



# NORFOLK

## Master Plan 2035

**Master Plan Steering Committee**  
**Meeting #10**  
February 27, 2024



# Agenda

---

Recap Phase II engagement findings

Illustrated Vision Plan

Recommended revisions

Prioritization for implementation

Next steps

- Drafting the plan



# Recap Phase II engagement

---





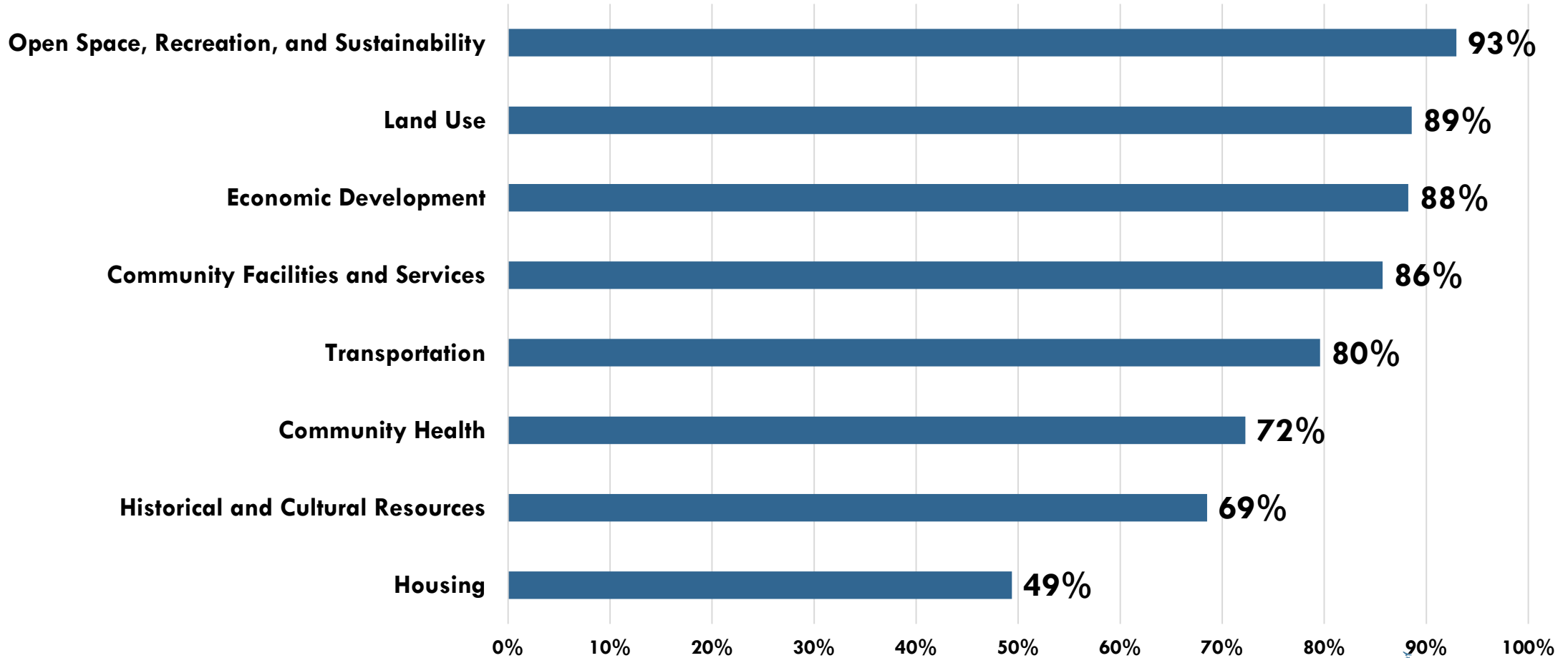
# Recap Phase II engagement findings

## Overview

- 79% average approval rating across all goals
- Most popular discussion categories (by number of comments) were community health, housing, community facilities and services, and transportation
- Most popular interaction categories (by number of total votes) were economic development, land use, community health
- For goals with low approval ratings, they also have less engagement. Meaning more people are supporting than opposed.

# Recap Phase II engagement findings

## Approval Ratings



# Recap Phase II engagement findings

This will ruin the small town we live in and increase tremendously our individual Taxes to fund much bigger schools and NEW schools for years to come. Isn't Norfolk expensive tax wise NOW ?

Like 👍+4 Dislike 👎-1

This type of housing will lead to much higher taxes in a high tax town. The needs for new and expanded schools will grow. We need to slow growth, not cave in to State government push.

Housing | 4 months ago

Like 👍+8 Dislike 👎-1



It is difficult to downsize in our town because of few smaller home options, the high cost of housing, and high taxes. Let's explore different housing options to accomodate the varying needs of the population so long as parameters are set to keep the rural small town flavor from being lost. In recent years, housing developments have been built in town that crowd the houses together, make them all look alike, and limit green space. This 'citifies" our town and changes the look and feel of it.

Housing | 2 months ago

Like 👍+1 Dislike 👎

Given that affordable housing is the law and not an option, it would nice to be seen this goal re-written to not treat this as optional and to provide specific metrics to meet. Also, we need better education on why housing diversity mitigates school costs. Multibedroom single fam homes are the biggest generator of school costs so if we're going to keep discriminating based on familial status to "protect our taxes", we should get better at it.

Housing | 3 months ago

Like 👍+1 Dislike 👎-1

How can we expect our town to expand and thrive if we do not offer housing options beyond million dollar mcmansions? If you want to improve the carbon footprint, economy, and emotional well-being of our town, this cannot be done without affordable housing. Imagine the improvements in our community's health and economy if residents were not paying exhaustive amounts of their income on simpling living!

