TOWN OF MEDFIELD
ECONOMIC DEVELOPMENT

EXECUTIVE SUMMARY

Inventory

- Resident labor force is greater than local employment opportunities
- The majority of the town's wage rates are lower than or equal to statewide rates
- If economic growth is desired in Medfield, the Town must develop a strategy to attract businesses
- Medfield's median income in 2000 of $97,748 was near double the statewide median household income of $50,502
- Families are working longer hours to reach the middle and upper classes
- Medfield has relatively few retail trade, service and manufacturing establishments and employment opportunities
- MAPC projects an employment growth rate of approximately 9.4% by 2025, reaching a total of 4,032 jobs
- There is very little land zoned for commercial development, which limits the amount of commercial growth the town can experience
- Tax Base is heavily dominated by residential uses
- The 2002 average family tax bill in Medfield was $5,654, the 17th highest in the state

Needs/Issues

Topic 1: Existing Commercial Areas—Visions and Issues
Topic 2: Regional Growth/Opportunities for Medfield
Topic 3: Economic Development Strategies for Medfield
Topic 4: Economic Development and Resource Protection Conflicts
Topic 5: Economic Development Opportunities at Medfield State Hospital

Vision

Encourage and promote business development that is of high quality, services local needs, and is consistent with the Town's character and compatible with surrounding land uses.

Goals/Objectives

- Medfield's local economy will be maintained and enhanced with an emphasis on serving the shopping, service, and employment needs of local residents (Med MP 1997)
- The Town will continue to maintain its fiscal health, including a strong bond rating, and will incorporate fiscal analysis into all areas of its decision-making process (Med MP 1997)
- The Town should identify the mix of uses at the Medfield State Hospital Property which will promote the town's needs for jobs and economic growth

Recommendations

ECONOMIC PROFILE: HIGHLIGHTS

Centrally located but constrained regional access

- 19 miles southwest of Boston, 29 miles north of Providence
- Northwest/southeast access on Route 27
- Northeast/southwest access on Route 109
- Limited Proximity to Interstate 195 and 93
- Commuter rail service in neighboring towns of Walpole, Natick, Norfolk, Framingham and Wellesley (6 miles from the Medfield State Hospital)

Resident labor force is greater than local employment opportunities

A balanced community has a relatively equal proportion of jobs to working residents. Westwood and Wellesley, for example, have ratios of 1.50 and 1.40 jobs/resident of the labor force. Suburban, commuter towns, on the other hand, have a limited number of local jobs available in proportion to the number of working residents. As a consequence, there are more working residents in the town than the number of jobs available; residents must travel long distances to seek employment.

The town of Medfield's ratio of jobs to labor force is less than one. For every resident in Medfield, there exists only 0.54 jobs; this ratio has decreased since 1990 by 0.06. This means that the town is providing a diminishing number of employment opportunities.

The majority of Medfield's workforce seeks employment opportunities outside of the town. Residents are partially drawn by the higher wages available elsewhere, as well as pushed out by the absence of major employment opportunities in a primarily residential community.

Table 1 Jobs to Labor Force Ratio

	1990	2000
Medfield jobs	3,509	3,483
Medfield resident labor force	5,881	6,488
Jobs/Labor Force Ratio	0.60	0.54

Source: Mass DET

- In the last decade Medfield has experienced a slight decline in the number of jobs available: there were 26 more jobs in 1990 than in 2000, a 0.7% decrease. This decrease contrasts with the 10.5% increase of new jobs during the same decade throughout the Metropolitan Area Planning Council (MAPC) region, of which Medfield is a part.
- Employment in Medfield is heavily geared toward trade, manufacturing, government and service sectors, which account for over 75% of all jobs in the town. Over 32% of these jobs are in the trade sector, which has the lowest average annual wage in town.
- Between 1985 and 2001, there has been an increase in the number of establishments in town by 122, raising the total from 229 to 351, while the number of people employed in town increased by only 29 employees. More establishments are employing the same amount of people today than 15 years ago.

Job Opportunities in Medfield: Do Medfield residents have access to the jobs and wage rates they want?

Figure 1 Employment in Medfield, 2000

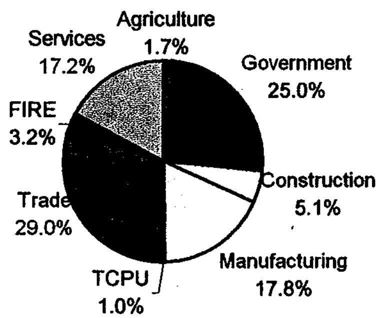


Table 2 Employment and Average Wage by Industry in Medfield, 2000

Industry	# of employees 2000	Avg. Annual Wage 2000	Avg. Wage Statewide, 2000
Agriculture, Forestry and Fishing	59	$34,108	$27,590
Government	870	$36,220	$39,284
Construction	176	$41,183	$46,921
Manufacturing	619	$57,435	$57,255
TCPU	34	$35,259	$46,921
Wholesale Trade	*184*	*$66,801*	*na*
Retail Trade	*823*	*$25,603*	*na*
Trade Total	1,007	$33,131	$30,757
FIRE	112	$33,474	$78,154
Services	598	$41,833	$43,304
Total/Average Annual Wage	**3,475**	**$40,187**	**$44,329**

TCPU: Transportation, Communication and Public Utilities
FIRE: Finance, Insurance and Real Estate
Source: Mass Division of Employment and Training (DET)

- Over the past decade there has been a steady loss in manufacturing jobs, with an increase in trade, service and FIRE positions.
- The town's wage rates are lower than or equal to statewide rates in all categories except Agriculture, Forestry and Fishing. Although someone working in the Agricultural sector in Medfield could earn over 20% more than the Massachusetts state average, the percentage of Medfield residents in this sector (1.7%) is relatively low, and thus this high annual wage does not increase the average wages in Town significantly.
- In all other areas except trade and manufacturing, the jobs available in Medfield provide lower wages than the state averages. The most extreme example is that someone working in a Finance, Insurance or Real Estate (FIRE) position in town would find they could earn almost $45,000 more in another community. Construction jobs and Transportation, Communication and Public Utilities (TCPU) positions have significantly lower wages than in the state.

Table 3 Largest Employers in Medfield

Employer	# of Employees
Shaw's Supermarket?	

Source:

Journey to Work

Who works in Medfield?

- The largest percentage of employees (30%) in Medfield in 1990 were residents of the town. Given the relatively low wage rates and high housing costs, this percentage would have likely decreased between 1990 and 2000, for which data is currently not available.
- Residents of Millis and Medway are the two adjacent towns which have traditionally contributed the largest percentage of the local labor force, 7% and 4% of total workers, respectively (1990 data). Other communities whose residents contribute to Medfield's workforce include Bellingham, Franklin, Walpole and Boston.

Where do Medfield residents travel to find work?

- Medfield is part of a sub-economic area of Greater Boston. About 22% of residents work in Medfield, while 17% find work in Boston. The remaining 61% of Medfield's resident labor force find work in neighboring communities (1990 US Census).
- Journey to Work data for 2000 is reported at a less detailed level. It is reported that 18.9% of Medfield workers (aged 16 and above) find employment in town – a decrease of about 3% since 1990.

How far do Medfield residents travel to work and by what means?

- Trends of the past decade show that workers in Medfield are traveling further to get to their place of work. The mean travel time has increased by 6.7 minutes (Table 3-4). In the past decade both the number of those who have less than a five minute commute or more than a 45 minute commute have increased. Over the past decade, there has been a near 60% increase in the number of residents traveling more than 45 minutes to get to work.

People are looking beyond Medfield to find available jobs of the quality they want.

- The percentage of people who arrive at work by means of public transportation (including taxicab),or who work at home has increased over the past decade, while the percentages of bicyclists and walkers, carpoolers, people who drove alone and motorcyclists have decreased (Census Transportation Planning Package 2000).

