

## Exhibit 4 - North 40 **Draft** Goals and Policies

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### **LAND USE**

***Goal:*** *To provide land uses within the North 40 Specific Plan Area that are consistent with the Town of Los Gatos General Plan, the Town Council Vision Statement and Guiding Principles and the goals and policies set forth herein.*

#### **Land Use Policies**

##### **Policy LU1: Land Use Designations**

The Specific Plan shall be implemented through the approval of development projects that are consistent with the land use designations as reflected on the land use plan.

##### **Policy LU2: Land Use Plan Amendments**

Amendments to the land use plan must be consistent with the Vision Statement and Guiding Principles and the goals and policies set forth herein.

##### **Policy LU3: Mix of Uses**

Provide a mix of uses to promote the creation of a lively, walkable neighborhood and that makes the North 40 Plan Area a resource to North 40 residents, businesses and adjacent neighborhoods.

##### **Policy LU4: Maximum Commercial Development**

Commercial development within the Specific Plan Area shall be complementary to downtown through the careful control of uses and permitted square footage as set forth in the Development Parameter Table. (See Table \_\_\_).

##### **Policy LU5: Retail**

Retail uses within the Plan Area are intended to serve North 40 residents, adjacent neighborhoods and nearby employment centers.

##### **Policy LU6: Restaurants**

Eating and drinking establishments within the Plan Area are intended to serve North 40 residents, adjacent neighborhoods and nearby employment centers.

##### **Policy LU7: Maximum Residential Development**

North 40 maximum residential units will be limited as set forth in the Development Parameter Table. (See Table \_\_\_).

##### **Policy LU8: Residential**

Provide and integrate a mix of residential product types designed specifically to respond to the emerging demands of senior, empty-nester, affordable and young adult consumers.

##### **Policy LU9: Hotel/Conference Facilities**

The hotel facility developed within the North 40 Plan Area shall include a conference/meeting space to accommodate 200 to 250 people.

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### **ARCHITECTURAL AND SITE CHARACTER/DESIGN**

***Goal:*** *To continue the small-town character of Los Gatos while enhancing its sense of place and community identity within the North 40 Plan Area.*

#### **Architecture and Site Character/Design Policies**

##### **Policy A1: Building Height**

Building heights within the North 40 Plan Area shall be consistent with the Development Standards Table, but may vary in response to site topography and use while taking into account views on and through the site. (See Table \_\_\_\_). Heights of buildings adjacent to Los Gatos Boulevard and Lark Avenue shall be varied and generally compatible with other buildings along these corridors and reflect the character of the Town.

##### **Policy A2: Neighborhood Design**

Promote a healthy, safe, secure and attractive neighborhood environment.

##### **Policy A3: Architecture**

Produce a high level of design quality, authentic 360o architecture and pedestrian scale as directed by the architectural design guidelines contained within this document and the Town Commercial and Residential Design Guidelines document.

##### **Policy A4: Historic Character**

The architecture and landscape design shall reflect the historic and agricultural heritage of the site and the Town of Los Gatos. Existing historic structures should be integrated into the Plan Area, where feasible.

##### **Policy A5: Adjacent Neighborhoods**

Non-residential development adjacent to residential neighborhoods should be sensitive to their potential impacts on the resident through screening, buffering, circulation, lighting and utilitarian aspects of the project design.

##### **Policy A6: Wayfinding**

Provide a wayfinding signage program for the Plan Area that includes an information kiosk on the area's history and downtown businesses and events.

##### **Policy A7: Project Identification Signage**

North 40 signs shall maintain the Town's small scale appearance and be consistent with the Commercial Design Guidelines to the greatest extent feasible.

##### **Policy A8: Residential Siting**

Locate residential development to minimize traffic and air quality impacts and encourage walkability to neighborhood serving uses.

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### **OPEN SPACE, PARKS AND PLAZA**

***Goal: To integrate an interconnected system of open spaces, parks and plazas within the North 40 Plan Area.***

#### **Open Space, Parks and Plaza Policies**

##### **Policy O1: View Preservation**

Promote and protect viewsheds and scenic resources and encourage the use of scenic easements to preserve viewsheds.

##### **Policy O2: Landscape Buffer**

Establish a landscape buffer along and the North 40 perimeter.

##### **Policy O3: Neighborhood Open Space Network**

Provide an open space network of neighborhood parks, passive open space, plazas, landscape buffers and/or common open space per Specific Plan Development Standards.

##### **Policy O4: Common Space**

Provide a space for small gatherings and outdoor entertainment that minimizes conflicts with adjacent uses and competition with downtown.

##### **Policy O5: Pedestrian Amenities**

Provide adequate pedestrian amenities such as street trees, benches, pedestrian-level street lighting and other street furnishings.

### **MOBILITY AND CIRCULATION**

***Goal: To incorporate multimodal solutions to create a walkable neighborhood while minimizing traffic impacts within the North 40 Plan Area.***

#### **Mobility and Circulation Policies**

##### **Policy M1: Park Once Design**

Create a pedestrian-friendly "park once" commercial district where visitors, residents and employees park their vehicle once and walk to various destinations within the development.

##### **Policy M2: Parking Design**

Minimize impacts of parking lots and parking structures through location, landscaping, buffers and structure design.

##### **Policy M3: Traffic**

Minimize traffic impacts through site design, multimodal opportunities, land uses, the intensity of development, access, and street and intersection improvements.

