

# **Report of the 2015 Wayland Library Planning Committee**

**Submitted to the Wayland Board of Library Trustees**

**August 27, 2015**

# Contents

<b>Executive Summary</b>	3
<b>Introduction</b>	6
<b>Background</b>	6
<b>Research Methods</b>	9
<b>Findings</b>	13
Areas of Concern	14
Site Options for Expanded or New Public Library	18
<b>Recommendation</b>	24
Appendix A: Documents Consulted by the 2015 Wayland Library Planning Committee	25
Appendix B: 2015 Library Committee Membership	26
Appendix C: Statistics on Comparable Libraries	27
Appendix D: Possible Site Strategy and Renovation/Expansion Options for Existing Library	30

## Executive Summary

The mission of the Wayland Free Public Library is to be a free and accessible marketplace of ideas, information, and culture that fosters learning, community, and literacy. The library provides open and guided access to a variety of media and programs to inform, inspire, and empower its patrons, and ultimately seeks to promote the free exchange of ideas necessary to the effective conduct of a democracy in an ever-changing world. Founded in 1850, and housed in its current building since 1900, the library has served residents of all ages for more than 150 years.

### Background

In August 2014, Governor Deval Patrick signed a bond bill authorizing more than \$150 million for the Massachusetts Public Library Construction Program (MPLCP), the first such bond approved in six years. These funds will be made available to communities seeking to renovate and expand their libraries or construct new facilities. In response, the Wayland Board of Library Trustees formed a Library Planning Committee in early 2015—the latest step in a 15-year effort to improve the library. The committee’s initial charge was to:

- Review the library’s current program, services, and long-range plan
- Evaluate the library’s space needs and its current building on Concord Road
- Visit other libraries to investigate a range of physical layouts and service solutions
- Educate themselves about the MPLCP
- Familiarize themselves with building options and costs
- Make recommendations to the Board of Trustees about whether and how to go forward with a MPLCP grant application.

### Research Methods

In a series of meetings and out-of-town tours, the committee:

- Reviewed all library planning and feasibility studies and community surveys completed in Wayland since 2002, as well as statistics compiled by the Massachusetts Board of Library Commissioners (MBLC) comparing Wayland’s library to others in the metropolitan Boston area
- Met with Rosemary Waltos, Library Building Specialist at the MBLC, for insight and advice on the MPLCP
- Visited 14 libraries representing examples of successful construction projects funded by the MPLCP, most in communities comparable to Wayland

- Reviewed the findings of a household survey conducted in spring 2015 by the University of Massachusetts Donahue Institute, designed to assess Wayland residents' satisfaction with the library and support for a possible building program
- Formed a study group to research current trends in library conceptualization, use, and design
- Formed a study group to review available parcels of town-owned or town-controlled land for their feasibility as sites for a new library
- As a full committee, visited the three sites deemed feasible

### Findings

After months of research, the committee concluded that the success of a public library depends on the capacity and design of its building. An effective library building has appropriate spaces for the present and planned collection, the work of both patrons and staff, and a rich menu of programs for all age groups. Equally important is a sensitive, flexible design that reflects community needs, goals, and demographics.

Following a tour of the Wayland Free Public Library, the committee noted that the current building does not have the capacity to respond to the current or future needs of the community, or to fulfill its potential as an intellectual crossroads. Members identified several areas of concern, including inadequate spaces for children and teens, for private study and collaborative work, for cultural programs and community gatherings, for the work of the staff, and for vehicle access and parking. The limited provisions for children and teens are especially jarring in a town that attracts families for its strong school system. The building is also inhospitable to people with mobility problems, and the inflexible design cannot be fixed with minor adjustments. These issues have been documented repeatedly in studies and surveys over the last 15 years.

The Land Use Study Group studied ten plots of land, and deemed three of them feasible for a new or expanded public library:

- Former Department of Public Works (DPW) site, Main Street
- Wayland Town Center, off Route 20
- Current library site, 5 Concord Road

After visiting these sites, members of the planning committee considered their advantages and disadvantages. Two options were then identified for renovating and expanding the building on the current site.

Results of the household survey show that respondents are deeply invested in their library. Most (73%) are likely to support a renovation, and half (50%) would support a new building in a new location. While there are limitations to extrapolating respondents' attitudes to all Wayland residents, their feedback suggests that broad community support for a building project may very well exist.

### Recommendation

Based on these findings, the 2015 Library Planning Committee strongly recommends that the Wayland Board of Library Trustees apply for a Massachusetts Public Library Construction Program grant for new or expanded library facilities. The library remains a vital center of our democratic community, and the committee believes that residents deserve a library commensurate with their expectations for intellectual engagement, lifelong learning, community cohesion, and quality of life. Public libraries increasingly serve as community centers, performance venues, and contact points for innovative hardware and software technologies. A new or expanded library would not simply make space for more of the same activities; rather, it would accommodate exciting growth in the scope of the library's programs and ambitions. With significant state funding on offer, now is the time for Wayland to make a new investment in the future of its free public library.

## Introduction

The mission of the Wayland Free Public Library is to be a free and accessible marketplace of ideas, information, and culture that fosters learning, community, and literacy. The library provides open and guided access to a variety of media and programs to inform, inspire, and empower its patrons in their pursuit of lifelong learning, personal enrichment, and cultural understanding. In so doing, the library ultimately seeks to promote the free exchange of ideas necessary to the effective conduct of a democracy in an ever-changing world. Founded in 1850, and housed in its current building since 1900, Wayland’s library has served residents of all ages for more than 150 years. It is a friendly, professional institution that strives to provide excellent service at no additional cost to users, and its beautiful historic building and surroundings provide a pleasant visual environment for both users and staff.

## Background

In August 2014, Governor Deval Patrick signed a bond bill authorizing more than \$150 million for the Massachusetts Public Library Construction Program (MPLCP)—the first library construction bond approved in six years. Over the next several years, these funds will become available to communities seeking to renovate and expand existing libraries or construct new facilities. For Wayland, the grant would cover up to 45 percent of the total construction costs of an approved library project. After many years of studying the existing library, the Wayland Board of Library Trustees formed a volunteer citizens advisory subcommittee, the Wayland Library Planning Committee, to formally consider this opportunity to bring the library into the 21st century. The 2015 Library Planning Committee represents the latest in a 15-year effort to improve the Wayland Free Public Library for current and future generations.

