



Urban Land San Diego/Tijuana Institute

A ULI Technical Assistance Panel Report: April 2018

LEICHTAG COMMONS



“The Leichtag Foundation took a ghost town and turned it into a community, a dynamic place for human beings.”

PREPARED FOR



Leichtag Foundation

The Urban Land Institute San Diego - Tijuana
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LEICHTAG COMMONS

In the heart of Encinitas, overlooking the Pacific Ocean, is an unexpected oasis where tikkun olam—“repairing the world”—is practiced daily. The Leichtag Commons is the jewel in the Leichtag Foundation’s beneficent crown, a nexus of social enterprise, innovative agriculture, educational programs, and animated community life.



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ABOUT THE URBAN LAND INSTITUTE

The Urban Land Institute is a nonprofit research and education organization whose mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, the Institute today has more than 39,000 members and associates from 82 countries, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute is recognized internationally as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

ABOUT TECHNICAL ASSISTANCE PANELS

In keeping with the ULI mission, Technical Assistance Panels are convened to provide pro-bono planning and development assistance to public officials and local stakeholders of communities and nonprofit organizations who have requested assistance in addressing their land use challenges. A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one to two days visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

ABOUT THE LEICHTAG FOUNDATION

The Leichtag Foundation honors the legacy of Lee and Toni Leichtag through igniting and inspiring vibrant Jewish life, advancing self-sufficiency and stimulating social entrepreneurship in coastal North San Diego County and Jerusalem.

Since its inception in 1991, the Leichtag Foundation has granted over \$119 million to 391 different organizations. Of this amount, over \$104 million has been granted since becoming independent in late 2007. About 23% has stayed in Encinitas.



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EXECUTIVE SUMMARY



In the heart of Encinitas, overlooking the Pacific Ocean, is an unexpected oasis where tikkun olam—“repairing the world”—is practiced daily. The Leichtag Commons is the jewel in the Leichtag Foundation’s beneficent crown, a nexus of social enterprise, innovative agriculture, educational programs, and animated community life.

The Foundation, established in 1991 by Max and Toni Leichtag of Encinitas, honors the couple’s legacy with its mission to ignite and inspire vibrant Jewish life, advance self-sufficiency, and stimulate social entrepreneurship both in San Diego’s coastal North County and Jerusalem. To that end, the Foundation has awarded more than \$100 million in grants. In 2012, the Foundation took the huge step of planting its mission into a physical presence by purchasing the Paul Ecke Ranch, 67.5 acres of predominantly agricultural land—what we now know as Leichtag Commons. It’s land with a rich history as it has evolved over generations, layered with both the Ecke experience in Encinitas and Jewish community.

In the brief five years since its inception, the Commons has evolved into a thriving campus of ideas and talent incubation while also establishing a physical platform to deliver the Foundation’s

humanistic mission. The Commons has also evolved into a unique and beloved gathering place to those who know about it, drawing community members to special events and activities, as well as the pay-what-you-can farm stand. To them it is, along with the Foundation, “a jewel of the city,” as expressed by one person in the community we interviewed.

The Inflection Point

But even as the Commons has evolved there has been a pressing question among the Foundation staff and board of directors: What comes next?

Five years in, the Foundation, is now a land steward, a foundation steward, a cultural steward, and a community steward. Each alone is a lot to deliver. So, the critical question is, how do you move forward and balance these four responsibilities in the future? Additionally, what role will the land play going forward? Is attainable and accessible housing on the table? Finally, what will catalyze you to take the next steps in planning and delivering your vision?

ASSIGNMENT & KEY QUESTIONS



“Leichtag Commons is an oasis. And an important part of maintaining the city’s agricultural roots.”

The Leichtag Foundation asked the Urban Land Institute’s San Diego - Tijuana District Council to execute a preliminary study of findings and recommendations of Leichtag Commons. ULI has used a Technical Assistance Panel (TAP) model for this report. Meeting over a two-day period the panel focused on highest and best use of the land, innovative land-uses, policy and zoning, and neighborhood context. The panel considered the following:

1. What are the land-use policies currently in place that encourage/discourage the potential redevelopment and rezoning of Leichtag Commons with uses identified as acceptable by the Foundation? What are some strategies the Leichtag Foundation can use to catalyze the process to change the policy or zoning?
2. What are the opportunities and constraints with the development of the 67.5-acre Leichtag Commons site? (This takes into consideration zoning, the politics associated with the housing element, the physical and environmental implications, the existing leases, and competing developments.)
3. Using the strategies developed in the first two questions, what could the potential Leichtag Commons with its mix of uses look like? What are some of the key urban design principles that should guide the planning of the site?
4. Which major areas within the site are suitable for development?
5. In general terms, what is the potential economic development impact for the site considering the potential uses? What is the potential economic impact to the Foundation to go through the rezoning and entitlement process? What are some of the external conditions that could impact the realization of that potential?
6. Who are the key partners who could help realize the master plan? Are there examples of public private-partnerships that could help guide the foundation in its decision-making process?
7. What are the key physical connections within the neighborhood and to downtown Encinitas that should be maintained or considered for the future? Neighbors include the Seacrest Retirement Village, EUSD Farmlab, Encinitas Ranch, The Magdalena Ecke YMCA, and the San Diego Botanical Garden. What linkages to downtown Encinitas, such as bike lanes, sidewalks, and trail systems should be considered?
8. Given the Foundation’s mission of igniting and inspiring Jewish life, advancing self-sufficiency, and stimulating social entrepreneurship in coastal North San Diego County and Jerusalem, what is a program for the next five years for the property?

