



# NORFOLK

## Master Plan 2035

**Master Plan Steering Committee  
Meeting #1 – Welcome and Kick-off**  
March 14, 2023



# Agenda

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**Introductions**

**Master Plan overview**

**Conversation about Norfolk today**

**Community engagement**

**Next steps**



# Introductions

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## Introduction

# Norfolk Master Plan Steering Committee

**Joe Burke**, Resident

**Eric Diamond**, Planning Board

**Dan Feyock**, Resident

**Erin Hunt**, Resident

**Melissa Meo**, Planning Board

**Chris Montfort**, Planning Board

**Chad Peck**, Planning Board

**Jen Pittore**, Resident

**Gary Sullivan**, Planning Board

**John Weddleton**, Planning Board

Members to be added from the  
Select Board and Conservation  
Commission

Master Plan Ambassadors will also  
be a part of the process



# Introduction MAPC Team



**Principal in Charge**  
**Josh Fiala** AIA AICP LEED AP  
*Urban Design, Zoning*



**Project Manager**  
**Andrea Harris-Long** AICP  
*Land Use/Open Space*



**Community Engagement**  
**Gloria Huangpu**  
*Demographics*



**Gurdeep Kaur** AICP  
*Economic Development*



**Travis Pollack** AICP  
*Transportation*



**Adria Boynton**  
*Sustainability/Environment*



**Abbey Judd**  
*Arts and Culture*



**Annis Whitlow Sengupta**  
*Historic Preservation*



**Karina Oliver-Milchman** AICP  
*Housing*



**Brian Luther**  
*Community Facilities/Services*



**Alyssa Kogan**  
*Data and Analysis*



**Barry Keppard**  
*Public Health*



# Roles and Process

## Master Plan Steering Committee

- Attend monthly meetings (2<sup>nd</sup> Tuesday of every month)
- Provide feedback to guide plan development
- Help with event outreach & promotion; attend and participate in events
- Work with Plan ambassadors

## MAPC Project Team + Town Staff

- Provide technical expertise in data gathering and policy development
- Facilitate conversations during monthly Steering Committee meetings
- Organize and carry out outreach events to ensure inclusive process



