



NORFOLK

Master Plan 2035

Master Plan Steering Committee
Meeting #8
December 12, 2023



Agenda

Recap summary of events

Discussion of strategies (part 1)

Next steps

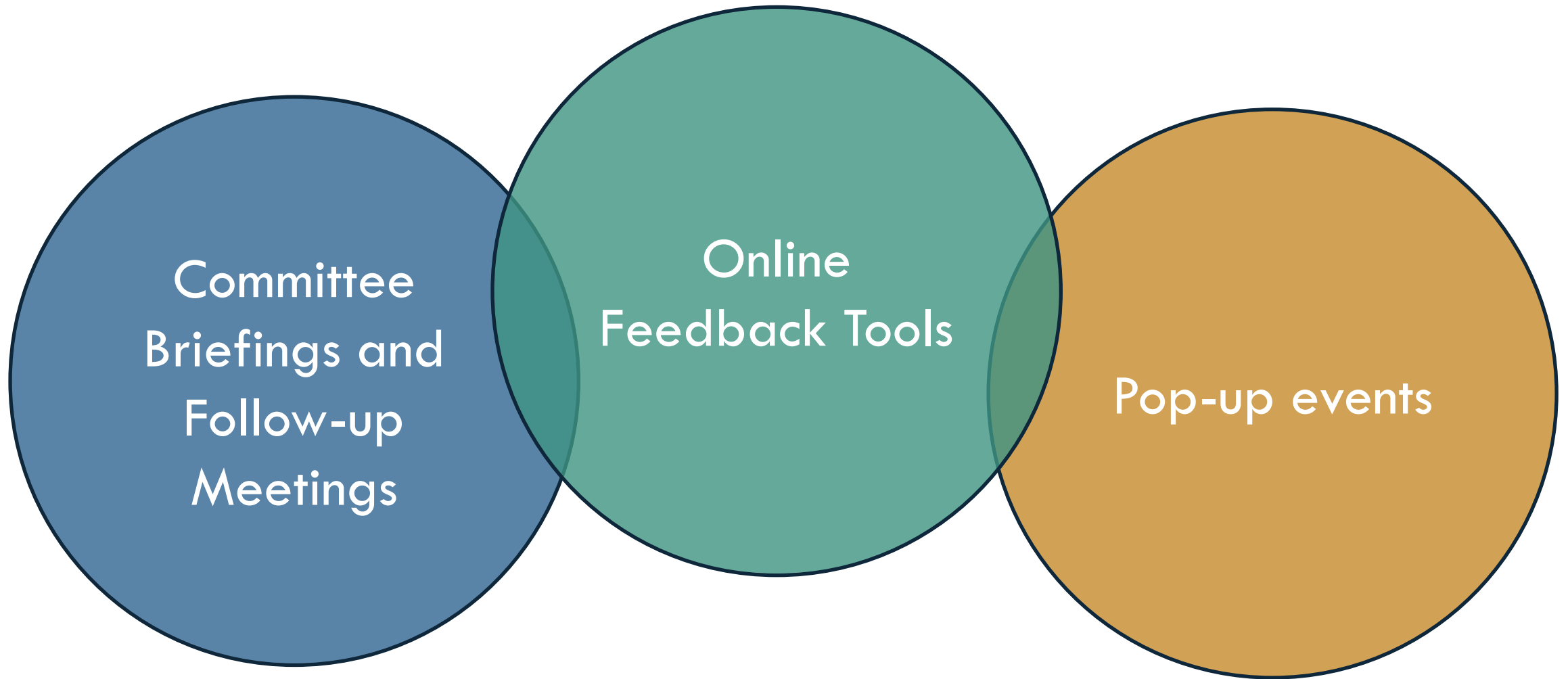
- Discussion of strategies (part 2) January meeting
- Municipal immersion day



Recap summary of events



Engagement Touchpoints



Engagement Touchpoints

Town-wide mailer



Your Feedback is Needed!



Housing



Transportation



Land Use and Zoning



Historical & Cultural Resources

Thank you for your participation, whether you took the survey, attended a workshop, or talked to us at a pop-up! We've taken what we heard from you and drafted a Vision and Goals for the Norfolk Master Plan.

Community Feedback

Data & Existing Conditions

Best or Emerging Practice

Norfolk Master Plan Draft Vision and Goals

Review the Draft Vision and Goals and provide your feedback:



mapc.ma/norfolkgoals

Paper copies available at Town Hall, Library, and Post Office. Provide feedback by December 18th

Questions? Reach out to Josh Fiala at jfiala@mapc.org or 617-933-0760

New to the Norfolk Master Plan? Visit our website: mapc.ma/norfolk2035


In Case You Missed It...


The Town of Norfolk is completing a Master Plan!

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.


