



NORFOLK

Master Plan 2035

Master Plan Steering Committee
Meeting #11
March 26, 2024



Agenda

Discussion of draft plan

Discussion of final community engagement

Discussion of final committee meetings

Next steps



Discussion of draft plan

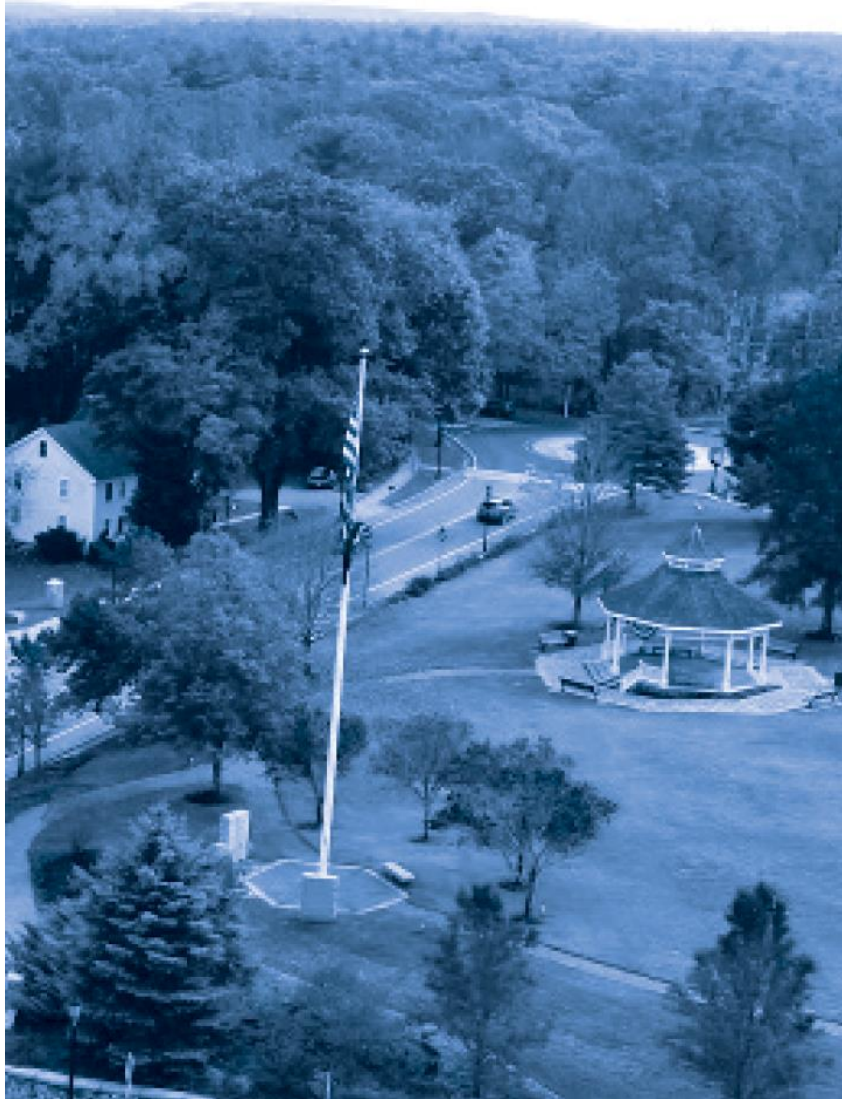


Draft Plan Review Process

- Draft Chapters Round 1 (3/19) - Introduction, Housing, Transportation
- Draft Chapters Round 2 (3/22) - Economic Development, Community Facilities and Services
- Draft Chapters Round 3 (4/9) - Mapped Vision, Land Use, Community Health, Historic and Cultural Resources, Open Space, Recreation and Sustainability, Action Plan
- Committee Review – timeline?
- Community Comment Period – (1) month
- Finalize plan document and adopt



