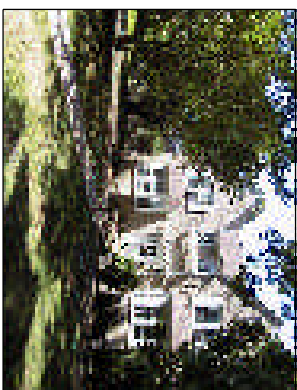
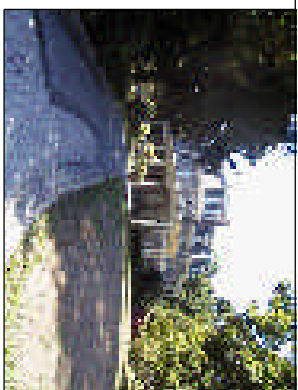


LAND USE DIRECTIONS: A PLAN FOR FLEXIBLE GROWTH



LAND USE DIRECTIONS: A PLAN FOR FLEXIBLE GROWTH:

INTEGRATED COLLEGE AND BOROUGH PLANNING

The Land Use Planning Committee believes very strongly that the vitality of the College depends on the vitality of the Borough, both its unique residential nature and its central business district. We also think that this relationship is reciprocal - the health of the Borough is dependent on the vitality of the College. The principles and conclusions of this document are intended to strengthen both institutions, and to build upon the important connections that exist today. Planning efforts must be a win/win for all if they are to succeed.

We recognize that change through intentional planning efforts is difficult to accomplish. The passive approach, where outside forces bring change upon us, is easier but not as effective as affirmative and proactive change. Change has and will continue to occur, whether we wish it or not. The recent efforts of the Borough Revitalization Committee are a positive step toward taking control of the future of the Borough of Swarthmore. Nonetheless, intentional change remains extremely hard to achieve. It is our hope that the positive dialogue that exists between the College and the Borough government will continue so that a mutual plan for the future can be developed.

PROJECTING FUTURE SPACE NEEDS

When the College examines its past, current and future needs, at least two things are certain. First, it will require intent and careful planning to preserve the wonderful open and green spaces on campus. Second, it is inevitable that the College will continue to have new space needs. Since 1973, the College has added 300,000 square feet of new facilities. These include residence halls, arts centers, libraries, athletic facilities, and faculty / staff housing. By 2004, we will have completed another 120,000 square feet of new space, equally divided between a residence hall and a new science center. In the case of the residence hall, most of the new beds will replace beds that already exist on campus. This includes beds that are being displaced either because of the need for new administrative space in Parrish or because of substandard quality or desirability (such as the student housing in the Strath Haven Condominiums). Some of the demand for new space comes from an enrollment which has gradually but steadily increased over time, even though Swarthmore remains one of the smallest schools among its market segment; Williams enrolls just over 2000 students, Amherst enrolls about 1600 while Swarthmore enrolls fewer than 1400.

It is in furtherance of this end that this report is presented. The committee believes that it is critical to preserve certain open and green spaces that exist within the campus. There are spaces that all members of this community value. The Crum Woods is certainly one of these spaces. We very much wish to preserve and even enhance the extent and quality of the woods, one of the last and best examples of natural forests in the region. We also need to honor the vast lawn that sweeps down from Parrish Hall to the Borough business district. While some additional buildings may join the existing ones along the lawn's border, the potential sites for building on campus are very limited. Similarly, the open views to the Barn from the town or from the Rose Garden in front of the Meeting House through the lilac collection and to the President's House are vital to the maintenance of the beauty and integrity of the campus. Unfortunately, not even open space can be preserved if new buildings are needed, and so the process becomes one that demands thoughtful planning and the setting of priorities.

Other sources of the demand for new facilities, however, are independent of enrollment growth. The Department of Computer Science did not exist twenty-five years ago and up until as recently as just a few years ago, it had only a few faculty members. Today, we have five members of the department, each with a need for a teaching laboratory. In the Department of Biology, not only has the faculty grown substantially with the addition of new fields of study and increased student interest, but the quantity and sophistication of student research, sometimes with a faculty member and sometimes independently, has grown exponentially. As another example, just two years ago the College had neither indoor tennis courts nor a fitness center. As we do more and more, it is important to understand we do not stop teaching areas of study that, while they may be less popular today, remain vitally important. We add Chinese, but we do not stop teaching Spanish, French or German. We add a position to the Religion Department in Islamic Studies, but we do not stop teaching courses in Judaism or Christianity. It has been the combination of slow growth in enrollment, which dates back to the College's founding in the 1860's, together with the steady expansion of knowledge and the demand for a greater breadth in student services that is responsible for additional facilities. It is important to note that Swarthmore's square foot per student ratio is in line with that of other schools, even though, as noted above, we remain smaller in student size than most. Swarthmore's growth in physical plant is the norm, not the exception.

