



**WESTFORD**  
MASSACHUSETTS

# ROUTE 40 CORRIDOR STUDY

## Advisory Committee Meeting #3

December 16, 2025



# Introduction

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**WESTFORD**  
MASSACHUSETTS

## Advisory Committee Members

**Michael E Bonenfant, Chair**, PB Chair

**Scott J. Hazelton**, Former Select Board Member

**Disha Patel**, Resident

**Arnold H Price, Vice Chair**, Resident

**Jeffery Valcourt**, ZBA

**Ming Zhang, Clerk**, Resident

## Town Staff

**Jeffrey Morrissette**, Assistant Town Manager – Land Use & Economic Development

**Joseph Giniewicz**, Town Planner

## Consulting Team



### Innes Land Strategies Group

**Emily Keys Innes**, AICP, LEED AP ND, President

**Supriya Kelkar**, AICP, LEED AP ND, Senior Planner/Urban Designer

**Grant Perry**, Planner



### RKG

**Eric Halvorsen**, AICP, Principal



### The Engineering Corp - TEC

**Eric Riese**, PE, PTOE, Team Leader - Transportation

# Project Schedule

	Sep	Oct	Nov	Dec	Jan 26	Feb 26	Mar 26	Apr 26
Town Check Ins			11/13	<b>12/11</b>	01/08	02/12	03/12	04/09
<b>Advisory Committee Meetings</b>	-	10/7	11/18	<b>12/16</b> <b>WE ARE HERE!</b>	01/20	02/17	03/17	04/21 (optional extra date)
Deliverable Due Dates	9/30 Work plan			Vision concepts	-	<b>Feb 10</b> Results of community planning process	<b>Mar 9 or 16</b> Results of community planning process	
Tasks	-	Oct 30 Staff and advisory committee Co-exploration process	Nov 18 Present existing conditions findings		<b>Jan 26, 27, or 29</b> Public Workshop #1	<b>Feb 19, 23, or 24</b> Public Workshop #2	-	<b>Week of Apr 20</b> Final report

# Agenda

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## A. Review

- i. Scenarios
- ii. Susceptibility to Change
- iii. Community Outreach

## B. Discuss

- i. Public Workshop Goals
- ii. Workshop Exercises

## C. Next Steps

# **A. Review**

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# SCENARIOS

## Scenario 1

This scenario also places commercial and industrial uses near the quarry, transitions into multi-family residential, and then allows-by-right business uses in appropriate locations.

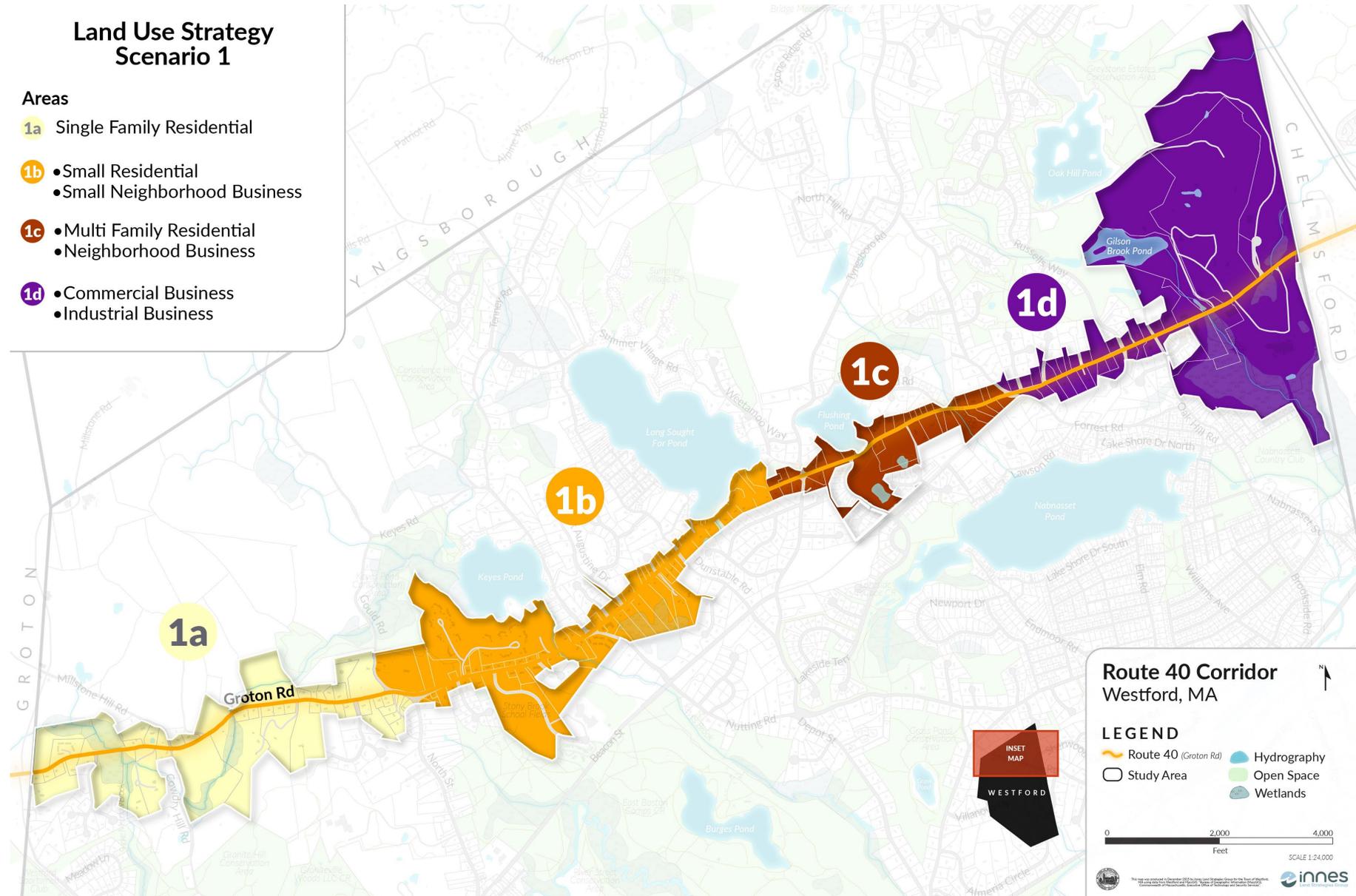
From there, it steps back down into lower-density multifamily and ultimately preserves the existing single-family residential areas.