Draft Chapter: Introduction



Norfolk Master Plan Introduction

A New Master Plan for Norfolk: Looking Ahead to 2035

The Town of Norfolk, as a small town connected by commuter rail to Boston and a short drive from Providence, has been experiencing moderate growth over the last few decades. New residents are attracted to Norfolk for the small-town, bucolic feel, family-oriented groups and activities like the Lions Club and others, beautiful parks and recreation spaces like Stony Brook Wildlife Sanctuary and Pond Street Athletic Complex, and proximity to job opportunities and other amenities in nearby cities. Norfolk is expected to continue to experience moderate growth – adding more than 600 new households by 2050 according to recent growth projections¹. While the population is likely to increase, jobs in Norfolk are projected to decline, as was seen from 2010 to 2020. These growth trends alone call for continued coordinated and strategic action from Town leadership. Recognizing this need, the Town, through its Planning Board, initiated this Master Plan process in fall 2022 to look more closely at recent trends impacting Norfolk – both today and likely into the future. More importantly, the Master Plan enabled community dialogue into how local, regional, and global trends are impacting Norfolk community members. Over the course of 18 months, the Town engaged a variety of community members and groups to hear what residents feel the most pressing challenges, opportunities, and issues for Norfolk are. The project team met

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

early on with Town officials to learn of work that is already underway that can be strengthened by the plan. The Master Plan is a culmination of all of this research, community feedback, and discussions with Town leadership. It sets out a vision for Norfolk through 2035 and goals, strategies, and actions to make progress towards achieving the vision. The Master Plan builds on past planning efforts like the 2007 Master Plan and specialized plans and studies undertaken since that time.

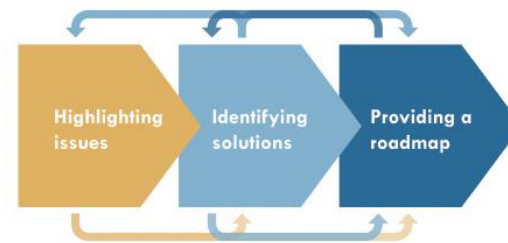


Draft Chapter: Introduction



Introduction Goals and Strategies

The following plan elements outline the goals and strategies by policy topic area. The approach to each element was methodical and comprehensive.



Highlighting issues: The project team reviewed existing conditions, past planning reports and studies, and relevant data metrics to understand current issues. Community members were asked during engagement opportunities to identify issues, challenges, and opportunities to round out the existing conditions review.

Norfolk Master Plan



Identifying solutions: The project team reviewed best practices and case studies, recommendations from past plans and other policy documents, and heard ideas from Town staff and community members to inform goals and strategies for addressing Norfolk's challenges and capitalizing on Norfolk's unique opportunities and existing successes.

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Providing a roadmap: Feedback from community members and Town leadership prioritized the many goals and strategies to create action plans to kick off implementation of the new master plan. This is a critical step as resources (both staff capacity and financial resources) limit how many implementation projects can occur alongside day-to-day municipal activities to keep the Town running.

Chapter 3 | Goals and Strategies



Draft Chapter: Housing



Housing

The Housing Element includes policy and regulatory changes, including those aligned with the recent HPP, and discusses opportunities to meet Norfolk's current and future housing needs and ensure a balance of local housing opportunities exist for all residents.



Draft Chapter: Housing

Housing by the Numbers



Median Household Income
\$168,281

3,587 total housing units



96% of homes are owner occupied

\$\$\$ **\$563,800 median value**
\$681,500 median cost

25% of households are potentially cost-burdened by housing

151 units on the Subsidized Housing Inventory (4.2% of all units)

Norfolk has 2,967 households and an average household size of 3.1 persons per household. 40% of households have a person aged 60 years or older.

\$168,281 median household income, which is about 1.5 times the amount in Norfolk County (\$112,089) and nearly double the amount in Massachusetts (\$89,026).

3,587 housing units, of which 95% are occupied. 96% of all housing is single-family. 4% is multi-unit. This is extremely low compared to Norfolk County (37%) and Massachusetts (42%). There are no multi-family buildings with over 10 units.

96% of homes are owner-occupied. Only 4% of units are rented, which is significantly lower than Norfolk County (32%) and Massachusetts (38%).

\$563,800 median value of owner-occupied homes. Median cost of single-family home is \$681,500¹.

25% of households spend more than 30% of their household income on housing costs, meaning they are potentially cost-burdened. Of these, about half earn less than 80% of the Area Median Income (AMI) and are likely eligible for Affordable Housing.