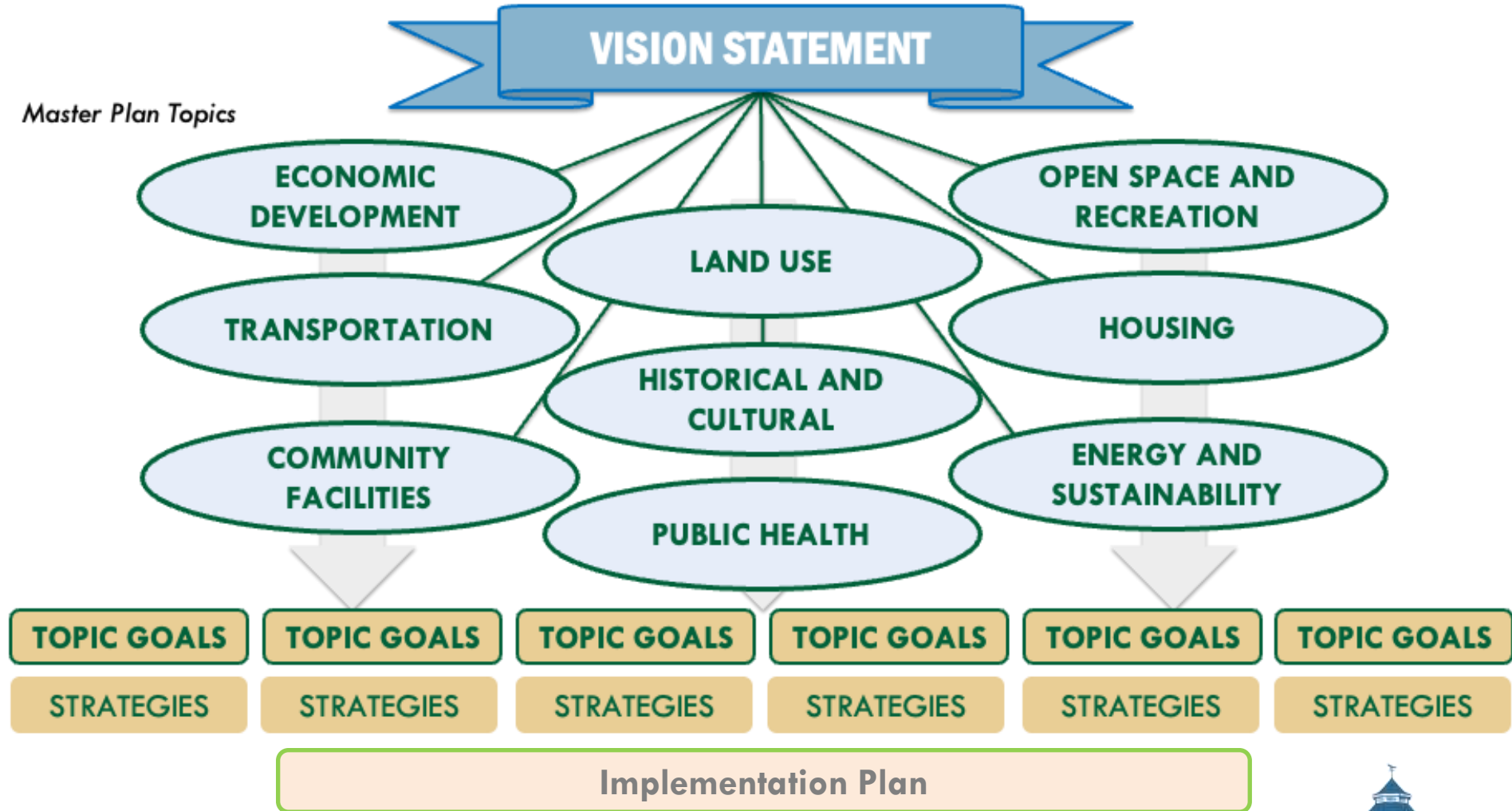
# Master Plan overview

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# Norfolk Master Plan

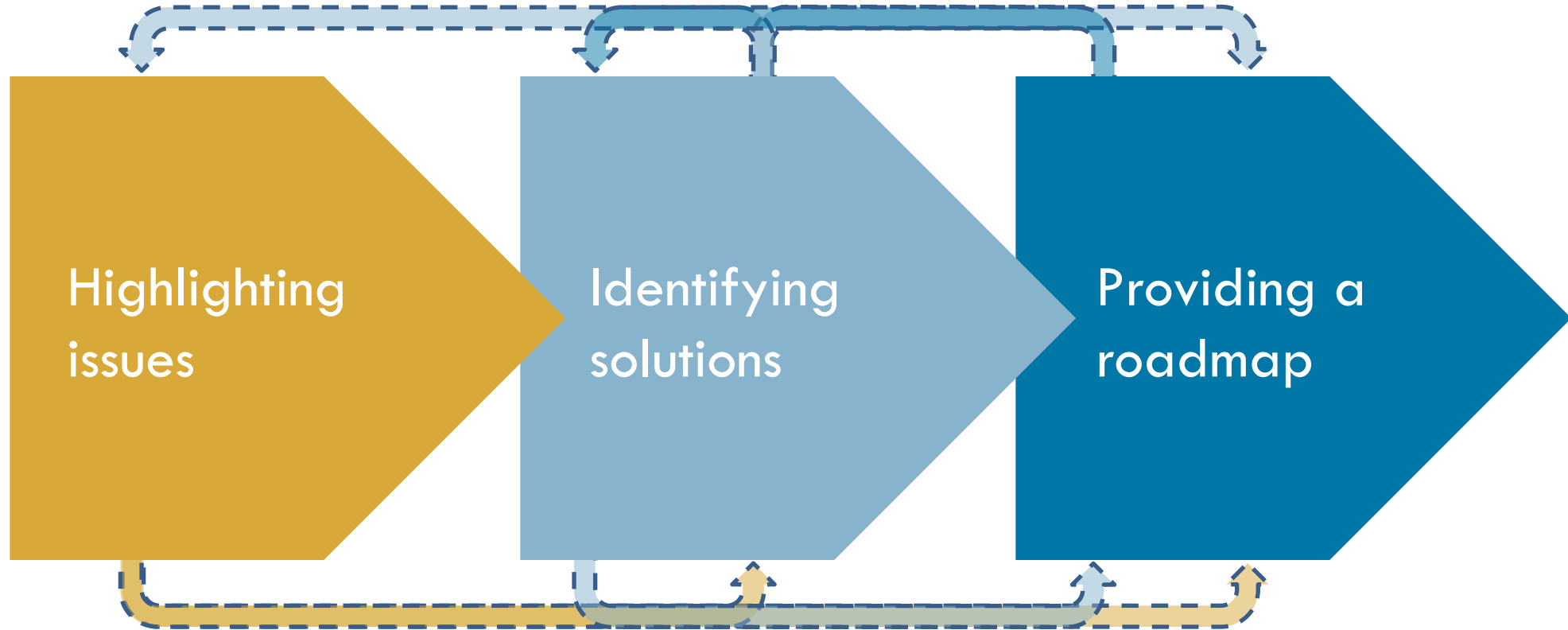
## Master Plan Content





# Norfolk Master Plan

## How we see a Master Plan



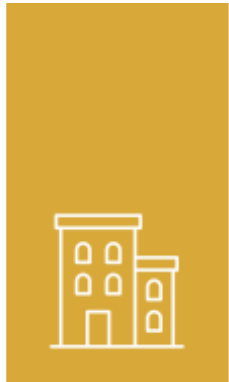