Table 4 Travel Time to Work

	1990 Census		2000 Census		Change 1990 to 2000	
	Number	Percent	Number	Percent	Number	Percent
Workers who did not work at home	5,368	100.0	5,351	100.0	-17	-0.03
Less than 5 minutes	176	3.3	194	3.6	18	10.2
5 to 9 minutes	572	10.7	377	7.0	-195	-34.1
10 to 14 minutes	514	9.6	413	7.7	-101	-19.6
15 to 19 minutes	535	10.0	394	7.4	-141	-26.4
20 to 29 minutes	1,021	19.0	791	14.8	-230	-22.5
30 to 45 minutes	1,414	26.3	1,370	25.6	-44	-3.1
More than 45 minutes	1,136	21.2	1,812	33.9	676	59.5
Mean travel time to work (minutes)	27.9		34.6		6.7	

Source: Census Transportation Planning Package 2000

If economic growth is desired in Medfield, the Town must develop a strategy to attract businesses.

- There are three zoning districts that allow commercial uses: Business, Business-Industrial and Industrial-Extensive. These districts comprise only 1%, 2%, and 3% of the total town area, respectively.
- There are limited opportunities for commercial and industrial uses to locate in Medfield. Currently only approximately 30% of the land zoned Industrial Extensive is being used by industrial and commercial uses, and 35% of the land zoned Business Industrial is used for commercial purposes. Possibly, the largest opportunity for economic development is the Medfield State Hospital property.
- In order to attract the kinds of businesses that provide desirable job opportunities for Medfield residents, the town needs to actively develop a plan to pursue increased economic activity.

Buildout Analysis: Impacts on the commercial and industrial districts

- A buildout analysis conducted by the Executive Office of Environmental Affairs (EOEA) in 2001 concluded the Business (B) and Business Industrial (BI) areas were at development capacity. It was assumed that there would be no more development on the state-owned properties associated with the Hospital Historic District (Medfield State Hospital).
- The buildout analysis determined there to be 189,272 square feet of developable space in the Industrial Extensive (IE) District, resulting in 54,889 square feet of commercial/industrial floor area.
- The future development in the IE District was assumed to be 50% wholesale (in two story buildings) and 50% warehouse (one story buildings). Developing the land available for commercial and industrial uses in the IE District to full buildout will result in the increase of 110 jobs (1 job/500 sf of developable floor area).

Indicators of Medfield's economic strengths

Unemployment

- The 2001 unemployment rate for Medfield is 2.2%, compared to 3.7% for the state of Massachusetts. These percentages are up from the 2000 rates of 1.5% and 2.6%, respectively.

Medfield's Household Incomes

- A comparison of the overall average annual wage in the town to the median household income indicated in 2000 that the median household income in the town was $97,748 while the average annual wage in Medfield was $40,672. This shows that while the there are many households that have may have more than one wage earner, or a large percentage of residents commute to other communities (which have higher wages).
- Medfield's median income in 2000 of $97,748 was near double the statewide median household income of $50,502.
- Medfield, along with Dover and Sherborn, was among the top ten communities in Massachusetts for having the highest median income in 1997 (MAPC).

Educational Achievement

- The amount of schooling one has directly affects the earning potential of that individual.

- In Massachusetts, in 1979, a family headed by a college graduate earned 2.2 times more than families headed by a high school dropout; the ration stands at 3.1 in 1999.
- During the past 20 years the average incomes of high school dropouts have decreased 21%, for high school graduates the median incomes decreased by 1% and for college graduates the incomes increased by 11%.
- The Medfield Senior Public High School reports a 0% dropout rate, a 97% participation rate in the SAT standardized tests and a 13/1 student to teacher ratio. Post graduation plans for students of the high school include college (94%), 2-year public institution (2%), 4-year public institution (32%), 4-year private institution (60%), military (1%), and work (5%) (Source: Boston Magazine, Sept. 2002).

Changing family structure and importance of dual family incomes and related social services

- Medfield has 3,316 families; 88.4% are married couples, 2.4% are male headed households, and 9.3% are female headed households (2000 Census).
- Of the 2,930 married couples, both husband and wife work in 64.4% of the households, husband or wife (1 worker) works in 26.5% of the households, neither work 6.0% of the time, and 3.1% of the households have other situations (more than two workers or the husband/wife working plus an additional worker).
- 27 families in Medfield fall below the poverty line; 11 are married couples and 16 are female-headed households.
- The average income for a male in Medfield is $66,467, for a female this figure drops to $24,823. For full time workers, the difference spans more than $35,000/year, with men reporting a median income of $82,634 and women earning an average wage of $47,500.
- Medfield's family structure reflects state-wide trends. State-wide the typical married couple earned $45,000 more than then typical female headed family; in Medfield this figure is over $70,000 (Table 3-6). (MassINC, "The State of the American Dream in Massachusetts, 2002".)
- Families are working longer hours to reach the middle and upper classes; increased time away from families, especially children, necessitate that proper social services be in place to accommodate for the lack of parental supervision (MassINC).

Table 5 Median Household Incomes by Family Type and Presence of Children in Medfield

	Married-couple family	Other family types		All types
		Male-headed family (no wife)	Female-headed family (no husband)	
With children under 18	$123,696	$70,417	$51,750	
Without children under 18	$105,983	$101,185	$58,295	
Average	$116,592	$86,651	$52,750	
Total average	$116,592	$55,769		$108,926

Regional Market

- Medfield has relatively few retail trade, service and manufacturing establishments and employment opportunities. The Town consistently ranks near the bottom among communities in the Three Rivers Subregion with respect to commercial development. (See Table 6)

Growth Projections

- MAPC projects an employment growth rate of approximately 9.4% by 2025, reaching a total of 4,032 jobs. (Projections from 1999, and are based on 1998 employment of 3,687 for Medfield.)
- There is very little land zoned for commercial development, which limits the amount of commercial growth the town can experience. There is currently one potential commercial development project proposed in the Industrial Extensive District. The possible development, a health center/private club facility, would be constructed on land leased from the town. If created, this project would increase the amount of employment in town.

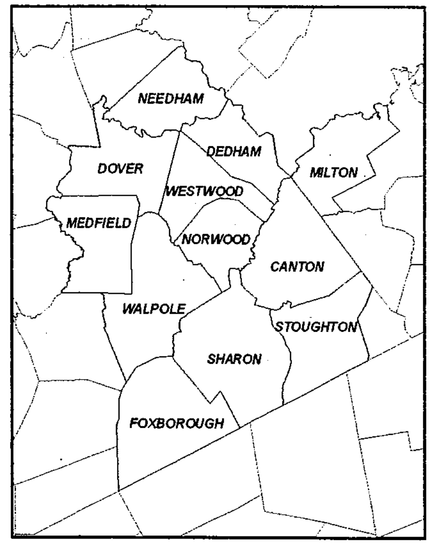


Figure 3-2 Three Rivers Subregion

Table 6 Retail, Trade and Manufacturing Establishments and Sales in the Three River Region*

