CANISIUS COLLEGE FACILITIES

MASTER PLAN


CANISIUS COLLEGE

Contents

Appendix


CARMISIUS COLLEGE

Introduction

Building Type	Area (s.f.)	Total Area
Administrative/Classroom		**781,986**
Academic	702,976	
Administrative	45,081	
Maintenance/Mechanical	33,929	
Event/Student Gathering		**118,612**
Student Center	69,411	
Montante Cultural Center	24,138	
Palisano Pavilion	25,063	
Residential		**552,193**
Residence Halls	502,001	
College-owned Houses	50,192	
Library	93,876	**93,876**
Chapel	15,332	**15,332**
Athletic/Recreational		**132,766**
Koessler Athletic Center	112,077	
Patrick Lee Athletic Center	20,689	
Total		**1,694,765**

Standing at the threshold of its 150th anniversary, Canisius is poised to embark on a future built squarely upon the college's Catholic, Jesuit tradition, its impressive reputation for academic excellence, and its solidarity with the community as described in its current Strategic Plan: *Canisius 150.* Canisius is driven by a vision to become a leading educational choice for those who seek innovative learning opportunities. Within its plans, Canisius seeks to develop a new facilities master plan to guide the college into the future in support of its ongoing commitment to academic excellence, collaborative learning environment, and student success. A number of critical factors are coming into focus, and the development of an updated facilities master plan is of the utmost importance to accomplish these goals.

The Canisius College Facilities Master Plan establishes a vision and goals for the next 10 - 20 years for the Canisius campus. The plan is a dynamic document that aligns with the college's Strategic Plan: *Canisius 150.* Although the plan is designed to evolve over time, it will continuously espouse the college's mission, goals, and guiding principles that have been defined for the college's buildings and functions. Commensurate with the changes in the student body, the college seeks to align its facilities resources accordingly, while simultaneously addressing the current needs and trends in facilities to better meet the requirements of our academic programs, enriching the student experience, supporting sustainability, and enhancing the campus environment for all.

Through the engagement of students, faculty, staff, and with the oversight of the Facilities Master Plan Committee, the college has been able to identify and prioritize the needs of these stakeholders and the facilities that support Canisius' tradition of excellence in education.

Resizing the campus by eliminating or repurposing facilities will enable the college to reduce operating costs, relocate department offices in meaningful ways that support collaboration and engagement in academic and student life, and also provide more opportunities to develop and utilize green space. Canisius will also consider opportunities to maximize the use of space through strategic alignments with outside partners.

Major projects identified in the following report will have a transformative effect on Canisius, especially the development of Science Hall. The completion of the two upper floors of Science Hall have been identified as a major catalyst for addressing the college's priorities and imparting a cascading effect on the entire campus, allowing for a series of office relocations and repurposing or even disposition of unused space.

In addition to the major projects identified on the following pages, deferred maintenance projects and minor renovations can and should be undertaken to support the vision for the campus consistent with the guiding principles. Deferred maintenance projects should be prioritized and implemented in order to maintain and enhance facilities functionally and aesthetically.

Since 1870, Canisius has had a significant community presence. We employ more than 600 faculty and staff, and have a $224 million annual local economic impact. In the last 25 years, the campus has invested approximately $180 million in capital improvements. More important, however, is the measure of the ways Canisius meets its Jesuit mission of educating leaders for a just and humane world. Just as it has over the past 150 years, Canisius continues to evolve and develop plans and strategies to address the opportunities, challenge, and changes that shape the college's future.

II. Background

Canisius College encompasses more than 1.6 million square feet of space (occupied and unoccupied) on 70 acres of property and is home to 35 academic, student life and residential buildings (Appendix A: Building Detail). The campus is situated in the historic Hamlin Park District, a residential, urban location in central Buffalo that is in close proximity to the downtown area, with convenient access to public transportation. The majority of the college's properties are adjacent to, or connected to, the Main Street campus. Canisius has strategically acquired or disposed of properties as opportunities became available to meet the college's evolving strategy over the last 25 years. The college is bounded by a residential neighborhood, a cemetery, and two expressways to the east and north of the campus. The college has expanded west and south across Main Street.

When Rev. Vincent M. Cooke, S.J. became president (1993), one of his first initiatives was the development of the Facilities Master Plan. The architectural firm of Hamilton, Houston and Lownie formulated a plan in September of 1994. In 1997, a revised edition of the plan was created by Cannon Design. It laid out detailed plans for upgrades to residence hall facilities and a complete reworking and updating of academic buildings and classrooms. Over the next 13-year period, the college made substantial investments to transform itself from a commuter school to a predominantly residential one, investing more than $85 million in several major residence hall projects. Most recently, in the fall of 2005, Canisius opened the 270-bed Dugan Hall to provide residential space necessary to attract students from more diverse geographical locations. Investments were made in the Health Science Building to provide new classrooms, a student lounge, and the literacy clinic on the first floor. A significant portion of the previous and current strategic plan involved the development of the initial phases of Science Hall and the renovation of the attached parking ramp.

Four major facilities serve as the home for all Canisius varsity athletic events. The Koessler Athletic Center (KAC) is a 112,077-square-foot athletic facility that includes a 2,196-seat gymnasium that was originally built in 1968 at a cost of $3 million, and renovated in 2001 and 2007. The KAC houses the Kinesiology and Athletic Departments and is the site of intercollegiate, intramural, recreational, and local high school sporting events. The KAC consists of a multi-purpose gymnasium, swimming pool, training room, rehabilitation room, a weight room, and several classrooms and offices for the Departments of Athletics and Kinesiology. The adjacent Patrick Lee Center is a student recreation facility that also serves as a teaching and practice facility for intercollegiate teams. The Rev. James M. Demske, S.J. Sports Complex, built in 1989 at a cost of $4.5 million, provides a home field for Canisius College outdoor varsity sports programs that are used extensively. Built

on a 14-acre parcel of land located behind the Koessler Athletic Center, the multi-use, all-purpose, all-weather artificial ATurf field serves as home to the Golden Griffin soccer, lacrosse, baseball and softball teams, as well as intramural sports. The lighting on the field is undergoing a two-year phased upgrade to improve light levels and improve overall energy efficiency for the facility. The Demske Sports Complex features grandstand seating for 1,000 and portable bleachers for 150. In 2013, Canisius College and the National Hockey League's Buffalo Sabres announced a unique partnership where the school's Golden Griffin ice hockey program would compete and practice in the newly-constructed HARBORCENTER. Before the HARBORCENTER became the Griffins' permanent home, Canisius leased the ice at Buffalo State College.

The college has not updated its comprehensive Facilities Master Plan since the 1997 Cannon Design document and has instead focused on several key projects aimed at improving the student living and learning experience. In partnership with Cannon, the college has completed a variety of studies, needs assessments, and planning documents to respond to the strategic plan initiatives in place at the time. Various facilities assessment reports from 2004 to 2014 have been completed, including: Main Street Project in 2007, Short-Term Facility Needs Assessment in 2008, Bookstore in 2010, Bagen Hall in 2011, Main Street Wall in 2012, Campus Wayfinding in 2012, Science Hall Phasing and Impact Study in 2012, Library Renovation Project in 2012, and Koessler Athletic Center in 2014.

Canisius has continued to work with design and architectural firms on a case-by-case basis and proceeded with facilities planning and implementation on priority projects — namely Science Hall and the Library Learning Commons — to meet the evolving need for positive and enriching teaching, living and learning experiences. The Science Hall project, in particular, has been the subject of ongoing review and updated planning documents and cost estimates by Cannon Design and Uniland Development as opportunities and financial conditions have evolved.

In addition, the college continues to review its space requirements for opportunities to improve the student experience, to enhance efficiency, or to sell or lease unused space in ways that support the college's strategic plan and address the changing size of the college's enrollment and demographics. In the course of rightsizing, Canisius has been actively working to generate additional forms of revenue through its facilities and engage in strategic alliances that are mutually beneficial to Canisius and our partners. For example, the 2015 budget reflects the leasing of Campion, Main-Humboldt, and Main Delavan residences to Buffalo State College in fall 2014. In 2018, the college partnered with SUNY Erie to provide residential space and other services to approximately 60 students.

Other unused spaces, including Campion Hall, Agassiz Circle, and several residential properties, have been sold. Presently, unused properties, including Demerly Hall, which will be vacated following the relocation of the Health and Human Performance program to Science Hall, and Main-Humboldt and Griffin Hall Apartments, are also unused spaces. These properties, along with excess space in Science Hall, are being considered for lease or sale.