HIGH LEVEL CONCLUSIONS

The panel explored planning scenarios and developed recommendations that:

- Meet the Foundation's financial goals for long term sustainability;
- Are consistent with the organizational mission of the Foundation;
- Continue its role as a community asset; and
- Maintain the environmental and ecological integrity of the site.

The panel organized their recommendations into four categories with the Foundation at the center:

- Land Use
- Partnerships
- Connections
- Mission

Land use

- The city of Encinitas is not compliant with the state mandated housing element. The Foundation is in a unique position to work with the city of Encinitas to address local housing affordability on a portion of the Coastal Roots property.
- The TAP recommends preserving a portion of the property for agriculture, food production and the greenhouse program. The site has an agricultural legacy. The Foundation can establish a farmer apprentice program, which offers a new opportunity to deliver the mission. The greenhouse program can become a center for innovation in food production and research.
- Finally, the TAP recommends the expansion of the Hive to become a more public and high profile programmatic element. It can grow to include a retreat or conference center, expansion of the non-profit hub, and an educational / cultural destination linked to the mission.

Partnerships

- The Foundation is a well-respected neighbor and community steward. It can position itself as a

leader in a community planning model to help the City achieve their goal of more inclusive housing opportunities.

- The panel recommends the Foundation expand existing partnerships and build new ones with agricultural education and research organizations and private developers with experience creating affordable housing and/or farm-based communities.

Connections

- The Foundation can strengthen community connections by sharing their story, accomplishments, and directions with a more proactive strategy.
- Neighbors have a strong emotional connection to the Foundation and Leichtag Commons. The panel advised strengthening these relationships with a shared vision as this will ensure a more supportive transition in the future.
- Leichtag Commons should not be viewed in isolation but rather as a critical piece of community development within the City. Planning efforts should balance the mission of the Foundation with greater community needs.

Mission

- The panel observed the Foundation has been innovative with regard to the delivery of the mission. The Foundation should continue to innovate with the new partnerships, land use, and community connections.
- The Foundation should establish measurable goals directly related to the mission. These goals will help benchmark success, become part of the shared vision of the Commons, and provide a more definitive timeline for change.

The following report expands on findings, observations, and provides a path to move forward.



“All great places have two things in common, one foot in history and one foot in prophecy” ~ Frederic Morton

VISION FOR THE LAND

The panel offers a vision for the land that celebrates the agricultural heritage, integrates sustainable building technologies, blurs the lines between indoor and outdoor, and captures the spirit of the Foundation.

Amplifying these core values drove the land use ideas that are focused around:

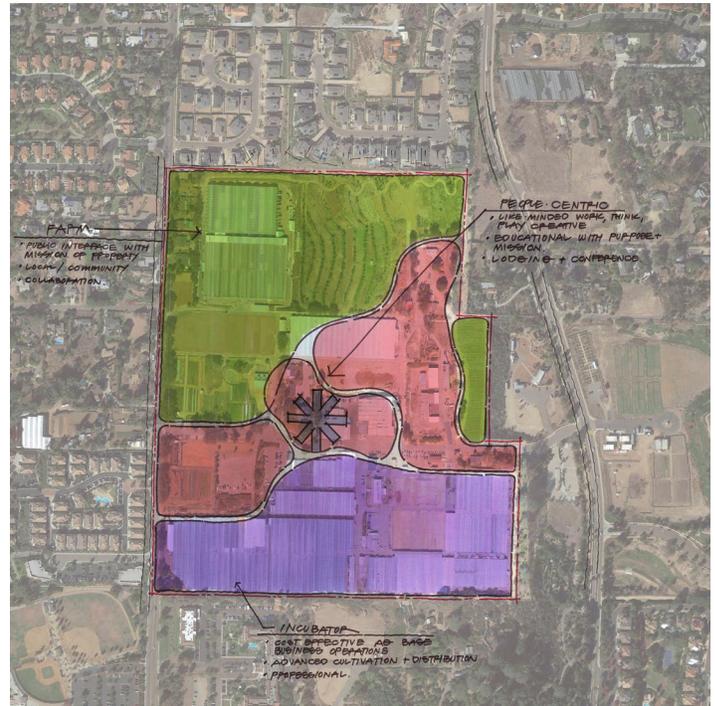
- **Growing:** Investing in people (and food)
- **Building:** Physically, socially, and culturally
- **Innovating:** Improvising, exploring, asking why

The approach to placemaking here is to consolidate, focus, align and amplify the mission of the Foundation. The mix of uses and programming should all be connected to helping to deliver the underlying mission and values of the Foundation.

The plan is organized around a core “Village” fabric that honors the agrarian legacy of the property while providing a mix of uses that provide places to share, learn, explore, live and eat. On either side of the **Village Core** is the **Farm** to the north and the **Innovation Hub** to the south. This basic organization of uses creates a synthesis between the three general areas.