The emphasis is on a clear, predictable transition from higher-intensity uses to established neighborhoods.

### Land Use Strategy Scenario 1

#### Areas

- 1a** Single Family Residential
- 1b**
  - Small Residential
  - Small Neighborhood Business
- 1c**
  - Multi Family Residential
  - Neighborhood Business
- 1d**
  - Commercial Business
  - Industrial Business



# SCENARIOS

## Scenario 2

This scenario shifts the primary industrial and commercial focus toward the quarry area.

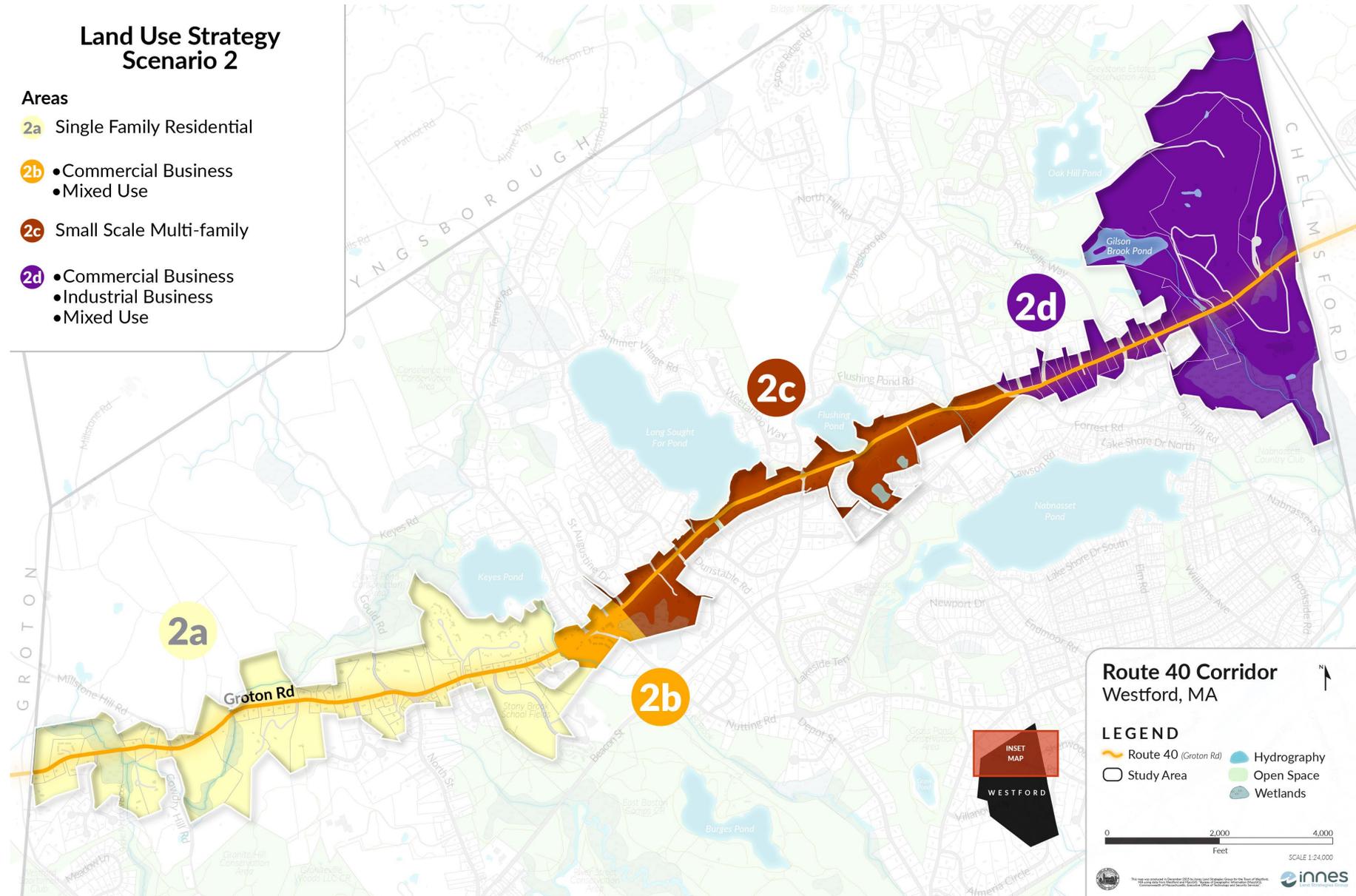
From there, land use transitions to three and four-unit housing.