### 2001: Library Planning Committee

In 2001, the Trustees formed a Library Planning Committee to assess the town’s vision for the future of the library. This committee conducted town-wide surveys and focus groups, and in 2002 released the *Final Report of the Library Planning Committee*.<sup>1</sup> According to the committee’s report, almost all respondents “asked for more—more collections, computers, shelf space, quiet work areas, meeting rooms of various capacities, storage, seating, more space in the children’s room, teen space, community programs as well as other requests.” The report concluded that the community’s wishes could not be met within the existing facility. Library director Louise Brown then prepared a detailed written assessment of the library’s spatial needs in each part of the building.

---

<sup>1</sup> All reports consulted by the 2015 WLPC are listed in chronological order in Appendix A.

### **2003–2005: Library Feasibility Study Committee**

In 2003, the Trustees formed a Library Feasibility Study Committee to determine whether an expansion at the current site could meet the needs of the Wayland community for the next 20 years. The committee hired the architecture firm Lerner | Ladds + Bartels to conduct a feasibility study. The architects concluded that the Concord Road building could be expanded if the library acquired some adjacent property to the north and, if necessary, obtained a zoning variance to reduce the number of required parking spaces. (The property is located in the Aquifer Protection District, which limits the amount of impervious surface that can be constructed.)

### **2012: The Wayland Free Public Library Planning Process**

In 2012, the Trustees formed a committee of library administration, staff, and community members to develop a five-year plan for the library. Once again, the committee surveyed the community to assess its current needs. In addition, committee members and library staff, guided by a consultant, conducted a SWOT analysis (Strengths, Weakness, Opportunities, and Threats). Committee members, staff, and residents identified numerous shortcomings in the current facility—similar to those that had arisen in previous surveys and focus groups. The committee’s work resulted in the *Wayland Free Public Library Long Range/Strategic Plan FY2013–FY2018*.

### **2014: New Library Building Program**

With a new MPLC grant program on the horizon, the Trustees and library director recognized that the 2003 programming document was too old to meet the requirements for a new grant application. In the spring of 2014, the Trustees hired a consultant, Thomas N. Jewell, to write a new programming document. Mr. Jewell reviewed the reports and assessments from the previous decade (including those that covered the library but were commissioned by other town departments; see Appendix A), and found that the previously identified problems remained. His report stated that the library is “much too small to meet the needs of today’s users let alone the 20-year projected service population.”

### **2015: Wayland Library Planning Committee**

To help guide the potential grant-application process, the Trustees appointed a volunteer citizens advisory subcommittee. The committee includes town officials, members of the Board

of Library Trustees, library staff, and community members representing a broad range of interests and backgrounds.<sup>2</sup>

The committee's initial charge from the Trustees was to:

- Review the library's current program, services, and long-range plan
- Evaluate the library's space needs and its current building on Concord Road
- Visit other libraries to investigate a range of physical layouts and service solutions
- Educate themselves about the Massachusetts Public Library Construction Program
- Familiarize themselves with building options and costs
- Make recommendations to the Board of Trustees about whether and how to go forward with a Massachusetts Public Library Construction grant application

If the Trustees accept the planning committee's recommendation to apply for a construction grant, the committee will—pending funds approved at Town Meeting—work with the Trustees to:

- Hire a certified Owner's Project Manager
- Hire a design team, and oversee the preliminary schematic design process
- Work with the design team to determine a building site, conduct engineering and geotechnical studies, and complete the schematic design
- Hire an independent cost estimator to prepare a preliminary cost estimate
- Arrange for any necessary local permits or approvals
- Organize data in preparation for a grant application in FY2017
- Generate support for the recommended project in the town

The full committee has met 11 times starting on January 29, 2015. Agendas and meeting minutes can be found on the town's website.

---

<sup>2</sup> Members of the Library Planning Committee and their study groups are listed in Appendix B.

## Research Methods

In preparation for their work, the committee reviewed the documents resulting from the previous 15 years of assessment, study, and discussion (Appendix A). To better understand how the Wayland Free Public Library compares to its peers, the committee also considered statistics on other libraries: those in neighboring towns, those in towns comparable to Wayland in the metropolitan Boston area, and those recommended by Rosemary Waltos, Library Building Specialist with the Massachusetts Board of Library Commissioners, for in-person visits.<sup>3</sup>

For advice on the Massachusetts Public Library Construction Program, the committee invited Ms. Waltos to speak at their meeting of March 19, 2015. She explained the grantmaking process, application requirements, timeline, and best practices for preparation, and answered the group's many questions.

### Visits to Comparable Libraries with Successful Building Projects

The committee visited 14 public libraries in eastern and central Massachusetts. Eight were recommended by Ms. Waltos as examples of successful construction projects completed within the last three years; the others included Cambridge, a recent expansion noted for its architectural success, and four neighboring libraries frequented by Wayland patrons during the flood and closure of Wayland's library in 2010.

The committee was divided into 5 subgroups of 4 members, and each subgroup visited a mix of new buildings and expansions of older buildings. Some members joined other subgroups' tours according to their interests and availability. In preparation for their tours, the committee made a general list of amenities to observe and questions to ask at each site. Not including travel time, the group spent approximately 150 person-hours touring libraries outside Wayland.

Tours were led by each library's director, and included helpful discussions of what worked and did not work in the new spaces. The directors shared insights into both the design and construction experience and the process of building community support for the project.

Libraries visited:

---

<sup>3</sup> All of these statistics are reproduced in Appendix C.

### New Construction

Dudley (Pearle L. Crawford Memorial Library)  
Millis Public Library  
South Hadley Public Library  
Walpole Public Library  
Westwood Public Library  
Wellesley Free Library  
Weston Public Library

### Addition/Renovation

Bolton Public Library  
Cambridge Public Library (449 Broadway)  
Holyoke Public Library  
Leominster Public Library  
Lexington (Cary Memorial Library)  
Needham Free Public Library  
Sudbury (Goodnow Library)

To conclude the committee's travels and provide context for their observations, director Ann Knight then led members on a formal tour of the Wayland Free Public Library.