##### **Policy M4: Circulation and Connectivity**

Provide a seamless transition between the Plan Area and surrounding neighborhoods with enhanced pedestrian and vehicular circulation improvements.

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### **Policy M5: Transit**

Locate transit stops in central locations accessible to a majority of the Plan Area.

### **Policy M6: Pedestrian Orientation**

Pedestrian-oriented design is a high priority throughout the Plan Area. Special effort should be made to ensure the human scale and walkability in the Plan Area through intentional design and delineation of pedestrian walkways and corridors.

### **Policy M7: Bicycle Planning**

Bicycle facilities and amenities shall be integrated throughout the site.

## **INFRASTRUCTURE AND PUBLIC FACILITIES**

***Goal: To meet the infrastructure and public facilities needs of the North 40 Plan Area.***

### **Infrastructure and Public Facilities Policies**

#### **Policy I1: Minimize School Impacts**

Minimize impacts to schools by designing housing products that focus on senior housing, empty nester, affordable and young adult consumers.

# DISTRICT MAP

EXHIBIT 5 - North 40 Draft District Map

## District Legend:

1: Lark District

2: Transition District

3: Northern District

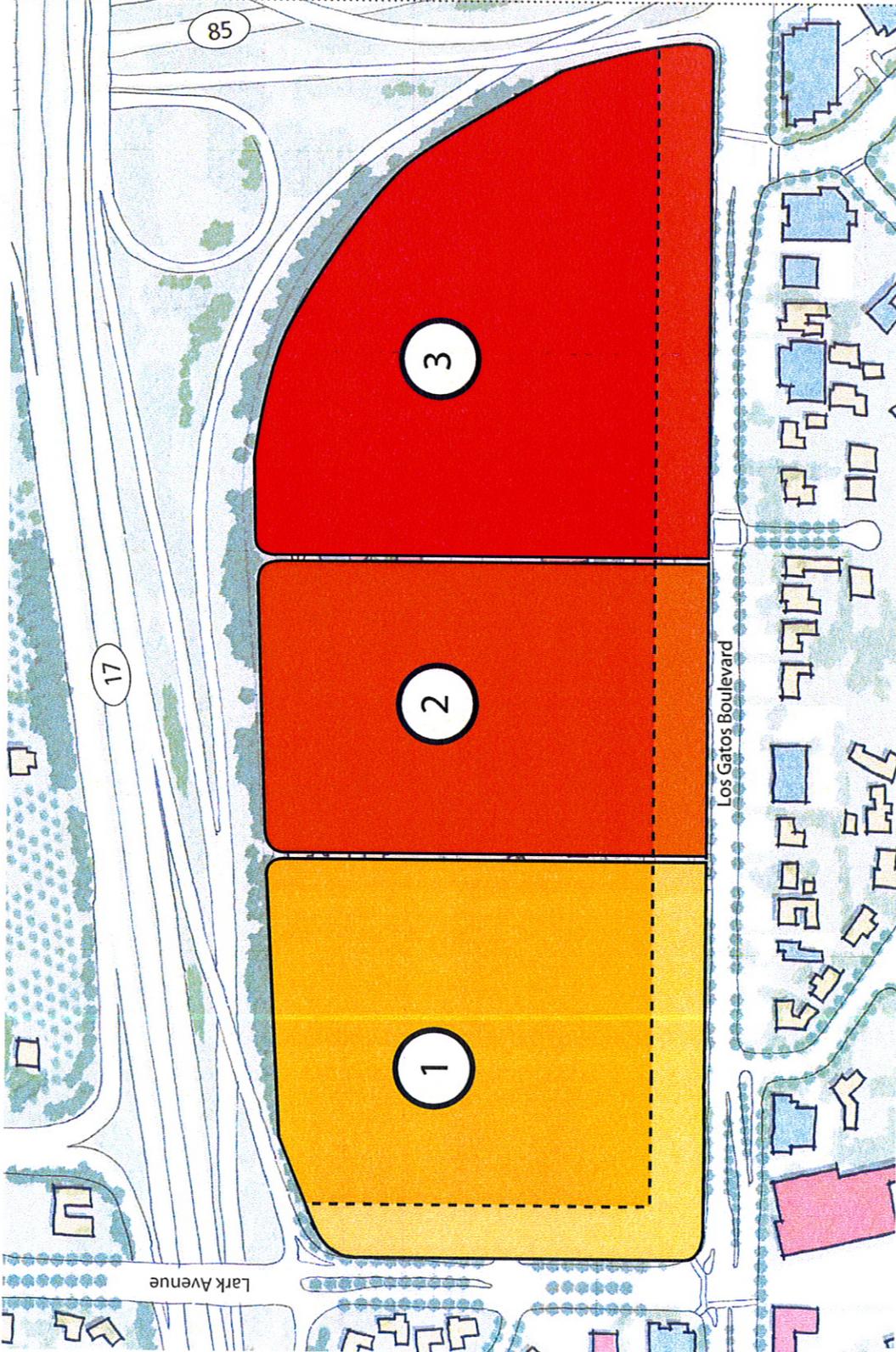
4: Lark/Los Gatos Blvd. Overlay\*

\*The overlay will address additional development standards such as height limitations.

