



NORFOLK

Master Plan 2035

Master Plan Steering Committee
Meeting #9
January 9, 2024



Agenda

Discussion of strategies (part 2)

Draft Plan Outline

Next steps

- Municipal immersion day
- Recap Phase II engagement findings
- Recommended revisions to Vision, Goals, and Strategies
- Prioritization for implementation



Discussion of strategies (part 2)

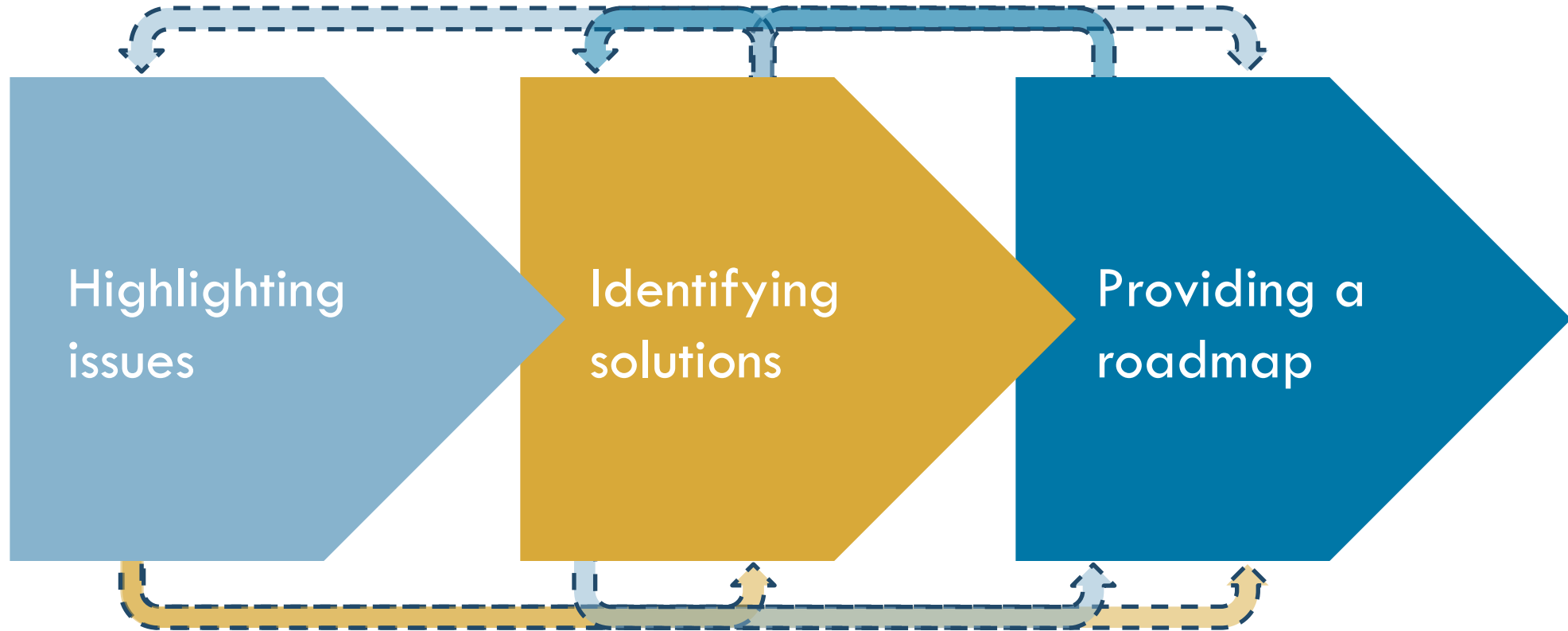


Norfolk Master Plan

Master Plan Content



Norfolk Master Plan Process and Content Development





Draft Goals and Strategies – Historic & Cultural Resources

Goal: Strengthen understanding and documentation of historic resources and narratives.

