



NORFOLK

Master Plan 2035

Master Plan Steering Committee
Meeting #4
June 13, 2023



Agenda

Follow-up Forum Debrief

Upcoming Events

Survey Status Update

Updated Emerging Themes

Vision Statement Discussion

Next Steps



MAPC Interview: Norfolk Master Plan
October 17, 2022

Norfolk Master Plan Steering Committee

Joe Burke, Resident
Eric Diamond, Planning Board
Dan Feyock, Resident
Erin Hunt, Resident
Kevin Kalkut, Select Board
Melissa Meo, Planning Board
Chris Montfort, Planning Board
Chad Peck, Planning Board
Jen Pittore, Resident
Gary Sullivan, Planning Board
John Weddleton, Planning Board

Master Plan Ambassadors will also be a part of the process:

Charles Iacono, Resident
Colby Fillippelli, Resident



Introduction MAPC Team



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



Project Manager
Andrea Harris-Long AICP
Land Use/Housing



Community Engagement
Gloria Huangpu
Demographics



Gurdeep Kaur AICP
Economic Development



Travis Pollack AICP
Transportation



Adi Nochur
Transportation



Abbey Judd
Arts and Culture



Lindsay Randall
Historic Preservation



Courtney Lewis
Open Space, Sustainability



Alexa DeRose
Data Services



Brian Luther
Community Facilities/Services



Sarai Zelada
Public Health



Follow-up Forum Debrief



Follow-up Forums for Special Interest Groups

Purpose:

- Expand opportunities for feedback
- Try to accommodate large special interest segments of the population (families/households with children and seniors)

Wednesday, May 24, 2023

- 7:00 pm
- Virtual session on Zoom
- About 25 attendees

Monday, June 5, 2023

- 10:00 am
- Hybrid session on Zoom and in-person at River's Edge
- About 45 attendees

Over 100 participants across the (3) Community Forums

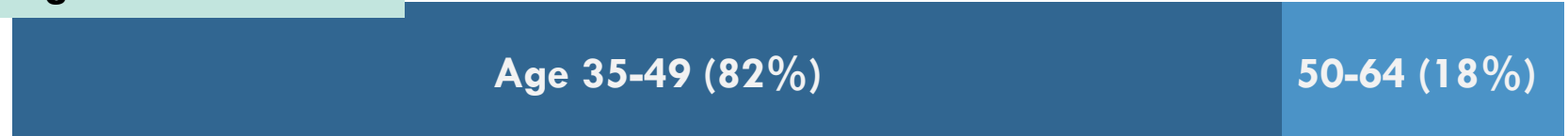


"Families" Forum – 25 Attendees

73%

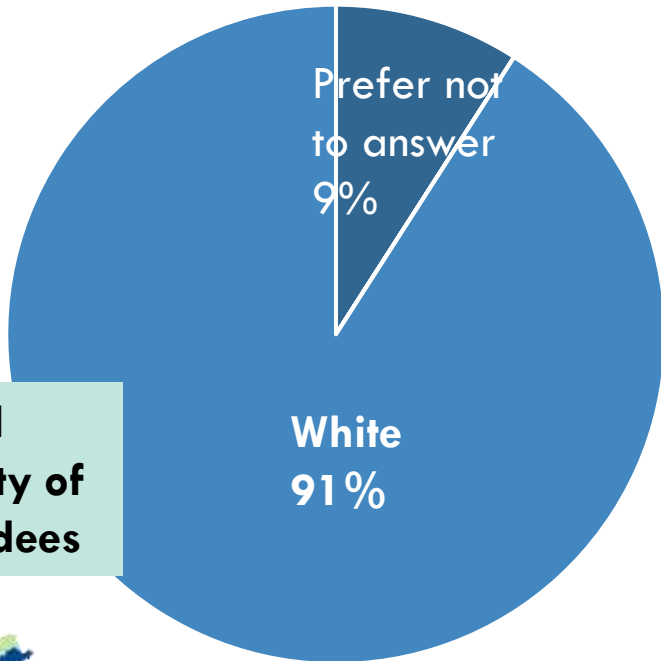
New to the Master Planning Process

Age of Attendees



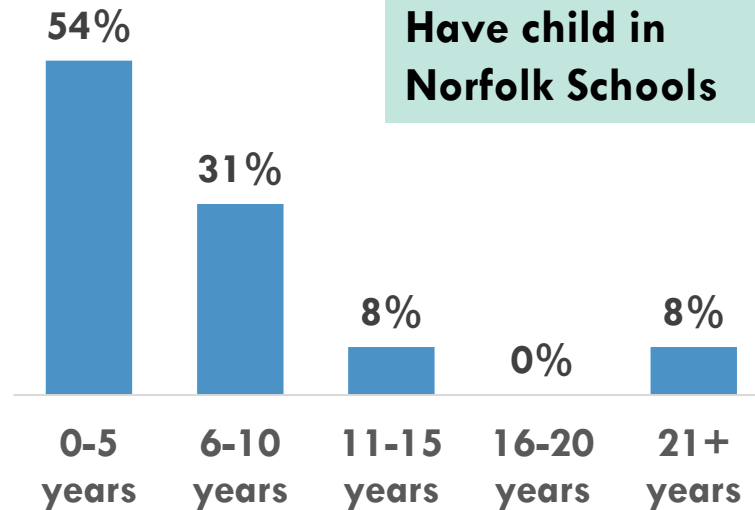
No one under the age of 35 participated.

Racial Identity of Attendees



64%

Have child in Norfolk Schools



Length of Time in Norfolk

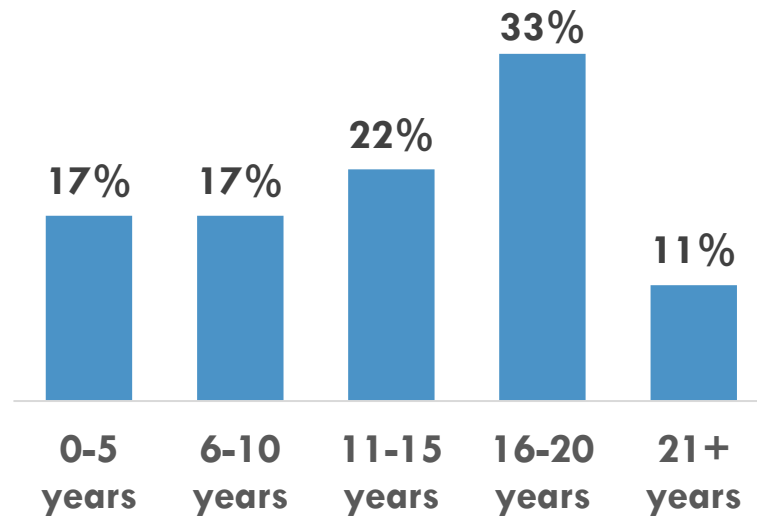
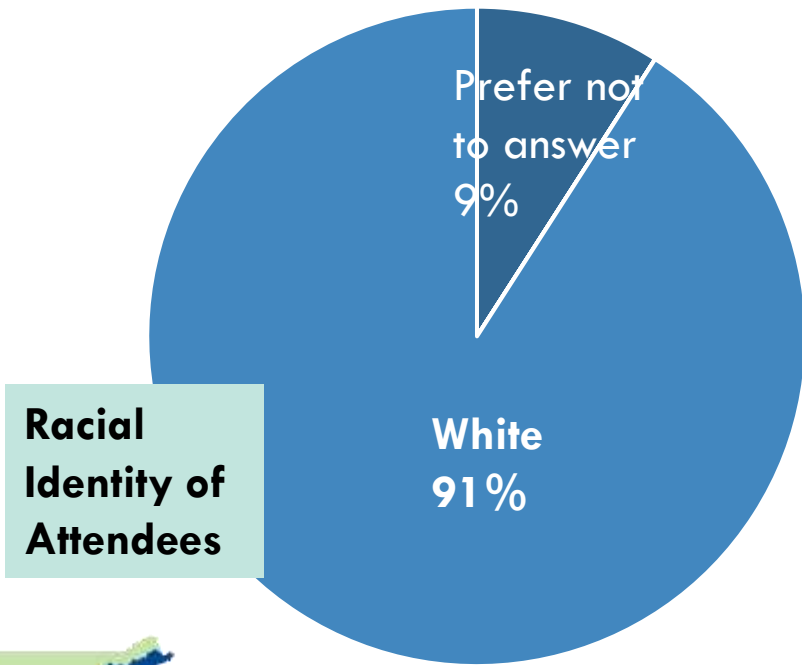
100%
Homeowners



"Seniors" Forum – 45 Attendees



No one under the age of 50 participated.

