Town of Kittery Planning Board Meeting August 24, 2017

Town Code Amendment – 16.2.2 Definitions, 16.3.2.15 Mixed Use Kittery Foreside Zone, 16.3.2.17 Shoreland Overlay Zone

Action: Review Amendment. Schedule a public hearing. Applicant, Wallingford Square, LLC, requests consideration of an amendment to Title 16, Land Use and Development Code, to allow Hotels in the Mixed-Use Kittery Foreside (MU-KF) Zone.

PROJECT TRACKING

REQ'D	ACTION	COMMENTS	STATUS
YES	Initial Planning Board Meeting	Scheduled for 6/8/2017	HELD
YES	Subsequent Planning Board Meetings	Workshop scheduled for 6/22/2017 Follow-up meeting scheduled for 7/27/17; continued to 8/24 meeting	HELD/PENDING
YES	Public Hearing (special notice requirements)		PENDING
YES	Review/Approval/Recommendation to Town Council		PENDING

Background

The applicant has submitted a narrative requesting the Board to consider a code amendment to allow hotels as a permitted use in the Mixed Use Kittery Foreside Zone and a special exception use in the Shoreland Overlay and Mixed Use Kittery Foreside zones. Within this narrative, the applicant asserts a hotel would address the growing need for tourist accommodations within the Foreside, while maintaining the existing character of the zone. Further, the applicant states a small hotel is not dissimilar to an inn, currently a permitted use within the MU-KF zone.

<u>Update 7/27:</u> The Planning Board initially reviewed this application on 6/8/2017 and determined a workshop was warranted to seek input and discussion with interested parties. A joint workshop was held on 6/22/2017 and included: the Planning Board, the applicant and members of the Foreside Working Group, Economic Development Committee, Conservation Commission and the Comprehensive Plan Update Committee (minutes attached). During the workshop, the applicant provided supplemental material to support their application (attached) and public comment from residents and business owners of the Foreside neighborhood was permitted. The Planning Board and applicant agreed to meet again to discuss issues identified during the workshop and identify what additional information is required prior to a formal review of the application by the Planning Board.

The purpose of this review is for the Board to provide the applicant with a list of questions and/or request specific information that is needed for the board members to consider zoning amendment.

Update 8/24:

The Board provided comments and feedback with regard to the proposed amendment at their 7/27 meeting and a list of questions was created for the applicant and finalized by staff. See attached email to applicant with finalized questions and the attached response to the questions by the applicant.

Staff Review

The following staff review is from the 6/8/2017 Planning Board meeting. Some additional Staff comments have been provided at the end of this section. <u>Note</u>, the applicant is no longer requesting the Planning Board consider the addition of "boutique hotels" to the MU-KF Zone, but rather allow hotels that are limited in size or capacity so as to conform with existing, defined uses within Title 16.

The MU-KF zone is defined as encompassing the area between Route 1 to Wallingford Square, Walker/Main Street to the Back Channel.

The Foreside neighborhood was zoned as Local Business Zone until the revitalization efforts that began with the 1997 Revitalization strategy for the Kittery Foreside District. Within the LB zone, a motel, rooming house or apartment building was permitted as a special exception use. Hotels were defined but not permitted, and an Inn was neither defined or appeared to be referenced within the Code.

The 1997 Revitalization Strategy was formed to focused on, what was believed to be, declining growth in the downtown neighborhood, in favor of the larger, more accessible development along Route 1. The intent of the strategy was to rediscover the downtown neighborhood and enhance the character of the existing neighborhood through redevelopment rather than demolition.

The Kittery Foreside zone was established in 1997 with the following purpose:

- 1. To provide business, service and community functions within the Kittery Foreside district.
- 2. To provide a mix of housing opportunities in the historic urbanized center of the community.
- 3. To allow for use patterns which recognize the densely built-up character of the district and the limitations for providing off-street parking (LUDC, reprinted May 1998)

It was at the inception of the Kittery Foreside Zone that "Motel, rooming house or apartment building" was no longer a special exception use, and an "inn" became a defined permitted use and apartment buildings were no longer permitted, in favor of dwelling units in a single family, duplex and multi-family configuration. This appears to be an attempt to focus on the smaller scale, Town center character of the neighborhood, discouraging (or prohibiting) larger scale development.