# Norfolk Master Plan Themes



## Data-driven interdisciplinary approach

Average Home Sales Prices

\$533,066

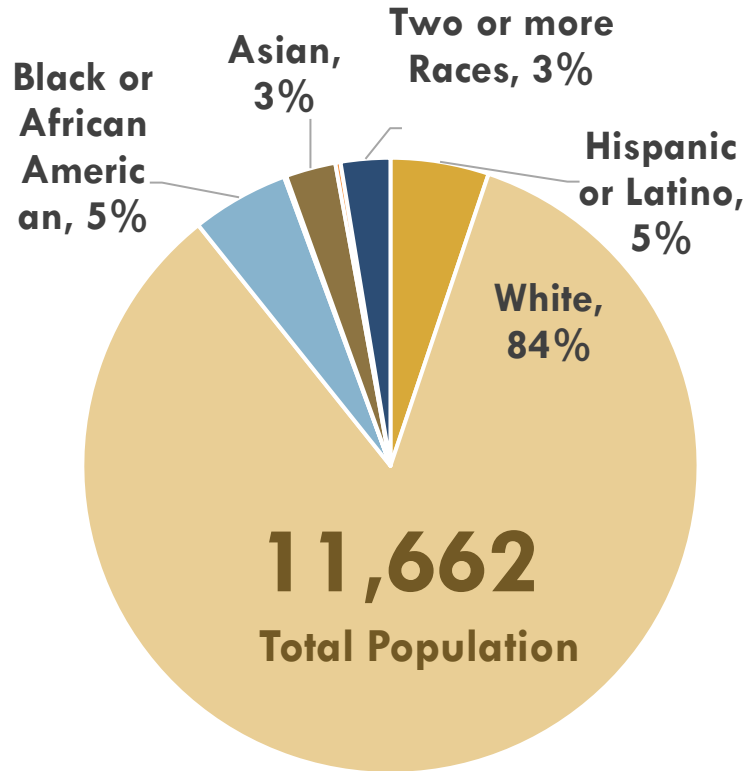


Condos

\$689,858



Single-Family,  
Detached



Median Household Income

\$159,914



Sources: US Census Bureau (2020), American Community Survey 5-Year Estimates (2016-2020), Warren Group (2021)