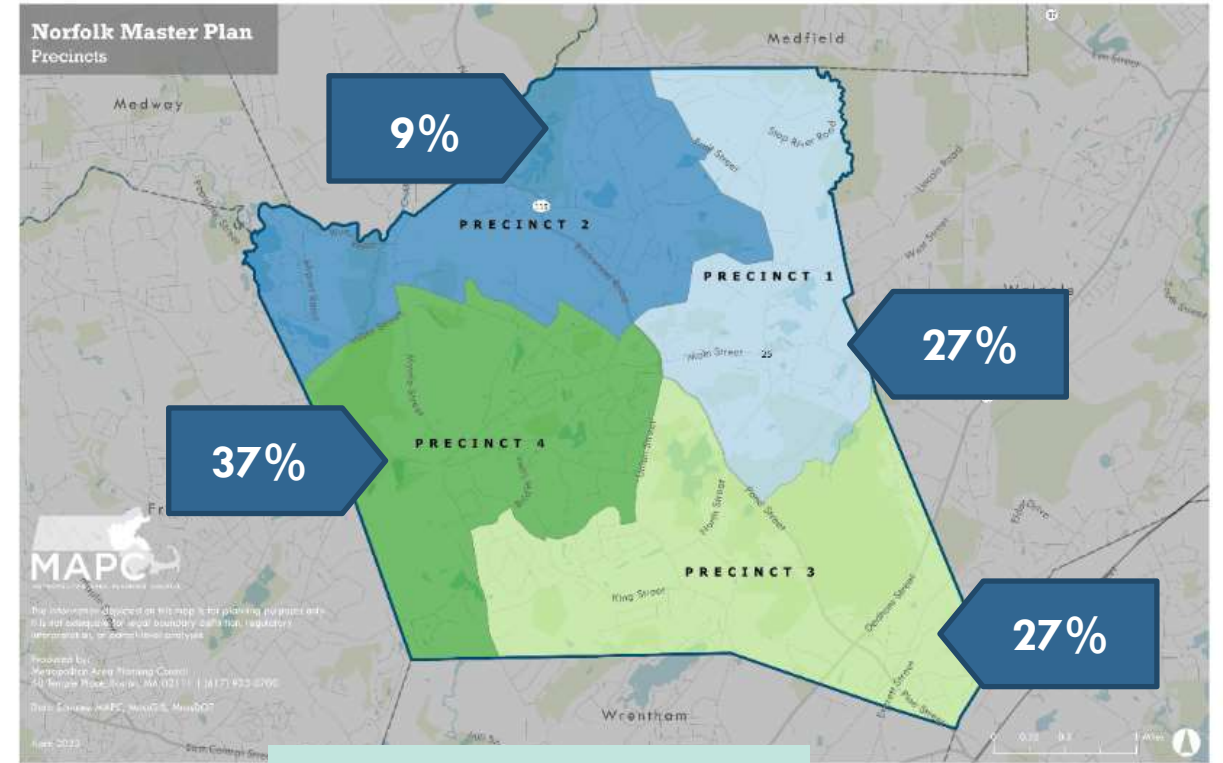
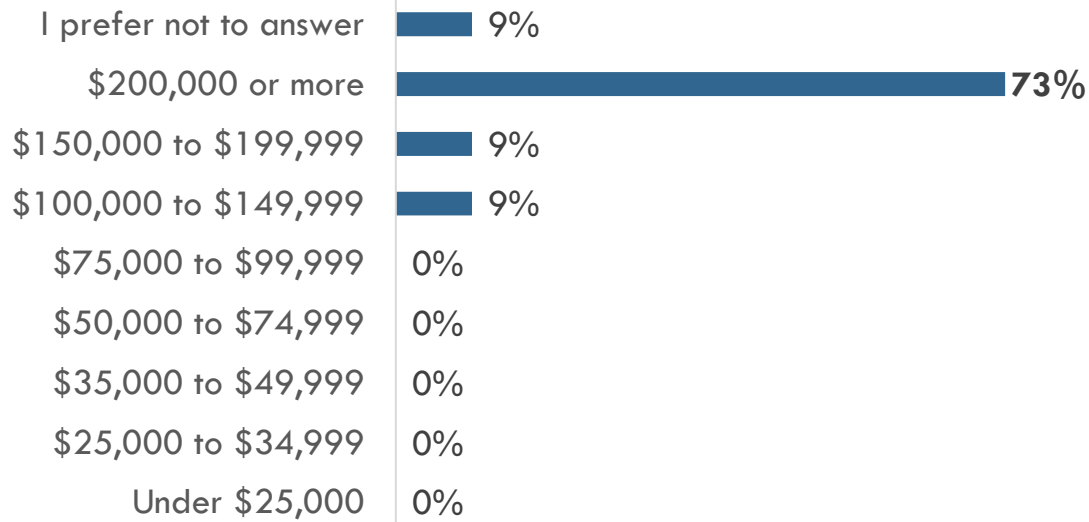


100%
Homeowners



"Families" Forum – Participants

Reported Household Income



Precinct Representation

Household Types

- 91%** have **children under age 18**
- 28%** own property or business in town
- 9%** identify or reside with **seniors (age 65+)**



Visioning Forum – Engagement Exercises

Issues? Assets/strengths?

NORFOLK Master Plan 2035
What are the main issues that the Master Plan should address?

TRANSPORTATION	PUBLIC HEALTH
LAND USE & ZONING	ECONOMIC DEVELOPMENT

How is Norfolk doing?

NORFOLK Master Plan 2035
Getting a sense for Community Attributes

How close is Norfolk to your ideal vision?

← NOT CLOSE COULD BE BETTER IDEAL →

How healthy are Norfolk residents?

← NOT HEALTHY COULD BE BETTER IDEAL →

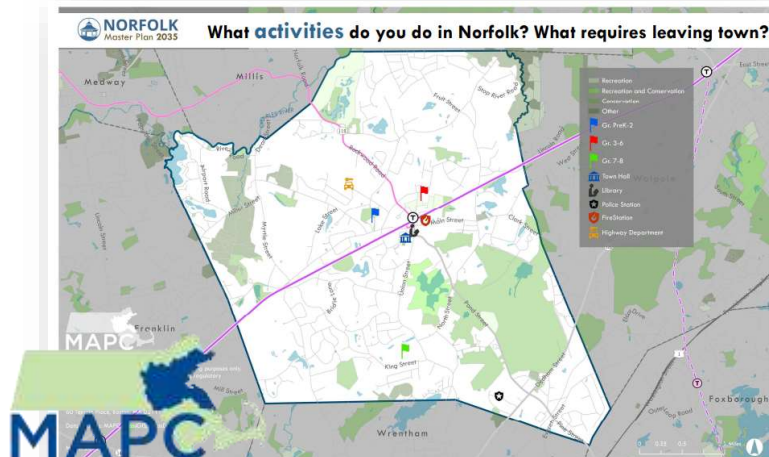
How welcoming is Norfolk to different people?

← NOT WELCOMING COULD BE BETTER IDEAL →

Report outs via PollEverywhere



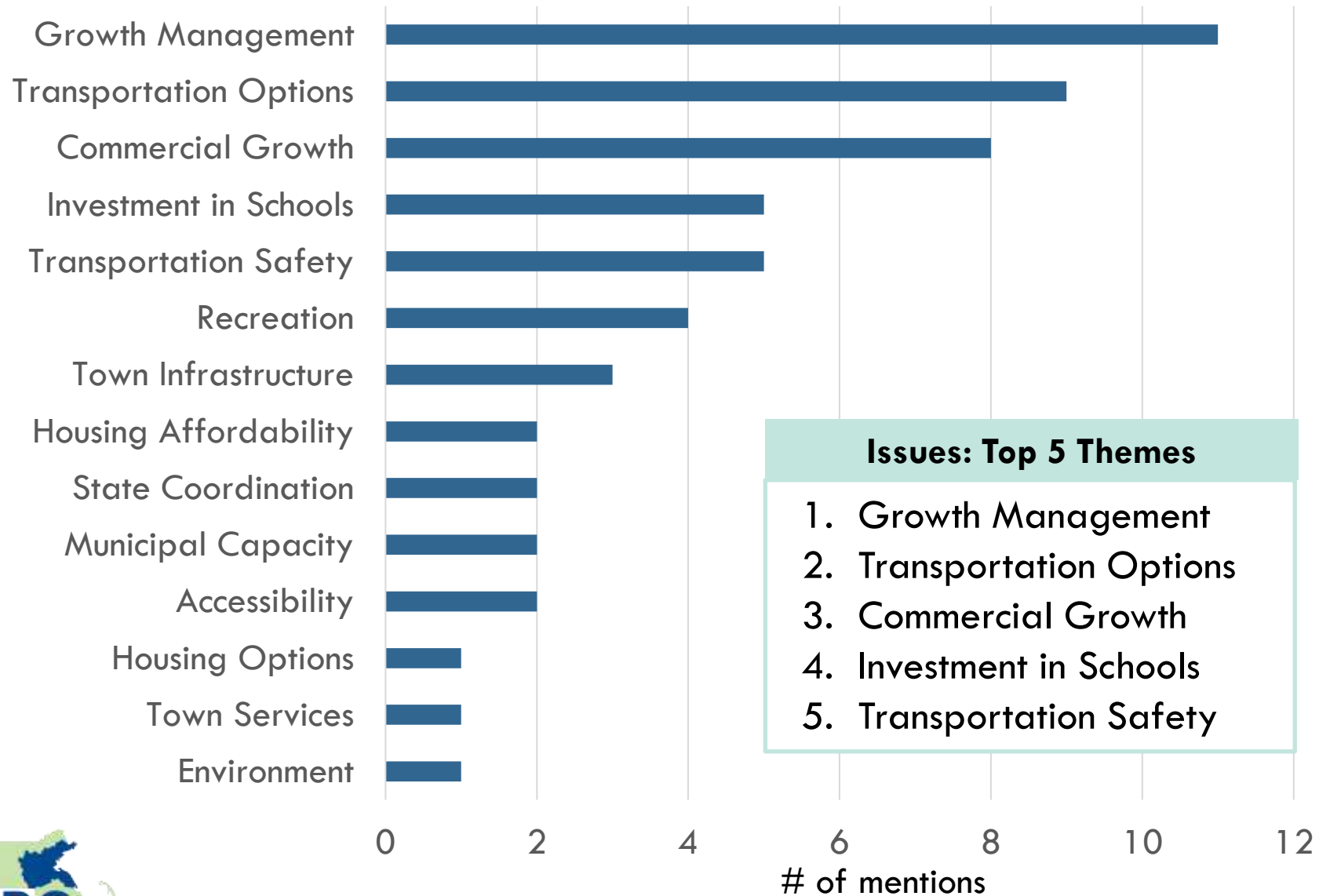
Activities in town or elsewhere?