This scenario reinforces the existing business and retail nodes by allowing those uses by right, creating reliable places for new neighborhood-serving shops and services to locate.

### Land Use Strategy Scenario 2

#### Areas

- 2a** Single Family Residential
- 2b**
  - Commercial Business
  - Mixed Use
- 2c** Small Scale Multi-family
- 2d**
  - Commercial Business
  - Industrial Business
  - Mixed Use

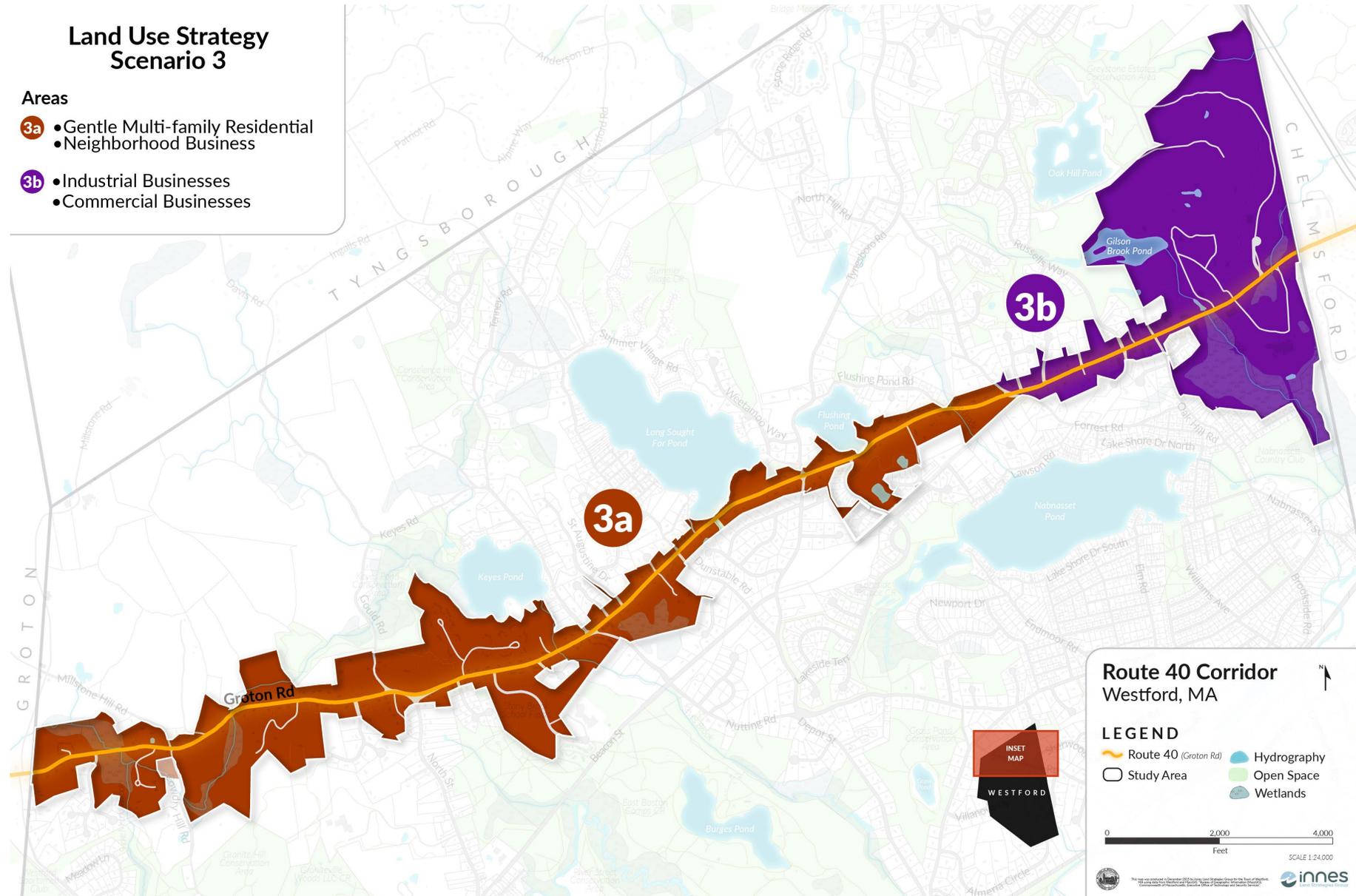


# SCENARIOS

## Scenario 3

This scenario concentrates most commercial, business, and light industrial activity on the east end of the corridor.

Across the rest of the corridor, it introduces gentle residential and mixed-use where it fits.



