sauce	Safe Passage
East Coast Kelp Farm	Saw Mill Site Farm
Egunsi Foods	Simple Gifts Farm
Fauxmaggio	Stillman Farm
Firehouse Fudge	Smokey Divas
Fire Ox Foods	Snack Shapes
Forestopia	Stillman Farm
Four Star Farm	Steve's Salsa
Full Moon Ghee	Top This
Goldthread Herbs	Qi Foods
Head Water Cider	Valley Veggies
Herrell's Development Co	Vermont Quince
Homestead Habitats	VT Dinners
Hot Harry's	Wellness Croft
Jay's Wicked	West County Cider-
Just Roots	Whole Harmony
Keto and Co.	The Yerbary
Kitchen Garden Farm	
Kringle Farm Table	We sourced Vegetables for our Preserve the Valley and Valley Veggies Programs from:
Kobe Co. Inc.	Bostrom Farm, Greenfield, MA
Mama's Boy	Czajkowski Farm, Hadley MA
Maple Mama	Just Roots Community Farm, Greenfield, MA
Maple Craft Foods	David Mokrzecki Farm, Hadley MA
Merrimack Valley Foods	Pitney Meadows Community Farm, NY
Mondago Acres	Plainville Farm, Hadley MA

Venture Center and FCCDC Operations

The Venture Center remains full although most of the businesses suffered significant revenue decline due to COVID-19. **Judy Scherer** and **Jackie Spooner** continue to make sure everything runs efficiently with the Venture Center and all the FCCDC operations. We were sorry to lose our feline receptionist, **Amelio**, after 13 years of letting people pet him and cheering people up whenever needed.

Judy has also been our internal IT person and this year she took on the extra responsibility as we started working remotely and have to deal with more and more cybersecurity issues.

We had one transition this year and we continue to support our tenants through this difficult time.

- ✓ **Grew up and out** - Goldthread www.goldthreadherbs.com/ producer of healthy plant-based tonics started and grew at the Food Processing Center and Venture Center and moved to a larger facility in Springfield
- ✓ **Grew and Stayed** - Equal Exchange www.equalexchange.coop. The western MA office of this Fair Trade organization that is helping to build a more equitable, democratic and sustainable world. They expanded into space formerly used by Goldthread.
- ✓ Silver Screen Design www.silverscreendesign.com -- the best resource for branding your company, organization, or event. They offer hundreds of design options and products.
- ✓ Artisan Beverage Cooperative - www.artbev.com -- maker of Katalyst Kombucha, and Green River Ambrosia's Ginger Libation and mead.
- ✓ Cellu-Spray www.celluspray.net -- From small additions to commercial buildings they can help you use less energy with the highest quality cellulose available today.
- ✓ Our Family Farm www.ourfamilyfarms.com -- best milk ever! A marketing co-op of local dairy farmers working together to offer fresh, local, hormone (rBST*) free milk.
- ✓ Pioneer Co-op of Franklin County -- a housing cooperative
- ✓ Franklin County Community Meals Program fccmp.org -- a wonderful organization that provides community meals (Greenfield, Turners Falls and Orange) and operates the Orange Food Pantry.

Helen Perham took over our Marketing and Communication work last year and has improved all our outreach and social media. Our monthly newsletter, facebook, and Instagram have been getting more views and provide useful information to clients, potential clients, and community members. Since COVID-19, Helen has stepped up and made all our online work go smoothly. This year she has taken on new fundraising responsibilities and through her recent radio ad she has become the "voice of the FCCDC".

Finance Director **Vinny Natale** continued to keep all our finances in order and helped us balance our mission with financial realities. This was Vinny's last year with the FCCDC and he is turning over the reins to **Kyle Hamilton**. Vinny was the Accountant at the first business to receive a loan from the FCCDC back in 1980, he then became a FCCDC Board member and Treasurer, and then in 2008 he joined staff as Finance Director. We deeply appreciate everything he has done for the FCCDC and the community over these years and wish him the best. We feel lucky to have found Kyle, who joined us in October 2020, and comes with vast financial experience in non-profits and financial consulting with many types of small businesses.

New Initiative: As we started fiscal year 2021, we were honored and excited to have been awarded a grant from the MA Community Health Fund to deeply engage in racial justice work with workplaces and the community in Franklin County. We are delighted to welcome **Traci Talbert-Gaynor** as the lead for this work. Traci has many years of experience in banking and for the past several years has been dedicated to Diversity and Cultural Competence in the Workforce, Community Development and Leadership. We hope everyone in Franklin County will engage with this initiative to make our workplaces and community more welcoming and healthier for all.