	Retail Trade				Professional, Scientific and Technical Service Trade				Educational Services Trade				Accommodation and Food Service Trade				Manufacturing
Town	Establishments	Sales ($000)	Payroll (OOO)	Employees	Establishments	Receipts ($000)	Payroll (OOO)	Employees	Establishments	Receipts (000)	Payroll (OOO)	Employees	Establishments	Sales (000)	Payroll (OOO)	Employees	Establishments
Norwood	173	931,035	76,965	2,875	122	162,956	78,327	1,473	**8**	**2,272**	**698**	**47**	**78**	**43,988**	**13,654**	**1,215**	**74**
Dedham	152	429,781	40,330	2,355	104	52,351	26,208	453	3	330	149	8	56	62,165	17,428	1,442	n/a
Needham	131	288,132	39,410	1,599	204	198,521	73,593	1,388	9	3,289	1,289	35	48	n/a	n/a	f	41
Stoughton	120	361,522	32,309	1,693	74	45,558	18,503	406	10	2,272	743	39	64	47,726	13,380	1,298	64
Canton	101	312,411	28,597	1,335	97	213,977	73,099	1,921	4	n/a	n/a	b	52	33,287	10,158	788	69
Walpole	78	111,349	11,136	777	61	27,414	11,133	244	5	1,179	405	121	39	19,244	5,776	698	38
Sharon	65	241,846	23,368	1,031	82	36,511	15,386	312	5	1,035	228	14	30	18,005	4,586	392	17
Foxborough	62	193,491	17,645	806	65	50,724	21,649	444	1	n/a	n/a	a	35	28,767	7,775	698	19
Milton	39	33,493	5,289	300	49	17,676	7,599	219	n/a	n/a	n/a	n/a	20	n/a	n/a	e	n/a
Medfield	***37***	***96,819***	***11,987***	***661***	***42***	***13,471***	***6,204***	***140***	*2*	*n/a*	*n/a*	*a*	*13*	*5,662*	*1,644*	*174*	*19*
Westwood	28	150,606	17,126	839	58	38,242	17,442	383	3	496	406	5	23	n/a	n/a	c	16
Avg of TRIC communities*	**90**	**286,408**	**27,651**	**1,297**	**87**	**77,946**	**31,740**	**671**	**5**	**1,563**	**560**	**35**	**42**	**32,356**	**9,300**	**728**	**40**

*Data for Millis, Sherborn, and Dover unavailable; U.S. Census does not collect/release economic date for communities with fewer than 10,000 people. Source: 1997 U.S. Economic Census of Retail Trade

a = 0-19 employees
b = 20-99 employees
c = 100-249 employees
e = 250-499 employees
f = 500-999 employees
n/a: not available

Tax Base is heavily dominated by residential uses

Open space, commercial, industrial, and personal property uses represent only 6.3% of the total assessed valuation.

Table 7 Medfield Tax Base (FY 02)

Tax Classification	Assessed Valuation	% of Total Valuation
Residential	$1,382,324,600	93.8%
Open Space	$4,119,100	0.3%
Commercial	$40,972,800	2.8%
Industrial	$32,180,950	2.2%
Personal Property	$14,405,194	1.0%
Total Taxable Property	$1,474,002,644	100.1%
Exempt	$121,738,500	

Note: Chapter 61 lands, included under the commercial classification, are primarily used for agricultural purposes, and are taxed at less than full value; these properties comprise $2,580,000 or about **1.8%** of the total valuation.

Source: Massachusetts Division of Local Services

Total tax revenue from commercial/industrial/personal property (CIP) uses comprises 6% of the tax levy which is raised by local property taxes. Medfield has no CIP shift, meaning that it taxes homeowners the same as all other property owners.

Table 8 Medfield Tax Revenue (FY 02)

Tax Classification	Tax Rate	Tax Levy	% of Total Tax Levy
Residential	14.91	$20,610,460	93.8%
Open Space	14.91	$61,416	0.3%
Commercial	14.91	$610,904	2.8%
Industrial	14.91	$479,818	2.2%
Personal Property	14.91	$214,781	1.0%
Total		$21,977,379	100.1%

Source: Massachusetts Division of Local Services

Regional Position – Average Commercial Tax Rate

- In 2002, Medfield ranked second out of the four towns in the region in the percentage of commercial/industrial/property (CIP) valuation. In spite of this ranking, Medfield is not generating sufficient revenue from these uses.
- None of the four communities have a CIP shift; all communities have one tax rate for residential property as well as commercial, industrial and personal property. CIP shifts are common in many communities in Massachusetts, as it tends to take some tax burden off the residential property owners.

Table 9 Valuation, Tax Rates and Shifts for Commercial, Industrial, and Personal (CIP) Property (FY02)

	CIP as % of Total Valuation	CIP Shift	Actual CIP Tax Rate
Dover	1.8	-	9.80
Medfield	*6.0*	-	*14.91*
Millis	10.5	-	15.14
Sherborn	3.2	-	14.96
Average of four communities	**4.8**	-	**13.70**
Average of TRIC region	**15.4**	**5.76**	[illegible]

Source: Massachusetts Division of Local Services

The table below shows that total tax revenues represent 63.6% of municipal revenues, which is relatively low among neighboring towns, but higher than communities in the TRIC region and significantly higher than the statewide average.

- Compared to 3 neighboring towns, Medfield receives the second highest percentage of state aid: just over 17% in contrast to a low of 4.1% for Dover and a high of 23.1% for Millis.
- Of the neighboring towns, Medfield has the second largest percentage of its revenue from Local Receipts. Local receipts account for motor vehicle excise tax, "other charges for services" such as revenue from nursing homes, ambulance services, municipal light services and charges for water services, penalties, interest on taxes, payment in lieu of taxes, water, sewer and trash revenue, licenses and permits and investment incomes.

Table 10 Municipal Revenues By Source FY02

	Tax Levy as % of Total Revenue	State Aid	Local Receipts	All Other
Dover	83.8	4.1	8.8	3.3
Medfield	63.6	17.1	13.8	5.6
Millis	56.0	23.1	14.9	5.9
Sherborn	81.1	6.4	6.6	5.9
Average of four communities	**71.1**	**12.7**	**11.0**	**5.2**
Average of TRIC region	**61.5**	**14.3**	**18.9**	**5.4**
State Averages	[illegible]	**28.1**	**17.4**	[illegible]

Source: Massachusetts Department Of Revenue Division Of Local Services Municipal Data Bank

- Medfield's 2002 expenditures were $36,007,081 while the town's revenue was $33,172,091; a total deficit of $2,834,990 was incurred.
- The 2002 average family tax bill in Medfield was $5,654, the 17th highest in the state. The median statewide average family tax bill was $2,577.

It is essential that a community maintain both a balanced mix of land uses as well as ensure the highest reasonable revenue to ensure sufficient taxes to cover the expense of municipal services and education.

NEEDS ASSESSMENT

Topic 1: Existing Commercial Areas—Visions and Issues

Table 11 Business District Visions

Location	District type	Vision	Issues
1 Intersection of Rts 27 and 109, farther east on Rt. 109 and at West Mill St and Mill St	Business	?	?
2 Northwestern Medfield along Rt 27	Industrial Extensive	?	?
3 Medfield State Hospital Site, and two zones near Rts 27 and 109 (near Brook St and Park St)	Business Industrial	?	?

Land use patterns in commercial districts

Business District (56 acres)

- This district has the most concentrated commercial development in town.

Industrial Extensive District (246 acres)

- The only industrial area in town...

Business Industrial District (146 acres)

- This area is composed of three separate zones. The largest area surrounds the site of the Medfield State Hospital. The other two areas are in the center of Town, east of Route 27 near the intersection with Routes 109; one is along Brook Street north of Route 109, and the other is along Park Street south of Route 109.
- The Medfield State Hospital parcel is almost entirely zoned BI. The eastern 33 acres of the parcel is zoned Agricultural, and there is approximately 125 acres zoned BI. This section has over 730,000 square feet of developed floor space located in 46 buildings. The buildings are in various conditions, discussed below in Topic 5.
- Although the EOEA buildout analysis does not predict any future commercial development in this site, the redevelopment of the Hospital area could potentially create numerous job opportunities and spur economic development.
- The Hospital site has an existing system of infrastructure, including water, sewage and drainage systems. There is a water pump west of the site adjacent to Route 27. These systems (see Utilities Map in Appendix 1) would need to be up-graded to accommodate new development.

The Commercial/Industrial Land Use Map in Appendix 1 shows the current commercial and industrial land use in the three districts zoned for these uses.

Key Questions to be Addressed:
Is there enough commercial development to support the residents of Medfield?

Do the commercial districts meet the employment and tax base needs of Medfield?

How much commercial development is appropriate?

How might the Medfield State Hospital property fit into this strategy?

Determining how much commercial development is appropriate requires looking at both the needs of the Town and the available options of where to locate what types of businesses.