This vision is based on the foundational goals that are the prerequisites to creating a healthy, thriving, and resilient community -- a “village” fabric that promotes better collaboration, social and physical health and innovation that ultimately results in an evolving, dynamic model of self sufficiency:

The Village Core: Every successful “place” has a heart. The Village Core provides the soul for the property. The Farm and the Innovation Hub areas “overlap” the Core to amplify what The Hive has already started: To share, learn, explore, collaborate,



The panel presented a conceptual organization of land use that reflects a functional mix of uses that includes a central Village Core, the Farm, and Innovation Hub. The conceptual diagram illustrates the Innovation Hub in purple, the Village Core in red, and the Farm in green.

The intersection of the three complimentary uses will create opportunities for social, cultural, and community activities. The Incubator can spur innovative ventures and partnerships throughout North County. The production Farm could become a teaching lab for a farmer apprentice program. The Village Core could become the nexus of activity weaving the Incubator and Farm together with human activity and gatherings.

and get messy. What is envisioned in the Core is a diverse range of uses that support the Farm and Innovation Hub. It is an interwoven fabric of buildings and uses that draw from the existing Lilian Rice structures and farming buildings, which could include:

- Hive expansion
- A small retreat/conference center, up on the higher eastern plateau situated to blend in with its surroundings, while taking advantage of both the wonderful views and existing amenities on the property.
- A range of housing types that are intergenerational related to the mission of the Foundation, woven throughout the Core, including:
 - Farmer training temporary living quarters and farmer housing
 - Dorm style, four-plex or courtyard style living
 - Small house designs that are collaborative
 - Co-housing arrangements
- A small café, bookstore, or neighborhood serving uses
- A commercial kitchen

The Farm: In general, the Farm would continue to be organized in the northern areas of the property and would continue to pursue the principle goals of the Foundation, which is “cultivation” in every sense of the word. The Farm compliments the Core to pursue such programs as:

- Farmer Training, Farmers in Residence
- Agricultural incubation, and/or
- “Think tank” initiatives around agricultural and sciences innovation (Innovation Hub).

Innovation Hub: In the southern areas of the property is envisioned a continued effort to bring in innovators, entrepreneurs, and explorers in the sciences, agriculture and biotech that compliment the Farm and Village Core. This area, like The Farm, would utilize the Village Core as a platform to share across disciplines and collaborate, very much like a research and development model.



Landscape Design

The agrarian design tradition is the starting point. The edible, agrarian landscape provides the “glue” for a vibrant rural fabric. Creating a truly informal edible landscape is at the heart of how a collection of buildings, farming, and public and private spaces are organized to create a distinctly different place that is welcoming, comfortable, and multi-functional. This means:

Use agricultural landscape treatments and patterns.

Weaving agrarian landscape treatments throughout the Village helps to link this place to the legacy of Encinitas. This means “remnant” orchard plantings, hedgerows and/or rhythmic street tree plantings, and agrarian inspired landscape structures and fences such as small sheds, woven fencing, arbors, and espaliers.



The Foundation should adopt an integrated practice of landscape and the built environment. Edible landscaping should be introduced throughout the Commons. The landscape should also play an ecological role to capture water, cool buildings, and improve the agricultural integrity of the soil.

Make the landscape productive.

The existing food forest trail is a great example of an edible landscape. This could be expanded so both the residents and/or the public can harvest (not only on the Farm). This opens up many opportunities for collaboration, interaction, and education. This means harvestable pollinator hedgerows that includes a mix of edibles and native plants to plantings along trails of culinary herbs, such as lavender, rosemary, sage and fennel. The “Food Forest” is a good example of this.

The Built Environment

Draw from the rural architecture aesthetic to create a rural “fabric” of buildings set within a productive landscape: Translating the ideas from rural and agrarian traditions into contemporary buildings and structures connects this place to the working lands legacy of this property and the Encinitas community. Successful rural architecture begins with the understanding that buildings and improvements are subordinate to the landscape setting. The main design concepts of rural architecture are derived from the straightforward, functional homesteading traditions in the United States. The Lilian Rice farmhouse is a stunning example of the scale and simplicity of rural architecture.



The panel recommends embracing a design aesthetic that is clean, functional, and blurs the distinction between landscape and architecture. The guiding principles should maximize the views of the ocean, use landscape materials and technology for passive heating and cooling, and create distinct intimate moments throughout the property that weaves together land use, community connection to nature, and reflects the values of the Foundation.

Simple forms

Using basic gable roof forms and uncomplicated vertical building massing are the underlying elements of creating a rural building fabric.

Honest materials, honest structure.

Crafting buildings that utilize materials closer to their natural state reinforces the rural aesthetic.

Additive architecture

Rural buildings grew over time as living needs changed. Designing buildings or “collections” of buildings that resemble “camp” arrangements is the goal.

Flexible use, flexible design.

Simple rural building layouts and forms are functional so that they easily convert to the ever-changing needs of the user. Commercial and/or office uses may be incorporated into the bottom or top floors of residential structures. Secondary buildings may be built and attached to main living/community areas for additional living quarters, studios, meeting rooms.

