

An aerial photograph of a campus, likely Dartmouth College, showing a central cluster of buildings and green spaces. A large river flows through the campus, and the surrounding area is densely forested. The image is framed by a white border.

Planning *for* Possibilities

A STRATEGIC CAMPUS FRAMEWORK

DARTMOUTH

NOVEMBER 2020



We must always remember that Dartmouth as an institution is a work in progress and that our story is still being written.

For 250 years, Dartmouth has been a destination for scholarly pursuits in a place of profound beauty. To advance this legacy, we must meet the evolving challenges of our time, from health crises and climate change, to new and emerging pedagogies and technological advancements in mobility, to growth and inclusion of diverse perspectives and identities within our communities. At the same time, we must do so cognizant of the institution's fiscal responsibility.

Given Dartmouth's distinctive strengths as a renowned liberal arts college and a robust research university, as well as the significant role our institution plays in the region, we can and must do more than just meet these challenges; we must be a leader in taking them on, both for our campus and for the broader community in the Upper Valley and beyond.

Planning for Possibilities: A Strategic Campus Framework is a flexible tool for meeting the challenges of today and tomorrow, both thoughtfully and strategically. Approved by the Dartmouth Board of Trustees in November, 2020, this year-and-a-half-long planning effort, reaching over 2,500 members of our community, started as an exercise in asking ourselves tough questions about who we are, who we want to be, and how we can meet those goals. A guide for our physical campus on a 30-year horizon, the framework is a living document that equips us with a coordinated menu of short- and long-term options that will allow us to best meet our evolving needs over time.

A strong and connected campus that supports our diverse community and is financially sustainable is a key foundation for ensuring that the Dartmouth legacy continues for generations to come. I hope you will spend time with this vision of how we achieve that goal.

Philip J. Hanlon, '77
President of Dartmouth College

Introduction

The Dartmouth campus is both a symbol of the institution’s ideals as well as the physical environment that supports the College’s mission and community. ***Planning for Possibilities*** is a flexible road map and toolbox to guide decision-making about Dartmouth’s buildings and lands in a coordinated, adaptable, and resilient way.

Dartmouth is the steward of 30,000+ acres of campus and natural resource land throughout New Hampshire, including the 269-acre Hanover campus.

Goals & Principles

Planning for Possibilities is a flexible road map and toolbox to guide decision-making about Dartmouth's buildings and lands in a coordinated, adaptable, and resilient way.

With a 30-year horizon, this framework will inform short- and long-term actions and policies in order to best advance Dartmouth's mission and support the community through both anticipated and unforeseen challenges.

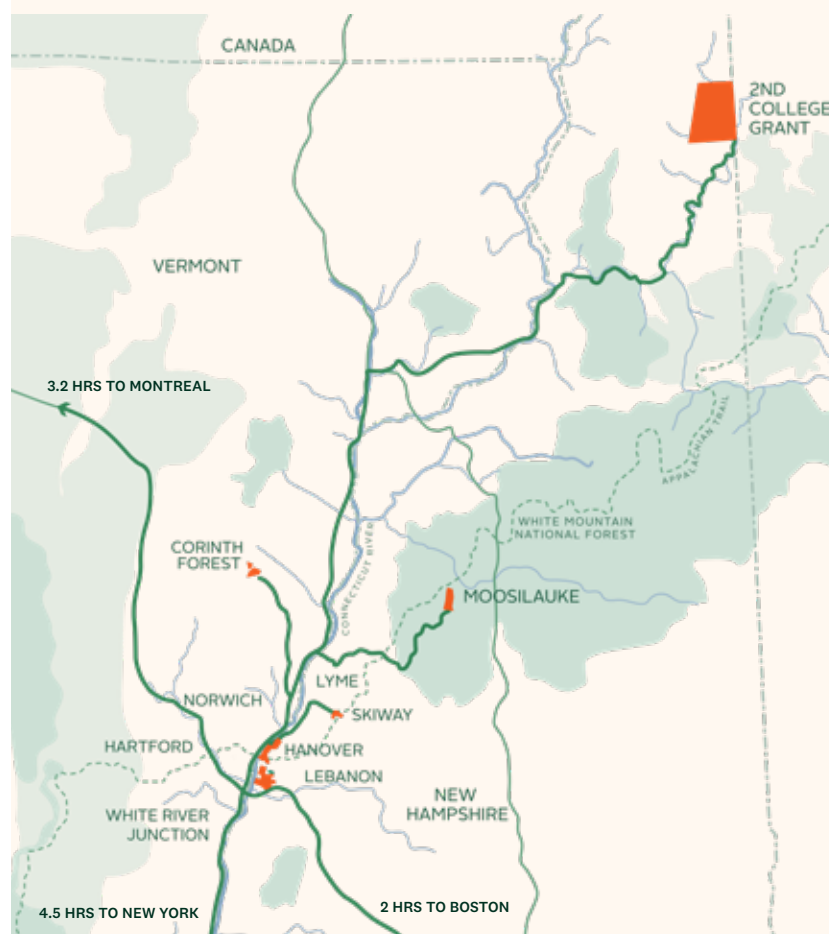
The four goals of Planning for Possibilities:

ENGAGE the campus community in a **dialogue-rich process**

CREATE a **catalog of options** to address current and future needs

DEVELOP a **common language** with which to discuss opportunities

PROVIDE a **flexible framework** to evaluate options and align short- and long-term physical planning



Planning for Possibilities is a starting point for ongoing dialogue and decision-making. The process has put in motion inclusive engagement and discovery complemented by assessments and evaluations that led to a foundational conceptual framework and technical supporting recommendations, all grounded in Dartmouth's core values.

This booklet presents a summary of the planning outcomes, organized into two parts: the **Enduring Framework** provides a long-term scaffolding to underpin preservation of and improvements to the campus and lands; and the **Catalog of Options** provides a set of opportunities to be further explored as needs arise.

A regional institution, Dartmouth comprises a rich and varied network of employment centers, local and regional residential communities, and natural resources.

2,500+ members of the Dartmouth community have participated to date.



Eight Planning Principles were developed through the year-long engagement process and guided the planning and final recommendations.

The engagement process included people from across the Dartmouth and regional communities in an open and inclusive dialogue. Engagement will continue both on-line and in-person to foster a continued conversation with the campus, Hanover, and Upper Valley communities.

The planning principles are:

- SUPPORT** the **academic & research mission** and Dartmouth's **core values**
- OPTIMIZE** the **cost efficiency** and **utilization** of buildings and spaces
- MAXIMIZE** flexibility for **21st-century paradigms** of teaching, learning, and research
- PROMOTE** **well-being** and an **inclusive** and **equitable** environment
- PRESERVE** Dartmouth's **campus character** and activate campus **landscapes**
- ADVANCE** Dartmouth's commitment to a **sustainable** and **resilient** future
- LEVERAGE** Dartmouth's presence to reinforce a **vibrant Downtown**
- EMBRACE** Dartmouth's **multi-centered regional presence**

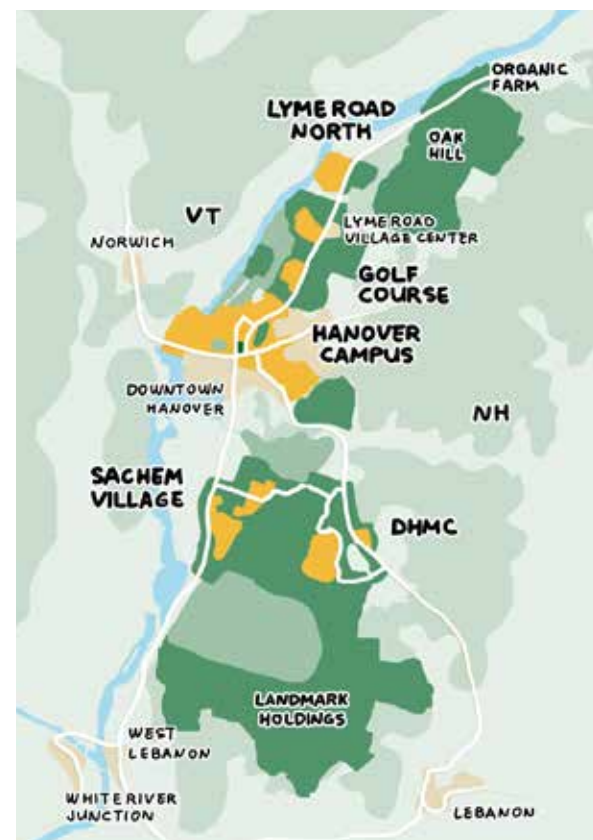
The campus has evolved as a result of strategic responses to changes in pedagogy, student life, technology, the economy, and many other factors.



