



NORFOLK

Master Plan 2035

Master Plan Steering Committee
Meeting #5
August 8, 2023



Agenda

Survey findings

Forum wrap-up – small businesses

Key takeaways existing conditions

Refined vision statement

Looking ahead to fall

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



Survey findings



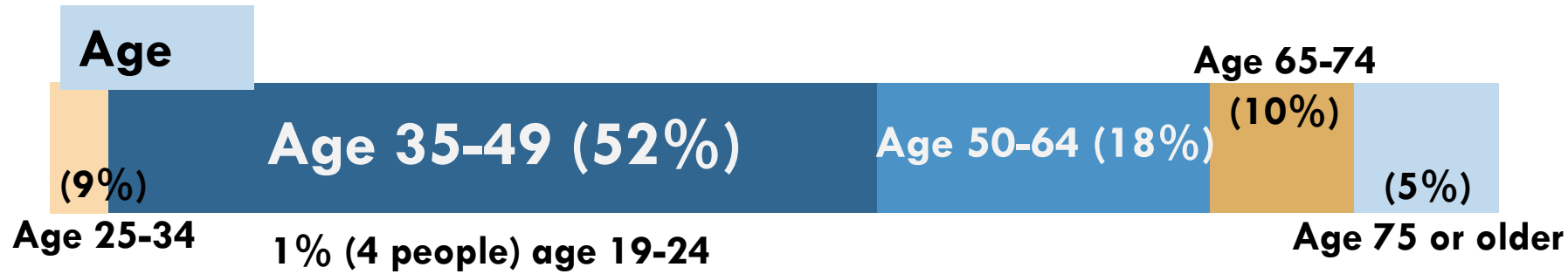
Survey Findings

Excellent response from the community

- 964 online
 - 36 paper/scanned copies
 - **Total of 1,001 responses!**
-
- As of 12/31/22 there are 7,788 registered voters in Norfolk. **The survey reached about 1 out of every 8 registered voters!**



Survey Findings – Who did we hear from?



Race/Ethnicity

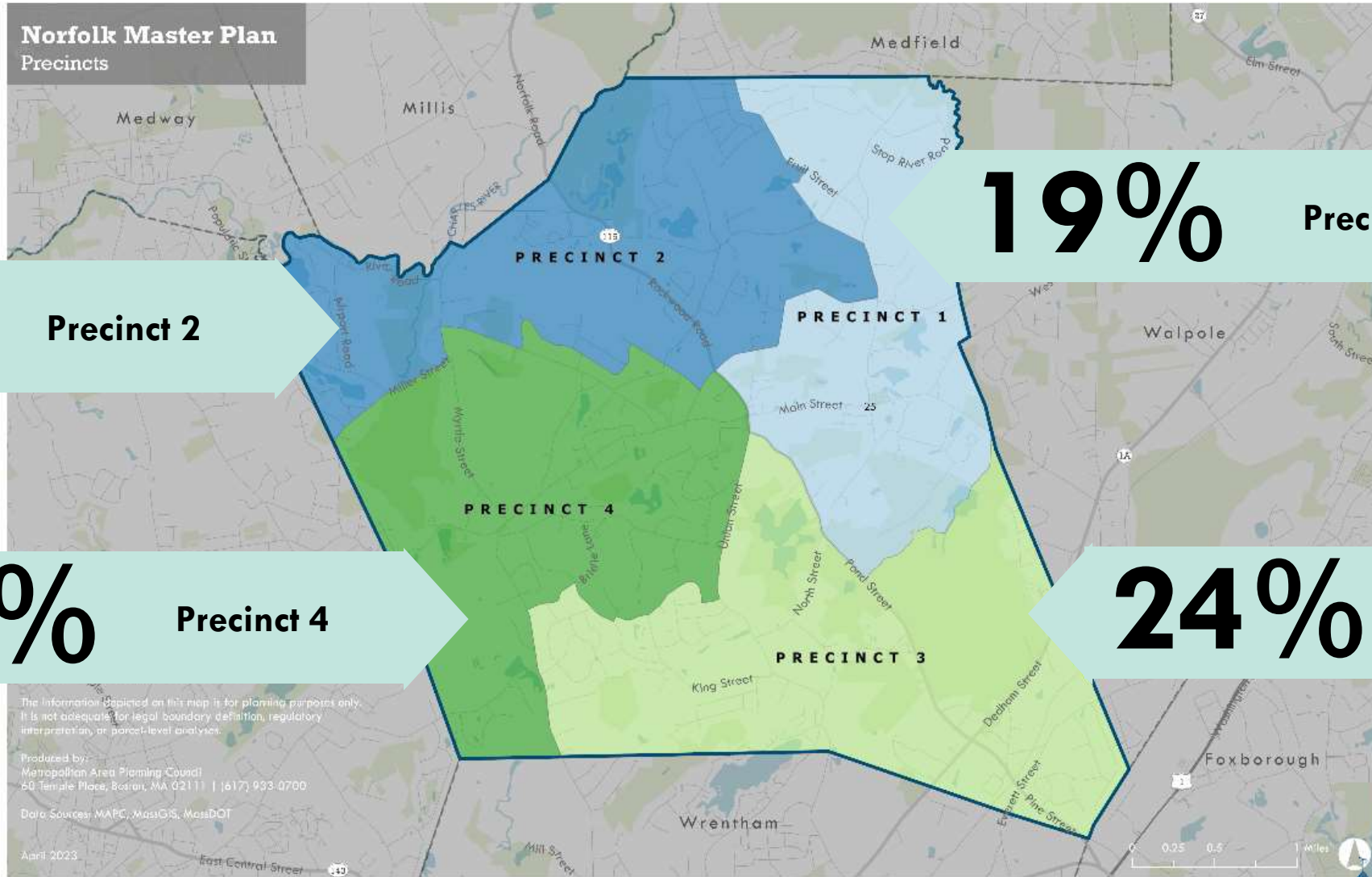
- 83% of respondents identify as white.
- About 50 people of color participated.
- 10% preferred not to answer.

7% Households with less than \$100K

416 Households with children under 18

96%
Homeowners

Survey Findings – Who did we hear from?



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Survey Findings – Who did we hear from?

How long have you lived in Norfolk?

2%

Prefer not to answer

27%

0-5 years

24%

21+ years

6%

16-20 years

14%

11-15 years

27%

6-10 years



Survey Findings – Who did we hear from?

80% of respondents have not participated in any Master Plan events.

Virtual participation was most frequently mentioned by **41%** of respondents to help attend meetings in Town

56% of respondents heard about the survey through Facebook.

Norfolk Community Survey: Top 3 Challenges

- 1. Managing growth and change** – 51% of responses (509 people)
- 2. Attracting new investment and development** – 41% of responses (411)
- 3. Expanding Town amenities** – 36% of responses (361)
- 4. Preserving/conserving natural resources/features** – 25% of responses (248)
- 5. Maintaining Town facilities, services, and amenities** – 22% of responses (221)

Write-in comments most frequently referenced taxes (33 comments), economic development (28 comments), and development (17 comments)

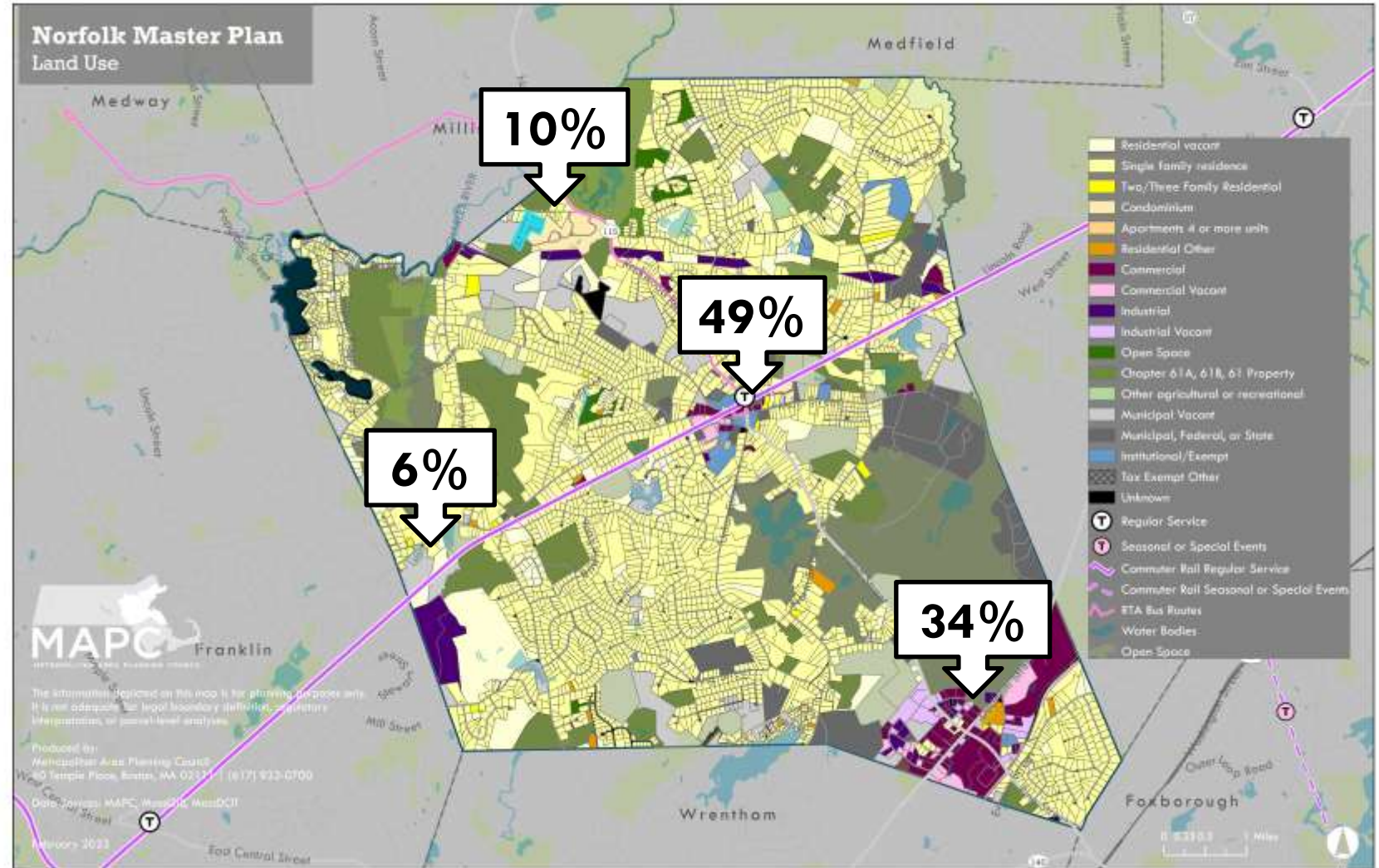


Norfolk Community Survey: Opportunities

“Single-family to two family conversions or ADUs”

“Clean up some of the rundown strip malls in town center”

“Town center improvement will create a stronger community...better voter turnout, increased patronage of small businesses”



Norfolk Community Survey: Opportunities

- 1. Commercial investments to expand local services like restaurants, coffee shops, hair salons, etc.** – 69% of responses (692 people)
- 2. Community events like farmer's market, pop-up cultural events, food trucks, etc.** – 47% of responses (467)
- 3. Public amenities like parks, sidewalks, etc.** – 40% of responses (400)
- 4. Commercial investments to expand job opportunities** – 27% of responses (267)
- 5. Mixed-use developments (ground-floor commercial with apartments)** – 21% (211)

Write-in comments most frequently referenced grocery store (11 comments), and economic development/development (10 comments)



Norfolk Community Survey:

What originally attracted you to live in Norfolk?