Collaborative Partnerships beyond the Foundation

The Foundation has established incredible partnerships through the E³ cluster and key connections including that with the ULI Foundation. These can be expanded and leveraged to achieve the goals of the Foundation and Leichtag Commons. It is essential to build awareness and consensus about the next phase of land use and identify new opportunities that these potential partners can help bring to fruition.

By working with existing neighborhood groups, nonprofits, anchor businesses, and small food purveyors, there are opportunities to create an authentic, culturally relevant project that supports both your mission and local priorities. Local food growers and producers, chefs, and budding entrepreneurs can also help meet the demand for healthy, local, and sustainably sourced food options—values that are consistent with the mission.

New partners also offer the opportunity to create a set of related services. These may include:

- Wellness clinics
- Food co-ops
- Nutrition and cooking education programs

Strategic partnerships among the private, public, and nonprofit sectors can support targeted investments in local food production and provision. They can add to more convenient and sustainable transportation options.

Where can these partnerships be sought locally?

- The City of Encinitas
- Agricultural research
- Farmer apprenticeship programs
- An equity partner
- Real estate developer
- Community volunteers

Communications Strategy

As the panel noted, those who know both the Leichtag Foundation and Leichtag Commons are huge supporters. And yet there is a concern that the larger community is either unaware of the work being done. Without the complete picture, there is a misconception that the Foundation is closed off to the community.

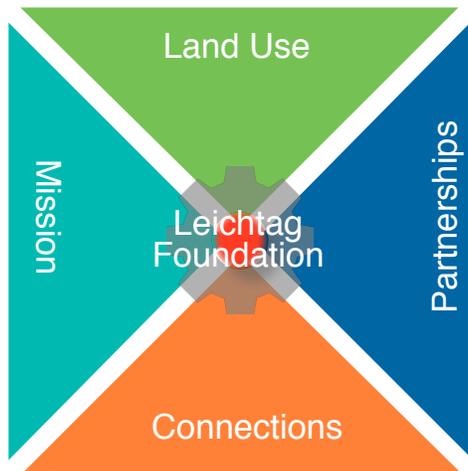
The Foundation needs a dynamic, engaging external communications strategy. The message should focus on the history, mission and mission delivery, and forward-looking goals. They can be targeted communications resources. By further leveraging community and organizational support, the Foundation can develop a targeted communications strategy to engage the surrounding community that celebrates the Leichtag story.

The strategy should include community engagement, such as hosting public workshops and events. Including the community in the process through proactive efforts make stakeholders aware of your goals and how they align with your mission. It will help avoid opposition and NIMBY behavior—and build alliances. One idea is to participate in a joint marketing campaign with other properties that are seeking similar up zoning.

A key component of the communications strategy should also include joining in the City's necessary updating of its housing element to address future needs. The Foundation can be a part of the solution.

Lastly, Leichtag leadership need to build internal consensus. A strong internal communications strategy will ensure your leadership (including the board) have bought into the plan.

CONTEXT AND BACKGROUND



Leichtag Commons Overview

The 67.5 acre piece of land is unique. It was originally part of the Ecke Ranch, a key agricultural production farm that eventually came to be surrounded by commercial and residential development as Encinitas grew in the 20th century. The property is the nexus of commercial and residential development of Encinitas. The property is the epi-center of a bustling neighborhood with recreational sports fields, exercise trails, and a spectrum of housing types including single family, senior, and multi-family. The farm is walking distance to shopping centers, a Coaster / Amtrak station, and a mile from I-5. Neighbors include the Magdalena Ecke YMCA, the San Diego Botanic Garden, Seacrest Village, the EUSD Farm Lab, and Encinitas Ranch. In 1994, the Ecke's got approval to develop their 950-acre poinsettia ranch into shopping centers and housing developments. The City carved out the 67.5 acres to remain agricultural.

The Leichtag Foundation purchased the property in 2012, known today at Leichtag Commons. The Commons has evolved into a thriving campus of ideas and talent incubation as well as a physical platform to deliver the mission of the foundation. The Foundation has its offices there as well as a unique co-working space called The Hive, which is home to 35+ mission-aligned non-profits including Coastal Roots Farm, a Jewish Community Farm created by Leichtag

Foundation and located on approximately one-third of the Leichtag Commons property. Another third of the property is made up of agricultural tenant leases including some of the region's largest producers of poinsettias and hydroponic organic lettuce.

Leichtag Commons Program

Coastal Roots Farm, a non-profit Jewish Community Farm with vegetable gardens, farm stand, orchid, vineyard, chickens, and more. Coastal Roots Farm cultivates healthy, connected communities by integrating sustainable agriculture, food justice, and ancient Jewish wisdom. Its target audience is the North County Coastal San Diego community, with a special emphasis on Jewish community, active military and veterans, immigrants and refugees, Holocaust survivors, single parents, at-risk youth, food-insecure individuals and families, and young and beginning farmers.

Over 900,000 square feet of greenhouse space, occupied by seven agricultural tenants, that produces a revenue stream for the Foundation.

The Hive, a creative and collaborative co-working space with a community of more than 30 nonprofits and social entrepreneurs. Hive members work together to create social, cultural and agricultural programs in North County and throughout San Diego County. Members are offered professional development opportunities to foster innovation, leadership, and encourage collaboration. Hive members "pay forward" the value of their membership by volunteering on the farm, offering their skills to improve the physical Hive space, and holding "office hours" to share unique skills with other Hive members.