## North 40 Specific Plan

Commercial*	Lark District		Transition District		Northern District	
	1	2	1	2	1	2
a. Retail	X	X	X	X	X	X
b. Personal service	X	X	X	X	X	X
c. Office	X	X	X	X	X	X
d. Lodging			X	X	X	X
e. Restaurants			X	X	X	X
f. Entertainment			X	X	X	X
g. Specialty Market					X	X
Residential*						
a. Single-family dwelling		X		X		X
b. Multiple-family dwelling		X		X		X
c. Live/work units					X	X

\* Uses permitted if consistent with:  
 - Development Limitations Table (Limit size and quantity of use)  
 - Development Standards contained within this Specific Plan



Los Gatos North 40 |



JULY 18, 2012

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Exhibit 6 - **DRAFT** - Proposed North 40 Development Standards

Development Standards		North 40 Specific Plan Considerations		
Property Setbacks	Current Town Code Standard	Specific Plan Proposal	Industry Standard	Trade-offs
<p>Commercial Perimeter (CH Zone General) 15 ft. front and side abutting a street 0 ft. side and rear</p> <p>Commercial Interior CH Zone: Lots abutting or across the street from a lot in a residential zone 25 ft. front 15 ft. side and side abutting a street 20 ft. rear (plus 1 ft. for each foot a building exceeds 20 ft. in height)</p> <p>Residential (RM Zone) 25 ft. front 8 ft. side - SF and two family-dwellings 10 ft. side - MF dwellings If the wall facing the side yard contains: o Bedroom windows ... 12 ft. o Living room windows ... 20 ft. 20 ft. street side 20 ft. rear</p>	<p>Perimeter setbacks (<u>Commercial and Residential along Lark and Los Gatos Blvd.</u>) 30 ft. min. Lark 30 ft. min. Los Gatos Blvd (20 ft. min. for Market Hall building) 30 ft. min. Freeway Buffer</p> <p><u>Interior setbacks</u> <u>Commercial/Mixed-Use (Residential)</u> <u>(if no outdoor sales or seating is proposed)</u> 10 ft. front and side abutting a street 0 ft. side and rear</p> <p><u>Residential Only</u> Apply existing Town RM Zone (Multi-Family Residential Zone) standards and allow a 5 ft. encroachment for porches and balconies.</p>	<p>Varies 15-20 ft. typical for perimeter</p> <p><u>Commercial/Mixed-Use</u> 0-25 ft. front 0-15 ft. side 0-20 ft. rear</p> <p><u>Multi-Family Residential</u> 5-25 ft. front 10-20 ft. side 10-20 ft. rear</p>	<p>Commercial and Residential Perimeter is more restrictive than current Town standards, therefore no trade-off discussion provided.</p> <p>A 5-foot reduction in the front setback is recommended in the interior for the commercial component.</p> <p>A varying setback is proposed for internal commercial uses that are not abutting residential. The minimum setback (if no outdoor sales or seating is proposed) would be 10 feet. The setback would increase if outdoor seating or sales display space is proposed. The standards are consistent with integrated mixed-use plans; consequently, a trade-off is not necessary.</p>	
<p>Parking Requirements (Commercial)</p>	<p><u>Retail/Personal Service/Office</u> 1 space/235 sf <u>Medical Office</u> 1 space/250 sf or 6 spaces/doctor <u>Restaurant</u> 1 space/3 seats <u>Hotel</u> 1 space/guestroom plus 1 space/employee</p>	<p>Maintain existing parking standards and apply a shared parking reduction for mixed-use.</p>		<p>Consistent with current Town Standards therefore no trade-off discussion provided</p>

Exhibit 6 - **DRAFT** - Proposed North 40 Development Standards

Development Standards		North 40 Specific Plan Considerations			
Development Standards	Current Town Code Standard	Specific Plan Proposal	Industry Standard	Trade-offs	
Building Height	<b>Residential</b> 35 ft. plus Height Restriction Exception	<p><u>All Districts</u> 35 ft. maximum, plus N40 Height Restriction Exception (see below)</p> <p><u>Lark District</u> 15% of building footprint square footage total shall be 2 story structures with 25 ft. maximum height</p> <p><u>Transition District</u> 35 ft. up to 45 ft. with 5% increase in open space or affordable product. Additional height may be allowed with a CUP approval.</p>	<p>Affordable, empty nester, 55+ and Gen Y:</p> <ul style="list-style-type: none"> <li>o five stories - 60 ft. high</li> <li>o higher densities (minimum 20 du/ac)</li> </ul> <p>Empty nester move down product types have higher ceiling heights to make the units appear more spacious.</p>	<p>Additional height standards = additional open space, more affordable products and varied heights and roof planes</p> <p>Using a maximum height with no allowance for variation would result in a development with all buildings at the maximum 35 feet high and thus not appear natural, organic and built over time, but rather have a more manufactured homogeneous appearance.</p> <p>Additional height allows for ground floor garages leaving two levels of residential above</p>	
	<b>Office</b> 35 ft. plus Height Restriction Exception	No change to maximum height, plus N40 Height Restriction Exception (see below)			Consistent with current Town Standards therefore no trade-off discussion provided
	<b>Hotel</b> 35 ft. plus Height Restriction Exception	45 ft. plus N40 Height Restriction Exception; Additional height may be allowed with a CUP approval.			Additional open space
	<b>Commercial</b> 35 ft. plus Height Restriction Exception	No change to maximum height, plus N40 Height Restriction Exception (see below)			Consistent with current Town Standards therefore no trade-off discussion provided