151 units (4.2% of all units) on Subsidized Housing Inventory. Unique to Norfolk, the majority are ownership, rather than rental.

Sources:
 American Community Survey, 5-year estimates 2017-2021
 The Warren Group, 2021
 Subsidized Housing Inventory 2023, EOHLC

What are Norfolk residents saying about housing?

Throughout the Master Plan process, Norfolk community members were asked to share their opinions about what issues and opportunities exist. Quotes that were representative of themes heard throughout the process have been highlighted here. This is not a scientific representation, nor intended to be inclusive in any way. This is intended to help connect the plan to verbatim comments provided by Norfolk residents.

"Keep costs low so that people can stay in their house."

"Not accessible to people of lower incomes."

"Current homes for sale grandfathered into affordable housing instead of cutting down every tree in town to build new homes."

"Provide zoning options that enable a more diverse community to grow here."

"No more affordable housing or apartments - restaurants and small businesses for the town people to use within our own town."

"[My vision for Norfolk is] reasonable housing costs."

"[My vision for Norfolk is] diversity and acceptance."

"[My vision for Norfolk is a] small town with welcoming spirit to not just upper middle class, which means investment in businesses (particularly in the 115 areas and less rural areas of town) to offset spending to support the great school systems. Otherwise, the high tax rate and housing market will marginalize those."

"Single-family to two-family conversions or accessory dwelling units, etc. to increase density."

"[My vision for Norfolk is] a strong community that supports all of its members without driving people out due to affordability."

"[Opportunity along] Route 115. Fight for developers who will build apartment units, which will have the greatest impact to qualify for 40B instead of mega mansions and du/triplexes that don't help."

"[My vision for Norfolk is] inevitably higher population/denser development, increased business development (inc. restaurants, small grocery, housing near public transport) but without sacrificing the quality of school, too much of the green space, or the well-maintained infrastructure, or completely altering the small-ish town character."

Draft Chapter: Transportation



Transportation

The Transportation element analyzes the Town's current and proposed future transportation system, focusing on major streets, public transportation, pedestrian circulation, bicycle infrastructure, parking, and integration of Complete Streets.



Discussion of final community engagement



Norfolk Master Plan

Process and Community Engagement

Dec 2022 – Feb 2023

Preparing Engagement

Activities and Deliverables:

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

Feb – June 2023

Awareness and Community Visioning

Activities and Deliverables:

- ✓ Awareness Campaign
- ✓ Community Forum: Vision
- ✓ + Follow-up Survey
- ✓ Deep-Dive Workshops
- ✓ Pop-up events
- ✓ Engagement Reflection and Summary

Aug 2023 – Jan 2024

Drafting Goals/Strategies

Activities and Deliverables:

- ✓ Community Meetings: Draft Goals
- ✓ Community Awareness Campaign
- ✓ Community-wide Survey
- ✓ Online Open House
- ✓ Municipal Immersion Day #2
- ✓ Engagement Reflection Summary

Feb – April 2024

Defining Priorities

Activities and Deliverables:

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

Final Community Review Process

- Draft plan and draft chapters posted on project website
- Email to Norfolk Master Plan email list announcing draft plan
- Community Meeting
 - Celebration of planning process
 - Discussion of next steps after plan completion
 - Highlighting key themes and big ideas
 - Sharing how to provide feedback
- Community Survey – providing form for public comments (30 days)

Discussion of final committee schedule



Final Committee Review Process

- We invite the Committee to review and provide comments on draft chapters
 - Is there a preferred document format to provide comments?
 - We just need the page number and location of the comment, a bulleted list of your thoughts is fine.
- Would the Committee prefer to meet again, after all chapters are drafted and before the community meeting?
- Is one meeting after the Community Meeting enough to discuss the finalized plan document?