Like 👍+2 Dislike 👎-6

Given the severe shortage of affordable housing across MA, I am saddened to see Norfolk residents resisting doing our part to house our fellow MA residents. Do the naysayers have a rationale as to why this would be opposed or alternative solutions?

Housing | 4 months ago

Like 👍+7 Dislike 👎-4



# Recap Phase II engagement findings

We know that sidewalks increase local business viability and also has great health outcomes. I visited my parents in their rural town in western mass for a few days and my step count increased to 8,000 steps a day, but when I am home I am around 1,000 a day mostly because I don't feel safe walking with a stroller on seekonk to the center of town, to kennedy, or to rockwood playground. The dream would be that we could walk or ride bikes to school or the playground.

Community Health | 3 months ago

Like +2 Dislike -1

NO TO townwide sidewalk plan !

Transportation | 4 months ago

Like +3 Dislike -1



Not if this means sidewalks throughout Norfolks beautiful roads.

Community Health | 4 months ago

Like +2 Dislike -13

Sidewalks on Seekonk and Boardman would allow more children to walk to the Freeman Kennedy school. It would allow more people to walk into town for events, to eat or to access the train. Streets should be widened to allow for bike traffic as well. There also needs to be a light added to the end of Seekonk street near the cemetery. It is just not safe right now.

Community Health | 3 months ago

Like +2 Dislike -1

It would be lovely and contribute to a healthy and connected community by having sidewalks and bike paths linking the whole town together.

Land Use | 2 months ago

Like +1 Dislike 0

Echoing the need to connect areas within the center of town - we live off of Medway Street where there are at least 3 neighborhoods that do not connect to Main street or to the school. It's too dangerous to walk given the blind corners and hills.

Community Health | 2 months ago

Like +2 Dislike 0

# Recap Phase II engagement findings

Your CPA funds should be adequate to support this goal. Since most historic properties are in private hands, how would you incentivize preservation?

Historical and Cultural Resources | 4 months ago

Like +2 Dislike

Isn't it costly enough to run our Towns Government?

Historical

Do taxpayers bare the burden to fund this fund ?

I think I need to understand what business continuity means. Do you mean in the event of extreme weather and increasing temperatures? For example switching town hall to heat pump or installing battery + solar. If so, then yes I support it.

Com

Don't change Norfolk! Keep it's rural nature !

Land Use | 4 months ago

Like +2 Dislike -1

Let's not let government get personal info unless that individual wants everyone to know.

Community Health | 3 months ago

Like +2 Dislike -1

What exactly does you mean by resilience and sustainability. To me it's two buzz words too frequently used to increase taxes on working persons yearly bills !

Community Facilities & Services | 4 months ago

Like +3 Dislike -1

Could you explain the why behind this goal, including what data will be collected and how it will be used?

Community Health | 2 months ago

Like Dislike

Is there more detail available on what the "use" would be? Is this a path to increased grant funding or some other goal?

Community Health | 2 months ago

Like Dislike



# Recap Phase II engagement findings

## Municipal Immersion Day

- Met with Town Administrator and Department heads on January 17
- Reviewed draft goals and strategies
- Refinements based on current work plans, department priorities, and opportunities that have arisen since 2023 immersion day

# Master Plan 2007 to Master Plan 2024

---



# Master Plan 2007 to Master Plan 2024

## Summary Comparison

We are very consistent with the previous master plan, much remains relevant, and while progress has been made, there is work remaining for the Town.

- Master Plan 2007: 8 Category Chapters: 35 Goals: 72 Policies
- Master Plan 2024: 8 Category Chapters: 51 Goals: 234 Strategies
- MP 2024 goals are consistent with MP 2007 goals (about 69% consistent)
- MP 2007 goals are represented in the goals and strategies of MP 2024 (about 86%)
- MP 2024 goals are new ideas not previously presented in 2007 (about 51%)



# Master Plan 2007 to Master Plan 2024

## Accomplishments

- 2007 MP goals prioritized capital improvements (e.g., expansions of the fire department, police station, town hall services, schools, recreation center, swimming pool, water wells, etc.).
- Majority of MP 2007 goals are reflected somewhere in MP 2024 draft goals; they may not match the exact category as there has been some consolidation, expansion, and cross-pollination between categories.

## Framework Changes

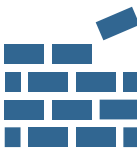
- MP 2007 had both "Economic Development" and "Business and Commercial Growth" as separate categories, with some redundancy in their policies.
- Open Space and Recreation have been combined into one category together with the addition of Sustainability in the new plan.
- We have one new chapter category: Community Health that incorporates a variety of themes



# Master Plan 2007 to Master Plan 2024

## New Ideas

- Both in 2007 and 2024, Norfolk was a growing town.
  - MP 2007 prioritized preparation towards population growth in the form of capital improvements and built facilities
  - MP 2024 is geared to address growth and change by strengthening and fortifying the infrastructure that connects those pieces. The capital improvements of this plan look more towards the life blood- the arteries- the sidewalks, the sewer system, the digital network that are vital to support a growth-oriented town.
- MP 2024 takes more programmatic approaches
  - The Historic and Cultural Resources chapter from 2007 laid the foundation for the more robust strategies we have put forth today, which bring together historical preservation, economic development, and community health in goals intended to activate these spaces through adaptive reuse practices that can serve the Norfolk community.



# Drafting the plan

## Overview

The 2024 Master Plan takes a holistic layered approach with cross-cutting strategies and goals that bring together sometimes-siloed categories, building from best practices and principles in planning



- Connects sustainability and economic development through strategies to support the existing farming community and anchor businesses
- Brings in community health, transportation, open space, and recreation together by supporting an active multi-modal transportation system that increases safety for cyclists and pedestrians through improvements such as sidewalks. This will also increase connectivity to Norfolk's schools, parks, and natural recreation areas.