Facilities Master Planning Committee

(original membership)
Marco F. Benedetti
Thomas E. Ciminelli
Katie Costanzo, PhD
Jonathan M. DiCicco, PhD
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Phillip M. Sheridan, PhD
Richard A. Wall, PhD
Kathryn F. Williams, PhD

III. Process for Developing the Plan

The development of this plan was delegated by President John J. Hurley to the Facilities Master Planning Committee. The committee was chaired by Marco F. Benedetti, vice president for Business and Finance, and comprised of faculty, administrators, and students. The committee began actively meeting in fall 2016 and was charged with gathering information from stakeholders, reviewing existing data/information, and assisting in the formulation of the plan's principles, goals, and strategies in alignment with *Canisius 150*. The plan is scheduled to be approved by the Trustees during the 2018-19 Academic Year.

IV. Guiding Principles

The committee developed a framework to guide its vision, discussions, research, and ultimately its recommendations. These were categorized into the following four interrelated principles:

1. **INVIGORATE.** Beautify and refresh campus facilities to improve functionality and invigorate campus life.
   - Create a sophisticated and appealing environment that provides a high-quality experience for students, staff, faculty, and visitors to Canisius.
   - Ensure balance between structures and natural elements, including green space, to affirm the college community's appreciation and enjoyment of, and deep respect for, the natural world, especially in an urban setting.

2. **INSPIRE.** Support academic excellence with spaces that inspire and facilitate collaboration, research, teaching, and learning.
   - Common space, classrooms, and laboratories should foster a collaborative learning environment, interdisciplinary interaction, and opportunities for applied, experiential learning.
   - Living, learning, and meeting spaces should provide flexibility to meet the various needs of the campus community.

3. **RESPONSIBLY STEWARD** our resources, ensure fiscal responsibility, and minimize consumption of, and damage to, the earth's natural resources.
   - Maximize use of our existing resources in a humane manner that upholds the college's commitment to *cura personalis*: care and respect for the whole person.
   - Rightsize the campus footprint and lower operating expenses.
   - Develop a sustainability plan that promotes stewardship of the earth's natural resources.
   - Reduce consumption and waste and enhance environmental sustainability practices.
   - Pursue sustainable design principles.

4. **BE A GOOD NEIGHBOR** in the vital community of which our urban campus is an integral part.
   - Reaffirm the college's commitment to respect the surrounding neighborhood by improving accessibility, communicating with stakeholders, and incorporating design elements that complement the neighborhood's strengths.

V. Data Inputs

The planning process included the collection and analysis of internal and external data sources. Analysis of current internal data and reports, including the college's Strategic Plan: *Canisius 150*, enrollment statistics, and other campus-wide studies and surveys informed the development of the plan, along with external data sources, such as real estate appraisals and facilities assessments that had been completed by various third-party consultants, vendors, and other specialists during the last three years. Additional studies on parking and wayfinding have been recently completed, and sustainability plans are in development, which are supplementary to the Facilities Master Plan.

ENROLLMENT AND EMPLOYMENT

Underlying the committee's approach on the strategy is its evaluation of its student and personnel populations. Trends in enrollment for the undergraduate and graduate levels and employment are significant factors in determining the space/facility requirements for faculty, administrative support, classroom requirements, and other campus services. Online learning opportunities, new approaches to teaching and learning that focus on collaboration and interdisciplinary methods, and enrollment trends also affect the requirements for various student services, including technology needs, resident living, parking, food service, and other support programs. All of these practices have a facilities element critical to their delivery of the service. The Master Plan proposed an approach to space planning that integrates rightsizing, compatibility (space and function), repurposing, replacing, and refreshing to suit the needs of the campus community.

SURVEY CAMPUS COMMUNITY

A survey was administered to students, faculty, staff, and alumni in order to identify themes and priorities. A total of 924 people responded to the survey, with more than half of the respondents being students. A series of campus forums were held to review the survey data and give the Canisius students, faculty, and staff another opportunity to provide feedback on the needs and priorities for the campus. Refer to Appendix B: Survey Data for more details.

PARKING UTILIZATION STUDY

In 2017, the college commissioned a parking utilization study from Nussbaumer & Clarke, Inc. to assess the parking supply and demand at all Canisius parking facilities to determine the impact of replacing the three-level parking garage with a surface lot. The study demonstrated that the existing parking facilities, including the parking structure, provided adequate capacity for the current parking demand based on the field data collected at that time. In fact, capacity of the existing parking spaces exceeded the minimum parking supply requirements recommended by the City of Buffalo and the generally accepted parking supply ratios established by the Institute of Transportation Engineers. Nussbaumer & Clarke assessed the impact of replacing the ramp with a surface lot and determined that, given the declining population of faculty, staff, students, and visitors to the campus and the correlating decline in the number of vehicles on campus, a surface lot would provide adequate parking and cause commuters to maximize use of other parking facilities on campus. See Appendix C: Campus Parking Utilization Study for details.

DEFERRED MAINTENANCE

The college must address basic facility needs in an efficient and fiscally responsible manner to continue to attract talented faculty and students and function optimally.

Deferred maintenance needs at the college generally are grouped into four categories.

- **Mechanical:** This encompasses HVAC systems, electrical infrastructure, which includes substations and transformers, plumbing infrastructure, including pump stations and other systems to maintain water pressure.
- **Building Exterior:** Also identified as the building envelope, exteriors consist of the building walls, windows, and masonry.
- **Roof:** Depending on the type of roofing material, severity of the condition, or age, facilities will determine if patch or complete replacement is necessary.
- **Abatement:** This involves the removal of environmental hazards including mold or asbestos. Abatement and remediation can be a necessary but significant expense for older buildings. Often, remediation is required prior to any construction or demolition work. With some of the college's buildings approaching 100 years old, asbestos was commonly used as part of the original construction.

REINVESTMENT AND MINOR RENOVATION

Painting, minor renovation projects, replacements to flooring, fixtures, and trims are also important elements of the plan. Although minor in nature, they often have a large impact on the quality of the campus experience, aesthetics, comfort, safety, and functionality of the campus facilities. Also, they are often an initial stage in the scope of much larger renovation projects. The college maintains and updates a list of such projects that come under review annually by the Senior Leadership Team and college Budget Committee.

WAYFINDING

Wayfinding is the collection of maps, signage, and directions available to visitors and residents to navigate the campus and its buildings and interiors effectively. Wayfinding guides the flow of students, faculty, staff, and visitors to the campus and helps them navigate the network of streets and paths. Signage is an important component of the brand, shapes a friendly, welcoming campus, and establishes an important first impression for our visitors. The Facilities Master Plan addresses the need to update signage as buildings, departments, and functions have changed or moved locations over the past decade.

The Identity Group, Planning & Design, developed a Wayfinding Plan for Canisius in 2016. It reflects the change of the campus from a commuter campus to a residential campus and includes a design and implementation plan to consistently update signage as the Facilities Master Plan progresses. Flexibility is embedded in the Wayfinding Plan to support the college's brand identity and for plans for continued building consolidations, replacements, or repurposing.

REAL ESTATE ANALYSIS

The college commissioned a baseline real estate appraisal on smaller, non-strategic properties in 2015. The college regularly refers to the report to help determine if a property should be marketed for sale. Canisius has divested single-family homes and doubles located in the surrounding neighborhood consistent with its Hamlin Park Initiative. Those houses were acquired by the college at a time when it lacked sufficient housing for students and used the houses as residences. The Hamlin Park Initiative was a program designed to update the houses and sell them back to buyers who would agree to be owner-occupiers as a means to invest in the stability and quality of life in the surrounding neighborhood.

OTHER INFORMATION

The college continuously works with engineers and architects on conceptual drawings that are utilized to implement the Facilities Master Plan. Such information is also used to approximate the expenses associated with the recommendations. It is important to remember that these are estimates based on certain assumptions and points in time, and that the actual costs can vary.