- **Small town and semi-rural feel (51%)**
- **Quality schools and family-oriented (43%)**
- **Quality of housing and neighborhoods (36%)**

Written comments noted that affordability is an issue and the proximity to Boston via the commuter rail was appealing.



Norfolk Community Survey: Top 5 Assets

- 1. Homes and neighborhoods – 44% of responses**
- 2. Schools – 40% of responses**
- 3. Sense of community and neighbors – 40% of responses**
- 4. Proximity to Boston and Providence – 36% of responses**
- 5. Open spaces (Pond Street Athletic Complex, Stony Brook) – 35% of responses**



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%)**
- Community health – **Promoting an active lifestyle (51%)**



Forum wrap-up – small businesses



Norfolk Small Business Association Meeting

Monday, June 26th at 7:00 pm

- Nine business owners in attendance
- Themes from discussion
 - Many home-based businesses because it's hard to find commercial spaces that meet business needs and are affordable
 - Limits expansion opportunities
 - Opportunity for co-op / incubator business services
 - Like the small-town feel – it's what attracted newer business owners
 - Noted challenges around promoting business to community-at-large
 - Opportunity to partner with Town to promote business community
 - Signage bylaw work
 - Small business association offers a great community benefit
 - Paralleled lack of starter homes in Norfolk to lack of starter space for businesses

Opportunities for continued engagement:

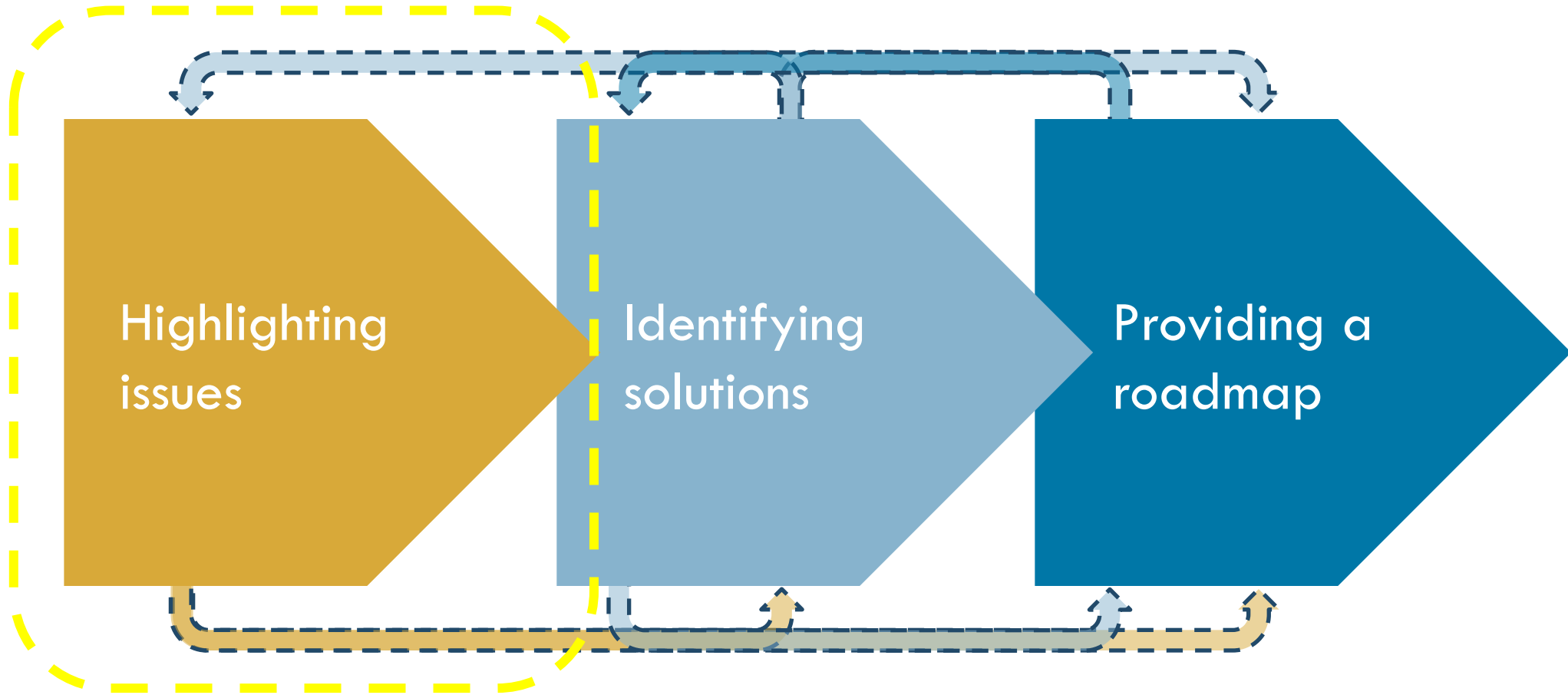
- September 9 Discovery Day at Town Hill (4-7 pm)
- Fall focus group to follow up with business owners



Key takeaways existing conditions



Norfolk Master Plan Emerging Themes



Norfolk Master Plan Topic Summaries



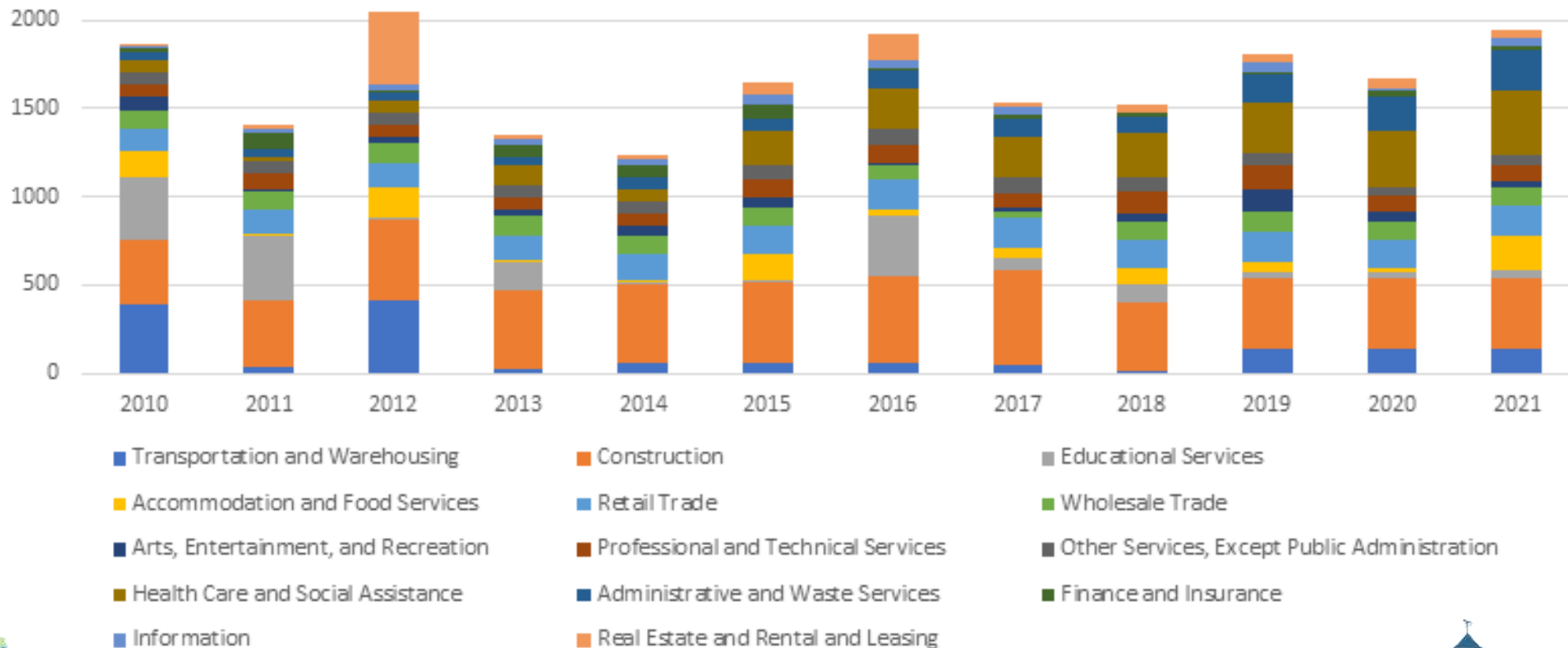
Economic Development

- **Many residents are relatively affluent.** 96% of residents are homeowners. The median home value of owner-occupied units is \$563,800. The median household income is \$168,281. The reported poverty rate is 1.8%. (2021 dollars, 2017-2021 American Community Survey, US Census)
- **Few people both live and work in Norfolk.** 1,519 workers come into Norfolk on a daily basis. 182 Norfolk residents stay in town for work. The majority (3,965 Norfolk workers) of Norfolk workers leave town for work. There is a general lack of well-paying jobs in the Town. Norfolk residents have **higher commute times** (38.7 minutes compared to 29.6 minutes statewide)
- **Lack of local amenities and services as an economic driver and tax contributor.** Few locally-owned storefronts contribute to a lack of diverse municipal revenue sources. Lack of public sewer is a barrier.



Economic Development

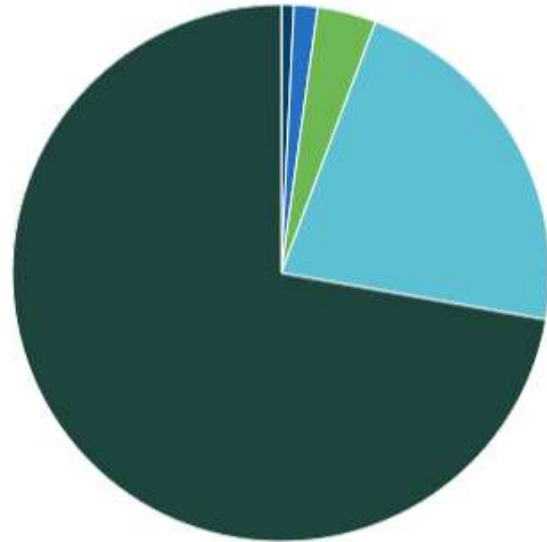
- Construction and Healthcare and Social Assistance have been consistently large industries in establishments and employment in Norfolk**



Economic Development

- Tax burden on residents is voiced as a frequent concern among residents

Share of Tax Revenue by Source



● Residential 72.2%
● Open Space 0.0%
● Commercial 3.5%
● Industrial 0.7%
● Personal Property 1.4%
● Non-Property 22.1%

Source: MA Dept. of Revenue Years: 2016

Average Single Family Tax Bill

Municipality	Average Tax Bill
Commonwealth of MA	\$6,724
Franklin	\$7,121
Wrentham	\$7,177
Foxborough	\$7,458
Medway	\$8,078
Walpole	\$8,551
Millis	\$8,734
Norfolk	\$9,750
Medfield	\$12,555