Norfolk Master Plan  
March 14, 2023



# Community-centered planning



*Creativity*



*Transparency*



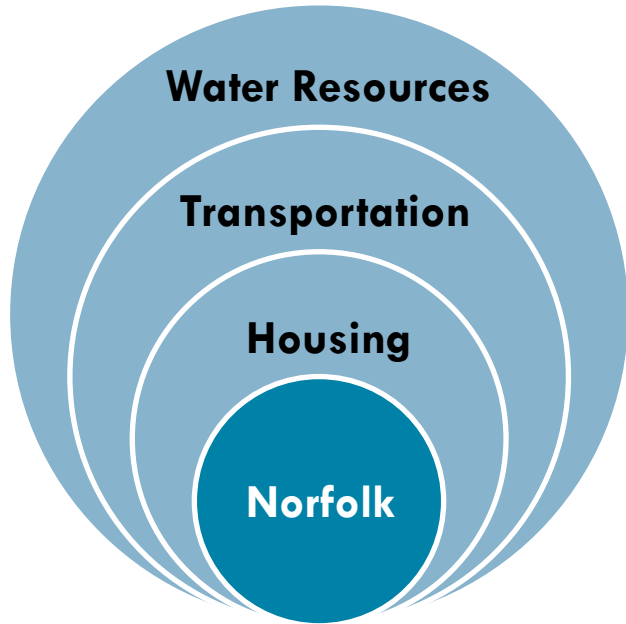
*Accessibility*

*Equity*

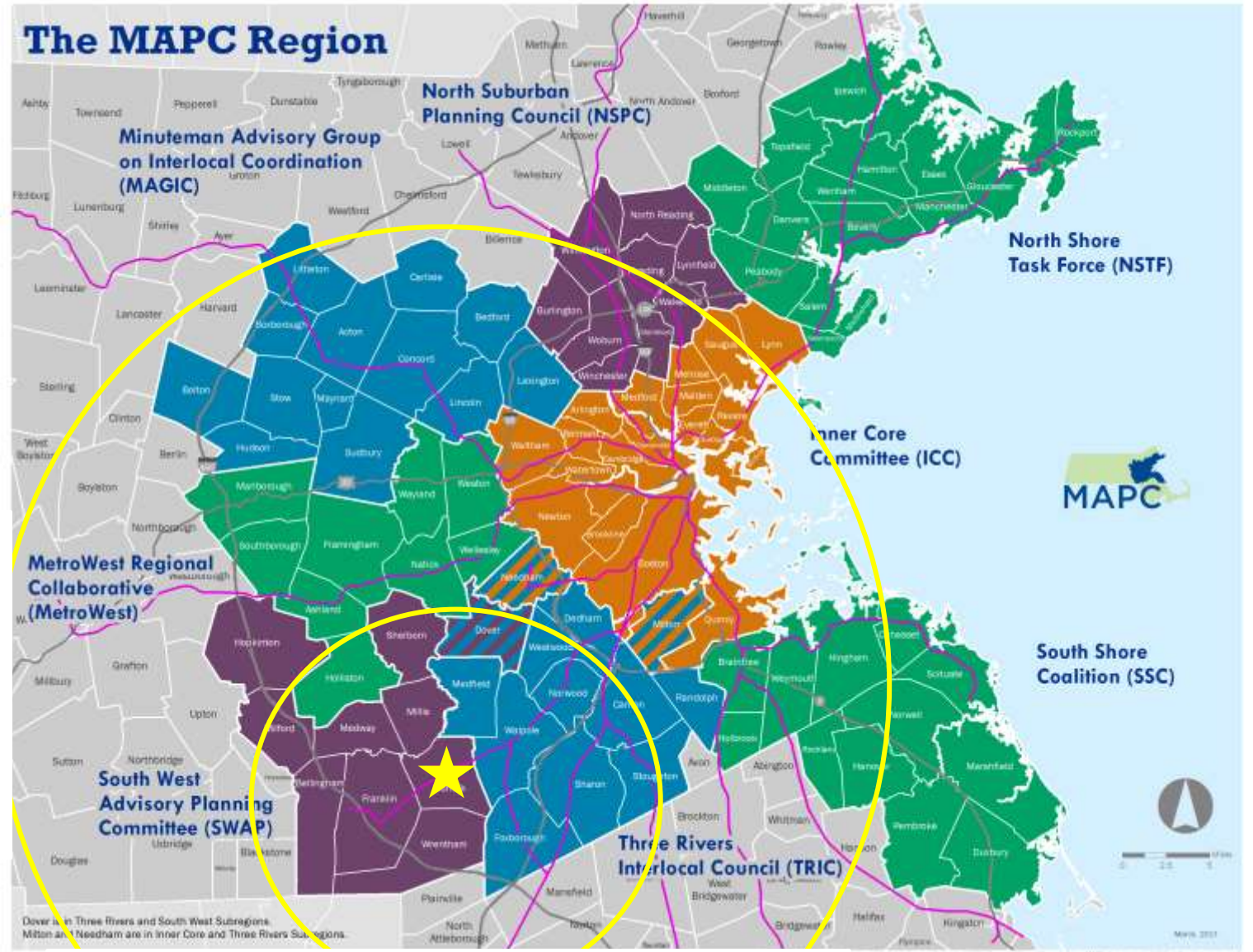




## Regional collaboration



Regional Dependencies





## Spatial lens

- **Priority Investments**
- **Preservation Areas**
- **Strategic Growth**
- **Multimodal Connectivity**

# Norfolk Master Plan Themes

## Spatial lens



**Priority Investments**

**Preservation Areas**

**Priority Investments**

**Strategic Growth**

**Multimodal**





## Continuing sustainable growth patterns

**Expand housing options**



**Maximize Public Investments**



**Mixed-Use Development**



## Realistic and cost-effective implementation



**“Context Communities”  
and Case Studies**



**Community  
Conversations**



**Strategic  
Prioritization**

**Streetscape investment  
in Town Center**



**Community Garden at  
Rockwood Road Park**





# Conversation about Norfolk today

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# Understanding Norfolk today



**Town Tour in December**

## Existing Conditions Analysis

- **Past Plans Review**
- **Data Analysis**
- **Mapping**

## 25+ Municipal Immersion Interviews

- **Town Administrator's Monthly Meeting**
- **Department heads**
- **Board/Committee volunteers**