VI. Current Conditions:
Summary of Findings and Recommendations

An assessment of existing facilities and supporting data collected from a campus-wide survey affirmed the primary needs and aspirations for the Facilities Master Plan. The following section describes critical facilities where large and intermediate-scale projects are planned to be addressed over the next several years:

SCIENCE FACILITIES

With more than 120,000 square feet to renovate, Canisius began developing Science Hall in 2010 under a multi-phased plan. The site of the former Blue Cross & Blue Shield of WNY headquarters, Science Hall consists of a four-story building with 237,000 total square feet (170,000 net usable square feet) set on three and a half acres. The goal for Science Hall is to bring together in one location the college's biology, animal behavior, conservation and ecology, chemistry, biochemistry, physics, psychology, computer science, and mathematics programs. The college, along with its alumni and friends, has already invested $40 million for the acquisition and partial development of Science Hall. This enabled Canisius to open the lower two floors of the building's four levels with new classrooms, meeting spaces, physics laboratories. The esteemed Pre-Med/Health Professions support program, and the Institute for Autism Research. Canisius' biology and chemistry laboratories and classrooms remain located in two separate and aging buildings. Canisius strives to provide a state-of-the-art learning environment for our students to reflect the high quality of the teaching and research programs in these disciplines.

The completion of Science Hall will enable the college to build upon our academic excellence and provide a superior experience for students. The space will be designed to provide undergraduate students with a fresh laboratory experience, access to high-tech equipment and technology access, and the interdisciplinary collaboration needed to excel in undergraduate, graduate or professional schools, or in professions centered on the emerging fields within the medical, biotech, life science, and technology industries. The college is also moving toward allied health related fields with the development of a Physician Assistant Program and developing leading-edge laboratories in Science Hall featuring a medical simulation suite and digital anatomy dissection tables. Healthcare, research, science and technology education at Canisius will prepare students to fill high-demand positions in Western New York and beyond. Completion of this building will be an attractive asset for faculty and students pursuing STEM (Science, Technology, Engineering and Math) education, natural sciences, and health sciences, in turn providing the region with the STEM educators and professionals in the health and other science-based fields that are so badly needed.

In survey results, Science Hall was mentioned as a major facilities priority across all surveyed populations. Students and faculty who currently occupy the building appreciate the quality of the space and contemporary design. They would like to spend more time there and see more activity in the building. Among students alone, 25% remarked on Science Hall. There is a desire to complete Science Hall and develop more collaborative workspaces and study spaces there. Likewise, the Horan-O'Donnell and Health Science Buildings were consistently mentioned for either renovation or repurposing. Both facilities are outdated, in need of renovation, and do not optimally reflect the quality of the programming offered by the departments currently housed in these facilities. There were numerous expressions to exit out of these facilities and relocate to Science Hall.

STUDENT GATHERING/RECREATIONAL/ ATHLETIC SPACE

Survey results indicated that respondents desire more space to unite students, provide formal and informal gathering spaces for student meetings and events, provide recreation space, and increase spontaneous interactions that support learning as well as social and cultural exchanges in the Richard E. Winter '42 Student Center. Here, the lower level provides student club and lounge space and houses the bookstore; the main level is home to the dining hall, while the second level is comprised of conference rooms and offices.

The configuration and the space designations in the Student Center have not fully met the expectations for a student union, and Bouwhuis Library has increasingly become a hub of activity, especially with the installation of Tim Hortons Cafe in 2009 and other significant renovations that were completed in 2015. As interdisciplinary, collaborative styles of teaching and learning continue to expand, students suggest additional study spaces to accommodate the more social aspects of learning.

While KAC houses the college's intercollegiate athletic programs and primary fitness facilities, there is limited recreational, fitness or gym space, indoor or outdoor, available on the main campus, particularly for non-athletes. Efforts have been made to provide some small exercise space with some aerobic equipment within residence halls, but students expressed a desire for additional recreational facilities and athletic space that are more broadly accessible to all students closer to the main campus. In addition to the Student Center, Palisano Pavilion and Science Hall were cited as potential sites for additional student gathering/fitness space.

Survey responses also indicated a desire for greater access and use of outdoor green space with benches, chairs, and tables. Presently, the Koessler Quadrangle and a green parcel adjacent to Lyons Hall, are the two primary locations on campus where students can gather.

REPURPOSING OF EXISTING FACILITIES

With office and student residence relocations occurring over the past several years, several facilities are presently vacant and unused. The Wehle Technology Center, former home to the ITS, Computer Science and Math Departments, which are now situated in Science Hall, Main-Humboldt Apartments, and Griffin Hall, both former residence halls for students, as well as unused college-owned houses in the neighborhood on Florida Street and Glendale Avenue, are available for repurposing, lease, or sale.

Plans to fully occupy Science Hall with departments presently housed in Demerly Hall, Horan-O'Donnell and Health Science also will present future opportunities to reuse or repurpose these facilities.

DESIRE FOR GREEN SPACE AND ADVANCE SUSTAINABILITY ON CAMPUS

There is an increasing desire to create more usable green or natural space around Science Hall, on the main campus in the Koessler Quadrangle, or in the green space near Lyons Hall.

Likewise, there is a desire to pursue a sustainability plan that would promote respect and connection to the natural environment, a reduction in consumable resources and energy, and increase efficiency. The newly-developed Campus Sustainability Initiative and The East West Community Garden on Lafayette have further energized this goal.

REFRESH/REMODEL/REPLACE OUTDATED SPACES

The survey results indicated that while the college has significant needs that would be addressed by major projects, it also identified smaller yet impactful areas that should be considered to refine the aesthetics and appeal of classrooms, lavatories, meeting spaces, lounge areas, and recreational space.

The Parking Ramp is approximately 50 years old and presents general quality issues. Possible options for consideration include the development of a surface lot that includes some green space in accord with city codes and eco-friendly LED lighting, or, potentially, a multi-purpose, multi-level structure.

Master Plan Goals

1. **Strengthen the Academic Facilities**
2. **Renew the Student Experience with Improved Study, Residential, Recreational, Athletic, and Reflection Spaces**
3. **Enhance and Revitalize Campus Life**
4. **Resize the Campus and Optimize Space Utilization**
5. **Integrate Sustainable Design Strategies**
6. **Enhance the Connection to Hamlin Park and the Surrounding Neighborhood**

VII. Master Plan Goals

The Facilities Master Plan reflects the inputs of the college's primary stakeholders and is consistent with the goals of *Canisius 150*, the strategic plan for Canisius College. Goals of the Facilities Master Plan are a roadmap for the physical development of the campus. The plan highlights the current and future needs of the college and attempts to prioritize them. As a plan, this is intended to be a dynamic document that allows flexibility, multiple options and alternatives. Sequencing of projects and the availability of funding resources will be major factors in making progress on the plan.

The Facilities Master Plan also provides options to meet current and future needs for academic space, student housing, support services, and parking, while creating a framework that is flexible enough to meet Canisius' evolving needs. In addition, Canisius is committed to developing a sustainability plan that will complement the goals of the college's Facilities Master Plan and the overall strategic plan. While this is to be developed separately, the college intends to incorporate sustainable strategies in all aspects of site and building design, construction, maintenance and operation to the extent possible. The following six goals have emerged from the planning process:

1. STRENGTHEN THE ACADEMIC FACILITIES

The campus should facilitate an excellent teaching and learning experience for students and faculty. Facilities should create a sense of cohesion and collaboration within the Canisius community. Key projects in this goal include:

- Completion of Science Hall to consolidate all of the science disciplines in a single location and improve the learning environment.
- Renovation of Horan O'Donnell, including near-term improvement project and future options to create improved connectivity to the Student Center.
- Near-term renovation and long-term use considerations for Health Science when Science Hall is developed.
- Renovation of Churchill Tower and future considerations for demolition.
- Development of a stand-alone site for the Wehle School of Business.

2. RENEW THE STUDENT EXPERIENCE WITH IMPROVED STUDY, RESIDENTIAL, RECREATIONAL, ATHLETIC, AND REFLECTION SPACES

Facilities should be optimized to attract and retain students and enrich the student life experience on campus. Spaces should encourage collaboration, provide formal and informal meeting spaces, opportunities for recreation and entertainment, and support the college's mission. Key projects in this goal include:

- Renovation of the Richard E. Winter '42 Student Center as a center for student activities and engagement.
- Renovations to Palisano Pavilion, including considerations for additional student fitness facilities.
- Maintain and enhance green space utilization.
- Renovation of the third floor of the Andrew Bouwhuis Library to include increased study space. This will complete the final phase of a comprehensive renovation plan for the Library.
- Improvements to the Koessler Athletic Center and Demske Sports Complex updates, and possible development of a field house
- Residence Hall Improvements
- Revitalization of Delavan Townhouse D


RICHARD E. WINTER '42
STUDENT CENTER


CANISIUS

3. ENHANCE AND REVITALIZE CAMPUS LIFE

The physical campus should enrich the experience for all faculty, staff, students, and visitors to campus and create a welcoming, safe, attractive, enjoyable working, learning, and living environment. The plan should create connectivity among buildings and spaces, facilitate positive interaction, and create a sense of community.