At the meeting of May 27, 2015, committee vice chair Vicki LaFarge led the committee in an extended debriefing on their tours, and took notes on members' responses to the various buildings. The group noted qualities that stood out as especially welcoming, practical, flexible, desirable, and undesirable.

### **Library Research Study Group**

To educate the committee on national and international trends in contemporary library services and design, committee chair Tom Fay convened the Library Research Study Group. Members researched the conceptualization, use, and design of the 21st-century library, with a focus on developments in four areas: library architecture, children's and teen spaces, library services, and the role of the library in society.

The study group's presentations began with six different approaches to library design, as seen in an international mix of facilities built in the last three years:

- Halifax Central Library (Nova Scotia), which makes a grand architectural gesture in stacked glass boxes, yet maintains the feel of a community “living room” and a connection to the outdoors
- Pico Public Library (California), a simple structure designed as a community center, with librarians but no circulation or reference desks, and an exterior courtyard used for farmers’ markets and other events
- Library of Birmingham (UK), an urban-renewal effort that adds a striking new building with a lacelike facade to the original Victorian facility, and maintains a café on every floor
- Seinäjoki Public Library (Finland), which emphasizes children and teens in its innovative spaces and programming
- Bourg-la-Reine Media Library (France), where glazed interior spaces surround a central exterior courtyard, and an open floor plan encourages a mix of uses
- James B. Hunt Library (North Carolina State University), styled as a high-tech think tank with automated circulation from underground stacks

In response, the planning committee reflected that an appealing and functional work of architecture—old, new, or otherwise—can provide a powerful means for people to connect as a community.

Research on contemporary children's and teen rooms found that, apart from the ongoing question of how much digital media should be provided to young children, the topic of the moment is the maker space: a collaborative building or craft space for children and teens. Typically, these spaces are equipped with technology of varying degrees of complexity (3D printers, computers with design software, sewing machines), with the goal of encouraging creativity and comfort with science, math, and technology. The space can also be used for traditional arts and crafts activities, or classes with a physical or "messy" aspect for any age group.

Innovative trends in library services include the lending of non-book items such as games and crafting kits; discussion space for people taking online courses; high-tech “petting zoos”; and maker spaces for adults.

The role of the library in society is always evolving, but centers on representation and flexibility within a community. The best libraries respond to the composition of their communities in the design of the building as well as the collections, services, and programs offered—yet always remain flexible enough to serve a changing variety of groups with different needs.

## **Household Survey**

In January 2015, the Board of Library Trustees commissioned the University of Massachusetts Donahue Institute to survey Wayland households on their relationship to the library. The purpose was twofold: to measure people's satisfaction levels and wishes for library collections, services, programs, and spaces, and to gauge support for the Trustees' efforts to address the building's shortcomings. To reach as broad a range of residents as possible, a survey was mailed to every household, indicating that recipients could return it by mail, or complete it online at the library's website or on a dedicated computer in the library.

The response rate was strong—the number of participating households was more than double the figure required for an adequate confidence level. The results (*Needs Assessment for Programming and Planning: Highlights of a Survey of Wayland Households*) showed that respondents are deeply invested in the library, with more than half saying they use it weekly. For those who responded, a physical collection of books and materials is as important as educational and cultural programming. Most important to the WLPC's work, the survey showed that most respondents (73%) are likely to support a library renovation, and that half (50%) would support a new building in a new location.

The low response rate from infrequent users makes the committee cautious about using the survey to gauge town support for a building project. But the committee was impressed by the loyalty and enthusiasm of those who regularly use the library.

## **Land Use Study Group and WLPC Site Visits**

To study the possibility of building a new library, committee chair Tom Fay convened the Land Use Study Group to review the available parcels of town-owned or town-controlled land. To discuss the advantages and disadvantages of each site, the group met with multiple town officials: Town Surveyor Alf Berry, Town Planner Sarkis Sarkisian, Director of Public Buildings Kenneth (Ben) Keefe, Conservation Commission administrator Brian Monahan, Building Commissioner Jay Abelli, and Building Inspector David Fuller.

At a series of three meetings, the group examined and discussed maps and lot plans with respect to siting options; proximity to the town's geographical, historical, and population "centers"; conceptual traffic flow; ease of access; and technical and regulatory considerations. In addition, the group considered the practicality and impact of developing each parcel for construction. The ten parcels considered were:

- Nike Site, Oxbow Road
- Alpine Field
- Orchard Road site
- Claypit Hill School site
- Greenways site, 137 Old Connecticut Path
- Wayland Town Center, off Route 20
- Current library site, 5 Concord Road
- Former Department of Public Works (DPW) site, Main Street
- Wayland High School site
- Loker Recreation Area

Following a thorough review, the Land Use Study Group made a final recommendation of three sites to the WLPC (in no particular order):

- Former Department of Public Works (DPW) site, Main Street
- Wayland Town Center, off Route 20
- Current library site, 5 Concord Road

Members of the full planning committee visited the three recommended sites on June 12, 2015, with Town Planner Sarkis Sarkisian, who discussed the merits and challenges of each. The committee noted Mr. Sarkisian’s optimism and creative suggestions for all three locations, and discussed the sites (with no clear preference emerging) at the meeting of June 19. The sites will be reviewed at the end of this report.

## Findings

The committee’s discussions of these various forms of data—previous library studies, visits to other libraries, visits to possible building sites in Wayland, the 2015 survey, and research on contemporary libraries—led to some general observations that informed their findings and recommendation.

An effective public library has the capacity to respond to a variety of needs under a variety of conditions, both now and in the future. Important components of capacity are adequate spaces for the present and planned collection, for quiet study or collaborative work, for the tasks of the library staff, and for a rich menu of programs for all age groups. Capacity, however, should not be equated with size. In their visits to numerous libraries, the WLPC learned that more square footage is not necessarily better; members found several smaller libraries, such as those in South Hadley and Dudley, more engaging and effective in their use of space than some libraries with larger footprints. That said, it is important to note that Wayland’s library (14,025 square

feet) is smaller than every library visited except Bolton's—which, at roughly the same size as Wayland (13,500 square feet), serves a population less than half the size (5,016 residents to Wayland's 13,285). In addition, among the libraries visited, Wayland has the smallest seating capacity in its main reading area, the smallest "large" event space, the smallest children's space, no separate teen space, and no individual or small-group study rooms.