- Strategy: Develop and implement a comprehensive historic preservation plan for Norfolk.
- Strategy: Expand and update documentation of sites related to underrecognized communities, and then make active efforts to share this valuable information with the whole community.
- Strategy: Expand communication that highlights history and historical resources (example: Newsletter highlighting “this day in Norfolk history”)
- Strategy: Expand access to history and historical resources (example: QR code tours)

Goal: Prioritize funding and increased resources for historical preservation and other related activities (such as heritage tourism, etc.)

- Strategy: Actively identify and prioritize historical preservation projects in Norfolk for funding through the Community Preservation Act.
- Strategy: Increase the funding for the Historical Commission.

Goal: Promote more alignment between preservation efforts and town-led projects.

- Strategy: Incorporate members of the Norfolk Historical Commission into Town-wide projects to ensure comprehensive representation and insights from a historical perspective which can lead to better integration between preservation and development and economic growth initiatives.



Historical & Cultural Resources

Draft Goals and Strategies – Historic & Cultural Resources

Goal: Preserve and protect Norfolk’s rich historical heritage.

- Strategy: Evaluate the effectiveness of the Demolition Delay bylaw in serving its preservation purpose versus potentially causing delays in demolition and increased development costs. Explore avenues to enhance and reinforce its functionality if needed.
- Strategy: Assess known historic sites for vulnerability against climate change, natural disasters, and other risks.
- Strategy: Form Local Historic District(s) to enhance community development and safeguard historical sites, ensuring growth is both considerate and complementary to the community's character.
- Strategy: Acknowledge the historical significance of agricultural lands in the town and support residents who wish to implement conservation restrictions on their property. Encourage those interested in donating or selling their land to engage with Indigenous-led groups like the Native Land Conservancy or the Eastern Woodlands Rematriation Collective.

Goal: Use historical landscapes as mitigation for flooding and other climate resiliency efforts.

- Strategy: Incorporate both precontact and historical landscapes through the use of native plants as climate-resilient measures to effectively counteract the impacts of climate change, including flooding.
- Strategy: Collaborate with indigenous-led groups like the Native Land Conservancy or the Eastern Woodlands Rematriation Collective to put in place Cultural Respect Easements (define in sidebar in plan) on conservation areas within Norfolk.



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Draft Goals and Strategies – Historic & Cultural Resources

Goal: Sustain and expand community and cultural events (e.g., Norfolk Community Day, events on Town Hill, etc.).

- Strategy: Inventory existing community events and organizers to improve communication and coordination of cultural events including the Norfolk Cultural Council, the Norfolk Public Library, Norfolk Senior Center, Recreation Department and other community-based organizations.
- Strategy: Facilitate coordination among historic preservation and cultural organizations to identify shared priorities.
- Strategy: Revisit signage bylaws and Town approval process to remove barriers to public art installations.

Goal: Expand Town resources to support arts and culture businesses.

- Strategy: Utilize grants from the Norfolk Cultural Council to highlight local businesses and entrepreneurs with temporary art activations and performances locally.
- Strategy: Invite members of the creative economy to serve on the Norfolk Cultural Council to help direct resources for events that highlight local artists, entrepreneurs and creative businesses.
- Strategy: Host networking events for artists and cultural businesses throughout the region.



Historical & Cultural Resources

Draft Goals and Strategies – Historic & Cultural Resources

Goal: Coordinate more opportunities to highlight regional arts and cultural resources.

- Strategy: Build and strengthen networks across regional arts and cultural resources in partnership with cultural event organizers and public facilities to access regional resources
- Strategy: Explore opportunities to establish public/private partnership to expand arts education in the public schools with in-school curricula, staffing, and enrichment activities, such as field trips tours through the library, senior center and schools to events in Franklin and Medfield.
- Strategy: Explore regional coordination and collaboration of arts and culture events with neighboring communities and their local cultural councils.

Goal: Integrate arts and culture opportunities into public space development and planning.