## SUSCEPTIBILITY TO CHANGE

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### What does this mean?

A measure of **how likely an area is to experience physical or land-use changes over time.**

Areas with fewer constraints and more indicators of future activity are considered more susceptible to change, with areas with stable uses or significant limitations considered less susceptible.

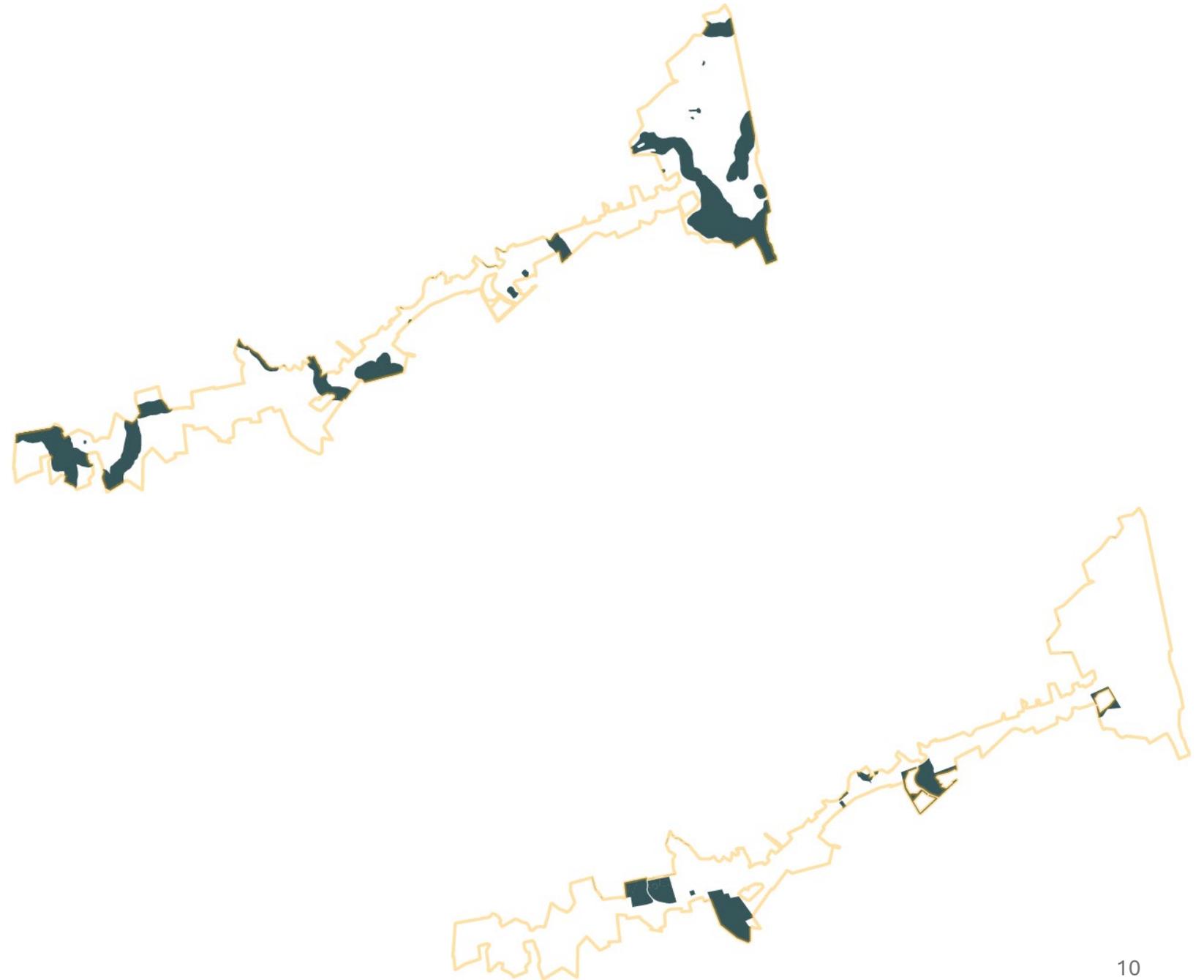
# SUSCEPTIBILITY TO CHANGE

## 1. Hydrography

Includes surface water, wetlands with a 100 ft buffer, and intermittent streams with a 200 ft buffer. Buffers limit development in accordance with the Wetlands Protection Act, M.G.L. c. 131, § 40.