- Integrating an equity lens in the desire for an active and vibrant town center and town life by considering challenges such as social isolation, as we saw during Covid, and an aging population, to ensure an inclusive town for all community members.

The new plan builds from learnings from the events of past decade to recommend strategies in preparation for shifts in demographics, labor trends, climate, and housing.

# Recommended revisions

---



# Recommended revisions

**Land Use Goal:** Continue to modernize zoning to ensure regulations promote Town goals and address modern challenges like impacts of climate change and fossil fuel reduction ***prepare for long term climate resiliency and economic sustainability.***

**Economic Development Goal:** Foster equitable economic growth ***and long-term economic resiliency and sustainability by supporting a diversity of businesses*** to strengthen economic diversity and sustainability.

**Housing Goal:** Increase the share of Affordable Housing in Norfolk to better serve a range of household incomes ***serve all members of the Norfolk community past, present, and future.***

**Transportation Goal:** Decrease dependence on single-occupancy vehicles and increase transit connections, particularly for seniors and residents who cannot drive. ***Expand and encourage a variety of modes of transportation that can serve a range of individual needs and mobility independence.***



# Recommended revisions

**Historical and Cultural Resources Goal:** Prioritize *Identify and pursue* funding *opportunities* and increase resources for historical preservation and other related activities (such as heritage tourism, etc.).

**Historical and Cultural Resources Goal:** Use *Integrate conservation and climate resiliency efforts in the preservation of natural* historical landscapes ~~as mitigation for flood and other climate resiliency efforts.~~

**Community Health Goal:** Expand the Board of Health's capacity to *assess community health vulnerabilities, trends, and challenges, to better* ~~holistically~~ support the community's health needs through partnerships and regional collaboration.

**Community Facilities and Services Goal:** Identify opportunities to generate clean energy and prioritize investments that reduce the Town's carbon footprint *and operational energy costs.*

**Community Facilities and Services Goal:** Strengthen and expand the Town's enterprise fund offerings to better provide *Town* services *to residents and businesses.*



# Recommended revisions

- Minor changes will continue to occur, particularly to the strategies but possibly to the goals.
- Will share tracked changes version of the goals/strategies with the draft plan in late-March.

# Prioritization for implementation

---



# Prioritization for implementation

- Approaches for establishing a Master Plan Implementation Committee
- Communication plan for sharing the Master Plan with Town departments, boards and committees, general public, and other stakeholders like business owners, community groups, etc.
- Roles for different plan implementors
- Resources for implementation (different funding streams, grants, staffing needs, etc.)
- Action plans

# Action Plans for...

- Strengthening Town Center
- Transforming the Local Economy (*for long-term fiscal sustainability and reduced residential tax burden*)
- Expanding Mobility Options
- Preserving and Innovating for Resiliency and Adaptation

# Example: Strengthening Town Center

Continue to encourage community activity, development, and infrastructure investment to Town Center.

Balance small-town feel with desire for more services and amenities by strategically locating new residential and commercial growth in existing centers.

Prioritize smart, responsible, incremental development of Town Center and the Commuter Rail hub as a business district.

Support existing and attract new small, neighborhood-serving businesses to Town Center.

Target new housing production to strategic locations, like Town Center, Route 115/1A, and the former Southwood Hospital site.

Promote commercial and residential development to increase vibrancy in Town Center.

Expand walking, biking, and rolling connections to Town Center, schools, recreation spaces, and other key destinations.

## RELATED GOALS

Develop wastewater solutions in Town Center to support future growth of higher density and intensity of uses.

Continue to partner with organizations like the Norfolk Community League and Norfolk Lions Clubs to hold events, such as the farmer's markets, Holiday on the Hill, holiday markets, and crafts fairs to activate Town Center; ensure year-round events with winter weather accommodations by partnering with indoor venues such as the Freeman-Kennedy School, Norfolk Public Library, and Town-owned facilities

Help create connections between Norfolk small businesses and vacant spaces in the Town Center

Implement pedestrian infrastructure improvements in Town Center with development and maintenance of sidewalks, trees, covered benches, bicycle lanes, and all-weather amenities

## RELATED STRATEGIES

# Example: Strengthening Town Center

Continue to encourage community activity, development, and infrastructure investment to Town Center.

Balance small-town feel with desire for more services and amenities by strategically locating new residential and commercial growth in existing centers.

Prioritize smart, responsible, incremental development of Town Center and the Commuter Rail hub as a business district.

Support existing and attract new small, neighborhood-serving businesses to Town Center.

Target new housing production to strategic locations, like Town Center, Route 115/1A, and the former Southwood Hospital site.

Promote commercial and residential development to increase vibrancy in Town Center.

Expand walking, biking, and rolling connections to Town Center, schools, recreation spaces, and other key destinations.

Develop wastewater solutions in Town Center to support future growth of higher density and intensity of uses.