The Committee on Land Use takes no position on the advisability of the College's enrollment target. The Board of Managers has set that number in the College's five-year plan at 1375 and is not considering any change nor do we suggest it should. The committee sees its role to ensure that *in the event* the demand for new facilities continues to grow, as it has over the history of the College, we will be able to accommodate this gradual expansion. As importantly, we will provide for growth in a way that preserves what is best about the campus, in the way consistent with that which has made Swarthmore's campus one of the most beautiful in the world.

A PLAN FOR FLEXIBLE GROWTH

USE AND SCALE PERMITTED UNDER EXISTING ZONING

The College owns a substantial amount of land in the Borough of Swarthmore, some of which is zoned for institutional use and some residential use. As its land is currently zoned, the College has the ability to build additional structures on land that it currently owns. We believe, however, to preserve what is unique about the College and the surrounding community, that future development should be consistent with the values and principles set out in the body of this report. The important green spaces identified need to be preserved. Connections to the Borough need to be maintained and enhanced. In order to accomplish these ends, we suggest that modifications to current land-use regulations should be considered.

PROPOSED FUTURE USE AND SCALE

The plan that we recommend preserves the values and principles identified within this document, while recognizing that the needs of the College for additional facilities will continue. It is our intent to take a long view, forecasting fifty years or more years from today. We are by no means suggesting that the recommended changes in land use will result in a spate of new buildings. The College has added new facilities slowly and judiciously over its history. We are building a new residence hall that will open in 2004. The last one was built over twenty years ago. Our new science center replaces a structure built in 1959. Nevertheless, we believe it is important to look at the issue of land use land planning with as much foresight as possible. The approach recommended here will ensure that future planning takes place in a thoughtful framework and does not risk haphazard development.

Our preferred plan addresses several key areas and concepts:

- **Preservation of green spaces.** By identifying key open spaces, we are starting from the perspective of where not to build.

- **The Elm Avenue Corridor would remain of a residential scale from Walnut to Cedar.** However, the uses of those structures would be made more flexible, permitting small administrative or academic function to be housed there in the future. If the College is able to convert or construct small structures in this zone, it may delay the construction of new institutionally scaled buildings.

- **The connection to the business district is enhanced** by extending the commercial zone to the other side of Chester Road, to permit use of the corner of that area near the SEPTA station for an inn/restaurant/bookstore.

- **Consistency of use and scale on Harvard Avenue.** Land-use regulations on the Harvard Avenue site (only on the college side of the street) between the Strath Haven Condominiums and the Presbyterian Church would be changed to allow institutional use. This would reflect a greater consistency with other uses of that side of the street.

- **Changed land-use regulations on the Hinge Block would allow institutional use.** This block, which is bordered on three sides by college land and on the fourth by a number of institutional uses (Trinity Church and the ABC House), is in many ways a part of the existing campus. Because almost all of the visiting public to campus comes down Chester Road from the north, this block is a potential gateway and public face for the College. We believe that buildings of a scale contextually consistent with the surrounding area are appropriate for this block. The tradition of buildings on campus, with very few exceptions, includes a compact and simple footprint, with varied skylines created by shaped roofs and cornices, and an integral connection to the landscape. Swarthmore's architecture emphasizes stone and other natural and durable materials. It is important that any structures on this block, as well as on other areas of the campus, continue these traditions.

POSSIBLE FUTURE GROWTH ZONES

Making decisions about where new buildings will be sited ten years hence, let alone fifty years from now, is an impossible task. One year before the planning for Kolberg Hall was completed, its location to the north of Parrish was not even on the table. Rather than speculate on the future site of any particular building, we think it is important to try to identify a range of possible sites. The most important factor in siting a building property is its intended use. Beyond the two projects on the drawing board now (the science center and the new residence hall), the College has not identified any new buildings to be built. It is likely, we believe, that at some point in the next ten or twenty years an addition to the library will be needed. We know that biology is outgrowing its current home and while we have made some accommodation for that department in the new science building, we know that ten years out or more, we will have to address that need. There are other needs being identified now that will have to be considered. One thing is certain: new and attractive buildings that are built to last are expensive. We build well-designed and enduring structures. As history shows, the College adds buildings only occasionally. We cannot afford to do otherwise. Our process requires that needs compete with each other and be prioritized.

