

CHRONOLOGICAL EXECUTIVE SUMMARY Marc Porat

Context & Summary

This is a guide through the project phases, highlighting specific key documents. It recounts the evolution of the project through three Submittals, with professional historic guidance, evaluations and recommendations at every juncture. For your convenience, I assembled key documents in one folder, and inserted a Dropbox link to each. Bruce Judd wrote an Executive Summary, restating his analyses and recommendations through three Submittals. The following attempts to provide a chronology and some further context.

Phase 1 – March 2017 to April 2018

We purchased the Thomas Earl House in March 2017. It was in a distressed state, as describe in our documentation. With the counsel of Juliana Inman, then vice-mayor of city of Napa, licensed architectural historian, and former member of the Cultural Heritage Commission, and with Scott Klingbeil, former Planner for the City, we set the course do a residential retreat, as a B&B under a Planned Development :PD overlay.

Paul Kelley, FAIA, on the Planning Commission and previously on CHC, established the fundamental design of the entire project and a plan to realize it that would be historically appropriate, save and maintain the integrity of the historic resource., and create a desirable retreat facility unique to Napa. Sara van Giesen, architectural historian and on CHC, produced the first historic evaluation. In early 2019, Paul suggested bringing in Bruce Judd to provide a rigorous evaluation. Bruce worked with us for months through various phases of the project evolution and provided critique and guidance to ensure compliance with SOIS. Bruce wrote the second historic evaluation, included in the Submittal in December 2018. For that Submittal, Scott wrote a supporting :PD and a draft CEQA document.

In January 2019, Staff produced the Incompleteness letter, we responded, and met with the CHC in February 2019 for a preliminary review. At that meeting, we showed a 9-minute video Bruce made, with a comprehensive summary of his analysis, conclusion and recommendation. Bruce stated that the project meets all ten of the Sec Of Interior Standards for Rehabilitation. Several neighbors turned out to

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speak in support of the project, and the comments of Commissioners and Chairman were helpful and encouraging. In April 2019 we met with the Planning Commission for a preliminary hearing, and received their helpful feedback on e.g. modifications of the :PD.

We all realized that project is in a hybrid, and not easy to pigeon-hole. The property is in a residential neighborhood. The proposed use is as a residential retreat, not a classic B&B. We are following the 2020 California Residential Building Code, hence will include fire sprinklers, code-height balcony rail, Title 24 compliant envelope, fenestration, doors and lighting, ADA compliant elevator and access to public areas, private suites, and amenities.

Throughout this phase, we have continued conversations with several Commissioners and the Chairs of both CHC and Planning (Bill Tuikka and Beth Painter), and with members of Landmarks, and with our immediate neighbors, keeping them abreast of the project evolution.

Phase 2 – May 2018 to July 2019, including 1st & 2nd Submittals

We received our second Incompleteness letter with a compilation of comments and questions Staff, from Commissioners and City Departments. Based on those conversations, we realized that there was an understandable lack of clarity about the difference between the Guidelines for Preservation, Rehabilitation, Restoration and Reconstruction as updated in 2017.¹

To help with that clarification, Bruce Judd and I provided documents emphasizing that this project is strictly a rehabilitation under SOIC 2017 Guidelines and should be evaluated through that lens. That, we think, settled most of the questions that were more concerned with more general concepts of Preservation, and the details of Restoration.

Planning Staff also asked if during the course of Rehabilitation, character and integrity of the historic resource would be destroyed in the act of saving it. In response, Tim Deming, Arch of Record and a structural and civil engineer, and Bruce Judd FAIA wrote an inventory of the key defining characteristics and how we would either change or rehabilitate the various items. Some were irreparably destroyed,

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e.g. the pre-Portland cementitious concrete structure, and a change in its use from single-family residence to a residential retreat. Tim wrote the technical Course of Action on the rehabilitation process and methods. Bruce wrote and a companion review of Tim's Course of Action plan, plus a second historical evaluation restating his opinion that the with the updated plan, the project continues to meet SOIS and accomplish its purpose of Rehabilitating the historic resource with least risk and without damaging the historic integrity.

Phase 3 – August 2019 to Present, 3rd Submittal

We prepared and are filing this 3rd Submittal on September 20th, 2019. This Submittal represents our best effort to thoughtfully combine all the goals and constraints and produce a plan that is compliant with SOIS Rehabilitation; responsive to neighbors, Commissioners and Staff, 2020 Code and regulatory issues (e.g. ADA); and is economically feasible such that it can be financed, built and produce income sufficient to sustain the Thomas Earl House for many years in the future. Modifications include:

- i) Turning the cottages around 180 degrees, making the front entry east-facing (previously, the entry was through the western side) more inviting.
- ii) Cladding the Cottages with white siding, referencing the Thomas Earl House without conflating the old with the new.
- iii) Designing the Cottage roofs with gables rather than flat-roofed, referencing roof designs throughout our neighborhood; and removed some of the more contemporary materials.
- iv) Lowering the front fence and gate to comply with Napa Standards.

SOIS Compliance & CEQA

Staff believes that it does not have the expertise to evaluate whether the project complies the SOIS Rehabilitation, and whether it achieves justification for a CEQA Categorical Exemption:

1. SOIS. Bruce evaluated all three Submittals, and states that the project meets the Secretary of Interior Standards for Rehabilitation.

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2. With advice from several experts, we inquired early in the process whether there is a path justifying a Categorical Exemption. Obviously, we would prefer that outcome, as it relieves considerable documentation and potential liability. Judd states that in his opinion, the project complies with SOIS Rehabilitation and from that lens is eligible for Categorical Exemption. He has no opinion on the other CEQA sections.

DEVELOPMENT PROJECT THOMAS EARL HOUSE -- REHABILITATION AND ADAPTIVE REUSE Requesting a Planned Development (:PD) Overlay Zone

Scott Klingbeil, Planning Consultant, KG Planning Partners Originally Submitted, July 29, 2019 Updated Submittal, September 20, 2019

> An application for a Development Project (":PD") as defined in California Government Code § 65928, and in the City of Napa Municipal Code. Title 17 – Zoning, SITE AND USE REGULATIONS. 17.52.060 B&B Inns,

The proposed project is a Rehabilitation with Adaptive Reuse of the Thomas Earl House to create a residential retreat under a Bed & Breakfast ("B&B") use permit.