Learn more on the Master Plan Website:

mapc.ma/norfolk2035







Open Space & Environment



Community Facilities & Services



Economic Development

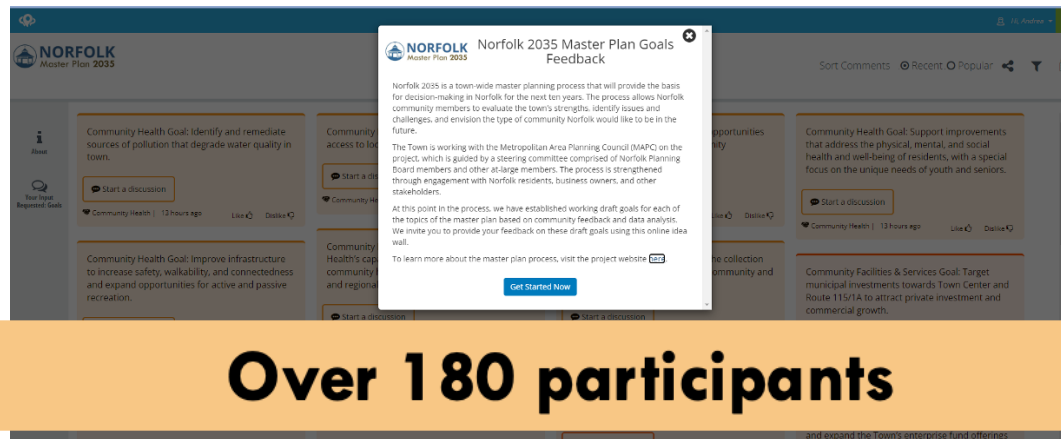


Community Health

Engagement Touchpoints

1. Visit the project webpage and submit comments

2. Visit an interactive online open house



3. Pick up paper survey copies at Town Hall



Master Plan Draft Goals

For Public Review
October 2023

At their September 26 meeting, the Norfolk Master Plan Steering Committee reviewed and refined the following draft Master Plan goals, which were created based on community feedback, existing conditions data and review, and emerging best practices.

Land Use

- Support stability and incremental improvement in the commercial districts located near Route 115/1A.
- Continue to encourage community activity, development, and infrastructure investment to Town Center.
- Strengthen clusters of dense, walkable areas that can be connected by a multimodal network.
- Balance small-town feel with desire for more services and amenities by strategically locating new residential and commercial growth in existing centers.
- Pursue long-term partnership and stewardship of state-owned lands and resources in Norfolk.
- Encourage commercial growth to increase local services/amenities and reduce tax burden on individual property owners.
- Continue to modernize zoning to ensure regulations promote Town goals and address modern challenges like impacts of climate change and fossil fuel reduction.
- Identify potential future uses of land for economic development, sustainability, and/or other planning ideas.

Economic Development

- 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.
- Diversify the tax base to reduce reliance on residential property taxes.
- Facilitate and incentivize new "right-sized" commercial development that supports diversity of small landlords and small developers.
- Consider adaptive reuse of underutilized town-owned facilities and historic resources for use by local small businesses.
- Foster equitable economic growth to strengthen economic diversity and sustainability.
- Collaborate with property owners to redevelop former industrial properties (Southwood, Buckley Mann) to support Town goals.



Norfolk Master Plan
December 12, 2023

Engagement Touchpoints

Briefings with Town Boards and Committees

- 10/17: Select Board
- 11/8: Conservation Commission
- 12/6: Advisory Committee

Follow-up Conversations with Community Groups

- 10/23: Norfolk Small Business Association – October Meeting
- 11/1: Council on Aging
- 11/28: Norfolk Lions Club

Engagement Touchpoints

- All feedback on the draft vision statement and draft goals will **close on Monday, December 18th**
- All feedback will be compiled, sorted, and analyzed for repeating themes and patterns of feedback
- Revisions will be made to the draft vision statement and draft goals based on the feedback

Engagement Touchpoints

Our Ask: Please continue helping us to share this feedback opportunity with the Norfolk community!