The Leichtag Foundation's headquarters.

Leichtag Commons is the Foundation's most prominent tool for amplifying its strategic focus areas and brings them together in a vibrant community. Currently, the Foundation supports a vast array of programs and educational activities inspired by ancient Jewish traditions that connect people to



The conceptual plans for the development of the Dramm & FEchter property call for alley-loaded townhomes and single family homes that face on a community courtyards and edible gardens. The plan calls for varying density and size to accommodate a spectrum of incomes.

Economics of Local Agriculture

As noted in the ULI report *Cultivating Development*, people across the U.S. have a growing interest in and awareness of the value of fresh, local products. The number of farmers markets throughout the country has grown rapidly, with five times the number in 2016 as in 1994. New and revamped food halls and marketplaces, such as Grand Central Market in Los Angeles, the Ivywild School Marketplace in Colorado Springs, and the Midtown Global Market in Minneapolis, are becoming top tourism destinations and are providing economic opportunity for local entrepreneurs.

Despite the desire for local food, small-scale farms struggle to compete with large scale industrial agriculture. They lack the technology, equipment, and scale. The community farms that are directly linked to residential development improve the financial viability of a small scale farm while simultaneously meet the consumer demand for locally grown food.

As the panel considered the long-term financial viability and goals of the Foundation, they identified an opportunity to diversify income and provide a community benefit with the integration of a residential, education, and agri-tourism. This type of development will help the Foundation achieve the following:

- Build greater capacity to deliver the mission;
- Increase the value of Leichtag Commons and revenue for the Foundation;
- Offer opportunities for new collaborations with private sector developers and community stakeholders; and
- Use the development plan to create internal consensus and a clear path to move forward.

Creating Community

The Leichtag Foundation has demonstrated leadership in community building. While their story and mission is not widely known within the City, their achievements include:

- Establishment of The Hive;
- Creating Coastal Roots farm and the pay-what-you-can farm stand;
- Restoring the farmhouse and surrounding landscape;
- Building a new barn and greenhouses;
- Creating community connections with Farm and Hive program and events centered on Jewish holidays and harvest; and
- Establishing both an orchard and a vineyard

Today, it is a haven for those who attend meetings and special events, shop at the farm stand, and innovate their businesses. One of our panel advisors, who lives in the neighborhood, has made bringing her daughters to the butterfly house and farm hangouts part of the fabric of their life.



The annual Sukkot Festival celebrates the Fall Harvest with a week of activities featuring art, music, and film. The Foundation invites the community to join the celebration and explore Leichtag Commons.

ULI Food and Real Estate Project

ULI's Building Healthy Places Initiative and its Center for Sustainability undertook a series of projects to explore how the real estate community uses innovative approaches to food in real estate projects that translate into enhancements in health, sustainability, economic opportunity, food system security, community economic development, and real estate returns. They cover a diverse range of development projects that fall into these broad types:

- **Agrihoods:** Single-family, multifamily, or mixed-use communities building with a working farm as a focus
- **Food-centric residential developments:** Single- or multi-family developments built around community gardens or restaurants with a strong food identity
- **Next-generation urban markets:** Food halls employing innovative food sourcing concepts to encourage food entrepreneurship, grow community, and support other components of mixed-use developments
- **Food-centered retail and mixed-use development:** Mixed-use and retail projects with restaurants and food stores as central development components
- **Food hubs and culinary incubators:** Regional processing and distribution centers that give food-based entrepreneurs access to commercial kitchen space, connect them to retain and institutional customers, or both
- **Innovations and innovators:** Policies, approaches, and investors that are promoting sustainability, healthy food access, and economic development

PANEL OBSERVATIONS AND KEY FINDINGS



"It's just amazing up here. Wouldn't it be great if the public could come up here to see for themselves? Then maybe they'd understand and see this in a different light."

Change for its own sake is meaningless. The panel understood from the beginning of the collaboration with the Foundation that any recommendations must align with the Foundation's mission.

That is: The Leichtag Foundation focuses on combating poverty and increasing self-sufficiency for residents of coastal North County; supporting and inspiring vibrant Jewish life in coastal North County; stimulating renewal, service, and social activism in Jerusalem, Israel; and building strong connections and relationships between San Diego and Israel. The mission of Coastal Roots Farm is to cultivate healthy, connected communities by integrating sustainable agriculture, food justice, and ancient Jewish wisdom.

Major Issues to Be Solved

The primary issue is continuing to deliver the Foundation's mission. As the steward of 67.5 acres of prime agricultural land, the Foundation must consider how to take the land to an even greater level of usefulness in the context of its mission and the surrounding community's needs.

Primary among those is housing affordability. But also important, especially given the nature of this agricultural property, is taking a leadership role in being the incubator for launching innovative, sustainable organic farming practices and cultivating the next generation of farmers. And each of these issues intersect with addressing your values of social justice, economic justice, and food justice.

Stakeholder Insights

In our conversations with Foundation staff and board members, as well as stakeholders, we captured their thoughts and words. We've interspersed key compelling quotes from them throughout this report.