The project is proposed under the Secretary of Interior ("SOIS") STANDARDS FOR THE TREATMENT OF HISTORIC PROPERTIES WITH GUIDELINES FOR PRESERVING, REHABILITATING, RESTORING & RECONSTRUCTING HISTORIC BUILDINGS (2017).

Property Designations

Location	1221 Seminary Street, Napa, CA 94559; APN: 003-152-013
Lot Size	15,193 s.f.
General Plan	TRI-143, Traditional Residential Infill Zoning
	RT-5, Tradition Residential Infill

Historic Designations

Built in 1861

Listed in the National Register of Historic Places (NRHP (#92000996) Listed as a City of Napa Local Landmark (LLM), located in the Calistoga Avenue Historic District

A. <u>SUMMARY</u>

Marc Porat and Claire Tomkins ("Applicant"), in March 2017 acquired the Thomas Earl House, an historic Italianate mansion near downtown Napa. and one of Napa's earliest estate homes. It was built by Thomas Earl, the Napa City Marshall at that time considered one of the city's founding figures. The unadorned country mansion was far from the city center, and not included in the Sanborn maps until 1894. It is an important piece of Napa history, unique in its early form of 'concrete construction.' The Thomas Earl House was badly damaged from the 2014 South Napa Quake, is currently precariously supported by temporary cribbing towers, shoring and bracing, and is in danger of collapse.

Overview

The project is named the "Thomas Earl House" after its National Register listing, also referenced herein as the "historic resource" and the "Villa". The Thomas Earl House is one of only 46 properties on National Register of Historic Places listings in Napa County. Surrounding land uses are a mix of mostly historic single-family and multi-family residences and Blue Oak private school directly east across Seminary Street. There are several traditional B&B's located within a few square blocks.

The Thomas Earl House is not intended to operate a traditional B&B with individual rooms rented mostly to leisure travelers. Rather, its intent is to create a unique residential destination for professional and executive retreats and meetings, for small leadership teams and creatives who value exclusivity, privacy and a focus on thought and work as well as comfort and wellness. The focus on professional small-team meetings is unique in the City and County of Napa and reflects favorably on the impact of the project, and on the :PD recommendations.

The Applicant proposes to create a residential retreat with ten guest Suites, four meeting and breakout rooms, a residential site Manager's apartment unit, and supporting site amenities such as an ADA elevator, a pool, hot tub and fitness room. The property, when put into commercial service as a retreat, is expected to be name "The Compound | Napa",

The Compound will consist of:

- The rehabilitated Villa, providing four guest Suites, living room, dining room, kitchen, and public bathroom;
- (ii) A basement below the Villa ("lower level") containing the Manager's apartment and office, a meeting room with videoconferencing, a meeting/dining room, a public ADA bathroom and an exterior open Terrace;

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- (iii) The basement also contains back-of-house facilities including storage, a utility room for mechanicals and IT, and a light laundry and linen storage room and possibly a caterer's warming and staging area
- (iv) A new 2-story Carriage House in the northwest area of the property, providing four more guest Suites and a meeting room;
- (v) Two new 1-story guest Cottages, symmetrically flanking the Villa providing one Suite each;
- (vi) A 1-story Fitness & Spa room and ADA bathroom with shower, containing exercise equipment and amenities, possibly including a sauna and steam room
- (vii) Landscaped garden with a pool, spa, outdoor dining area and grill;
- (viii) A front drivable lawn, with parking for seven vehicles partially hidden behind a vine-covered wrought iron fence and trees.

The Applicant has successfully rehabilitated three historic properties in years past and saw the potential in the historic home located on a sizeable parcel (0.35 acres) situated within a four-minute walk from the downtown. However, upon performing due diligence with advice from an architect/historian, two structural engineers and several general contractor, he initially concluded that preserving, restoring or reconstructing the property (as defined by SOIS Preservation Guidelines) was not economically viable; and returning the historic resource to its original use as a stand-alone single-family home, providing no income source to offset the extraordinary costs, was not viable

Through extensive further study and analysis, The Applicant and a team of expert advisers including architect Juliana Inman concluded that a Rehabilitation project¹ could be viable if designed and constructed to become a world-class residential meeting and retreat facility, operating under a B&B license. That use requires a minimum of ten well-appointed guest Suites, several meeting and break-out rooms, and appropriate matching amenities to offset the costs of rehabilitation and provide continued cash flow such that the historic resource will be financially sustainable for the foreseeable future.

The expected use pattern is unlike a B&B in many respects and minimizes the facility's footprint. For example, small teams and groups will come via carpool, ride-share, van, or limo rather than individual cars, thus limiting both traffic in/out and parking load. On-site parking is provided for seven vehicles at the front of the property on the drivable lawn. The seven vehicles will be well hidden behind the landscape-screened wrought iron fencing. Four additional on-street parking

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spaces are located along the Seminary Street frontage.² Also, as everyone in the groups will know each other, and are on a similar schedule for meals, meetings, leisure and sleep, the business model allows for efficient deployment of service workers and their activities, including arrival/departure and parking requirements.

The Applicant is in active discussions with three experienced professional entities about marketing and operating the facility under contract – one is international in scope, one is USA-only, and one is local to Napa and Sonoma counties. This type of 3^{rd.} party arrangement ensures that a professional entity with strong credentials in the destination and event management, concierge-provided travel services, and facility operations arena has the contractual responsibility to rent and maintain the property. The Applicant expects that the resident Manager will be recruited and hired at least 6 months before the facility goes into commercial operation.

The Applicant introduced a further goal -- to make the entire project sustainable, net-zero energy, carbon neutral and providing wellness (indoor air quality, filtered water, comfort with minimal HVAC). The proposed plan therefore includes many technologies and innovations to make that possible, and the project is viewed as an evergreen platform that can be updated as new technologies for sustainability emerge.

Parking

Applicant has parking requirements and commissioned a study on the expected parking requirements, contained in the 1st Submittal dated December 28th, 2018. In the 2nd Submittal dated July 22, 2019, Applicant's plan shows four parking configurations with an evaluation:

- (i) Superior #1 showing seven cars, with north-south configuration is the preferred configuration. That decision was confirmed by the Architectural Historian as preferred over other (inferior) configurations.
- Superior #2 shows tandem parking that in rare situation, and with valet service, can accommodate up to 15 cars/vans.
- (iii) Inferior #1 shows seven cars pointing west. This configuration is historically and practically undesirable, because it obstructs the view of the historic resource as seen from Seminary Street and looks like a parking lot.
- (iv) Inferior #2 shows 10 cars facing west., and even worse configuration that (iii).