The buildout analysis concludes that the only developable space in Medfield is in the Industrial Extensive District, south of Route 27. It is of interest however, to explore other possibilities that EOEA did not consider. The area in the IE District north of Route 27 also could be a possible place for development, as there are no environmental concerns or absolute development constraints. See the Development Constraints Map in Appendix 1. Likewise, the Medfield State Hospital property might offer opportunities for some commercial development.

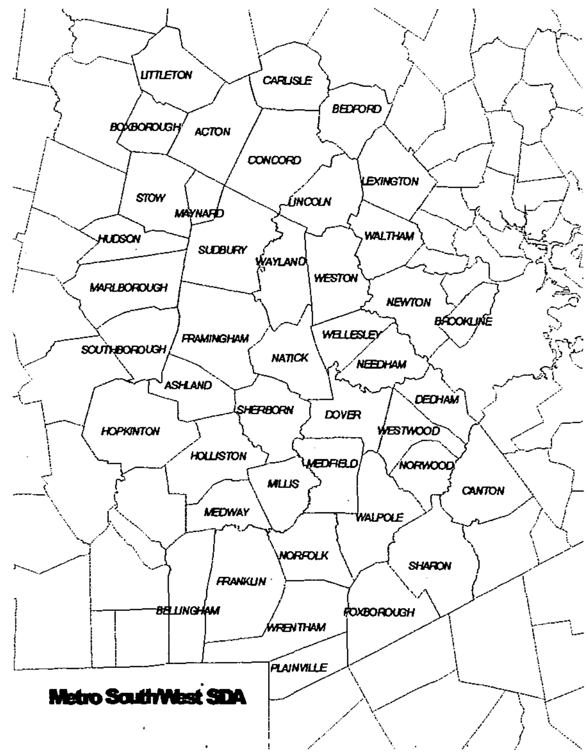
Table 12 Summary of Commercial/Industrial Zoning Districts Uses and Functions

Zoning District	Current Primary Function	Primary Allowed Uses as of Right	Primary Allowed uses by Special Permit Only
Business	Retail, commercial	Cemetery, Church/religious use, non-profit recreation, agricultural uses	Residential uses, Retail stores, offices, repair stores, membership clubs, day care, municipal use, retail auto uses, recreational use, planned business development
Business Industrial	Medfield State Hospital	Church/religious use, non-profit recreation, agricultural uses	Day care, municipal use, retail uses, retail auto uses, offices, repair stores, membership clubs, recreational use, planned business development, manufacturing, warehousing, wholesale
Industrial Extensive	Industrial, open land	Church/religious use, non-profit recreation, agricultural uses	Day care, municipal use, hotel/motel, auto repair, membership clubs, recreational uses, personal wireless communications facilities, manufacturing, manufacturing (including metal industries), warehousing, wholesale, storage of construction supplies and equipment
Agriculture	Agriculture	Single family residence, religious and educational uses, agriculture, day care	Accessory dwelling units, family apartments, municipal uses

For a detailed listing of zoning uses and regulations, see Appendix 3, Zoning Characteristics.

Topic 2: Regional Growth/Opportunities for Medfield

- Regional assets to attract commercial and industrial business include:
  - Large, experienced labor force
  - Proximity to Eastern Massachusetts regional markets



Regional Job Growth[1]

The Massachusetts DET report, *SDA Long-Term Job Outlook Through 2008*, predicts regional trends in 16 regional sections of Massachusetts. Medfield is considered a part of the Metro South/West SDA (Service Delivery Area, created for the purpose of allocating federal job training funds), the second largest SDA in the state. It is expected that in the region, 62,950 new jobs will be created and 124,900 replacement jobs will open up by the year 2008. This region, after Boston, is expected to have the second largest job growth in the State.

Table 13 Projected Wage and Salary Job Openings by SDA and Industry

	1998 Wage and Salary Jobs	Projected 2008 Wage and Salary Jobs	Projected New Jobs	Growth Rate
Total Nonfarm	509,830.	568,340	58,510	11%
Construction	17,070	17,700	630	4%
Manufacturing	85,180	76,080	,100)	-11%
TCU	16,650	17,820	1,170	7%
Trade	120,450	127,330	6,880	6%
FIRE	28,030	30,060	2,030	7%
Services	192,480	245,880	53,400	2%
Government	49,970	53,470	3,500	7%

TCU = Transportation, Communications & Utilities
FIRE = Finance, Insurance & Real Estate
Source: Mass DET

- Employment is expected to grow by 11%, and 18% of the total new jobs in the state are expected to be generated in the region.
- Services are expected to account for 71% of the new wage and salary jobs in the region. Of those services, 21% are predicted to be in the health and social services, 49% in business, 15% in engineering and management services, and 15% in other services. This trend follow patterns of the last decade: in the 1990s service industries created 66% of all new jobs in the Metro South/West SDA, and now accounts for the largest employment sector in the region.

[1] Much of the data in this section is collected from the Massachusetts Division of Employment and Training's report titled: "SDA Long-Term Job Outlook Through 2008".

- Wholesale and retail trade is expected to diminish relatively in the amount of new jobs it creates, but these sectors are expected to remain as the SDA's second largest employer.
- Construction jobs are slowing in all SDA's, and are expected to account for 1-3% of all regions' new job growth.
- Local and state government growth is predicted to follow growth in population and business, while federal government job growth is expected to decline.
- Manufacturing is expected to decline in the decade, although not as rapidly as it has been in the past years. The highest predicted job losses are expected in the Metro South/West SDA, where 9,100 manufacturing jobs are expected to be lost. However, the region will continue to be an important center of high-tech manufacturing as defense spending increases and continued advances are made in computer, semiconductors, telecommunications and pharmaceuticals take place.
- TCU jobs are expected to generate 2-4% of all SDA's new growth, mainly due to increased transportation-related jobs.
- FIRE jobs are expected to increase moderately, and Metro/West's proximity to Boston helps ensure the continued growth of this occupation.

1998 data show that the distribution of employment by occupation in the Metro South/West region is as follows:

Managerial:	10%
Prof/Tech:	30%
Sales:	13%
Clerical	16%
Services	15%
Prec. Prod Ops*	7%
Laborers	9%

Includes construction trade workers, mechanics, repairers and installers, and precision production workers.

Impact on Workers

- Demand for professional and technical workers should increase the fastest and create the most jobs, accounting for 64% of the forecasted new jobs in the Metro South/West region
- 30% of the professional and technical workers are expected to be for computer professionals
- Demand for service workers will create the second most number of new jobs in the Metro South/West SDA
- Much of the service-related growth is fueled by health service workers
  Marketing and sales should gain the third largest amount of new jobs in the region, with much of the growth accounted for by managerial and administrative workers rather than by sales workers

Topic 3: Economic Development Strategies for Medfield

In order to compete with surrounding communities in attracting business and professional development in Medfield, the Town has to assess its regional strengths and weaknesses for attracting commercial and industrial growth. Medfield is one of the only towns in the area with an economic development/industrial commission. However, it is one of the few towns without direct rail or interstate highway connection and public sewer. It is the only town to not have a telecom system. Although all towns desire and attract different types of business, the table below (Table - 14) is a useful tool to assess the regional competitiveness of the town to attract business.