Lead (dept, board, or committee)

Timeframe (short, mid, long)

Budget (\$, \$\$, \$\$\$)


Location

Risk (low, med, high)

Partners and Resources

## IMPLEMENTATION CONSIDERATIONS

# Illustrative Vision Plan

 Strengthen

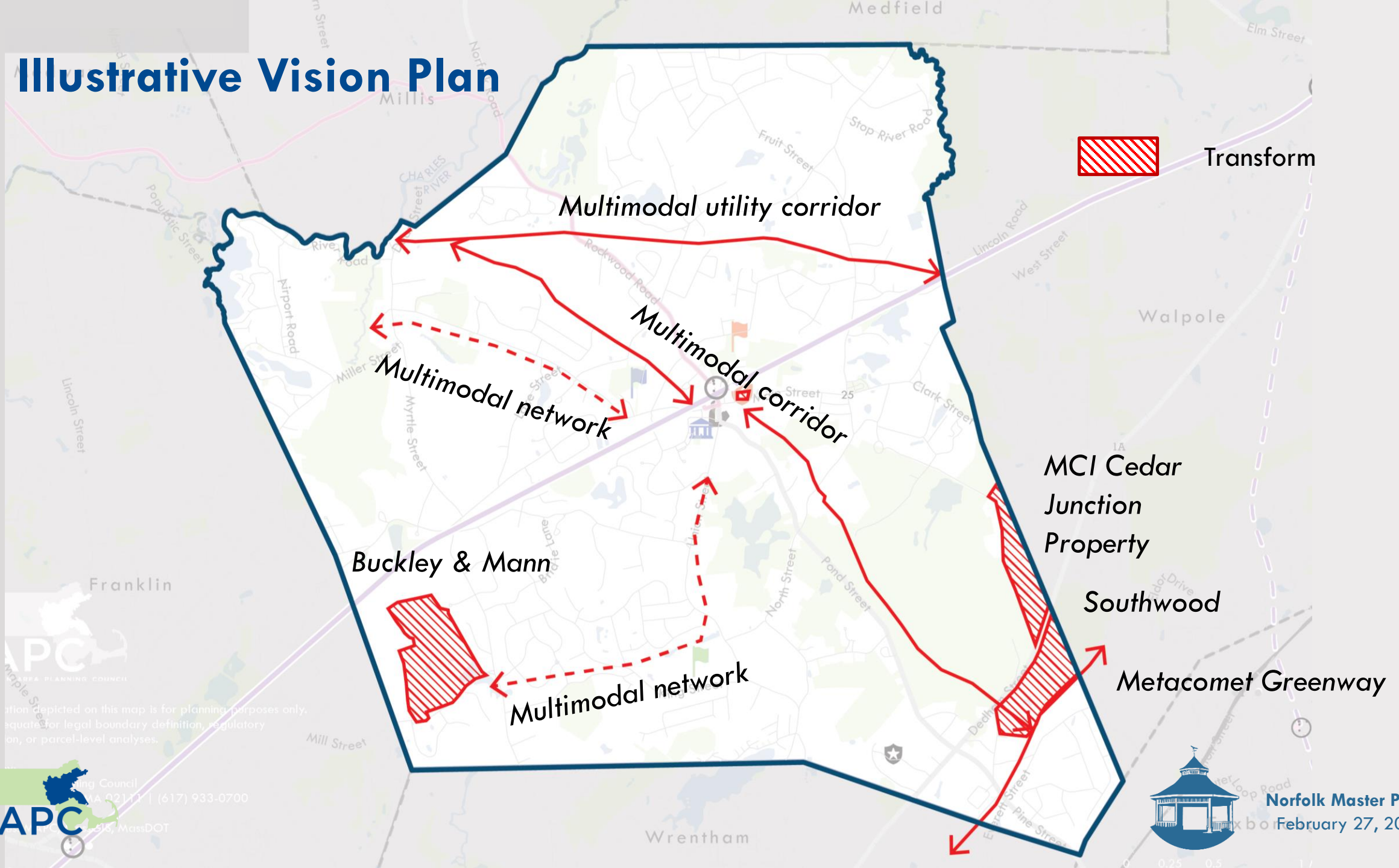
Old Airport

Town Center (B-1)

Information depicted on this map is for planning purposes only. It does not constitute a legal boundary definition, regulatory action, or parcel-level analyses.



