



# NORFOLK

## Master Plan 2035

**Master Plan Steering Committee**  
**Meeting #6**  
September 26, 2023



# Agenda

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**Existing Conditions Brief**

**Process for Goal Setting**

**Discussion of Initial Draft Goals**

**Next steps**

- Fall Outreach
- Next Steering Committee meeting



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

**Richard McCarthy**, Town Planner



# 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*

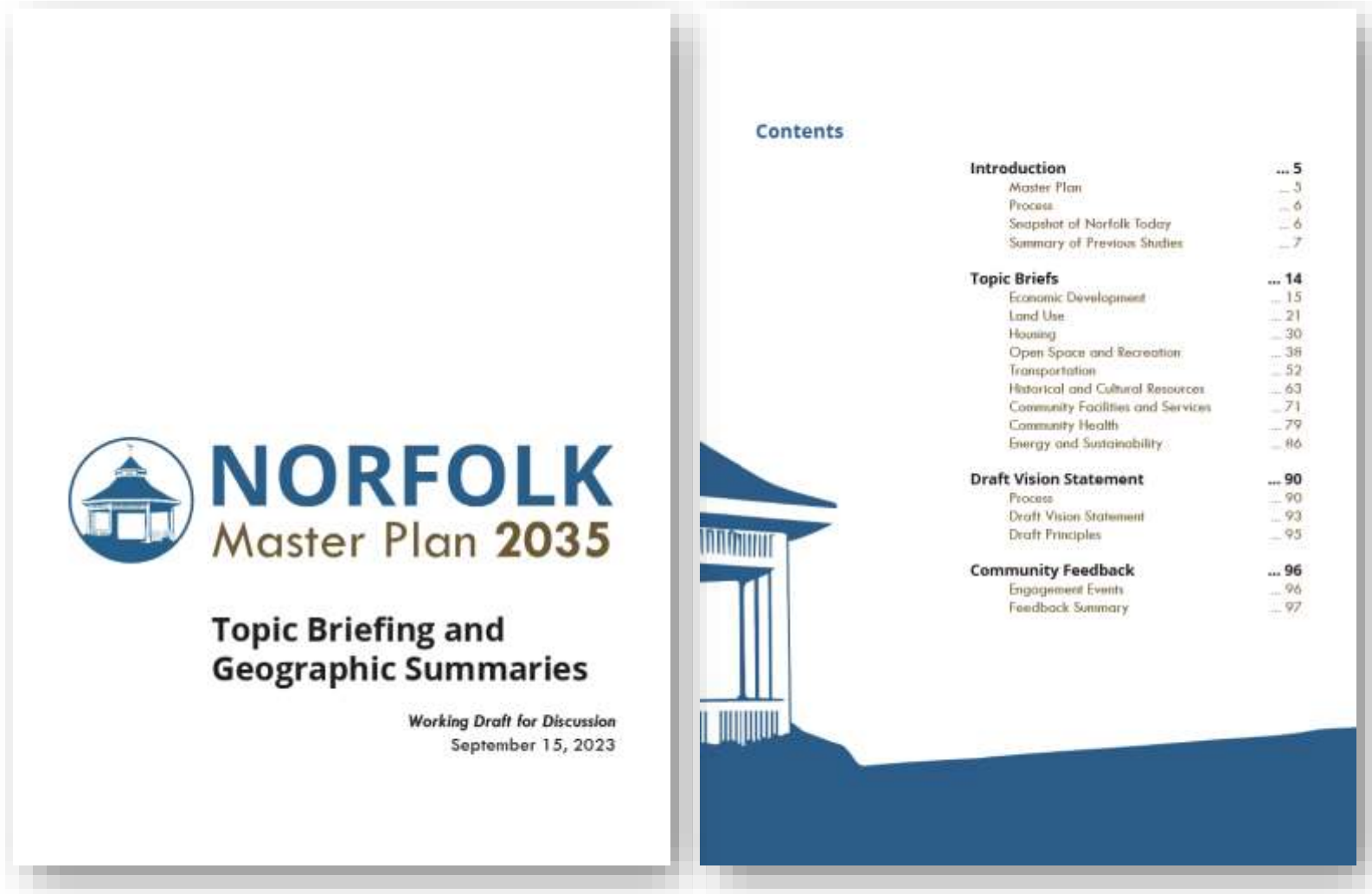


# Existing Conditions Brief

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# Existing Conditions Brief