## 2. Open Space

Includes open space designated as protected in perpetuity or limited. This land is protected from development.



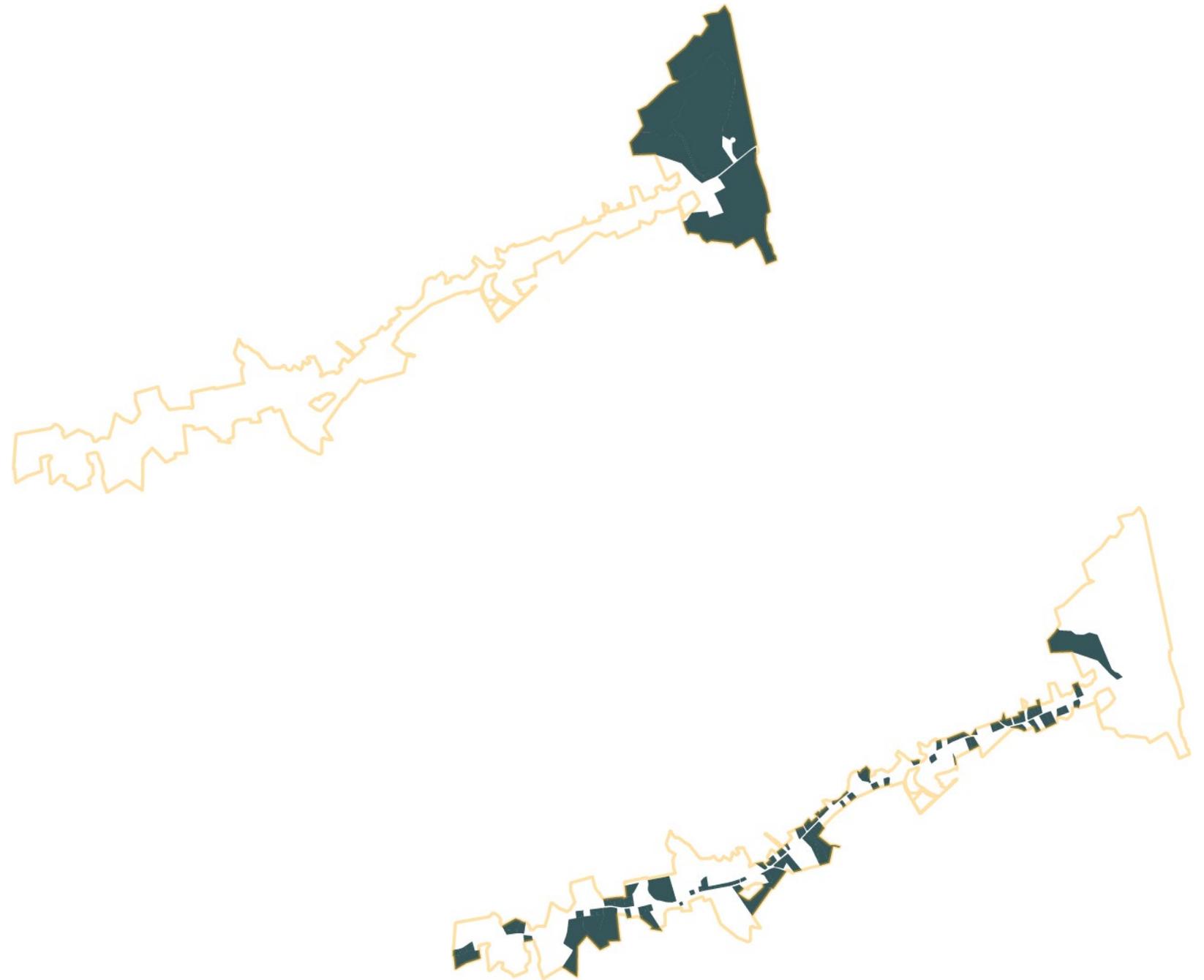
# SUSCEPTIBILITY TO CHANGE

## 3. Quarry Land

Includes existing quarry land operations. This land is less likely to change.

## 4. Parcels with $\geq 1$ Dimensional Nonconformity

Includes any parcel that has one or more dimensional nonconformity under the existing zoning. These parcels require a variance to be developed.