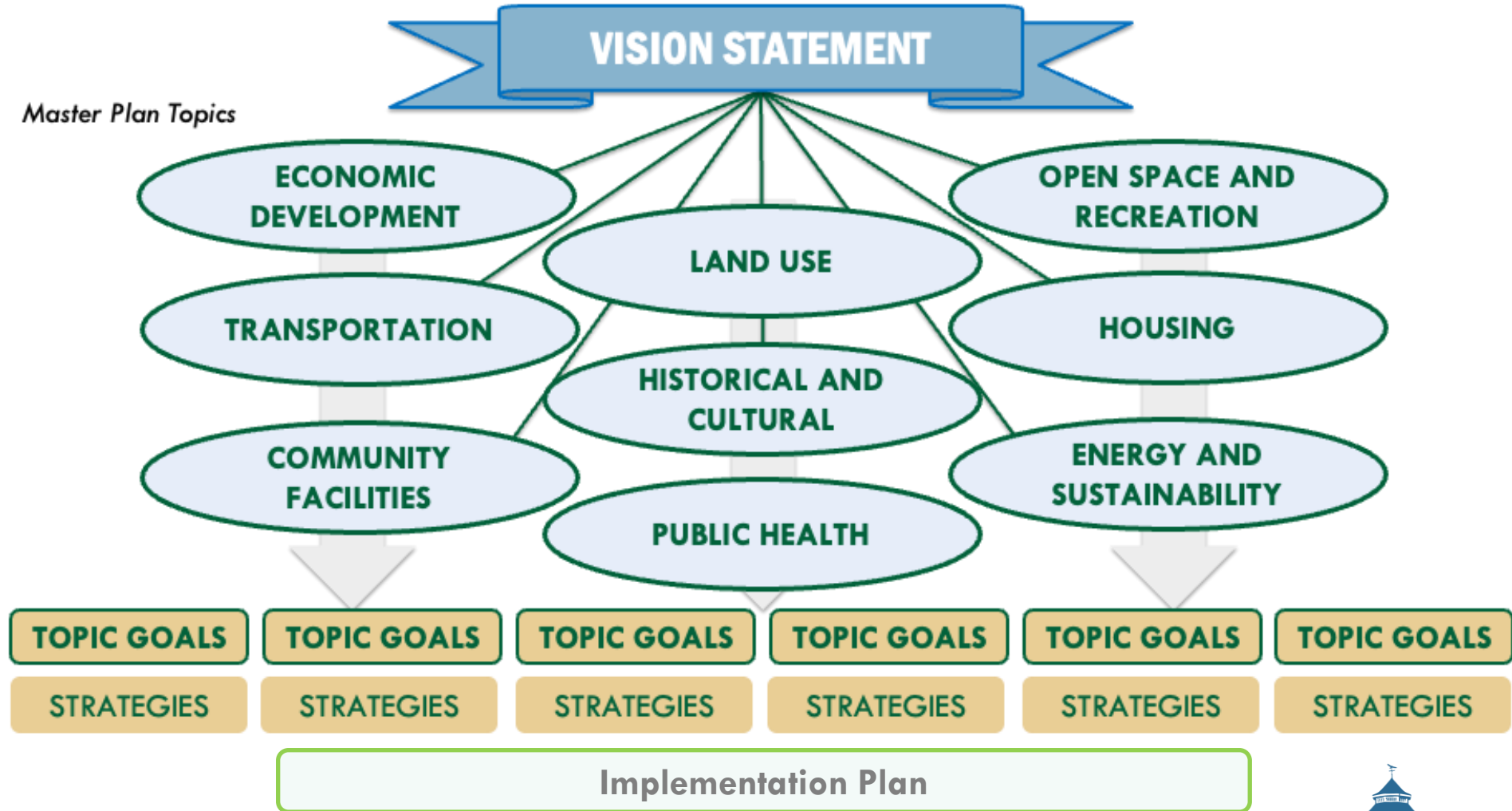
- Email the link out to your networks
- Like and share the posts on FB
- Include **why it's important** to provide feedback on these Master Plan Draft goals!

Discussion of strategies (part 1)