Source: MA Department of Revenue
Division of Local Services FY2022

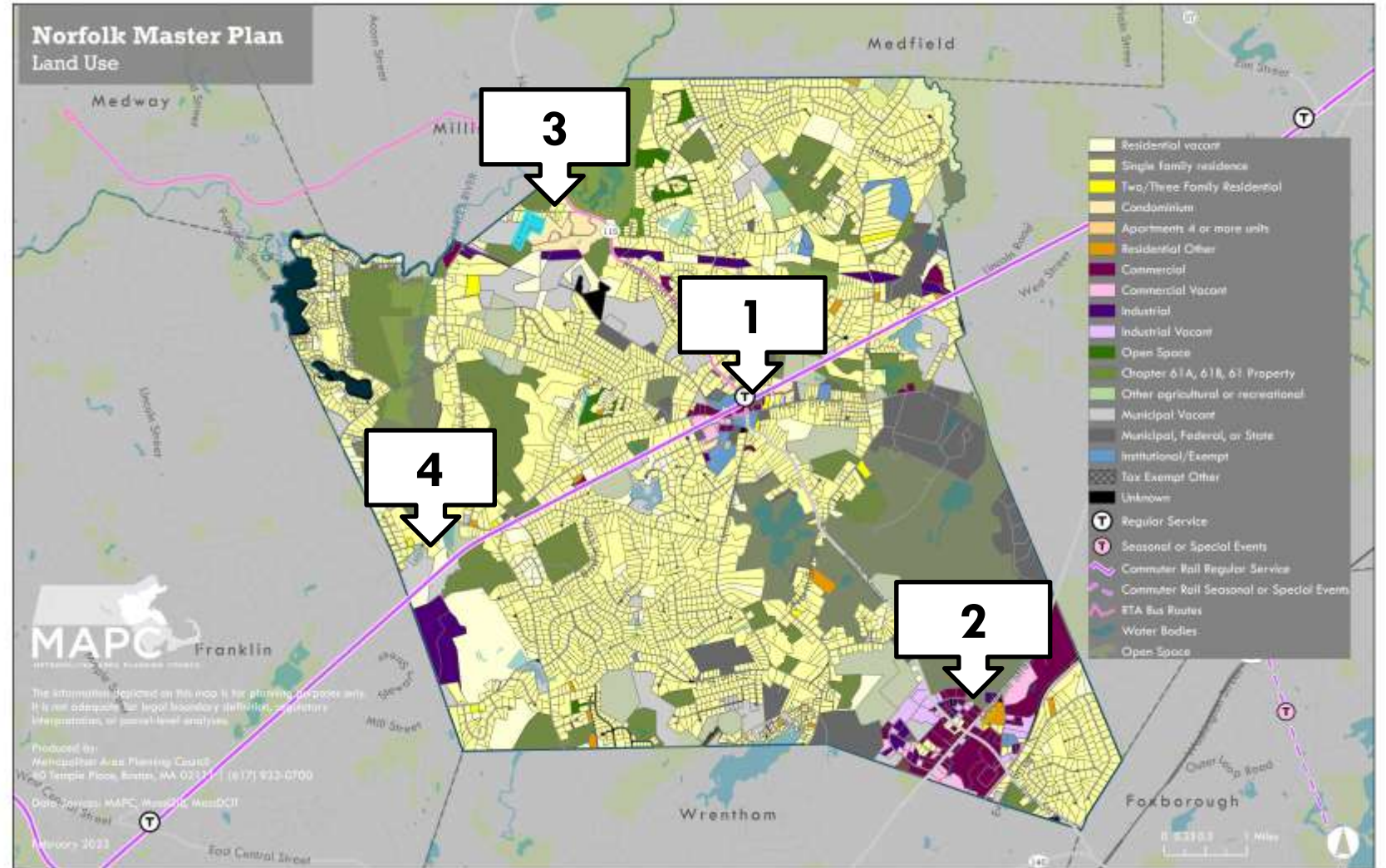


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August 8, 2023

Economic Development – Community Feedback

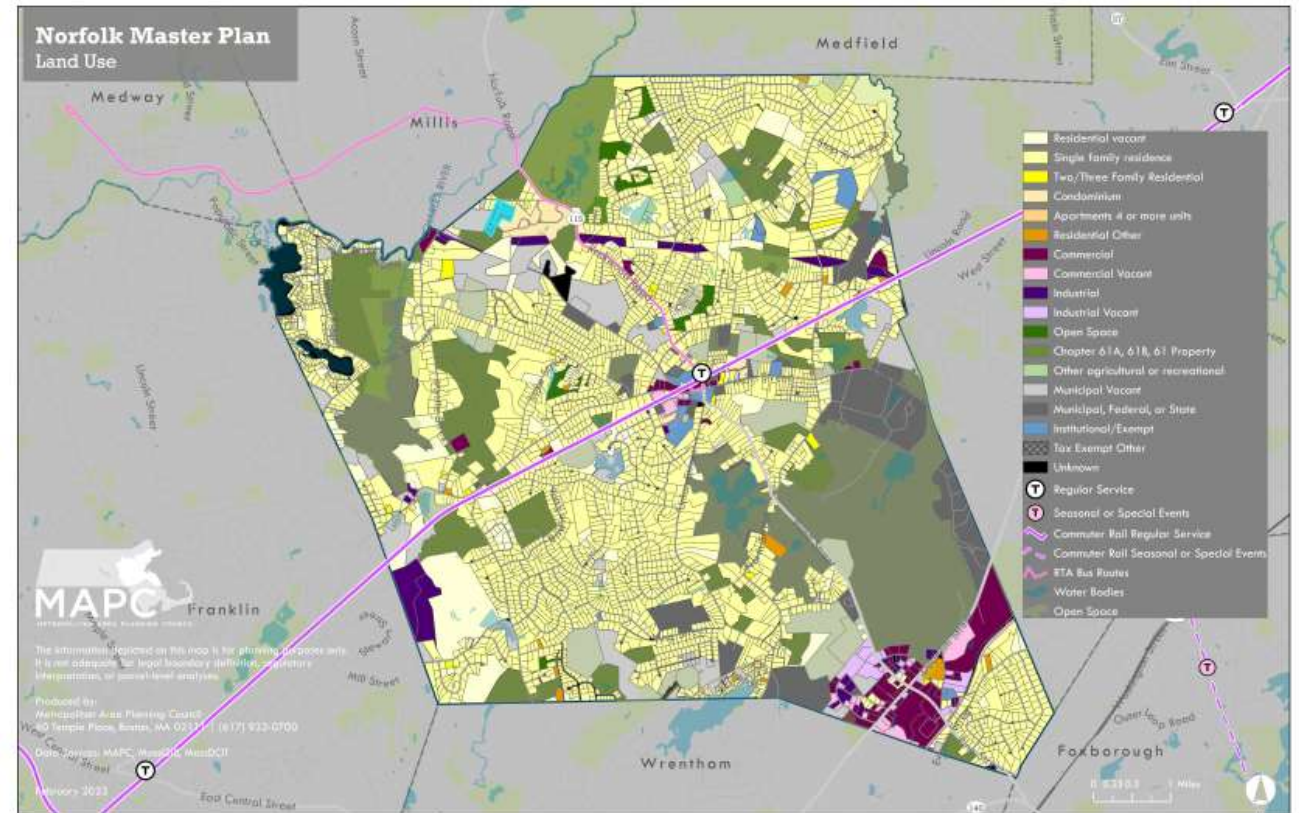
Priority areas for economic development in Norfolk to:

- Support small businesses
- Redevelop former industrial properties
- Increase predictability of development and growth



Land Use

- **42% of Norfolk's land area is residential**, primarily zoned for single-family homes.
- The **B-1 Zoning in Town Center** promotes commercial uses and a mix of other uses including residential near Norfolk's Commuter Rail station.
- **Route 115/1A** serves as the Town's largest cluster of commercial properties and includes the former Southwood Hospital property.
- **Many open space resources** are compactly distributed throughout Town within a ½ radius of Town Center



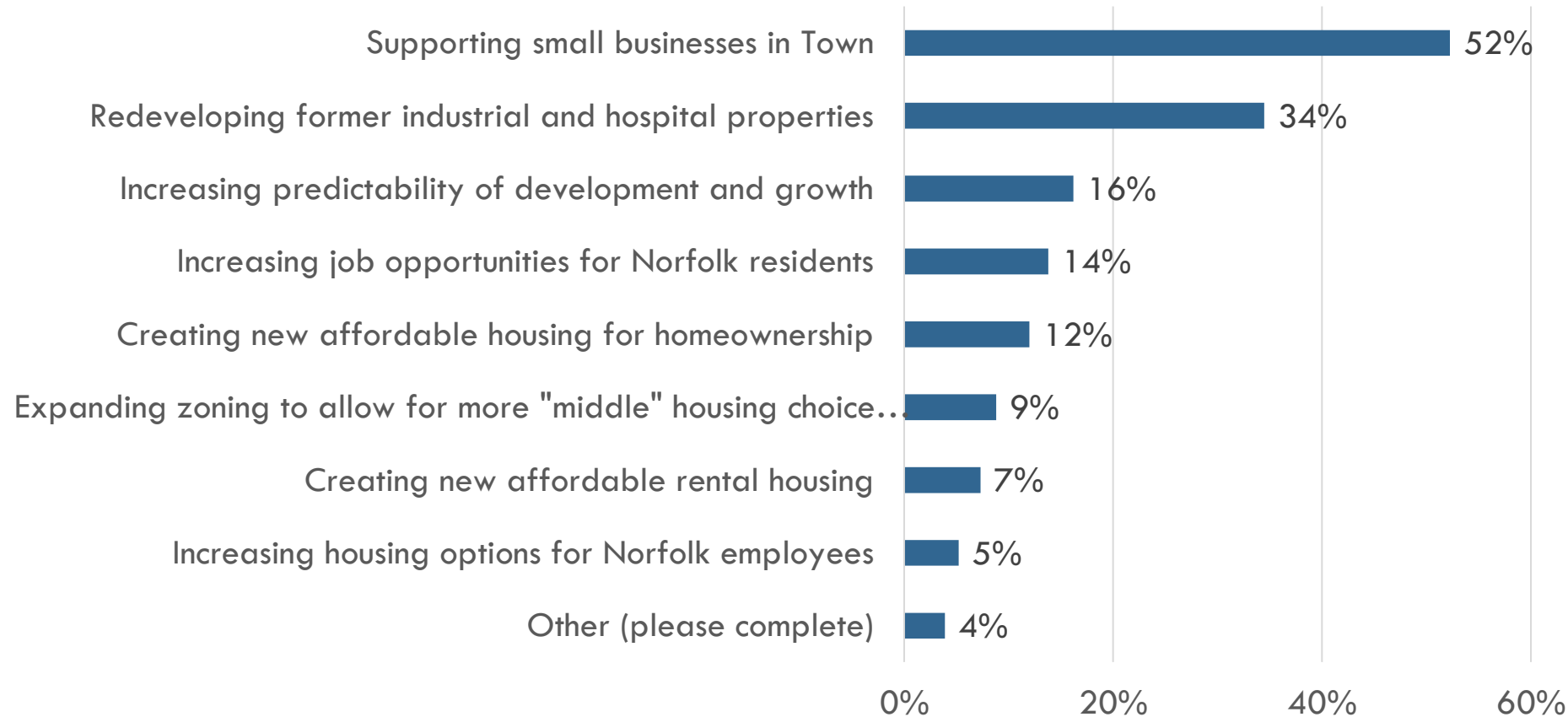
Land Use

- Residents are **concerned about the type, scale, and location** of future growth and how public services will keep pace with it.
- Growth will continue to occur, but the largest and densest development will likely occur outside of the Town's control through **40B**.
- Growth patterns with **predominantly lower density residential will present long term challenges** for maintenance of less efficient roadway, water, and other infrastructure systems.
- Non-residential or mixed-use growth opportunities face **barriers with limited infrastructure and market support**.