# SUSCEPTIBILITY TO CHANGE

## 5. Assessed Building Value > Assessed Land Value

Includes any parcel where the buildings valuation is greater than the land valuation. These parcels are less likely to change.

## 6. Age of Building is Newer than Average of Asset Class

includes any parcel where the age of the building is newer than the average of others in the same asset class. Use type was used for the asset class: ex. Single-family, Mixed-Use, Commercial. These parcels are less likely to change.



# SUSCEPTIBILITY TO CHANGE

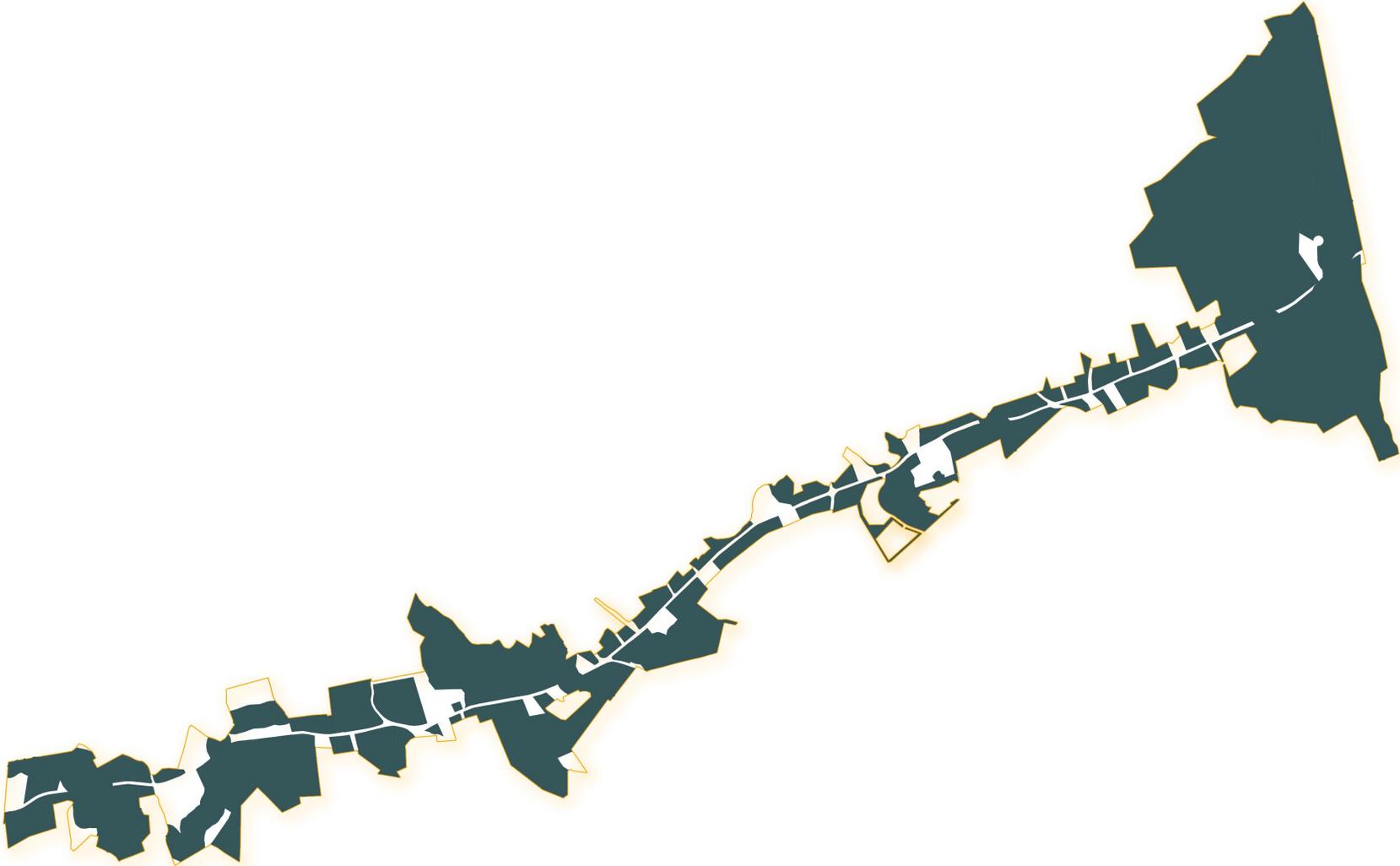
## 7. Total Assessed Value > Average of Asset Class

includes any parcel where the total assessed valuation is greater than the average of others in the same asset class. Use type was used for the asset class: ex. Single-family, Mixed-Use, Commercial. These parcels are less likely to change.