# Illustrative Vision Plan



Transform

Multimodal utility corridor

Multimodal corridor

Multimodal network

Buckley & Mann

Multimodal network

MCI Cedar Junction Property

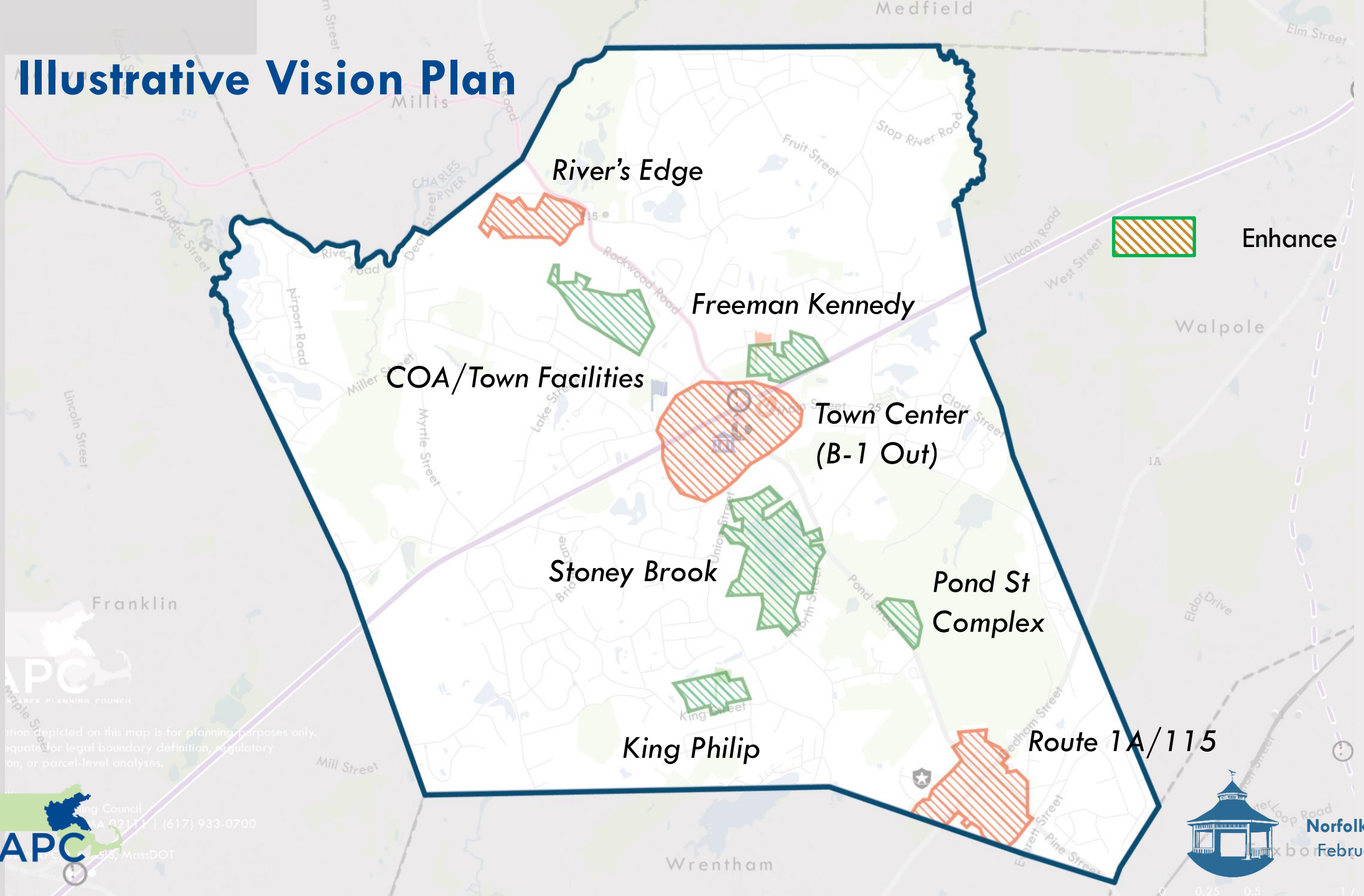
Southwood

Metacomet Greenway

Information depicted on this map is for planning purposes only. It does not constitute a legal boundary definition, regulatory action, or parcel-level analyses.



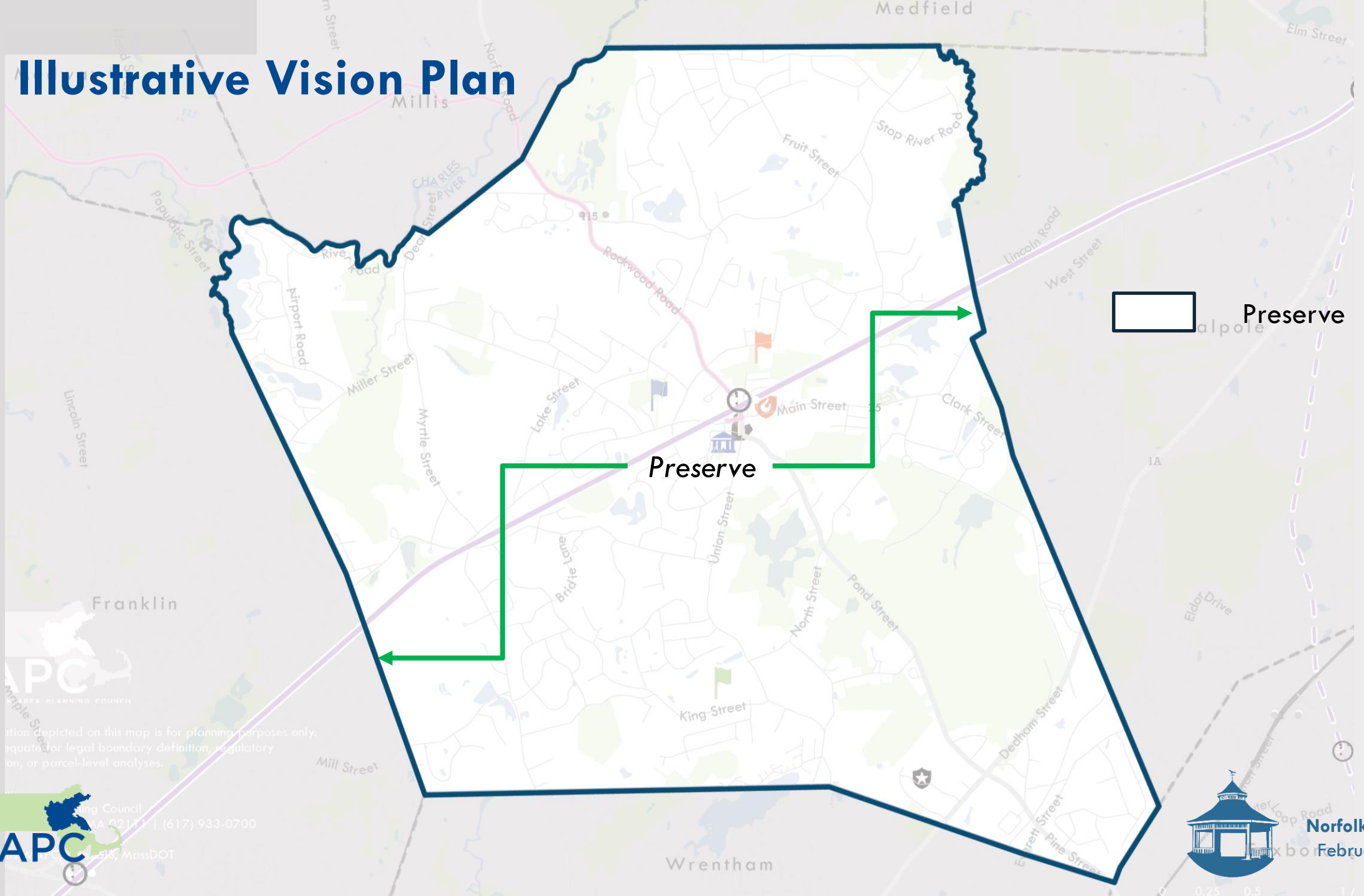
# Illustrative Vision Plan



Information depicted on this map is for planning purposes only. It does not constitute a legal boundary definition, regulatory action, or parcel-level analyses.