Key projects include:

- Christ the King Chapel roof replacement, repairs and restoration
- Parking ramp replacement considerations
- Refresh projects, including deferred maintenance
- Landscape design
- Wayfinding project continuation

4. RESIZE THE CAMPUS AND OPTIMIZE SPACE UTILIZATION

Canisius has considered current and future needs for academic space, student housing, office/support space and parking. As opportunities arise, the Facilities Master Plan provides options to meet these needs and the flexibility to accommodate future development. This includes opportunities to engage in strategic partnership with external collaborators who can complement the college's mission and services, utilize excess capacity, and generate new revenue and program opportunities for Canisius.

- Completion of Science Hall has a cascading effect for numerous offices and departments and will allow for eventual relocations.
- Several college-owned properties including the Wehle Technology Center, Demerly Hall, Main-Humboldt Apartments, homes located on Glendale and Florida Streets, and Griffin Hall, which are presently vacant, are open to a variety of considerations, including lease, sale, or even demolition.
- Future considerations for Loyola Hall are possible. Canisius will work with USA Jesuit Northeast Province to evaluate potential use.

5. INTEGRATE SUSTAINABLE DESIGN STRATEGIES

Canisius 150 calls for the development of a sustainability plan, which will contribute to the integration of sustainable design approaches into the physical campus elements. It will assist in the conservation of non-renewable natural resources, make sustainable features visible and available to support learning and teaching, and inspires and engages students, faculty, staff, and the WNY community in environmental and social justice initiatives.

6. ENHANCE THE CONNECTION TO HAMLIN PARK AND THE SURROUNDING NEIGHBORHOOD

The Facilities Master Plan facilitates connection and cooperation with the surrounding neighborhood areas and a positive interface with the community. The Hamlin Park Initiative was introduced by President Hurley in 2010 as a way to return the houses purchased by Canisius to the neighborhood, but not to investor-landlords. The goal was to sell them to owner-occupiers who would stabilize and invest in the neighborhood. Canisius completed the sale of 57 Glendale Avenue, and 41 Hughes is currently under construction. It should be on the market in the next few months. Properties located at 6 and 16 Glendale Avenue are currently on hold.

The college also owns most of the houses – seven total – on the West side of Florida Street that backs up to the Demske Sports Complex. In the past, students resided there, but they are now unoccupied. From time to time, they have been used for graduate assistants or assistant coaches in athletics. Presently, the college is investigating future use or potential sale. The college has not used the properties in the last five years. Many require significant work. The college will always take into consideration the residents in the neighborhood when executing any projects that may impact them.

VIII. Master Plan Approach

The Facilities Master Plan recommendations are divided into **Major Projects, Intermediate Projects, and Maintenance/Refresh Projects.** Funding availability and a defined strategic priority to focus on projects that help to attract and retain students and enrich the academic life of the college will largely guide the sequencing and prioritization of projects.

- Major projects are large-scale institutional projects that have estimated costs greater than $1 million and make a significant impact on the college's physical footprint and functionality. These projects will require multiple sources of funding such as philanthropic donations, debt financing, and grants, in addition to institutional operational funding.
- Intermediate projects are mid-scale projects that are projected to cost less than $1 million but still require significant design work and investment.
- Maintenance/Refresh projects are projects that reflect deferred maintenance concerns and are typically funded through operations. The most up-to-date list is maintained by the Director of Facilities. A select list of priority deferred maintenance projects at the time of this report is available on Page 21.

IX. Development Plan

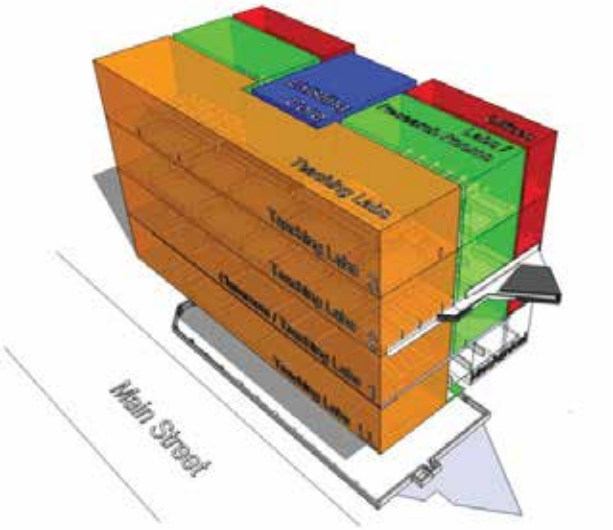
The development plan will provide an opportunity to address both major and ongoing maintenance projects in the context of near and longer-term priorities and also leverage strategic partnerships. All plans are subject to local codes and ordinances of the City of Buffalo.

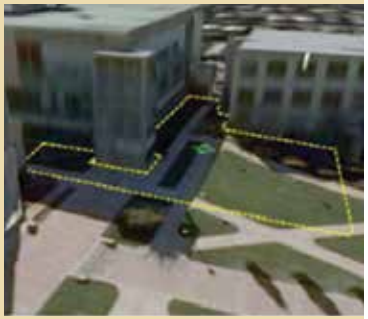
a. Near-term Plan:

The near-term plan includes major, intermediate, and smaller renovation projects that are expected to be completed within the next 10 years. Specific projects to be completed during this period include:

- **Completion of Phase 1 and 2 of Science Hall Renovations:** Complete the second and third floor, allowing biology, ABEC, and chemistry to move into Science Hall. The second floor would house the biology and ABEC programs. The third floor would be the future home of the Chemistry & Biochemistry Department and accommodate other potential uses. Additionally, the college will complete renovation of the "shelled" space in the lower level into facilities for the Physician Assistant Program and potentially other allied health-related programs. The facilities

would include a teaching lab, examination/ observation rooms, and administrative offices that would allow students an experiential environment in which to learn about this growing field. Excess space on the third floor not occupied by Chemistry and Biochemistry is available for future development, lease, or other strategic priorities of the college. Opportunities to move the Psychology Department into Science Hall will also be considered.





- **Horan-O'Donnell:** Once vacated and faculty are reassigned to Science Hall, Horan-O'Donnell is eligible for repurposing. The college could consider the development of a physical link between Horan-O'Donnell and the Richard E. Winter '42 Student Center with an exterior patio component. Griff Center and ITS service as well as other offices are located in the basement-level of Horan-O'Donnell and are expected to remain. The possible link has the potential to support the student and visitor experience with improved student gathering and collaboration spaces and more convenient bookstore access. The cost of this physical link is likely to be prohibitive, however, and additional research is required to determine if Horan-O'Donnell is a suitable location for faculty. Faculty currently housed in the Churchill Tower may have the opportunity to relocate to Horan-O'Donnell. This requires further study and space planning. If the building must remain occupied for a time, while completion of Science Hall takes place, the building requires ongoing deferred maintenance.

- **Richard E. Winter '42 Student Center:** The plan calls for renovation of the Student Center to provide additional opportunities for student engagement. In particular, meeting space and space for clubs, activities, and events is limited. dining hall and bookstore operations located within the Student Center are focal points for students and visitors that should be updated to enhance the college experience. As an alternative to physically linking Horan-O'Donnell and the Student Center as described on the previous page, design plans should be developed to provide for a better connection to the quad, which sits at the heart of the campus, and include an exterior patio.

- **Health Science:** Once vacated and faculty/ programs are relocated to Science Hall, the building has been identified as having potential for sale/lease to strategic partners, developers, or possible demolition. The facility is outdated and very expensive to operate and maintain.