We've also pulled together a word cloud extracted from our notes on these conversations as well as our research. As you can see "nature" is at the heart of the conversation, surrounded by creativity, space, and quiet.



As one person shared, there's a "lack of awareness by city residents for what goes on at Leichtag/Coastal Roots." It was a recurring theme. There's a sense that the greater public is not engaged. While the farm is welcoming to all, not all know about it. And some cannot distinguish between the Foundation and Coastal Roots Farm.

But what panel members did pick up on is that with the right road map, the broader story of Leichtag Commons can be shared and embraced. The Jewish tradition is a tradition of storytelling. How can you use that to connect? Already, there's great trust in the Foundation by those who know it.

Physical and Cultural Assets

The Leichtag Commons is a wealth of assets—both physical and cultural.

Let's first address the physical assets. It's the property, of course, and what you've done with it, as well as how you relate to the surrounding community.

- Topography
- Views
- Facilities
- Amenities
- Tenants
- Surrounding neighbors

Cultural assets include:

- Jewish values and the Foundation's mission
- Grant making with Jerusalem
- Perpetuating education and cultivating Jewish values among Jewish youth

Curating Future Assets

These are today's assets. But it's how to curate future assets that's on the table. What is right and what resonates today and over the next five years will certainly evolve in the decades ahead. That shouldn't be an excuse for stasis. Instead, the Foundation should develop a plan with a defined time frame and prescribed steps to make that plan happen.

The panel suggests the following strategies:

- Redefine the property's mission as you look ahead and coalesce around a set of a common, well-defined, achievable goals that are consistent with the Foundation's priorities.
- Define and commit to undertaking a process that will enable you to have a laser focus on what exactly you want to accomplish, the timeline, and the steps to getting there;
- Establish short-term, mid-term, and long-term milestones of what you want to achieve. Start with your long-term vision and then work backwards to mid-term, then short-term. Keep at the forefront the financial considerations, aesthetic considerations, and physical attributes you want to preserve on property. Define them and then take off from there, while adhering to a schedule;
- Amplify the Leichtag "brand." We heard a lot about dedication to the brand and what that means, but we also heard questioning about how that's being projected to the community and into the marketplace as a brand; and
- Leverage scale. The Foundation has an incredible asset. 67.5 contiguous acres surrounded by existing development in San Diego County is rare.



“The Leichtag Foundation is viewed in the community as a very collaborative and progressive organization. They have earned the trust of the City.”

KEY TAKEAWAYS

In the process of drafting a plan for the Foundation the panel reached consensus on several takeaways unique to Leichtag Commons and their position in the community. These struck us as essential to understanding how you should proceed:

- 1. The highest use may not be the best use:** Do not sell the entire property. The community value is greater than the market value. The respect and emotional connection between non-profit neighbors and Leichtag is profound.
- 2. There's a symbiotic relationship between the land and the homes—and both are needed:** Having the home and people on site 24/7 to energize the property. The connection to the land's agricultural heritage makes partial development amenable to the community.
- 3. Leichtag is in a unique position to seed attainable housing:** The needs of those making 80 percent of AMI are not being met with current state and federal funding programs. These households are the fabric that make communities thrive.
 - Build so there is enough critical mass to activate meaningfully: This can be achieved with a public-private partnership with state and federal funding or create naturally affordable housing with a strong nexus between the indoor and outdoor. Seek a partnership with a non-profit developer with a view to long-term hold.

Nourish your existing partnerships: Blur the edges of the property to be more inclusive, increase awareness, and provide public access.

4. Develop new partnerships:

- Address public-private partnerships. You have an opportunity with the City of Encinitas. They're eager for a dialogue.
- Investigate a collaboration with a private housing developer.
- Partner with universities, both locally and in Jerusalem, focusing on incubation and innovation for food production, training the next generation of farmers, and agricultural research.



“When you come here it’s like coming home. And home is where you raise the next generation.”



THE INTERSECTION OF FOOD AND REAL ESTATE

Food is as much as social tool as it is nutrition, art, and craft. It can play an integral role in creating community. As an organization with property zoned for agriculture, that features an organic farm and agriculture tenants—and is a Jewish organization at that, focused on a culture and traditions with deep connections to food—the Leichtag Foundation has the opportunity to explore an even greater interweaving of food with the property. And there isn’t a better time to do it, given how popular food and locavore culture has become, especially in Southern California.

After all, the land doesn’t just grow food; it also is the foundation for the spaces where people access, purchase, and experience it. As food has evolved over time from being simple sustenance to a cultural touchstone, and as people have developed a keener awareness of the value of fresh, local, seasonal products, we’ve seen a leap in farmers markets, public markets, and farm-to-table eateries, including those that grow their own produce.

According to the U.S. Department of Agriculture’s Farmers Market Directory, there are 8,717 registered farmers markets in the U.S. as of May 2, 2018. Back in 1994, when the USDA’s Agricultural Marketing Service began tracking farmers markets, there were 1,755. Add to these food halls bursting across the country, from Chelsea Market in New York City, Chicago French Market, and Eastern Market in Detroit to San Francisco’s Ferry Building Marketplace, L.A.’s Grand Central Market, and San Diego’s Liberty Public Market.