Exhibit 6 - **DRAFT** - Proposed North 40 Development Standards

Development Standards		North 40 Specific Plan Considerations	
Current Town Code Standard	Specific Plan Proposal	Industry Standard	Trade-offs
<p><b>Height Restriction Exception:</b></p> <p>Towers, spires, elevator and mechanical penthouses, cupolas, wireless telecommunication antennas, similar structures and necessary mechanical appurtenances which are not used for human activity or storage may be higher than the maximum height permitted by the zone. The use of tower elements or similar structures to provide higher ceiling heights for habitable space shall be deemed as a use intended for human activity and is therefore not exempt from the maximum height restrictions of a zone.</p>	<p>N40 Height Restriction Exception: Limited towers, spires, elevator and mechanical penthouses, cupolas, roof pitches of 8:12 or greater (either habitable or non-habitable), up to 30% of parapet roofs, wireless telecommunication antennas, similar structures and necessary mechanical appurtenances and associated screening which are not used for human activity or storage may be higher than the maximum height permitted by the zone.</p> <p>All height exceptions shall be subject to architecture and site review and must be found consistent with the following findings:</p> <ol style="list-style-type: none"> <li>1. The building massing and dimensional ratios of building components create a harmonious visual balance and contribute to the architectural rhythm.</li> <li>2. The height increase is necessary to achieve excellence in architectural design and cannot be accommodated through alternative means such as lowering the building into the ground or reducing overall floor to ceiling heights.</li> </ol>	<p>It is typical to allow towers, elevator and mechanical equipment, cupolas, and screening for these elements above the height requirement.</p> <p>Allowing steeper pitched roofs to penetrate the height plane will allow for roof pitches that are characteristic of agrarian roof forms.</p>	<p>Varied height limits and pitched roof and parapet exceptions will help vary the roof line silhouette creating a more natural looking neighborhood.</p>
<p>50%</p>	<p>No change</p>		<p>Consistent with current Town Standards therefore no trade-off discussion provided</p>
<p>Lot Coverage (Includes building and structured parking footprints)</p>	<p>10 % hardscape plus 20-25% green space</p>	<p>Additional Open Space required with height increase.</p>	
<p>Open Space</p>			

Exhibit 6 - **DRAFT** - Proposed North 40 Development Standards

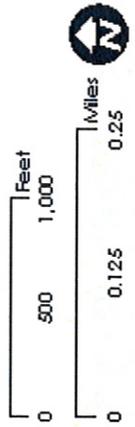
Development Standards		Current Town Code Standard	Specific Plan Proposal	Industry Standard	Trade-offs
North 40 Specific Plan Considerations					
Other Applicable Development Standards					
Private Open Space (Residential Condominiums)	Ground Floor 200 sf/unit Above Ground Floor 120 sf/unit		Remove Ground Floor Private Open Space minimum requirement since this design element is typical for family oriented residential products types. Replace with a maximum requirement of 100 sf/unit of Ground Floor Private Open Space.  Above Ground Floor requirement shall not be included in overall Open Space required.		Limit Ground Floor Open Space requirement to promote affordable, empty nester, 55+ and Gen Y product types rather than the typical family product type with larger rear yards. The size limitation will help to dissuade a separate yard area.
Common Open Space (Residential Condominiums)	100 sf/unit		No change		Consistent with current Town Standards therefore no trade-off discussion provided
Common Open Space (Multi-Family Residential other than Condominiums)	200 sf/unit		No change		Consistent with current Town Standards therefore no trade-off discussion provided

