

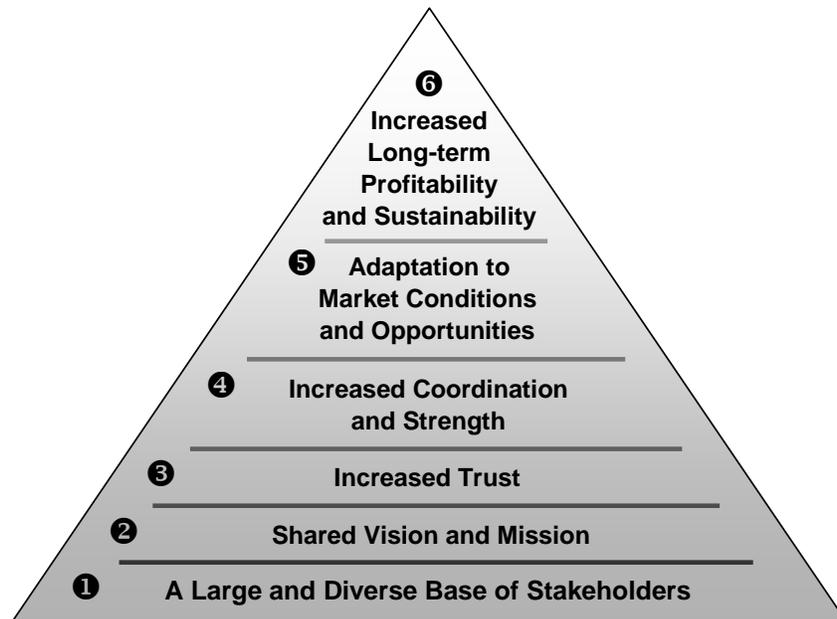


A Primer on the New Leaf Brand of Food System and Agriculture Development

Here are some basic principles, approaches, and strategies that underpin the New Leaf brand of food system and agriculture development.

The New Leaf Civic Capital and Sustainability Pyramid™

Over the years we have found that successful food system and agriculture development depends on a solid foundation of citizen participation. The Civic Capital and Sustainability Pyramid™ below demonstrates how this works.



Long-term profitability and sustainability of the food system begin at the bottom of the pyramid with a large and diverse base of stakeholders. If a shared vision and mission can be found, this leads to increased trust and coordination of activities. This unity, in turn, leads to strength and adaptation to market conditions and the tapping of opportunities. The resulting community-supported development results in increased long-term profitability and sustainability. The key is that each step, phase, or stage is supported by and builds on its predecessor. Many projects fail because this building up from the base is not established.

Vision-Driven Development Approach

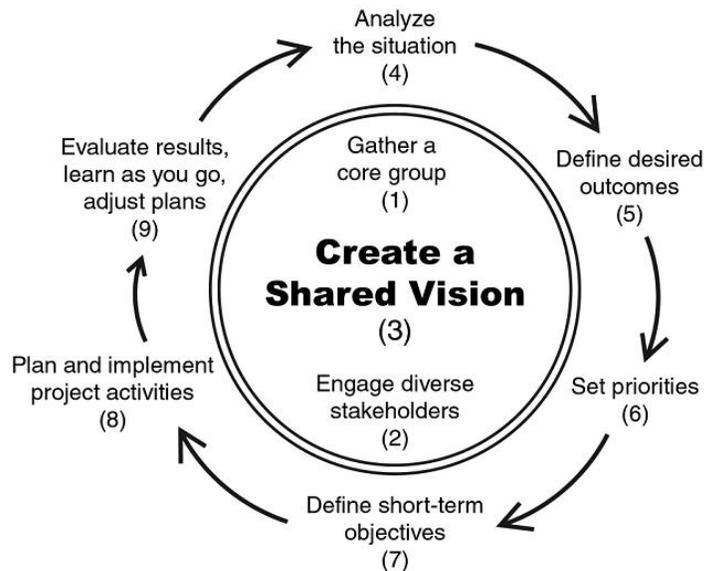
At New Leaf we use a “vision-driven approach” that builds on the shared values of a diverse group of participants. This takes a little more time than the conventional problem-driven approach that many communities are accustomed to using. But in the end, it is

almost always worth it. Even if a particular project doesn't move forward, the community is usually much closer together, functioning more as a team, and poised to take on new projects. Here's the dramatic difference between the conventional problem-driven approach and the more progressive vision-driven approach to development.

PROBLEM-Driven Projects	Versus	VISION-Driven Projects
Goals defined by problems		Goals defined by shared values
Treats symptoms		Treats root causes
Deals with separate pieces of complex systems		Deals with whole complex systems of interacting parts
Piecemeal solutions create new problems		Builds synergies within whole systems
Experts on top		Experts on tap
Too many cooks spoil the broth		Many heads better than one
Focus on economics		Balances multiple goals

The Food System and Agriculture Development Process

Using the vision-driven and civic capital approaches as part of our guiding philosophy, we generally work with clients to design projects that revolve through the food system and agriculture development process (below). In a progressive agriculture development process, all the work activities — from analysis to evaluation — proceed from a shared vision. If the process veers away from the vision, it fails to move forward.



We have noted where there are typical problems and breakdowns. Do these sound familiar? If so, New Leaf can help you through them. We can assist you with tools and services at any stage of the project. See Tools and Services Offered at Each Phase of the Food System and Agriculture Development Process at www.newleafnet.com for details.