Table 14 Sub Region-Indices of Competitiveness for Commercial / Industrial Zoned Land

	INFRASTRUCTURE					INCENTIVES					
Towns	Direct Rail Connection	Interstate Highway Connection	Public Water	Public Sewer	Telecom	Tax Increment Financing	Staff Econ. Dev. Planner	Econ. Dev./ Indust. Commission	Streamlined Permitting	Training/ Labor Retention	Public Industrial Park
Canton	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
Dedham	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No
Dover	No	No	No	No	Yes	No	No	No	No	No	No
Foxborough	Yes	Yes	Yes	No	Yes	No	No	No	No	No	No
Medfield	No	No	Yes	No	No	No	No	Yes	No	No	No
Milton	No	Yes	Yes	Yes	Yes	No	No	No	No	No	No
Needham	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	No
Norwood	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	No	No
Sharon	No	Yes	Yes	No	Yes	No	No	No	No	No	No
Stoughton	No	No	Yes	Yes	Yes	No	No	No	No	No	Yes
Westwood	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No
Walpole	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	No	No

Source: Larry Koff & Associates

Infrastructure capacity is crucial in the economic development of an area. The Town lacks major infrastructure abilities that many other towns in the region have. In order to mitigate the effects of these drawbacks, the town needs to increase the incentives for businesses to locate in Medfield. The Economic Development Commission should take the lead in assessing the following strategies:

- **Tax increment Financing:** The Town of Medfield could, with the support of the State Director of Economic Development and the Economic Assistance Coordinating Council, designate the Medfield State Hospital as an "Exceptional Opportunity" Area. This designation would permit a company that is relocating to Massachusetts or expanding its existing operations within the Commonwealth to obtain a State 10% Abandoned Building Tax Deduction for costs associated with renovation as well as a 5% State Investment Tax Credit for tangible, depreciable investments in the development. In addition, the Town could negotiate a Special Tax Assessment or a Tax Increment Financing (TIF) Agreement for 5-20 years to cover some of the private infrastructure or related costs. The proposed development would need to stimulate job creation. In addition, a bill which will be re-filed for this session of the legislature would permit the use of this tool for mixed use residential/commercial projects.

- **Streamlined Permitting Process:** The redevelopment of the Medfield State Hospital property will be facilitated by a specially crafted zoning strategy to make possible the proposed changes. A reuse plan will need to be adopted before this zoning strategy can be developed.
- **Cost/benefit analysis:** A key issue to consider in the revitalization of the Medfield State Hospital property is for the town to consider the following issues:
  - *How much commercial development is needed to positively impact the town's tax base?*
  - *Is the Town willing to under-write any of the short term closure/revitalization costs of Medfield State Hospital in exchange for long term economic benefits?*

Topic 4: Economic Development and Resource Protection Conflicts

The Commercial Zones and Environmental Concerns Map in Appendix 1 locates the natural resources relative to the town's commercial zoning districts. The Development Constraints Map illustrates what land is protected as well as developed.

Industrial Extensive The land in the Industrial Extensive District all falls within a DEP Zone II Primary Aquifer Zone. Additionally, much of the land is in the Flood Plan District. About half the land lies above a high yield (>300 gallons per day) or medium yield (100-300 gallons per day) aquifer. Small retail and office uses are allowed by right whereas industrial uses require a Special Permit.

Vacant land located east of Route 27 is a possible site for new industrial development.

Consideration should be given to re-zoning the portion of the IE District which is unbuildable due to resource protection issues; this is a way to ensure the conservation of these resources.

Business A small percentage of the land in the Business District overlays the Flood Plain District. The Title 5 Required Setback Area runs through the Central Business District at Routes 109 and 27. There are also two identified 21-e brownfield sites in this district.

Business Industrial (Medfied State Hospital) The northwestern tip of the Business Industrial District lies atop a medium yield aquifer zone. The western edge (roughly 20% of the district) is located within a Supporting Natural Landscape for Rare Species and Natural Habitats (NHESP) district. Where the Charles River buffers this zone, there is a 200' River Setback Protection Zone. Title 5 Required Setback Areas runs along the western boundary of this district, and there is one identified 21-e brownfield site. Furthermore, all of this district is located within a Zone III protection district i.e. a Contributing Watershed for Medfield's Public Water Supply Well #6. This zone does not result in an absolute constraint on development, as demonstrated by the adjacent residential subdivisions, but the presence of this zone is of concern when contemplating the type and scale of development for the Hospital property.

A major concern with economic development at the Hospital site is its potential impact upon water quality. If the existing infrastructure is up-graded to include an improved stormwater system, the town's water supply could be protected while simultaneously accommodating economic development.

Topic 5: Economic Development Opportunities at Medfield State Hospital

The Medfield State Hospital site is composed of approximately 160 acres of land in northwestern Medfield, of which 80 acres is in the primary core campus. The site contains 64 named assets, 42 of which are considered major. The total building square footage consists of approximately 733,342 square feet. The Charles River runs along the northwestern edge of the site, which provides scenic views from the campus.

The following chart gives the physical conditions of the buildings on the Medfield State Hospital Campus. (This data will be updated by DCAM consultants.)

Table 15 Summary of Campus Buildings Size, Building Condition, Etc.

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cottages 1, 3, 5, 6	4	1,100		
CX1 and CX2	2	2,300		
Stonegate, Hillside and Lindburg	3	3,300		
Garage	1	3,800		
Power plant	1	7,500		
Old Research Building	1	8,310		
D1, 2, 3, 4	4	9,300		
Canteen	1	11,800		
Odyssey House	1	13,300		
B1, 2, 3, 4	4	15,200		
A1	1	15,400		
Lee Building	1	15,600		
Garage Fleet	1	15,600		
E1, 2	2	16,900		
L1, 2	2	17,500		
C1, 2, 3, 4	4	17,700		
Carpentry/Machine	1	18,600		
G1, 2, 3, 4	4	21,600		
East & West Halls	2	24,700		
F1, 2	2	29,400		
R Building	1	34,500		
S Building Training	1	47,900		
Service Building	1	66,500		
Clark Building	1	79,800		
Total	46	733,300		

The reuse of Medfield State Hospital offers the opportunity for Medfield to capitalize on its resources and provide economic development for the region as well as its residents. While it is logical to continue campus-like activities at the site, a variety of re-use options might be possible.

While most of the hospital site is zoned Business Industrial, the Town must decide what mix of commercial and possibly residential development it is willing to accommodate. The Reuse Committee has identified the following types of institutional and commercial development which would bolster economic development:

- Offices
- Research and development space

- Business incubator space
- A conference center/retreat space (with guest rooms)
- A spa/resort
- Private secondary school
- Private college campus
- Other educational facility (special needs school, nursery school)
- Outpatient clinic
- Rehabilitation center
- Senior daycare
- Arts and cultural venues

(For complete listing of reuse options, See Appendix 3)

Another option for the reuse of the site is to allow for a mix of commercial and residential uses. A number of residential uses have been identified as shown on Appendix 3. Some of these could easily be accommodated with commercial and institutional uses.

The majority of the above uses described by the Reuse Committee are desired by the Town, although it is unknown if there is a market demand for all of them. Providing new commercial opportunities would enhance the Medfield tax base and provide more jobs in the community, with the possibility for meeting the employment needs of both blue collar and professional employment.

Infrastructure capacity is a critical factor in attracting economic development to an area. The Existing Utilities Map for the Medfield State Hospital Site can be seen in Appendix 1. While in need of up-grading, the site has sewer, water and drainage systems, making it attractive to a broad range of reuse options.

VISION/GOALS

VISION

Encourage and promote business development that is of high quality, services local needs, and is consistent with the Town's character and compatible with surrounding land uses.

GOALS/OBJECTIVES[2]

Goal: Medfield's local economy will be maintained and enhanced with an emphasis on serving the shopping, service, and employment needs of local residents (Med MP 1997)

Policies:

a. the Town should develop business retention strategies in order to maintain the existing tax base and available services

Goal: The Town will continue to maintain its fiscal health, including a strong bond rating, and will incorporate fiscal analysis into all areas of its decision-making process (Med MP 1997)

Policies:

a. the Town should evaluate the fiscal consequences of land use policies

decisions concerning new or expanded services or facilities should take into account their effects on the tax rate and the cost of living for all Town residents

Goal: the Town should identify the mix of uses at the Medfield State Hospital Property which will promote the town's needs for jobs and economic growth

Policies:

1. Achieve a consensus plan for disposition of the property satisfactory to the Town and the Commonwealth
2. Plan for redevelopment which is financially feasible (self funding)
3. Redevelop sites in a timely fashion, to minimize costs
4. Preserve town functions on site – such as water distribution, sewerage management, and water storage system
5. Support uses that encourage long term economic health, jobs, economic activity, housing, and recreational opportunities
6. Provide support for the programs and activities of the agency that formerly held the property
7. Preserve the environmental integrity of the site
8. Preserve the historic and architectural integrity of the campus as long as that proves to be financially and fiscally viable
9. Stabilize the property and prevent further deterioration
10. Ensure that closure costs include sufficient funds to maintain critical town services at the site – such as water supply, distribution, and public safety

[2] Municipal Growth Planning Study: towns of Westwood, Dedham, Canton and Norwood, Phil Herr and Sarah James, 1998, p.9.