- “ Safe small town ”
- “ Controlled growth ”
- “ Close to public transportation and no traffic ”
- “ Excellent elementary schools and library ”



“Families” Forum – What we heard: Issues by Theme



Commercialization while maintaining semi-rural feel, what types of businesses will do that?

School capacity with growth. More resources for schools.

How to get residents to the places in Town with sidewalks?



“Families” Forum – What we heard: Activities



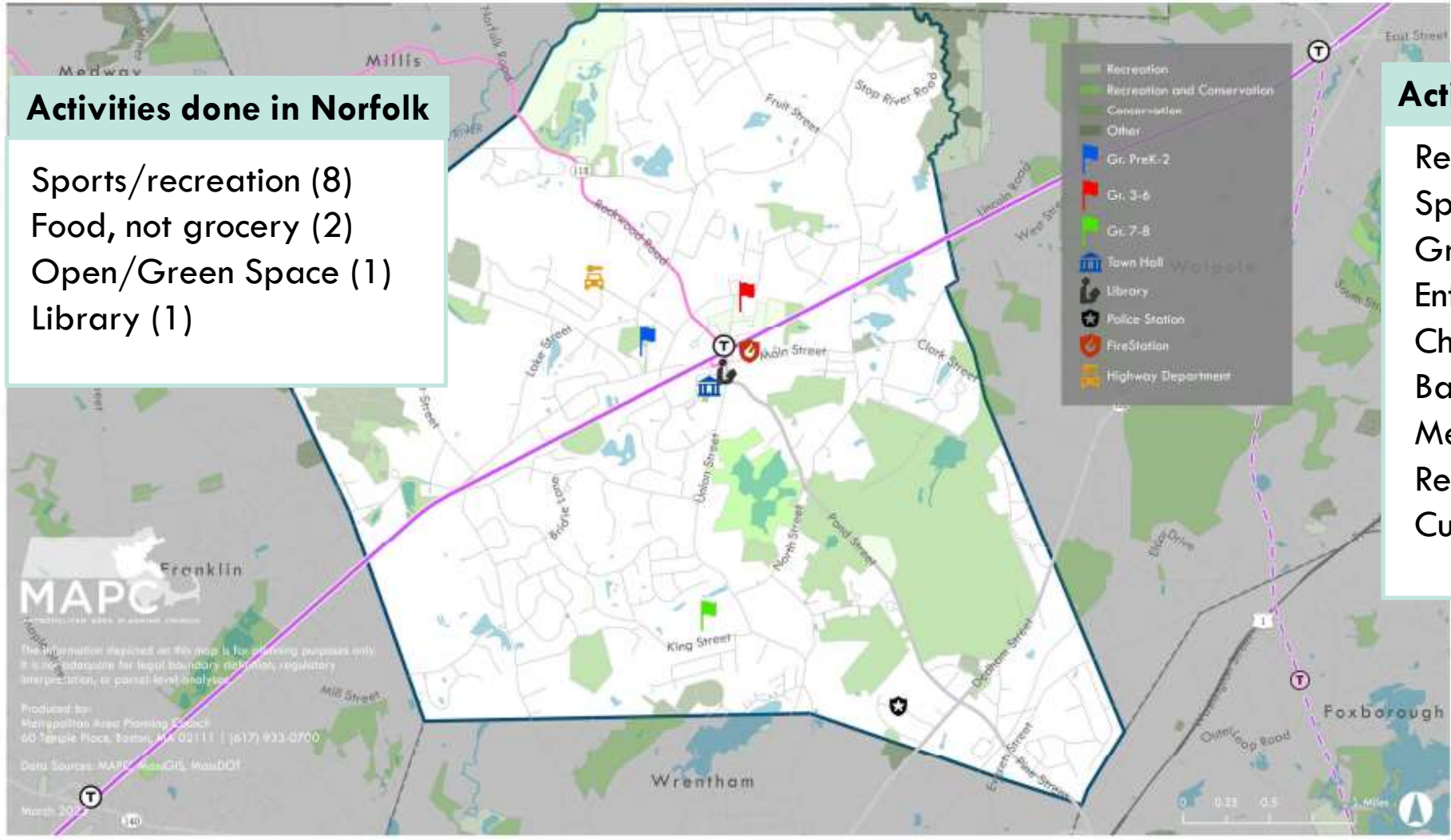
What activities do you do in Norfolk? What requires leaving town?

Activities done in Norfolk

- Sports/recreation (8)
- Food, not grocery (2)
- Open/Green Space (1)
- Library (1)

Activities done out of Norfolk

- Restaurants/bakeries (5)
- Sports/recreation (5)
- Grocery stores (3)
- Entertainment/socializing (2)
- Child's entertainment (2)
- Banking (2)
- Medical services (1)
- Retail/shopping (1)
- Cultural activities (1)



The information depicted on this map is for planning purposes only. It is not intended for legal, regulatory, or permit-level analysis.

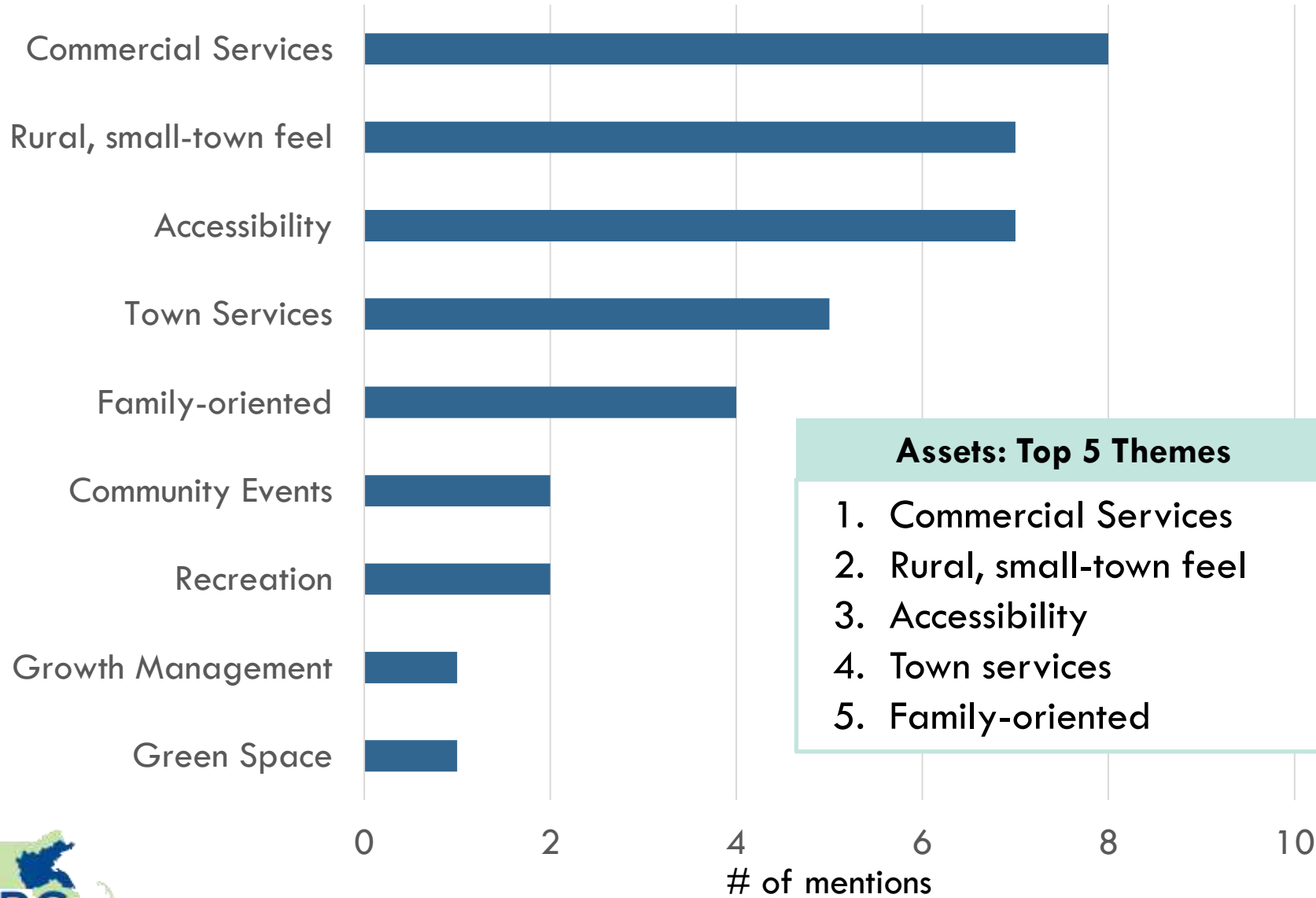
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60 Temple Place, Boston, MA 02111 | (617) 433-0700