As important as capacity is a design that reflects community needs and demographics. For example, a town in which many people do not own personal computers needs a large bank of public computers; in another town, a more effective use of the same space might be a combination of study rooms and carrels that allow users to plug in their own devices. Towns where people depend on the library for book recommendations can adopt a "bookstore" model with face-out displays and large stocks of prominent new titles.

In any community, an effective library serves as a large living room or gathering space, providing residents with both a strong collection of resources (whether traditional or digital) and a variety of opportunities for intellectual and social engagement. In some towns, programming may be even more important than a large collection. Successful programs can include, but are not limited to, expert lectures and author readings; book groups; ESOL tutoring; teen discussion groups or clubs; children's story, music, and craft times; and workshops or classes on any subject from 3D printing to gardening to Roman history. During the committee's library tours, directors at two different libraries reported that circulation had risen at least 20 percent from its level in their previous building, and that use of the large meeting room had multiplied. In short, the new, more responsive facility had brought in new users.

On their tour of the Wayland Free Public Library, the committee noted that the present space simply does not have the capacity to respond to the present or future needs of the community, or to fulfill its potential as an intellectual crossroads. Many features that directors of other libraries described as important to their success (beyond the size and scope of their collection) are not present in Wayland's building. These include private study and work spaces, at least one large meeting room, a teen gathering space, an inviting children's room, functional work space for staff, and adequate parking. Below, we examine each of these in turn.

## **Areas of Concern**

### Private Study and Work Space

The strongest need on the main floor is private space for quiet study, tutoring, or small-group work. Because of the acoustics in the vaulted and domed reading rooms, there are no truly quiet spaces there, so the noise level depends on who is working nearby. In Wayland, tutoring

is very popular for school-age students and adult English-language learners. A few private study rooms, with tables for two to four people, would make a big difference to patrons—both to those who engage in collaborative work, and to those who would like to work in the reading room without being disturbed. Additional space for carrels would provide more semi-private work space at lower cost. Finally, movable furniture would give patrons some flexibility in arranging comfortable chairs and tables for solitary or shared activities.

### Shelf Space

Wayland Free Public Library is fortunate to have a generous book budget. But, given the space constraints, librarians must weed so aggressively to make room for new books that they sometimes remove classic works of literature if those titles have not recently circulated. Even as e-books relieve some of the pressure on the stacks, more shelving would allow the staff to maintain some depth in the collection while adding a healthy stream of new books.

### Community Gathering Space

Wayland is rare among peer libraries in having only one meeting space: the Raytheon Room, a windowless basement room seating at most 60 people. The room is used constantly—indeed, there are competing demands on its time—but remains insufficient in capacity, technology, and comfort for many of the programs it hosts. Lecture crowds are often too large for the room, and the low ceiling keeps the presentation screen too low to be seen by all attendees. The room cannot accommodate most performing-arts events, such as music recitals or children’s dance or movement classes.

Most peer libraries have one event space much larger than the Raytheon Room (holding about 100 people), and at least one smaller conference or seminar room. These libraries find that the larger space is heavily used for a wider variety of activities than Wayland can support, from lectures and readings to children’s play groups to concerts, not to mention public meetings. In newly constructed buildings, this room has its own exterior entrance, so it can be used after hours without affecting the security of the library’s collections or offices. A larger event space in Wayland, combined with a smaller meeting room, would give the library vastly more flexibility to serve users of all age groups. A smaller meeting room would also allow staff to run more frequent technology workshops (currently held on laptops in the Raytheon Room) and to keep some equipment, such as the existing 3D printer, out at all times.

It is a source of ongoing frustration to the programming staff that the Raytheon Room is often booked solid, unavailable for desired activities or interest-group meetings. Groups with recurring meetings, such as the Wayland Garden Club, have to look beyond the library.

Afternoon activities, such as an adult book group or ESOL tutor training, must edge out a children's activity or vice versa; the room is too small to be subdivided. So, in addition to "competing" with one another, adults compete with children (unwittingly, of course) for use of this overbooked room.

### Children's Room

The children's room adjoins the Raytheon Room in the basement, with windows on one side. Because it is exposed below grade, it has a propensity to flood in wet conditions. Wayland is fortunate to have an active schedule of children's programs, but most events take place in awkward quarters—primarily the Raytheon Room, which was not designed for messy play (such as arts and crafts), is too small for many performing-arts or movement activities, and is awkward for intimate gatherings such as children's writing workshops. The children's librarians could schedule more activities if they had the right spaces to house them.

The play area at the back of the children's room is helpful but rudimentary, windowless, and fits only a few preschool-age children. There is no comfortable place for adults to sit and read with young children; parents and caregivers must sit on the inflexible risers in the play area. There is virtually no place for young students to sit and read or do homework.

Because of the cramped quarters, the children's book collection is not commensurate with the size and needs of the community. Librarians weed from the stacks constantly, yet there is still not enough space for new books. Another result of the space crunch is that many of the stacks are too tall for children to handle, and they block the room's limited natural light.

The children's librarians have no office at all, only a desk and computer in the corner and a small processing space behind the circulation desk. There is not enough processing space for incoming and outgoing books.

Many young families are attracted to Wayland's public schools, only to find that the town's educational mission is not supported by provisions for children at the library. The primary needs in the children's room—which are met in most peer libraries—are:

1. A comfortable space for story hours
2. A comfortable room for arts and crafts activities, with adequate storage and easily cleaned tables and floors
3. Comfortable places for parents and young children to sit and read together
4. Age-appropriate furniture from preschool through elementary school, including places for school-age children to read and do homework
5. Adequate shelf space for a children's book (and/or technology) collection that makes a

meaningful contribution to the community

6. Office and processing space for the children's librarians

Teen Space

The benefits of encouraging middle- and high-school students to spend time in their public library are manifold and obvious. Communities with dedicated teen rooms find that they are heavily used for homework, informal socializing, and organized events such as film nights. A dedicated space can even give rise to interest groups led by teens themselves. In Wayland, a small section of the adult reading room is a designated teen space, but it has no privacy and only seats a few students; it cannot accommodate group events. It also has inadequate space for young-adult books, or for computer stations that would allow teens to explore new creative technologies (such as filmmaking software).