1800s campus and town beginnings



20th-century growth



Today's regional network

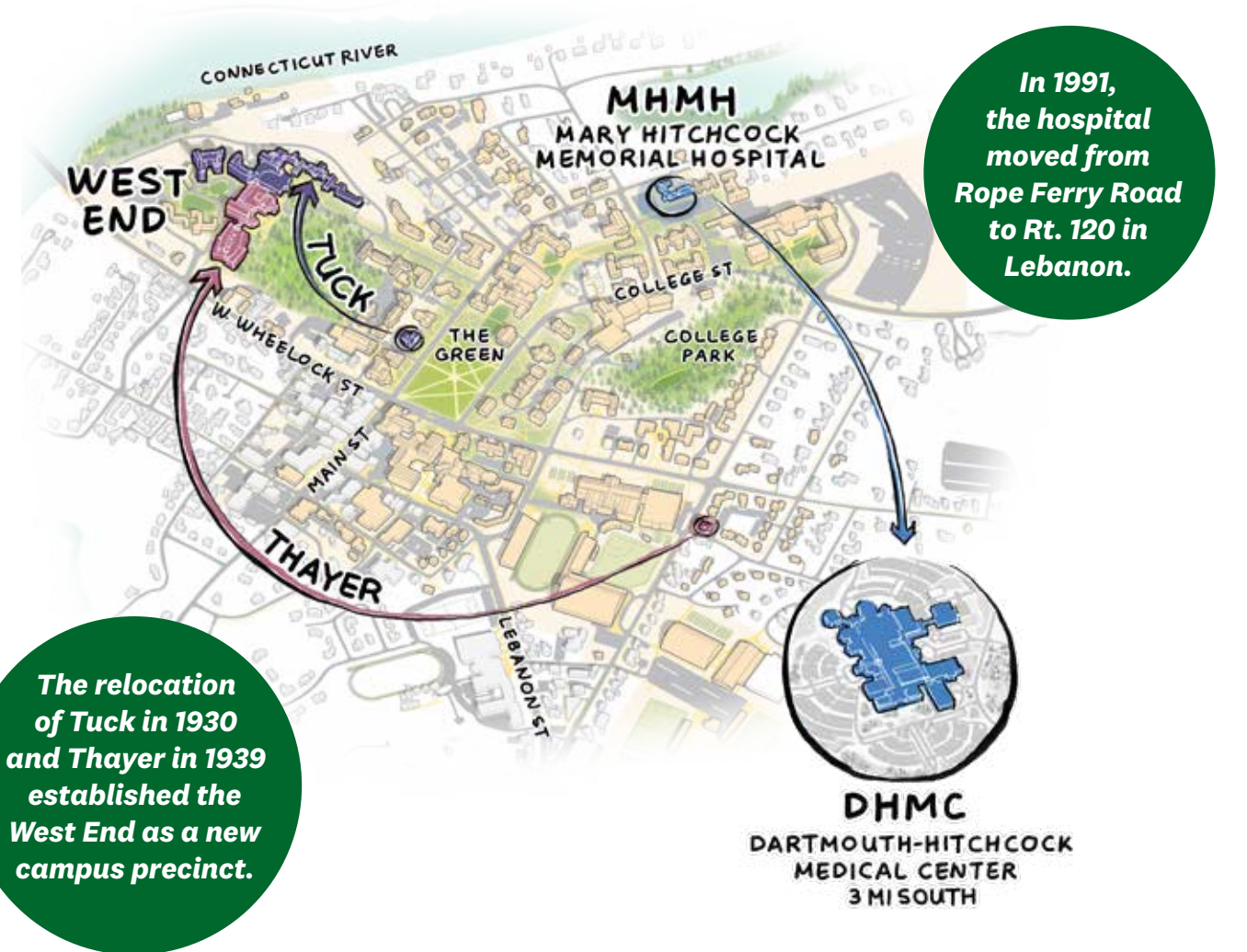
Begun as a clearing in the forest in 1769, the campus's iconic pattern of buildings and landscape, embodied by Dart Row and the Green, had been firmly established by the mid-1800s. Intimately connected for over 250 years, the campus and the Town of Hanover have grown together across the topographic plateaus, bounded by the Connecticut River and high and low points of the landscape. This intertwined nature of the campus and town creates a distinctly open and accessible environment and is instructive for improving the character of Dartmouth's regional footprint as the campus evolves.

Historically, in order to respond to the emergence of new or growing programs and fields of study, Dartmouth created new campus nodes while reinforcing existing ones. The Tuck School of Business, Thayer School of Engineering, and Geisel School of Medicine have all relocated over time, creating opportunities to adaptively reuse older buildings for new uses.

With history as our guide, identifying options for transformational moves and adaptation of existing facilities can unlock possibilities for meeting future needs.



Original locations of Tuck and Thayer on the Green and South Park Street (top left and middle)
The beginning of the West End with relocated Tuck & Thayer (top right)
Dartmouth's history of creating new campus nodes (bottom)



The relocation of Tuck in 1930 and Thayer in 1939 established the West End as a new campus precinct.

In 1991, the hospital moved from Rope Ferry Road to Rt. 120 in Lebanon.

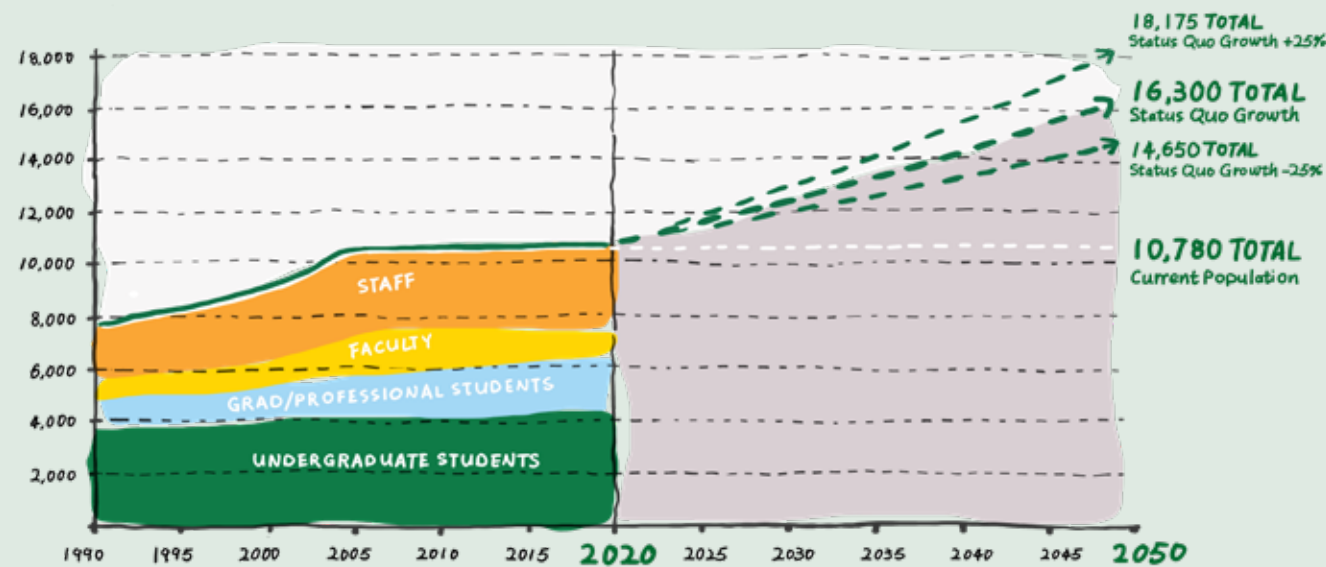
Over its 250-year history, Dartmouth has weathered a number of world-changing events, including wars, the great depression, and the 1918 flu.

The known challenges of our time include climate change, potential population and demographic changes, technological transformations, and a range of issues affecting public health.

Planning for Possibilities provides short-term and long-term ideas, project pilots, and policies to increase the resilience of campus spaces, indoor and out.

During the COVID-19 pandemic, Dartmouth's west gym was established as one of 14 alternative care sites in New Hampshire, providing 100+ surge beds.

An important part of campus resilience is the adaptability that comes from having the tools and knowledge to use resources differently and having systems and policies in place that can adjust to new situations. The framework provides information as well as strategies for building greater flexibility and resilience to help Dartmouth meet emerging and future challenges.



Hypothetical population growth based on historical trends

Making the most of what Dartmouth already has through quick, low-cost, and tactical means is both cost-effective and sustainable.



Using surplus furniture and available art, Fairchild Tower could be transformed into an immediately available, vibrant and comfortable, socially-distant common space for studying and socializing.



With lowered parking demand on campus in the short term, the Dart Row parking lot could be temporarily outfitted with seating and canopies as an outdoor, socially-distant gathering and learning space.



Planning for Possibilities

Developed through an inclusive engagement process and based on eight Planning Principles, the framework provides a flexible guide and toolkit of options for the Dartmouth campus and its lands.

The 30-year vision supports Dartmouth as a corridor of connected campus nodes set within the majestic natural environment from river to mountains.

“

Dartmouth is the heart of the Upper Valley and so much more than just the historic core in Hanover.

— Faculty Member

”

The Enduring Framework

A 30-year layered planning framework, building from fundamentals to visionary moves with flexible options, aligning short- and long-term physical planning for informed decision-making



The
“O Farm”
began in the 1980s as
a class project and has
grown into a cherished
hub for hands-on
learning.

Regional Campus Framework

The regional framework strengthens a 6-mile corridor of connected centers of learning, employment, housing, and recreation with Hanover at the core.

The framework provides an underlying scaffolding that aligns the physical assets of Dartmouth’s regional properties with the Planning Principles. This scaffolding is intended to uphold the vision embodied in the framework even through unforeseen circumstances and necessary adaptations. The enduring nature of this framework enables the preservation of Dartmouth’s unique sense of place while also providing flexibility for adapting, improving, and expanding facilities to support new and existing programs.

The scope of the framework is the 6-mile corridor from the Organic Farm to DHMC and includes all remote properties, such as the 2nd College Grant and Moosilauke.

Strategies for large-scale sustainable infrastructure, greater mobility and connectivity, preservation of open spaces and natural areas, and opportunities for affordable housing to limit sprawl are woven together in the framework, supporting Dartmouth’s mission as well as its sustainability and resilience goals.

THE FRAMEWORK CREATES OPPORTUNITIES FOR:

30,000+ acres of preserved forest in greater New Hampshire

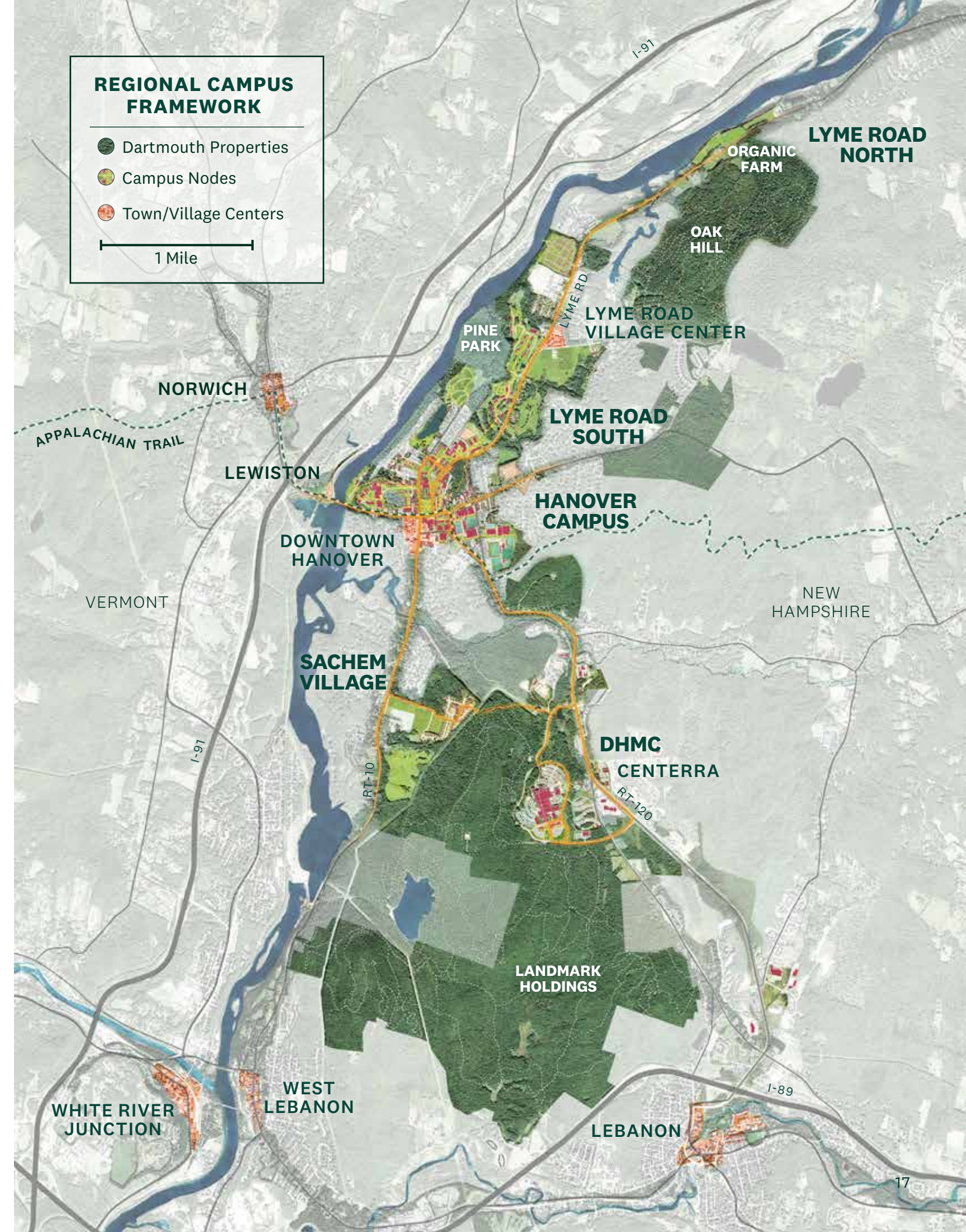
700+ new housing units linked by transit

520 new intercept parking spaces linked by transit

15+ miles of new dedicated shuttle routes

13+ miles of new bike lanes

Community members and business owners from throughout the Upper Valley participated in the planning process.