Data Sources: MAPC, MassGIS, MassDOT

March 2023



“Families” Forum – What we heard: Assets by Theme



- Assets: Top 5 Themes**
1. Commercial Services
 2. Rural, small-town feel
 3. Accessibility
 4. Town services
 5. Family-oriented

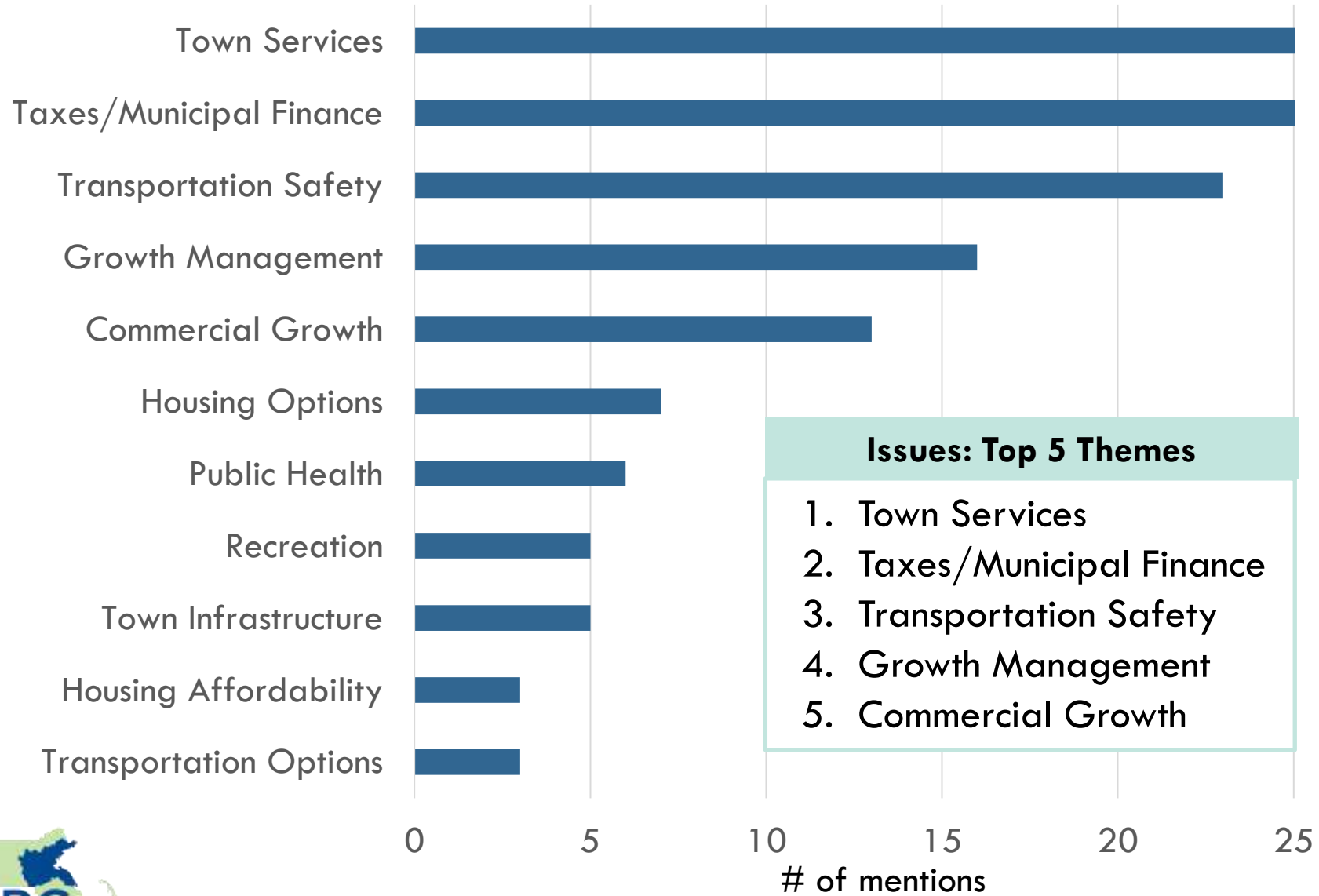
Opportunity for commercial areas (cute Town Center, just needs to be developed)

Train access to Boston by Commuter rail

Norfolk Town Library



“Seniors” Forum – What we heard: Issues by Theme



Taxes too high, lower taxes

Fix the road surfaces/pavement

Sidewalks on Route 115 (north) into Town Center



“Seniors” Forum – What we heard: Activities



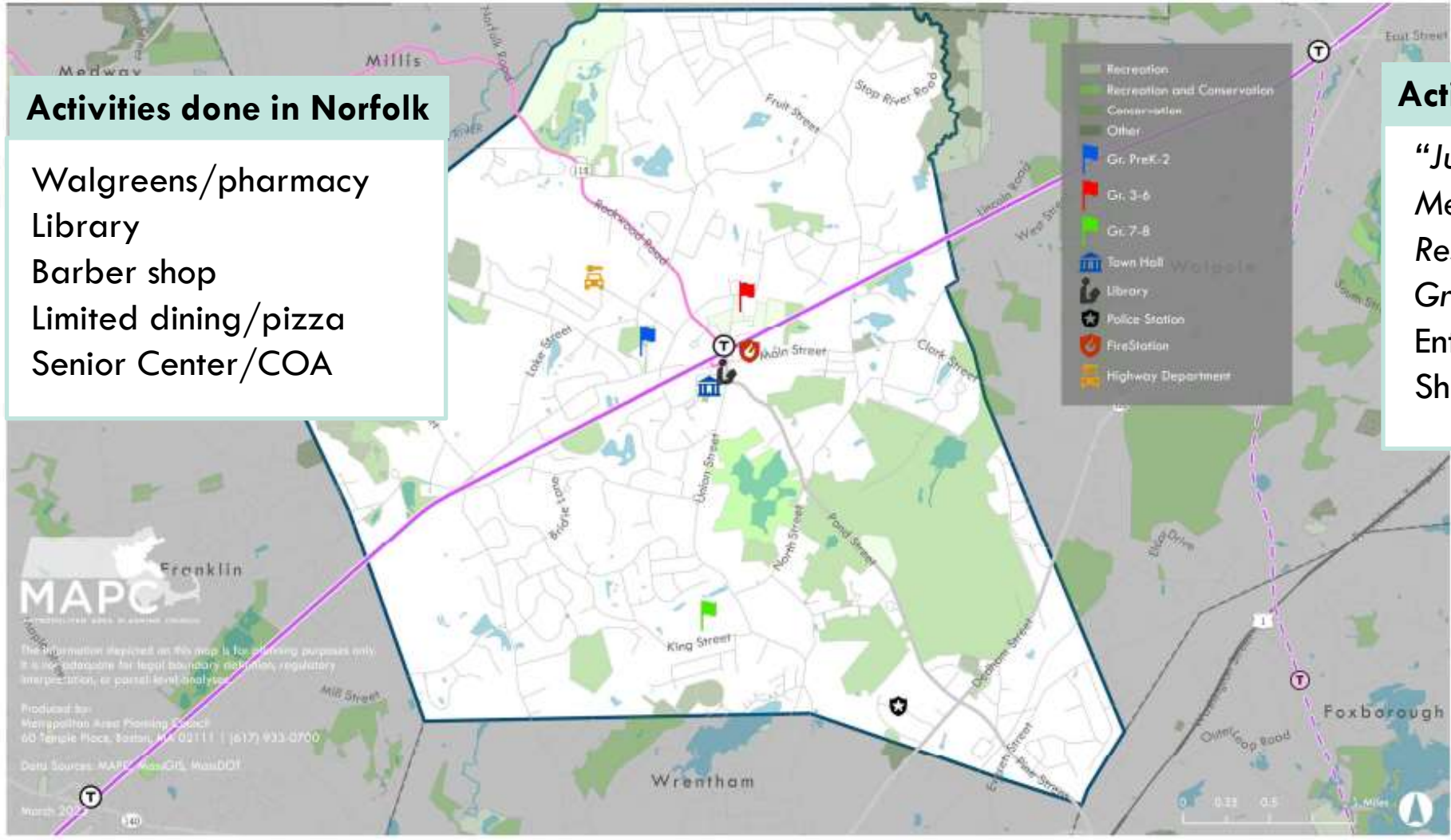
What activities do you do in Norfolk? What requires leaving town?