# Los Gatos Blvd Business Distribution

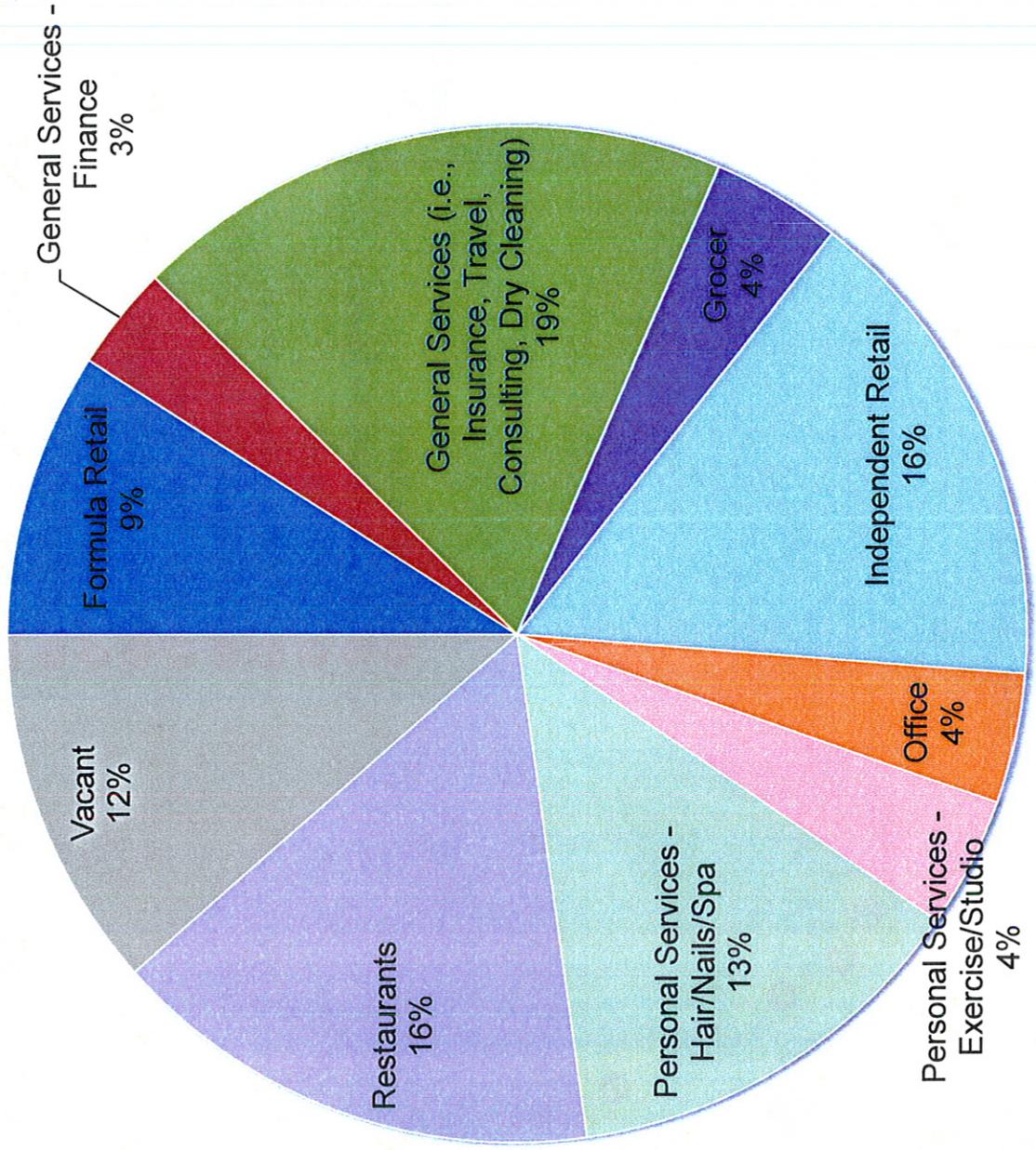


- 1** King's Court
- 2** Blossom Hill Pavilion
- 3** Cornerstone
- 4** El Gato Village Center
- 5** Jiffy Market Center
- 6** New Town Center
- 7** Los Gatos Village Square
- 8** ACE Hardware Center
- 9** The Boulevard
- 10** Office Depot

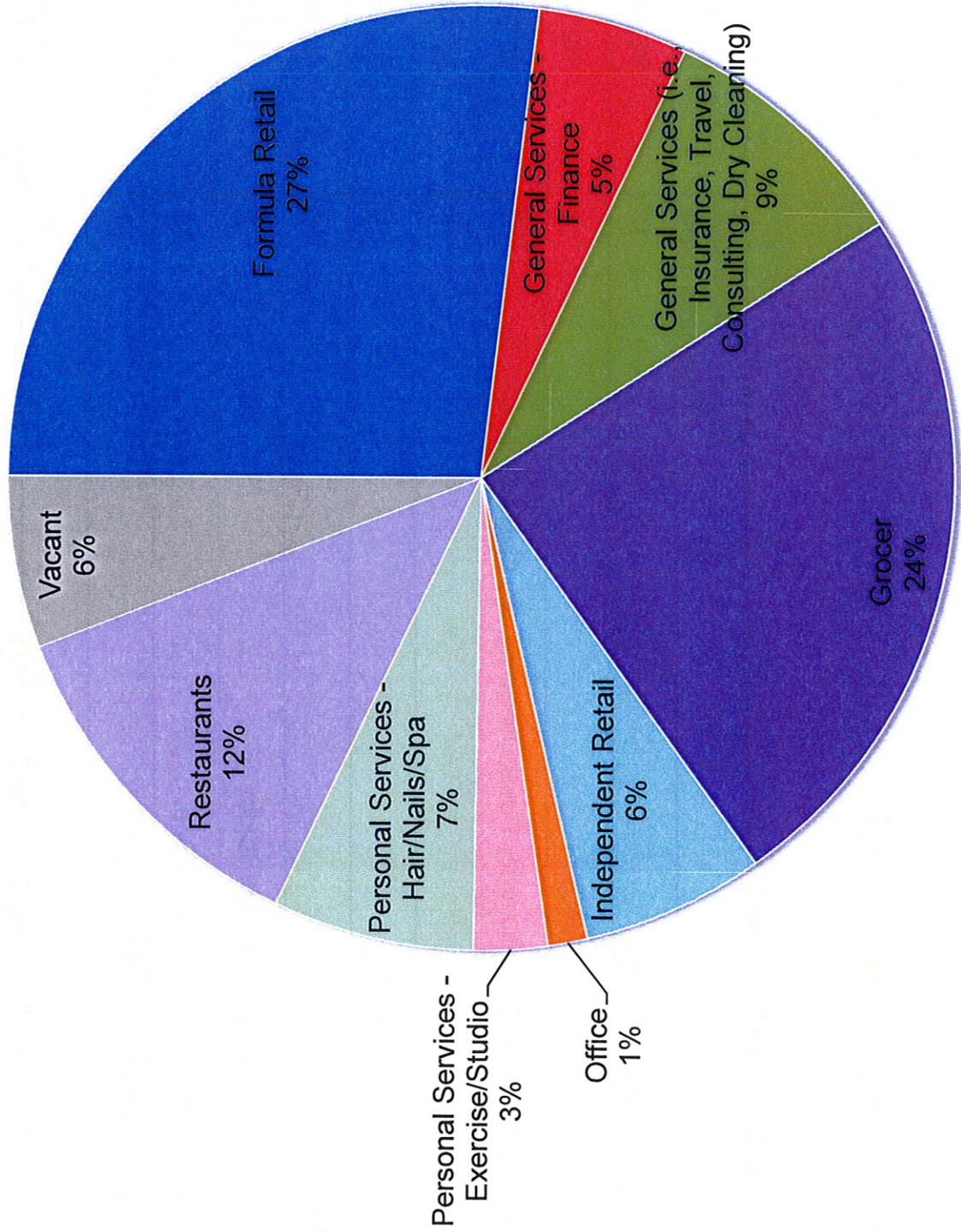
Location	Total Center SF
1 King's Court	81,436
2 Blossom Hill Pavilion	23,878
3 Cornerstone	62,037
4 El Gato Village Center	49,013
5 Jiffy Market Center	10,072
6 New Town Center	46,435
7 Los Gatos Village Square	43,617
8 ACE Hardware Center	16,675
9 The Boulevard	9,207
10 Office Depot	28,878
<b>Total SF:</b>	<b>371,248</b>
<b>Avg SF:</b>	<b>3,094</b>