**Send us your questions and comments by Friday, October 6**

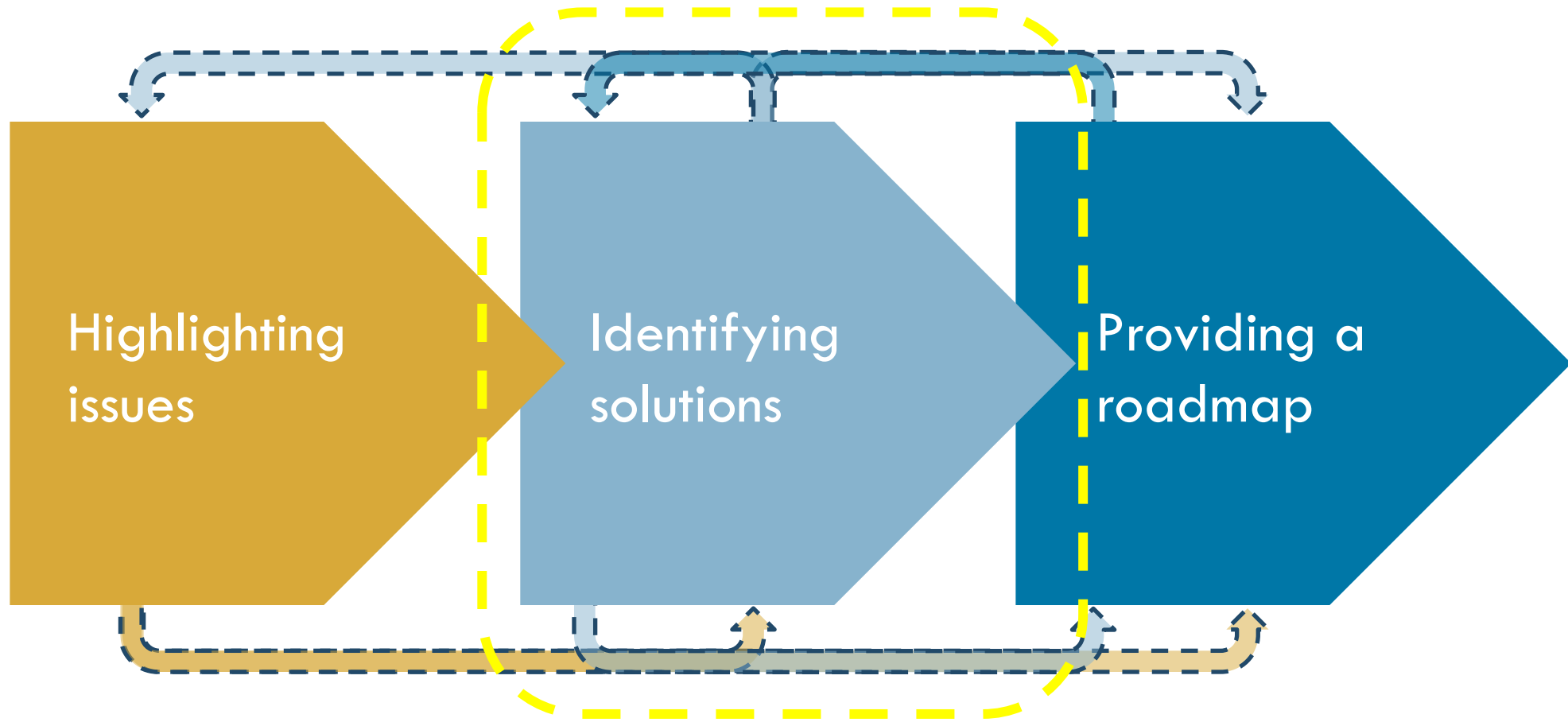
**Will post on project website**

# Process for Goal Setting

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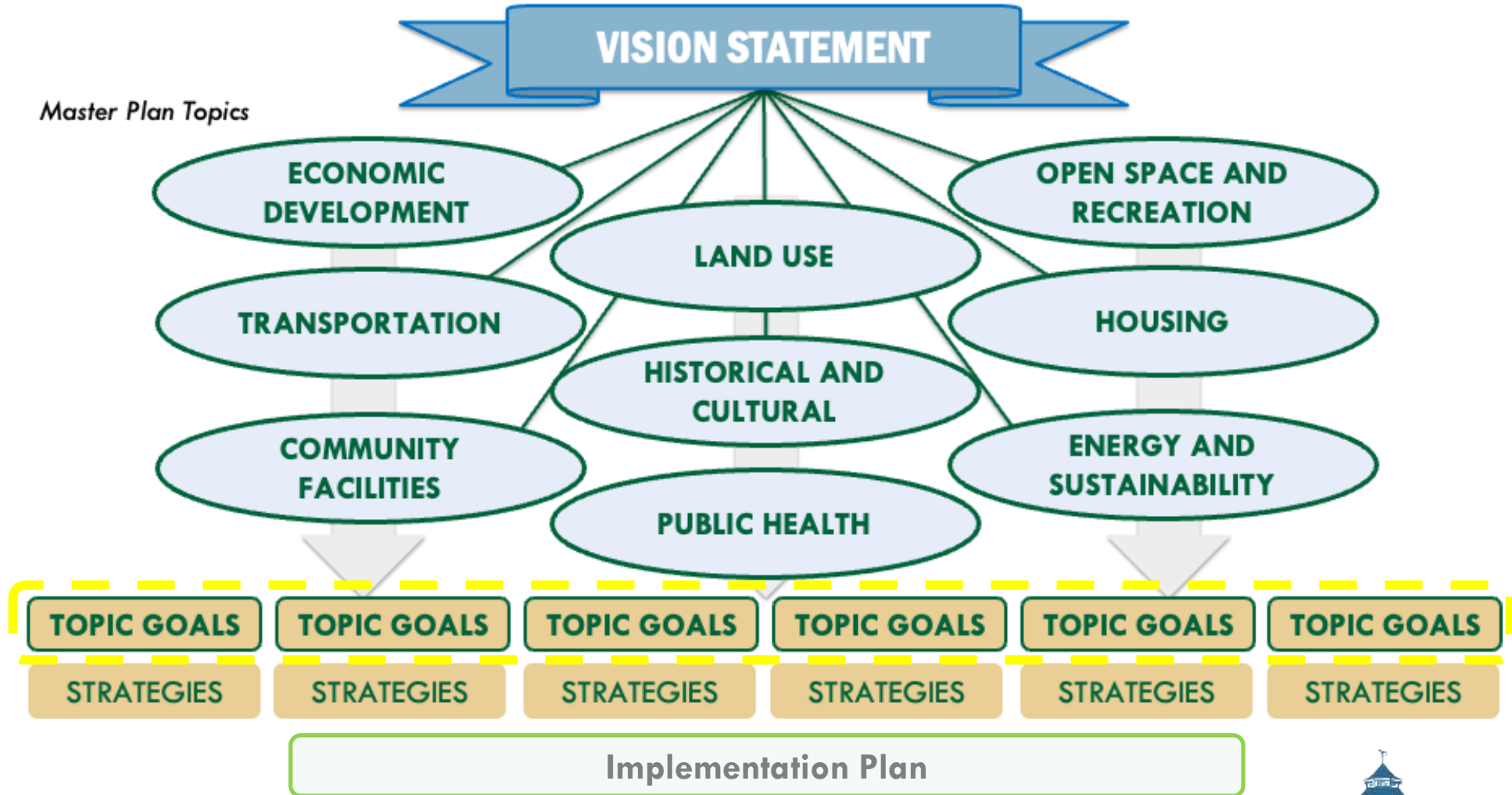