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Thomas Earl House :PD

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Entitlement History

Paul Kelley, noted Design Architect with extensive experience with historic projects in city and County of Napa, was hired to plan and design the Compound. During 2018, he produced and submitted a set of site and building schematics on December 28, 2018 that are historically sensitive, compatible with the neighborhood, guided by The Secretary of the Interior's Standards for the Rehabilitation of Historic Properties, consistent with familiar Napa historic architecture, and taking cues from the surrounding Calistoga Historic District. His charge was to integrate as many of the requirements and perspectives represented by the important constituents – the clients' needs, the City's regulations and sensibilities, the historical goals, constructability and the owner's financial reality.

Mr. Porat has received five letters of support from the immediate neighbors, and many more encouraging comments from other neighbors, citizens involved in preserving Napa's heritage and nearby merchants who are familiar with the Thomas Earl House and enthusiastically want to see it brought back to life with a new, creative use, rather than lay fallow and eventually be demolished.

Entitlement Process History

Following a preliminary review with city Planning Division staff, the 1st Submittal was provided on December 28, 2018. The project received a Letter of Incompleteness in January 2018; calendared for a preliminary review by the Cultural Heritage commission in February 2019; and a preliminary review by the Planning Commission in April 2019.

After three months of modifications suggested or requested via comments and questions by Staff, neighbors and Commissioners, the 2nd Submittal was provided in July 22, 2019, Planning Staff provided a Letter of Incompleteness on August 22, 2019.

The 3rd Submittal, including responses to all the Departments' comments. Staff requested two updates to this :PD, four Design Exceptions, and an Executive Summary of the historical aspects to the project evaluation. Those are being submitted with this :PD on September 16, 2019.

Project Details

The street façade integrates the rehabilitated historic resource with supportive and subordinate new structures and landscape. The Thomas Earl House, designed in the classic Italianate style with the typical two-story construction, bracketed cornices, tall ground floor windows, single- story multi-

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sided porch, flat or low-pitched roofs, repetition of openings and strong symmetry, will be meticulously rehabilitated. The proposed Carriage House and Guest Cottages will evoke the Italianate style with tall windows, flat roofs with suggestive overhangs but designed with a more contemporary style and materials that distinguish the structures as new, maintaining the Thomas Earl House as the center focus without creating a false sense of history. The accessory structures are smaller and recessed to maintain the prominence of the historic resource.

The site landscape continues to bolster the theme with central views of the mansion, screening of onsite parking and symmetry, with Italian Cypress trees around the site perimeter, creating a wooded oasis (similar to the redwood trees on Randolph Street in the Napa Abajo-Fuller Park area) and strengthening the Palladian symmetry as viewed from the street.

When the rubble was removed, an impressive amount of first-stand redwood and Douglas fir posts, beams, studs and planks became exposed. All of that material will be carefully disassembled, catalogued and reused on the project. Similarly, historic elements such as corbels, trim, original window frames etc. will be reused on the project. The red-tagged shed ship-lap siding will be repurposed as a vintage fence or wall feature.

There is an existing large elm tree located in front of the home which has been deemed by the arborist (who has cared for trees for over 30-years) to be near end-of-life. The arborist inspected the tree in 2017 and 2018 and recommended in writing that it should be removed due to possibly imminent life-safety and liability risk. This information has been shared with the City of Napa arborist. The tree is not native. See accompanying letter from the arborist.

There is also a mature magnolia tree on the property slated for removal. The tree is not historically significant, It would be impossible for the magnolia tree to survive the impact of constructing the Villa basement under its root system.

The landscaping plan calls for a Napa-friendly and neighborhood-friendly plan: open wrought iron gates, flowering vine, perimeter Italian Cypresses, two olive trees, and replacement of the four frontage privets with new trees that do not create a shedding nuisance.

The proposed utilities in the basement includes modern HVAC equipment, water and air filtration, and building automation. It also contains the swimming pool heater and filter systems in a soundproof vault area, such that mechanical equipment will not have to be deployed on the grounds - eliminating noise that could be hear by neighbors, and visual clutter that would diminish the historic feeling of the property.

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The circulation pattern is designed such that service workers, deliveries, and catering can enter the facility directly from the street, without having to interact with the clientele and interrupt meetings. Also, delivery vehicles can quickly arrive and leave via the direct street access. Parking and service workers is specifically described in the Operating Plan and the Operating & Standards manual", both, submitted July 22, 2019 and updated September 16, 2019.

The swimming pool is designed to avoid chemical additives; it will use a salt or possibly a copperbased ionization/oxidation system. Hence, when the pool is drained for routine maintenance, it will not introduce chemicals into the drainage system.

The facility is engineered to be compliant with the 2020 California Residential Code, unless in direct conflict with historical Rehabilitation standards³. These include the foundation, accessibility under ADA, new sewer, new underground electrical, natural gas and water utilities, MEP, fire sprinkler system and sustainability (energy and water), . It also accommodates fire department access to the grounds and to the PV- equipped roofs. The water-conserving drip irrigation system is instrumented with sensors.

B. <u>BACKGROUND</u>

The Thomas Earl House was constructed in 1861 and was placed on the National Register of Historic Places on August 18, 1992. This structure is believed to be the first home in Napa constructed with a crude form of cement as the main bearing walls. The home is an Italianate style with parapets and low hip roofs supported by an elaborately bracketed cornice. The home features shiplap siding with a symmetrical façade that features four-over-four sash windows on the second floor and two prominent bays with windows below on the first floor, flanking a central entry and stairs. On August 24, 2014, the City of Napa experienced a 6.0 magnitude earthquake; the South Napa Quake damaged hundreds of residences and commercial buildings with a majority of the significant damage occurring to historic structures. The Thomas Earl House experienced severe damage as a result of this earthquake; the main residence was yellow-tagged. Prior to the earthquake the building was continuously occupied as a single-family residence but because of the precarious condition of the original home, the owner at the time only occupied the 1890 addition. A shed building located to the rear of the house was red-tagged after the earthquake and will be removed. All materials removed will be safely stored on-site and reused in the project wherever possible.

³ 2016 California Historical Building Code, CA Code of Regulations, Title 24, Part 8, by the California Building Standards Commission, effective January 1, 2017.