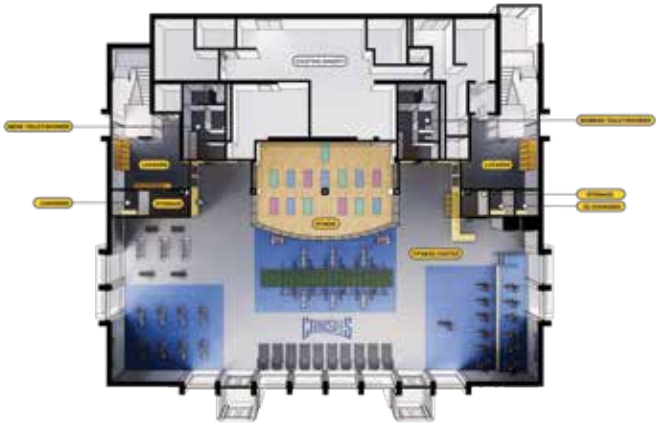
  Due to the proximity to athletics, an athletic use could be another consideration for this site. If the building must remain occupied for a time, while completion of Science Hall takes place, the building requires window replacement and ongoing deferred maintenance.

- **Parking Ramp:** Constructed in 1967, the parking ramp has reached the end of its useful life and must be replaced. Parking is critical for our faculty, staff, commuter students, and graduate students.

  Structural assessments of the facility have identified concerns with the upper level and deterioration in the second level. The total capacity of the ramp is no longer needed and based on the maintenance and repairs required, costs exceed the value of the spaces being used. The college believes that a new and modern surface lot can replace the ramp, which is currently operating with two floors. Green space will be incorporated in the design and enhance the college's connection to the surrounding neighborhood. The college could also consider the possibility of developing a new multi-purpose facility for parking and other services. Additional research and cost-estimating is required.

- **Palisano Pavilion:** To meet students' expectations for more recreational and gym space, plans are under consideration to locate a facility in Palisano. Located between Bosch and Frisch Residence Halls, Palisano Pavilion currently functions as a combination game room and event space on the first level and an evening food venue on the second level. The college is considering opportunities to provide new fitness space for students.

- **Loyola Hall:** Plans to repurpose this facility arise out of a need to accommodate a smaller Jesuit community and provide opportunities to enhance mission and ministry. The Jesuit community is currently in the process of working with USA Northeast Province to determine the future design and uses of Loyola Hall.



- **Koessler Athletic Center (KAC):** The complex is approximately 50 years old and has had multiple deferred maintenance issues addressed in the last five years. Plans call for improvements to arena space currently used for athletic events, teaching, commencement, and other events. In addition, the college will consider the development of an Athletic Field House that would provide multipurpose athletic training, gym, and recreational space for students. Additional research on the appropriate location and cost is required.
- **Demske Field:** Once designed to accommodate a football program, the field needs to be redesigned. The turf will be replaced within the next five years and the venue will be reconfigured or expanded to enhance seating and better sightlines for spectators.
- **Additional Major Projects:**
  Lyons Hall: Replace Windows
  $2,264,000 to $2,717,000

  Montante Cultural Center:
  Roof Replacement $1,034,000 to 1,241,000

  Old Main: Roof Replacement
  $1,092,000 to $1,310,000

  Old Main: Window Replacement
  $2,757,000 to $3,308,000
- **Wayfinding:** Enhance the campus arrival experience with updated wayfinding plans and signage.
- **Chapel Renovations:** Completed in 1951, the chapel is constructed of granite with a scalloped tile roof. The roof is in need of replacement, which given the material, is costly but necessary to avoid further leaking.

Rendering of the campus after demolition of the Churchill Tower. Cannon Design.

Rendering of the demolition of the Wehle Technology Center. Cannon Design.

b. Long-term Plan:
Projects in this category are substantial projects that are expected to be completed in a 10 to 20-year time frame and represent a long-term vision for the campus footprint and programming.

- **Demolition of Churchill Tower:** Originally constructed in 1971, the eleven-story tower houses faculty, administrative offices and classrooms. Upon the completion of Science Hall, relocation of departmental offices from Horan-O'Donnell, along with classroom and administrative functions to Science Hall, could allow Churchill Tower to be vacated. The college could eventually relocate these faculty to Horan O'Donnell or other locations on campus, possibly remove the building, and reuse the site as a green space or possible "front-door" to the campus, displaying the iconic Old Main building with its gilded dome.

  Further space planning and analysis is required to evaluate the feasibility of this proposal.

- **Wehle Technology Center:** With frontage on Main Street, the building has some limited potential for repurposing. The building was once home to the Computer Science Departments, administrative offices and the Data Center, which are now located in Science Hall and elsewhere. The building is currently vacant.

  Renovation of the facility would be costly due to the construction of the building and the amount of hazardous materials requiring abatement to accommodate a new function. The college no longer requires use of the building. The Facilities Master Plan recommends the exploration of the removal of the building and the reuse of the site for use as green space/entry gateway to the center of the main campus. Future options most likely include demolition and rebuilding depending on campus needs and priorities.

c. Deferred Maintenance:
Some of these items can be funded through operating capital. Often these projects can be major or minor, but may have a significant impact on the campus aesthetics, functionality, and the overall experience for students, faculty, staff, and visitors to the campus. The plan calls for the completion of smaller projects that are consistent with the long-term plan, including major project investments.

Current maintenance items include:

Bagen Administrative Building:
- Boiler Replacement - $65,000 to $78,000
- Roof Replacement - $819,000 to $983,000

Bosch Residence Hall:
- Replace Zone Valves - $65,000 to $78,000

Andrew L. Bouwhuis Library:
- Replace Heat Exchanger - $9,000 to $11,000
- Replace Humidifier - 51,000 to $61,000
- Replace Windows with Deteriorated Seals - $26,000 to $31,000

Churchill Academic Tower:
- Replace Thru-wall Mechanical Units - $143,000 to $172,000
- Asbestos Abatement - $318,000 to $382,000

Christ the King Chapel:
- Boiler Replacement - $204,000 to $245,000

d. Sequencing and Proposed and Alternative Uses
Funding availability largely determines the sequencing and use plans for campus facilities.

- **Science Hall:** If resources become available to complete Phases 1 and 2 of Science Hall, all natural science departments currently housed in the Health Science and Horan-O'Donnell buildings will relocate to Science Hall. Opportunity then exists to repurpose or sell Health Science and repurpose Horan-O'Donnell to meet the goals of the Facilities Master Plan. The plan continues to call for evaluation of deferred maintenance needs and routine investments to ensure that the infrastructure and aesthetics are satisfactory.
- **Loyola Hall** may present an opportunity for a variety of different plans. As the Jesuit population in the building declines, the future use and development of the facility is the subject of discussion with the United States Jesuits Northeast Province. The college has the right of first refusal if the option to lease or purchase the building becomes available.
- Plans for a stand-alone **Wehle School of Business:** Canisius aspires to establish a consolidated, distinguishable site for the Wehle School of Business and its signature programs. Administrative and faculty offices would relocate to a common area with classroom space and meeting space in close proximity.
- **Green space development:** As described above, the removal of some facilities, including Health Science or the Wehle Technology Center, will permit the development of green space that will beautify the campus, provide outdoor recreational, reflection space, and connect the campus to the community.

X. Feasibility Studies, Cost Estimates, and Continuous Planning and Assessment

Cost estimates and schematic drawings, where available, are enclosed in this section. The college will continue to pursue planning/feasibility studies and project estimates as the plan progresses and evolves.

A. BUILDING DETAIL

Space Type	Area (s.f.)
Athletic/Recreational	**132,766**
Event/Student Gathering	118,612
Residential	**552,193**
Administrative/Classroom	781,986
Library	**93,876**
Chapel	15,332
Total	**1,694,765**

Buildings	Building Area	Type Area
Athletic/Recreational		**132,766**
Koessler Athletic Center	112,077	
Patrick Lee Athletic Center	20,689	
Event/Student Gathering		**118,612**
Student Center (13)	69,411	
Montante Cultural Center (23)	24,138	
Palisano Pavilion (12)	25,063	
Residential		**552,193**
100 Florida (48)	3,588	
102 Florida (50)	3,588	
1034 Lafayette (58)	3,480	
6 Glendale (2073 Main) (51)	3,540	
16 Glendale (53)	3,432	
41 Hughes (56)	2,517	
45 Hughes (57)	3,780	
46 Eastwood (41)	4,194	
46 Eastwood Garage	200	
68 Florida (42)	1,920	
76 Florida (43)	2,013	
84 Florida (44)	3,588	
88 Florida (45)	3,588	
90 Florida (46)	3,588	
94 Florida (47)	3,588	
96 Florida (47)	3,588	
Bosch (2)	76,104	
Delavan T.H.'s AB(25)	77,094	
Delavan T.H.'s C(26)	23,685	
Delavan T.H.'s D(27)	22,479	