Boutique Hotel

A boutique hotel is generally defined as a "small, luxury hotel offering premium services, often located in a fashionable location" (dictionary.com). While the term "boutique hotel" appears to be widely used in Maine in regards to real estate and rentals, it is difficult to find an example of a land use code that specifically defines a "boutique" or "luxury" hotel. This is possibly due to the vagueness of what classifies as a boutique hotel, as well as the potential to create confusion without modifying the definitions of other short-term accommodation facilities. For example, using the proposed definition provided by the applicant, there could be some crossover between a boutique hotel and hotel within the Town of Kittery (for example: a hotel offering 12 rooms would qualify as both a hotel and a boutique hotel).

The applicant states the proposed amendment will address the lack of short-term accommodation options within the growing Foreside neighborhood, and states the permitted inn is too restrictive in regards to the number of allowed rooms (per the definition in 16.2.2, an inn also requires a resident manager to reside onsite, see the definitions provided below). The 2015 draft comprehensive plan identifies as a primary area of economic development. However, without the presence of short-term accommodations, it may become difficult to promote the neighborhood to regional visitors, which supports objectives 3.1 and 8.3 in the draft comprehensive plan.

A major obstacle to the proposed amendment is the availability of parking within the neighborhood. The applicant proposes a boutique hotel be subject to the same parking requirements as an inn: one space per each guest room, which is slightly less than the parking requirements for a hotel as outlined in 16.8.9.4. However, even with consideration of the reduced parking requirements, residents have expressed frustration regarding the shortage of parking within the Foreside neighborhood; therefore, it may be difficult to meet the one space per room requirement with a 35-room hotel.

In addition, the 2015 draft comprehensive plan recommends enhancing the Foreside district through the encouragement of mixed use, specifically promoting housing above retail. The Board should consider whether the inclusion of a small-scale hotel meets this objective.

If the Board determines a small, short-term accommodation facility is appropriate within the Foreside district, an alternative defining a new use would be to permit hotels, only up to a determined size. For example, the Board could discuss adding "hotels, not to exceed 15 rooms" as a permitted or special exception use within the Mixed Use – Kittery Foreside zone, similar to the restricted size of retail use as a permitted use in the Mixed Use zone ("Retail use, a single use not to exceed fifty thousand square feet in gross floor area").

Definitions of short-term accommodations in Title 16

Currently the only use permitting short-term accommodations in the Mixed Use – Kittery Foreside zone is *Inns*. Following are the definitions of short-term accommodations that currently exist in Title 16.

- **Bed and Breakfast** means a home occupation in a single-family dwelling in which lodging or lodgings with meals served before noon are offered to the general public for compensation, offering nor more than six bedrooms for lodging purposes.
- Hotel means a building in which lodging, or boarding and lodging capabilities are provided for more than twenty persons, and offered to the public for compensation, and in which ingress and egress to and from rooms are made primarily through an inside lobby or office supervised by a person in charge at all hours. As such, it is open to the public in contradistinction to a rooming house or a motel, which are separately defined in this section.
- Inn means a commercial place of lodging which contains a dwelling unit occupied by an owner or resident manager, which has twelve or fewer guest rooms, and may include a restaurant which also serves non-guests. Rentals to the same party for more than twelve weeks in a calendar year are prohibited.
- Motel means a building or group of detached or connected buildings designed, intended or used
 primarily to provide sleeping accommodations without cooking facilities for travelers for
 compensation and having a parking space adjacent to a sleeping room. An automobile court or a
 tourist court with more than one unit or a motor lodge is deemed to be a motel.
- Rooming house means a residential use in which the owner or manager of the facility resides on the premises and in which more than three persons who are not part of the owner/manager's family, are housed in rooms for compensation with or without meals. This includes fraternities and sororities.

Update 8/24:

The applicant has responded to the questions from the Board. Staff has the following additional comments.

It is clear from past discussions that the Board has apprehension in allowing the addition of a hotel use in the Mixed-Use Kittery Foreside (KF-MU) zone. Some of this comes from notion that most hotels are likely to be out-of-scale with the compact and village setting of the Foreside. Impacts to available parking and an increase of tourism from adding hotels have also been mentioned. Some Board members have stated the focus on the character of the Foreside is based it on being a residential neighborhood before a business center. The community in the late 1990's acknowledged in the *Revitalization Strategy for the Kittery Foreside* that both characteristics are not necessarily exclusive of one another and can successfully coexist, hence the recommendation from the study to create a new mixed-use zone.