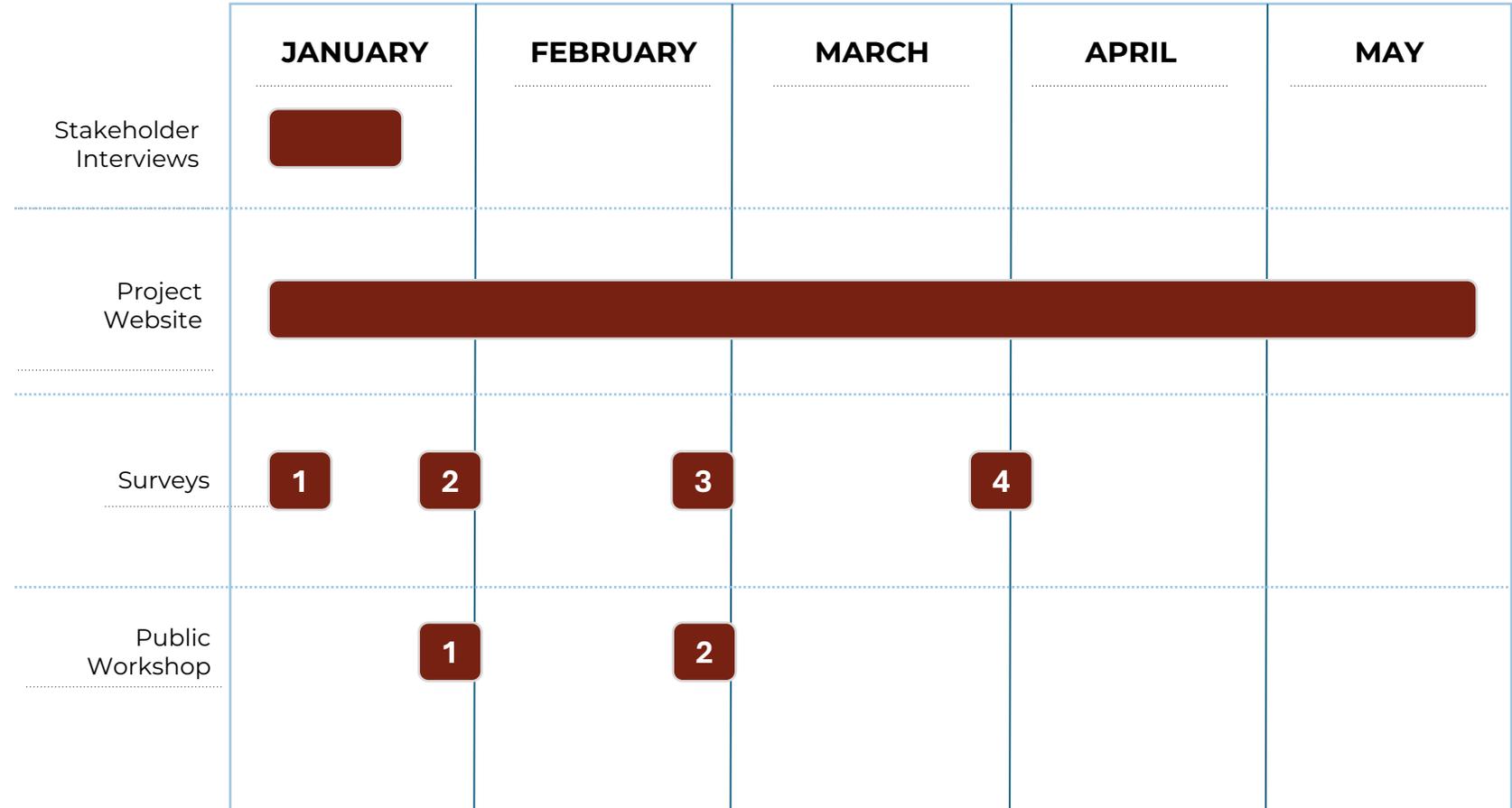
# SUSCEPTIBILITY TO CHANGE

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# COMMUNITY OUTREACH

1. Stakeholder Interviews
2. Project Website
3. Surveys
4. Public Workshops (2)



## **B. Discuss**

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# PUBLIC WORKSHOP

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## Public Workshop #1 Goals

- Build a **common understanding of existing conditions** and planning terms.
- Gather **diverse perspectives** on change potential and preferred types of development.
- **Identify early trends and community priorities** to guide further scenario refinement.