# Norfolk Master Plan Topic Initial Goals





# Norfolk Master Plan Topic Summaries



# Process for Goal Setting

**Community  
Feedback**

**Existing  
Conditions/  
Data**

**Best or  
Emerging  
Practice**



**Initial Draft Goals by Category (All Topics)**

Community Feedback	Existing Conditions/ Data	Best or Emerging Practice	Total
23	18	16	57

# Next Steps – Fall Outreach

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# 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



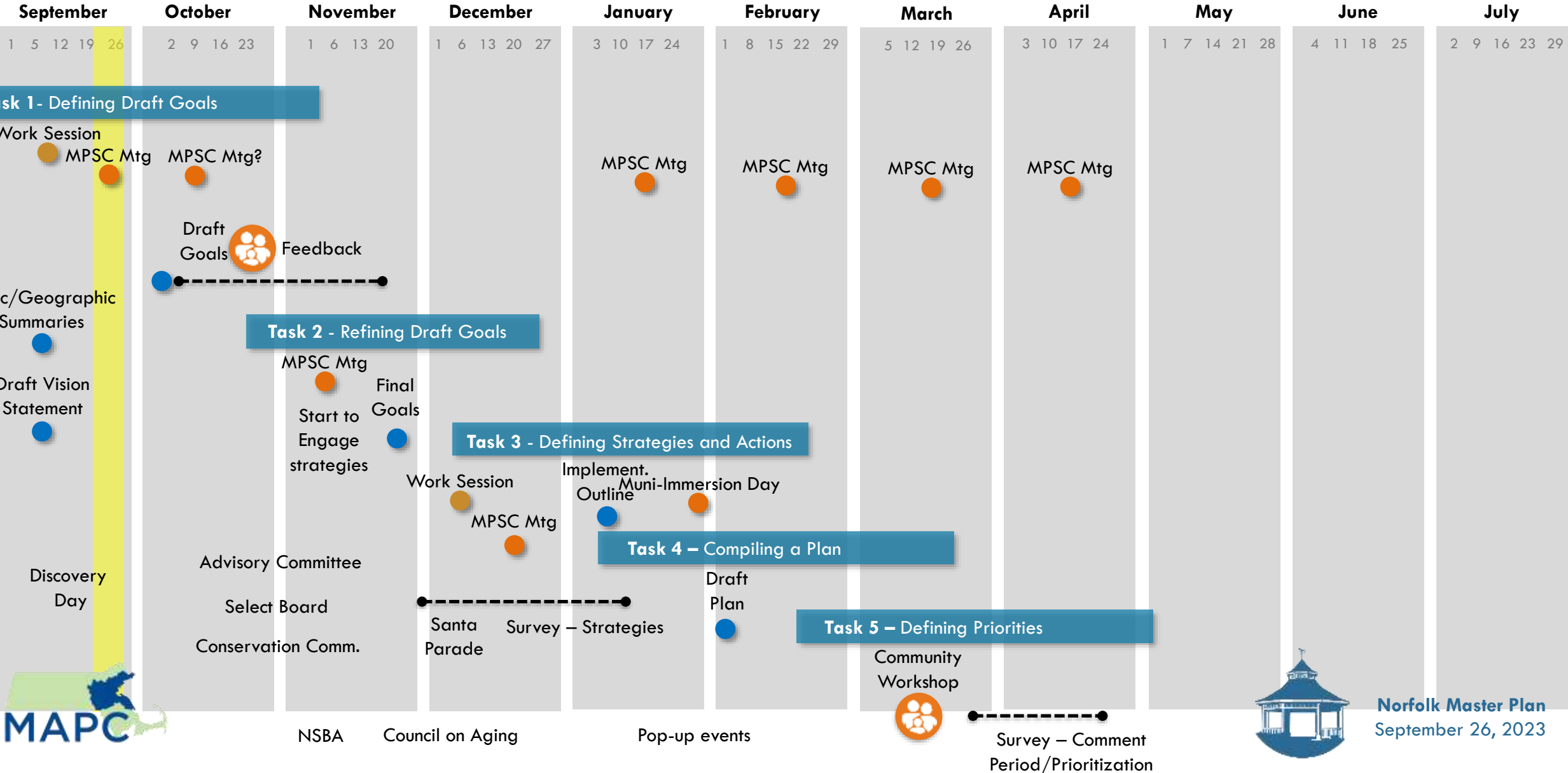
# Fall Engagement Plan

- Prepare initial draft goals for online engagement
- Develop a Master Plan "road show" for some Boards and Committees (Select Board, Advisory Committee, Conservation Commission, etc.) to share progress and initial draft goals
- Discuss how best to boost broad community feedback on initial draft goals



# Norfolk Master Plan Timeline

## PHASE 2



# Survey Findings – How do you want to engage?

**80%**

of respondents have not participated in any Master Plan events prior to taking the survey.

Virtual participation was most frequently mentioned by respondents when asked how they prefer to participate

**41%**

**56%**

of respondents heard about the survey through Facebook.

# 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



# Next steps

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## Next steps

- MPSC members provide feedback on Existing Conditions brief and draft goals by Friday, Oct. 6
- Next Master Plan Steering Committee Meeting – Oct. 10?
- Prepare for sharing initial draft goals with the Community
- Coordinating meetings with other Boards, Committees, etc.

# 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**  
September 26, 2023

# Discussion of Draft Goals

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# Discussion of Initial Draft Goals

- Brief presentation by topic leads
- Interactive Jamboard with initial goals so that Committee members can add comments
- Housekeeping items:
  - Shifting "Public Health" to "Community Health"
  - Combining "Energy and Sustainability" with "Open Space and Recreation" and "Community Facilities and Services"

# 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**.

# Jamboard

<https://mapc.ma/NorfolkGoals>



# Economic Development

- **General lack of well-paying jobs** located in Norfolk.
  - Contributes to longer commute times and lengths for Norfolk residents and workers
- **Lack of local amenities and services** as an economic driver and tax contributor to the Town – this is of great concern to residents
  - Very few locally-owned storefronts