Activities done in Norfolk

- Walgreens/pharmacy
- Library
- Barber shop
- Limited dining/pizza
- Senior Center/COA

Activities done out of Norfolk

- “Just about everything”
- Medical Care/Doctors
- Restaurants/dining
- Grocery stores
- Entertainment/movies
- Shopping/retail/clothing



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 Produced by:

 Metropolitan Area Planning Council

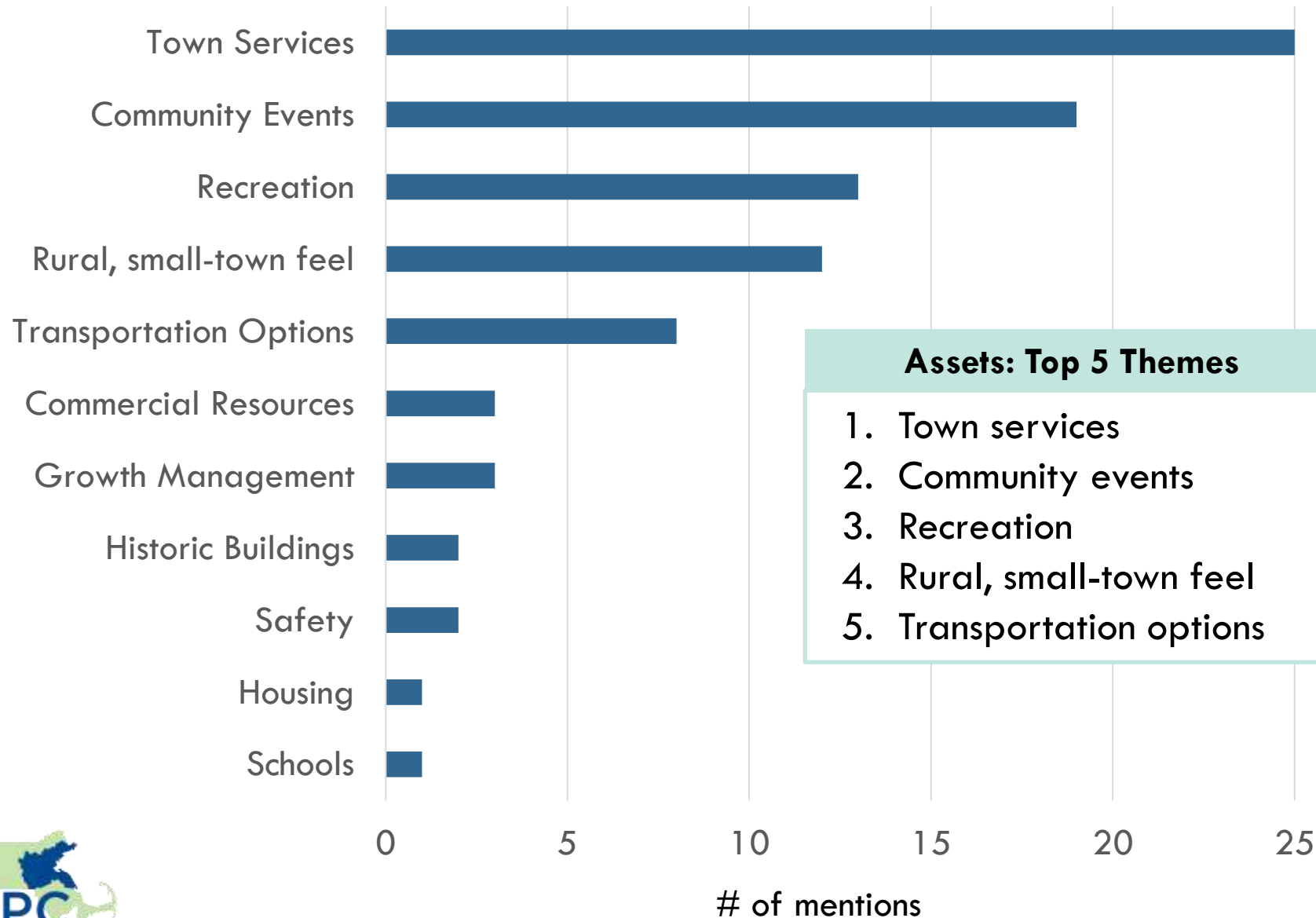
 60 Temple Place, Boston, MA 02111 | (617) 433-0700

 Data Sources: MAPC, MassGIS, MassDOT

 March 2023



“Seniors” Forum – What we heard: Assets by Theme



Assets: Top 5 Themes

1. Town services
2. Community events
3. Recreation
4. Rural, small-town feel
5. Transportation options

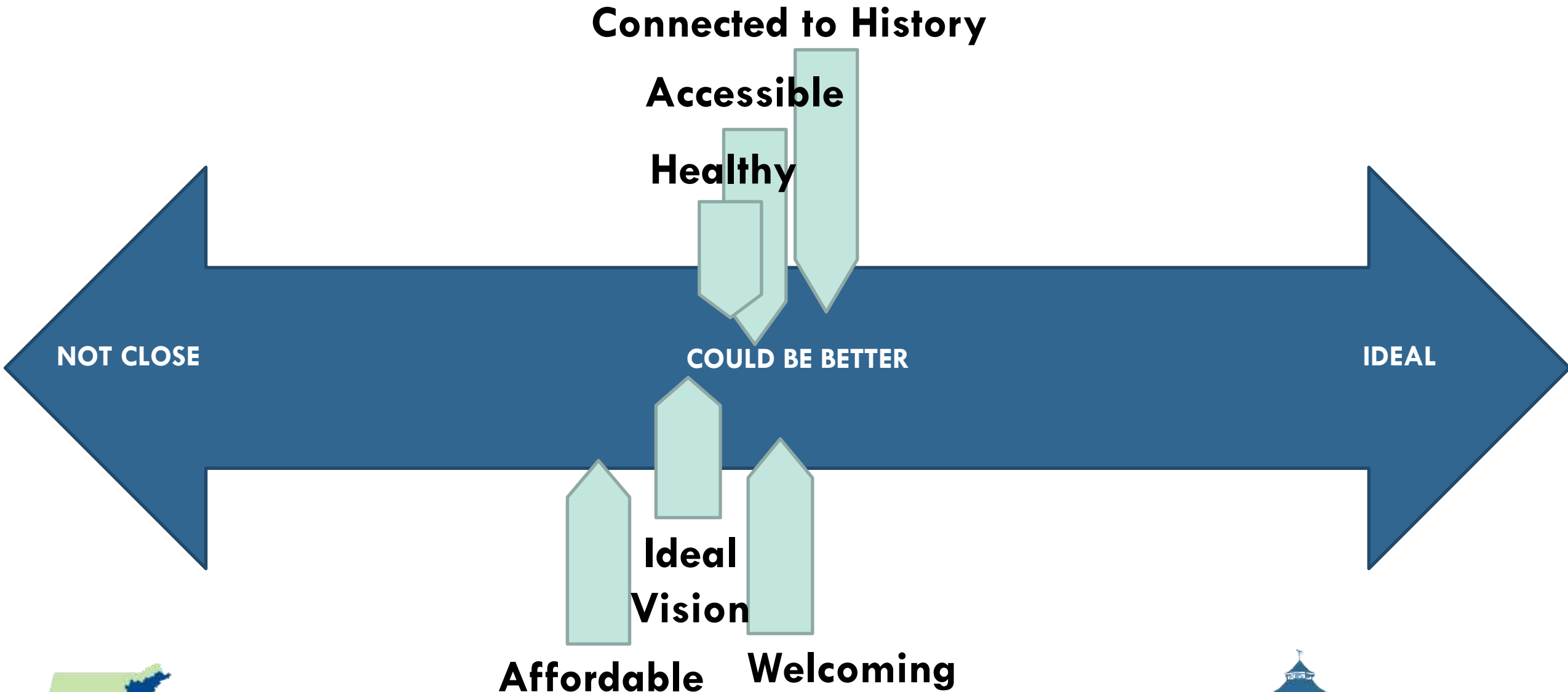
Town Hill/Common concerts, events, and food trucks