- Strategy: Coordinate activations of public facilities (I.e. Town Hill, Norfolk Library, Kennedy School) for arts and cultural activities that support connection and quality of life and highlight historic narratives.
- Strategy: Identify public parks and recreational facilities where public art can be included within the design and construction.
- Strategy: Ensure public facilities and resources remain accessible for Norfolk community members, particularly for youth and seniors.



Open Space & Environment

Draft Goals and Strategies – Open Space, Environment, and Sustainability

- Goal: Improve and expand park and open space access for all.
 - Strategy: Strive for universal access and seek opportunities to go beyond minimum ADA requirements and the Massachusetts Accessibility Code (521 CMR) to create equal access for all community members.
 - Strategy: Acquire more land or create other opportunities to increase the number of residents within a ten-minute walk or bike ride of a park or open space.
 - Strategy: Evaluate the need for different park and recreational facilities based on geographic distribution, age distribution, and current and future population (using guidance from the National Recreation and Park Association) on a regular basis.
 - Strategy: Improve pedestrian experience by increasing and improving sidewalks and improving pedestrian crossings and streetscapes.
 - Strategy: Invest in mobility infrastructure, trails, and wayfinding that improves safety and provides better walking and biking connectivity between parks, recreational assets, and open space.
 - Strategy: Upgrade and expand local and regional trail corridors, to provide interconnectivity between parks and open space and increase access along the Charles River and other water bodies.
- Goal: Provide high quality parks, open spaces, recreation facilities, amenities, and programs that serve all residents.
 - Strategy: Invest in multi-purpose parks and public spaces that are capable of supporting flexible uses.
 - Strategy: Continue to support robust youth, adult, and senior programming across multiple categories – active recreation, nature-based, and arts and culture.
 - Strategy: Continually assess community needs and proactively plan for recreation programming that aligns to these needs and trends.



Open Space & Environment

Draft Goals and Strategies – Open Space, Environment, and Sustainability

- Goal: Protect and enhance Norfolk’s natural resources and environmental systems.
 - Strategy: Enhance partnerships with neighboring municipalities, the Charles River Watershed Association and other nonprofits and external agencies to protect and improve Norfolk’s surface and groundwater resources.
 - Strategy: Protect Norfolk’s unique ecosystems and increase the diversity of habitats for critical species by partnering with allied agencies and private land owners.
 - Strategy: Work with local and regional partners to expand outdoor recreation and nature-based programs, particularly for youth, in parks and recreation areas throughout the town.
 - Strategy: Integrate public art into the design of parks and public spaces as a way to help community members interpret Norfolk’s natural resources and features and foster an appreciation for the natural environment.
- Goal: Leverage existing and new open space and conservation areas to advance resiliency goals.
 - Strategy: Use parks as productive landscapes that perform green stormwater infrastructure and flood mitigation roles to enhance resiliency, recreational use, and beauty.
 - Strategy: Require the consistent use of native plant species and plants for healthy pollinator communities in parks and open spaces and at public facilities.
 - Strategy: Identify flood-prone areas where additions to open space or conservation lands would help in advancing flood resilience.



Open Space & Environment

Draft Goals and Strategies – Open Space, Environment, and Sustainability

- Goal: Highlight and protect Norfolk’s unique historic, social, and cultural resources.
 - Strategy: Fund and expand Norfolk’s historic preservation efforts to protect, restore, and promote the cultural and historic resources of the town’s parks system.
 - Strategy: Develop a thorough inventory of all historic park structures and prioritize them for preservation and restoration.
 - Strategy: Collaborate with organizations and agencies to activate parks and support art, cultural, and social community events.
 - Strategy: Include infrastructure improvements and physical enhancements that support arts and cultural events and programming in parks in the town’s Capital Improvement Plan (CIP).
 - Strategy: Continue investing in the restoration of historic sites in close proximity to parks and open spaces through funding from the town’s Community Preservation Act (CPA) Fund.
 - Strategy: Provide training and educational resources to town staff on historic preservation best practices.
- Goal: Ensure adequate resources, staff, and funding are available for maintaining Norfolk’s parks, open spaces, and recreation facilities.
 - Strategy: Prioritize the evaluation and pursuit of alternative revenue options such as corporate support and development of parks partners, to expand programming, enhance services, and support capital improvements.
 - Strategy: Collect and review data on replacing or renovating amenities and facilities and ensure that ongoing costs are appropriately budgeted.
 - Strategy: Consolidate and improve efficiency of maintenance operations, administrative, and program management functions.
 - Strategy: Improve the value and awareness of parks and recreation system offerings to the community.



