

4. ECONOMIC DEVELOPMENT

Summary of Economic Development Themes in Wayland	
Assets	Liabilities
<ul style="list-style-type: none">• I-95 and I-90 provide excellent road access to regional destinations, jobs, and the labor force.• The Town's retail and service base provides a wide range of locally-owned and chain businesses serving the local market.• The Town has enough land to accommodate 625,000 sq. ft. of additional commercial and retail uses, primarily through redevelopment and expansion of existing uses.• There are two centrally located centers on main routes with room for modest commercial development in each.	<ul style="list-style-type: none">• Very little vacant land is available for future business development in Wayland, although several redevelopment opportunities exist.• Businesses have difficulty finding and retaining skilled workers, especially for entry-level jobs.• High traffic volumes, the convergence of Routes 20, 27, and 126, and fragmented public lands detract from the character of Wayland Center.

4.1 Economic History

The early economy of Wayland was based primarily on agriculture, however, industries such as grist and sawmills took advantage of the available waterpower supplied by the Sudbury River. Local farmers suffered a setback when the Middlesex Canal Dam raised the level of the Sudbury River, eliminating many fields that had produced hay for livestock. In the mid-1800s, local farms came under additional pressure as improved transportation systems brought cheaper farm products to New England from the Midwest. As a result of this change, millions of acres of farmland throughout New England were eventually abandoned.

A mill center developed in Cochituate Village in 1830 when the Bent family established a shoe factory at the corner of what is now Routes 27 and 30. By the late 1850s, the Bent factory employed several hundred people, many of them immigrants. In the 1880s at the peak of shoe manufacturing activity, there were at least ten shops employing over 600 workers; the Bent Factory accounted for half of this total. By 1900, two-thirds of the Town's 2,000 residents lived in Cochituate Village, which necessitated new housing in the Cochituate area. By 1910, the shoe industry declined in Cochituate and shifted to the Lokerville area (Commonwealth Road/Route 30), East Plain Street and School Street intersection). By the early 1920s all of Wayland's shoe factories ceased operations.

In the northern portion of Town, farmers continued to work the land, but after World War II, the cornfields and market gardens slowly began to disappear. With the construction of Route 128 (Interstate 95) and the Massachusetts Turnpike, Wayland became more accessible and attractive as a suburb. In 1955, Raytheon built a large-scale industrial laboratory near Wayland Center. The commercial centers in Cochituate and Wayland Center have evolved and now provide a range of convenience goods and services for the Town's residents.

4.2 Today's Economy

Today, Wayland's business base consists largely of a diverse range of retail and service businesses located in Wayland Center, Cochituate, and along Routes 20 and 30. The Wayland Business Center site on Route 20 has

at times also been a major source of employment, first by Raytheon and then by Polaroid, but is currently virtually empty. Overall, Wayland is a net exporter of labor, with a work force of about 6,813 persons and an employment base 4,030 in 2001¹. The employment base has fluctuated from 3,286 in 1990 to 4,030 in 2001 with a low of 2,893 in 1997², depending on the level of activity at the Wayland Business Center site.

4.3 Economic Profile

Table 4-1 below shows employment by major industry sector located in the Town for each year from 1991 through 2000. Over the ten-year period, in-town employment has increased from approximately 2,935 to 3,884, an increase of 32%. This section discusses the share of employment by industry for those who work within Wayland—i.e., jobs located within the Town. **Section 4.3** and **Table 4-3** reflects the breakdown of employment by industry for **Wayland residents**, most of who work outside of the Town.