Library services and events

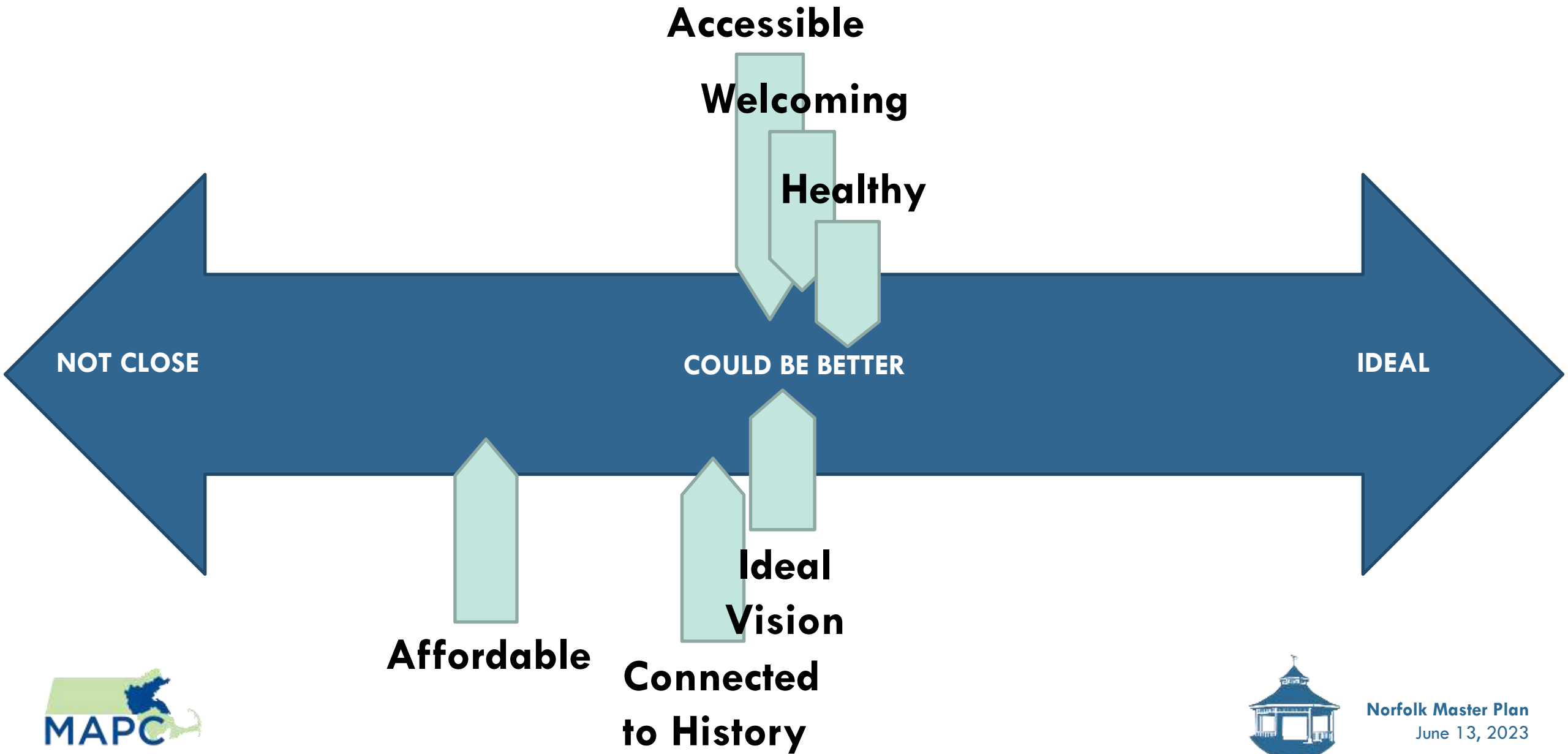
Senior Center



"Families" Forum – What we heard: Spectrums Exercise



"Seniors" Forum – What we heard: Spectrums Exercise



Norfolk Community Day



NORFOLK
Master Plan 2035
Planning for the future
Let's do it together!

NORFOLK
Master Plan 2035

Welcome Home!

METACOM
ENWAY
LIKE US
MAIL US: METACOM
FGM_IL.COM
GREENWAY 2021 LINE

NORFOLK
Master Plan 2035
Planning for the future
Let's do it together!

NORFOLK
Master Plan 2035
Planning for the future
Let's do it together!

PLANNING
PUBLIC HEALTH
LAND USE & ZONING
ECONOMIC DEVELOPMENT

COMMUNITY FACILITIES & SERVICES
OPEN SPACE, ENVIRONMENT, & SUSTAINABILITY
TRANSPORTATION & INFRASTRUCTURE



Norfolk Master Plan
June 13 2023

Follow-up Forum Feedback

- Any reflections or discussion from the committee?

Upcoming Events



Norfolk Master Plan – Upcoming Small Business Association Meeting



ATTENTION

TOWN OF NORFOLK BUSINESS COMMUNITY WORKSHOP

The Town will be holding a workshop to provide the Norfolk business community an opportunity to discuss relevant issues and provide input for the Master Plan.

 **WE WANT YOUR FEEDBACK**

 **Monday, June 26, 2023**

 **Only Prettier Design
258 Dedham Street**

 **7 P.M.**

 **Can't attend?**

- Take survey mapc.ma/norfolk2035 by 7/1/23
- Send comments to Master Plan Steering Committee mmeo@norfolk.ma.us
- Attend Steering Committee Meetings

2035 2035 2035 2035



Norfolk Master Plan – Upcoming Small Business Association Meeting

- **Monday, June 26th at 7:00 pm** – In-person workshop to hear from business owners hosted at *Only Prettier Design*
- Meeting topics:
 - Discussion to hear what's working or not working from business perspective?
 - Exploring why their business is in Norfolk?
 - How long have you been in Norfolk? At the same location?
 - What could help their business grow?
 - What would help attract additional business to Norfolk? (a goal of the community)



Survey Status Update



Norfolk Community Survey

Excellent response so far:

- 671 online
- 20 paper copies
- **Total of 691 responses!** (as of 6/13)

- Survey will close 7/1

- As of 12/31/22 there are 7,788 registered voters in Norfolk. **Trying to reach or exceed 779 responses which would be 1 out of every 10 registered voters!**



Norfolk Master Plan – Townwide Survey Underway

Take the Norfolk Master Plan **Survey!**

What is **your** vision
for Norfolk?

What could Norfolk
look like in **2035**?

What are your
hopes for Norfolk?



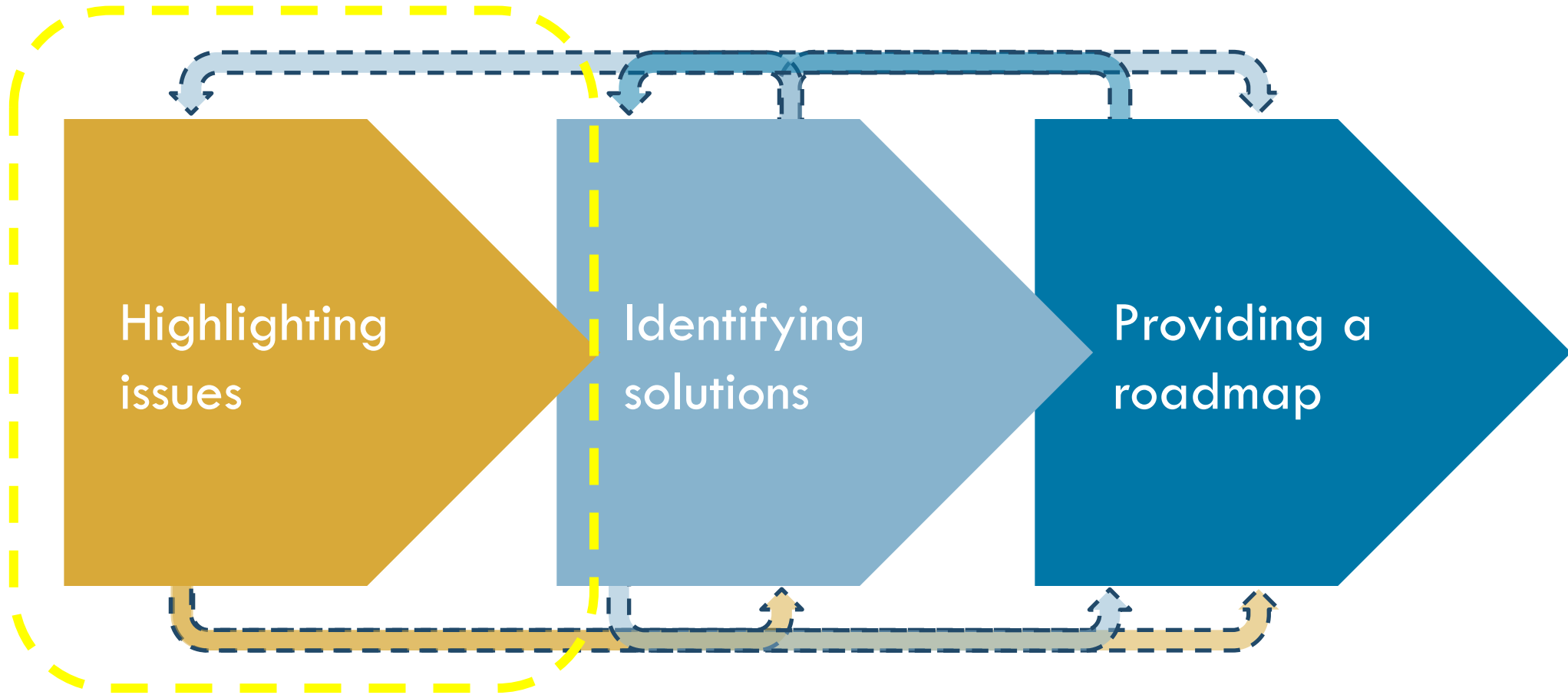
mapc.ma/norfolksurvey



Updated Emerging Themes



Norfolk Master Plan Emerging Themes



Snapshot of Norfolk Community Survey: Top 4 Challenges

- 1. Managing growth and change – 20% of responses**
- 2. Attracting new investment and development – 17% of responses**
- 3. Expanding Town amenities – 16% of responses**
- 4. Preserving and conserving natural resources and features – 10% of responses**



Snapshot of Norfolk Community Survey: Top 4 Opportunities

- 1. Commercial investments to expand local services like restaurants, coffee shops, hair salons, etc. – 90% of responses**
- 2. Community events like farmer's market, pop-up cultural events, food trucks, etc. – 63% of responses**
- 3. Public amenities like parks, sidewalks, etc. – 48% of responses**
- 4. Commercial investments to expand job opportunities – 34% of responses**



Snapshot of Norfolk Community Survey: Top Challenge by Topic

- Transportation – **Options for walking, better sidewalks (76%)**
- Land use, economic development, housing – **Attracting and supporting investment in Town Center (81%)**
- Community facilities and services – **Continue to invest in schools to meet future needs (63%)**
- Open space, recreation, and sustainability – **Need for more trails or amenities as conservation lands (58%)**
- Historical and cultural resources – **Need for additional cultural events (42%)**
- Public health – **Promoting an active lifestyle (51%)**



Snapshot of Norfolk Community Survey:

What originally attracted you to live in Norfolk?