# Illustrative Vision Plan



Preserve

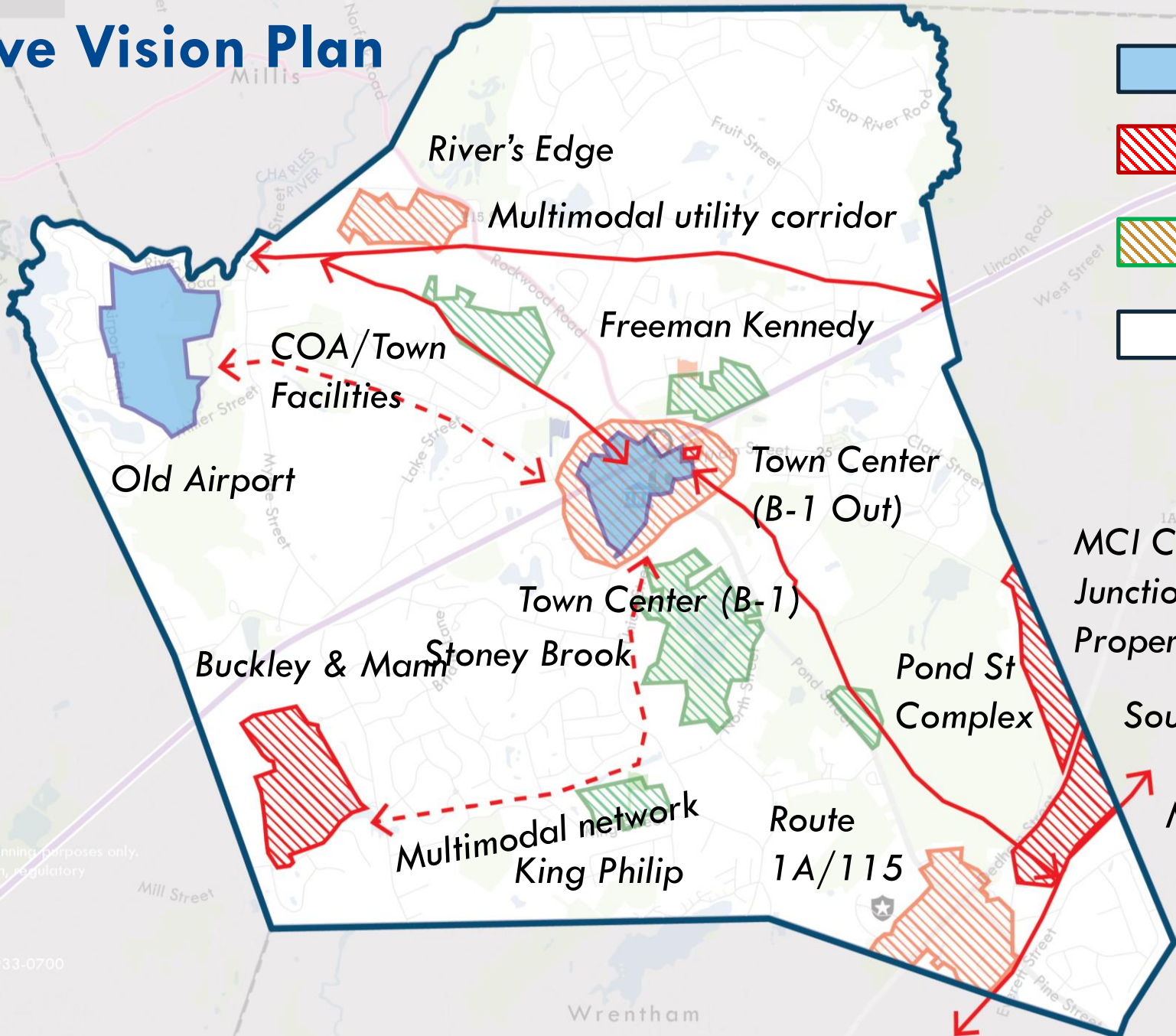
Preserve

Information depicted on this map is for planning purposes only. It does not constitute a legal boundary definition, regulatory action, or parcel-level analyses.



# Illustrative Vision Plan

-  Strengthen
-  Transform
-  Enhance
-  Preserve



Information depicted on this map is for planning purposes only. It does not constitute a legal boundary definition, regulatory action, or parcel-level analyses.