Perhaps with rational and reasonable conditions on the hotel use as applied in the MU-KF zone, a cap or limitation of the associated impacts of hotels can be addressed. The following are some restrictions and limitations that can be considered if a hotel use were to be allowed in the Foreside:

- 1. **Special Exception Use**. Considering the hotel use has the potential to have greater impacts than other uses, it would be prudent to include the addition of a hotel use as a special exception rather than permitted use. Factors of Consideration in Title 16.6.6 would apply.
- 2. **Size**. 35 rooms is currently proposed by the applicant and the applicant describes how the number is derived, based on their understanding of the market conditions. This number is three times the size of the rooms an Inn is allowed to have under our land use code. Perhaps a twice the size, 25 rooms, would be more palatable for the Foreside.
- Parking. In order to address the potential for the increase of parking, perhaps for hotels in the Foreside, valet parking is a requirement and a parking management plan is also required for approval by the Planning Board.
- 4. **Limit on location**. This type of restriction is aligned with the proposed use as a special exception and would address the potential incompatibility of a hotel located within the established residential areas within the Foreside. This could be implemented through specifying areas where in the zone hotels would be permitted or not permitted; i.e. allowed only on properties fronting Wallingford Square, Walker, Government and Wentworth streets. And/or limit the distance between hotels within the zone thereby reducing the potential for overcrowding and dispersing possible impacts, much like restrictions on gasoline stations; i.e. hotels in the MU-KF can be not be located within 500 feet of an existing hotel.
- 5. Architectural Design Standards. To ensure that redevelopment and new construction for hotels is executed in manner consistent with the character of the Foreside, perhaps specific design standards are required. Such standards can be targeted to ensure the scale, massing and architectural detailing is compatible to the adjacent buildings and appropriate to the overall character of the Foreside.

There may be other options available, however, the Board should not consider the proposed amendment as an all or nothing change to the zone and that there are options available to customize the use to fit the uniqueness of the Foreside. Currently, however, the applicant, though open to various options, has only provided the 35 room limitation on the current definition for hotel.

Recommendation

With the consideration of the applicant's response to the Board's questions and staff's comments, the Planning Board should determine if there is important information missing that they would need to

consider for the amendment request. In addition, they should provide direction as to the type of additional restrictions they want to consider as part of the proposed code amendment.

If the Board is satisfied with the proposed amendments as provided by the applicant (without the use of the term 'boutique'), the Board may move to schedule a public hearing (suggested motion A below). If the Board wants a revised amendment with restrictions discussed above and reviewed prior to a public hearing, the Board may move to continue the amendment (suggested motion B below).

- A. Move to schedule a public hearing for Town Code Amendment 16.2.2 Definitions, 16.3.2.15 Mixed Use Kittery Foreside Zone, 16.3.2.17 Shoreland Overlay Zone for September 28, 2017.
- B. Move to continue Town Code Amendment 16.2.2 Definitions, 16.3.2.15 Mixed Use Kittery Foreside Zone, 16.3.2.17 Shoreland Overlay Zone for the preparation of a revised amendment, not to exceed 90 days.

Chris DiMatteo

From: Chris DiMatteo

Sent: Tuesday, August 01, 2017 10:34 AM **To:** 'Barrett Bilotta'; Eamonn Healy

Cc: Rebecca Spitella; Leah Rachin

Subject: Planning Board questions regarding zoning request for hotel in the MU-KF zone

Hi Barrett and Eamonn,

Below are the questions that the Planning Board discussed at their meeting on 7/27, answers of which are important for them to consider the zoning amendment request.

- 1. How would hotels not impact the character, scale and residential community in the foreside?
- 2. How hotels would benefit the character of the foreside?
- 3. How is 35-room hotel substantiated?

The following was a comment from a Board member regarding this question: "Question 3 should be expanded to justify how this fits the existing zone, possibly through an analysis of the demand. What about Kittery Foreside, as opposed to the by-pass or commercial zones, makes this desirable/more appropriate? There is a reasonable proportion of uses within a mixed use concept – Does a 35-room hotel support or outweigh the existing proportions within the zone?"

When I posed the question, my intent was *How does one arrive at 35 rooms as it relates to adding this use to the Foreside zone?* Remember, the amendment must be targeted for the entire zone, not a particular property. Another perspective on this question, in the same manner that board member Marissa Day is quoted above can be stated, *What evidence can you provide that hotels with 35 rooms or fewer are needed in the Foreside?*

- 4. How does the current traffic condition of foreside support hotels?
- 5. How many other land parcels within the foreside could be utilized to construct a similar scale hotel? (Some board members have mentioned in the past regarding this topic that lot consolidation might be a factor in the increase of hotels beyond what current parcels and zoning accommodates. Though difficult to forecast the future, you may want to address such a circumstance)
- 6. How many rooms are being leased in the method of air B&B and accessory dwellings?
- 7. How does the addition of a hotel use relate to the purpose of the zone as it is described in the Code?
- 8. Are there ordinance-related strategies to mitigate the impact of hotels... (limit by number, proximity or such...)