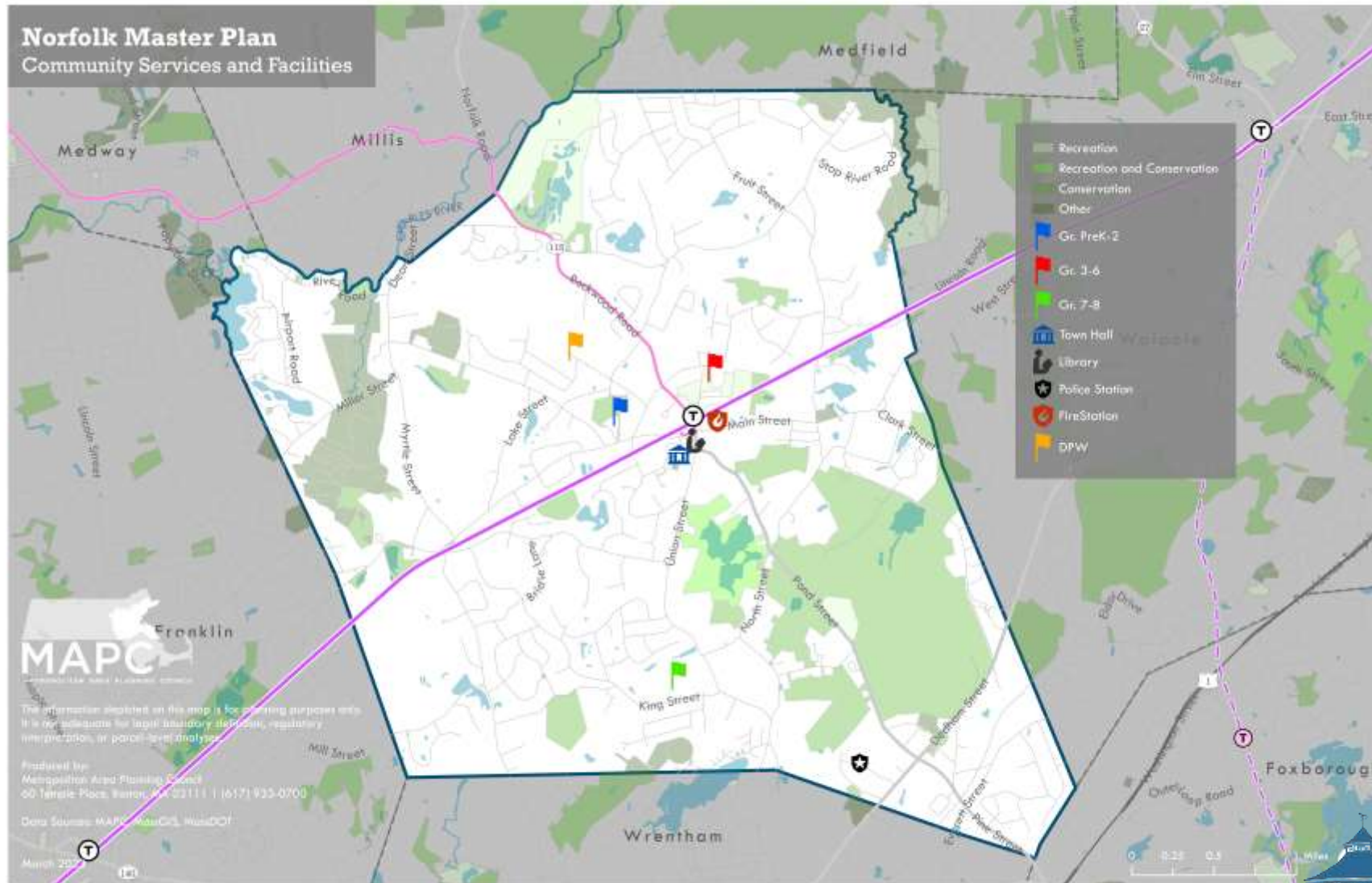


Land Use

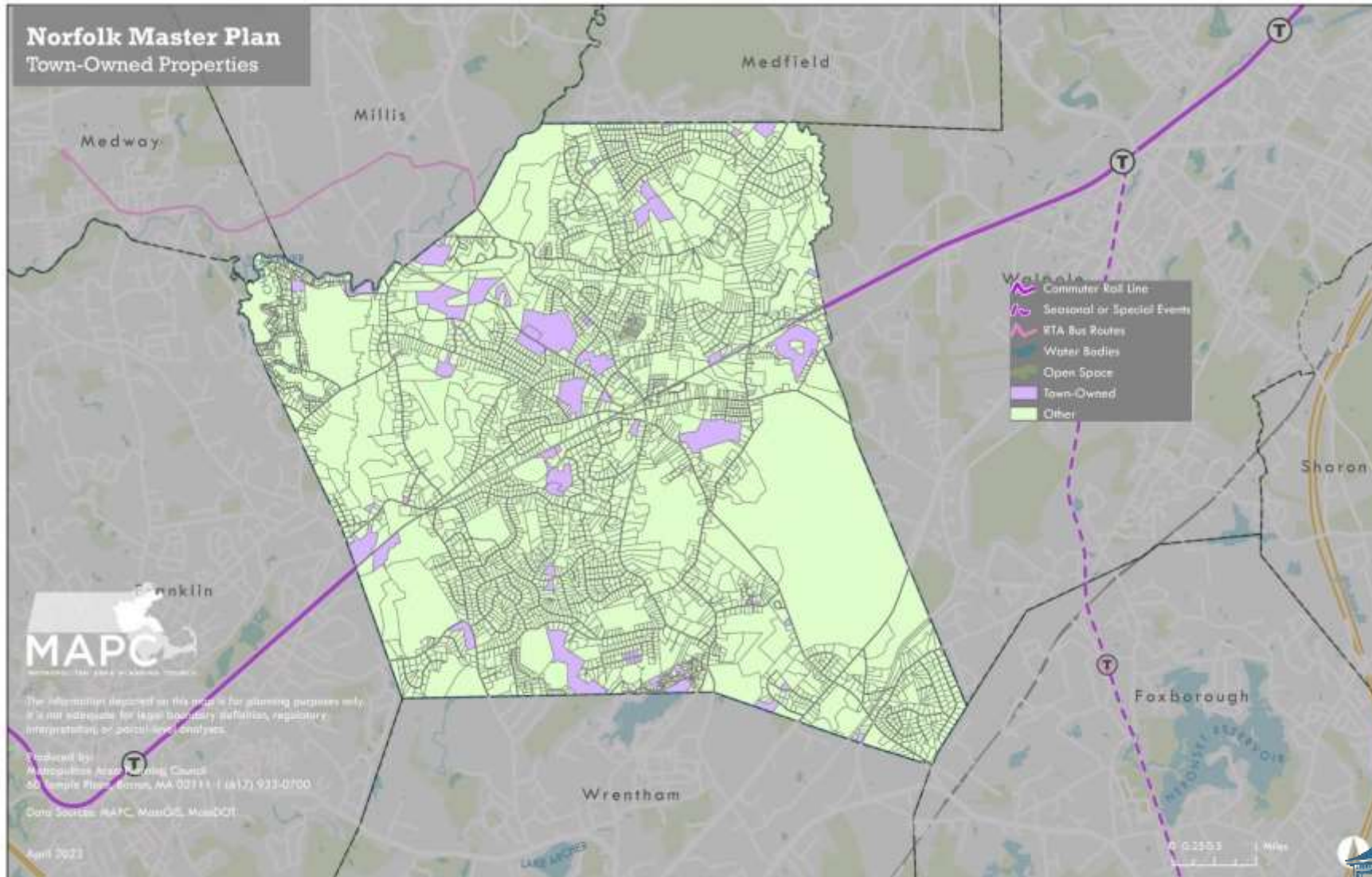
Survey Q: What are the primary challenges for land use, economic development, and housing?



Open Space and Recreation



Open Space and Recreation



Open Space and Recreation

Survey Q: What are primary challenges?

- 38% (392 people) want more trails or amenities in conservation lands
- 25% (269 people) are concerned about loss of undeveloped land
- 24% (238 people) want more playgrounds and parks with amenities
- 10% (144 people) want improved accessibility for people with disabilities

“A brochure with maps of all existing open space, trails and recreation fields, with maps both in hard copy and online”

Several suggestions for specific new recreation spaces (pool, splash pads, pickleball courts, etc.)

“Leverage state opportunities for conservation while also increasing trails and sidewalks. We know that when people are out of their cars, they patronize small businesses more often. We don’t need to be a pass-through town.”



Transportation

- **Over 90% of Norfolk households have at least one vehicle;** however, there are between 50 to 100 zero vehicle households.
- **Approximately 69% of Norfolk residents drive to work,** with 8% taking transit and 21% working from home. Prior to the COVID-19 pandemic, almost 80% of residents drove, 10% used transit, and 8% worked from home.
- Despite the increase in residents working from home, **Norfolk has seen a 19% increase in vehicle miles traveled,** likely due to more people driving locally for daily needs and rebounding numbers of residents driving to work. **The Town has also experienced a moderate increase in vehicular crashes.**
- **Fewer than a third of the Town's streets have sidewalks,** and many are unlinked and do not always connect to Town schools, parks, or other destinations.