# Snapshot of Norfolk today: Themes from Immersion Interviews

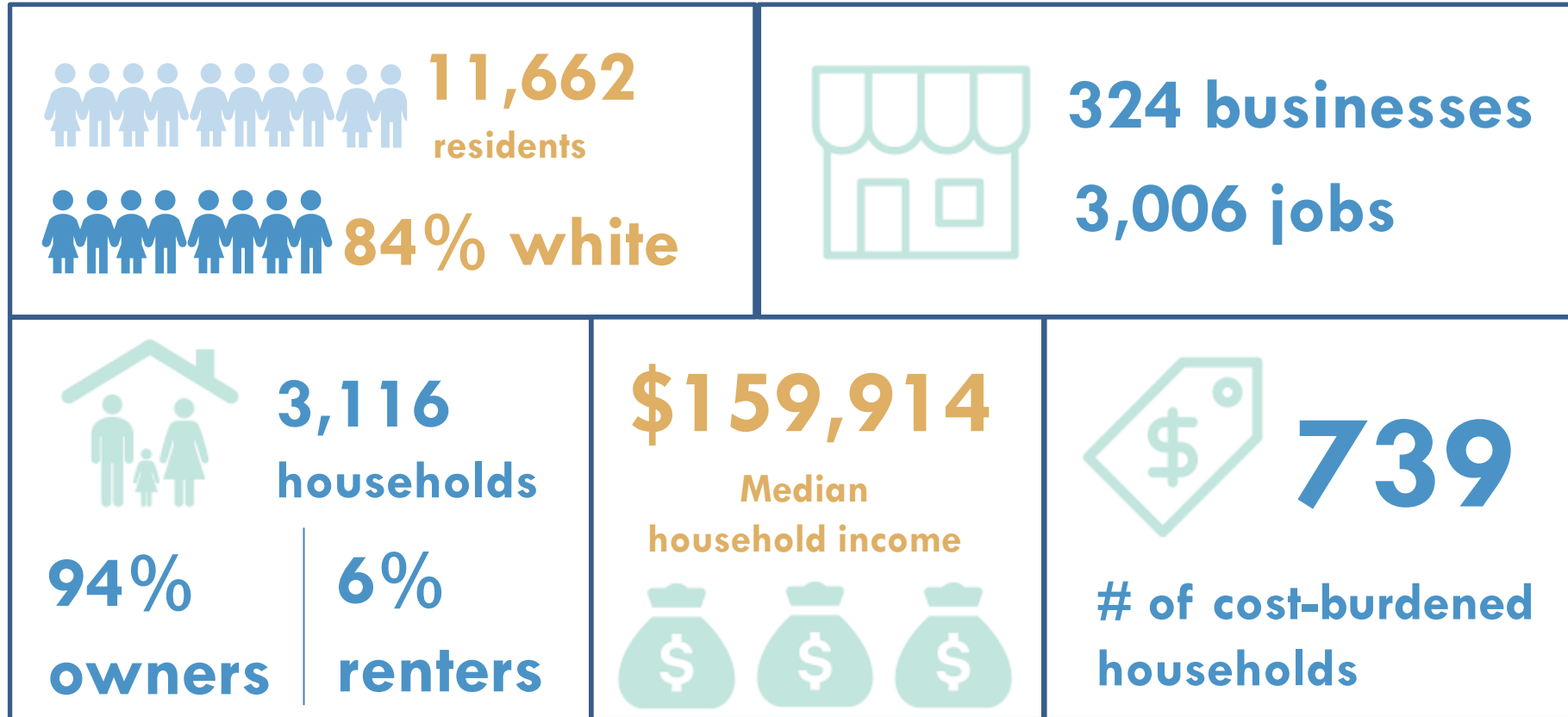
**Public services & facilities should keep up with future growth**