I need to consult with the Chair, but you should plan to submit your information, answers and any proposed amendments, to us as early as possible but no later than Thursday 8/10 to get on the 8/24 agenda or Wednesday 8/30 for the 9/14 agenda (we need an extra day for the labor day holiday on 9/4)

Please let me know if you have any questions.

I will be out of the office next week on vacation and back 8/14.

Rebecca should be available while I'm gone.

1. How would hotels not impact the character, scale and residential community in the Foreside?

The Kittery Zoning Ordinance (the "Ordinance") dictates the character and scale for development in the Kittery Foreside area. Any new construction or change to existing buildings must conform to the rules regarding lot size, parking, building dimensions and setbacks, etc. Any hotel in the Foreside Zone is no exception – the future development of such hotels would be dictated by the same sets of criteria, and would be subject to the same level of review as any other development would be. As such, the addition of hotels as an allowable use within the Foreside Zone does not prevent the Town from ensuring future compatibility of such developments with the surrounding neighborhood.

With the revitalization that Kittery Foreside is going through, Kittery Foreside residents are experiencing the growth and energy brought into this community by emerging creative local businesses and events. Yet while hotels can serve these would-be visitors, they may also serve other populations, including would be visitors and business travelers involved with the adjacent Portsmouth Naval Shipyard. Together, these purposes allow the addition of hotels to the Foreside Zone to both provide additional, much-needed accommodation options within Kittery's bustling downtown, while adding to the already vibrant character of the surrounding neighborhood.

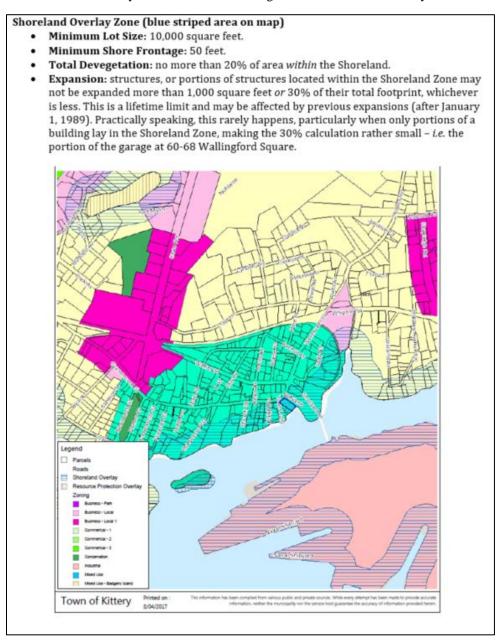
Exhibit 1 & 2 show the Kittery Land Use Ordinance Regulations regarding the Mixed Use KF Zone and Shoreland Overlay areas that protects the character and scale of Kittery Foreside.

Exhibit 1 Kittery Land Use Ordinance Regulations - Mixed Use Kittery-Foreside District

Mixed Use Kittery-Foreside District

- Minimum Lot Size: 5,000 square feet.
- Parking (Inns are closest comparable use): 1 space per guest room. Additionally, each nonresidential use receives an exemption for 3 parking spots. As such, required spots = (Rooms - 3).
 - Additionally: not more than ½ of newly constructed parking may be one newly created impervious surface. Meaning that you cannot pave paradise to put up a parking lot.
 - Additionally: parking requirements may be met by use of an off-premise lot, provided it is *owned or leased* by the applicant.
- Building Dimensions and Setbacks:
 - o Minimum Rear and Side Yard Setback: 10 feet
 - o Maximum Building Height: 40 feet
 - o Minimum Setback from Water Body: 75 feet
 - o Maximum Lot Coverage: 60 percent
 - o Maximum Open Space on Lot: 40 percent.
 - Maximum Footprint of New Construction: 1,500 square feet (unless replacing an existing building).
 - Expansion of Nonconforming Structure: A previously nonconforming structure may not be expanded in any way that makes the building more nonconforming, but can be changed in other aspects. For example, if a building is non-conforming as to lot coverage, it could not be expanded outwards, but could be expanded upwards, so long as it remains no higher than 40 feet. Further, a structure nonconforming as to setbacks can be expanded so long as it does not further encroach on those setbacks, i.e., expanded vertically. Bottom line, you cannot expand in a way that increases the degree of your nonconformity.