Librarians' Work Space

Members of the committee were struck by the poor conditions under which Wayland's librarians work. The only staff work space on the main floor is a small, one-person office behind the circulation desk, and eight to twelve crates of books are delivered there each day to fulfill Inter-Library Loan requests. There is not enough space to store the carts used to shelve books (which would normally be stored in a circulation processing space), so they linger here and there in the public areas.

There is no delivery entrance. Deliveries are made by hauling stacks of boxes or book bins through the main, single-door public entrance, and riding the elevator to the appropriate level.

Administrative and IT work is done in the basement, primarily in the extremely crowded Technical Services room. This room houses four staff members; carts and boxes of new books; a photocopier, scanner, and all office supplies; and computer equipment. Here, with very little table space, the staff receive, process, and catalog all new materials, and troubleshoot and repair the library's computers. The committee visited no other library with such an undesirable work space.

The server room—which includes routers, data wiring to all computers in the building, and the library's phone system—is a former custodian's closet adjoining the furnace room and the elevator-machinery space. It is both too small and environmentally flawed: Proximity to the furnace is harmful to the electronic equipment, so air-conditioning and ventilation have been arranged on a makeshift basis.

The Friends of the Wayland Free Public Library accumulate and sort donated books on a small table in a hallway in the basement. The fire department has expressed concern that this buildup would be a hazard in the event of an evacuation, but there is no other space for it. Sorted books are stored in the town-owned rail shed in the library's parking lot.

### Building Infrastructure

Most modern libraries have public restrooms on each floor. Wayland has none on the main level; there is one single-stall restroom each for men and women on the basement level. There is also a small family restroom behind the children's librarian's desk; it is awkward to access and not well-known.

Twenty-five years after the passage of the Americans with Disabilities Act (ADA), the library is not compliant with its standards. The heavy, wooden entrance door is not automated, and is impossible for anyone in a wheelchair or on crutches—and for some elderly and young people—to open without assistance. The building has no lobby or foyer; patrons enter a cramped landing with an L-shaped stairway up to the main level, a few stairs down to the basement level, and an elevator. Anyone waiting to use the elevator blocks all other foot traffic. The stairways are narrow, so many people going upstairs wait for others to come downstairs first.

Parking is inadequate during popular programs, such as evening lectures or children's story hours. Worse than availability, however, is access to the lot. While the library's central location makes it convenient and visible, its position at the controlled intersection of two state roads makes it hard to enter and exit for several hours each day, especially in early morning and late afternoon. Turning left out of (or into) the parking lot can be difficult and dangerous. And the lot's awkward configuration can cause congestion, as when a car hunting for a parking spot blocks those moving in and out.

## **Site Options for Expanded or New Public Library**

Here is an analysis of the three sites that the Land Use Study Group recommends for new construction or expansion.

### **Site 1: The former Department of Public Works (DPW) site**

Comprising approximately 4.8 acres adjacent to Wayland Middle School, this parcel could be ideal for the construction of a new library building. Because of the geometry and topography of the parcel, and the rare ease of siting, vehicle access, and parking,

design options would be virtually unlimited. Immediate proximity to the middle school, and relative proximity to three other schools, also presents a unique opportunity. Construction would require demolition of the existing one-story building (formerly occupied by the DPW) and testing and verification of the soils. It should be noted that the site as a whole might be divided and shared with another town facility or function.

### Advantages of Site

- Alone among the three potential sites, this lot is a conforming town-owned parcel with no zoning constraints, beyond the setback and height limits that cover all lots in this district.
- Proximity to the middle school would enable walking access by students, and give rise to new programming for this age group. The building would also be reasonably close to Wayland High School, and Loker and Happy Hollow elementary schools.
- The relative density of the neighborhood would enable walking access by a large residential population.
- The site is large enough to allow the design of a one-story facility.
- A prominent public building would dramatically improve the existing site.
- The simplicity of the site and the straightforward regulatory environment would minimize schematic design time and the permitting process.
- With the exception of school dropoff and dismissal times, there are no constraints on vehicle access or parking.
- Building a new library would probably cost less than renovating and expanding the current one.

### Disadvantages of Site

- The site is not central to the geography of the town as a whole. A new library here might feel disconnected from the center of town.
- Given the sometimes costly realities of public procurement and municipal project delivery, it would be challenging to build a new library with architectural character comparable to that of the old one. Some residents would feel that a new building lacked emotional resonance.

- There might be constraints on development due to environmental concerns.

### Conclusion

This site would easily support a new library building between 20,000 and 35,000 square feet.

### **Site 2: Wayland Town Center**

This site presents the most transformative option for the library. Placing a new library at the Town Center would involve multiple procedural and possibly political challenges, but if they could be overcome, the result would be an exceptional asset to the town of Wayland. The Town Center could become a true civic space, transforming a largely retail environment into a new core with a variety of uses and activities. This would put Wayland more in line with contemporary planning strategies that are reimagining 21st-century suburbs as places where residential, retail, and civic uses operate within walking distance of each other—in contrast to the atomized, vehicle-centered land-use strategies of the last 60 years.

The Town Center currently holds at least two potential sites for a new library. The constraints in each one prohibit easy comparisons between them.

*Town Center Site A:* The municipal pad on the west side of the development has been considered for different uses since the Town Center project began. Most recently, the Council on Aging–Community Center Advisory Committee has developed a concept for this site involving the use of the existing building. At Town Meeting in April 2015, an article was passed for funding to study this site pursuant to their proposal. Through a complicated series of processes and/or combination with another public use, the library could potentially be sited here.

*Town Center Site B:* A new parcel behind the current Phase 2 retail construction has more potential than Site A: Adjacent to the town green, and more central to the overall development, it could be ideal for a new library. Since this site is not owned by the town, however, nor is it currently for sale by the owner, various stakeholders would need to be brought together to make this a viable option. And Wayland would need to finalize a purchase-and-sale agreement before applying for a MPLCP grant.

### Advantages of Site(s)

- Transformative for the town. A library among the shops and residences would increase community contact, foster intergenerational mixing, and make the Town Center a true New England public space.
- Adding a civic building to the mix of uses at the Town Center would increase its foot traffic and long-term commercial viability.
- Limited topographic challenges would allow some flexibility in design.
- Vehicle access and parking are superior to those at the current library.