RECOMMENDATIONS

Strategies for Economic Development
The following table identifies those areas which are being recommended for economic development. The type of development, job opportunities, and tax benefits are estimated. Strategies to promote this growth are identified in the recommendations.

Table 16 Future Development Opportunities

Location of possible development	Type of development	Type of job opportunity	Square footage available	Possible additional employees	Tax benefits
IE District, north of Route 27					
Medfield State Hospital Site					
IE District, south of Route 27					
Agricultural Land/Medfield State Hospital	Agriculture				
Town Center					

See Proposed New Commercial and Agricultural Development Action Plan Map in Appendix 1.

1. **Revitalize the Medfield State Hospital property**

   This project is the primary focus of the Economic Development Committee. The following steps need to be pursued:
   A. Identify a viable economic development strategy for the Medfield State Hospital property
   B. Work with DCAM on developing a reuse plan which incorporates some or all of the ideas in the economic development strategy
   C. Obtain funding to carry out this plan
   D. Revise the zoning to carry out the plan

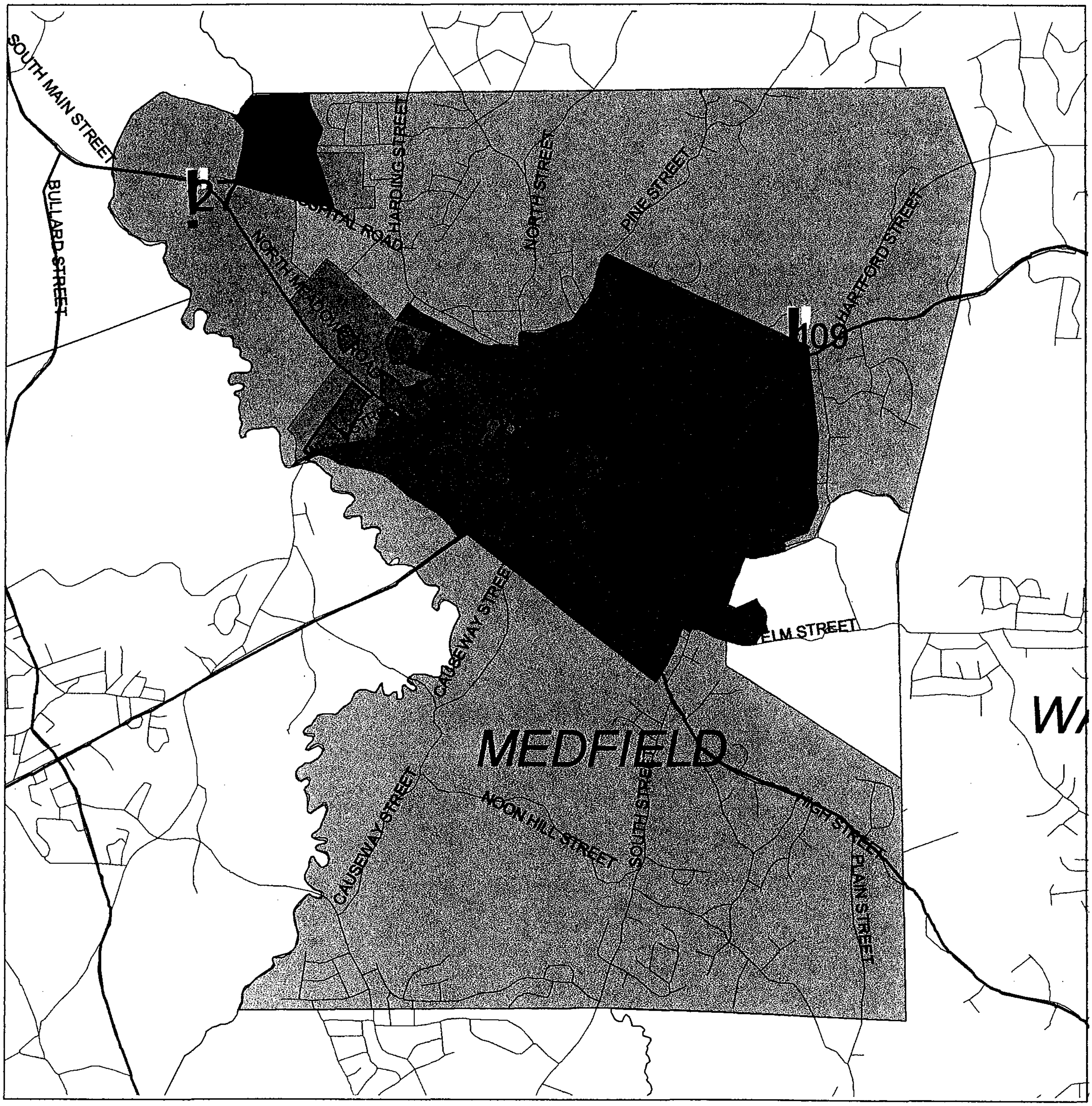
2. **Facilitate the retention and attraction of quality industrial users to the IE District**

3 **Foster additional economic growth within the Town Center**

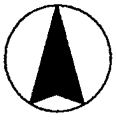
4 **Protect Agriculture**

   A. Change zoning to allow ancillary uses that will support the economic viability of farms
   B. Facilitate coordination within the farming community
   C. Protect prime agricultural land through land acquisition, purchase by DEM, a land trust or by encouraging land owners to place conservation restrictions
   D. Form a local Agricultural Commission, as in the town of Dartmouth, to work with the farmers and the town to identify incentives which will foster protection and enhancement of local agriculture. Obtain assistance from the Massachusetts Department of Agriculture.

Appendix 1: Economic Development Maps



Commercial/Industrial Land Use



Medfield State Hospital

Prepared by Larry Koff & Associates

0.5 0 0.5 1 Miles

Zoning Districts

- Business
- Business Industrial
- Industrial Extensive
- Residential Estate (80,000 sf)
- Residential Town (40,000 sf)
- Residential Suburban (20,000 sf)
- Residential Urban (12-40,000 sf)
- Agricultural

Land Use

- Commercial
- Industrial

Commercial Zones and Environmental Concerns

21-e Site

Existing Commercial Use

Zoning Districts

Business Industrial

Limited Business

Light Industrial

Surface Water

Wetland

Flood Zone (FEMA)

Public Water Supply Points

Well Protection District

DEP Zone IIs (Wellhead Protection Area)