Draft Goals and Strategies – Community Facilities & Services

Goal: Continue to refine and professionalize the Town’s capital improvement and budget process.

- Strategy: Establish clear goals and objectives for each town department and reference them in budgetary discussions.
- Strategy: Build and enhance systems that collect operational metrics on each department and link information directly to the Town Budget to better inform budgetary decisions.
- Strategy: Invest in educating the community on municipal services, decisions, and finance by creating accessible educational programs, like a Citizen’s (Civics) Academy, and creating a community outreach position and/or function to oversee resident engagement.

Goal: Identify opportunities to generate clean energy and prioritize investments that reduce the Town’s carbon footprint.

- Strategy: Conduct a municipal energy audit of all facilities that includes the primary source of energy, demand, variance, evaluates the overall costs of fuel and system maintenance versus the costs of cleaner alternatives.
- Strategy: Identify, evaluate, and prioritize clean energy generation opportunities on public assets to begin electrifying municipal services.
- Strategy: Continue the effort to expand infrastructure that assists Norfolk municipal departments adopt clean energy methods by approving relevant capital requests.
- Strategy: Upgrade Norfolk DPW, Police, and School facility electric services to enable high powered electric equipment charging and phase out gas powered equipment.
- Strategy: Phase-in an electric municipal fleet



Draft Goals and Strategies – Community Facilities & Services

Goal: Emphasize resilience and sustainability of Town services and infrastructure by investing in areas that protect business continuity.

- Strategy: Continue to implement actions identified in the Massachusetts Vulnerability Plan (MVP) Program to reduce vulnerabilities and pursue state funding for building community climate resilience. For example, preventative tree maintenance, evaluation of dam conditions, and emergency shelter provisions.
- Strategy: Strengthen digital infrastructure to protect against increasingly common cyber attacks and data breaches
- Strategy: Target municipal investments towards Town Center and Route 115/1A to attract private investment and commercial growth.

Goal: Make Town facilities and the policy and processes that drive decisions more accessible.

- Strategy: Conduct an external facilities assessment to inform the capital improvement planning process.
- Strategy: Formalize a transparent decision-making framework to evaluate and prioritize capital improvement spending.
- Strategy: Improve accessibility of Community Facilities and public areas by continuing to implement steps in prior self-evaluations.
- Strategy: Occasionally undertake a comprehensive review of the Town Charter and/or organization of Legislative Special Acts.



Draft Goals and Strategies – Community Facilities & Services

Goal: Prepare for challenges in the municipal labor market and rising costs of services.

- Strategy: Conduct a formal succession planning study to evaluate Norfolk’s current practices and continually improve town policies to improve organizational sustainability.
- Strategy: Develop relationships with higher education staff and offer professional paid internship programs to local students.
- Strategy: Foster collaboration and partnerships with neighboring municipalities at each department level to promote knowledge and service sharing.
- Strategy: Document processes and procedures, strengthen onboarding

Goal: Encourage more frequent collaboration across Norfolk Boards and Committees for increased efficiency and effectiveness.

- Strategy: Each board and committee should establish clear goals and reevaluate annually.
- Strategy: Board and committees should encourage joint meetings where multiple approvals or perspectives are required. For example, encourage shared pre-development review meetings.
- Strategy: Make space within limited meeting times and busy agendas for implementing town priorities.
- Strategy: Become more proactive in recruiting new voices in Town Government and maintaining commitment and continuity for town volunteer positions.