**Impacts of limited “starter” home options and affordable housing**

**Norfolk lacks social services and commercial services like medical offices, grocery stores, and entertainment**

**Lack of sidewalks and other alternatives to driving**

# Snapshot of Norfolk today

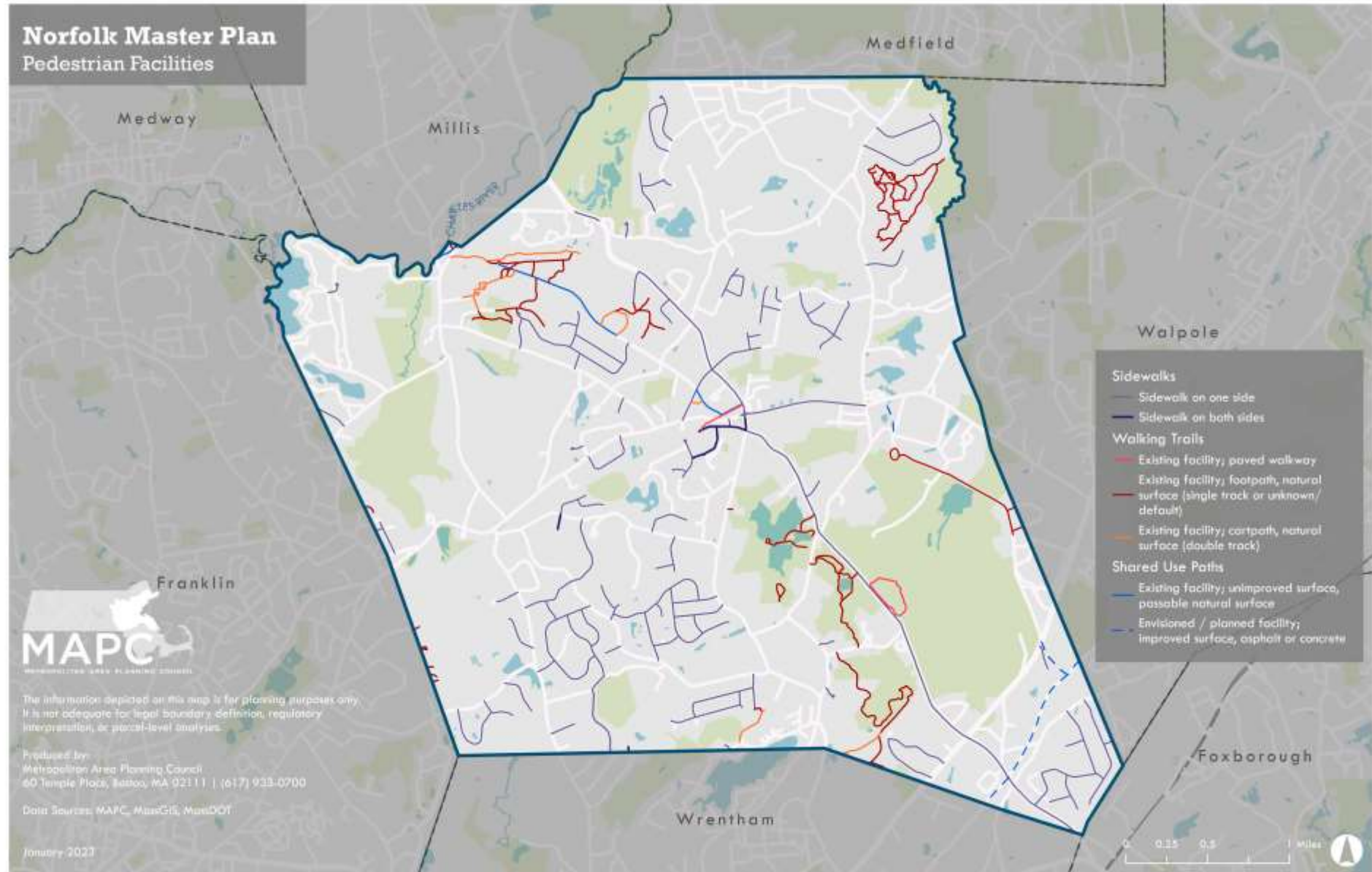


# Snapshot of Norfolk today

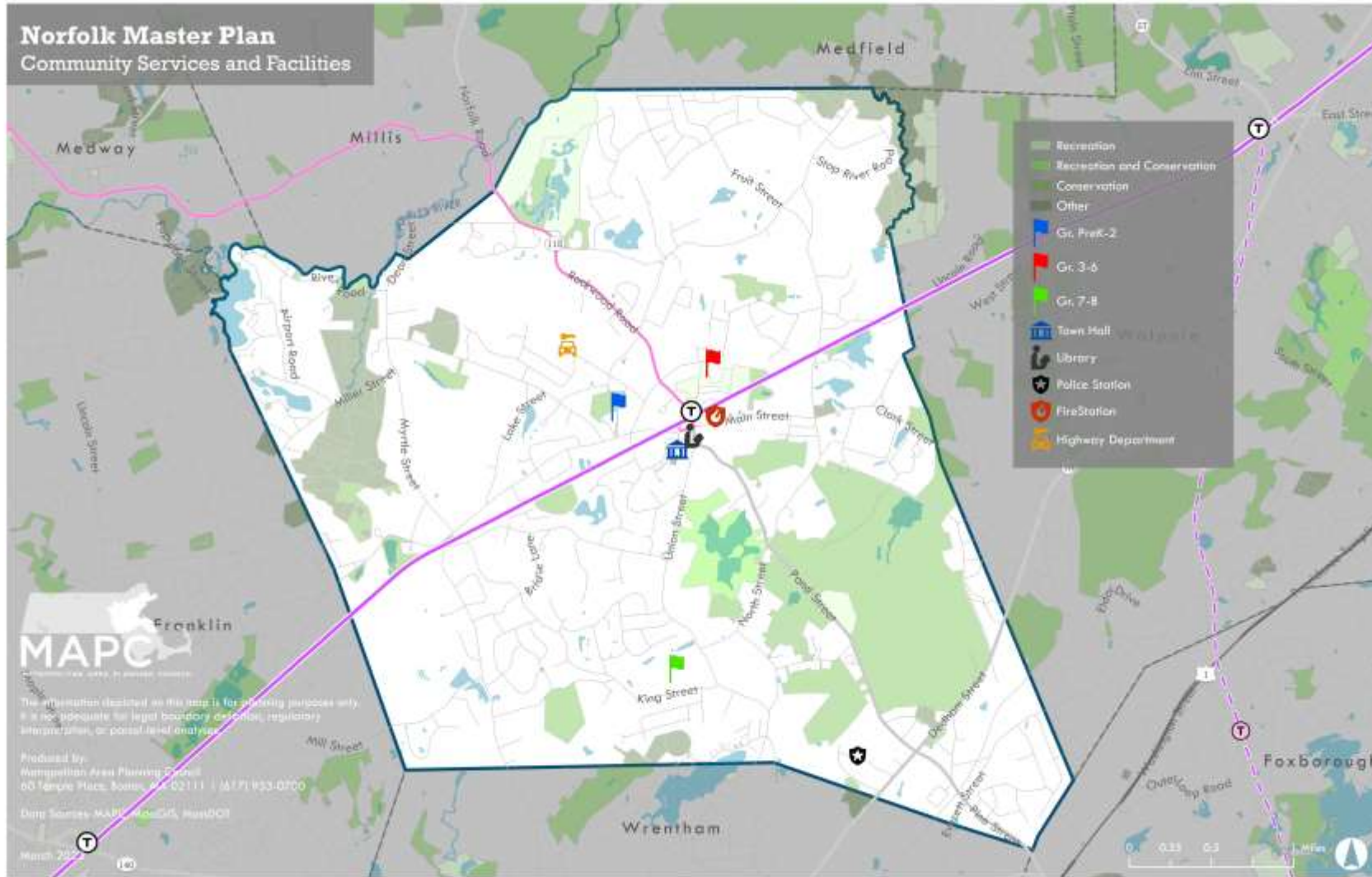


**87% of  
workers  
drive  
alone**

**10% of  
workers  
take transit**



# Snapshot of Norfolk today



Document Path: R:\Data\GIS\Projects\Current\Projects\Master\_Plans\Norfolk\ProjectFiles\Norfolk\_Master\_Plans.mxd



# Your thoughts about Norfolk today

- What **surprises** you the most about the snapshot data?
- What are the **main issues** from the Master Plan Steering Committee's point of view?
- What **priorities** do you think may emerge?



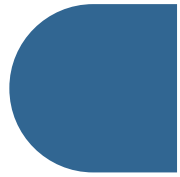
# Community engagement

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## Community Engagement Goals



### **Innovative and creative**

Meaningfully engage community members by meeting people where they are to solicit feedback that will shape a plan for and by the Norfolk community



### **Full-circle communication**

Ensure residents feel heard, feedback is shared in a timely manner with decision-makers, and residents understand how to remain involved in the project



### **Accessible and transparent**

Ensure those with various abilities can be involved in all engagement opportunities, while avoiding over-burdening community members with requests



### **Dynamic and iterative**

Remain nimble in the community engagement process, adapting strategies as the project progresses and more is learned about the community

# Norfolk Master Plan

# Community Engagement Timeline

Dec 2022 – Feb 2023

## Preparing Engagement

*Activities and Deliverables:*

- ✓ Town Tour
- ✓ Town Administrator's Monthly Dept Head Mtg
- Conduct Stakeholder Analysis
- ✓ Municipal Immersion Week #1

Feb – June 2023

## Awareness and Community Visioning

*Activities and Deliverables:*

- Awareness Campaign
- Community Forum: Vision + Follow-up Survey
- Deep-Dive Workshops (by Topic or Neighborhood)
- Engagement Reflection and Summary

July – Dec 2023

## Drafting Goals

*Activities and Deliverables:*

- Community Forum: Draft Goals
- Community Awareness Campaign
- Community-wide Survey
- Municipal Immersion Week #2
- Engagement Reflection Summary

Jan – March 2024

## Defining Priorities

*Activities and Deliverables:*

- Final Community Forum
- Community Comments Period
- Final Engagement Reflection and Summary