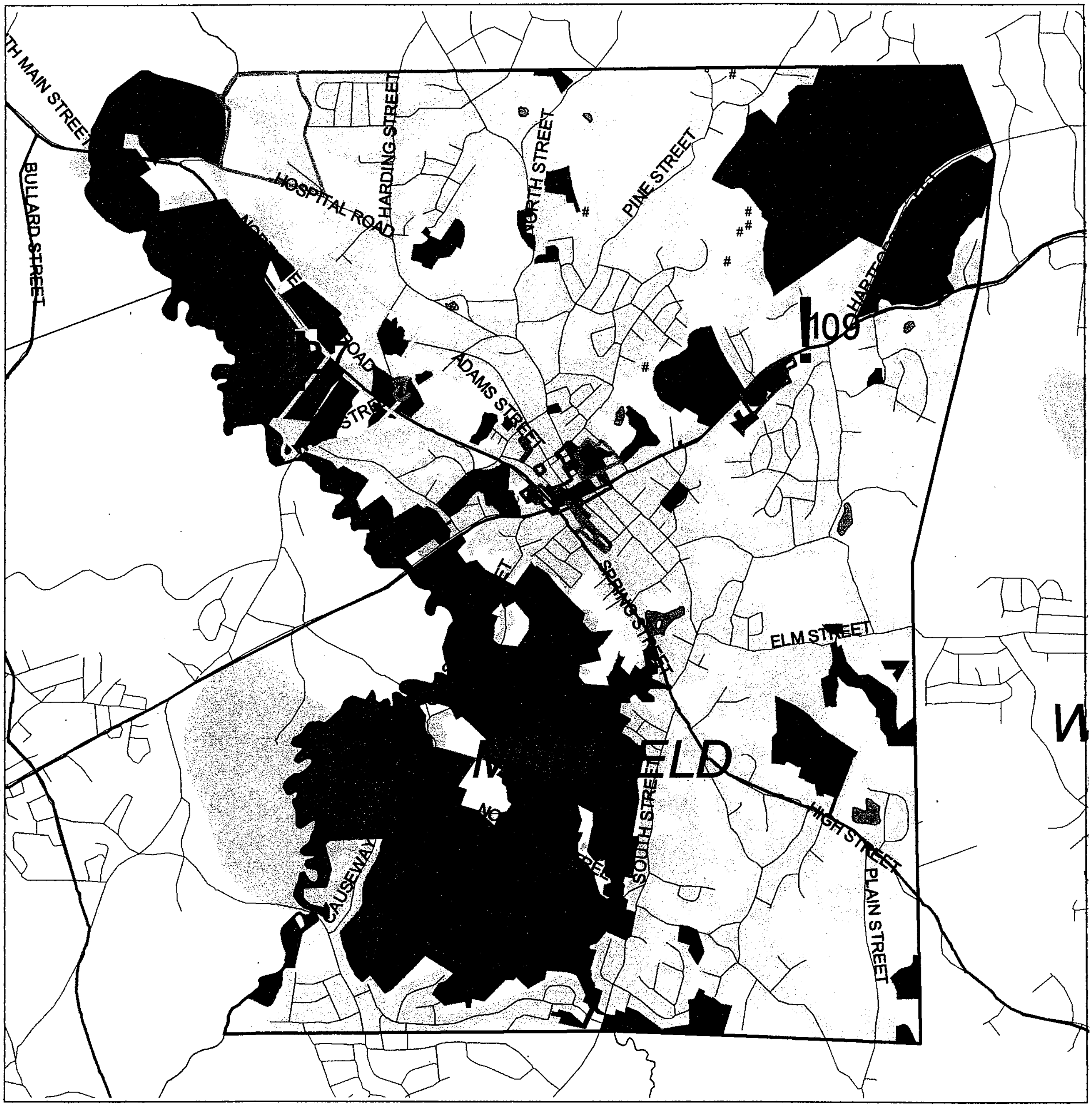
High Yield Aquifer (>300 gallons per minute)

Medium Yield Aquifer (100-300 gpm)

Medfield State Hospital

Prepared by Larry Koff & Associates

0.5 0 0.5 1 1.5 Miles



Development Constraints

Existing Development

Intensive Development

Commercial/Industrial Zoning Districts

Limited Business

Light Industrial

Business Industrial

Wetland

Surface Water

Protected Open Space

Sensitive Environmental Areas

NHESP 1999-2001 Massachusetts Certified Vernal Pools

Medfield State Hospital

Prepared by Larry Koff & Associates

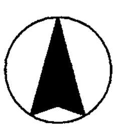
0.5 0 0.5 1 Miles

Regional Commercial Land Use

Commercial Nodes

State Route

Interstate Highway



Medfield State Hospital
Prepared by Larry Koff & Associates

3 0 3 6 Miles

Transportation

Local Road

State Route

Interstate Highway

Medfield State Hospital

Prepared by Larry Koff & Associates

2 0 2 4 Miles

Proposed New Commercial Development and Agricultural Use Action Plan

Proposed New Commercial Development
Proposed New Agricultural Development

Zoning District Borders
Business
Industrial Extensive
Business Industrial
Protected Open Space
Existing Development
Intensive Development

Vacant Land by Zoning District
Business/Business Industrial
Industrial Extensive
Residential Estate
Residential Town
Residential Suburban
Residential Urban
Agricultural

Medfield State Hospital
Prepared by Larry Koff & Associates

0.5 0 0.5 1 Miles

Appendix 2: Best Management Practices for Commercial and Industrial Areas

Best Management Practices For Commercial Areas

A. *Vision a hierarchy of commercial uses: Neighborhood, community (limited retail, highway strip, supermarket), Town Center, regional shopping/entertainment*

B. *Clarify local/regional market strategies*

C. *Concentrate growth in areas with good access, mix of uses, infrastructure*

D. *Make shopping centers and business parks all-purpose activity centers*

E. *Cluster commercial uses, manage parking and curb cuts*

F *Mitigate impacts on adjacent residential and resource areas*

Best Management Practices for Industrial Areas

A. *Vision a hierarchy of Industrial uses:*
B. *Concentrate growth in areas with good access, mix of uses, infrastructure*
C. *Cluster commercial uses, manage parking, curb cuts, and stormwater runoff.*
D. *Mitigate impacts on adjacent residential and resource areas*
E. *Address infrastructure needs for sewer and stormwater in order to protect local water supply*

Appendix 3: Zoning Summary Tables

Retail and Service Zoning Uses

Use/District	A	RE	RT	RS	RU	B	BI	IE
Store selling retail items whose sale is not regulated below	n	n	n	n	n	pb	pb	n
Establishments primarily selling food and drink for home preparation and consumption or for on premises consumption (not drive-throughs nor takeout windows)	n	n	n	n	n	sp	sp	n
Sales by vending machines	sp	sp	sp	sp	sp	y	y	y
Sales of autos (new and used), tires and accessories, aircraft, boats, motorcycles and household trailers	n	n	n	n	n	sp	pb	n
Hotels and motels	n	n	n	n	n	n	n	sp
Trailer camp	n	n	n	n	n	n	n	n
Lodging house	n	n	n	n	sp	n	n	n
Personal service establishments	n	n	n	n	n	pb	pb	n
Tattoo parlors/body piercing establishments	n	n	n	n	n	n	n	sp
Funeral home/mortuary establishment	n	n	n	n	sp	pb	pb	n
Convalescent or nursing homes and medical/dental offices	n	n	n	n	sp	sp	sp	n
Membership club	n	sp	sp	sp	sp	pb	pb	n
Miscellaneous business offices and services	n	n	n	n	n	pb	pb	n
Home occupation	sp	sp	sp	sp	sp	n	n	n
Auto service stations (gasoline and oil)	n	n	n	n	n	sp	sp	n
Automotive repair, services and garages (not a junkyard or auto graveyard)	n	n	n	n	n	sp	sp	sp
Automotive graveyard or other junkyard	n	n	n	n	n	n	n	n
Miscellaneous repair service	n	n	n	n	n	pb	pb	pb
Indoor motion picture establishment	n	n	n	n	n	sp	sp	sp
Outdoor motion picture establishment	n	n	n	n	n	n	n	n
Amusement and recreation services	n	n	n	n	n	sp	sp	sp
Commercial communications and television towers	n	n	n	n	n	n	n	n
Personal wireless communications facilities	n	n	n	n	n	n	n	sp
Airfield or landing area for fixed-wing aircraft	n	n	n	n	n	n	n	n

Helicopter landing area (not gyrocopters)	n	n	n	n	n	n	n	sp
Commercial parking lot or structure	n	n	n	n	n	pb	pb	n
Planned business development	n	n	n	n	n	sp	sp	n
Filling of land or watercourse, water body or wetlands	sp	sp	sp	sp	sp	sp	sp	sp
Construction of drainage facilities or damning or relocating any water course, water body or wetlands	sp	sp	sp	sp	sp	sp	sp	sp
Appliance and furniture repair service	n	n	n	n	n	sp	sp	sp
Commercial or membership tennis courts or clubs, including squash and paddle tennis	n	n	n	n	n	pb	sp	sp
Community residences for rehabilitation of mentally and physically handicapped	n	sp	sp	sp	sp	n	n	n
Parking of commercial vehicles of greater than GVW of 10,000 pounds	y	n	n	n	n	y	y	y
Adult uses								
Bed and breakfast	sp	sp	sp	sp	sp	sp	n	n

Zoning Districts: Agricultural (A), Residential Estate (RE), Residential Town (RT), Residential Suburban (RS), Residential Urban (RU), Business (B), Business Industrial (BI), Industrial Extensive (IE)
Yes = A use permitted by right in the District
SP = A use which may be permitted in the District by a Special Permit from the Board of Appeals in accordance with Section 14.
PB = A use which is permitted by right in the District but which requires a Special Permit indicating Site Plan Approval from the planning Board in accordance with Section 14.
No = A se which is not permitted in the District.