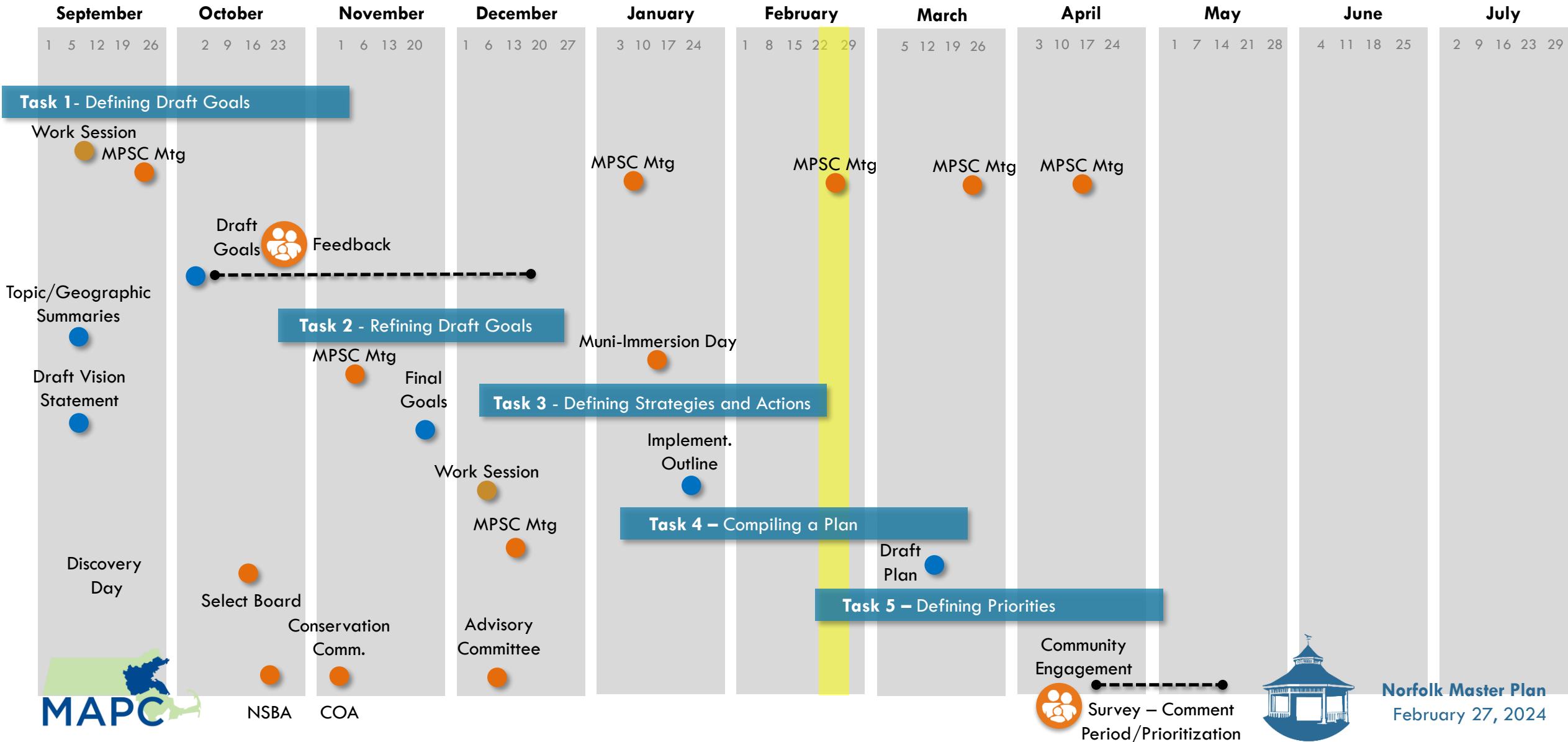
# Next steps

---



# Norfolk Master Plan Timeline

## PHASE 2



## Next steps

- Drafting the plan
- Next Master Plan Steering Committee Meeting –  
**March 26, 2024**
  - Draft Plan
  - Prepare for plan public comment period and associated engagement

# Drafting the plan



## Norfolk Master Plan Introduction



Totat est quasinc ierum sedi nobitis eriamus illiqua musapiet, utem am fugit fuga. Ut voluptaque dolorec atisiqu aessim que odi unt.

Dolorest laut quis arum vernamus et doluptas dollor reium ex et voluptatis et dolorio nsequo ea cones vellitater que quas volora sed qui derianis quam non plibus am dolenis nosa venecte non plab iuntem inullptibus molupta nes dest expliqui ut ma dit por sed ut quodipsamus rem qui acearit aut vereiun tector abo. Et reicium alignat.

Faccusa pro quaspe dit quator ionsequidis nonsedicatet venihiciis doluptatem repe vel in num ulloressi atur alis dere in pelegaest ut molut etur aut que volore maioreiciur aceat pro con rat etur?

On resedis aspis dolor aritaut aut porum fugitiscia atet volorum facestibus ea a nost hit facias non corios et velesti re dolorum cum ne ipidigent quaecum qui ut optaect atusae plit aruptur?

Qui repta volo dolumqu asperes ex earunt optatus ipiscit quae. Itatemolum untis placcat libernatis corum ratur simus sus que solut eat. Tate volupta conet iunfia nihillorro minullor simi, occum quia inusdae excearum ipsusto tatint eatat.

Totat est quasinc ierum sedi nobitis eriamus illiqua musapiet, utem am fugit fuga. Ut voluptaque dolorec atisiqu aessim que odi unt.