Draft Goals and Strategies – Community Facilities & Services

Goal: Strengthen and expand the Town’s enterprise fund offerings to better provide services.

- Strategy: Continue to expand water service in Town to eventually include every residence in Norfolk
- Strategy: Continue to explore wastewater solutions for Town Center and the funding mechanisms that may be needed to support investments.
- Strategy: Continue to invest in water quality and water treatment to anticipate future regulations (for example, PFAS regulations required significant investments for impacted municipalities).
- Strategy: Invest in the stormwater system to keep pace with increased rainfall intensity and duration. For example, complete a condition assessment of all culverts, enact an Operation and Maintenance program, and evaluate the possibility of creating a stormwater utility.



Community Health

Draft Goals and Strategies – Community Health

Goal: Expand the Board of Health’s capacity to holistically support community health needs through partnerships and regional collaboration.

- Strategy: Continue regional collaboration with the Metacomet Public Health Alliance to deliver public health services through shared municipal initiatives.
- Strategy: Increase the collection and use of local health data, from community and publicly available sources.
- Strategy: Develop and implement a communications strategy to inform residents, businesses, and municipal staff about existing health services.

Goal: Improve infrastructure to increase safety, accessibility, walkability, and connectedness.

- Strategy: Ensure regional Vision Zero plan and other transportation plans prioritize improvements that support health by eliminating traffic fatalities and injuries and promoting accessible design.
- Strategy: Invest in bicycle and pedestrian infrastructure that connect residents to destinations that support health such as grocery stores, commercial districts, recreation destinations, transit, and schools.



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Community Health

Draft Goals and Strategies – Community Health

Goal: Sustain and expand access to local food in town.

- Strategy: Increase food access by improving transportation to grocery stores.
- Strategy: Continue to support and expand local food production and distribution through community gardens and farmers' markets.
- Strategy: Facilitate local food procurement at restaurants, schools, and municipal facilities.

Goal: Identify and remediate sources of pollution that may impact water quality in town.

- Strategy: Identify locations where stormwater systems are not adequate for increases in rainfall intensity and duration. Increase stormwater capacity and enhance practices of nearby landowners to decrease contaminants in stormwater runoff.
- Strategy: Continue to work with owners of contaminated sites to support possible remediation and redevelopment options.



Community Health

Draft Goals and Strategies – Community Health

Goal: Support improvements that address the overall health and well-being of residents, with a special focus on the unique needs of youth and seniors.

- Strategy: Support programs that provide social and emotional support to younger and older residents.
- Strategy: Strengthen relationships between organizations that work with youth and seniors to improve access to activities and programs, share knowledge of resources and services available, and consider intergenerational opportunities.
- Strategy: Establish a Youth Council to elevate youth issues and empower youth to be involved in decisions that affect their community.

Goal: Increase opportunities for social engagement and community connectedness.

- Strategy: Activate Town Center as a gathering space for events, programming, and a community anchor for community members of all ages.
- Strategy: Leverage public facilities to support connection between residents by enhancing recreation services, such as adult classes and group exercises, and strengthening arts and cultural programming for all ages.
- Strategy: Collaborate with local and regional organizations to support social and cultural gatherings, celebrations and lifelong learning.



Norfolk Master Plan
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Draft Plan Outline



Draft Plan Outline

Introduction

What is a master plan and why is Norfolk doing one now
Norfolk Today
Planning Process
Timeline

Vision

Vision Statement
Guiding Principles
Spatialized Vision

Goals & Strategies

Graphically visual quick facts
Key takeaways from existing conditions review
Key maps, graphics