All this is to say that the real estate industry has recognized that creating high-quality lively places where people can gather to dine, shop for products directly from producers and growers, and even grow their own produce in community gardens is not only profitable, but supports environmental sustainability, social equity, and public health.

FOUR STRATEGIC RECOMMENDATIONS & ACTION STEPS

“The beauty of the space, always changing to be better.”



By conducting extensive research, interviewing Foundation leaders and community stakeholders, and digging into the expertise of the panel’s volunteer experts, we developed four strategic recommendations:

Develop a program for the land overall: The panel recommends that the Foundation build for today but create flexibility for what’s appropriate for the future while staying true to your mission. Within the program are three “buckets” that influence and shape the land’s future:

- People (housing, a conference center, a village)
- Agriculture (community, commercial, and research)
- Innovation (attract new ideas)

Host an implementation session: The Foundation should schedule 10 to 12 days of meetings with an inter-disciplinary team of experts (civil engineers, landscape architects, real estate development and other professionals) who can interact, develop ideas, and immediately address their viability. Bringing all parties together in one place will save you years of research. The goal is to create much more quickly a workable technical plan that will set priorities and a phasing plan.

An expedited and integrated implementation process relies on a multi-disciplinary and collaborative team whose members make decisions together based on a shared vision and a holistic understanding of the project and goals. The process tends to be more iterative rather than linear, and breaks down the silos between disciplines.

Name an execution team with an experienced project leader who has authority.

Establish and deploy an ongoing robust, mission-aligned communications program. There is unanimous agreement that there’s not enough external awareness about the Foundation and Leichtag Commons. A communications program that can interact with and inform the community about both will enhance goodwill and affection as well as make it easier to get buy in for proposed plans.

All this must be achieved in the context of meeting financial goals for long-term sustainability, being consistent with the mission, allowing the Foundation to continue the role as a community asset, and maintaining the site’s environmental and ecological integrity.

ABOUT THE PANEL

Kent Aden, Vice President and Senior Development Manager, HomeFed



Kent Aden is a Vice President and Senior Development Manager for HomeFed, who joined the firm in 2012. He is responsible for overseeing master-planned communities in California and Florida, including securing

entitlements, design, development and marketing. A licensed architect, he has 30 years of executive management experience in all phases planning, entitlements, land development and home

building. He has been involved in the planning and development of 23,000 homes in Southern California. Mr. Aden is a Past President of the San Diego Building Industry Association (BIA) and chaired the 2008 Pacific Coast Builders Conference (PCBC). He earned a master's degree in Business Administration from California State University, Fullerton, and a bachelor's degree in Architecture from the California Polytechnic State University, San Luis Obispo.

Amaya Genaro, Director of Community Services, Rancho Mission Viejo



With 25 years of community association experience, Amaya successfully integrates governance, amenities and programs to create lifestyle enriched communities. She is a catalyst for consensus building and achieve results with a

practical approach to implementation. Amaya leads the Community Life team in operational

strategic direction and implementation of lifestyle services and programs. She loves bringing teams together to explore concepts that integrate and activate facilities and amenities for all ages with a focus on ageless living and lifestyle desires.

Amaya has supported Rancho Mission Viejo, Rancho Sahuarita (Tucson, AZ), Ladera Ranch Maintenance Corporation, Ladera Ranch Community Services, Santa Luz Community Services, and the Bell Tower Foundation.

Sandra Kulli, Principal, Kulli Marketing



Sandra Kulli consults with builders, MPCs, mixed-use developers, and cities on marketing strategy, working with over 100 companies on 183 communities with a sales volume exceeding \$5 billion throughout the US and in Japan, Dubai, New Zealand, Sweden,

England, and Mexico. She's passionate about collaboration with great teams, loves her native city of Los Angeles, and her exploration across the US and the world with fellow placemakers and visionaries. With an office in the Arts District at the Los Angeles Cleantech Incubator (LACI), Sandra is surrounded by

entrepreneurs, inventors, scientists and policymakers working on the future of the green economy. Plus she's surrounded by dozens of great places to eat, just a walk or a bike ride away!

Sandra's a graduate of Wellesley College and holds a Master's degree from Boston University. She has served on the boards of KCRW, The Vine, ULI-Los Angeles, Abode Communities, and CicLAvia. She's an ardent city bike rider, traveler, and remains endlessly curious about how we can create ever-better new communities.

Tom Grable, Division President - Southern California, TRI POINTE Homes, Inc



Todd Lerner, Director of Planning & Principal, WHA (William Hezmalhalch Architects)



Todd Lerner has over 22 years of experience in master planning and implementation of new communities, policy planning documentation and international design. As a principal and studio director his portfolio includes project management and

design directives for large-scale master planned communities, commercial / mixed-use, urban infill, site-specific neighborhood design, education facilities, resorts and theme parks. Todd has focused his practice of master planning to include the integration of architecture, planning and landscape architecture to create memorable places within the built environment. He understands the importance of a cohesive story-line and incorporating brand

identity when creating communities. By seamlessly incorporating marketing and visioning into design, his projects have thrived in an incredibly competitive marketplace.