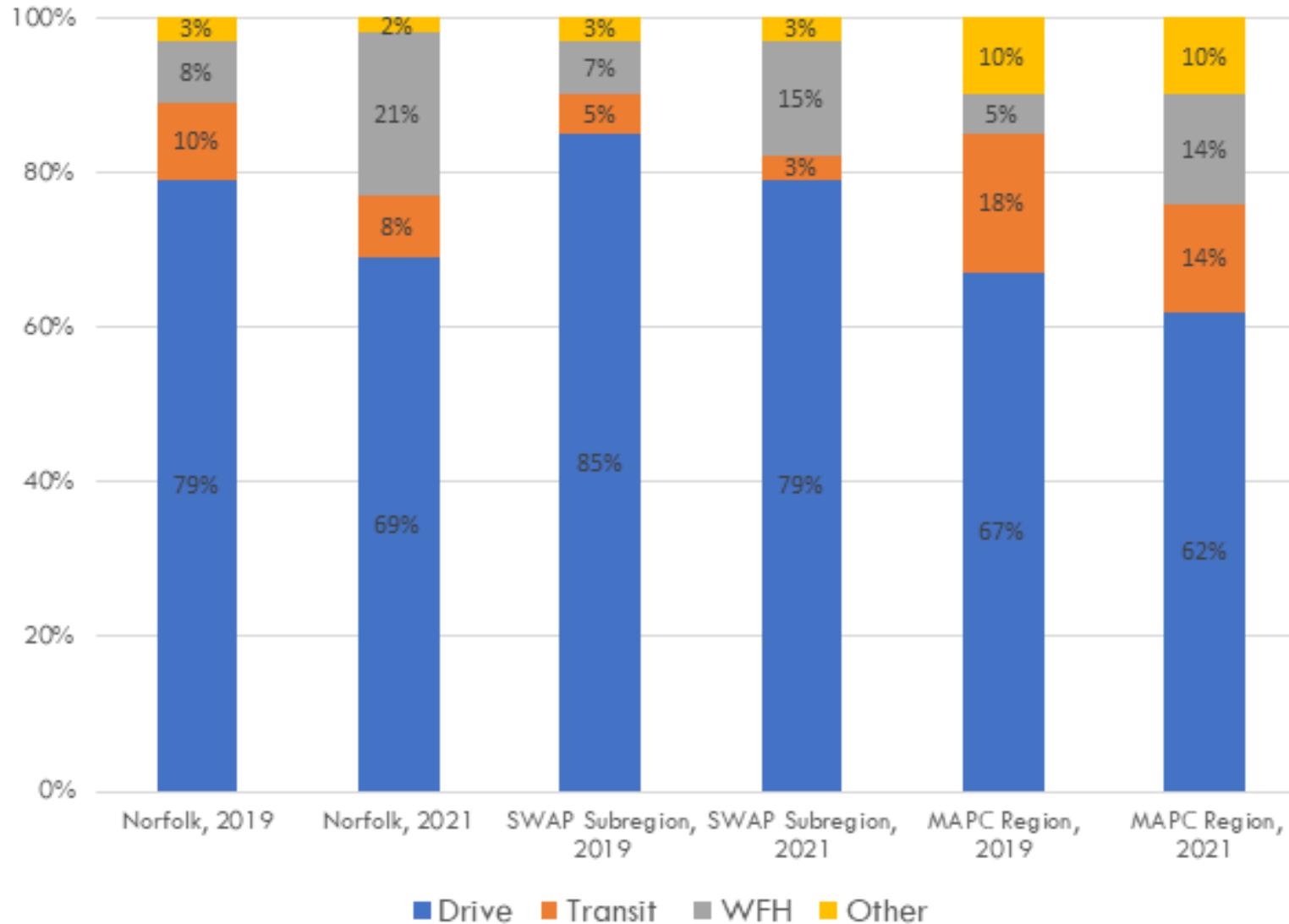
Transportation

- **Residents desire different ways to get around beyond driving** in a personal vehicle. Expanding transportation options will have long-term effects on traffic, pollution, personal wealth, and public health.
- Norfolk adopted a **Complete Streets policy**, but there have been challenges to implementation
- **Minimal access to public transportation** (aside from the commuter rail) limits how young people, elderly, and people with lower incomes can meet their needs in Norfolk
- **Opportunity to better connect land use decisions** (like parking and smart growth zoning) to transportation infrastructure decisions

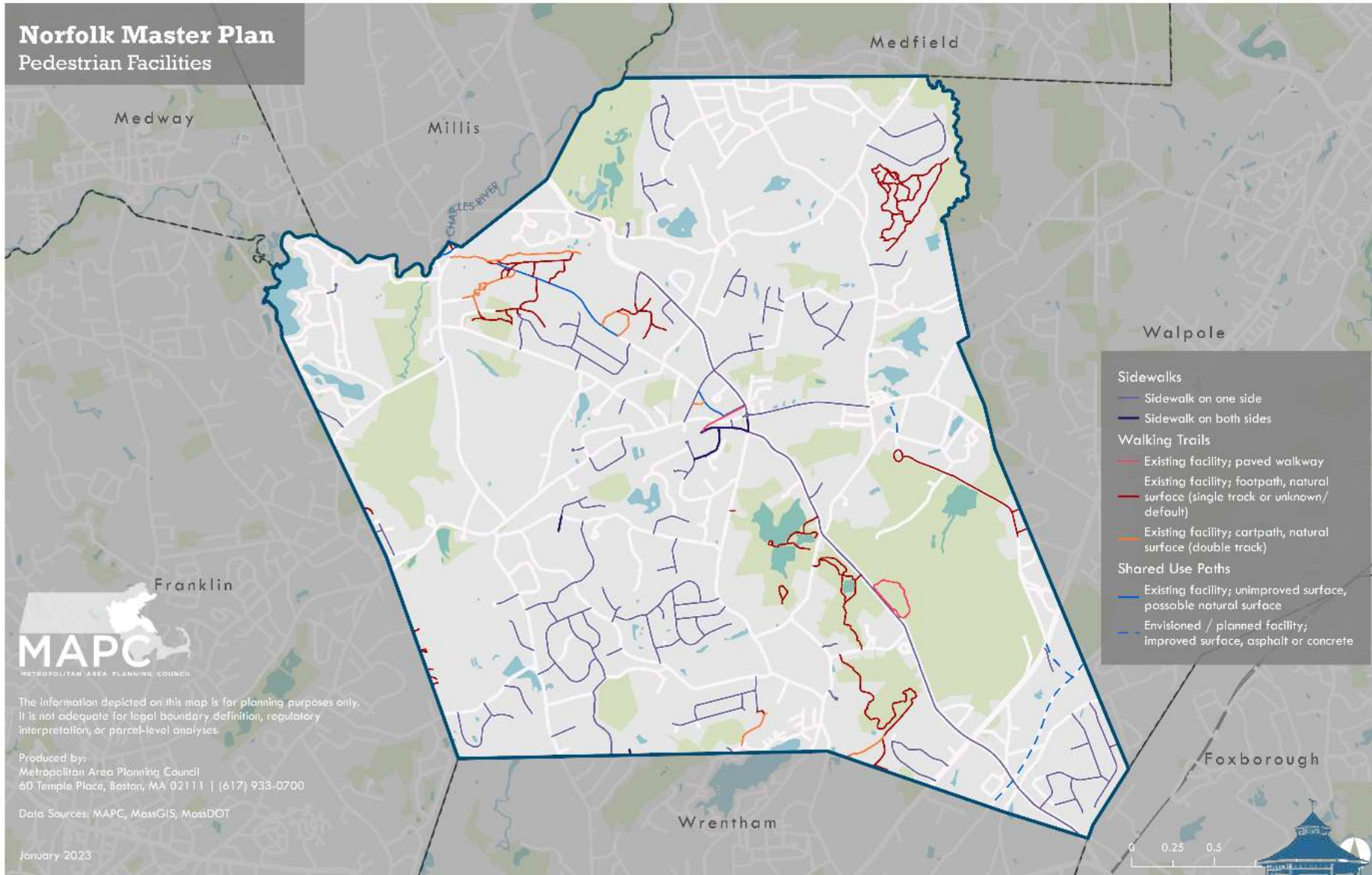


Transportation

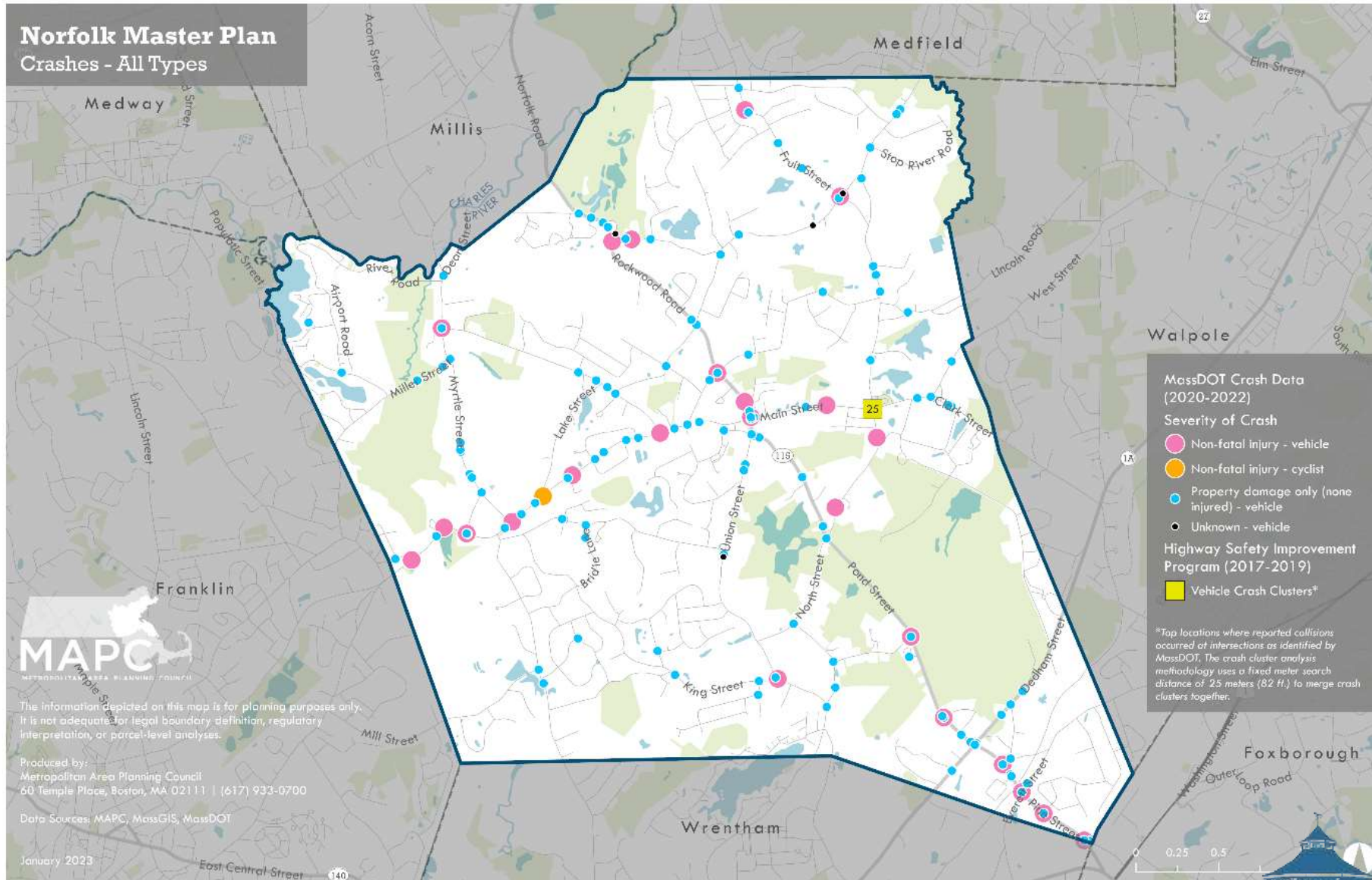
Changes in Work Commute Modes,
Norfolk and Region (2019-2021)



Transportation



Transportation



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Transportation

Survey Q: What are the primary challenges?