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Thomas Earl House :PD

The perimeter exterior walls of the house consisted of horizontal lap siding affixed to 18"-24" thick concrete (burned limestone, smooth Napa River rock and large fines, river sand and water). The inherent pre-Portland cement chemistry was extremely weak, and the wall structure contained neither interlocking mechanisms of large cut stones nor any type of steel reinforcement. The weight of the walls and lack of any lateral support created a shaking so severe and extensive during the earthquake that the walls crumbled internally, and the rubble had to be removed to stave off total collapse. Multiple developers and contractors looked at the house and deemed the structure inviable for repair. Estimates by several general contractors projected the damage to the building structure alone in excess \$2 million in basic repairs just to make the building functional again. That \$2 million estimate included low-end finishings and appliances, below developer-grade, that would be inconsistent with the stature and importance of this historic resource. Several developers suggested demolishing the house altogether - stating that the land minus the historic resource is more valuable -- which would have resulted in the total loss of this historic resource. One developer suggested demolishing he Villa and then rebuilding it so that it indistinguishable from the historic resource. The Applicant rejected all of these approaches.

The current estimate to Rehabilitate just the Villa to 2020 California Residential Building Code, including enlarging the existing basement, landscape and hardscape and other amenities is greater than \$3,500,000. Applicant intends to apply for the Mills Act.

Upon acquiring the Thomas Ear House in March 2017, Mr. Porat executed a plan to brace and add six cribbing towers to stabilize the historic resource. That work was completed under a building permit in January 2018, and that is how the i stands today, awaiting the entitlement and permitting process.

Marc Porat and Claire Tomkins are only the third family to own the House. Mindful of that history, the Applicant and team have been committed to rehabilitating the Thomas Earl House in an historically compatible manner while finding a path to make the project economically viable and self-sustaining into the future. The Applicant see this project as a family retreat during non-rental periods and as a living legacy to pass down to their children. The Applicants as such present themselves as not the typical developers; they intend to be members of the larger Napa community.

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C. <u>APPROVALS REQUESTED IN THIS APPLICATION</u>

Approvals sought in this application include:

- 1. Planned Development Overlay (:PD);
- 2. Use Permit for a ten room B&B plus one Manager's apartment; and
- 3. Certificate of Appropriateness for the Rehabilitation and Adaptive Reuse operating under a B&B license as a residential retreat.

1. Planned Development Overlay

Request a **Planned Development Overlay Zone** with an Overlay specific to this proposed project. The PD Overlay (":PD") will establish the specific use provisions and development standards for this historic property. The :PD will establish a front setback of four feet from sidewalk to fence. The :PD requests a 5-foot setback on the southern, western and northern property lines for the new ancillary units, west and south garden, the swimming pool, the Carriage House, the Fitness Room, and the North and South Cottage. The 5-foot setback will also contain the Napa recycling & Waste trash bins. Both the north and south setbacks have direct access to Seminary Street for service workers, deliveries, waste etc.

2. Use Permit

Request a Use Permit to authorize a facility operating under a B&B Use Permit, consisting of 10 Suites and a Manager's apartment, with primary use as a professional residential meeting venue and retreat, secondary use as the Porat Family occasional residence. The Use Permit application includes proposed modifications to the parking requirements as noted.

3. Certificate of Appropriateness

Request a Certificate of Appropriateness to authorize Rehabilitation with Adaptive Reuse, including alterations and additions to the historic resource (reviewed by an Architectural Historian and the Cultural Heritage Commission), design review, and the demolition of the non-historic shed/garage located on the west side of the residence.

D. <u>Planned Development Overlay (:PD)</u>

The :PD Overlay District provides for variations to the underlying principal district regulations and standards. Development regulation variations may include, but are not limited to: setbacks, yards, height limitations, street standards, parking and loading, landscaping, open space, front fence and security gate, and lot area.

Additionally, at the request of Planning Staff and Departments, Applicant is submitting four separate Design Exception requests that refer to similar issues as the requested :PD and noted below.

1.Requesting a :PD Overlay to allow for the following variations in the development
standards of the RS-5 Zoning District in conjunction with the B&B use, to include:

The :PD Overlay District provides for variations to the underlying principal district regulations and standards. Development regulation variations may include, but are not limited to: setbacks, yards, height limitations, street standards, parking and loading, landscaping, open space, and lot area. The applicant has requested a :PD Overlay to allow for the following variations in the development standards of the RS-5 Zoning District in conjunction with the proposed use:

- a) A minimum rear yard building setback of 5 feet for the proposed carriage house and house addition to maintain the historic character and symmetry of the historic property.
- b) A minimum side yard building setback of 5 feet along the southern property line for the proposed guest cottage to maintain the historic character and symmetry of the historic property. A 5-foot side yard building setback occurs along the northern property line.
- c) Reduction of the front setback to zero feet to allow parking to be placed between the public street and the proposed cottages and allow for the construction of a solid fence to screen the parking areas.
- d) Waive the requirement of a covered parking space in order to maintain the historic character and symmetry of the historic property. The property does not currently contain a covered parking space.
- e) Consideration to be included in the undergrounding of overhead utilities along Seminary Street when the City performs the utility work associated with the new Fire Station One, proposed south of the project site on Seminary Street.



2. Requesting a PD overlay modification to the fence height limits See Design Exception Request #XXX referring to similar issues.

Responding to both the PW and FD notes. Our reading of Section 17.52.170.B is that the code applies to fences that are less than 50% open. Our proposed wrought iron fence is 81.2% open. If reading is correct, we are not obliged to request fence height modification via a PD modification or a Design Exception.

<u>Proposal A</u>: We propose to reduce the height of the center section including rolling security gate from 6'-0" high to 4' 0"-feet high to provide better pedestrian view of the historic resource.

<u>Proposal B</u>: Historically superior. To comply with stormwater and drainage requirements, we had to raise the parking area by 9". Our visual studies (see :PD and Design Exceptions) show that the top of the vehicle is at 6' 9". Historically, it is preferable to hide the vehicle completely. Hence, in Option B, we propose to raise just the far north and south sections to 6' 9", then dropping to 4' 0"

Heights

Eastern-facing fence and a pedestrian on near northeast corner gate dimensions. Reading illustration from south to north. All gates and fences are wrought iron, 4-3/4" picket separation, which are visually 81.2% open. The Site Plan and elevation show that the fence and gate are outside the required 15-foot triangle of visibility.