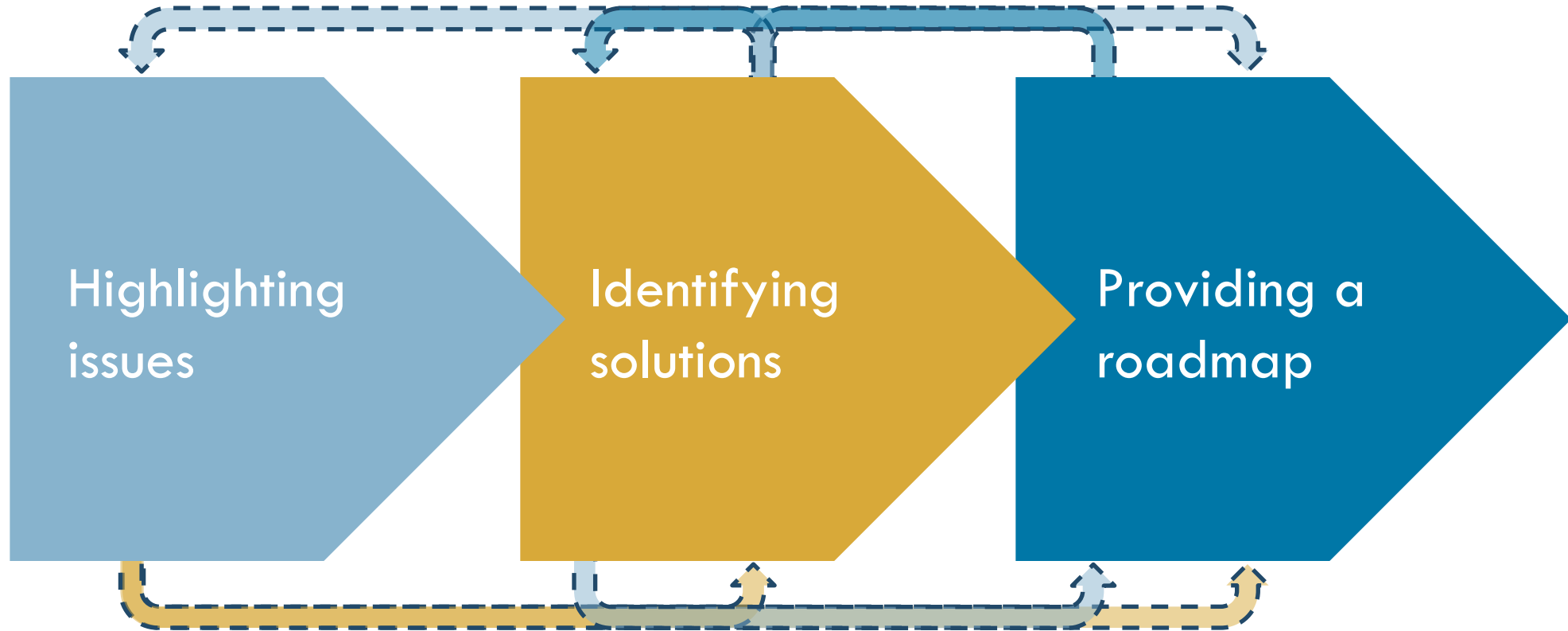
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Master Plan Content



Norfolk Master Plan

Process and Content Development





Land Use and Zoning

Draft Goals and Strategies – Land Use (Summary)

- Goal: Continue to encourage community activity, development, and infrastructure investment to Town Center.
 - Strategy: Continue to explore wastewater solutions to support future growth of higher density and intensity of uses
 - Strategy: Continue to support property owners in making mixed-use investments
 - Strategy: Continue to partner with organizations to expand community events in Town Center
 - Strategy: Help create connections between Norfolk Small Businesses and vacant spaces in the Town Center
 - Strategy: Expand pedestrian and bicycle infrastructure improvements connecting to Town Center
 - Strategy: Encourage shared parking in municipal and MBTA lots for events and Town Center businesses
- Goal: Support stable growth and incremental improvement in the commercial districts located near Route 115/1A.
 - Strategy: Conduct a local planning process to develop a district vision and goals that can be used to modify zoning
 - Strategy: Assess parcel development potential and update zoning bylaws to create greater flexibility in uses
 - Strategy: Differentiate the future growth at Route 115/1A and Town Center
 - Strategy: Foster mixed-use development in this area through development incentives in height and density
 - Strategy: Increase housing density and diversity of housing options in a roughly 1/2 mile radius of the district
 - Strategy: Increase walking and biking infrastructure within a roughly 1/2 mile radius of the district
 - Strategy: Work with developers to prioritize infrastructure improvements that align with incoming development
 - Strategy: Explore development fees or requirements related to infrastructure improvements



Land Use and Zoning

Draft Goals and Strategies – Land Use (Summary)

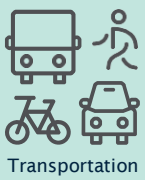
- Goal: Strengthen clusters of dense, walkable areas that can be connected by a multimodal network.
 - Strategy: Refine zoning to allow densification of specific concentrated areas over time
 - Strategy: Encourage active transportation to local destinations through walking and biking improvements
 - Strategy: Collaborate with Norfolk Housing Authority to increase walking and biking near properties
 - Strategy: Create an online map of current and future walking and biking connections
 - Strategy: Explore collaboration with neighboring towns to expand biking networks and destinations
 - Strategy: Update development requirements to make walking and biking connections
- Goal: Balance small-town feel with desire for more services and amenities by strategically locating new residential and commercial growth in existing centers.
 - Strategy: Refine zoning tools to preserve open space (cluster subdivision, TDR, conservation restrictions, etc.)
 - Strategy: Work with businesses and commercial landlords to connect businesses to available vacancies
 - Strategy: Continue to work toward compliance with 40B requirements to control approvals (see Housing)
 - Strategy: Adopt design standards to facilitate desired development outcomes
 - Strategy: Modify zoning near existing centers to encourage growth and densification in these locations
 - Strategy: Explore updates to scenic roads bylaws, right to farm, or other land conservation regulations
 - Strategy: Explore ways to encourage participation in Chapter 61 and other resources for land conservation



Land Use and Zoning

Draft Goals and Strategies – Land Use (Summary)