While a number of buildings sites have been identified in this study, it is important to remember that the sites will be used incrementally over a long period of years. Individual site must be first connected to its intended purpose. The sites listed below are among the key potential sites for the future:

- **North Campus:** This is the heart of the academic core of the College and there is only one remaining likely site-the home of the former rugby field, now housing a temporary parking lot. This is a critical site for the future development of our academic program. The use of decked parking here will be important to maximize both green space and academic functions.

- **Parrish Lawn:** There are a few sites on the edges of the lawn that can be used in the future. The functions appropriate for this location might include additional library space, or social / residential uses.

- **SEPTA site:** While preserving an important green view to the Barn, this lower campus site (in proximity to the station) would best be used to enhance the connection of the College to the commercial center of the Borough.

- **Near North Neighborhood:** While preserving the residential scale of this area, administrative and academic uses would be permitted on both sides of Elm Avenue. Whittier Place, already zoned institutional, would be used as an expansion area for the academic and administrative functions now located on the central campus.

- **The Hinge Block:** With the location of this block along Chester Road and its connection to the College on three sides, we believe the permissible uses on this block ought to be expanded to allow institutional functions in the future. In a manner consistent with other parts of the Campus, substantial greenways ought to develop both north-south and east-west across this block.

- **The Crum Plateau:** Swarthmore supports a large variety of intra- and inter-collegiate athletic programs. These programs require numerous fields, most designed to an individual sport. Increasingly, each sport has a traditional and a non-traditional season, so that one field cannot be shared between a fall and a spring sport. Standards of field maintenance dictate periodic seasons of field restoration during which no uses are scheduled. As a result, the number of fields we have must be increased. We have identified the plateau that includes the borough leaf-recycling center located in Nether Province Township is the most appropriate area for this expansion.

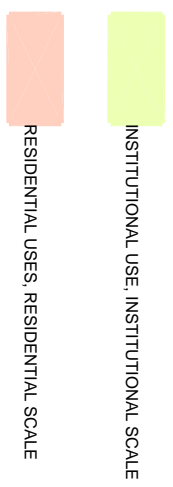
Final Thought

The college shares this report with the intention of beginning a dialogue. We were encouraged by the Borough to develop our long-range thinking about land use and we have found this process to be very useful. It represents the College's best thinking about these issues, helped by the experience and wisdom of William Rawn and Associates. We thank Bill and all his staff for all their hard work and insights. We know that everything in this document does not meet with the agreement of every member of the college community. We have listened to and taken seriously many competing ideas and this document reflects much of what we have heard.

**BUILDING SITES:
USE AND SCALE PERMITTED
UNDER EXISTING ZONING**

Currently Swarthmore has several potential development sites that exist within the central campus and along its edges. Although the College could develop these sites as of right, some would be in conflict with the Planning Principles outlined above. Such development could jeopardize the relationship of the Swarthmore Campus to the Borough.

- A. Expansion of McCabe Library
- B. Expansion of Old Tarble Social Center
- C. Southwest Main Lawn
- D. North Campus
- E. Near North Neighborhood
- F. Hinge Block
- G. Chester Road South of Rail Road
- H. Harvard Ave. Site
- I. Mary Lyons Site
- K. Cunningham Fields



LAND USE DIRECTIONS

**BUILDING SITES:
PROPOSED FUTURE USE AND
SCALE**

Swarthmore College has identified a limited set of potential building sites in order to respect the Campus Planning Principles outlined above. In order to develop on some of these sites, the Borough must agree to slight land-use adjustments at certain of the perimeter sites. The proposed list of development sites includes:

- A. Expansion of McCabe Library
- B. Expansion of Old Tarble Social Center
- C. Southwest *Main Lawn*
- D. North Campus
- E. Near North Neighborhood
- F. Hinge Block
- G. Chester Road South of Rail Road
- H. Haverd Ave. Site
- I. Mary Lyons Site

Certain of these sites are proposed to be developed at a Residential Scale with Institutional Uses as a way to connect seamlessly with the neighborhood beyond. This assures the integration of faculty residences and the life of the college by creating an effective, long-term buffer zone between institutional scale and residential uses.