Segment A1	6-foot high x 38 feet wide. Option "B" to completely hide the vehicle s
	6'9" high x 38 feet wide
Segment B1	4-foot high x 15 -feet wide, the same width as the porch east projection
	view line
Segment B2	4-foot high x 14'-foor wide rolling vehicular security gate.
Segment A2	Same as Segment A1.
Segments A2, A3, A4	Same 6-foot height as Segment A, in 3 segments:
	A2 23' wide fence
	A3 5-foot wide ADA pedestrian gate.
	A4 6-foot wide fence.
Columns	Stucco 16" x 16

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3. <u>Requesting a Use Permit to allow modifications to the parking standards in conjunction</u> with the B&B use, to include:

- a. A Use Permit to authorize a ten-room B&B inn plus Manager's Unit, and Waiver of the requirement of a covered parking space in order to maintain the historic character and symmetry of the historic property. The property does not currently contain a covered parking space.
- b. Allow implementation of Applicant's preferred "Superior" parking configuration (above) Applicant requests a modification to the parking standards in Section 17.54.120 to allow parking in the front setback for this project. The proposed "Superior" parking configuration is located within the 20-foot front setback, with seven cars in a north-south configuration, screened by the wrought iron fence and landscaping, plus four cars parked on the street. Of the seven cars, four would be inside the 20' setback and three would be beyond the setback, including the ADA parking spot.

An "Inferior" alternative configuration – seven cars pointed west against the Villa - would require a Variance for vehicular backup. That configuration is historically objectionable as the row of cars are plainly visible from the street, look like a commercial parking lot, and degrade the public's view of the historic resource. Site drawings of both configurations, Superior and Inferior, are included in the Resubmittal documentation. See Design Exception Request #XXX referring to similar issues.

4. <u>Requesting a Certificate of Appropriateness to authorize the exterior Rehabilitation of</u> <u>the Thomas Earl House with Adaptive Reuse and associated site improvements, to</u> <u>include:</u>

- a. Rehabilitating the Villa under Secretary of Interior Rehabilitation Guidelines (2017);
- Engineering and constructing a new basement to serve as a robust, modern, 2020
 California Residential Building Code compliant foundation for the Villa after relocating it approximately 12 feet to the east to ensure that the historic resource will survive severe earthquakes and extreme weather events such as wind and flooding that will occur and intensify in the future;

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- c. Expanding the existing Addition in the rear (west) of the Thomas Earl House by 630 sq.ft per floor, finished size 19' x 33', in a location that cannot be seen from the street, with a setback niche setback symmetric to the north side.
- d. Adding a new ADA-compliant elevator with a north-south facing through-cab on the north side of the Villa to access public and private spaces from grade - the basement, all facilities on the Villa 1st including ADA Suite, the Villa 2nd floors.
- e. Constructing a new Carriage House at the northwest area of the site to include four Suites and an accessible meeting room and providing access via the north setback directly to the street for deliveries and service workers.
- f. Constructing a new Fitness Room on the north-central area of the site to provide a wellness amenity that is required by today's market standards in a high-end facility. The room will contain standard exercise equipment, an ADA-compliant bathroom, and possibly a steam room and sauna.
- g. Adding an ADA-accessible swimming pool and spa, outdoor dining and a natural gas or propane grill.
- h. Constructing two new Cottages to flank the Villa, each with one Suite, with ADA accessibility in the South Cottage closest to the ADA parking spot, the swimming pool, the Villa south entrance, and the rear yard.
- i. Grading the site for drainage and storm water requirements and ADA compliance. The site is graded to maintain the exiting historic east-facing presentation and elevation of the historic resource. The grading eliminates all stairs other than the historic front entry stairs, and either eliminates graded ramps or making more gentle inclines, and carefully planning the excavation to minimize dust, CO2 emissions, noise and traffic inconvenience;
- j. Landscaping the property to enable a parking area for seven cars mostly hidden from street view. The landscape also provides privacy for guests and neighbors and uses attractive trees, bushes, flowers and lawn that are compatible with the immediate neighborhood and the city and Counties of Napa more broadly. The landscaping is water-efficient, produces minimum compostable materials, and does not pose a fire hazard or life safety liability.

k. Achieving high levels of sustainability, energy and water efficiency and reuse of materials as possible, with the explicit intent of approaching net-zero energy and carbon neutral performance, at or beyond the California 2020 Residential Building Standard.

Additional Entitlement Information

Per Planning Staff letter dated August 28, 2019 it is our understanding that the all the items above in the :PD requests are necessary in order for the project to be deemed Complete. The following items are identified as not contributing to a project's Completeness but are design issues and comments by Planning Staff and Departments that were found during this review and hence are addressed.

1. Materials Diversion - Food Services and Trash

Applicant will review the following request with the Materials Diversion and Napa Recycling & Waste.

- a. Applicant separately has provided to Materials Diversion a quantitative estimate of the expected waste stream based on Napa occupancy rates, the average size of a Guest team, and the average number of meals expected. The finding is that the waste stream is roughly comparable to the waste stream generated by a single-family home.
- b. In light of the above, and to maintain the residential character of the historic resource and its historic designations, and due to light occupancy, and only occasional use of a kitchen to provide limited food services, the Applicant is eliminating the commercial kitchen, and replacing it with a single residential kitchen, per R-3 Standards. Hence there is no need for a commercial enclosed trash container, which would be visible from Seminary Street and in conflict with the residential nature of the neighborhood. To facilitate catering, a location in the Basement will be provided for limited warming and staging. Caterers will be required to take away all recycling and composting materials and disposing them responsibly.
- c. The trash and compostables will be contained in an appropriate number and size of plastic bins in the northern setback, behind the Carriage House, with direct access to Seminary Street. That setback is 100' long, so has plenty of space for waste bins.

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Applicant has suggested the appropriate number and mix of bins to Materials Diversion. Plan also calls for a hose and drain conveniently located near the designated trash bin area. The Resident Manager and staff will be responsible for housekeeper moving the bins to the sidewalk and returning them to the setback and keeping the area clean.

<u>2.</u> ADA Compliance

The project is ADA compliant. To meet and exceed the ADA goals and legal requirement, the following modifications will be done:

- a. Providing two ADA-compliant guest room, representing 20% of the total number of guest rooms. The statutory requirement is 10%, i.e. only one room.
- b. Grading the site to minimize ramps and eliminate all steps from grade into all the buildings except the three existing steps leading to the front porch and entry door.
- c. Widening the eastern section of the porch to accommodate a wheelchair entering the front entry door from three ADA-accessible north and south porch area where the porch is at grade level.
- d. Providing ADA-compliant bathrooms where indicated on plan, including in the Villa 1st floor public bathroom also serving the garden and its amenities, the Villa 1st floor ADA Suite, the South Cottage ADA Suite; and the Fitness & Spa room.
- e. Providing continuous ADA-compliant pathways to every amenity and public meeting space.