# Business Distribution of Los Gatos Blvd



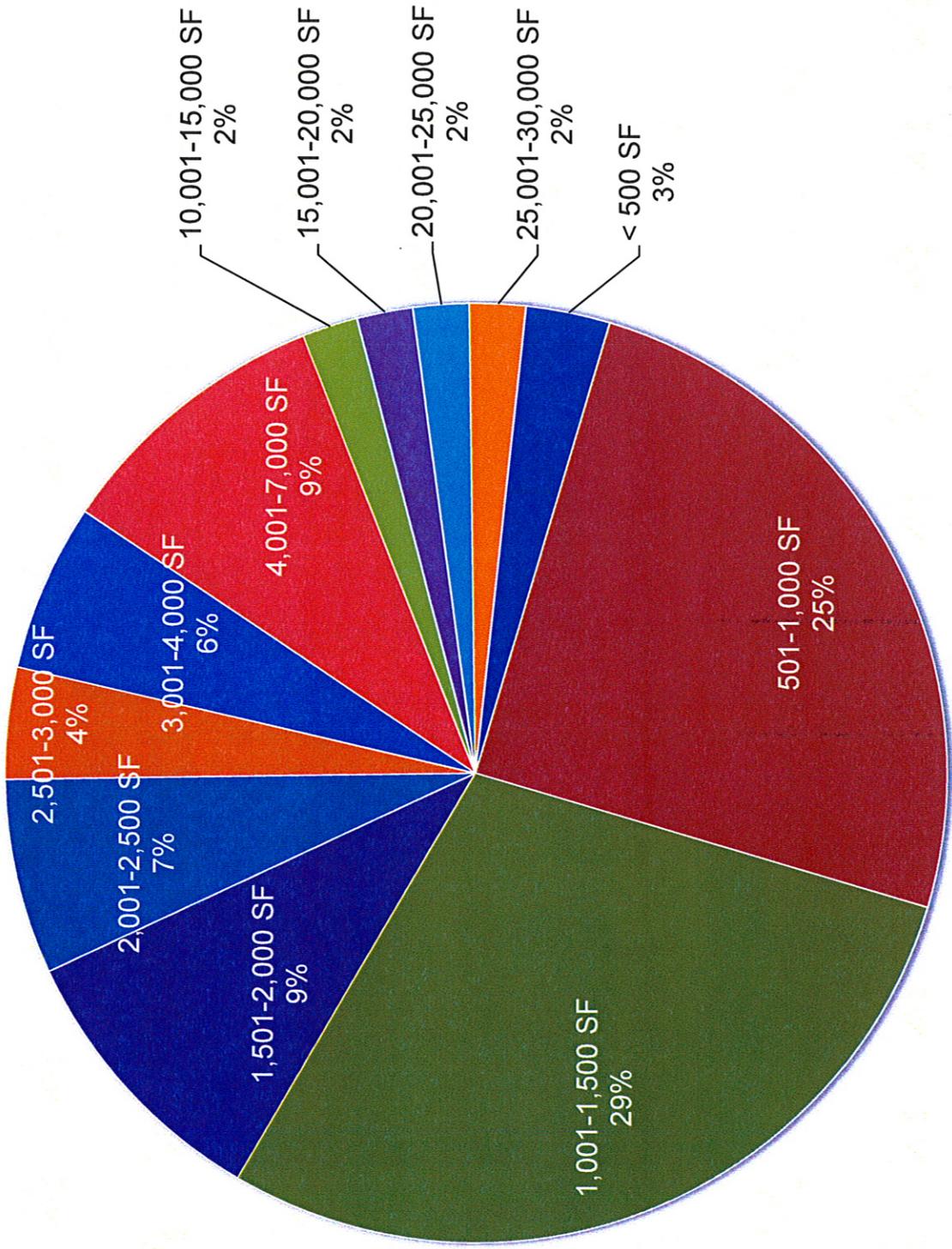
# Business Type S.F. in Relationship to Overall LG Blvd Site S.F.