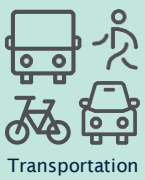
- Goal: Pursue long-term partnership and stewardship of state-owned lands and resources in Norfolk.
 - Strategy: Explore partnerships with local organizations to steward local open space areas
 - Strategy: Build regular communication and partnership with state prisons to plan for long-term
 - Strategy: Build regular communication and partnership with MBTA to plan for long-term
 - Strategy: Explore long-term infrastructure partnerships or opportunities with MWRA, and other municipalities
 - Strategy: Continue to identify and work to reduce municipal vulnerabilities
- Goal: Continue to modernize zoning and programs to promote Town goals and address modern challenges like impacts of climate change and fossil fuel reduction.
 - Strategy: Explore zoning updates to conserve undeveloped land and densify existing centers of activity
 - Strategy: Update requirements to integrate energy efficiency and sustainability upgrades
 - Strategy: Integrate green infrastructure best practices into stormwater and wastewater requirements and investments
 - Strategy: Prioritize Town investments to be developed to with exemplary energy efficiency, sustainability, resilience
 - Strategy: Explore Town programs to reduce food waste and increase composting
 - Strategy: Explore Town programs to increase water conservation
- Goal: Identify potential future uses of land for economic development, sustainability, and/or other planning ideas.
 - Strategy: Use online tools and interactive platforms to build understanding of zoning regulations in Town
 - Strategy: Collaborate with surrounding municipalities on developing a subregional plan for guiding growth
 - Strategy: Provide annual updates about Town trends to the community through Town meeting and outreach
 - Strategy: Proactively recruit specific uses that are desired by the community for specific properties
 - Strategy: Use Town-owned property to create opportunities for specific uses that are desired by the community



Transportation

Draft Goals and Strategies – Transportation (Summary)

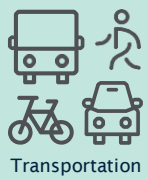
- Goal: Expand walking, biking, and rolling connections to Town Center, schools, recreation spaces, and other key destinations.
 - Strategy: Develop a Town-wide multi-modal access plan and prioritize missing links
 - Strategy: Increase safe and convenient connections to current and future multi-use trails and paths
 - Strategy: Incorporate Complete Streets elements into all roadway projects and explore additional MassDOT funding
 - Strategy: Enforce current bicycle parking requirements, install bicycle racks at public buildings and parks
 - Strategy: Ensure future development prioritizes walking, biking, rolling and ADA access and infrastructure
- Goal: Increase street safety for all users – especially for more vulnerable residents (seniors, children, and people with disabilities).
 - Strategy: Implement safety measures, technology, signage and enforcement to control speeding Town-wide
 - Strategy: Identify and implement quick build projects at high crash locations – including more visible crosswalks
 - Strategy: Work with MassDOT's Safe Routes to School program to implement improvements for getting to school
 - Strategy: Use the results of the forthcoming regional Vision Zero action plan to prioritize and fund improvements
- Goal: Prioritize funding for street and sidewalk maintenance.
 - Strategy: Develop a transportation network “master plan” that includes an asset management plan for sidewalks
 - Strategy: Develop a Town policy to construct sidewalks and pathways in areas with high frequency crashes
 - Strategy: Combine Complete Streets roadway redesign projects with repaving/maintenance efforts
 - Strategy: Use data sources such as MAPC's Local Access Score to prioritize locations for investment
 - Strategy: Develop a modified participatory budgeting process to allocate street/sidewalk funds



Transportation

Draft Goals and Strategies – Transportation (Summary)

- Goal: Decrease dependence on single-occupancy vehicles and increase transit connections, particularly for seniors and residents who cannot drive.
 - Strategy: Increase awareness of transit options amongst town residents
 - Strategy: Encourage the Norfolk Council on Aging to evaluate shuttle options with GATRA unmet transit needs
 - Strategy: Improve walking and biking connections to areas with higher utilization of GATRA transit service
 - Strategy: Explore strategies for Transportation Demand Management (TDM) at new and existing developments
 - Strategy: Work with MBTA staff to explore opportunities for expanded commuter rail service
 - Strategy: Work with MBTA staff to relocate the current commuter rail station as part of future “regional rail” models
 - Strategy: Continue to monitor traffic and congestion patterns and explore solutions when issues are identified
- Goal: Revise Town zoning and parking ordinances to encourage more activity and density of use in existing activity centers.
 - Strategy: Track parking use data and consider reducing or eliminating parking minimums for future development
 - Strategy: Evaluate parking utilization in large parking lots to optimize use of land and increase density
 - Strategy: Explore high volume event parking techniques to optimize events with high demand circulation and parking
 - Strategy: Assess post-pandemic parking demand and commuter rail usage in Town Center
 - Strategy: Conduct a parking study in Town Center to determine options for improved management.
 - Strategy: Work with MBTA staff to conduct passenger counts and surveys to understand current commuter rail usage