- 59% (591 people) want more options for walking, better sidewalks
- 39% (386 people) want more options for biking, better trails or bike lanes
- 29% (287 people) want improved roadway and infrastructure conditions
- 14% (140 people) want better regional connections to Boston (e.g., commuter rail)
- Traffic congestion and improved local bus service was less of a priority

“Commuter rail should have an earlier train”

“Need for traffic lights at some intersections (Seekonk/Needham and Main)”

“Bus service along Rt. 1A to Wrentham Outlets and Walpole”

“Extend Rt. 115 sidewalk to River’s Edge”

“The Ride” should come to Norfolk”



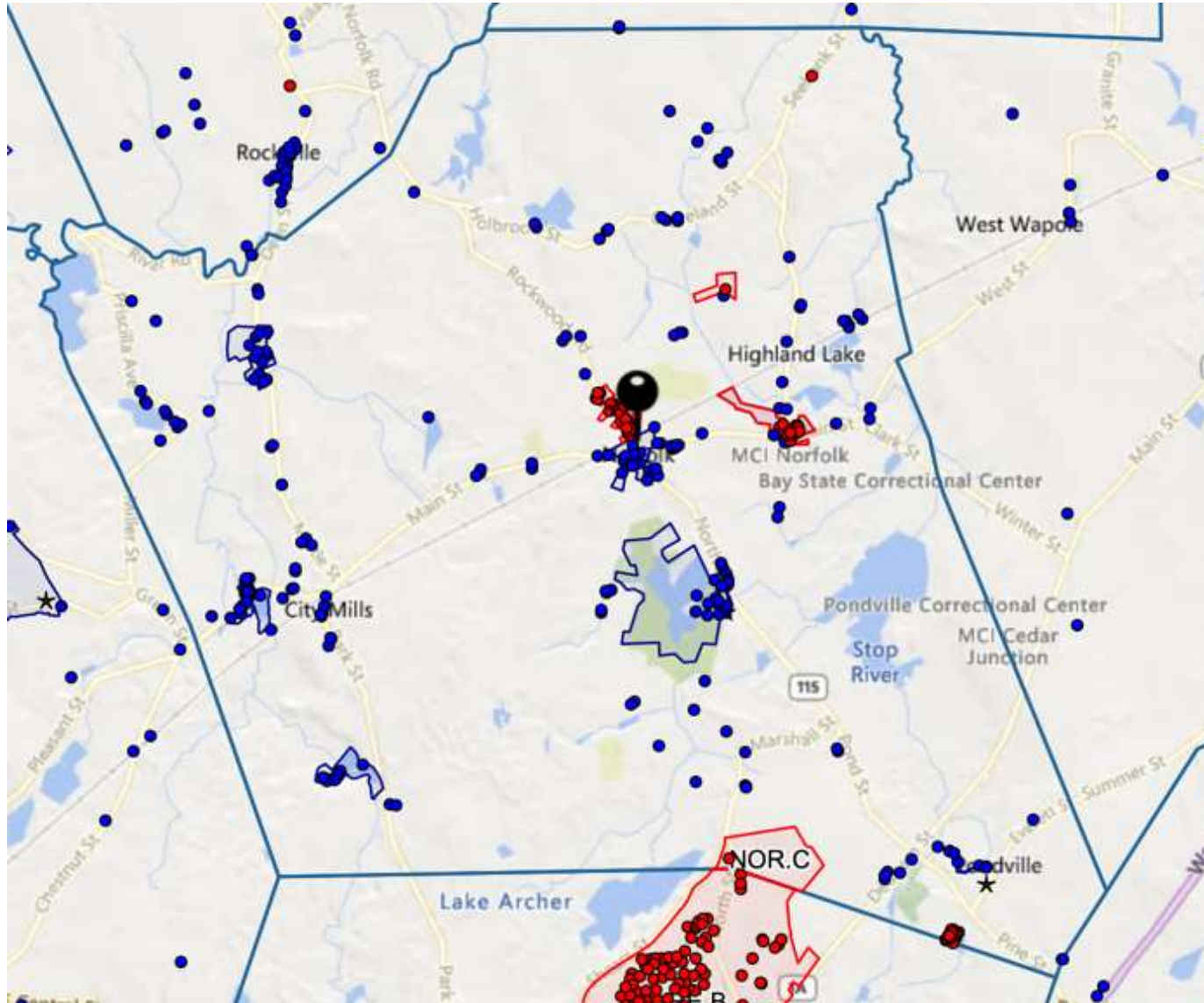
Historical and Cultural Resources

- 343 historic and cultural sites inventoried in the MA Historical Commission
- 3 National Register Districts (Wrentham State School, Rockwood Road, Sullivan's Corner)
- 3 properties with preservation restrictions
- Cultural Council distributed \$7,200 in grants in 2022
- 93 jobs in the Arts, Entertainment, and Recreation sector
- The majority of Town funding set aside for culture and recreation goes to the library and recreation depts. Less than \$1,000 went to the Historical Commission.



Historical and Cultural Resources

- **MACRIS map of historical assets inventoried with the Commonwealth**



Map Legends

MHC Inventory Areas

- National Register Historic Places
- Preservation Restriction
- Local Historic District
- Local Landmark
- National Register Historic Places & Local Historic District
- National Register Historic Places & Local Landmark
- Massachusetts Historic Landmark
- Inventoried Area

MHC Inventory Points

- National Register Historic Places
- ★ Preservation Restriction
- ▲ Local Historic District
- Local Landmark
- ▼ National Register Historic Places & Local Historic District
- National Register Historic Places & Local Landmark
- × Massachusetts Historic Landmark
- Inventoried Property

MHC Update Status

- Updates Pending
- Completed



Historical and Cultural Resources

- Norfolk could benefit from an **interpretative framework** that establishes a structure for documenting and sharing all facets of Norfolk's history, beginning pre-European colonization
- Applying a **comprehensive approach to management of Norfolk's historic assets** can help the Town prioritize what is most valued.
- While Norfolk has adopted **Community Preservation Act**, it has been challenging to use these funds for historic preservation.
- Lack of understanding **how history and culture connect to economic development**
- **Cultural programming** is highly valued by residents



Historical and Cultural Resources

Survey Q: What are primary challenges?

- Overall, lack of interest in this topic compared to other questions
- Combined 27% (273 people) see a lack of capacity or support for historic preservation projects and cultural programming
- 23% (228 people) want more cultural events
- 21% (210 people) note there's a lack of complete historical narrative
- 16% (156 people) was additional protection for historical resources

Housing

- **Housing affordability and stability** impacts a quarter of Norfolk households (based on those who are cost-burdened or paying more than 30% of income on housing)
- Norfolk's **share of deed-restricted affordable housing is small** and has shrunk
 - Subsidized housing inventory decreased from 6% to 4.21%; overall total number of units dropped from 187 to 151
- The Town has employed **tools to expand housing options**, including establishing an Affordable Housing Trust; adopting the Community Preservation Act; and adopting inclusionary zoning
- **Very few rental options** and smaller (studio or 1-bedroom) options



Housing

Survey Q: When asked about housing opportunities...

- 10% (211 people) prefer mixed-use developments
- 4% (97 people) want expanded “middle housing” options
- 1% (29 people) want higher-density options like larger apartment complexes

“Our children who we raised in Norfolk but can not afford, housing costs are outrageous! They have had to move to different towns, it is a shame.”

Community Facilities and Services

- Norfolk relies on residents to serve on its **22 Boards and Committees**
- The Norfolk Capital Improvement Plan (CIP) listed over **\$18 Million in project requests for FY23** and over \$89 Million over the next 5 years.
- The Town of Norfolk maintains an **AA+ bond credit rating**.
- Norfolk maintains **9 public buildings that total 292,013 square feet**.
- Norfolk owns and maintains **82 vehicles with an average age of 10.7 years**.
- Within the 15 square miles of Norfolk, there are over **90 miles of roadways**, with 74.18 miles of town-owned roadways and 1.4 miles of state roadways managed by MassDOT, and 10.8 miles of privately owned roadways.
- The Norfolk IT department supports **150 users** and maintains 200 email accounts.
- Norfolk maintains **two enterprise funds** for Water and Sewer services.
- Norfolk's Facilities Department is shared between the School

District and the Municipality

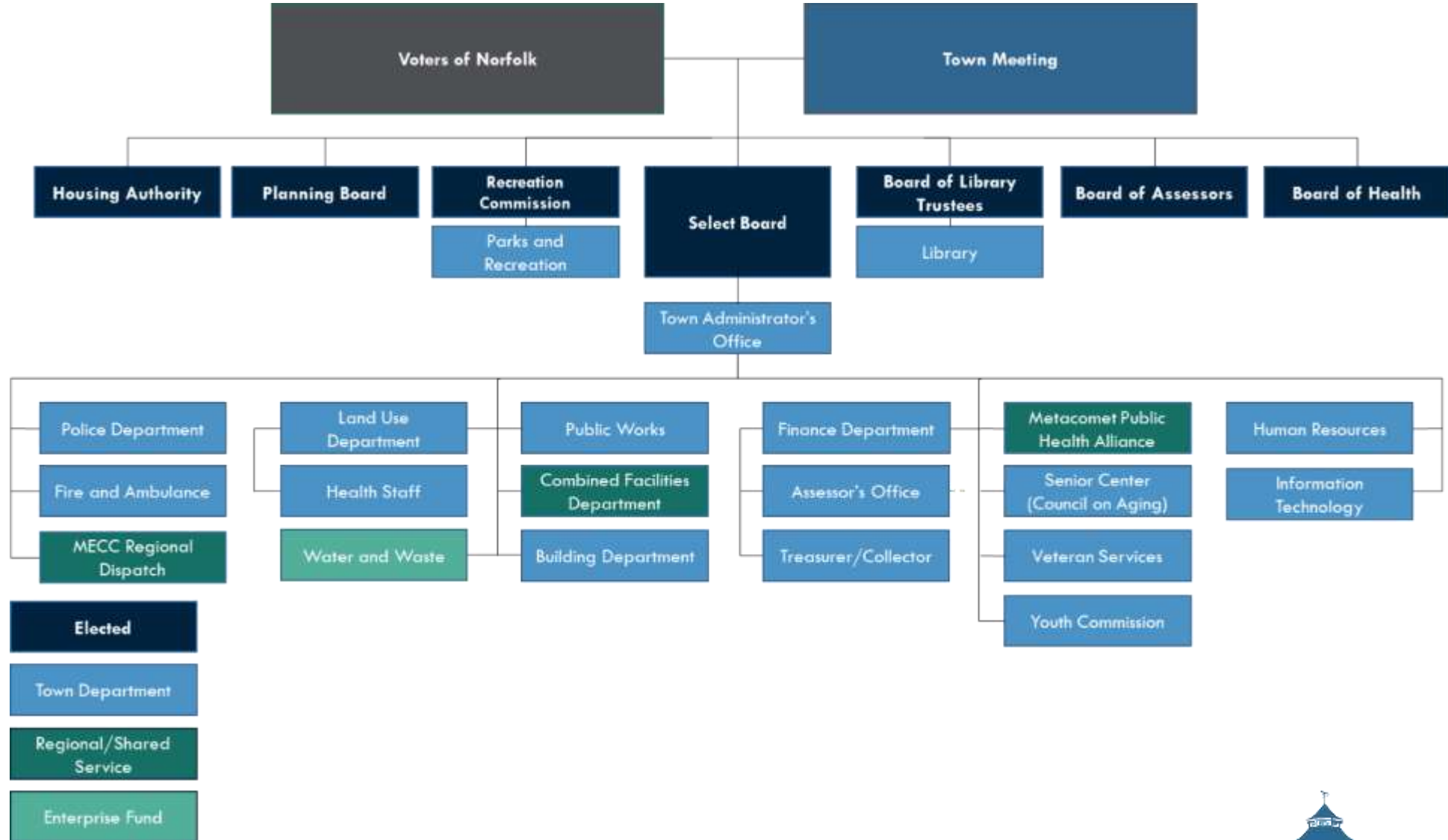


Community Facilities and Services

- **Over last ten Town Meetings average attendance is just over two percent of registered voters**
- While the Town's financial management has been good, there's a **lack of external facilities assessment work** to inform capital investments. This can help ensure public assets are maintained over time to maximize investments.
- **Accessibility** of town information and physical access to facilities and public infrastructure could be improved
- **Residents demand a variety of new and enhanced public services,** which will be costly to achieve without considering alternative revenue sources



Community Facilities and Services



Community Facilities and Services

Survey Q: What are the primary challenges?

- 22% (459 people) want continued school investments
- 17% (358 people) want continued infrastructure investments
- 16% (345 people) want efficient use of current buildings, properties, and facilities

“...Transfer center and the library don’t have hours suitable for people who work outside of town.”