- **Small town and semi-rural feel (68%)**
- **Quality schools and family-oriented (60%)**
- **Quality of housing and neighborhoods (47%)**

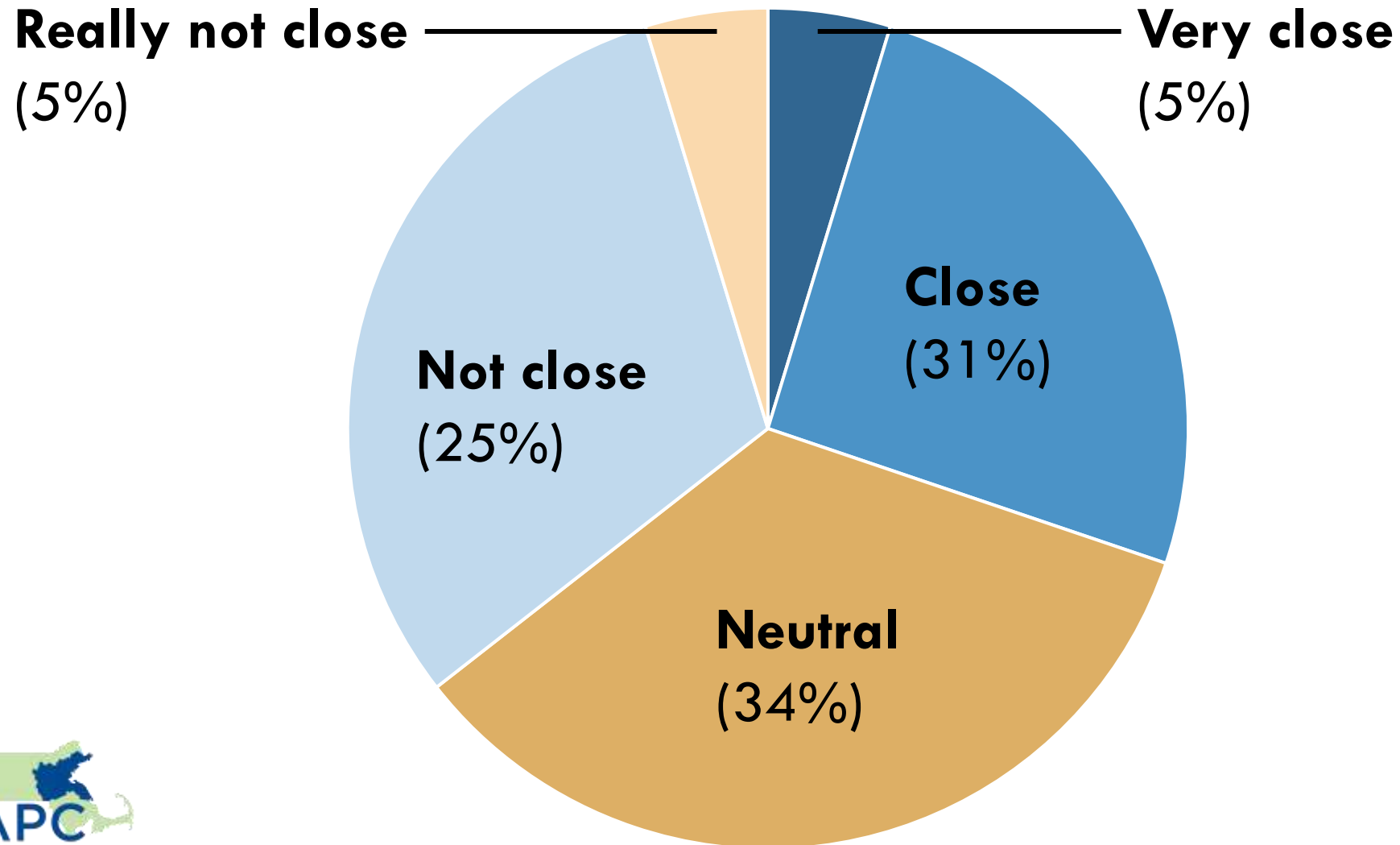
Snapshot of Norfolk Community Survey: Top 4 Assets

- 1. Homes and neighborhoods – 59% of responses**
- 2. Sense of community and neighbors – 56% of responses**
- 3. Schools – 55% of responses**
- 4. Proximity to Boston and Providence – 49% of responses**



Snapshot of Norfolk Community Survey:

How close is Norfolk today to your ideal vision for the Town?



Future Engagement

Groups that have potentially been underrepresented in the process to date:

- Renters
- Residents of color
- People who work in Norfolk
- Residents w/lower incomes

Emerging Themes

- Any reflections or discussion from the committee?

Vision Statement Discussion



Norfolk Master Plan Vision Statement



Norfolk Master Plan

Process to Define the Vision Statement

- 1 Start with 2007 Vision Statement
- 2 Add new feedback from Community Forums and Survey
- 3 Updated list of desired outcomes
- 4 Translate into aspirational solutions to be vetted
- 5 Introduce principles to guide decisions
- 6 Compose updated narrative Vision Statement
- 7 Compose new Town-wide Vision Statement Concept Diagram



Norfolk Master Plan

1 Start with 2007 Vision Statement

2007 Norfolk Master Plan Vision

Norfolk's citizens would like...

- **Town Center developed into a traditional, pedestrian-oriented, New England village** with retail, commercial services and mixed uses including housing that provides for social and cultural interaction for all age groups
- To **preserve its residential, semi-rural, New England character** with roadway images of farms, forests, ponds and streams.
- **Full development of business/commercial districts** such that Business-Commercial property values would provide a larger share of tax revenues allowing significantly less dependence on single family home tax revenues.
- Ensure that its **resources are sufficient to sustain the future needs** of residents and businesses.



2 Add New Feedback

Norfolk's citizens would like...

- To **manage growth so that changes thoughtfully respond to community needs.**
- To approach community facilities and services with a **focus on long term sustainability and fiscal responsibility.**
- **Quality of life to be enhanced** by continuing to improve school facilities, recreation facilities, and natural resource and open space amenities.
- Safe and convenient **options for getting around Town by walking or biking.**
- **To have housing options** to be able to stay in Norfolk for all stages of life.
- To address environmental and infrastructure investments to leave **a resilient Town and cleaner environment to future generations.**
- To continue to **support public safety and reliable emergency services.**
- To leverage the Commuter Rail service and **strengthen accessibility to the Town Center.**

Norfolk Master Plan

3 Updated List of Desired Outcomes

Norfolk's citizens would like...

- Town Center developed into a traditional, pedestrian-oriented, New England village with retail, commercial services and mixed uses including housing that provides for social and cultural interaction for all age groups
- To preserve its residential, semi-rural, New England character with roadway images of farms, forests, ponds and streams.
- Attract investment in business/commercial districts such that Business-Commercial property values would provide a larger share of tax revenues allowing significantly less dependence on single family home tax revenues.
- Ensure that its resources are sufficient to sustain the future needs of residents and businesses.
- To manage growth so that changes thoughtfully respond to community needs.
- To approach community facilities and services with a focus on long term sustainability and fiscal responsibility.
- Quality of life to be enhanced by continuing to improve school facilities, recreation facilities, and natural resource and open space amenities.
- Safe and convenient options for getting around Town by walking or biking.
- To have housing options to be able to stay in Norfolk for all stages of life.
- To address environmental and infrastructure investments to leave a resilient Town and cleaner environment to future generations.
- To continue to support public safety and reliable emergency services.
- To leverage the Commuter Rail service and strengthen accessibility to the Town Center.



Norfolk Master Plan

4 Translate into aspirational solutions

Norfolk's citizens would like...

- Town Center developed ... →
- To preserve character ... →
- Attract investment ... →
- Ensure that its resources are sufficient ... →
- To manage growth ... →
- Long term sustainability and fiscal ... →
responsibility
- Quality of life to be enhanced ... →
- Safe and convenient walking or biking ... →
- To have housing options ... →
- Address environmental and infrastructure →
investments ...
- Support public safety and reliable →
emergency services ...
- Leverage the Commuter Rail service and →
strengthen accessibility to the Town Center ...

Norfolk's citizens would like...

- Town Center as the center of town life
- Preserve the visual character and communal aspects of small-town life
- Define and attract the types of services and amenities desired
- Place the Town in better position for the next generation
- Clearly define what is desired in each location and be patient
- Plan for the long term with Town investments

- Plan and create a connected network of open space and town facilities
- Plan and create a secondary Town-wide walking and biking network
- Create housing options for all life stages to attract and keep residents
- Develop plans to address legacy concerns

- Build a community where all members contribute to safety and public health
- Improve connections to and use of the train station



5 Introduce principles to guide decisions

Define principles to guide decision making – what 4 to 5 metrics would you want to reflect on with each decision?