Draft Goals and Strategies – Transportation (Summary)

- Goal: Plan for future transportation technologies (EVs, Avs, e-bikes, “sharing” options, etc.).
 - Strategy: As part of Green Communities efforts, develop a municipal fleet transition plan to move to EVs
 - Strategy: For new development, incorporate electric charging and/or electric vehicle ready options
 - Strategy: Increase options for electric vehicle charging in public spaces
 - Strategy: Increase education and outreach for residents about the benefits and opportunities EVs
 - Strategy: Monitor autonomous vehicle adoption and respond to future local impacts if they emerge
 - Strategy: Monitor traffic impacts of GPS assisted navigation apps and respond to impacts



Economic Development

Draft Goals and Strategies – Economic Development (Summary)

- Goal: Prioritize smart, responsible, incremental development of Town Center and the Commuter Rail hub as a business district.
 - Strategy: Continue to explore wastewater solutions in Town Center to support a variety of business activities
 - Strategy: Explore how the Town could better support local dining options through infrastructure or regulations
 - Strategy: Explore the potential benefits of a Tax Increment Financing District or a Business Improvement District
- Goal: Support existing and attract new small, neighborhood-serving businesses to Town Center.
 - Strategy: Continue to review zoning and related regulations to identify barriers to business growth and success
 - Strategy: Continue to plan and host scheduled activities that support pop-up business locations
 - Strategy: Explore ways to raise awareness of Norfolk businesses to increase customer base
 - Strategy: Develop an incubation hub to bring more local businesses into public visibility
 - Strategy: Promote local businesses including through collective advertising for consumer-facing establishments
 - Strategy: Continue to improve business support through business-friendly office hours
 - Strategy: Establish a business development liaison role
 - Strategy: Support existing businesses to expand and grow through modifying uses or home occupation regulations



Economic Development

Draft Goals and Strategies – Economic Development (Summary)

- Goal: Encourage commercial growth to increase local services/amenities and reduce tax burden on individual property owners.
 - Strategy: Map vacant commercial sites for increased public awareness and understanding
 - Strategy: Promote vacant commercial sites to generate interest in redevelopment opportunities
 - Strategy: Actively market vacant lots in Shire Industrial Park to Construction Trades Businesses
 - Strategy: Continue to collaborate with property owners to redevelop former industrial properties
 - Strategy: Work with commercial landlords with vacant spaces to match with local small businesses
 - Strategy: Update allowable uses to allow flex spaces with short-term leases and shared amenities
 - Strategy: Support local farming and recreation economy
- Goal: Facilitate and incentivize new “right-sized” commercial development that supports diversity of small landlords and small developers.
 - Strategy: Explore incentives for property owners to invest in their properties to encourage new businesses
 - Strategy: Explore the temporary use of vacant land or commercial space with property owners
 - Strategy: Support local small landowners to connect with current and potential commercial tenants
 - Strategy: Explore locally-owned co-op store models to support locally produced food, goods, and services
 - Strategy: Explore development standards that will shape all development to support "small town" character



Economic Development

Draft Goals and Strategies – Economic Development (Summary)

- Goal: Consider adaptive reuse of underutilized Town-owned facilities and historic resources for use by local small businesses and community-based organizations.
 - Strategy: Create a reuse/disposition process for underutilized Town-owned facilities (Old Town Hall)
 - Strategy: Explore options for increasing utilization of Town-owned facilities for public/private programs
 - Strategy: Expand collaboration between local nonprofits and Town organizations for events and programs
 - Strategy: Identify and apply for funding opportunities to make necessary ADA or other modifications
- Goal: Foster equitable economic growth to strengthen economic diversity and sustainability.
 - Strategy: Identify and explore support services for large anchor businesses
 - Strategy: Coordinate local procurement agreements between large anchor and existing local businesses
 - Strategy: Identify and explore opportunities for local business and workforce development
 - Strategy: Explore establishing a Commercial Community Land Trust for incubating small businesses
 - Strategy: Develop programs and funding opportunities for entrepreneurs from disadvantaged backgrounds
 - Strategy: Develop a multi-lingual business guide for businesses interested in locating in Norfolk



Draft Goals and Strategies – Housing (Summary)