Hanover Campus Framework

The framework preserves and reinforces the character of the Historic Core while enabling flexibility to meet future needs.

Strategies integrate new and improved facilities, landscapes, and mobility infrastructure to enhance campus life as well as walkability and long-term sustainability and resilience. Strategies are also designed to support Downtown Hanover’s retail, commercial, residential, and arts activities.

THE FRAMEWORK CREATES OPPORTUNITIES FOR:

1,150+ new undergraduates housing units

680+ new graduate student, faculty, and staff housing units within walking distance to Hanover campus

55+ acres of new or improved landscaped campus open spaces

14 acres of preserved wooded forest in College Park



Sustainability & Resilience

Dartmouth's 2017 "Our Green Future" road map is a foundation to the framework, which sets the stage for the next evolution of sustainability and resilience policies and planning.

The framework builds on Dartmouth's ongoing sustainability initiatives to provide a pathway towards a low-carbon, resilient campus. To support Dartmouth's goal of providing 100% of campus energy from renewable sources by 2050, the framework is coordinated with current energy system planning and provides potential sites for renewable energy production.

In May of 2017, the Town of Hanover voted to establish a goal of transitioning to 100% clean & renewable energy by 2050.



The 8 pillars of campus sustainability at Dartmouth

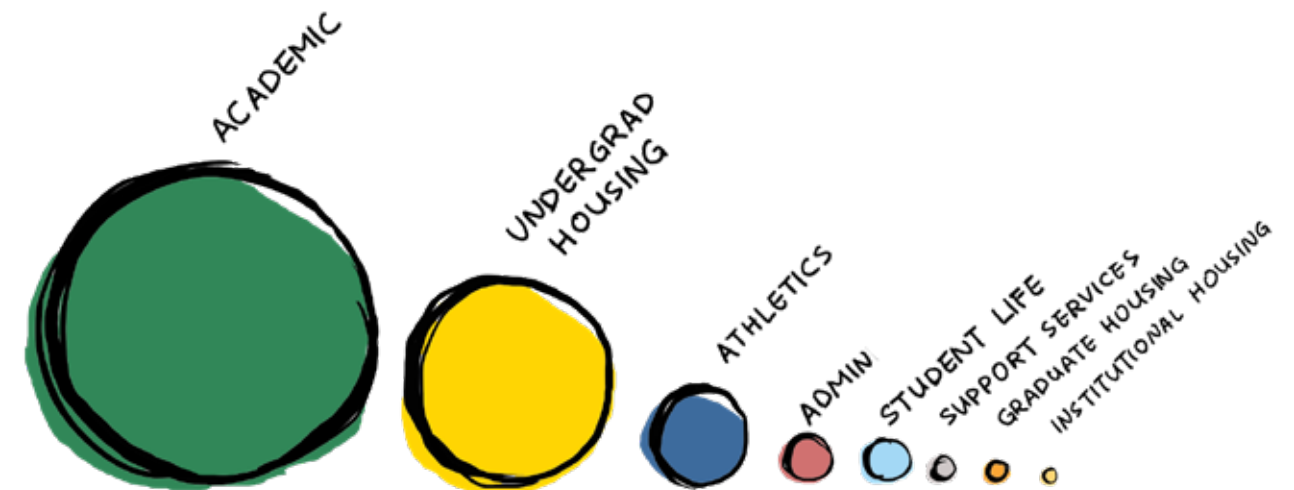


Modest, yet creative, changes can yield powerful results that greatly improve the campus experience, as illustrated by the transformation of Reiss Hall (shown in 1982, above; and in 2019, right).



Sustainability begins with the efficient use of resources. Optimizing the use of existing space on campus, before contemplating new construction, is an underlying tenet of the framework. An assessment of all non-residential buildings according to a set of physical

and functional characteristics found that there are many options for renovations and adaptive reuse of existing buildings to meet emerging and future needs. In addition, when appropriate, there are options for sensitively integrating new construction.



Academic, administrative, and student life spaces, totaling about 50% of Dartmouth's almost 2.8 million assignable square feet, offer the most potential for optimization.

Regional Mobility

A convenient, safe, accessible mobility system that enables people to make individualized decisions is central to the success of the interconnected regional campus.

Recommendations include the following initiatives:

INFRASTRUCTURE

Improve all transportation modes to support flexibility in the system

New shuttle system interconnecting destinations along the 6-mile corridor, with weekend and evening hours

New limited-access roadway for shuttles, emergency vehicles, and bicycles connecting Sachem Village and DHMC

Re-balance of parking between the Hanover Campus and new intercept lots served by transit

Improved and expanded bicycle routes with shelters from the Organic Farm to DHMC

Pedestrian-oriented campus environments that are accessible and convenient

POLICY

Parking pricing plan and daily permits throughout Hanover campus

On-street paid parking as a supplement to parking permit areas

Incentivized carpooling to reduce single-occupancy vehicles and parking demand

Fleet of shared cars for inter-campus area trips

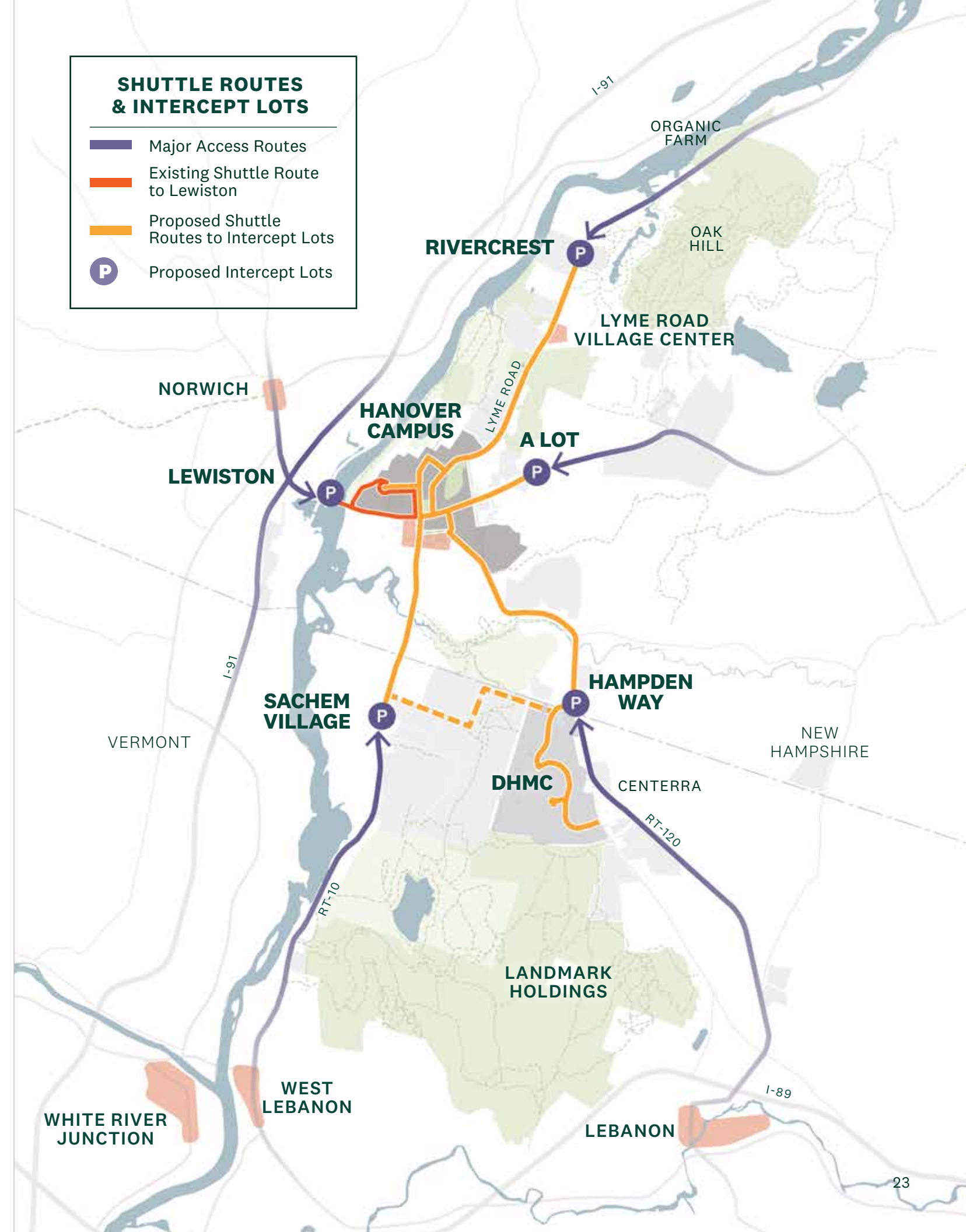
Transit hours extended to evenings and weekends

Formalized guaranteed ride home

“
Vital to the Region’s economic well-being is a convenient and safe transportation network. As the Region grows, so must its transportation system.
 — Hanover Town Master Plan
 ”

SHUTTLE ROUTES & INTERCEPT LOTS

- Major Access Routes
- Existing Shuttle Route to Lewiston
- Proposed Shuttle Routes to Intercept Lots
- Proposed Intercept Lots



Comprehensive rethinking of Dartmouth’s approach to parking and transportation for faculty, staff, and students is an integrated component of the framework. The current systems do not adequately provide the flexibility, predictability, or equity needed to support the campus community across the regional Dartmouth campus network.