Action Plan

Top three focus areas for targeted town actions that will have the most impact

Next Steps



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

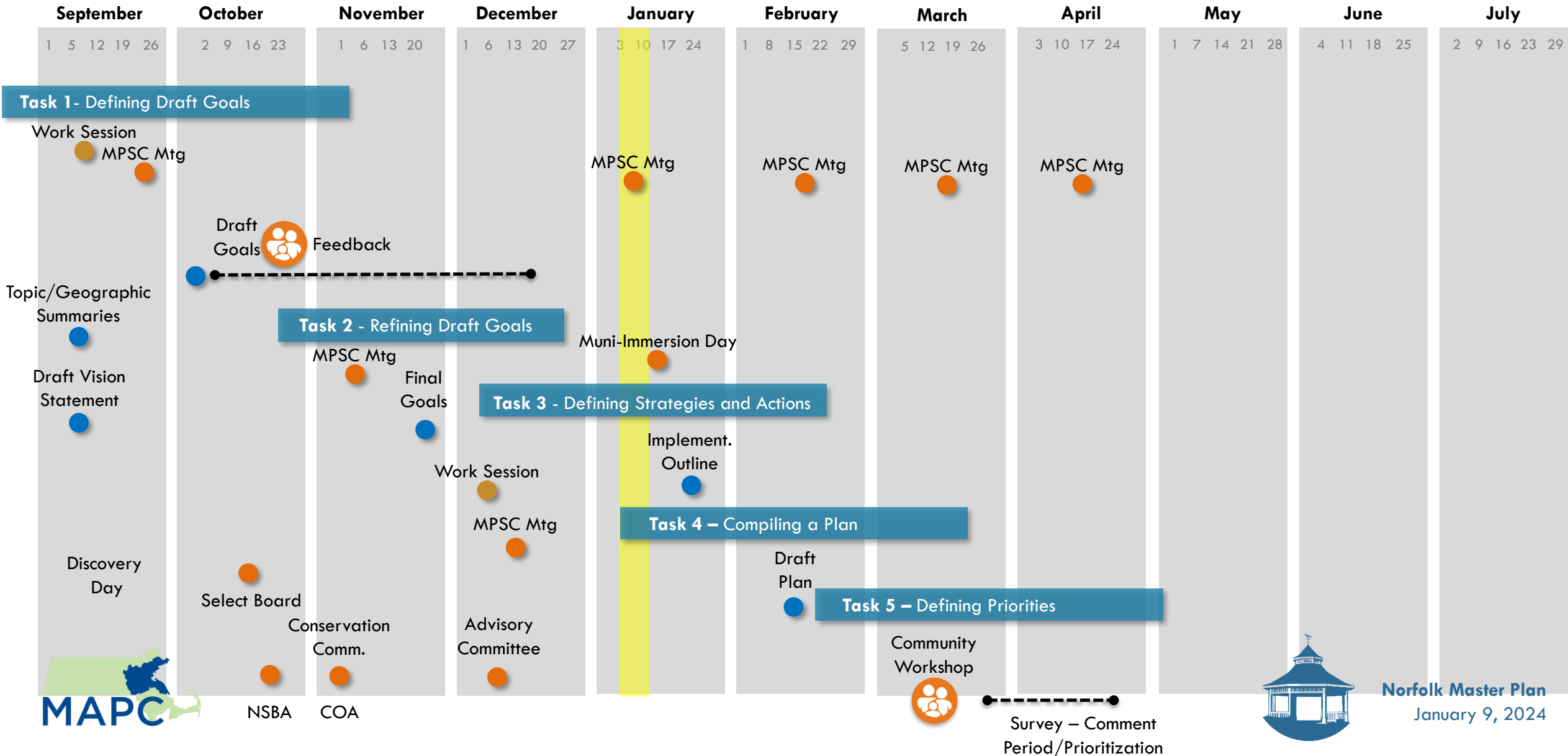
Activities and Deliverables:

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



Norfolk Master Plan Timeline

PHASE 2



Next steps

- Jan. 17 Municipal Immersion Day #2
- Next Master Plan Steering Committee Meeting –
February 13, 2024, 7:00 pm
 - Phase II Engagement Recap
 - Recommended Revisions to Vision, Goals, and Strategies
 - Prioritization for Implementation




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.

Sign up for updates!



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