Table 4-1
Town of Wayland
Employment by Industry, 1991 - 2000

Industry	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	Change	% Change
Agriculture, Forestry, Fishing	71	71	74	80	89	103	120	136	125	142	71	100.0
Government	562	589	618	629	675	675	676	695	677	672	110	19.6
Construction	340	189	183	237	179	147	155	165	152	158	(182)	-53.5
Manufacturing	273	268	1,586	1,418	1,097	839	123	145	203	813	540	197.8
TCPU ^a	62	49	51	53	40	41	47	49	32	33	(29)	-46.8
Wholesale/Retail Trade	783	809	771	788	790	771	772	813	918	990	207	26.4
Finance, Insurance, Real Estate	70	70	68	70	74	67	78	82	94	86	16	22.9
Services	774	880	807	710	784	831	922	1,072	914	990	216	27.9
Total	2,935	2,925	4,158	3,985	3,728	3,474	2,893	3,157	3,115	3,884	949	32.3

Source: Massachusetts State Division of Employment and Training; ES-202 Data.

^a Transportation, Communication, and Public Utilities.

4.3.1 Manufacturing Sector

The manufacturing sector added the largest number of new jobs during the 1990s, increasing by 197.8%. Manufacturing added 540 jobs to a base of 273 for a total of 813 jobs. This increase reflected the expansion of uses at the former Raytheon site.³ However, it should be noted that Raytheon vacated the site in 1995, the building was substantially rehabilitated and used by Polaroid, which vacated the building in 2002. Hence this increase now is likely to be reversed.

¹ Employment base data provided by the Commonwealth of Massachusetts, Division of Employment and Training.

² Employment base data provided by the Commonwealth of Massachusetts, Division of Employment and Training.

³ Many of the jobs at the former Raytheon site are actually office jobs. However, the jobs data presented here classify jobs according to the Standard Industrial Classification (SIC) system. This system classifies jobs based on the industry of the employer, not the specific occupation of each worker working for that employer.

4.3.2 Services Sector

Wayland also witnessed significant increases in service sector employment during the 1990s. The number of service sector jobs increased by 216, from 774 jobs in 1991 to 990 jobs in 2000, a 27.9% increase. The service sector encompasses a diverse array of businesses, including many of the new professional and technical jobs that have emerged with the rise in the information technology (IT) industry. Service sector jobs also include a wide variety of health and social services such as elder care, childcare, and nursing care, as well as food services and personal services jobs. Pay scales for service sector jobs vary widely by industry: IT jobs can offer high compensation, while food service jobs are often low paid, less than full-time, and provide few benefits.

4.3.3 Wholesale/Retail Trades Sector

The wholesale/retail trades sector grew by 207 jobs, from 783 in 1991 to 990 in 2000. The expansion in the wholesale/retail sector is a result of the continued vitality of Wayland Center and other commercial districts located along Boston Post Road and in Cochituate.

4.3.4 Government

The number of government sector jobs increased by 110 during the 1990s, a 19.6% increase. Government sector employment remains an important part of the Town's economy, providing 672 jobs, or about 17% of the Town's total employment.

4.3.5 Construction Sector

The construction sector has experienced significant reductions in workforce over the past decade, decreasing by 182 jobs or 53%. The construction sector is very cyclical, and is likely to fluctuate as the state's economy fluctuates. This decline may also reflect the trend in Wayland toward an increasingly affluent, professional population, which would tend to favor location-sensitive businesses that cater to this demographic group.

4.4 Resident Labor Force

Table 4-2 compares the **occupations** of Wayland residents to the occupations of Middlesex County residents and to state residents in 2000. This table describes type of job by occupation only, regardless of industrial sector. **Table 4-3** identifies the **employment sectors** of Wayland residents, regardless of occupation.

The occupational distribution of Wayland residents illustrated in **Table 4-2** reveals several significant differences from both county and state occupational distributions. Approximately 65% of Wayland residents were employed in managerial, professional, or technical occupations in 2000, as compared to 50% in Middlesex County and 41% in Massachusetts. These occupations often require college or graduate level degrees and pay above-average salaries. The heavy concentration of management, professional, and related jobs in the Town's resident labor force likely is a major contributing factor in the Town's significantly above-average median household income (\$101,036 in 2000 versus \$60,821 for Middlesex County, and \$50,502 for the state). All other occupations are underrepresented among Wayland residents relative to county and state averages.