The framework is not a “one size fits all” strategy but a multi-pronged approach that improves all modes of transportation and enables people to make decisions to suit their individual and particular needs.

To address the current challenges of commuting and mobility between campus destinations, the framework recommends policy changes coordinated with physical infrastructure, including demand management policies, system-wide pricing, improved bicycle, micro-mobility, and pedestrian infrastructure, and a revamped regional parking and transit system. Further supporting Dartmouth’s sustainability goals, the framework seeks to reduce traffic congestion and the number of single-occupancy vehicles in Hanover, thereby improving air quality, reducing greenhouse gas emissions, and creating a greener, more landscaped campus.

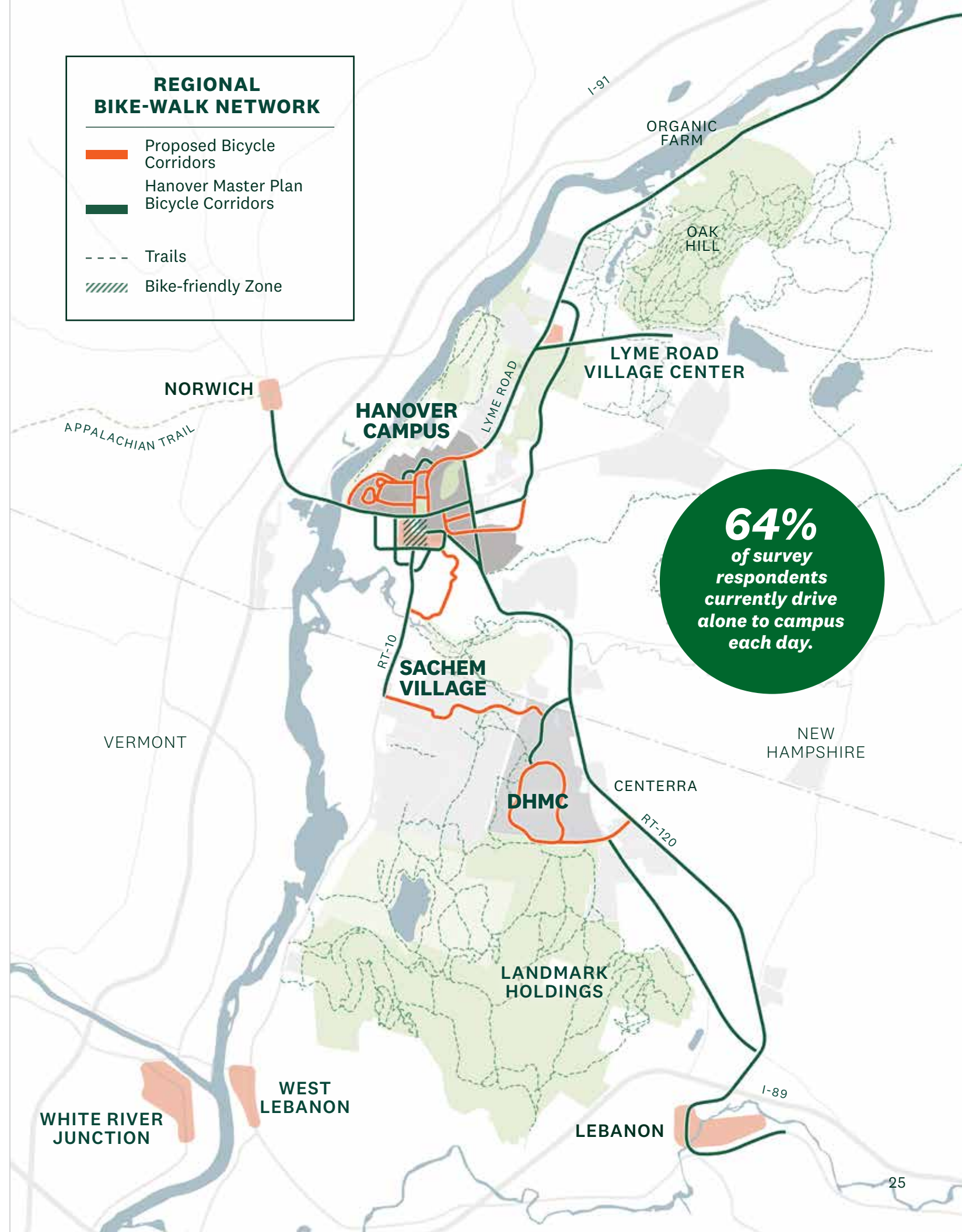
There are many unknowns in the future of mobility, including the growth of the autonomous vehicle industry, the rise of micro-mobility, and the long-term effects of the pandemic.

However, the framework’s recommendations are designed to build flexibility into the system, which can be helpful in mitigating challenges and adapting to new standards and technologies. For example, it is

“
I would love to see a less car-centric campus with improved transit options to support that.
”
 — Faculty Member

anticipated that due to the pandemic there will be a decline in parking demand for some time going forward. Short-term policy recommendations, such as daily parking permits instead of monthly permits, can support hybrid on-campus and work-from-home schedules.

Longer-term recommendations, such as the implementation of a transit and intercept lot system, can be adapted to social distancing standards and could benefit from autonomous vehicles. In addition, micro-mobility, which makes alternatives to single-occupancy vehicles more accessible to a wider spectrum of the population, can be supported by improvements to the bicycle infrastructure.



Dartmouth Landscape

The Dartmouth campus is defined by a regional network of interconnected open spaces, recreational areas, and natural habitats.

Guided by the principles below, the framework seeks to improve the accessibility of nature as a critical component of well-being and to increase the resilience of both cultivated and natural landscapes while strengthening Dartmouth's unique and recognizable sense of place. The scope of the framework is both local to moments on the Hanover campus as well as regional, recognizing the far-reaching nature of ecological systems.

“
Open green spaces help give the College and Town their special character. The Green, Riverfront, College Park, Occom Pond, Golf Course, Pine Park, and Appalachian Trail make this community unique and attractive.
 — Community Member
 ”

LANDSCAPE PRINCIPLES

Integrate the restorative qualities of nature with the everyday life of the campus

Connect the regional natural landscapes into the Dartmouth experience

Diversify the campus landscape from a single center at the Green to multiple connected centers

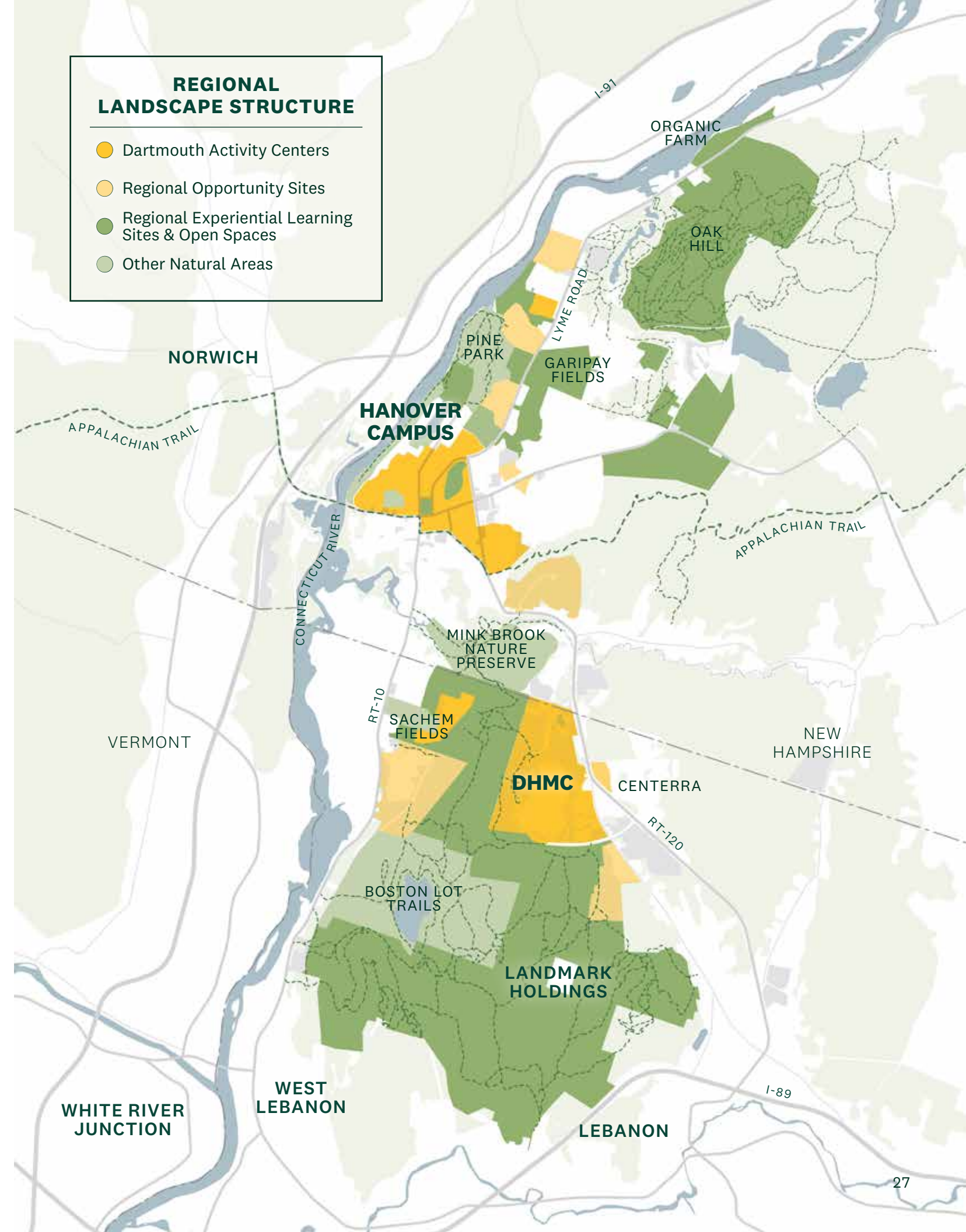
Extend and improve connections to the major natural landscapes of College Park, the Cemetery, the Golf Course, and the Riverfront

Increase and diversify the tree canopy to be resilient in a changing climate

Leverage infrastructure upgrades as opportunities to improve the campus landscape

Introduce “Pockets of Nature” to infiltrate stormwater, create habitat, and provide moments of relaxation

Develop year-round outdoor common spaces and residential landscapes to support a vibrant campus life



THE ENDURING FRAMEWORK

From the Connecticut River to College Park, Dartmouth's campus is defined by an underlying structure of natural boundaries, such as topography and waterways. Building on the singular identity of the Green, the framework creates a rich and diverse mosaic of open spaces composed of important landscapes, naturalized areas, and smaller common spaces. This mosaic provides year-round spaces for formal and informal gathering, walking and enjoyment, and views to nature, which support the community's well-being as well as campus walkability and sustainability. Preserving the Dartmouth sense of place, the framework allows the campus to grow while maintaining and improving campus character.