### Disadvantages of Site(s)

- At Site A, preliminary plans are in place for other uses that would not allow a library of sufficient size to be developed in addition.
- Site B—which, as a cleaner slate, presents a better opportunity—would need to be acquired by the town from a willing seller. This process would have to be explored by the town selectmen, town planner and others, and found to be viable.
- The process of developing either site would require support from the public. This could reopen previous political disputes associated with the original Town Center planning, complicating the process and pushing out the timeline for a new or improved library beyond the 2017 construction-grant cycle.
- A zoning variance might be required.
- Design options would be constrained by the small site (the library would likely be three stories high, which could affect usage patterns), and by the neocolonial style of the Town Center.
- There are no schools within walking distance.

### Conclusion

Balancing the procedural requirements and political dimensions of these sites against their transformative potential makes Town Center the most challenging site option.

### **Site 3: Existing Library Site (5 Concord Road)**

Renovating and expanding the current library is the most physically complex option, presenting multiple challenges and great opportunities. Dedicated in 1900, the library is an architecturally significant building with a long history, and is beloved by Wayland residents. Challenges arise on two fronts: the library's property limits, and the building itself. Ways to overcome these challenges are outlined in the conclusion below.

#### Advantages of Site

- Continuity of use. This well-loved historic building would continue to function as the town's library; and its expansion might be more acceptable to more residents than a new building.
- Proximity to the traditional town center, the historic district, and the new Town Center development would keep the library in the center of local activity.
- A new design could improve pedestrian access from the surrounding neighborhood, and take advantage of the forthcoming rail-trail project.
- Preservation and enhancement of one of the oldest public libraries still in use would link the past to the future in an inspiring way, and help distinguish Wayland from other towns.

#### Disadvantages of Site

- Historic preservation would place limits on any new design, both now and in the future.
- There are no schools within walking distance.
- Access to the parking lot is difficult, and parking spots are scarce during popular events. As currently configured, the lot cannot accommodate the number of parking spaces required by either the Town of Wayland or the MPLCP.
- Because of the adjoining wetlands, there are limits (imposed by the Department of Environmental Protection and the Wayland Conservation Commission) on development and construction here, including a cap on the amount of impervious area the site can hold.
- The site is prone to flooding.

- If the expanded building could not be connected to the town's wastewater treatment facility, the septic system would have to be redesigned, and would continue to occupy a portion of the site.
- Available options might involve zoning relief in the form of a variance. This would increase the complexity of the planning and permitting process.
- Some site strategies might involve relocation of the recently renovated rail-shed building.
- The original structure would have to be sewn to the new addition in an architecturally elegant way, with the added constraint of a very tight site.
- The library would have to find, and move into, a temporary facility during construction.

### Conclusion

Any renovation of the existing library must resolve the issues of parking, vehicle access, septic capacity, wetlands accommodation, and architectural appeal. A possible site strategy and two possible renovation/expansion concepts are included in Appendix D.

## Recommendation

Founded more than 150 years ago, the Wayland Free Public Library remains a vital center of our democratic community. The library plays an essential role as a community crossroads, providing people of all ages with a strong and evolving collection of resources (whether books, digital media, or professional expertise) and opportunities for quiet study, collaborative learning, cultural events, and community gatherings.

The most successful contemporary libraries are designed with the flexibility to meet the changing needs of their communities. Lacking this quality, Wayland's library now faces great challenges and a tremendous opportunity: The funding that will be available through the 2017 Massachusetts Public Library Construction Program would cover up to 45 percent of total construction costs for a new or expanded facility. We do not know when, or even whether, this opportunity will arise again. Many libraries have upgraded their buildings through earlier rounds of funding from this program, including the neighboring towns of Weston, Sudbury, Natick, and Wellesley. The Land Use Study Group of the 2015 Wayland Library Planning Committee has deemed three sites in Wayland feasible for a new or expanded facility, each of which could transform the role of the library for years to come.

For all of these reasons, the 2015 Library Planning Committee strongly recommends that the Wayland Board of Library Trustees apply for a Massachusetts Public Library Construction Program grant for new or expanded library facilities. The committee believes that residents deserve a library commensurate with their expectations for intellectual engagement, lifelong learning, community cohesion, and quality of life. Public libraries increasingly serve as community centers, performance venues, and contact points for innovative hardware and software technologies. A new or expanded library would not simply make space for more of the same activities; rather, it would accommodate exciting growth in the scope of the library's programs and ambitions. With significant state funding on offer, now is the time for Wayland to make a new investment in the future of its free public library.

## Appendix A

### Documents Consulted by the 2015 Wayland Library Planning Committee

These documents are posted on the Wayland Free Public Library website (see “About Us” / “Library Documents” and “Planning Committee”). Other resources on contemporary libraries appear under “Libraries & the Future.”

*Wayland Library Building Questionnaire*, developed by the Massachusetts Board of Library Commissioners and completed by library staff (2015)

*Facility Data on Libraries in the Metro Boston Area for Communities 10,000–25,000 Population*, compiled from MBLC statistics by director Ann Knight (2015)

*Wayland Public Library Building Program*, by Thomas N. Jewell, consultant (2014)

In addition to earlier library reports, the 2014 building program made use of two documents commissioned by other town departments:

*Comprehensive Building Program Audit for the Town of Wayland* (2013),  
commissioned by Wayland Finance Committee

*Joint Senior Center/Library Feasibility Studies* (2010–12),  
commissioned by Wayland Council on Aging

*The Wayland Free Public Library Long Range Plan FY2013–FY2018* (2012)

*Wayland Public Library Feasibility Study Committee: Report to the Town, April 28, 2005*

*Final Report of the Library Planning Committee* (2002)

## Appendix B

### 2015 Library Committee Membership

#### Wayland Library Planning Committee

Tom Fay, Chair	Lynne Lipcon
Vicki LaFarge, Vice Chair	Daryl Mark
Betty Salzberg, Secretary	Sandy Raymond
Lynne Cavanaugh	Barbara Scolnick
Maureen Cavanaugh	Rachel Sideman-Kurtz
Christine Cipriani	Bill Steinberg (resigned August 18, 2015)
Gretchen Dresens	Thomas White
Jen Gorke	Aida Gennis, <i>ex officio</i>
Anne Heller	Ann Knight, <i>ex officio</i>
Judith Hoyer	Joseph Nolan, <i>ex officio</i>
Sarah Hubbell	Jessica Yurkofsky, <i>advisory</i>