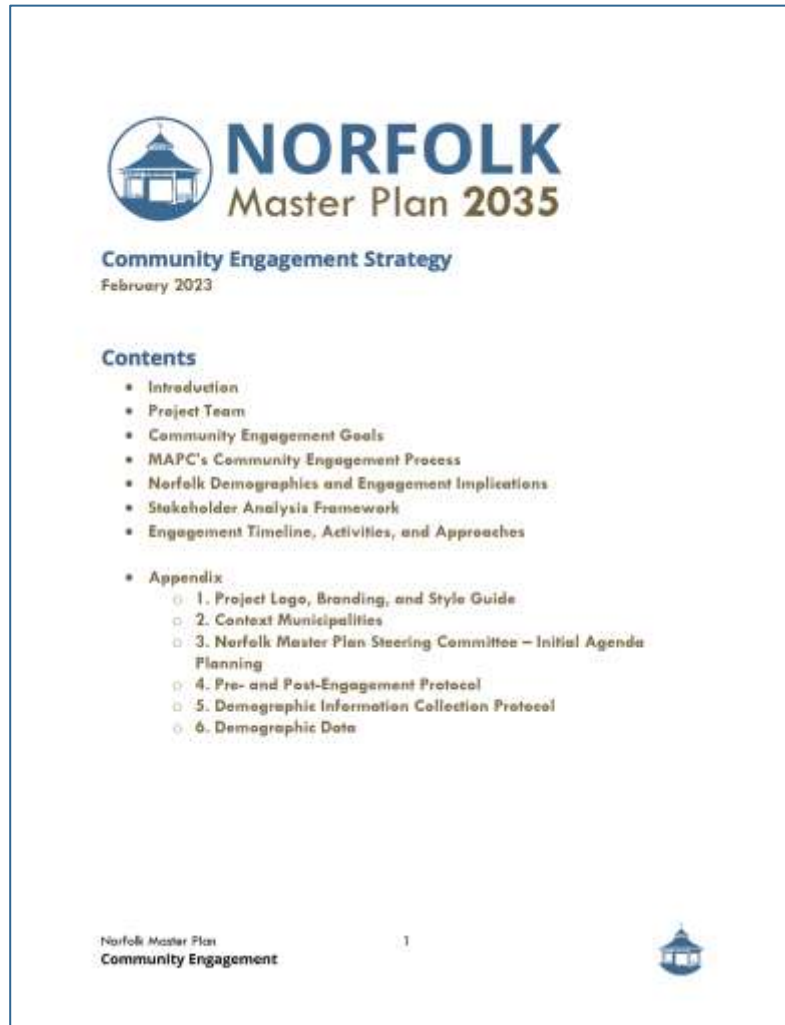


# Draft Community Engagement Plan



## Your Feedback

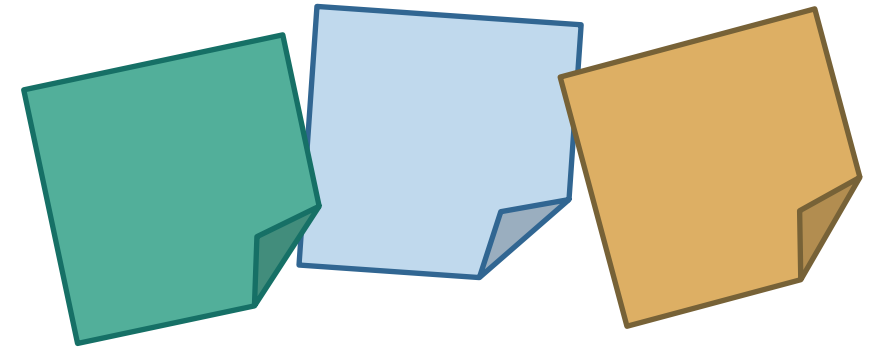
- What are we missing?
- How can this be refined?
- How can we maximize participation? How can we reach community members who are newer to municipal government and planning?



# Stakeholder Mapping Activity

- Brainstorming community groups or partners to engage
- Potential stakeholder groups: general public, Black community, Hispanic community, renters, business owners, parents/families, single parents, youth

Jamboard  
exercise



# Norfolk Master Plan Project website

[www.mapc.ma/norfolk2035](http://www.mapc.ma/norfolk2035)

**NORFOLK 2035**

MAPC >> RESOURCES >> NORFOLK 2035

 **NORFOLK**  
Master Plan 2035

**Jump To:**

- Defining the Vision
- Working Towards a Plan
- Phase One Project Timeline
- Norfolk Resources
- Contacts

**About**

Norfolk 2035 is a town-wide master planning process that will provide the basis for decision-making in Norfolk for the next ten years. The process allows Norfolk community members to evaluate the town's strengths, identify issues and challenges, and envision the type of community Norfolk would like to be in the future.

The Town is working with the Metropolitan Area Planning Council (MAPC) on the project, which is guided by a steering committee comprised of Norfolk Planning Board members and other at-large members. The process is strengthened through engagement with Norfolk residents, business owners, and other stakeholders.

**Get Involved!**

Receive updates and invitations to upcoming events.

[> Sign Up Here](#)

**Defining The Vision**

MAPC is conducting background research and analysis to understand existing conditions for the different focus areas (like land use, transportation, community facilities, etc.). A series of engagement events will help MAPC understand local needs and challenges. Workshops will build consensus around shared community values, to inform a Vision to guide future work. Over the course of the process, goals, strategies, and actions will be developed and refined with the community to ensure the master plan reflects the desired future of Norfolk.

**Sign up for updates!**



**Norfolk Master Plan**  
March 14, 2023

# Master Plan Community Awareness Campaign

**What's your vision for Norfolk?**

**Norfolk's Master Plan Launches Now!**  
The Town wants to hear from you. *Norfolk Master Plan 2035* will help shape the look and feel of Norfolk over the next 10 years. The plan's vision, values, and goals should reflect Norfolk residents, so your input is crucial!

**Get Involved!**

**Norfolk Master Plan Visioning Forum**  
**April 25, 4pm**

Attend to learn more about the project and help shape Norfolk's vision. Your ideas will help us create the plan's overarching vision statement and goals.

**RSVP** at [mapc.ma/norfolk2035forum](https://mapc.ma/norfolk2035forum)

**What is a master plan?**  
A master plan provides a roadmap for a Town's future planning and development decisions, as well as how Town resources should be invested into services, facilities, and infrastructure. The master plan will guide decision-making in Norfolk for the next decade.

**How can I learn more?**  
Visit our website at [mapc.ma/norfolk2035](https://mapc.ma/norfolk2035) to learn more about the process and how to get involved.

**NORFOLK**  
Master Plan 2035

Help spread the word so the Norfolk Master Plan is for and by the community!

**Share with your networks:**

- Flyers
- Emails
- Social media
- Websites

+ Town Channels  
(Town website, social media...)



# Next steps

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## Next steps

- Next Master Plan Steering Committee Meeting – Tuesday, April 11<sup>th</sup> 7:00 pm
- Spread word about the Master Plan
- Help promote the first Community Workshop and plan to attend





# Norfolk Master Plan Timeline