Considering landscape as a central aspect of the campus sustainability infrastructure, the framework builds increased resilience into the campus grounds by piggybacking landscape opportunities onto strategic infrastructure projects for achieving long-term goals. More resilient below-grade stormwater infrastructure, soils, tree species, and landscape design can be considered at the same time in order to leverage the construction effort for greater effect and more efficient use of resources.



Landscape resilience begins underground with engineered soils and integrated stormwater management



Reuse & Redevelopment Opportunities

A menu of options for strategic renovations, creative adaptive reuse, and thoughtful infill and redevelopment provides flexibility to meet future campus needs while preserving campus character.

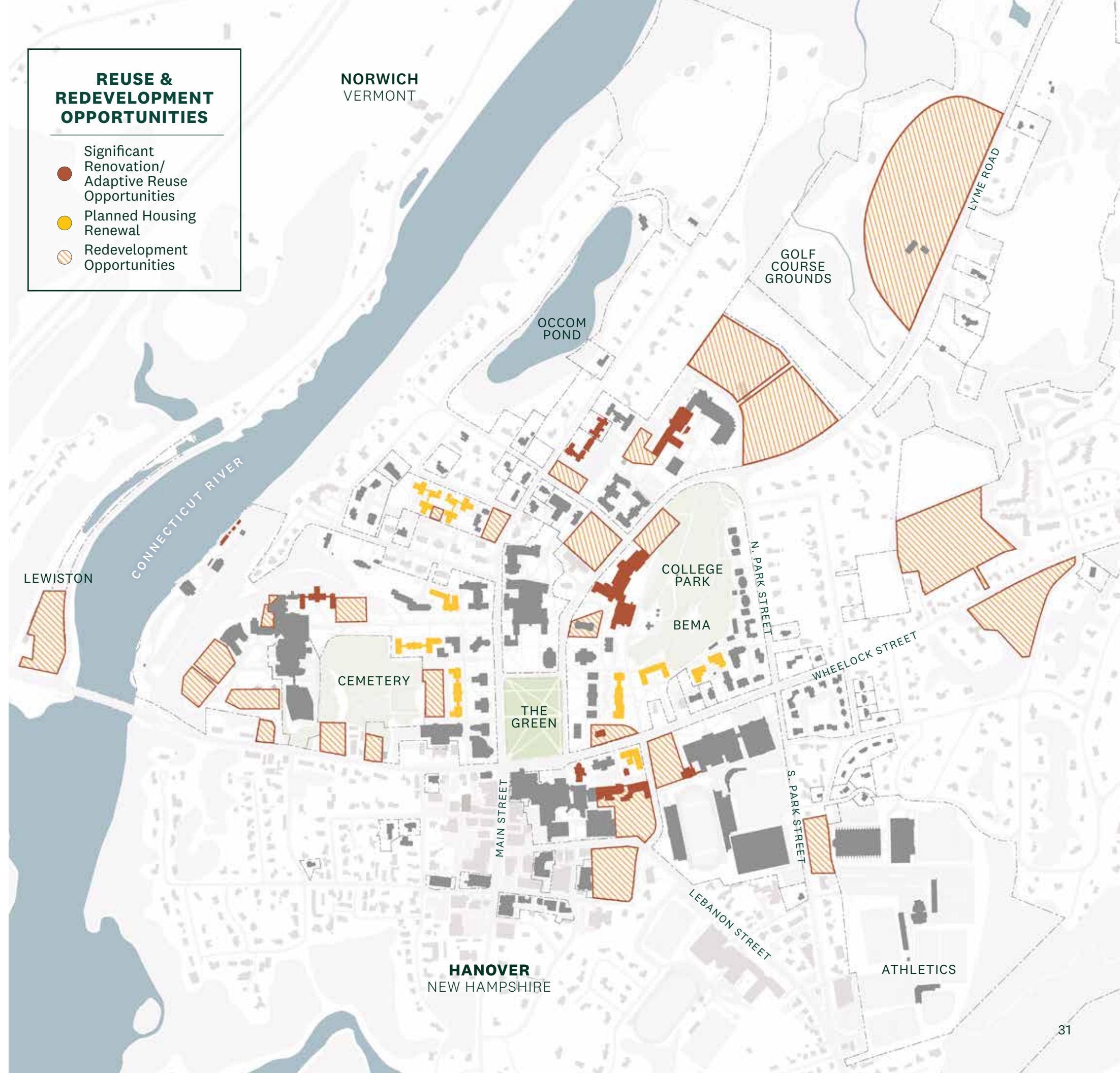
A suite of short- and long-term renovations and adaptive reuse options can meet a broad range of student life, housing, and academic space and facility needs. These projects consider where needed facility improvements can be further leveraged for greater overall benefit. When additional space is needed, the framework provides options for new construction designed and located in order to foster a mixed-use and walkable environment and enhance the campus character. All recommendations are closely integrated with the framework’s landscape and mobility recommendations.

The framework does not prescribe what uses, departments, or programs should go where. Rather, it provides options coordinated with each other and the broader goals and principles of the framework as well as the required information for making informed decisions. Opportunities include large-scale projects, such as future sustainable redevelopment of the Dewey Lot, as well as small-scale interventions, such as a transformation of the Fairchild Tower into a hub for collaboration.

See the Catalog of Options for more information about all identified projects.

REUSE & REDEVELOPMENT OPPORTUNITIES

- Significant Renovation/ Adaptive Reuse Opportunities
- Planned Housing Renewal
- Redevelopment Opportunities



Housing & Residential Life

Renewal of the undergraduate housing stock and the availability of housing that meets graduate student needs are critical issues for student life.

The renewal of existing undergraduate residences is integrated into the framework while allowing for implementation to evolve in order to meet emerging needs. The framework also provides options for a variety of new graduate student, faculty, or staff housing within walking distance to campus or connected via transit.

The mixed-use nature of the Hanover campus, with its network of common spaces, connection to downtown, arts district, natural resources, and athletics facilities, offers opportunities for building community and a meaningful out-of-classroom experience.

UNDERGRADUATE STUDENTS

Support the 21st-century undergraduate residential experience

Integrate intellectual engagement, community, and continuity within the house system

Align housing types and different stages of student development

Build on the uniquely mixed-use character of the campus and sense of vibrancy it generates

Equalize the quality of residential options across the housing system

Address deferred projects including maintenance, life-safety, building code, and ADA issues

GRADUATE STUDENTS

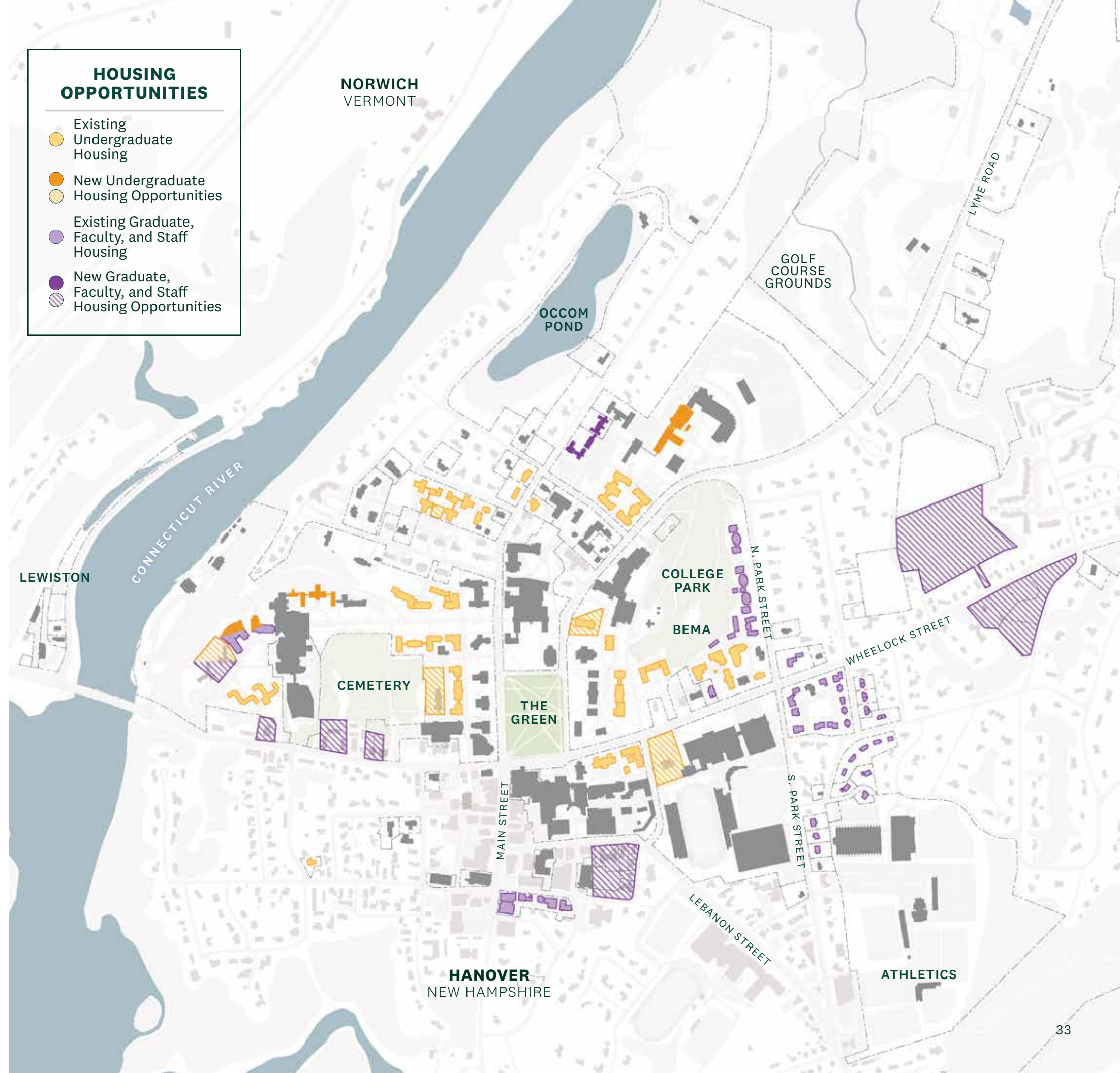
Locate graduate student housing within proximity to campus or with access to robust campus transit

Provide a variety of unit types to meet the spectrum of living situations and incomes of graduate students

Integrate social gathering spaces for graduate students into the design of new housing both on and off campus

HOUSING OPPORTUNITIES

- Existing Undergraduate Housing
- New Undergraduate Housing Opportunities
- Existing Graduate, Faculty, and Staff Housing
- New Graduate, Faculty, and Staff Housing Opportunities