Exhibit 2 Kittery Land Use Ordinance Regulations - Shoreland Overlay Zone



Inns are already an allowed use within the Kittery Foreside Zone. The Ordinance defines as Inn as "a commercial place of lodging which contains a dwelling unit occupied by an owner or resident manager, which has twelve (12) or fewer guest rooms, and may include a restaurant which also serves non-guests." Thus, the Ordinance *already* allows commercial lodgings within the Foreside Zone, without detrimentally affecting the character of the area.. Though larger than twelve guest rooms, the proposed hotel is still small and thus in keeping with the character of the zone.

2. How would a hotel benefit the character of the Foreside?

According to *the Revitalization Strategy for the Kittery Foreside District*, the Kittery Foreside district has a compact physical layout with an attractive village setting (**Exhibit 3**).

Exhibit 3 Assets of Kittery Foreside District, *The Revitalization Strategy for the Kittery Foreside District, 1997*

General Character. The Kittery Foreside district has a compact physical layout with an attractive village setting. The majority of the buildings are residentially used. Built mostly of wood, the structures date from the early to mid 19th century up to the mid 20th century. Some prominent institutional and commercial buildings were built in a period from the late 19th century to the early 20th century. The district sits along the Piscataqua River, which is not easy to see from many vantage points. Topographically, the district is rolling in character with some steep drops of land down to the river front.

Commercial Core. The principal buildings in the commercial core (Wallingford Square) are three and four story structures built of brick, block, or wood. Their similar size creates an image of a period in the early 20th century when the community exhibited economic strength.

Further, hotels are common in mixed-use zones across the country, and its addition to the Foreside Zone would add needed variety to an already vibrant mixed-use district. Kittery is experiencing a downtown renaissance, with the community becoming livelier, and the breadth and variety of local businesses expanding, particularly within the Foreside area. With this influx of people comes the need for additional accommodations, particularly accommodations adjacent to existing businesses, restaurants, and attractions. A hotel in the Foreside zone can offer more dwelling options for residents' visiting family and friends, people doing business in the shipyard or with other local commercial businesses. It can also bring in more vitality to local businesses and streets by increasing the daily walking traffic.

Under existing conditions, the addition of a Hotel can only be adapted from existing property, therefore any changes will need to follow the existing character of Foreside, only to make it better in terms of condition and safety. The developers will introduce architectural design that enhances the overall community experience and maintains Foreside's character and tradition.

By providing convenient and professionally managed accommodation options in Foreside, walking around Downtown Kittery and to Portsmouth Naval Shipyard ("PNSY") will be encouraged and therefore relieve some pressure from automobile through-traffic. Foreside's charm as a walkable riverfront community will be enhanced.

3. How is 35-room hotel substantiated?

PNSY employs 4,000-4,500 employees and the count of daily traffic in and out of PNSY is almost 2,000. It is an inevitable factor when discussing the demand of Kittery accommodation.

Typically, the number of rooms in a small Hotel ranges from 10-50, and a standard Hotel would have more than 50 guest rooms, while a large Hotel will have 100+. The definition of "Boutique Hotel" is: "a small hotel which typically has between 10 and 50 rooms in unique settings with upscale accommodations".

Currently, there is no accommodation option on PNSY island and only a couple of inns and hotels outside of Kittery Foreside. With consideration of the demand and community of Kittery, a small hotel that conforms with the cultural character of Foreside will be a beneficial add-on for the growth of the community. 35 rooms will satisfy the demand with some flexibility, provide enough scale for hotel management to operate professionally and to offer high-quality service to guests without compromising the local residential community.

4. How does the current traffic condition of foreside support hotels?

Simply put, allowing a hotel within the Foreside Zone will have a marginal, if any effect on traffic within the area. According evidence presented to the Kittery Foreside Transportation Study Working Groupon May 3, 2017, shipyard workers often park for convenience and thus park off-yard. 90% of cars are single occupant, 8% 2 occupants, and 2% 3+ occupants. 1,830 cars enter the PNSY in AM and 90 leave in AM. 1,550 cars leave in PM and 290 enter in PM. Typical Foreside peak hours are 7:30-8:30 AM and 4:30-5:30 PM with regular traffic volumes and shipyard peak hours are 5:00-6:00 AM & 3:00-4:00 PM. While these numbers are certainly substantial, the addition of a hotel will produce a negligible effect on these existing conditions. A maximum of 35 cars from outside Foreside which is very unlikely to happen is only adding a marginal difference to the thousands of cars in and out of Foreside every day.