Buildings	Building Area	Type Area
Residential (cont.)		**552,193**
Dugan Hall (5)	101,775	
Frisch (6)	75,716	
Griffin Hall (29)	15,496	
Main Humboldt T.H. ABC(21)	20,943	
Main Humboldt T.H. DE(22)	13,860	
Village T.H. Community Ctr.(15)	2,624	
Village T.H.'s ABC(17)	23,814	
Village T.H.'s DE(18)	14,877	
Village T.H.'s FG(19)	16,767	
Village T.H.'s HJ(20)	16,767	
Administrative/Classroom		**781,986**
23 Agassiz Circle (39)	6,643	
23kV Substation	1,728	
46 Leroy (Leroy St. Garage) (59)	19,913	
Bagen (1)	32,206	
Churchill Tower (3)	49,316	
Demerly Hall (28)	46,004	
Florida Garage (49)	12,288	
Health Science Center (34)	93,759	
Horan-O'Donnell (7)	50,428	
Lyons Hall (16)	76,997	
Martin Hall (10)	6,232	
Old Main (11)	110,204	
Science Hall (32) (Floors B & 1)	129,828	
Science Hall (Floors 2 & 3)	120,721	
WTC (14)	25,719	
Library	93,876	**93,876**
Chapel	15,332	**15,332**

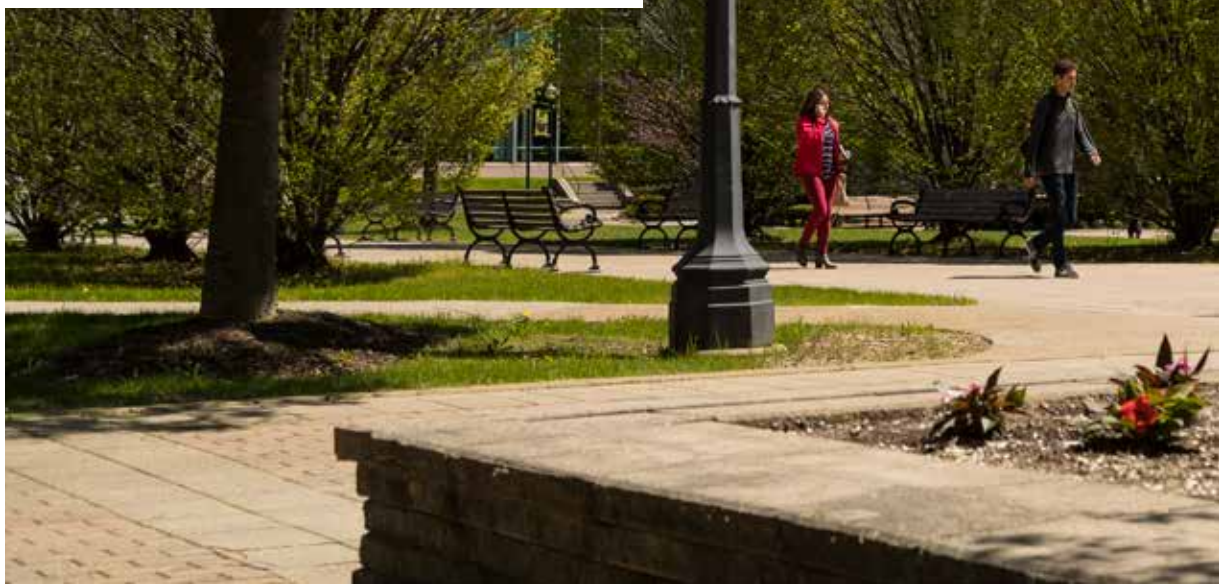
Campus Master Planning develops long-range strategies for the growth and transformation of a campus. Common to all our recent plans is a belief that no single issue can be considered in isolation. Physical planning also complements the college's Strategic Plan and Capital Plan.

Process

- Formed Facilities Campus Master Plan Committee as an offshoot of the Strategic Planning Committee.
- Committee makeup is cross-functional and interdisciplinary
- The committee developed guiding principles to align this plan with the college's Strategic Plan: *Canisius 150*
  - **INVIGORATE.** Beautify and refresh campus facilities to improve functionality and invigorate campus life
  - **INSPIRE.** Support academic excellence with spaces that inspire and facilitate collaboration, research, teaching, and learning
  - **RESPONSIBLY STEWARD** our resources, ensure fiscal responsibility, minimize consumption of and damage to the earth's natural resources
  - **BE A GOOD NEIGHBOR** in the vital community of which our urban campus is an integral part

- **GATHERED DATA**
  - Worked with facilities to identify deferred maintenance items that should be addressed in Campus Master Plan
  - Survey campus community

- **NEXT STEPS**
  - Complete feedback loop with campus community
  - Develop timelines and cost estimates for Campus Master Plan Initiatives
  - Create a flexible and adaptable document that has a short-term and long-term view – a living document that looks out 5 -20 years
  - Work with Cannon in creating document
  - Finalize Campus Master Plan for board approval