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ADA Compliance Inventory

See Site Illustration: "Path of Travel"

1. Villa 1st floor (ADA Suite)

- a. North into rear kitchen door; the through-cab elevator; front entry door via porch;
- b. East from the parking area
- c. South into front entry door via north porch;
- d. South into great room
- e. West into great room via breezeway

2. South Cottage (ADA Suite)

- a. North hardscape pathway the width of the parking area
- b. East from ADA parking
- c. South hardscape pathway
- d. West from all buildings & garden, via either north or south pathway, or through the Villa

3. Fitness & Spa (ADA amenity)

- a. North from Villa north porch and front entry door
- b. East from ADA parking
- c. South from garden amenities in the South e.g. pool and hot-tub
- d. West from all buildings & garden

4. Carriage House (meeting room)

- a. North from Villa north porch
- b. East from ADA parking spot
- c. South -
- d. West from all buildings & garden

5. ADA elevator, through-cab

- a. <u>Three stops: lower level</u>, 1st floor at grade, 2nd floor & balcony
- b. East from parking area via hardscape pathway
- c. North from Villa north porch, ADA Carriage House meeting lounge, Fitness Room, and Cottage
- d. West from all buildings & garden via hardscape pathway

6. Lower Level (Villa)

- a. Access to main meeting room, dining room, ADA bathroom
- b. East via ADA elevator and hardscape pathway
- c. North via ADA elevator
- d. West direct to Terrace
- e. South via hardscape pathways to the west and east

7. Exterior (ADA hardscape pathways)

- a. To all amenities swimming pool, hot-tub, outdoor dining, outdoor grill
- b. To ADA Suites in Villa and S. Cottage
- c. To ADA parking spot and pedestrian gate to Seminary St

3. Undergrounding

No :PD modification is required. Applicant is undergrounding the PG&E, Comcast and AT&T cables. Applicant will also move a guywire that is directly in front of the central vehicular entry gate.

To maintain the historic character and in consideration of the visually detracting and nonhistoric presentation of the façade due to the PG&E poles, Applicant requests to be included in the undergrounding of overhead utilities along Seminary Street if/when the City performs the utility work in the neighborhood in conjunction with undergrounding activity of other nearby projects, e.g. Blue Oak School. Estimates by PG&E to underground the poles are from \$250,000 to \$300,000, which is not financially rational.

B&B Development Standards

The City of Napa Municipal Code ⁴ requires that the "Design. Rehabilitation Guidelines for Historic Properties contained in the Design Guidelines for the Napa Abajo/Fuller Park Historic District shall be utilized for B&B exterior remodels and additions." The same regulation sets forth the "specific purposes of these standards [are] to assist in preservation and adaptive reuse of city historic resources." The Thomas Earl House is a Rehabilitation with Adaptive Reuse.

The specific purposes of the B&B standards are:

⁴ Title 17 – Zoning. Chapter 17.52 SITE AND USE REGULATIONS. 17.52.060 B&B Inns.



- 1. To assist in Rehabilitation and adaptive reuse of city historic resources.
- 2. To serve visitors to the Napa Valley.
- 3. To assure compatibility with residential neighborhood surroundings.
- 4. To mitigate impacts on local rental housing stock, to the extent permitted by state law.

This :PD is for an SOIS Rehabilitation project. The proposed establishment of a B&B use within the historic Thomas Earl House will facilitate the Rehabilitation and Adaptive (best and highest) Reuse of a National Register listing and City Designated Landmark.

The B&B will serve professional visitors to the Napa Valley seeking an exclusive-use retreat venue for small teams to hold private meetings and to reside for several nights. The design of the B&B is specifically intended to Rehabilitate and highlight the Thomas Earl House by placing the new Carriage House and Guest Cottage units to the sides and rear of the historic resource, with appropriate height, design style, color and finishing to preserve and enhance the Villa as the focal point of the property; and to serve the meeting requirements of the proposed clientele. These design elements have all been reviewed by Bruce Judd, Architectural Historian, with a Report submitted to the Planning Department on July 22, 2019.

The proposed B&B will not remove any existing rental units from the local rental housing market; the Manager's unit will provide one unit for employee housing.

<u>1.</u> <u>Use Permit Required</u>.

B&B inns may be established with a use permit in buildings designated as being of historic and/or architectural significance on the city's historic resources Inventory, or through a subsequent historic survey.

The applicant has requested approval of a Use Permit to establish the ten Suite B&B and resident site Manager's apartment unit, as the Thomas Earl House is designated a City Designated Landmark.

<u>2.</u> <u>Standards</u>.

The following standards shall apply to the establishment of the B&B inn:

a. <u>On-Site Owner/Manager</u>. The building must be the primary residence of the owner or Manager of the B&B.

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A full-time residential Manager's Unit will be developed within the proposed basement. The unit contains a bedroom, bathroom, workspace office, and direct access to all the facilities in the Lower Level. The apartment faces the Terrace for light and egress.

b. <u>Location and Size</u>. Principal and accessory buildings may be used for B&B guest rooms. The majority of the guest rooms shall be in the principal building. Additions to either the principal building or accessory buildings shall be visually subordinate to the principal building. New accessory buildings are not encouraged but may be acceptable if the applicant provides evidence and the City finds there is no economically feasible way to restore the principal building without new accessory buildings.

<u>A waiver to the standard that the majority of the guest rooms shall be in the principal building</u> <u>may be requested for buildings over 3,000 square feet, if the applicant can provide evidence and</u> <u>the City finds there is no economically feasible way to restore the building without the</u> <u>additional rooms.</u>

The applicant requests a waiver for the reasons described and underlined above. The Villa is currently 3,232 sqft. In Napa and elsewhere, the minimum economically viable number of suites for a B&B or Inn is ten (10), as proposed. It is physically impossible to place six commercially acceptable Suites in the historic Villa – the maximum is four, as proposed. Four additional Guest Suites are proposed within the Carriage House, and the one additional Guest Suite in each of the North and South Cottages, for a total of 10 Guest Suites

C. <u>Meals</u>. There shall be only one meal (breakfast) served daily and limited to guests and owner/Manager of the B&B inn.