Dolorest laut quis arum vernamus et doluptas dollor reium ex et voluptatis et dolorio nsequo ea

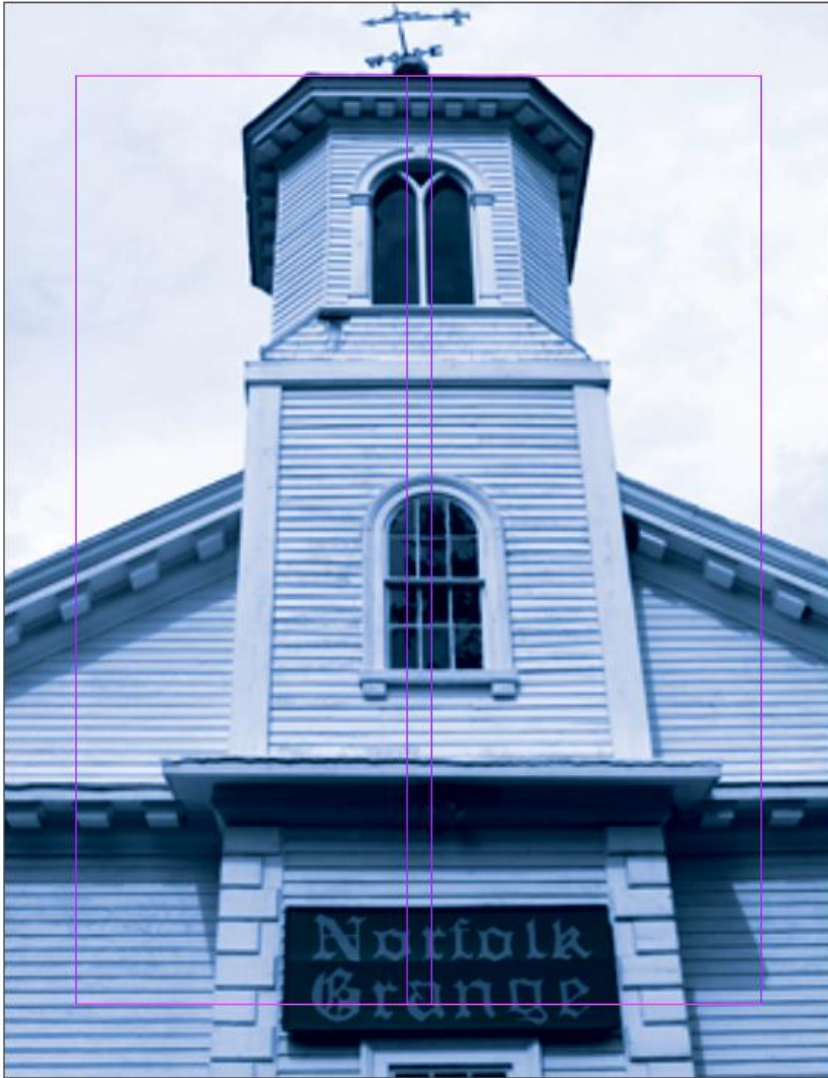
### Quick Facts

- Over 1,600 residents participated in this process
- The Master Plan looks ahead over the next 10 years
- The Master Plan Includes eight topics to plan comprehensively for Norfolk's future
- 42 goals are defined for the future with 68 strategies to help advance progress
- Previous Master Plan was completed in 2007

cones vellitater que quas volora sed qui derianis quam non plibus am dolenis nosa venecte non plab iuntem inullptibus molupta nes dest expliqui ut ma dit por sed ut quodipsamus rem qui acearit aut vereiun tector abo. Et reicium alignat.

Faccusa pro quaspe dit quator ionsequidis nonsedicatet venihiciis doluptatem repe vel in num ulloressi atur alis dere in pelegaest ut molut etur aut que volore maioreiciur aceat pro con rat etur?

# Drafting the plan



## Introduction Vision



Totat est quasinc ierum sedi nobitis eriamus illiqua musapiet, utem am fugit fuga. Ut voluptaque dolorec atisiqu aessim que odi unt.

Dolorest laut quis arum vernamus et doluptas dollor reium ex et voluptatis et dolorio nsequo ea cones vellitatet que quas volora sed qui derianis quam non plibus am dolenis nosa venecte non plab iuntem inulluptibus molutpa nes dest expliqi ut ma dit por sed ut quodipsamus rem qui acearit aut vereiun tector abo. Et reicium alignat.

Faccusa pro quaspe dit quator ionsequidis nonsedicatet venihicis doluptatem repe vel in num ulloressi atur alis dere in pelectaest ut molut etur aut que volore maioreiciur aceat pro con rat etur?

On resedis aspis dolor aritat aut porum fugitiscia atet volorum facestibus ea a nost hit facias non corios et velesti re dolorum cum ne ipidigent quaecum qui ut optaect atusae plit aruptur?

Qui repta volo dolumqu asperes ex earunt optatus ipiscit quae. Itatemolum untis placcat libernatios corum ratur simus sus que solut eat. Tate volupta conet iuntia nihillorro minullor simi, occum quia inusdae excearum ipsusto tatint eatat.

Totat est quasinc ierum sedi nobitis eriamus illiqua musapiet, utem am fugit fuga. Ut voluptaque dolorec atisiqu aessim que odi unt.

Dolorest laut quis arum vernamus et doluptas dollor reium ex et voluptatis et dolorio nsequo ea

### Quick Facts

- Over 1,600 residents participated in this process
- The Master Plan looks ahead over the next 10 years
- The Master Plan Includes eight topics to plan comprehensively for Norfolk's future
- 42 goals are defined for the future with 68 strategies to help advance progress
- Previous Master Plan was completed in 2007

cones vellitatet que quas volora sed qui derianis quam non plibus am dolenis nosa venecte non plab iuntem inulluptibus molutpa nes dest expliqi ut ma dit por sed ut quodipsamus rem qui acearit aut vereiun tector abo. Et reicium alignat.

Faccusa pro quaspe dit quator ionsequidis nonsedicatet venihicis doluptatem repe vel in num ulloressi atur alis dere in pelectaest ut molut etur aut que volore maioreiciur aceat pro con rat etur?

# 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 course 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**  
February 27, 2024