**Table 4-2
Town of Wayland
Occupation of Residents, 2000**

	Wayland Number	Wayland %	Middlesex Co. %	State %
Management, professional, and related occupations	4,232	65.1	49.7	41.1
Service occupations	483	7.4	11.5	14.1
Sales and office occupations	1,304	20.1	24.2	25.9
Farming, fishing, and forestry occupations	-	-	0.1	0.2
Construction, extraction, and maintenance occupations	270	4.2	6.1	7.5
Production, transportation, and material moving occupations	210	3.2	8.4	11.3
Total Residents Employed	6,499⁴	100.0	100.0	100.0

Source: U.S. Census Bureau, 2000.

According to the U.S. Census, the labor force in Wayland in 2000 totaled 6,647 persons, an increase of 2.1% from the 1990 Census figure of 6,513. Over the same period, Middlesex County's labor force grew by 3.0% while the state's grew by 1.7%. In 1990, approximately 15% of Wayland's employed resident labor force (884 workers) worked in Wayland. Approximately 18%, or 1,037 workers, commuted to Boston. See **Section 8.1.1** for a complete breakdown of Journey to Work data for Wayland's residents and employees.

Table 4-3² shows the industries in which Wayland residents are employed as identified in the 2000 Census. Beginning with the 2000 Census, the U.S. Census Bureau began identifying resident employment sectors using the North American Industrial Classification System (NAICS) as opposed to the Standard Industrial Classification System (SIC). Thus, it is impossible to fully compare the 2000 data describing resident employment industry sectors to the 1990 data.

⁴ This data excludes unemployed Wayland residents (131 persons) as well as Wayland residents in the Armed Forces (17 persons).

Table 4-3
Town of Wayland, Middlesex County, and the State of Massachusetts
Industry of Residents, 2000

	Wayland Number	Wayland %	Middlesex Co. %	State %
Agriculture, forestry, fishing and hunting and mining	14	0.2	0.2	0.4
Construction	185	2.8	4.6	5.5
Manufacturing	616	9.5	12.3	12.8
Wholesale Trade	139	2.1	3.0	3.3
Retail Trade	600	9.2	9.8	11.2
Transportation and warehousing, and utilities	91	1.4	3.4	4.2
Information	387	6.0	5.0	3.7
Finance, insurance, real estate, and rental and leasing	740	11.4	8.2	8.2
Professional, scientific, management, administrative, and waste management services	1,442	22.2	16.0	11.6
Educational, health, and social services	1,667	25.7	23.8	23.7
Arts, entertainment, recreation, accommodation and food services	237	3.6	5.7	6.8
Other services (except public administration)	205	3.2	4.2	4.4
Public administration	176	2.7	3.8	4.3
Total Residents Employed	6,499	100.0	100.0	100.0

Source: U.S. Census Bureau, 2000.

As shown in **Table 4-4**, unemployment in Wayland has tracked below the state average every year during the past decade. Following state trends, unemployment rates in Wayland progressively declined from 4.5% in 1992 to a low of 1.4% in 2000. The unemployment rate rose slightly in 2001, reflecting the nationwide economic downturn, although this effect was less pronounced in Wayland than in Massachusetts as a whole.

Table 4-4
Town of Wayland and the State of Massachusetts
Annual Labor Force and Unemployment, 1991-2000

Year	Wayland			Massachusetts		
	Labor Force	Unemployed	Rate	Labor Force	Unemployed	Rate
1991	6,363	282	4.4%	3,161,800	286,200	9.1%
1992	6,457	288	4.5%	3,145,100	269,300	8.0%
1993	6,575	257	3.9%	3,164,100	218,700	6.9%
1994	6,639	212	3.2%	3,172,500	190,700	6.0%
1995	6,391	177	2.8%	3,164,100	169,800	5.4%
1996	6,471	128	2.0%	3,171,600	136,600	4.3%
1997	6,744	121	1.8%	3,261,600	130,800	4.0%
1998	6,807	97	1.4%	3,277,900	104,800	3.2%
1999	6,871	114	1.7%	3,284,100	105,000	3.2%
2000	6,810	98	1.4%	3,236,600	85,600	2.6%
2001	6,823	118	1.7%	3,283,700	120,600	3.7%

Source: Massachusetts Division of Employment and Training. Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics.