# PUBLIC WORKSHOP

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## Public Workshop #1 Activities: Interactive Tabling Exercises

### **Susceptibility to Change Discussion:**

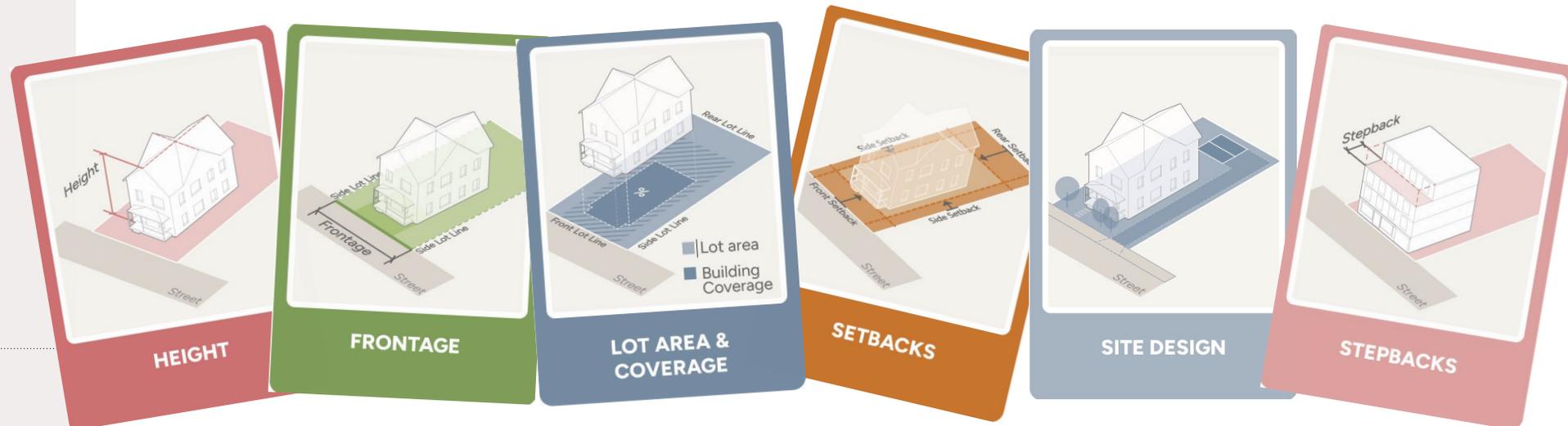
The team will introduce the analysis, illustrating where and how change might occur along the corridor. This will clarify what “change” means in the context of land use, infrastructure, and intensity.

**Scenario Voting:** The team will present a series of corridor scenarios developed through technical analysis and advisory committee input. Participants will evaluate these scenarios and vote on their preferred one.

# PUBLIC WORKSHOP

## Public Workshop #1 Activities: Interactive Tabling Exercises

Each group will receive a set of cards containing planning terms, existing condition descriptions, and key corridor features. Participants will have 15-20 minutes to review and discuss these materials with each other to build a shared understanding.



# PUBLIC WORKSHOP

## Public Workshop #1 Activities: Interactive Tabling Exercises

Participants will work in small groups at tables equipped with large corridor maps and 3D conceptual models.

3D building models are used to show what different housing actually look like, instead of only talking in numbers or zoning terms.

By placing buildings next to each other, people can see scale, height, and how density changes from one type to another.



## **C. Next Steps**

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# NEXT PUBLIC WORKSHOP

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## Public Workshop #2 Goals

- Confirm public preferences for corridor design character, building form, and streetscape standards.
- Ensure the emerging planning recommendations reflect community feedback and visual preferences.
- Collect final input to guide refinement of corridor design frameworks and recommendations.
- Strengthen community ownership and understanding of the study's proposed design direction.

# DELIVERABLES

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## TASK 1: KICK OFF AND PROJECT PLANNING

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- Develop a **community-planning process** in consultation with the Advisory Committee.

## TASK 2: EXISTING CONDITIONS

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- Facilitate a **co-exploration process** with staff and the advisory committee to develop **visioning scenarios** for community engagement.
- Conduct **focus groups**.
- Present **existing conditions findings**.

## TASK 3: COMMUNITY CO-DESIGN PROCESS

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- Conduct **outreach with community members**.
- Facilitate **two public engagement events**.
- Prepare at least **three vision concepts** with graphical representation that incorporate **stakeholder goals and objectives**, and after community feedback, prepare a preferred **final corridor plan**.

## TASK 4: DRAFT AND FINAL REPORT

- Identify **draft recommendations for zoning bylaw revisions, draft design guidelines**, and any other relevant materials by early to mid **March 2026**.
- Produce **final project report** for the week of **April 20, 2026**.

## NEXT STEPS

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### TOWN STAFF

- Confirm the Public Workshop location for January 26,27, or 29.
- Set up Project Website.
- Host the first Survey on the Town website.

### ADVISORY COMMITTEE

- Promote and distribute materials for the Public Workshop #1.
- Next Advisory Committee meeting **January 20, Tuesday – 7 PM.**

### PROJECT TEAM

- Prepare materials for Community Outreach for the Public Workshop #1.
- Finalize first Survey Questions.
- Conduct Stakeholder Interviews before the Public Workshop to hear directly from residents, property owners, and businesses.