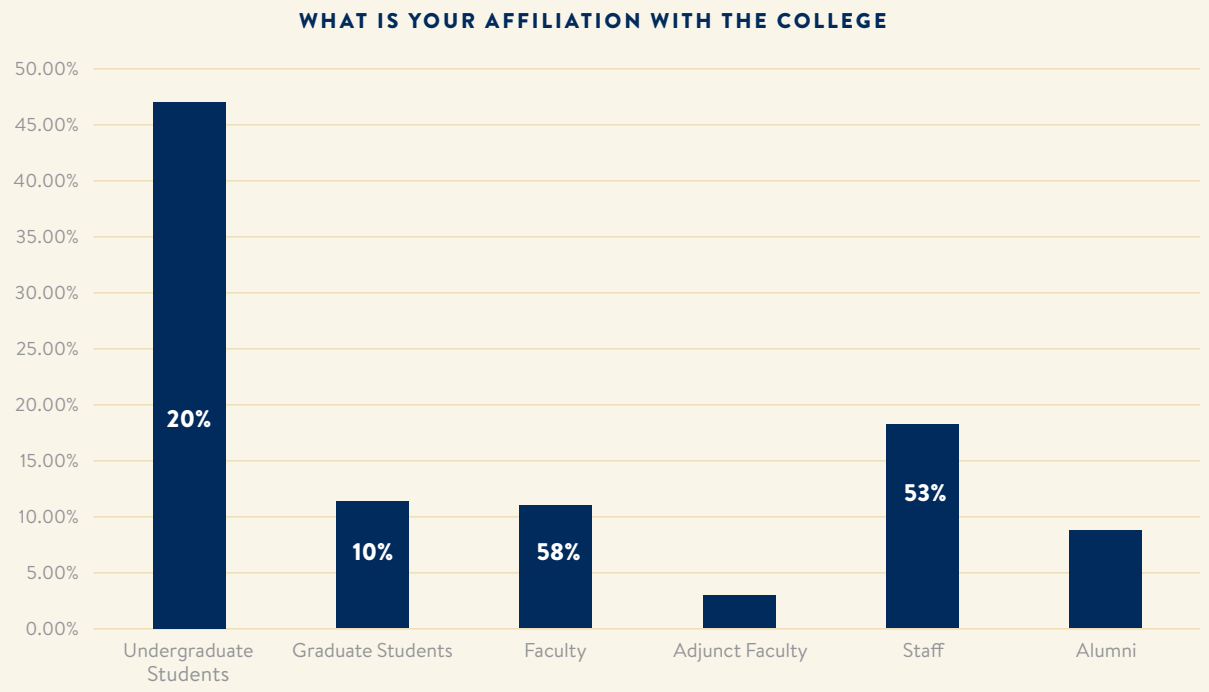
Themes From Survey

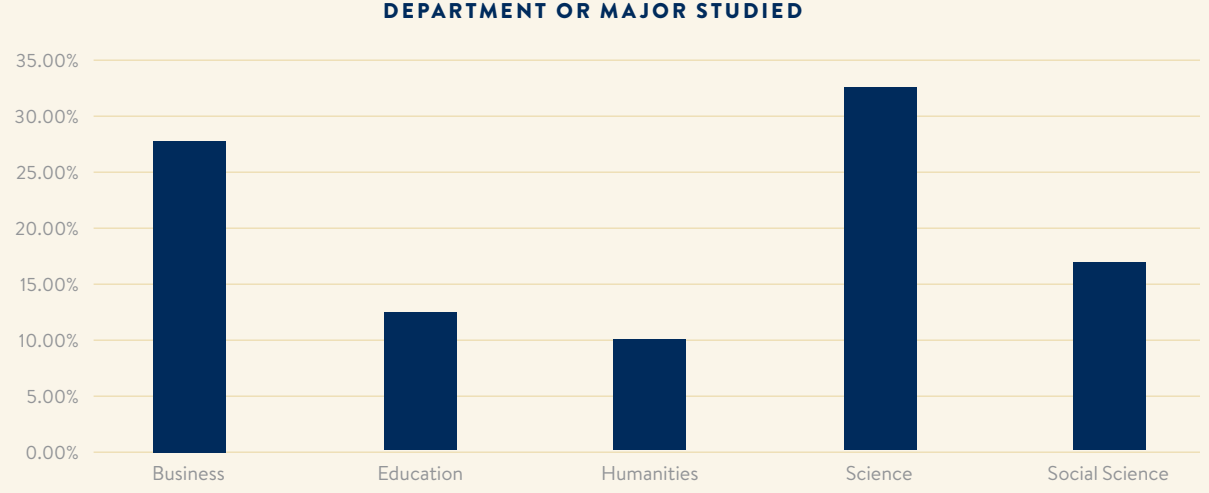
SCIENCE FACILITIES

- Horan-O'Donnell and Health Science Buildings were mentioned for both renovation or repurposing
- Science Hall was mentioned as being a place where students want to spend time
- 25 percent of the student body talked about Science Hall. There were positive expressions for the quality of the space and modern design, but students would like more collaborative spaces, and study spaces to be located there
- Overall, respondents are dissatisfied Science Hall has not been completed

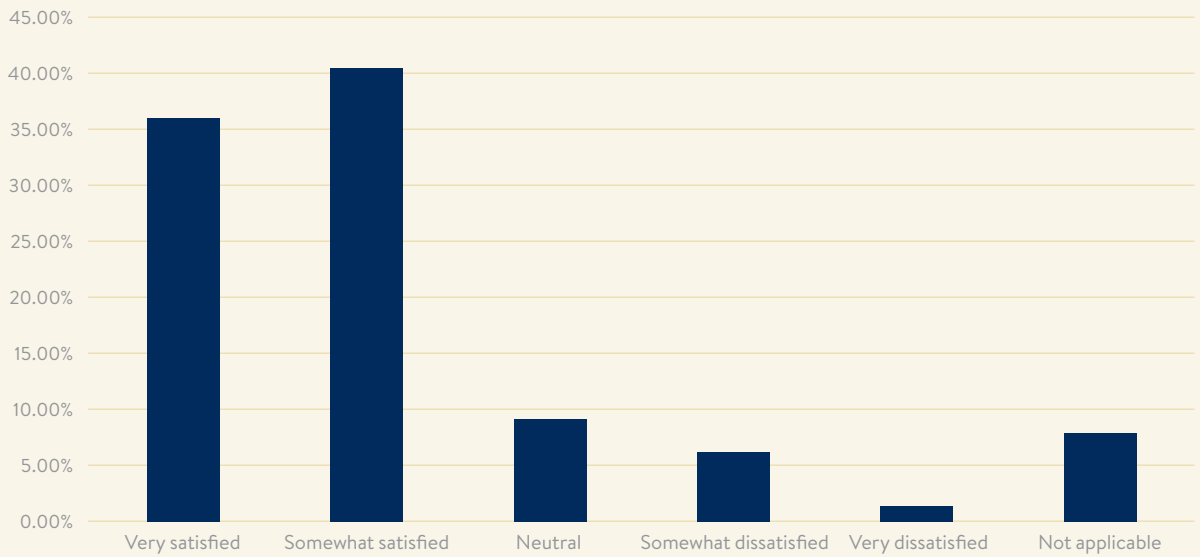
STUDENT GATHERING SPACE

- A lack of a true student union is mentioned with the library being used as the main student gathering space
- Students want to see more group study space and more places to hang out recreationally
- Recreation facilities and athletic space for all students closer to main campus
- Buildings suggested for updated and improved gathering spaces are Palisano, Student Center, and Science Hall
- More access to outdoor green space with benches, chairs, tables