- **Fiscal responsibility** – balancing short term needs, quality long-term investments, and the tax burden of residents
- **Sustainability** – the long-term ability to support a process over time with economic, environment, and social considerations
- **Transparency** – sharing open and clear information for decision making processes with instructions for involvement
- **Health** – advancing decisions that will strengthen the well being of Norfolk residents and increase quality of life
- **Equity** – considering the perspectives of those who may not have a voice at the table or that will be most impacted by the decisions
- **Municipal collaboration** – considering the most efficient and effective ways to share resources with neighboring towns

Norfolk Master Plan

6 Vision Statement Narrative

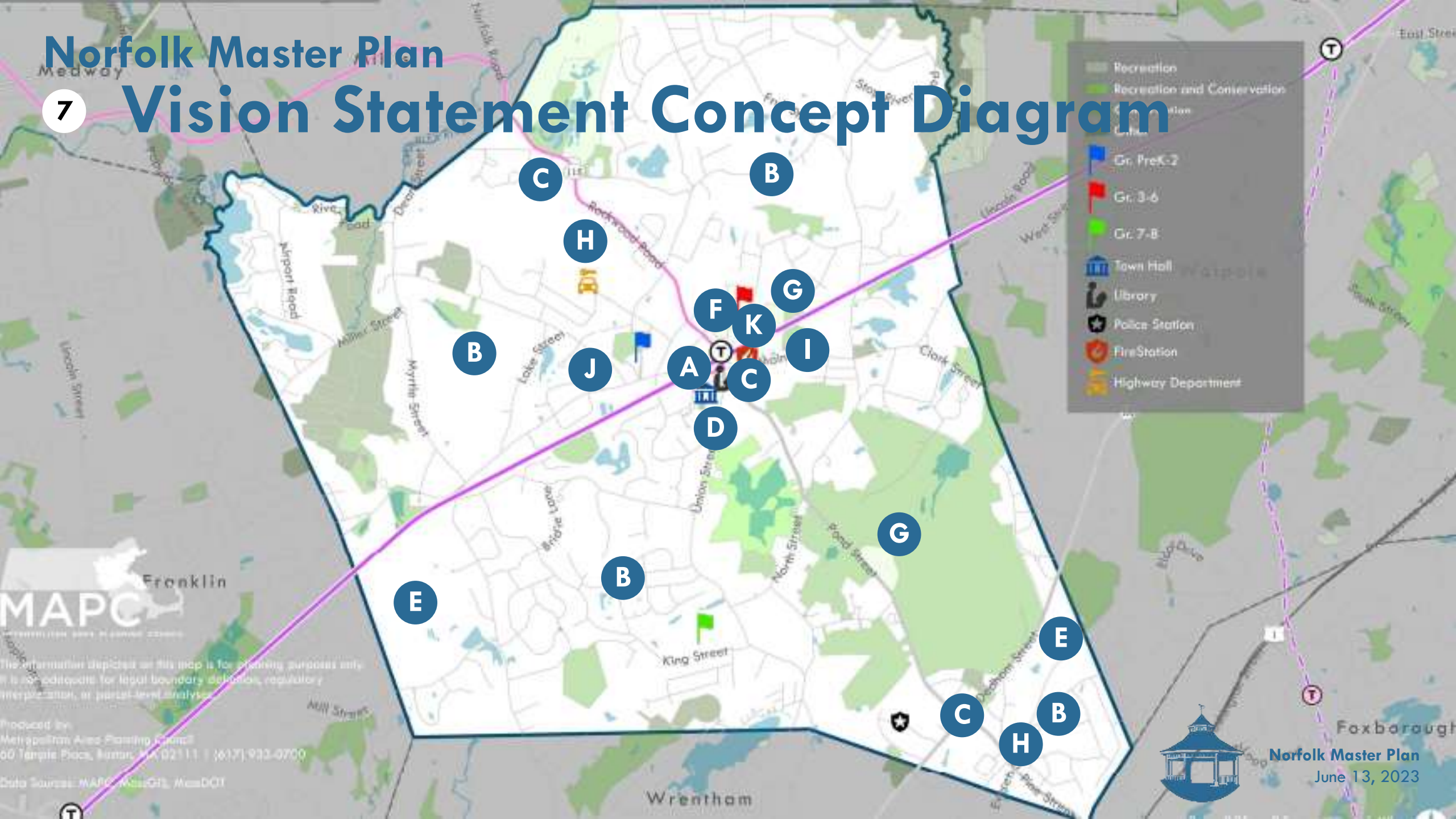
2023 Norfolk Master Plan Vision

Norfolk's citizens would like a...

- A • Town Center that is the center of town life
- B • Small-town feel with a connected and welcoming community and neighborhoods
- C • Local economy that can grow and attract desired services and amenities
- D • Legacy of facilities and infrastructure that positions for the Town's next generation
- E • Set of local regulations that clearly define what is desired to manage change
- F • Sustainable and responsible long-term approach to Town infrastructure
- G • Connected network of open space and town facilities accessible to all residents
- H • Secondary Town-wide network of walking and biking connections
- I • Set of housing options for all life stages to attract and keep residents
- J • Safe community focused on the quality of life and wellbeing of all residents
- K • Convenient and reliable rail and biking connections to other towns



7 Vision Statement Concept Diagram



Franklin
MAPC
Metropolitan Area Planning Council
60 Temple Place, Boston, MA 02111 | (617) 933-0700
Data Sources: MAPC, MassGIS, MassDOT

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Vision Statement Discussion

- Any reflections or discussion from the committee?

Next steps



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:

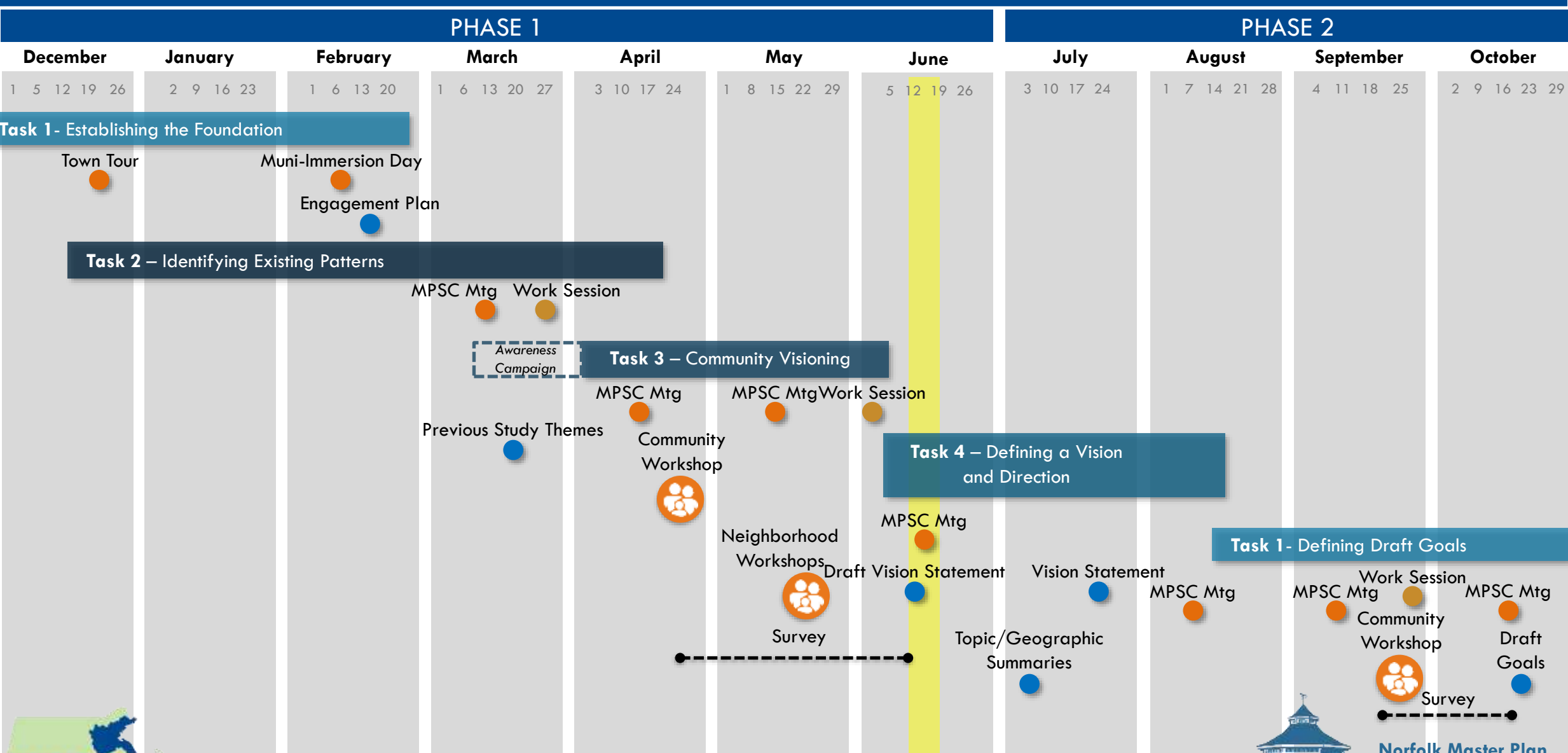
- Final Community Forum
- Community Comments Period
- Final Engagement Reflection and Summary



Next steps

- Next Master Plan Steering Committee Meeting – **August 8th, 7:00 pm**
- Final push on the survey before closing (7/1)
- Draft Vision Statement
- Topic summaries

Norfolk Master Plan Timeline



Norfolk Master Plan Project website

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
June 13, 2023