Consistent with the B&B requirement, breakfast will be the only meal contractually provided as part of the rental. For lunches and dinners, Guests may avail themselves of several options, arranged via the Manager in his/her capacity as Concierge:

- Catered meals from 3rd party catering services and restaurants, and private cooks provided by the manager/Concierge to prepare meals in the Villa kitchen. Meal service providers access the property via the north setback and the rear entrance into the Villa and 1st floor kitchen;
- Meals prepared on the outside grill.
- Meals ordered on-line and delivered by local restaurants or grocery stores;

 Walking downtown to local restaurants; or using the Compound electric van or rideshare to restaurants in Napa and Sonoma Counties.

Given the light meal preparation, per plan submitted to Materials Diversion, Applicant will not have a commercial kitchen or enclosed trash facility.

d. <u>Parking</u>. One parking space shall be provided for the owner/Manager's unit and each guest Suite. On-site parking shall be designed and located to not detract from the residential and historic character of the site's buildings and grounds. Credit may be given in limited instances for on-street parking fronting the structure where a survey documents such parking is available and does not affect adjacent residential uses.

The ten guest Suites and the one Manager's unit require a total of eleven parking spaces. In the proposed "Superior" solution discussed above. seven north-south facing parking spaces are located on-site, and the applicant is requesting placement of four parking spaces along the Seminary Street frontage. This configuration has been vetted and approved by the project architectural historian, architect and planner, and requested within the :PD rather than via a Variance.

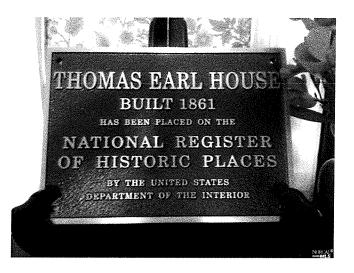
The project is distinct from the typical B&B model in that the entire property will be rented to a single group for a residential retreat. The intention would be to provide a think tank or similar type of destination with the goal of group collaboration to address complex issues in a quiet environment. With a single group occupying the property, the applicant and his destination management advisors envision the group(s) will primarily arrive via vans, shared ride, carpool or other shuttle service which reduces the overall parking need of the typical B&B where each guest arrives in their own car. A survey by a local destination management company of their corporate clients revealed that the average number of cars expected to be parked during the stay is three; several companies responded with "zero", i.e. the participants will arrive via van or bus; the highest number cited by any prospective clients was six parking spots – one less than designed for off-street parking.

The "Inferior" configuration is parking seven cars facing west towards the Villa. As shown on the site plan, these cars would be clearly seen from the street, and significantly and unnecessarily degrade the neighborhood view of the historic resource. It had been rejected by the Applicant and the historical architect.



e. <u>Signs</u> Shall be limited to two square feet attached directly to the residential building or structure, unless a sign permit is obtained.

The owner intends to operate The Compound with minimal signage, if any, other than this small plaque of the National Register. This signage was deployed but removed by the former owner and will be replaced.



f. <u>Number of Guest Rooms</u>. The number of guest rooms permitted will be determined based on the size of the existing building, grounds and site; the relationship of the site to the character, size and scale of surrounding neighborhood buildings; and visitor access and parking. In general, the number of guest Suites should not exceed ten.

The proposed B&B will have ten guest Suites with one Manager's unit as required. The minimum viable number of guest Suites to sustain the Rehabilitation is ten. The average size is at the low end based on a survey of B&B's, Inns and boutique hotels in a similar price/quality category and provisioned with amenities that are consistent with other establishments in the higher-end category in the city of Napa and surrounding towns in Napa and Sonoma counties.

g. <u>Concentration of Inns.</u> When a new B&B is proposed within 300 feet of another B&B, the decision-making body shall additionally find that the new B&B doesn't harm the character and livability of adjacent residential properties.

There are two existing B&B inns within 300 feet of the proposed project, located at the Seminary Street and Calistoga Street intersection. An additional B&B operation is located

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along Polk Street and is over 300 feet away. B&B's primarily rent their rooms individually to the leisure travel segment (tourism), catering to guests who book online individually, do not necessarily know each other arriving and departing at different times, eating at different times, and usually each bringing their own vehicle. This can impose a heavy footprint on the neighborhood.

By contrast Applicant describes why this project does not present direct competition to B&B's. It caters to business or professional groups, which usually book through a destination management company (not on consumer online platforms), and present "light footprint" on the neighborhood. Guests arrive and depart usually as a group; they use shared-ride, carpools and vans; and the demographic is attracted by the Villa's walkability score, its location on the bicycle path, and the provision of bicycles by the Compound at no additional fee.

The project has been designed with sensitivity to the neighboring properties and will not harm the character and livability of the residential property located to the north and south of the project. The project site is located on a collector street in an area with a mix of uses, including other B&B inns, a private school, multi-unit housing and a beauty salon. Applicant has reached out to the headmaster of the adjacent school with the purposes of collaborating on STEM (Science, Technology, Engineering and Math) activities and meeting uses, thus providing a possible source of income to the Blue Oak School.

h. <u>Design</u>. Rehabilitation Guidelines for Historic Properties contained in the Design Guidelines for the Napa Abajo/Fuller Park Historic District shall be utilized for B&B exterior remodels and additions.

The B&B concept, strategy and historic compliance as an SOIS Rehabilitation was first developed in consultation with Juliana Inman and the project Planner (disclosure: author of this :PD). Architectural historian Sarah van Giesen at Napa Design partners, wrote the firstphase historic evaluation, with the conclusion that the project complies with all of the Secretary of Interior Standards. Upon Ms. Inman's retirement, noted historical architect Paul Kelley took over. Mr. Kelley brought in Bruce Judd, co-founder of the Architectural Resources Group (ARG), as Project Historic Architect. Mr. Judd wrote the submitted peer review and historical evaluation report. He concluded that the project meets all of the Secretary of Interior Standards and recommends that the project be approved by the cognizant regulatory bodies and authorities.

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The Certificate of Appropriateness for the exterior alterations have been reviewed for consistency with the City's Historic Preservation Ordinance and The Secretary of the Interior Standards for the Treatment of Historic Properties, by the Cultural Heritage Commission and the City Council. The project has been designed consistent with the criteria of the Design Guidelines for the Napa Abajo/Fuller Park Historic District.

i. <u>Moving Buildings.</u> If a designated historic building is to be moved to a new location for a B&B use, it shall be the centerpiece of the B&B project, front on the main street, and fit with the architectural character of the neighborhood consistent with the residential design guidelines. An exception to these standards may be considered for historic buildings moved to a site that has an existing principal building (ranked a 1 or 2 on the historic resources Inventory) already fronting on the main street, and the additional moved building(s) would be compatible with the principal B&B building and the architectural character of the neighborhood.