Further, providing hotel accommodations in the Foreside, particularly to those business travelers who utilize PNSY has the potential to greatly reduce existing traffic problems, but providing a close walkable accommodation option.

5. How many other land parcels within the Foreside could be utilized to construct a similar scale hotel?

Finally, the lack of existing buildable lots in the Foreside Zone should reduce the Board's concern about widespread hotel proliferation. Referring to the GIS printout of the Foreside District (in green) in **Exhibit 4**, the red-circled parcels are the vacant parcels that could *potentially* be used for new development. However, one of the lots is owned by the State, the other lot is publicly owned and is saturated with unbuildable wetland. Further, due to the 5,000 square foot minimum lot size within the Foreside Zone, most existing built parcels are too small to qualify for the necessary change of use approval. Given these existing conditions, the potential for numerous, similarly-scaled hotels within the Foreside Zone is nearly non-existent.

Legend Town of Kittery 6/05/2017

Exhibit 4 GIS Printout of Kittery ME

6. How many rooms are being leased in the method of Airbnb and accessory dwellings?

An average of 20-25 active listings and accessory dwellings can be found at a single time point in Kittery Foreside. 85% of these listings are for an entire dwelling with at least 2 bedrooms.

7. How does the addition of a hotel use relate to the purpose of the zone as it is described in the code?

The Kittery Zoning Ordinance defines the purpose of the Foreside Zone as follows:

"To provide business, service, and community functions within the Mixed Use - Kittery Foreside zone and to provide a mix of housing opportunities in the historic urbanized center of the community and to allow for use patterns which recognize the densely built-up character of the zone and the

limitations for providing off-street parking. Design review is used to facilitate the revitalization of downtown Kittery Foreside as a neighborhood center, while promoting economic development of service businesses and walk-in shopping as well as respecting the zone's historic and residential character."

A small boutique hotel fits this purpose for two reasons. First, because this building, as well as those within much of the Foreside, has consistently been utilized for business purposes, including as a hotel, and has done while remaining consistent with the building's original design and use, the creation of a hotel within the Foreside Zone is consistent with the historical nature of the neighborhood. Second, as has been explained above, adding accommodations to the Foreside will house would-be patrons of area businesses, and promote the continued revitalization of the area by promoting walkable options for interested patrons. Both of these objectives fit squarely within the intended purpose of the Foreside Zone as clearly laid out by the Ordinance.

Additionally, according to *Kittery Design Handbook*, Kittery's characteristic buildings reflect an historic past that is closely linked to its seacoast heritage. A Hotel in accordance with the Design Handbook will convey the historical heritage of Kittery to visitors through architectural design and interior renovation. It can also exhibit pictures and collections to share Kittery's rich history and tradition.

Inns and boarding houses are currently allowed in the Foreside. 78 Wallingford Square is a boarding house with 29 rooms. A professionally-managed small Hotel will be a positive addition to the community.

Exhibit 5 shows the guidelines for renovation and addition to existing buildings which will make sure the Hotel within Kittery Foreside will have positive impacts on promoting Foreside's distinctive character.

Exhibit 5 Guidelines for Renovation and Additions, *The Kittery Design Handbook*, 2005

OBJECTIVES

Renovations or additions offer an opportunity to add visual interest to existing buildings and to strengthen their relationship with the site and nearby structures. The Town expects high quality architectural and site design for all renovations and additions.

DESIGN GUIDELINES

Alterations. Where the existing building currently meets the design standards, proposed renovations should be designed to respect the proportions, fenestration patterns, and details of the original building. Where the existing building does not meet the design standards, the owner is strongly encouraged to upgrade the entire structure.

Design. Applications to the Planning Board that involve renovations and additions must show all improvements and how they relate to the existing structure. A narrative should accompany the application to explains the designer's intent to relate the original building and site with the proposed changes.

Architectural Features. Renovations should retain any distinctive architectural features or examples of skilled craftsmanship. Where such features occur, similar details should be incorporated into the addition where possible.



The essential character of this simple cottage was preserved when it was renovated into an office. The addition in the rear followed the same lines as the original structure.

8. Are there ordinance-related strategies to mitigate the impact of hotels?

Limiting the room count of allowable hotels, adopting specific performance standards relating to parking and other criteria, as well as the application of existing location, dimensional, and design guidelines within the will maximize the positive impact of the Hotel to Kittery Foreside community.