- Goal: Increase the share of Affordable Housing in Norfolk to better serve a range of household incomes.
 - Strategy: Review inclusionary zoning and ensure it can be applied to the new 3A zoning
 - Strategy: Leverage town-owned and tax title lands to develop Affordable Housing
 - Strategy: Continue the Affordable Housing Trust's (AHT) scattered site housing program for first-time
 - Strategy: Consider raising the AHT purchase limit to account for current market conditions
 - Strategy: Continue to leverage Community Preservation Act funding
 - Strategy: Continue to fund the Affordable Housing Director position
 - Strategy: Create a regular, predictable funding source for AHT and a five-year action plan
 - Strategy: Develop and maintain relationships with local and regional Affordable housing developers
 - Strategy: Participate in the SWAP TRIC Shared Housing Services Office.
- Goal: Expand the types of housing options that can be built in Norfolk in the context of existing infrastructure and housing need.
 - Strategy: Tie this to open space preservation – smart housing growth can allow for open space preservation
 - Strategy: Zoning amendments to remove barriers (e.g., allow duplexes and SF to duplex or triplex conversions)
 - Strategy: Streamline permitting and allow for more by-right housing developments
 - Strategy: Incentivize use of the Open Space Residential Development bylaw
 - Strategy: Explore use of a 40Y Starter Home District
 - Strategy: Consider tree protection bylaws to prevent clear-cutting of trees, particularly outside of centers
 - Strategy: Enable design guidelines and site plan review to enable more by-right approvals for diverse housing
 - Strategy: Align local wastewater regulations to be consistent with Title V



Draft Goals and Strategies – Housing (Summary)

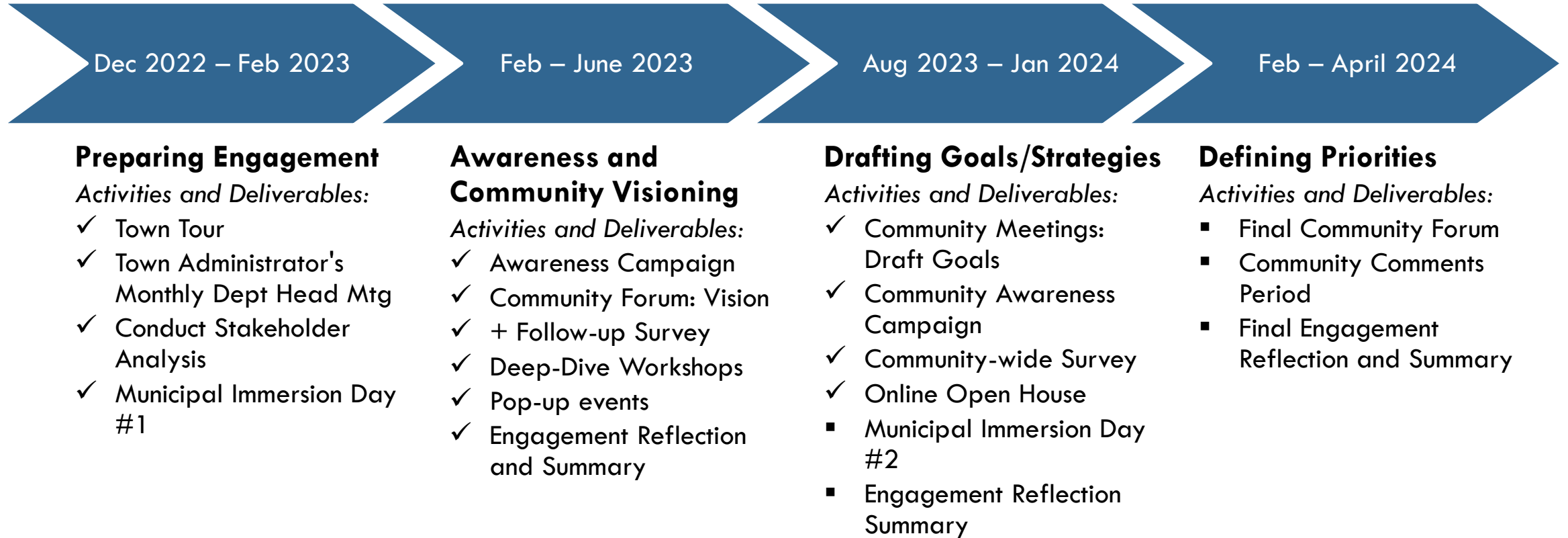
- Goal: Target new housing production to strategic locations, like Town Center, Route 115/1A, and the former Southwood Hospital site.
 - Strategy: Ensure redevelopment plans for Southwood Hospital include housing that meets the needs of Norfolk
 - Strategy: Continue pursuing infrastructure investments in Town Center to prepare for future development
 - Strategy: Work with owners of Stop & Shop parcel to develop this site as mixed-use
 - Strategy: Develop and maintain relationships with local and regional housing developers to pursue collaboration
 - Strategy: Explore zoning modifications to densify the housing near Town Center and Route 115/1A
- Goal: Improve housing stability (meaning residents feel confident they can stay put) and affordability for existing and future residents.
 - Strategy: Explore programs that offer services for seniors who wish to age in place, such as grant programs
 - Strategy: Work with the Housing Authority and Affordable Housing Trust Fund to increase support for local seniors
 - Strategy: Work with Council on Aging to offer training and resources to help seniors retain housing stability
 - Strategy: Expand the opportunity for accessory dwelling units to expand options for seniors to age in place
- Goal: Promote commercial and residential development to increase vibrancy in Town Center.
 - Strategy: Develop an education campaign about why Town Center can and should have some growth
 - Strategy: Engage peer learning with towns with success attracting private investment in commercial centers
 - Strategy: Define and distinguish Town Center from 115/1A for future growth and opportunities