# Average Tenant Size by Business Type

Business Type	Count of Business Type	Sum of SF	Average SF
Formula Retail	11	95,341	8,667.36
General Services - Finance	4	18,175	4,543.75
General Services (i.e., Insurance, Travel, Consulting, Dry Cleaning)	23	31,318	1,361.65
Grocer	5	85,881	17,176.20
Independent Retail	19	22,147	1,165.63
Office	5	4,785	957.00
Personal Services - Exercise/Studio	5	8,950	1,790.00
Personal Services - Hair/Nails/Spa	16	24,375	1,523.44
Restaurants	19	42,657	2,245.11
Vacant	14	20,944	1,496.00
<b>Grand Total</b>	<b>121</b>	<b>354,573</b>	<b>2,930.36</b>

# Los Gatos Blvd Tenant: Overall Percentage by S.F.



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## Exhibit 8 - North 40 **Draft** Development Parameters Table

**North 40 Project Area - approximately 44 acres (1,916,640 sf)**

Primary Permitted Uses	Maximum Square Footage*
Residential Units	400 units
Office	100,000 sf
Hotel (150 rooms)	100,000 sf
Commercial (Excluding Office) - Restaurants - Retail - Specialty market - Health club - Personal service (beauty supply, nail salon, etc.) - Entertainment	400,000 sf
*Maximum non-residential building square footage shall not exceed 520,000 sf of which commercial (as defined by this development parameter) cannot exceed 400,000 sf.	

Open Space Designation (Excluding Parking and Roadways)	Percent of Specific Plan Area
Plazas/Sidewalks/Paseos	10% min.
Green Open Space	20-25%* min.
<b>Total Open Space</b>	<b>30-35%* min.</b>
*Up to 5% increase with height exception	

**Lot Coverage = 50% max.**  
 Lot Coverage includes buildings and parking structures. A building is defined as any structure used or intended to be used to shelter a person or personal property.

*Note: Roads, surface parking and loading typically consume 15-30% of lot/site.*

Additional Limitations for Commercial (400,000 sf)		
Individual store size	% of total	Example subtotal for each size
0-1,500 sf	5%	20,000
1,501-3,000 sf	5%	20,000
3,001-10,000 sf	25%	100,000
10,001-25,000 sf	25%	100,000
25,001-50,000 sf	40%	160,000

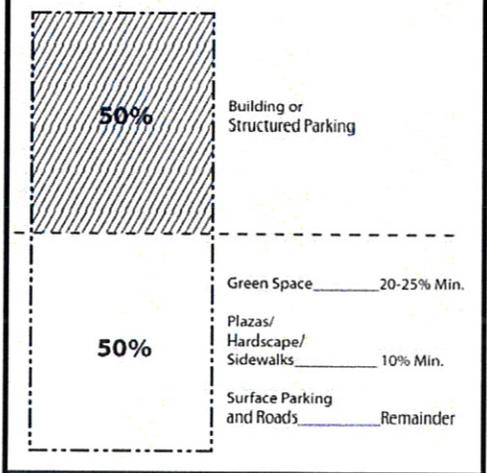


Exhibit 8 - North 40 **Draft** Development Parameters Table

<b>Example Breakdowns</b>					
<b>Example Commercial Breakdown for 400,000 sf</b>					
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>
Individual Range of Store Size	% of 400,000 Limitation	Example Subtotal of sf for each range	Example of Individual Building Sizes in Los Gatos (in sf)	Local example of commercial uses with similar square footage <i>i.e., restaurant, personal service (salon, dry cleaners, exercise studio, etc.), entertainment and health club use</i>	Sample Mix of Stores/ Restaurants/Personal Services/Entertainment Uses
0-1,500 sf	5%	20,000	500	Café de Flore/Wireless Link	10 units @ 500 sf = 5,000 sf
			1,000	Andale (6 N. Santa Cruz)	6 units @ 1,000 s.f. = 6,000 sf
			1,500	Azuca/Maid's Quarters	6 units @ 1,500 = 9,000 sf = Total 20,000 sf
1,501-3,000 sf	5%	20,000	2,000	French Cellar/Cover Story	2 units @ 2,000 sf = 4,000 sf
			2,500	All-Pro Tae Kwon Do	4 units @ 2,500 sf = 10,000 sf
			3,000	Wine Cellar (3,200 sf)	2 units @ 3,000 = 6,000 sf = Total 20,000 sf
3,001-10,000 sf	25%	100,000	4,000	PharmicaRx	3 units @ 4,000 sf = 12,000 sf
			7,000	Viva (6,600 sf)	4 units @ 7,000 sf = 28,000 sf
			10,000	Pier 1 Imports	6 units @ 10,000 = 60,000 sf = Total 100,000 sf
10,001-25,000 sf	25%	100,000	15,000	Mike's Bikes	2 units @ 15,000 sf = 30,000 sf
			20,000	Whole Foods	1 unit @ 20,000 sf = 20,000 sf
			25,000	Nob Hill and Lunardi's	2 units @ 25,000 = 50,000 sf = Total 100,000 sf
25,001-50,000 sf	40%	160,000	30,000	Office Depot	1 units @ 30,000 sf = 30,000 sf
			40,000	Safeway-downtown (44,000 sf)	2 units @ 40,000 sf = 80,000 sf
			50,000	Courtside Athletic Club (Main Bldg only)	1 units @ 10,000 = 50,000 sf = Total 160,000 sf
<b>Example Square</b>					
Number of Units	Square Footage for each Until Type	Typical Product Type		Subtotal of Square Feet by Unit Type	
300 units	1,200 sf (average)	Gen Y and senior housing		360,000	
100 units	1,800 sf (average)	Empty nester housing		180,000	
<b>400 total units</b>				<b>540,000</b>	