#### Land Use Study Group

Tom Fay, Chair  
Jen Gorke  
Betty Salzberg  
Bill Steinberg  
Thomas White

#### Library Research Study Group

Tom Fay, Chair  
Christine Cipriani  
Jessica Yurkofsky  
Barbara Scolnick  
Thomas White

## Appendix C

### STATISTICS ON LIBRARIES VISITED AND NEIGHBORING LIBRARIES\*

Library Name	Municipality	Population	Library Population Groupings	Collection Size**	Main library facility gross square feet	Year current main library built	Recent renovation year	Main facility dedicated parking spaces	Seating capacity main library facility	Main library facility meeting rooms	Main library facility largest meeting capacity	Main library individual or group study rooms	Meeting Room use (excluding staff meetings)
Bolton Public Library	Bolton	5,016	2,000-4,999	82,040	13,500	1904	2010	34	89	1	65	3	167
Cambridge Public Library	Cambridge	106,471	100,000+	401,469	104,000	1889	2009	70	380	13	210	4	1,874
Pearle L. Crawford Memorial Library	Dudley	11,557	10,000-14,999	71,229	16,750	2010	N/A	56	174	2	85	2	62
Holyoke Public Library	Holyoke	40,135	25,000-49,999	83,892	40,515	1902	2013	80	100	7	90	5	694
Leominster Public Library	Leominster	40,989	25,000-49,999	177,863	44,513	1910	2007	50	234	5	150	6	3,900
Cary Memorial Library	Lexington	32,272	25,000-49,999	395,237	62,000	1906	2004	65	244	4	90	5	912
Millis Public Library	Millis	7,995	5,000-9,999	85,097	17,800	2013	2013	45	83	3	140	3	300
Needham Free Public Library	Needham	29,366	25,000-49,999	209,914	47,500	1915	2006	50	309	1	160	3	509
South Hadley Public Library	South Hadley	15,996	15,000-24,999	80,126	24,550	2014	2014	58	120	2	120	2	403
Goodnow Public Library	Sudbury	18,119	15,000-24,999	138,628	31,400	1862	1998	82	140	3	203	2	1,146
Walpole Public Library	Walpole	24,562	15,000-24,999	104,201	31,506	2012	2012	62	186	3	120	5	670
<b>Wayland Free Public Library</b>	<b>Wayland</b>	<b>13,285</b>	<b>10,000-14,999</b>	<b>106,967</b>	<b>14,025</b>	<b>1900</b>	<b>1988</b>	<b>47</b>	<b>69</b>	<b>1</b>	<b>60</b>	<b>0</b>	<b>346</b>
Weston Public Library	Weston	11,737	10,000-14,999	173,404	30,200	1995	1998	62	230	2	100	4	525
Westwood Public Library	Westwood	14,768	10,000-14,999	143,913	32,000	2013	2013	75	147	2	90	2	1,334
<b>NEIGHBORING LIBRARIES NOT VISITED</b>													
Framingham Public Library	Framingham	70,068	50,000-99,999	276,512	53,000	1979		0	248	4	110	7	1,350
Lincoln Public Library	Lincoln	6,503	5,000-9,999	122,343	18,641	1884	1989	22	95	2	60	2	528
Morse Institute Library	Natick	32,072	25,000-49,999	202,890	66,000	1873	1997	80	324	4	140	7	3,802
Wellesley Free Library	Wellesley	28,748	25,000-49,999	427,209	56,056	2002	2002	140	300	3	175	4	2,081

\*Numbers taken largely from the Massachusetts Board of Library Commissioner's Annual Report of Information Statistics (ARIS)

\*\*These numbers include non-print AV items and electronic holdings

FACILITY DATA ON LIBRARIES IN THE METRO BOSTON AREA FOR COMMUNITIES 10,000-25,000 POPULATION

Library Name	Municipality	Library Population Groupings	Gross sq. feet	Year built	Recent renovation year	Parking spaces	Seating capacity	Meeting rooms	Largest meeting room seating capacity	Individual or group study	Times meeting rooms used	
<b>10,000,-14,999 Square Foot Facilities</b>												
Hopkinton Public Library	Hopkinton*	10,000-14,999	*5,783	1895	1967	0	58	0	0	0	0	
Hanson Public Library	Hanson	10,000-14,999	8,195	1991		40	54	2	90	0	422	
Norwell Public Library	Norwell	10,000-14,999	8,500	1975		28	55	1	100	0	389	
Holliston Public Library	Holliston**	10,000-14,999	**9,217	1904	1987	0	65	1	80	2	258	
Holbrook Public Library	Holbrook	10,000-14,999	10,000	1966	1997	37	70	1	65	0	199	
Whitman Public Library	Whitman	10,000-14,999	11,000	1989	2014	30	80	2	90	2	429	
Fiske Public Library	Wrentham	10,000-14,999	13,850	1997		41	84	2	90	2	502	
Wayland Free Public Library	Wayland	<b>10,000-14,999</b>	<b>14,025</b>	<b>1900</b>	<b>1988</b>	<b>47</b>	<b>69</b>	<b>1</b>	<b>60</b>	<b>0</b>	<b>324</b>	
Lynnfield Public Library	Lynnfield	10,000-14,999	14,323	1856	1991	20	116	0	0	0	0	
Lunenburg Public Library	Lunenburg	10,000-14,999	15,500	2005	2013	48	87	5	88	2	683	
East Bridgewater Public Library	East Bridgewater	10,000-14,999	16,000	1896	2009	52	60	1	82	0	560	
Lakeville Free Public Library	Lakeville	10,000-14,999	16,500	2005	1974	45	112	3	132	2	205	
Ipswich Public Library	Ipswich	10,000-14,999	17,000	1869	1998	0	142	2	60	1	403	
Groton Public Library	Groton	10,000-14,999	17,417	1893	1999	41	86	5	75	3	1,441	
Swampscott Public Library	Swampscott	10,000-14,999	17,650	1916	1999	0	107	2	40	0	315	
Medfield Memorial Library	Medfield	10,000-14,999	18,756	1917	1998	29	155	2	45	3	421	
John Curtis Free Library	Hanover	10,000-14,999	19,300	1907	2002	49	156	2	100	1	231	
Medway Public Library	Medway	10,000-14,999	20,000	1940	1998	38	92	5	100	5	715	
Brooks Free Library	Harwich	10,000-14,999	20,312	1855	1998	42	166	1	75	0	474	
Norfolk Public Library	Norfolk	10,000-14,999	23,000	1845	2005	58	136	3	120	3	406	
Maynard Public Library	Maynard	10,000-14,999	24,300	1917	2006	45	117	4	100	2	229	
Flint Memorial Library	North Reading	10,000-14,999	25,416	1875	1991	34	90	1	75	1	488	
Northborough Free Library	Northborough	10,000-14,999	26,000	1894	2009	85	181	3	100	3	883	
Hamilton-Wenham Public Library	Hamilton	10,000-14,999	29,000	2001		0	102	5	150	3	1,396	
Weston Public Library	Weston	10,000-14,999	30,200	1995		62	230	2	100	4	525	
Westwood Public Library	Westwood	10,000-14,999	32,000	2013	2013	75	147	2	90	2	1,334	
Bedford Free Public Library	Bedford	10,000-14,999	34,168	1967	1999	56	157	2	70	4	585	