Todd is active in numerous professional and academic organizations. He has spoken multiple times at Pacific Coast Builders Conference (PCBC) and The National Association of Home Builders (NAHB) lending his experience and insight to panelist discussions. He founded the ULI-Orange County young leaders and served as the president for 4 years, and is a contributing full member. As a board member of the Price School of Policy Planning and Development, at the University of Southern California, Todd conducts lectures and guides urban tours with undergraduate and graduate students.

Amie MacPhee, Founder and Owner, Cultivate Working Landscapes



Amie's training in Landscape Architecture and Environmental Design at UC Berkeley gives her a broad background in conservation, community planning and landscape design. Coupled with her 30 year history as a Principal at Hart Howerton, an international

planning and architecture firm best known for large-scale conservation- based development, she brings a rich history of experience, knowledge and

thoughtfulness to all design and project endeavors. She founded Cultivate in 2011 to bring together her interests in reinventing the way we improve land to deliver beautiful, resilient places around a successful economic model. Outside of work, Amie is busy finding great hiking spots, playing with her camera, sipping a warm cup of coffee and chilling with family and friends. If she could have a conversation with her heroes, Maira Kalman, Abraham Lincoln and Randall Arendt, she would.

Teri Slavik-Tsuyuki, Principal, tst ink llc



Teri Slavik-Tsuyuki is a passionate senior marketing professional and community creator, and founder of tst ink. Experienced (and still creative) she is a writer the and founder of two successful businesses. An “eyes open” observer of life, Teri enjoys the

curious and unexpected little things of the day-to-day. She is a connector between those things and why they matter—to people. That meaningful

inflection point is magic. And there resides the fuel for innovation. Her work is powered by that fuel to create. Brands. Stories. Solutions. Communities. Places that matter to the people who will live there, and to those responsible for creating them. She spent over a decade as Newland Communities’ CMO, was named one of the most influential women in homebuilding by BUILDER Magazine in 2016 and was the second woman ever inducted into William S. Marvin Hall of Fame for Design Excellence.

Alexis Wilmot, Manager, Meyers Research, LLC



Alexis has 14 years experience in real estate development, and a strong background in financial analysis of residential home building markets. Her career has focused on master-planned communities, transit oriented development, infill and mixed-use

projects, and affordable housing development, both new construction and acquisition rehabilitation.

Prior to starting at Meyers, Alexis conducted feasibility studies and managed development for market rate acquisitions at Centex Homes and Barratt American before moving over to project management of affordable housing with Chelsea Investment Corporation and Axis Development.

Alexis received her Bachelor of Commerce from the Institute of Marketing Management, South Africa, and an MBA from the University of Edinburgh.

TECHNICAL WRITER & ULI STAFF

Caron Golden, Founder and Owner, Golden Writing



Caron Golden is an award-winning freelance writer and editor, specializing in corporate copywriting and food. Currently, she is a regular contributor to the San Diego Union-Tribune's food section. Her work has appeared in the San Diego Union-Tribune,

the Los Angeles Times, Edible San Diego, Saveur, Sunset Magazine, San Diego Magazine, Riviera, Copley News Service, Westways, Orange Coast, and culinate.com. Her food blog, San Diego Foodstuff,

covers the food scene in San Diego and beyond. Her magazine pieces and blog posts have earned her numerous writing awards from the San Diego Press Club, including Best of Show for Websites for San Diego Foodstuff.

Caron is a member and former president of the San Diego Press Club and was a board member of the San Diego chapter of Les Dames d'Escoffier International (LDEI). She was the first instructor at Olivewood Gardens, teaching cooking and nutrition to low-income children in National City.

Heather Foley, Executive Director, ULI San Diego - Tijuana



Heather Foley is the executive director of the Urban Land Institute (ULI) San Diego – Tijuana and has been with the Institute for eight years. She manages the strategic planning, community engagement and operations of the 700+ member organization.

ULI's annual program of work focuses on solutions-oriented education and outreach touching on capital markets, community revitalization, health and wellness, housing, binational land use opportunities, and cultivating leadership. Heather works with policy makers, real estate developers, designers, and

entrepreneurs working throughout the region working to bring best land use practices to communities of all sizes. She is a creative leader who approaches issues from multiple perspectives and thrives in an environment where new ideas drive solutions and strategy.

With a master's in landscape architecture from the Rhode Island School of Design, Heather practiced with a regional planning and landscape architecture firm. She participated in large-scale master planning efforts for a brownfield redevelopment site, a luxury resort in St. Kitts, and a health and wellness community in Asheville, NC.

Matt Norris, Senior Manager, Content, the Urban Land Institute

Matthew Norris supports the Building Healthy Places



Initiative and works on projects linking health, sustainability and development. He is the primary or contributing author of several ULI publications, including "Cultivating Development: Trends and Opportunities at the Intersection of Food and Real Estate" and "Active

Transportation and Real Estate: The Next Frontier."

Matt previously worked at the Tri-State Transportation Campaign where he focused on improving access to safe, reliable and equitable modes of transportation throughout southern New Jersey and the Greater Philadelphia area. Matt earned his Master's in City and Regional Planning from Rutgers University-New Brunswick in 2010, where he focused on international development and comprehensive planning. Matt also holds a B.A. in Sociology from the University of Kansas.



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