Catalog of Options

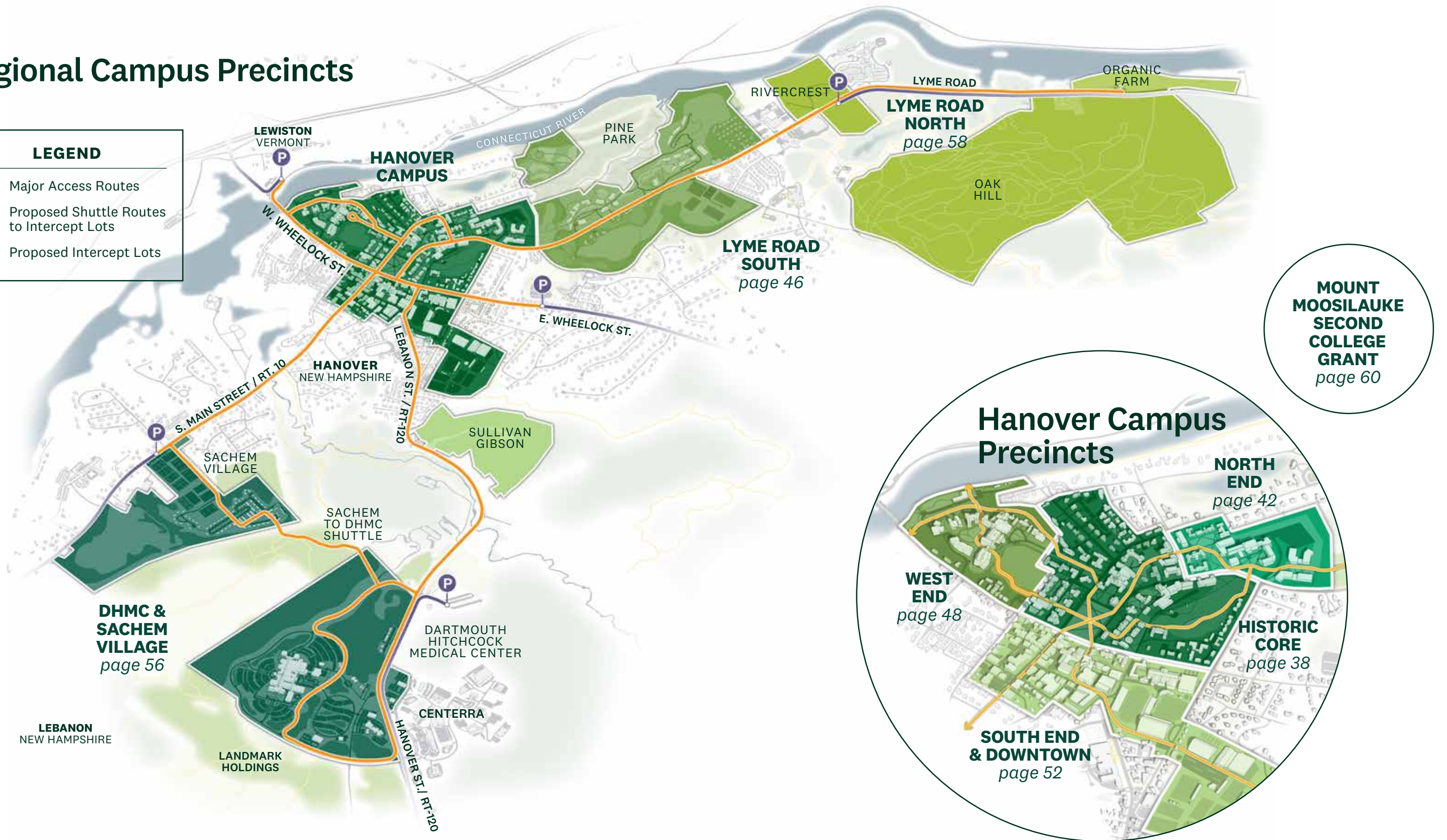
A menu of short- and long-term placemaking opportunities for implementation as needs arise across the regional Dartmouth footprint



Regional Campus Precincts

LEGEND

-  Major Access Routes
-  Proposed Shuttle Routes to Intercept Lots
-  Proposed Intercept Lots



Historic Core

The Historic Core is the most iconic and recognizable area of the Dartmouth campus and serves as “home base” for undergraduate student life.

Renovations to Dartmouth, Reed, and Thornton halls and a planned reimagining of Baker-Berry Library support 21st-century teaching and learning. In the future, as needs evolve and emerge, strategic renovations, expansions, new construction, and landscape improvements can optimize the use of cherished historic buildings, enable facility upgrades, and greatly improve the resilience and usability of the campus landscape to support the academic and social lives of the entire community.



Current Capital Project
Dart Row Renovation
 Preservation and renovation of Dart Hall, including façade restoration, new daylit spaces, improved accessibility, and a gracious new surrounding landscape meeting future needs

LEGEND

- Strategic Repurpose or Renovation Options
- Future Expansion Options
- New or Revitalized Landscape Options
- New Pocket of Nature Options



1 The Green
 Improvements to the Green, to better resist the wear-and-tear of heavy use, and a new Pocket of Nature at Sanborn House, as a place for relaxation that celebrates Dartmouth’s commitment to environmental sustainability.

2 Dart Row Commons
 A new academic & residential landscape creates a focus of student activity, while reinforcing connections to College Park, bringing its character more strongly into the center of campus.

3 College Park & The Bema
 Preservation of College Park as a natural resource, open to the community, with strategic infrastructure improvements to the BEMA to support its use as a teaching, learning, and gathering space.

4 Wheeler Expansion
 An opportunity for undergraduate residential expansion where the Historic Core meets the North End.

5 Baker Berry Bowl
 Canopy trees and furniture create a dynamic outdoor gathering space for the library as a gateway between the Historic Core and the North End.

6 Fairbanks Redevelopment & Mass Quad
 An opportunity for a mixed-use undergraduate residence and administrative building, nestled behind Mass Row, creating a landscaped quad connecting to '53 Commons and a future bridge to the West End.

7 Mass Row
 A modest redesign of an internal roadway significantly improves pedestrian safety and accessibility, provides places to gather and pause, and enriches the tree canopy with understory trees.

8 Bartlett Reuse & Expansion
 An opportunity for a sensitive reimagining of an architectural treasure, with a potential expansion for administrative and academic uses, enabling facility and accessibility improvements.

10 Choate Road
 Opportunities to expand and renew undergraduate housing along Choate Road, renovate historic structures, and refresh the landscape. Within the Choates cluster, groves of trees and targeted landscape improvements can create a sense of place and improve resilience.

9 Wilson Reuse
 An opportunity to revitalize this historic architectural icon for administrative or academic uses, such as a relocated, easy-to-find Admissions Office, enabling facility and accessibility improvements.

1

The Green

As a focal point of community activity, the framework recommends new below-grade infrastructure improvements to support the health of the landscape and movable furniture for a diversity of uses.



3

College Park & The BEMA

Illustrative view of the BEMA with a new canopy shelter, lighting, and other infrastructure to support events, learning, classes, and community usage



Existing conditions



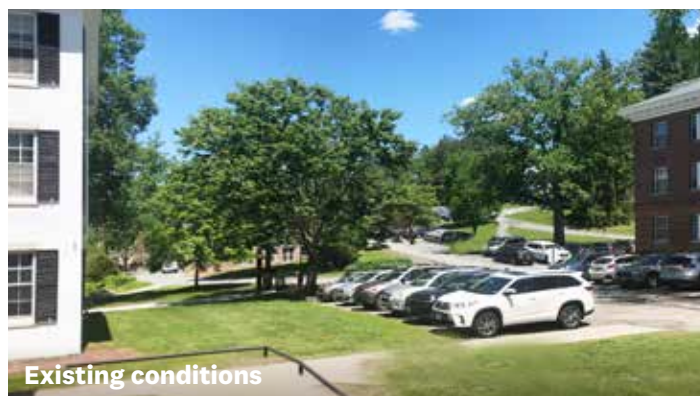
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Dart Row Commons

Illustrative view of a new academic and residential landscape supporting learning, community building, and well-being and connecting the historic Dart Row and Fayerweather Halls. An interim version can be implemented in the short term using temporary materials as a pilot project to test the concept's viability.



Short-term interim design



Existing conditions



North End

The North End has been a precinct of ongoing change since the demolition of the hospital in the 1990s and most recently with the creative reuse of an outmoded building as the new Anonymous Hall.

Future renovations and adaptive reuse of existing structures can be leveraged to improve the overall sense of place and reinforce the North End as an academic center of the sciences, medicine, and research complemented by undergraduate residences and graduate student life facilities. Redevelopment of the Dewey Lot is an opportunity to meet significant future growth needs and create a seamless connection to the long-term land-bank of the Golf Course.



Recent Capital Project
Anonymous Hall

A complete reimagining of the former Dana Hall from the inside out provides new formal and informal spaces for learning and collaboration.



1 Fairchild Tower

A refresh of an existing atrium space, offering unparalleled views, into a dynamic and welcoming interdisciplinary and student life hub.

2 Remsen-Vail

If the Geisel School of Medicine were to relocate to new facilities, this opportunity for adaptive reuse can accommodate up to 550 undergraduate student beds and/or academic space, and could include new façade materials, enlarged windows, and a welcoming new entrance.

3 Maynard Yard

This proposed quad improves the character of the North End and incorporates new energy and stormwater infrastructure to meet campus resilience and sustainability goals. The site includes space for a modest academic or administrative building along Maynard Street.

4 Physical Sciences Complex Renovation

Facility, systems, and technology upgrades to the buildings to support current and emerging teaching and learning methods and research in the sciences.

5 Fairchild Field

A new shared surface for cars, pedestrians, and bikes, in lieu of a vehicular access road, creates better pedestrian connections between the Physical Sciences Complex and the Historic Core.

6 North Burke Site

An opportunity for a new academic building to support the sciences or other emerging disciplines with proximity to undergraduate housing and the North End.

7 Sudikoff

An important site, to be reserved for a future significant academic facility, centrally located on the Hanover Campus.

8 Dewey Lot & North End Green

Hanover campus's single largest opportunity for contiguous academic expansion with the potential to transform the existing parking lot into a mixed-use destination; a new North End Green can provide an open space and seamless pedestrian link to the Golf Course grounds. Due to the large scale of the site, it could incorporate below-grade parking and green energy infrastructure.

11 Kellogg Auditorium

An opportunity site for a new academic or administrative facility, incorporating the newly renovated auditorium, with potential lower-level parking.

10 Life Sciences Lawn

New pedestrian connections and a robust Pocket of Nature across from College Park supports stormwater infrastructure.

9 Rope Ferry Cluster

An opportunity for adaptive reuse of existing buildings into 75-100 beds for graduate and professional students or academic space if the Geisel School of Medicine, Health Services, and the Department of Safety and Security were to relocate to new facilities that better suit their needs.