- **Little socioeconomic and racial diversity**, further exacerbated by the lack of economic opportunity available.
- **Lack of diverse sources for revenue** for the municipality due to majority residential land uses
- **Lack of sewerage system** as a barrier for economic growth and development
- **Active Small Business Association** to advocate for local businesses and partner





# Jamboard

<https://mapc.ma/NorfolkGoals>



# Housing

- **Rising housing costs** make it difficult for current residents with fixed or lower incomes
  - Newcomers need generous incomes to afford Norfolk
- **Very few rentals** mean limited options
- Low vacancy rates = **tight and competitive market** for the low supply
- Success in expanding **affordable homeownership options**, but need affordable rental options too
- **Very few small (studio or 1-bedroom) housing options** (only 4%) = mismatch with household size (nearly half of households have 1- to 2-people)
- Norfolk's development constraints and limited transportation network means new **housing needs to be located strategically**

# Jamboard

<https://mapc.ma/NorfolkGoals>



# 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** for all travel modes and roadway users, but there have been challenges to implementation – including a lack of funding for sidewalk connections
- **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

# Jamboard

<https://mapc.ma/NorfolkGoals>



# Open Space, Recreation and Sustainability

- **Water supply and water quality** are two of the most critical challenges for Norfolk.
- The increased likelihood of future drought and strong storms adds to the **vulnerability** of the Town's reliance on rainwater to recharge the aquifer.
- **Invasive plants and insects** have damaged and, in some cases, replaced, native species.
- **Providing sufficient outdoor and indoor recreation facilities** for current and future use is important to residents.
- **Providing recreational and social activities** for all ages, but youth in particular is a priority.
- **Desire for increased public access** to existing protected open space and improving ADA accessibility.



# Jamboard

<https://mapc.ma/NorfolkGoals>



# 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





# Jamboard

<https://mapc.ma/NorfolkGoals>



# 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.



# Jamboard

<https://mapc.ma/NorfolkGoals>



# Community Facilities, Services, and Sustainability

- **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



# Jamboard

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