Next Steps



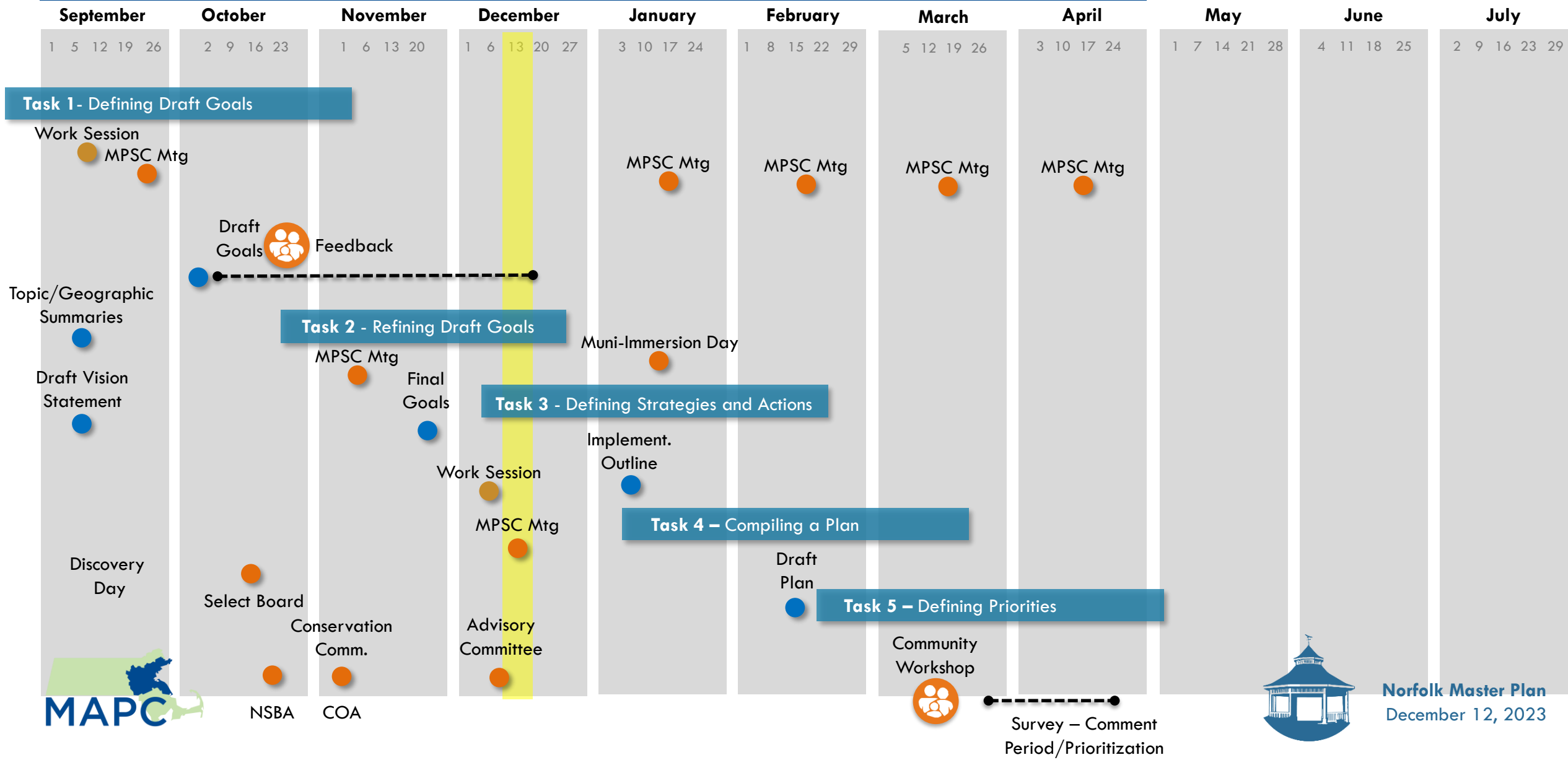
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Process and Community Engagement



Norfolk Master Plan Timeline

PHASE 2



Next steps

- Next Master Plan Steering Committee Meeting –
Tuesday January 9, 2024 7:00 pm
Discussion of Strategies (Part 2)
- Discussion of remaining topic strategies:
 - Historical and Cultural Resources
 - Open Space, Recreation and Sustainability
 - Community Health
 - Community Facilities and Services

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!



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