1
Fairchild Tower

Illustrative view of a transformative renovation with new interconnecting stair, comfortable furnishings, and the vibrancy of a destination campus. An interim version can be implemented in the short term using surplus furnishings to meet immediate needs for common space.



2
Remsen-Vail

Illustrative view of a sustainable reuse of the existing buildings for undergraduate housing and/or academic use, preserving the structure while upgrading the façade and mechanical systems, and creating a welcoming new entrance



3
Maynard Yard

Illustrative view of a new central green gathering space for the North End, coordinated with the revamped parking and transit system



Lyme Road South

As a vital long-term land-bank for the College, the framework provides options to balance thoughtful development that will support Dartmouth's evolving mission with the preservation of open space and ecology as a majestic natural resource for the community.

A study of the geographic and physical attributes of the Golf Course, including topography, wind, sun exposure, and other parameters, was performed to determine the selective areas most suitable for sustainable development while improving access to the grounds as a recreational resource linked to Pine Park and Occom Pond.

Redevelopment can coexist with, and improve access to, the grounds as a community recreational asset.



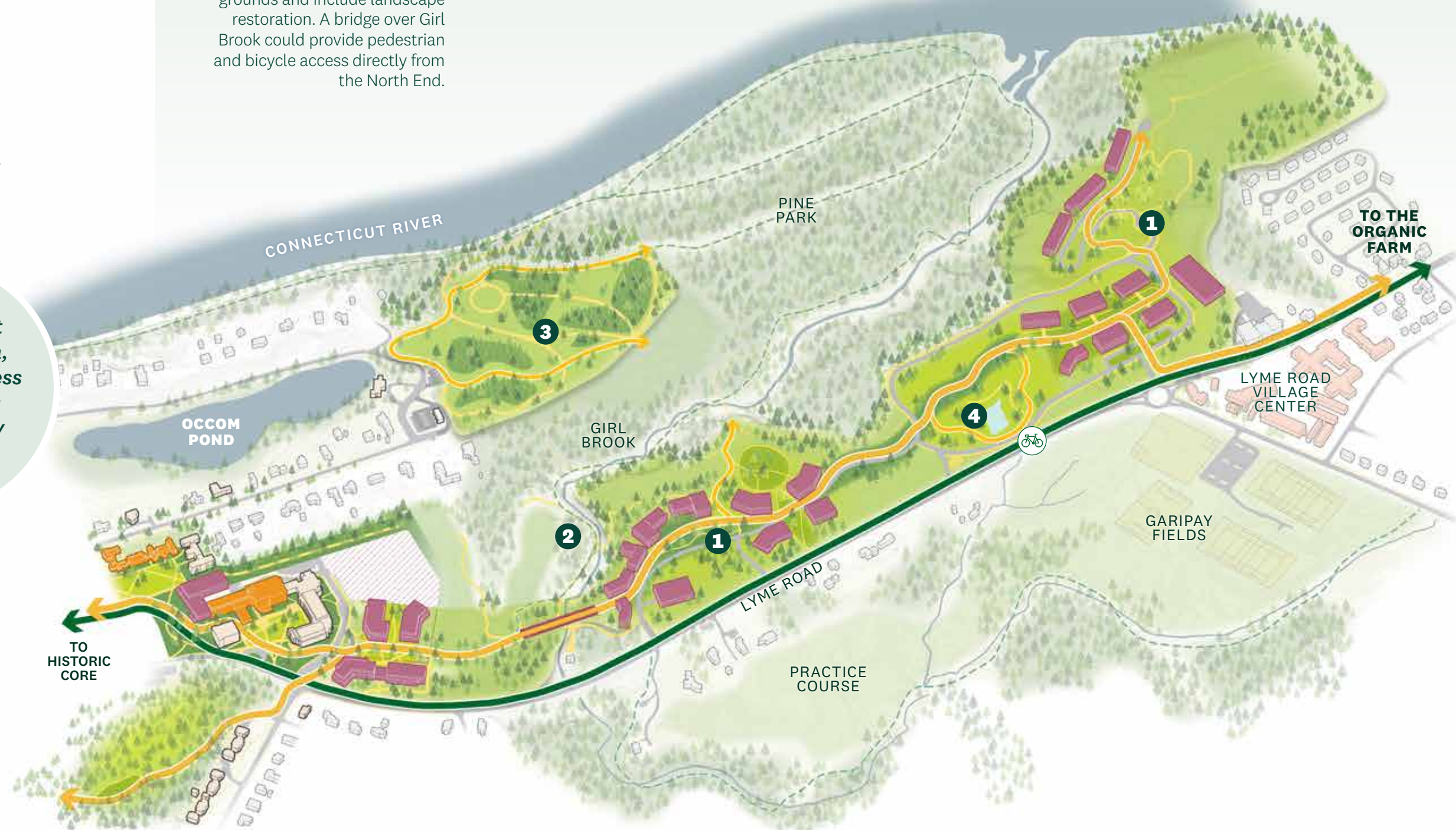
Sledding on the Golf Course grounds

1 Long-term Redevelopment Options
Sustainable development is possible in selective areas of the Golf Course, whether in the south, connecting to the North End through Dewey Lot, or in the north, near the Lyme Road Village Center. Development could include a mix of campus uses, such as academic, administrative, and graduate or professional student housing, and be sensitively integrated into the grounds and include landscape restoration. A bridge over Girl Brook could provide pedestrian and bicycle access directly from the North End.

2 Natural Landscape Preservation
The preservation of natural landscapes enhances campus character and provides recreational and outdoor learning opportunities for students and community members.

3 Arboretum
A new park-like setting with opportunities for recreation, research, and applied learning adjacent to Pine Park.

4 Recreational Space
Use of the grounds for general enjoyment, cross-country skiing, running, walking, and other recreational activities to be maintained on the grounds. The use of an 18- or 9-hole golf course is also a potential option.



West End

The West End is currently undergoing significant investment in accordance with the 2017 West End Master Plan.

The 2017 plan envisioned new buildings, landscapes, and infrastructure to bring expanded academic space and opportunities for interdisciplinary interaction.

Planning for Possibilities builds on that vision, integrating the access, mobility, sense of place, facility improvements, and other recommendations into the broader strategic campus framework.



Irving Institute for Energy and Society



Center of Engineering and Computer Science

Current Capital Projects
Irving Institute for Energy and Society
Center of Engineering and Computer Science
 Two new academic buildings provide space for interdisciplinary programs, engineering and liberal arts, research, entrepreneurship, and a parking garage.



1 Green to Blue Bridge

A new pedestrian and bicycle bridge meanders through the cemetery treetops and improves connectivity between the Riverfront, West End, Historic Core, and Downtown.

2 West End Green

A central open space strengthens the sense of place in the West End and provides a space for gatherings and other informal uses.

3 Riverfront Park

A recreational open space destination for the regional community, to be developed in coordination with the revamped transit and parking system.

4 French & Judge Redevelopment

Opportunity sites for future academic and/or living-learning facilities for Thayer, Tuck, or other departments.

5 Channing Cox & Maxwell Redevelopment

A future expansion opportunity for Thayer or other academic programs, with potential for below-grade parking.

6 Thayer Landscape

A gateway to the West End Green from the Historic Core and West Wheelock Street, this new connective landscape unites the areas between the Tuck Green and the West End Green.

7 Tuck Green

This enhanced and expanded open space creates a classic campus green at the terminus of Tuck Mall, providing a new gathering space for the Irving Institute, Tuck, and Thayer and marking the entrance to the West End.

8 Ledyard Canoe Club

Improved Canoe Club and access to the riverfront with smaller-scale social spaces that provide a range of options in conjunction with Riverfront Park.

9 Tuck Facilities

In the future, the Tuck complex could be renovated and expanded to advance its competitive edge. Or, if relocated to new facilities, Woodbury and Chase, originally built as student housing, as well as Tuck Hall could be repurposed for undergraduate housing, providing up to 230 beds.

10 West Wheelock

Opportunities for new affordable, apartment-style faculty, staff, and graduate student housing can also improve the sense of place as a campus gateway along West Wheelock Street.

1

Green to Blue Bridge

Illustrative view of an elevated pedestrian and bicycle bridge passing over the cemetery, as proposed in the 2017 West End Master Plan, to improve connectivity between the Riverfront, West End, the Green, and Downtown



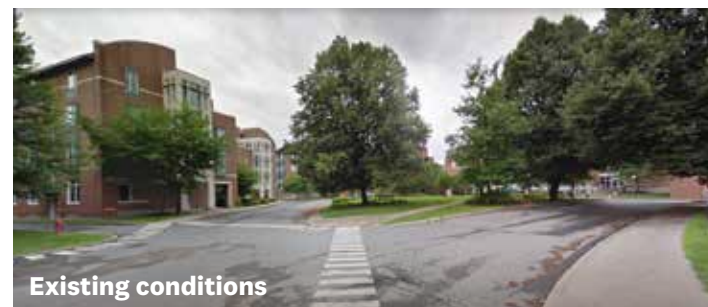
Existing conditions



2

West End Green

Illustrative view of a new West End Green that would provide a central gathering space for this growing academic and residential area of campus



Existing conditions



3

Riverfront Park

Illustrative view of a renovated and expanded park that would improve the ecology of the riverfront and provide enhanced public gathering and event space



Existing conditions

“
 Many graduate students and staff commute but would prefer to live in Downtown Hanover, which would reduce the need for parking and increase foot traffic for shops and dining facilities.
 — Graduate Student
 ”

South End & Downtown

The South End of campus, integrated into the fabric of Downtown Hanover, features a mix of uses including arts and athletics destinations, student and faculty housing, and campus infrastructure.

Downtown Hanover is an important anchor in the Upper Valley and creates a greater sense of connection to the outside world for the campus. This precinct presents opportunities to improve campus circulation, adaptively reuse historic structures, and build new housing while supporting a vibrant downtown.



Planned Capital Project
Crosby Street Housing

A 350-bed undergraduate student housing building currently being planned could provide additional capacity, enabling renovations to existing residence halls.



1 Downtown

The framework recommends continued dialogue with the business community and coordinated planning with the Town of Hanover to foster a thriving business district appealing to local and regional residents, students, faculty, staff, and visitors.

2 Sargent Block Mixed-Use Housing

Housing and retail development on this site could achieve several goals of the framework by providing in-demand apartment-style units for graduate students, junior faculty, and staff. Within walking distance to the Hanover Campus, this housing would also increase foot traffic to local businesses.

3 Arts Powerplant District

In the future, when the powerplant is decommissioned, this complex can be creatively adapted into arts uses, expanding the current Arts District. The McKenzie building could be adapted and expanded into a Wellness Center, positioned between the Historic Core and Athletics. Hallgarten Hall could be repurposed for a house community faculty member or other student life uses.