Wholesale and Manufacturing Zoning Uses

Use/District	A	RE	RT	RS	RU	B	BI	IE
Mining and quarrying	n	n	n	n	n	n	n	n
Storage of construction supplies and construction equipment	n	n	n	n	n	n	n	sp
Manufacturing:								
Furniture, lumber and wood products	n	n	n	n	n	n	sp	pb
Primary metal industries	n	n	n	n	n	n	n	sp
Fabricated metal industrial	n	n	n	n	n	n	sp	pb
Machinery, electrical machinery, equipment and supplies	n	n	n	n	n	n	pb	pb
Motor vehicle equipment	n	n	n	n	n	n	pb	pb
Transportation equipment	n	n	n	n	n	n	pb	pb
Other durable goods	n	n	n	n	n	n	sp	sp
Food and kindred products	n	n	n	n	n	n	pb	pb
Textile and mill products	n	n	n	n	n	n	sp	sp
Apparel and other fabricated textile products	n	n	n	n	n	n	pb	pb
Printing, publishing and allied industries, except paper manufacturing	n	n	n	n	n	sp	sp	pb
Chemicals and allied products	n	n	n	n	n	n	sp	sp
Other nondurable goods	n	n	n	n	n	n	sp	sp
Railroads and railway express service	n	n	n	n	n	n	y	y
Trucking service and warehousing	n	n	n	n	n	n	pb	pb
Taxicab stands and public transportation ticket sales	n	n	n	n	n	y	y	y
Wholesale trade	n	n	n	n	n	n	pb	pb
Earth removal, transfer or storage	sp	sp	sp	sp	sp	sp	sp	sp
Parking of commercial vehicles of greater than GVW of 10,000 pounds	y	n	n	n	n	y	y	y
Recycling facility	n	n	n	n	n	sp	sp	sp
Low-level radioactive waste disposal facility	n	n	n	n	n	n	n	n

Zoning Districts: Agricultural (A), Residential Estate (RE), Residential Town (RT), Residential Suburban (RS), Residential Urban (RU), Business (B), Business Industrial (BI), Industrial Extensive (IE)
Yes = A use permitted by right in the District
SP = A use which may be permitted in the District by a Special Permit from the Board of Appeals in accordance with Section 14.
PB = A use which is permitted by right in the District but which requires a Special Permit indicating Site Plan Approval from the planning Board in accordance with Section 14.
No = A se which is not permitted in the District.

	A	B	C	D	E	F	G
1	**Medfield State Hospital "Core Campus" Reuse Options: Evaluation Matrix**						
3			Demand	Supply		Funding	
4	January 9, 2003; Revision 1 by Committee	Desired Use by Towns?	Market Demand ?	Locational Suitability?	Building Suitability ? *	Private Funding Avail.?	Public Funding Avail.?
5	**POSSIBLE REUSE OPTIONS**						
6							
7	**A. Residential**						
8	Affordable 2 & 3 family housing / multiple family	0	+	+	+	0	0
9	Senior Housing (over 50/ age restricted) w/ retail	+	+	0	0	0	0
10	Assisted Living or Continuing Care Community	+	0	0	-	0	-
11	Market Rate Condominiums	0	+	+	+	+	N/A
12	Market Rate Townhouses	0	+	+	-	+	N/A
13	Rental Mixed Income Housing [Helps meet 40B reqts.]	0	+	+	+	+	0
14	Special Needs Housing	+	0	0	0	0	0
15							
16	**B. Open Space / Resource Conservation**						
17	Hiking / Walking Trails	+	+	+	N/A	-	+
18	Riding Trails	+	+	+	N/A	-	0
19	Water Recharge Protection Zone	+	N/A	+	N/A	N/A	N/A
20							
21	**C. Active Recreational Uses**						
22	Recreation Center / Gymnasium	+	0	0	+	+	0
23	Golf Course	0	0	+	N/A	+	0
24	Boat House / Pavilion (at Pump Station ?)	+	+	+	0	-	0
25							
26	**D. Arts / Cultural Venues** (Public/Private)						
27	Arts Exhibition & Teaching Center	+	0	0	+	0	0
28	Community Theater	+	0	0	+	-	0
29	Museum of State Hospital Asylums	+	0	+	+	-	-
30	Artists' Live / Work Studios	0	+	0	+	-	-
31	Historical Society Building	+	+	+	+	0	-
32							
33	**E. Commercial Uses**						
34	Offices	+	0	0	0	-	-
35	R&D	+	0	-	-	0	-
36	Business Incubator Space	+	0	0	0	-	-
37	Conference Center / Retreat (w/ guest rooms)	+	0	+	+	0	-
38	Spa / Resort	+	0	+	0	0	-
39							
40	**F. Municipal Uses**						
41	Multi-purpose Town Bldg. (archives, mtg.rooms, offices)	+	+	0	+	N/A	0
42	Water Tower	+	+	+	+	N/A	0
43	EMT Training Center	0	0	+	+	-	-
44							
45	**G. Educational Private School / Campus**						
46	Private Secondary School	+	0	0	0	0	N/A
47	Private College Campus	+	0	0	0	0	N/A
48	Other Schools / Special Needs School/ Pre-School	+	0	0	0	0	N/A
49							
50	**H. Medical Clinic / Campus**						
51	Outpatient Clinic	0	0	0	0	0	-
52	Rehabilitation Center	0	0	0	0	0	-
53	Senior Daycare	+	+	0	0	0	0
54							
55	**I. State Uses**						
56	DMH Continued Use of One or More Buildings ?	+	+	+	+	-	0
57							
58	**J. Other**						
59							
60							
61	***Legend***						
62	+ Positive; 0 Maybe/Unknown; - Unlikely	* = Exist. Bldgs.					

	A	B	C	D	E	F	G
1	**Medfield State Hospital "Horseshoe Area" Use Options: Evaluation Matrix**						
3			**Demand**	**Supply**		**Funding**	
4	January 9, 2003; Revision 1 by Committee	**Desired Use by Towns?**	**Market Demand ?**	**Locational Suitability?**	**Building Suitability ?**	**Private Funding Avail.?**	**Public Funding Avail.?**
5	**POSSIBLE USE OPTIONS**						
6							
7	**A. Passive Open Space / Resource Conservation**						
8	Hiking / Walking Trails / Cross Country Trails	+	+	+	N/A	-	+
9	Riding Trails	+	+	+	N/A	-	0
10	Water Recharge Protection Zone / Conservation Lands	+	N/A	+	N/A	N/A	N/A
11							
12	**B. Active Recreational Uses**						
13	Golf Course	0	+	+	N/A	+	0
14	Athletic Playfields and Sports Fields	+	+	0	N/A	-	0
15	Boat House / Pavilion at Pump Station	+	+	+	0	-	0
16							
17	**C. Active Agricultural / Gardening Uses**						
18	Active Farming	+	0	+	N/A	0	-
19							
20	***Legend***						
21	+ Positive; **0** Maybe/Unknown; **-** Unlikely						