# GROSVENOR

August 7, 2012

Town of Los Gatos  
North Forty Specific Plan Advisory Committee  
c/o Wendie Rooney, Director of Community Development  
110 E. Main St.  
Los Gatos, California 95031

Dear Committee Members:

Thank you for your hard work during the past year. You have provided the development community with good guidance over the past months and based on this guidance a vision for the North Forty is starting to gel. Using existing Town standards is giving us a sound base to start from and we believe we can start putting our ideas on paper and largely stay within those parameters. There are generally two exceptions to Town standards where we seek your understanding and flexibility. The first is the broad application of the conditional use permit ("CUP") as a regulator on retail tenancy. We have already stated our difficulty with this form of regulation during meetings and we do not believe it is necessary to go through our rationale in this letter. Furthermore, recent discussions within the Committee appear to indicate the Town is exploring other methods of regulation that will help ease our concerns on that front. We would be happy to address any questions on CUPs at your upcoming hearings.

Our second issue, and focus of this letter, is building height. While some of our rationale ties to financial feasibility, our pursuit of some flexibility on this front is mostly driven by our desire to capture the vision of a vibrant, multi-generational, walkable, mixed-use Uptown neighborhood at the North Forty.

We are seeking relief and flexibility on height as it relates to residential condominiums that could be targeted for age-in-place or empty nester residents. Increased height allowances will also be needed for the hotel. These uses seem to be widely accepted by the Committee and they fit well the vision for the North Forty. These uses will also likely be located towards the center of the site where they will be less impactful to view corridors and will also take advantage of the lower elevations which in some areas could be 10 to 15 feet below that of the Los Gatos Boulevard elevation.

Our rationale for seeking relief on the height limitations for certain residential buildings include:

- By a wide margin it is more economical to build townhomes or single family homes which are self parked (have their own garage) vs. a condominium building that has co-mingled, structured parking. To achieve architectural interest, a variety of housing types, and the multi-generational diversity of the neighborhood that we strongly believe in, these condominium buildings should be part of the North Forty residential offering.
- In addition to the more expensive parking system, a condominium building, especially one that targets the age-in-place or move-down purchaser, will incur significant additional costs due to:
  - Multiple elevators. We would like to avoid long hallways and create more exclusivity by having a limited number of units clustered around an elevator bank.
  - Numerous amenities (things like wine storage, potentially concierge, lap pools, reading rooms, etc).
  - Robust sound insulation requirements, which translates into deeper floor sections.
- To afford these additional services and features, we need to distribute costs over more units. How much density is required is a function of many things. A key variable is the unit parking ratio. We seem to have found a sweet spot with four story, stacked-flat condominium product which has larger units (desired by age-in-place and move down purchasers) and thus a good balance between building footprints and parking requirements.
- Purchasers of age-in-place or move down units will require higher ceiling heights for more light and openness.



- A characteristic of age-in-place or empty nester housing is the use of balconies or terraces for private open space instead of yards. Moving to the slightly higher height restriction will allow us to include more terraces or balconies.
- A more vertical building will have a smaller overall building footprint which will aid us in providing for more common open space in the overall new neighborhood. And, when strategically placed, taller buildings can provide for more view corridors through the property in comparison to buildings that have more of a bulky horizontal mass.

The question has been raised about making the parking entirely subterranean. While seemingly an elegant solution to height, there are issues with that type of construction. Some include:

- For reasons of marketability and security we would like to have the first floor units start a half-story up.
- Having the garage at least partially above ground also allows us to entertain natural ventilation in the parking garage which is a cost issue and a more environmentally sustainable solution.
- In the age-in-place empty nester market, there is reluctance by purchasers to park entirely subterranean. This is largely from a security and accessibility standpoint.

We are seeking support for a 55 foot height limit for specific residential buildings that would feature stacked condominiums over structured parking. The height limit would be accompanied by specific requirements and dimensions to be laid out in the Specific Plan that will allow us the flexibility to create interesting and high quality architecture. For the hotel, the 55 foot height limit will work for extended stay models; however, more luxury or boutique brands may require higher lobby and guest room ceilings. We would hope that the Specific Plan would allow for some flexibility on the hotel design.

At the broader level, our rationale for these design parameters is to avoid the incentive for builders on the North Forty to build roofs to maximize a single height plane, which in our opinion, will result in a development that looks more like a project and less like the authentic neighborhood that we want it to be - a neighborhood that features more interesting architecture and varied building silhouettes.

Members of our team will be in attendance at your hearings. We are happy to address any questions that you may have about this request or other matters during that time.

You have made great progress and have given us guidance and inspiration. We believe that together we can implement a shared North Forty vision. We are looking forward to getting started.

Sincerely,

**Don Capobres**  
Senior Vice President, Development

cc: Alan Chamorro