4 Vox Lane

Replacing a parking lot, a new multi-use plaza and pathway creates a place in Downtown for events and gatherings that is a more urban counterpart to the Green, while creating a direct pedestrian and bicycle connection to Athletics.

5 FO&M Site

Just south of the powerplant, a new parking garage could provide parking for staff and/or visitors to campus and/or Downtown.

6 Crosby Street Site

A site identified for a future undergraduate residence hall that fosters the mixed-use nature of the campus.

7 Davis House Reuse

As part of the Crosby Street housing redevelopment, Davis House could be repurposed as a student life destination for the house community.

8 Alumni Gym Gateway

An enhanced and expanded plaza creates a meeting point, space for gatherings, and a welcoming gateway to Athletics, while maintaining limited vehicular access and parking.

9 Athletics Promenade

A new tree-lined pedestrian promenade and bicycle route between Lebanon Street and Thompson Arena improves access.

10 Park Street Gateway

A gracious gateway to Athletics and the campus visually connects the Leverone Fieldhouse and Thompson Arena, both historic modernist structures designed by Pier Luigi Nervi.



2
Sargent Block
Mixed Use Housing

Illustrative view of a new activated streetscape with ground floor retail or office, bicycle facilities, and upper floor apartments for graduate students, staff, or faculty on Lebanon Street in Downtown



Existing conditions



3 4
Arts Powerplant District &
Vox Lane

Illustrative view of a reimagined Vox Lane where the industrial architecture of the powerplant, once decommissioned, could open onto a new event plaza and be a magnetic new home for student life, arts, community, and wellness uses. A new addition above McKenzie could provide a Wellness Center or other student life uses.



Existing conditions

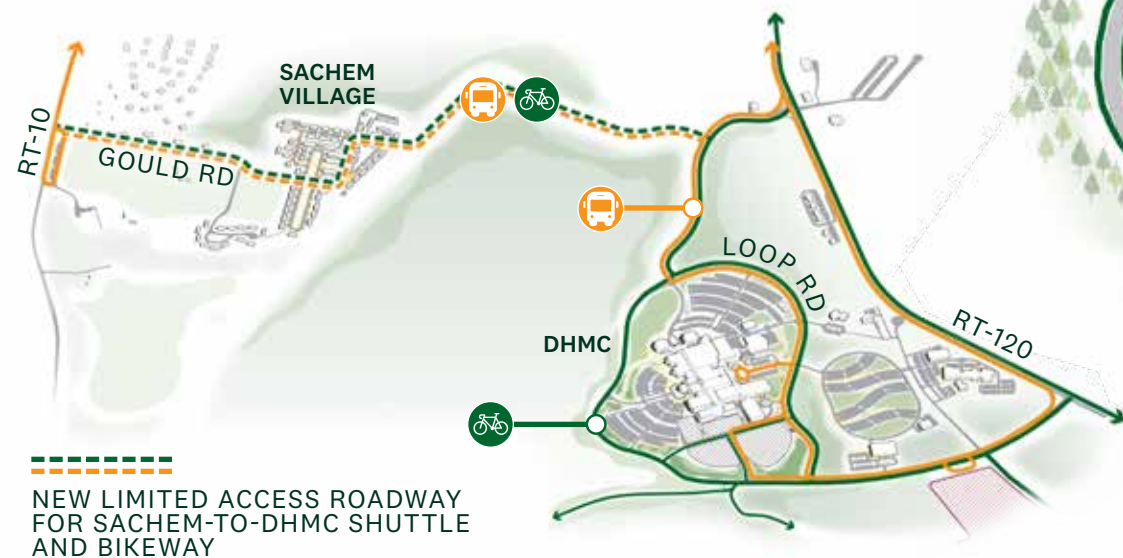
DHMC/ Sachem Village

Dartmouth has almost 700 faculty, staff, and students working at the Geisel School of Medicine facilities at the Dartmouth Hitchcock Medical Center (DHMC) and Centerra facilities as well as graduate & professional students living nearby in Sachem Village.

Recognizing this area as an integral center of campus activity, the framework seeks to create a more campus-like sense of place, provide development options to meet emerging and future facility needs, and restructure the transit and parking system for greater connectivity between regional Dartmouth destinations.



Graduate Student Cafe at DHMC



1 Academic Expansion

To advance the Geisel School of Medicine's competitive edge, new and renovated facilities at DHMC could provide space for new or relocated programs while creating a Dartmouth sense of place with more intimately scaled buildings and landscaped open spaces. Surface parking is moved to a new garage, opening up space for a walkable pedestrian environment.

2 Geisel Green

This central green space creates a campus-like environment and opens direct connections to the adjacent hiking trails.

3 Graduate Student Housing

Graduate student housing can bring a mixed-use vibrancy to this campus center, within walking distance to the Geisel School of Medicine's DHMC facilities and linked by transit to the Hanover campus.

4 Landmark Holdings

The framework re-affirms the rare and valuable nature of these lands as a hiking and biking resource for the Dartmouth and regional communities.

5 Transit & Bicycle Infrastructure

Improved shuttle service to Hanover, a new shuttle connection between DHMC and Sachem Village, and expanded regional bicycle lanes are all integral to improving connectivity throughout the 6-mile corridor. This transit and bicycle infrastructure can also serve currently planned graduate student housing nearby on Mount Support Road.

Lyme Road North

The Organic Farm, at the northern terminus of the 6-mile corridor, is a treasured destination for experiential learning, enjoyment of natural resources, and athletics training.

As a center of natural beauty, the Organic Farm is a symbolic gateway to Dartmouth's nearby and more remote wilderness properties. The framework seeks to improve connectivity between this area and all other destinations along the corridor, improving access to the invaluable experiences these sites offer to Dartmouth community.



1 Organic Farm

Improved access to the farm for students, faculty, and staff enhances opportunities for research, recreation, community-building, and general well-being.

2 Oak Hill

This natural resource is an integral component of the Dartmouth experience and provides opportunities for recreation, athletics training, and sustainable infrastructure, such as solar arrays.

3 Rivercrest

Strategically located adjacent to the Lyme Road Village Center, along existing and proposed shuttle routes, and a short bike ride away from the center of the Hanover campus, this site is a prime opportunity for future graduate and faculty/staff housing following site remediation.

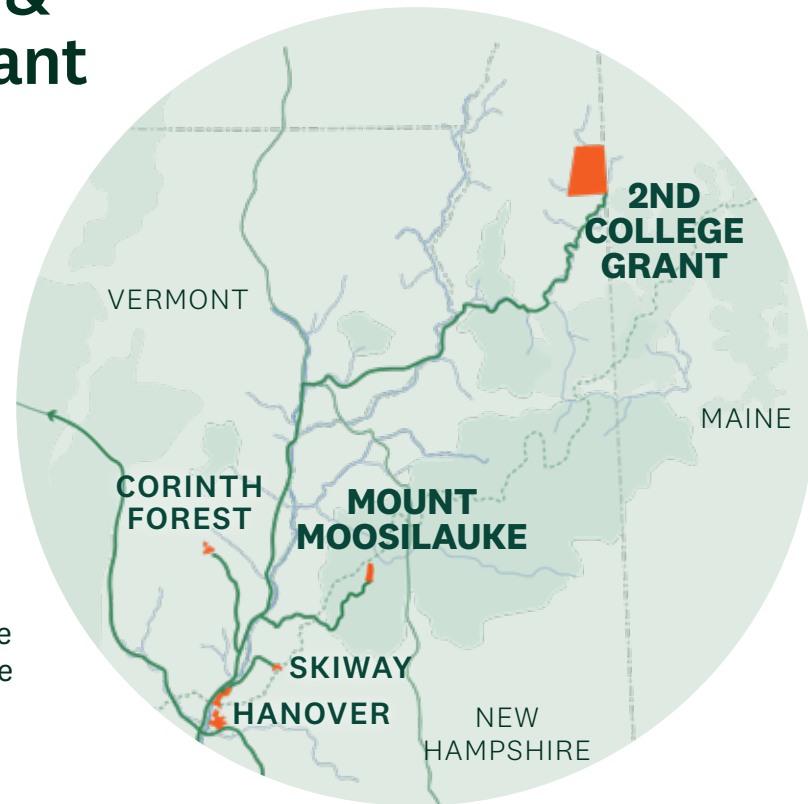
4 Transit & Bike Lane

Improved shuttle service to the Hanover Campus and DHMC and an expanded regional bicycle network are integral to improving connectivity throughout the 6-mile corridor. The expanded transit and bicycle corridor to the Organic Farm can also serve residents at Fletcher/Cedar and future housing development at Rivercrest.

Mount Moosilauke & Second College Grant

Beyond the properties along the Hanover-Lebanon 6-mile corridor, Dartmouth is the steward of thousands of acres of forested lands, natural resources, and recreational and training facilities.

The research, academic exploration, recreation, athletics training, and community building that happen at these locations are integral and essential to the Dartmouth experience. These destinations include the Skiway, Morton Farm, Mount Moosilauke, the Second College Grant, and numerous cabins.



Mount Moosilauke

This 4,800-acre mountainous area, including the over 4,000-foot peak of Mount Moosilauke, is home to the recently rebuilt Ravine Lodge and a cherished destination of historic, ecological, and cultural significance to the College. Students end their first-year trips at the lodge, cementing their earliest College memories and friendships. Faculty, staff, students, and community members alike return for recreation or special events. The framework re-affirms the essential nature of this property to the Dartmouth experience and its value as a natural resource.

Second College Grant

The grant, comprising 27,000 acres of forested land, is an unparalleled Dartmouth asset. The grant is an integral part of first-year trips, hosts 4,500 visitors per year in cabins, and is increasingly a laboratory for research. Sustainable timber harvest of the forest, part of its management plan, also funds scholarships for students from New Hampshire. The framework endorses Dartmouth's long history of and ongoing stewardship to protecting the ecology of the grant and ensuring the lands are available for generations to come.



Mount Moosilauke Ravine Lodge



Second College Grant

Next Steps

Planning for Possibilities, Dartmouth's 30-year Strategic Campus Framework, is a tool to guide both the short- and long-term planning and development of the campus, in order to support the College's ongoing mission.

Over the coming months and years, Dartmouth will continue its ongoing engagement with the campus and Upper Valley community to build on the dialogue begun by this process. As specific needs arise in the future, the goals, principles, and possibilities described here will serve to preserve and strengthen the enduring qualities of the campus.

For more information about the ongoing planning process and to provide feedback, please visit the Strategic Campus Framework website at dartmouth.edu/masterplan/.



Acknowledgments

We are sincerely thankful to the thousands of students, staff, faculty, and regional community and business members who responded to surveys, attended open houses, participated in workshops, and otherwise provided insightful and thoughtful input throughout the process.

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All roles and positions are noted as of Fall 2020

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