Final Committee Review Process

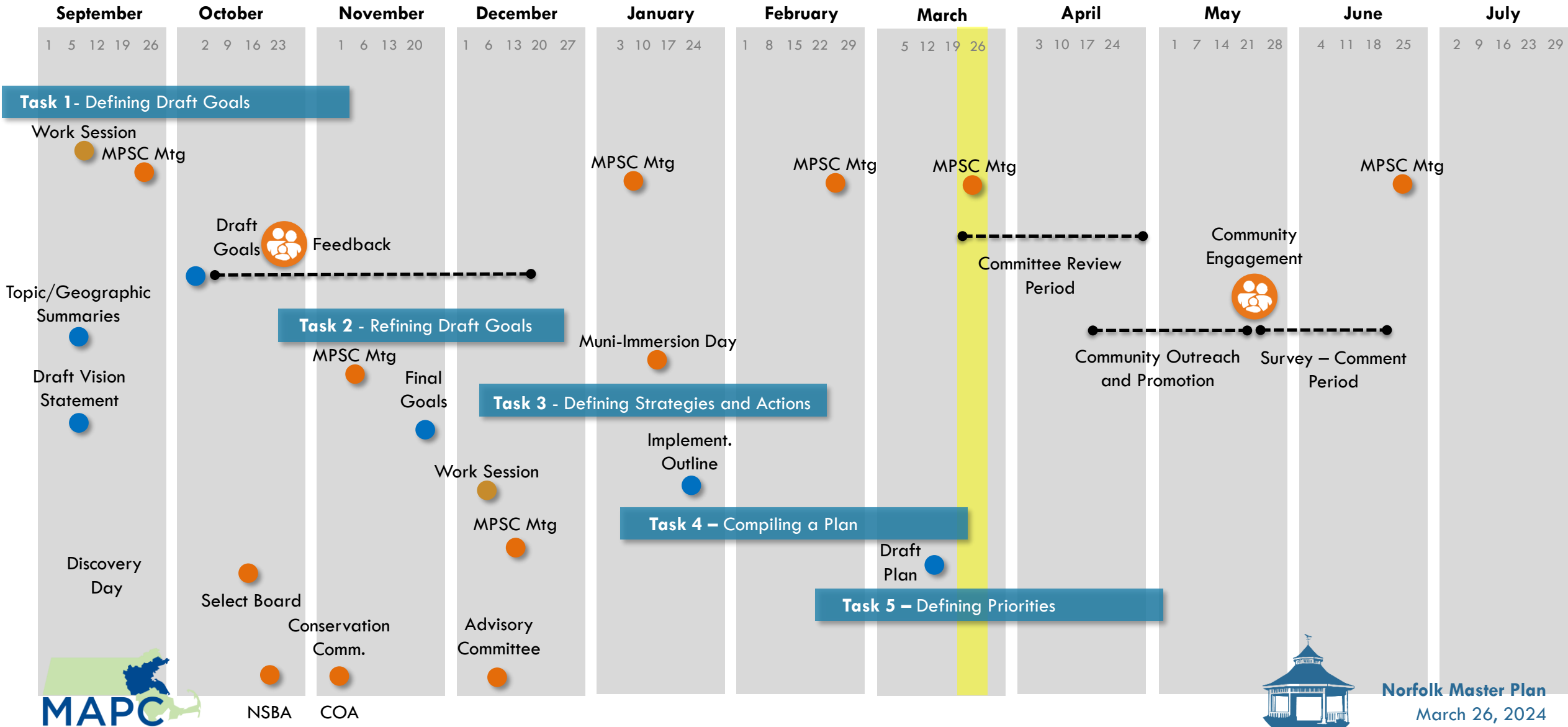
- March 19th – Round 1 draft chapters
- March 22nd – Round 2 draft chapters
- April 9th – Round 3 draft chapters
- Week of April 15th – begin promoting Community Meeting
- April 29th – Internal Committee review concludes
- Week of May 6th – begin public sharing of draft plan
- **Tuesday, May 28th - Community Meeting (comment period open)**
- June 20th – Comment period closes
- **June 25th – Final Master Plan Committee Meeting**

Next steps



Norfolk Master Plan Timeline

PHASE 2



NSBA COA



Next steps

- Final draft chapters sent (4/9)
- Community engagement outreach starts (4/15)
- Committee chapter review concludes (4/29)
- **Community Meeting – Monday, May 20th 7:00 pm**
- Next and final Master Plan Steering Committee Meeting –
June 25th 7:00 pm

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 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.



Norfolk Master Plan
March 26, 2024