The Thomas Earl House is proposed to be moved twelve feet closer to the street frontage to facilitate a new basement with necessary guest and operational facilities and allow for valuable and necessary rear yard outdoor living and recreational space consistent with guest expectations. This relocation was proposed by the Design Architect. Two soils and geotechnical reports were prepared and included in the Resubmittal documents; and has been reviewed and approved by the project Historic Architect. Moving the house 12 feet east also re-centers the Villa on the property, which was the original position of the Thomas Earl House before the large landholding was parceled, deeded or gifted to descendants of Mr. Earl during the past 150 years, as described in the Title Report and National Register application. This relocation on the same property and the grading do not change the height of the House and retains the same historic profile when viewed from the Street.

j. <u>Multifamily Conversion Provisions</u>. Except in the RO district, the provisions of Section 17.52.100(B) shall apply when the project application submitted after the effective date of the ordinance codified in this chapter proposes demolition, conversion or partial conversion of a multifamily building to B&B use, and there is a loss of one or more dwelling units.

The existing building is a single-family R-1 residence that has occasionally been operated with one rental on the 2nd floor, containing a separate exterior staircase, a kitchen, a room and a sitting room. The proposed B&B does not seek to convert the property to multifamily. It is designed and operated as a residential R-3.



k. <u>Single-Family Conversion Provisions</u>. Except in the RO district, housing impact fees per Chapter 15.94 shall be imposed on the portion of the building being used for the B&B.

The entire compound can be converted with no modifications needed into a single-family home. As it is being built to California 2020 Residential Building Code, significant upgrades would be code-compliant, e.g. the sprinkler system. The facility is also designed such that it can be converted into several workforce rental apartments and/or fee-simple condominiums, subject to approval of a completely new application, but mentioned here to demonstrate that the facility has the potential of adding dwelling units to the city's housing inventory.

1. In the RO district, the provisions of Section 17.12.040(M) shall apply when the project application submitted after the effective date of the ordinance codified in this chapter proposes demolition, conversion or partial conversion of any residential use, and there is a loss of one or more dwelling units.

The property is not located within RO Zoning District.

3. Findings.

In addition to standard use permit findings in Chapter 17.60, the Planning Commission must make the following findings to approve a use permit for a B&B inn:

a. The establishment of the B&B inn is consistent with General Plan policies regarding historic preservation and regarding the loss of rental units in the housing stock.

Land Use Element Policy LU-6.3 states, "[t]he City shall promote the continued rehabilitation and reuse of historic downtown structures..." The proposed renovations to the historic structure allow for the continued use of the structure and for its rehabilitation, consistent with this General Plan policy. Applicant prepared a synopsis on his understanding of how the proposed plan is consistent with Napa's current General Plan, and the draft Napa 2040 General Plan key concepts.

Goal HR-1 seeks "[to] preserve and maintain sites, buildings, and landscapes that serve as significant, visible reminders of the city's social, architectural, and agricultural history."

The Rehabilitation of a locally designated historic resource is consistent with this General Plan goal. The proposed conversion of the residence into a B&B does not result in a loss of multi-family residential units. Research courtesy the Napa County Historical Society on Mr. Thomas Earl shows that he was a proponent and financial supporter of educational and social uses of properties he owned in Napa. This can be found in the presentation to the Cultural Heritage Commission.

b. The B&B inn use will not be detrimental to the historic or architectural character of the existing building(s).

The proposed project will Rehabilitate and not alter the historic style or design of the subject historic resource. A balcony will be built over the existing porch, following the photographic evidence of its existence and design in various photographs from the 19th and 20 centuries.

The Submittal details 63 character-defining features and has been evaluated for SOIS compliance by the Architectural Historian. Two key defining characteristics cannot be retained:

- a) The structure of the House was made entirely of pre-Portland cement concrete; it is irreparably destroyed; and
- b) To save the historic resource in a manner that is financially rational and creates a sustainable income stream to maintain the historic resource in the future, the use of the property will change from single family residential R-1 to B&B residential R-3.

The Villa will retain its current scale and massing, including its compact rectilinear form, angled bay windows, and width and height, which is appropriate to the surrounding district. The Rehabilitation Course of Action ⁵ describes how the work will be done under SOIS Rehabilitation Guidelines with respect to key defining features, finishes, construction methods and materials.

c. The B&B use is compatible with and will not be detrimental to the character of the neighborhood and surrounding land uses.

⁵ See Tim Deming report, submitted July 22, 2019 and updated in the September 16, 2019 Submittal.



The project has been appropriately designed to ensure compliance with the B&B development and performance standards and will not result in adverse impacts to adjacent properties or the general health, safety, and welfare of the community. Although the B&B is proposed within 300 feet of existing B&B inns, the project has been sensitively designed to accommodate the majority of guest parking on-site and to place activity areas away from the existing residence to the south and west, behind th Villa, that eliminates views of activity and blocks noise . The project has a completely different business model from a more traditional B&B in that it will be rented exclusively to groups; will be primarily used as a professional retreat and meeting center, and therefore present a light footprint on traffic, parking and use of service providers.

Applicant has modified the 1st Submittal in December 2018 with a 2nd Submittal in July 2019 and a 3rd Submittal in September 2019. The main goal of the 2019 Submittals is to modify the street-facing façade to make it as harmonious with the neighborhood as possible. Modifications include:

- a. Lowering the height of the fence and vehicular gate (see discussion in the :PD and in Design Exceptions).
- b. Changing the roof style of the Cottages from flat roof to gabled; and changing the cladding to white horizontal siding.
- c. Simplifying the crowns, cornices and corbels on the Cottages and Carriage House to differentiate them historically from the Villa.
- d. Changing the parking area from gravel to drivable lawn.

Additional Notes

- a. The Applicant is going to extraordinary lengths and expense to rehabilitate the historic home and site to create a project and resource that will be a lasting amenity to the City and the neighborhood. Applicant therefore proposes to enter into a Mills Act contract with the city of Napa.
- b. The facility has taken a narrow approach to the market a professional residential retreat facility. If it becomes necessary due to financial unsustainable losses, the facility can be used for more conventionally for the travel / leisure market. The retreat model would be retained, but to provide income, the Compound can be rented and operated more like a conventional B&B, to individual guests rather than teams. No modifications would be needed, as each Suite is independent, with its own bathroom en suite and independent entry.