4.5 Tax Base

In Massachusetts, local property taxes from residences and businesses contribute the majority of revenue to municipal budgets. One important role of business in a community can be to shift some of the burden of paying for municipal facilities and services away from residential taxpayers.

Table 4-5 shows total property values in Wayland by major use categories for 1992 and 2002. Considering Wayland's predominantly residential character, it is unsurprising that 95% of the Town's tax base is residential. The average single-family tax bill for 2002 was \$6,505. This compares to \$2,583 for the state average. Wayland has the 8th highest single-family tax bill out of the 334 Commonwealth communities for which such information is available. Just under 3% of the tax base comes from commercial development, while 1.3% is from industrial uses. Because commercial and industrial properties represent such a small portion of the tax base, Wayland has elected to maintain a single tax rate that applies to all use categories. For fiscal year 2002, this rate was \$16.18 per \$1,000 of assessed value.⁵

A comparison of the tax base in 1992 versus 2002 reveals that the commercial and industrial tax bases have remained relatively steady, while the residential tax base has grown substantially. Thus, the proportion of taxes paid by residential property owners has increased from 92.7% to 95.0% over the course of the decade.

Table 4-5
Town of Wayland
Total Assessed Property Values by Major Use Categories, 1992 and 2002

Use Category	Total Assessed Value 1992	% of Total 1992	Total Assessed Value 2002	% of Total 2002	% Change from 1992
Residential	\$1,225,975,586	92.7%	\$1,881,689,00	94.5%	+53%
Commercial	\$61,010,966	4.6%	\$57,091,300	2.9%	-6%
Industrial	\$24,130,800	1.8%	\$34,692,800	1.7%	+44%
Personal	\$10,906,900	0.8%	\$17,056,880	0.9%	+56%
Total	\$1,322,024,252	100.0%	\$1,990,529,98	100.0%	+51%

Source: Massachusetts Department of Revenue, Tax Rate Recapitulation, Town of Wayland 1992 and 2002.

Note: Dollars are in current dollars (not inflation-adjusted).

Commercial and industrial properties in Wayland generate approximately \$1.1 million in tax revenue annually. The Wayland Assessor's Office identifies these properties by standard state land use codes, which can provide information on the relative importance of different business uses in Wayland's tax base. According to this information, the research and development category, which has the highest total assessed value, consists of a single property, the former Raytheon site. This property is assessed at over \$31 million. However, due to present conditions of a nearly vacant office building, the owner has applied for tax abatements in 2003 and 2004. The second largest commercial sector consists of the Town's four shopping centers, located at 35 Main Street, 116 Main Street, 297 Boston Post Road, and 308 Commonwealth Avenue. The shopping centers have a

⁵ For Fiscal Year 2003, Wayland underwent a property re-valuation that significantly increased the total assessed value of the Town's real estate. Following this re-valuation, the tax rate dropped to \$12.52 for FY 2003 and increased to \$13.13 for FY 2004.

total assessed value of almost \$8 million. The third category consists of 14 smaller office buildings located throughout Town, which have a total assessed value of just over \$7.5 million. Small retail buildings (under 10,000 sq. ft.) ranks fifth in total assessed value. The business uses that yield the highest assessed value per property include research and development, shopping centers, tennis club, nursing homes, manufacturing and supermarkets. The businesses with the highest assessed value per acre include offices and shopping centers.