Board of Directors as of 6/30/20		Advisory Board
Matt Allen	Cheryl L. Dukes	Jessica Atwood
A J Bresciano, Treasurer	Tom Ewing	Denise Coyne
Barbara Campbell	Darren Gale	Gary Gruber
Claire Chang, Vice-Chair	Andrea Nathanson, Chairperson	Susan Worgaftik
Margaret Christie, Clerk	Rachel Stoler	

FCCDC Staff (as of 11/30/20)

Rebecca Busansky	Chris Janke	Jason Noyes	Alan Singer
Liz Buxton	David Lopez	Helen Perham	Jackie Spooner
Peter Freisem	Evan Manning	Ary Rodriguez	Traci Talbert-Gaynor
Kyle Hamilton	Kate (Venne) Minifie	Judy Scherer	Damien Vieu
Arthur Haselkorn	Vinny Natale	Amy Shapiro	John Waite

FRANKLIN COUNTY COMMUNITY DEVELOPMENT CORPORATION							
CONSOLIDATED STATEMENT OF FINANCIAL POSITION				CONSOLIDATED STATEMENT OF ACTIVITIES			
		As of:				For year ended:	
		6/30/20	6/30/19			6/30/20	6/30/19
Assets				Operations / Grants			
Current Assets				Food Processing Center	\$	647,423	\$ 852,476
Cash	\$	619,720	\$ 267,268	Lending		569,004	674,833
Accounts / Pledges Receivable		89,791	77,811	Venture Center		186,005	193,811
Grants Receivable		207,316	322,324	Business Assistance		237,085	138,044
Loans Receivable, Current Portion		423,313	423,313	Other		3,910	2,813
Other		26,303	28,706	Contributions, Net		305,042	215,966
				Fiscal Sponsors		431,628	360,608
Total Current Assets		1,366,443	1,119,422				
		-	-	Total Operations / Grants		2,380,097	2,438,552
Property, Plant & Equipment, Net		1,803,527	1,917,145			-	0
Restricted Cash, Lending / Mortgage		1,658,127	736,110	Operating Expenses			
Loan Receivable, Net		3,189,627	3,098,978	Program		1,752,477	1,664,160
				Fiscal Sponsors		392,921	327,663
Total Assets	\$	8,017,725	\$ 6,871,654	Administrative		180,417	63,665
		-	(1)				
Liabilities and Net Assets				Total Expenses		2,325,814	2,055,488
Current Liabilities	\$	1,513,080	\$ 739,906			-	-
Long-Term Liabilities		4,141,625	3,950,013	Change in Net Assets Before Other Income (Expense)		54,283	383,065
Net Assets		2,363,019	2,181,737	Other Income (Expense)		127,000	-
Total Liabilities and Net Assets	\$	8,017,725	\$ 6,871,655	Change in Net Assets	\$	181,283	\$ 383,065
		-	-				
Unaudited Financial Statements				Unaudited Financial Statements			

THANK YOU

TO OUR

FUNDERS, CLIENTS AND SUPPORTERS

U.S. Department of Agriculture:

- Local Food Promotion Program (LFPP)
- Rural Microenterprise Assistance Program (RMAP)
- Intermediary Relending Program (IRP)
- Community Facilities Program (CFP)
- National Institute of Food and Agriculture (NIFA) – Community Food Projects

U.S. Economic Development Administration

Northeast Sustainable Agriculture Research and Education/UMass Food Science Dept.

Community Development Block Grant (CDBG) - HUD and MA Dept. of Housing Community Development

MA Department of Agricultural Resources

Massachusetts Growth Capital Corporation

MassDevelopment

MA Gaming Commission

MA Community Health Fund

Rural Local Initiative Support Corporation (LISC)

Solidago Foundation

Lydia B. Stokes Foundation

Henry P. Kendall Foundation

John Merck Fund

Thank you to all of our clients:

- ✓ Food Processing Center businesses that pay their fees
- ✓ Borrowers that pay back their loan principal and interest
- ✓ Venture Center Tenants that pay rent

All of our individual and business donors – Thank You

We greatly appreciate every single donation – Whether it is the \$3 from our former cleaning person, or the \$40,000 from Greenfield Saving Bank, every contribution is meaningful and contributes to a more resilient and robust local economy for our families and communities.