“Use the senior center on off hours for other purposes”

“We don’t need more buildings...properly increase utilizing what we have”

“Use union contractors in Town buildings”

Equity considerations in written responses note service needs for seniors, veterans, people with disabilities, and special needs families



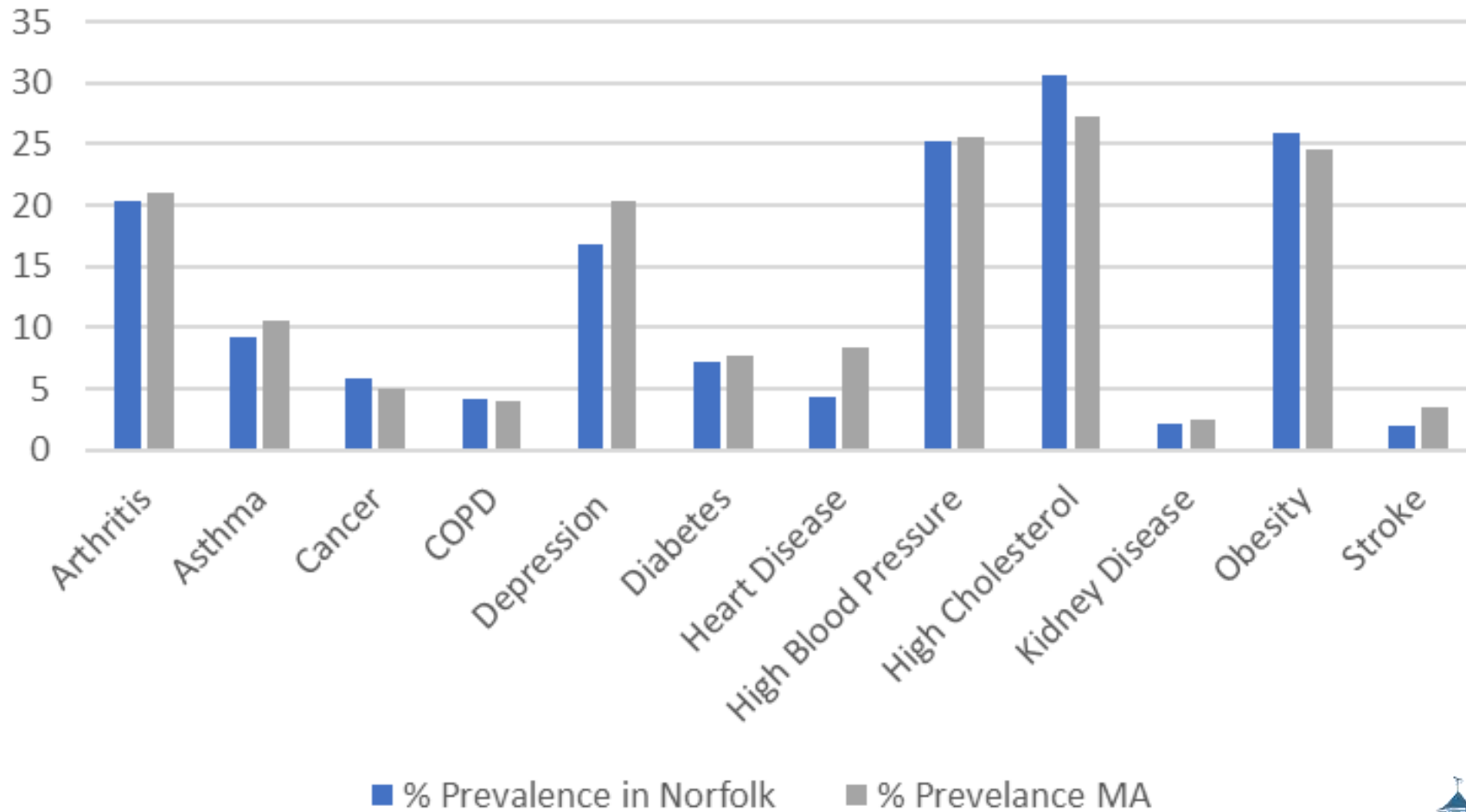
Community Health

- **Healthier outcomes** compared to other communities in Massachusetts
 - Slightly higher participation in risky health behaviors
- **Norfolk Board of Health and Metacomet Public Health Alliance** are the primary entities addressing environmental and community health issues.
- Residents have noted **limited access to medical facilities**, which is a significant concern for overall community health access and outcomes.
- **Youth and elderly populations** are likely facing additional health challenges, but it hard to know exactly due to limited local level health data.



Community Health

Norfolk Health Outcomes

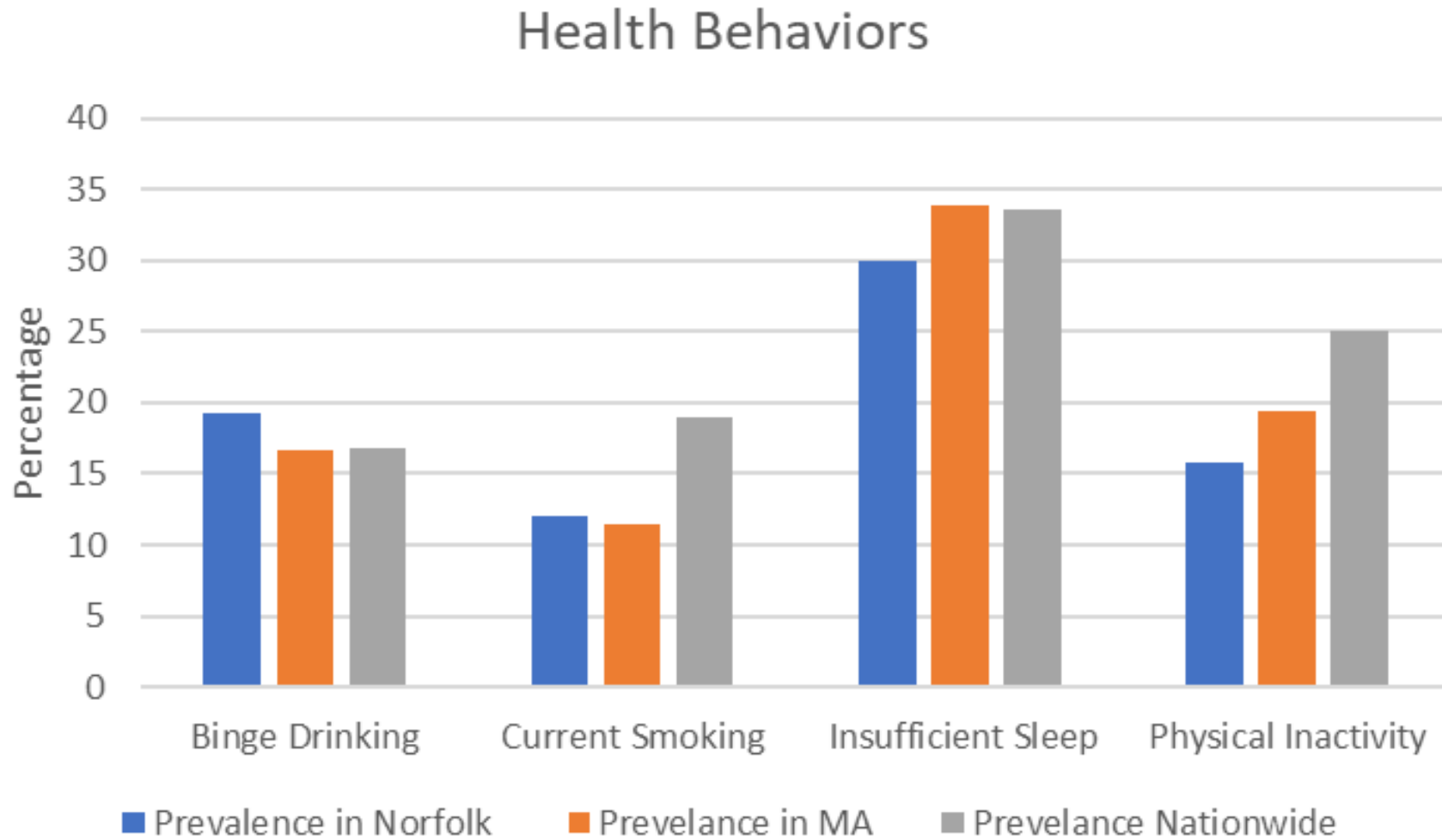


Source: Metacomet Public Health Alliance



Norfolk Master Plan
August 8, 2023

Community Health



Source: Metacomet Public Health Alliance



Norfolk Master Plan
August 8, 2023

Community Health

Survey Q: What are primary challenges?

- 34% (343 people) said promoting an active lifestyle
- 28% (278 people) said youth-related health concerns (vaping, underage drinking, obesity)
- 27% (271 people) said issues with septic systems and wastewater

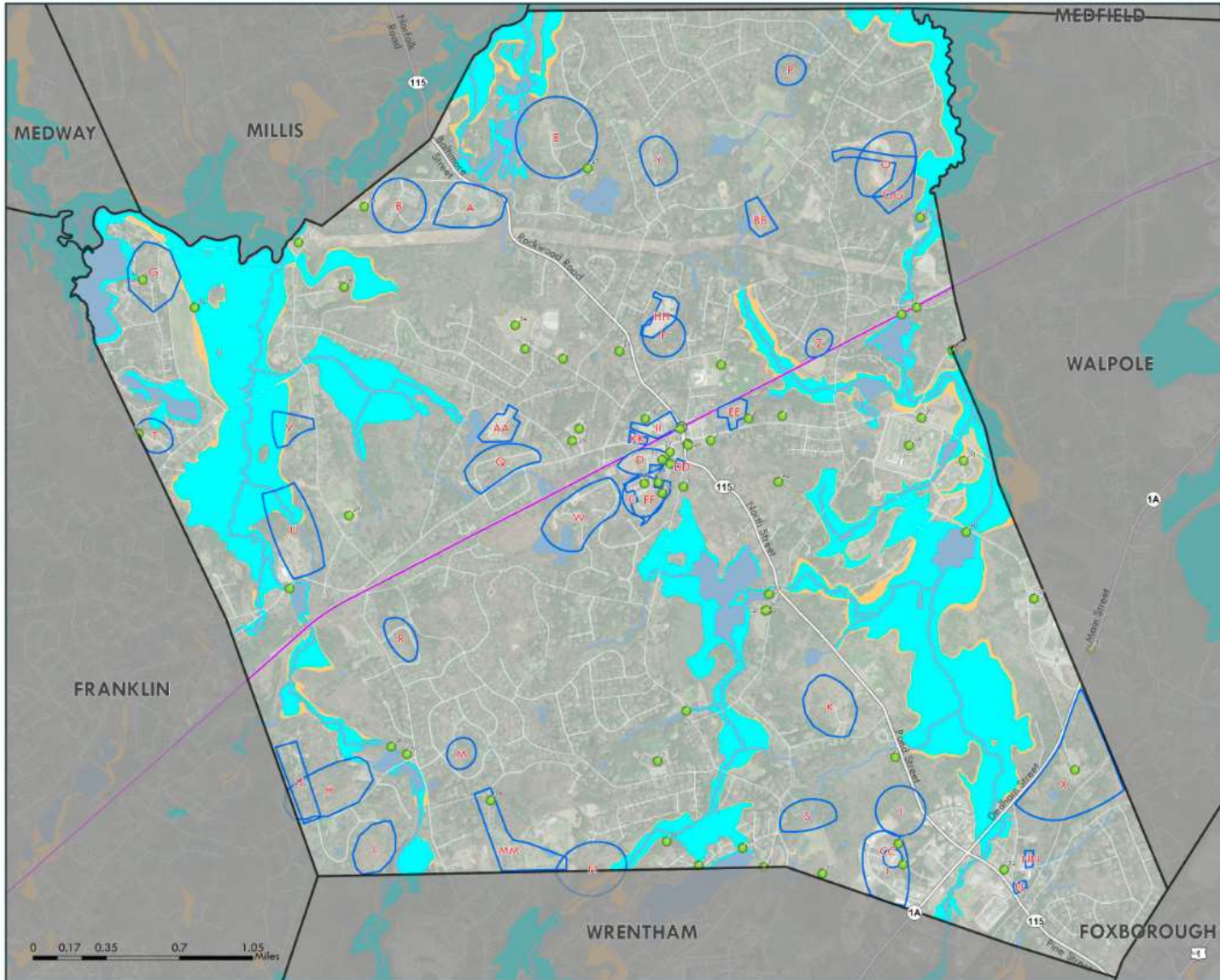
“We also need to be mindful of our collective carbon footprint, which affects the health of the planet. Norfolk is not a very walkable town and residents must drive to do most of their errands, dining out, etc. This is not only a missed opportunity for people to get out and walk, but creates carbon emissions. We must also be mindful of mental and physical health of our children and teens. Opportunities for expansion should be mindful of their needs, with a focus on family-friendliness and creating safe, engaging places to come together as a community.”