\* Awarded a grant to expand to 25,492 square feet

\*\* Awarded a grant to expand to 22,000 square feet

Library Name	Municipality	Library Population Groupings	Gross sq. feet	Year built	Recent renovation year	Parking spaces	Seating capacity	Meeting rooms	Largest meeting room seating capacity	Individual or group study	Times meeting rooms used
<b>15,000-24,999 Square Foot Facilities</b>											
Dedham Public Library	Dedham	15,000-24,999	17,546	1885	1965	15	66	1	75	0	23
Westborough Public Library	Westborough	15,000-24,999	20,076	1908	1980	7	106	1	40	0	416
J. V. Fletcher Library	Westford	15,000-24,999	22,456	1895	1988	66	91	2	100	2	1,773
Ashland Public Library	Ashland	15,000-24,999	22,800	1904	2005	8	105	2	90	2	345
Abbot Public Library	Marblehead	15,000-24,999	25,000	1953	1989	12	122	2	100	0	361
Middleborough Public Library	Middleborough	15,000-24,999	25,000	1903	1992	26	120	3	130	2	435
Stoneham Public Library	Stoneham	15,000-24,999	25,000	1903	1984	37	127	3	100	1	614
Winthrop Public Library	Winthrop	15,000-24,999	25,000	1899	2011	0	177	3	60	2	117
Lucius Beebe Memorial Library	Wakefield	15,000-24,999	28,000	1922	1998	0	122	3	75	1	623
Winchester Public Library	Winchester	15,000-24,999	28,000	1932	1996	15	70	4	50	2	735
Burlington Public Library	Burlington	15,000-24,999	29,000	1995		66	182	4	125	8	1,124
Belmont Public Library	Belmont	15,000-24,999	29,650	1965	2009	44	93	2	100	0	675
Reading Public Library	Reading	15,000-24,999	30,100	1896	1984	48	133	2	100	0	626
Goodnow Public Library	Sudbury	15,000-24,999	31,400	1862	1998	82	140	3	203	2	1,146
Walpole Public Library	Walpole	15,000-24,999	31,506	2012		62	186	3	120	5	670
Levi Heywood Memorial Library	Gardner	15,000-24,999	32,000	2004	2004	55	175	3	125	3	595
Acton Memorial Library	Acton	15,000-24,999	32,109	1889	1998	0	134	2	70	2	851
Boyden Library	Foxborough	15,000-24,999	33,500	1967	2013	23	155	2	80	1	454
Canton Public Library	Canton	15,000-24,999	35,500	1902	2003	72	196	4	110	1	1,302
Newburyport Public Library	Newburyport	15,000-24,999	38,304	1771	2001	0	158	4	85	2	1,493
Duxbury Free Library	Duxbury	15,000-24,999	39,000	1997		92	264	5	120	3	964
Concord Free Public Library	Concord	15,000-24,999	48,100	1873	2005	100	147	2	40	0	2,035
Hingham Public Library	Hingham	15,000-24,999	50,393	1965	2001	91	177	2	88	3	2,942

## Appendix D

### Possible Site Strategy and Renovation/Expansion Options for Existing Library

**Site Strategy:** The library could use the portion of town-owned land contiguous with the library parcel to configure a new driveway that connects the annex parking lot to Millbrook Road. Additionally, the access from Route 126 could be moved north approximately 60 feet. These changes, along with reorganization of the parking lot in its entirety, would dramatically improve traffic flow and provide a substantial increase in available parking. Repaving the parking lot with pervious pavement, where possible, would address Aquifer Protection District (APD) requirements. To serve an expanded building, the septic system would need to be reconfigured, or abandoned if the library were connected to the existing wastewater treatment facility.

**Building Renovation Option 1:** Add approximately 12,800 square feet to the building by constructing new additions on the south, north, and east faces and a new level on top of the existing flat-roofed portion. Reconfigure the existing interior to create a new layout that will vastly improve the library's functionality.

*Regulatory Action Anticipated:*

- Zoning variance to violate east-side lot-line setback and height limit of 2½ stories, since a portion of the new building could be classified as three floors
- Zoning variance to increase percentage of impervious area (if permeable paving is not practical)
- Special Permit to reduce the amount of parking required
- Conservation Commission approval to construct addition within 100 feet of any defined wetlands
- Site-plan approval (required for any renovation) by both Planning Board and Zoning Board of Appeals

**Building Renovation Option 2:** Add approximately 18,000 square feet to the building by demolishing the 1988 addition and replacing it with a larger addition that maximizes the allowable setbacks without the need for a zoning variance. Reconfigure the existing interior to create a new layout that will vastly improve the library's functionality.

*Regulatory Action Anticipated:*

- Special Permit to violate height limit of 2½ stories, since a portion of the new building could be classified as three floors
- Zoning variance to increase percentage of impervious area (if permeable paving is not practical)
- Special Permit to reduce the amount of parking required
- Site-plan approval (required for any renovation)