Energy and Sustainability

- **Green Community Designation**
- **Hazard Mitigation Plan updated in 2023**
- **Municipal Vulnerability Preparedness Resilience Building Report completed in 2020**
- **Highest priority actions:** stormwater system (culverts), dams, rural character, schools and community buildings (emergency centers), regional public communications center, Mass Audubon (open space), trees, flood control, roadway infrastructure, public water supply, electrical infrastructure, vector borne diseases and invasive species, streams/Charles River, soils and hazardous waste sites.



Energy and Sustainability



Map 3:
Flood Zones



FEMA Hazard
Mitigation Planning Grant

NORFOLK, MA

- Critical Infrastructure*
 - Development Areas
 - Water Bodies
 - Commuter Rail
- * See details in separate table

FEMA Flood Zones, 2017
(Annual Chance)

- Zone A: 1%
- Zone AE: 1%
- Zone AH: 1%
- Zone AO: 1%
- Zone VE: 1% with Velocity Hazard
- 0.2% Annual Chance



The information depicted on this map is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analysis.

Provided by MAPC Data Services
60 Temple Place, Boston, MA 02111 (617) 461-2770

Data Sources:
Metropolitan Area Planning Council (MAPC)
Massachusetts Geographic Information System (MassGIS)
Northeast States Emergency Consortium (NHEC)
Massachusetts Emergency Management Agency (MEMA)
Federal Emergency Management Agency (FEMA)
U.S. Department of Commerce



Refined vision statement



Norfolk Master Plan Vision Statement



Norfolk Master Plan

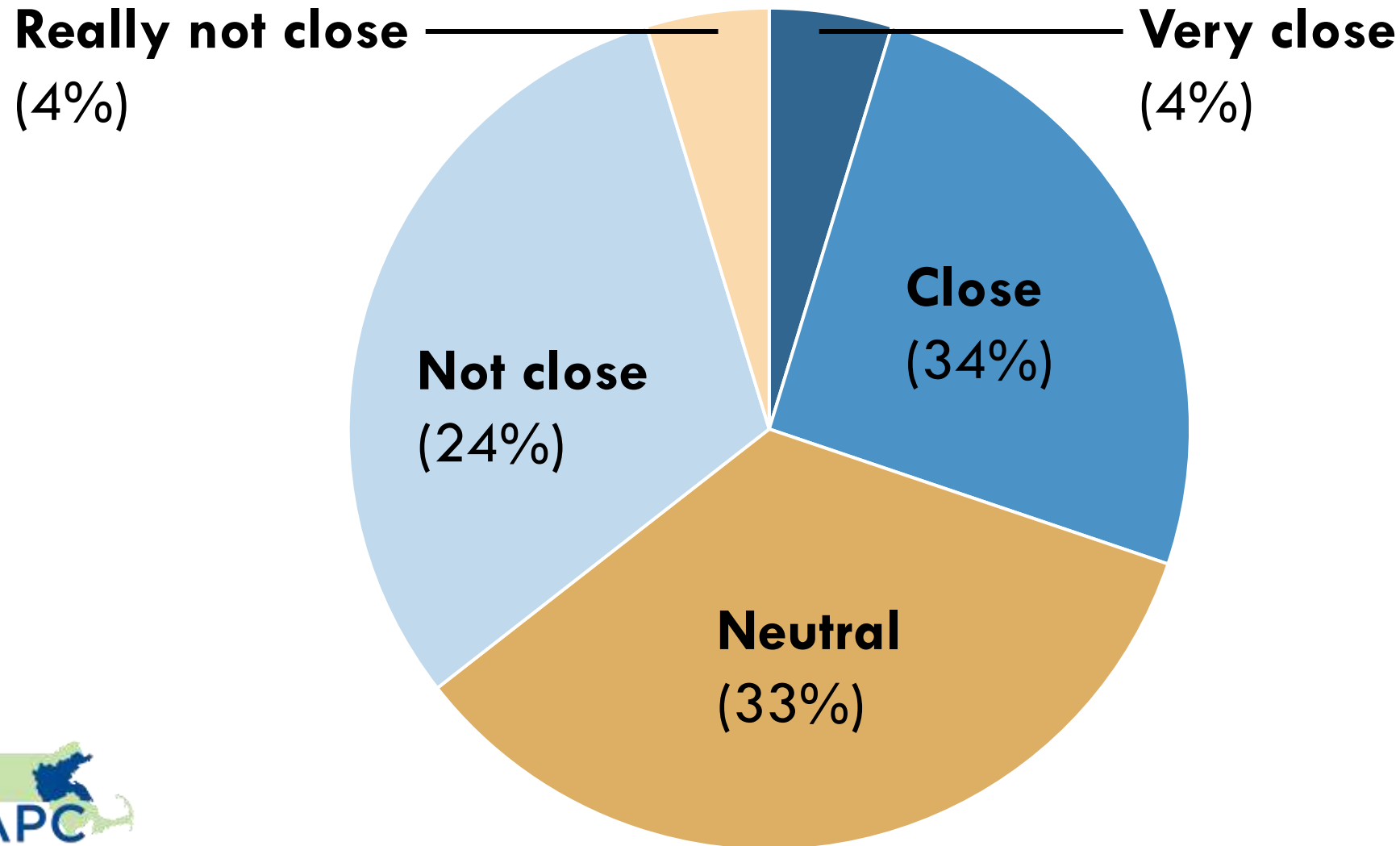
Process to Define the Vision Statement

- 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 Community Survey:

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



Norfolk Master Plan

3 Updating 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, biking, and driving.
- 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 Translating 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?

- **Quality of Life** – advancing decisions that will strengthen the well being of Norfolk residents and increase quality of life
- **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
- **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



Looking ahead to fall



Future Engagement

Groups that have been underrepresented in the process to date:

- Renters
- Residents of color
- People who work in Norfolk
- Residents w/lower incomes
- People under the age of 35

Norfolk Master Plan

Community Engagement Timeline



Preparing Engagement

Activities and Deliverables:

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

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

Drafting Goals

Activities and Deliverables:

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

Defining Priorities

Activities and Deliverables:

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



Future Engagement

- Discuss approach to committee discussion of drafting goals
- Discuss approach to community discussion of drafting goals
 - More than one meeting?
 - Rotate through all in one meeting?
 - Group goals thematically?

Next steps

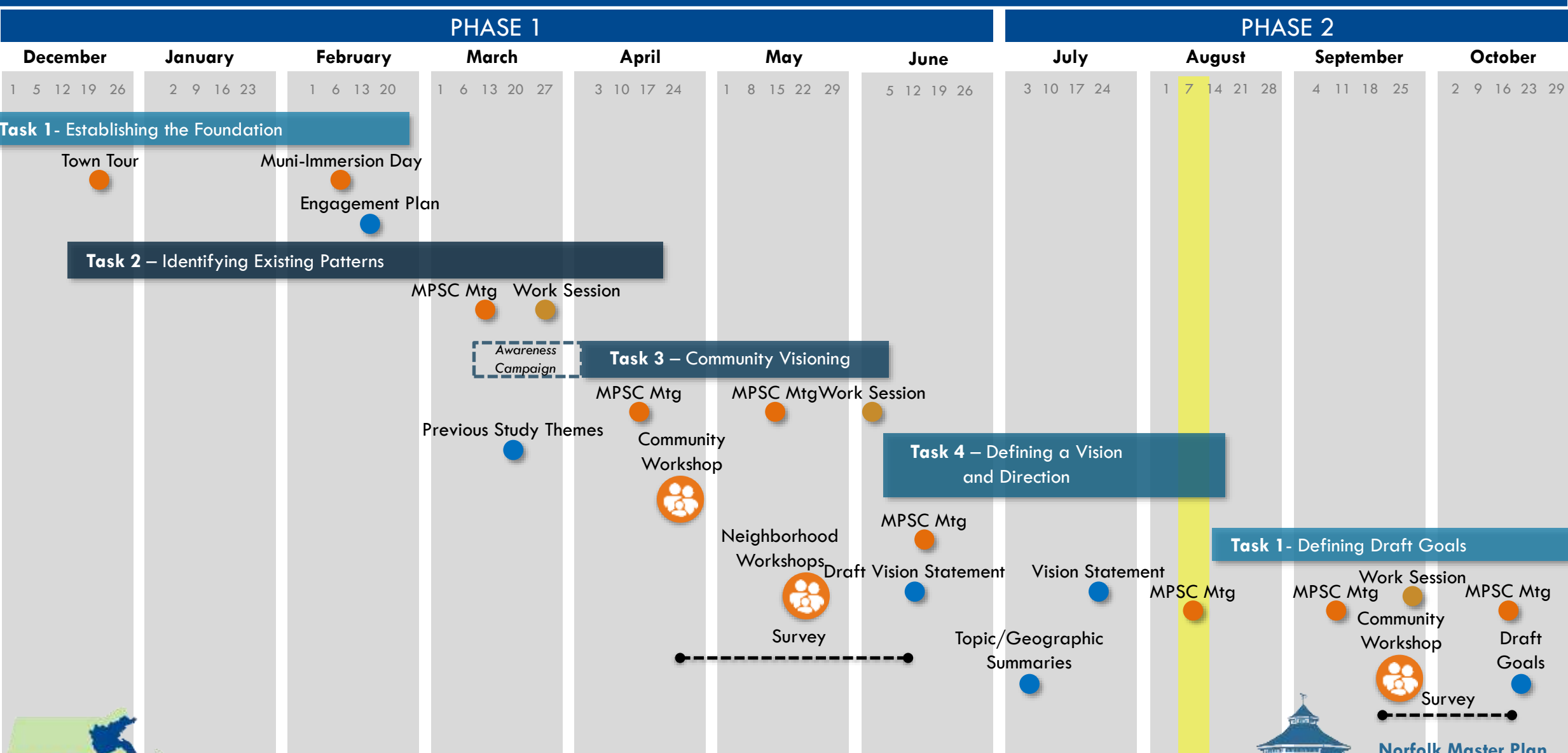


Next steps

- September 9 Discovery Day, 4-7PM
Question: Volunteers from MPSC?
- Next Master Plan Steering Committee Meeting –
September 12th, 7:00 pm
Question: Two Committee Meetings in September?
- Topic and goal discussions
- Detailing fall engagement program



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
August 8, 2023