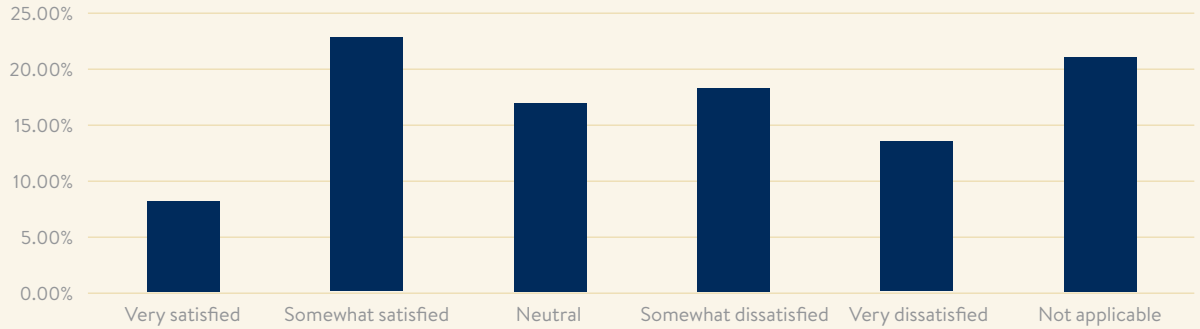




THE LIBRARY



DINING FACILITIES

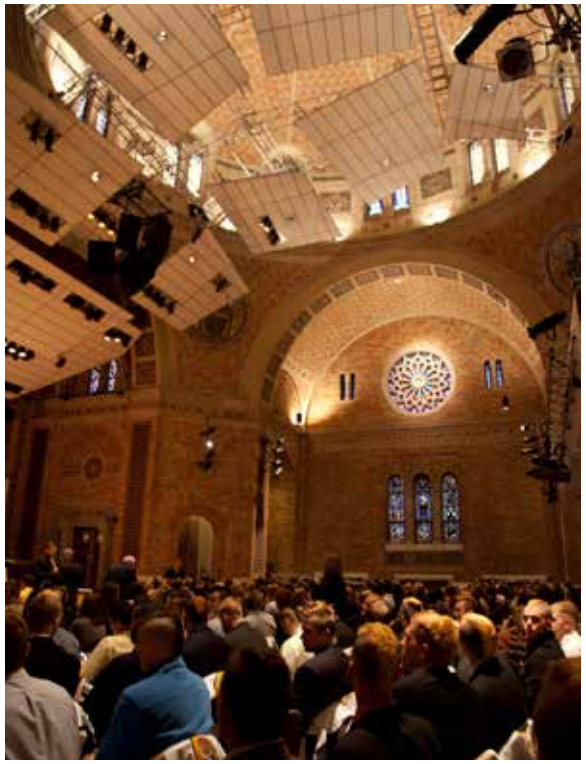


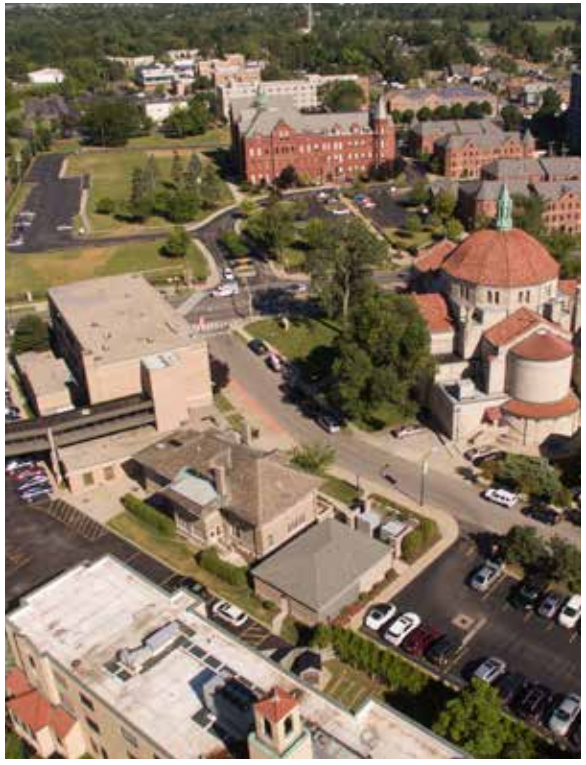
REPURPOSE FACILITIES

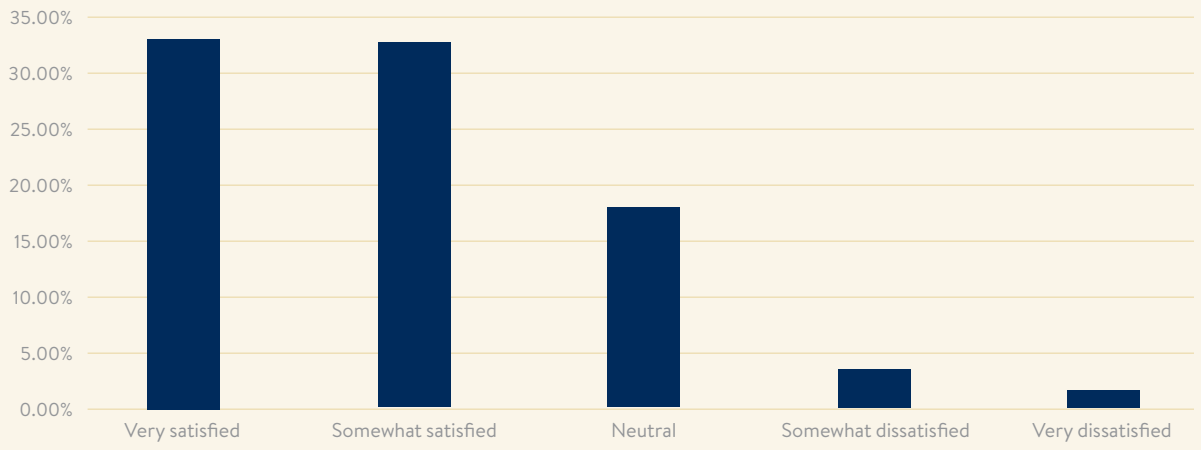
- Empty and unused buildings such as the Wehle Technology Center, Residence Halls should be repurposed
- Parking ramp is a concern for safety and quality issues
- Student Center and Palisano should be refreshed
- Horan-O'Donnell and Health Science Buildings should be repurposed when vacated
- Complete smaller low-cost projects that would be consistent with the long-term plan

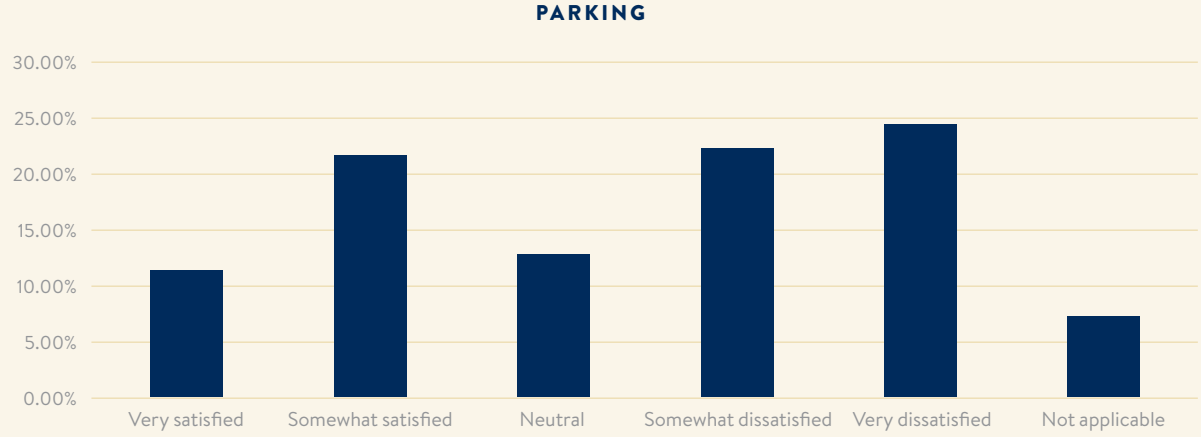
CREATE GREEN SPACE AND ADVANCE SUSTAINABILITY ON CAMPUS

- Enhance the quad
- Create more usable green space in and around Science Hall
- Reuse and respect the environment

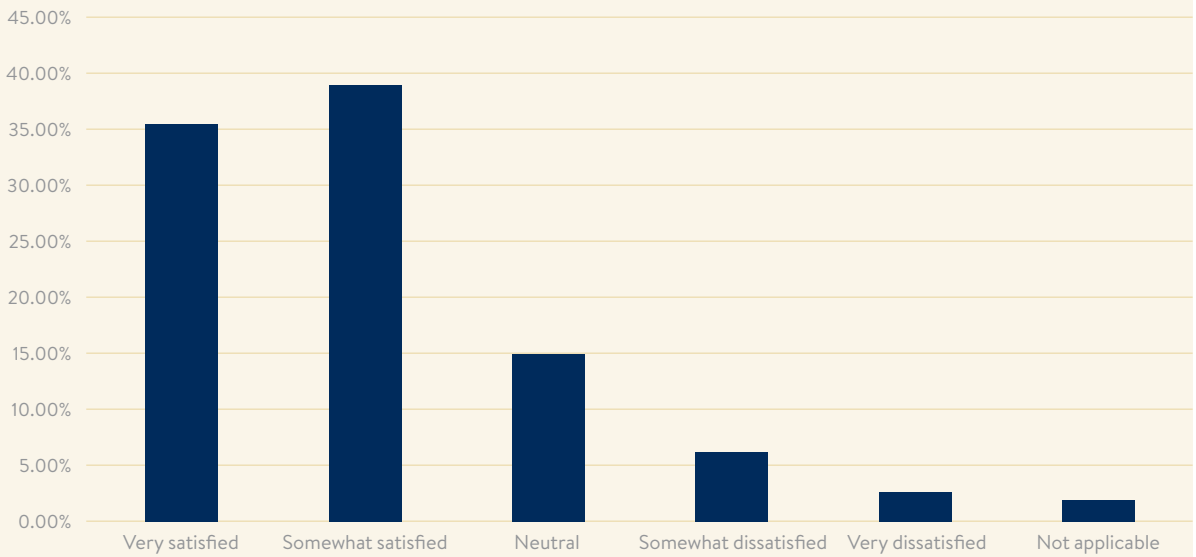




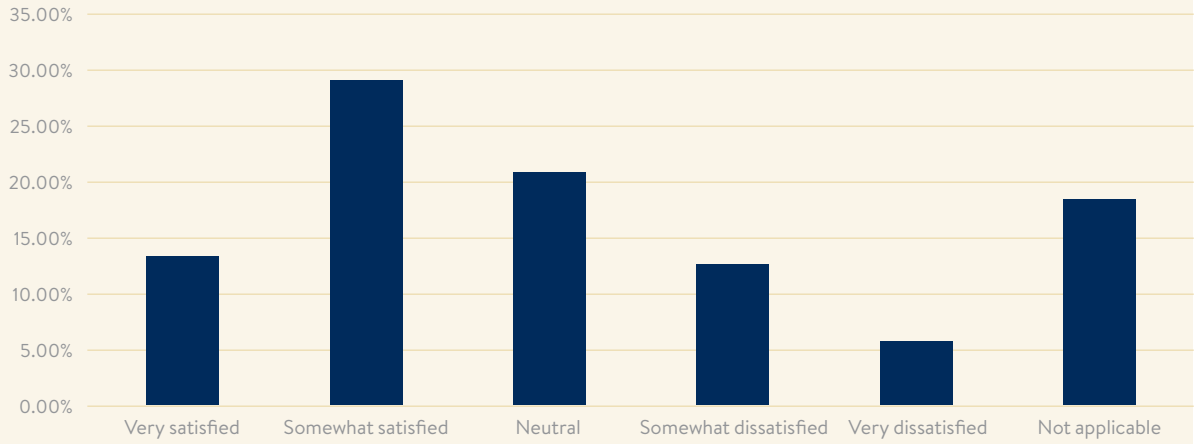

CULTURAL SPACES
35.00%
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
Very satisfied
Somewhat satisfied
Neutral
Somewhat dissatisfied
Very dissatisfied


PARKING
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
Very satisfied
Somewhat satisfied
Neutral
Somewhat dissatisfied
Very dissatisfied
Not applicable

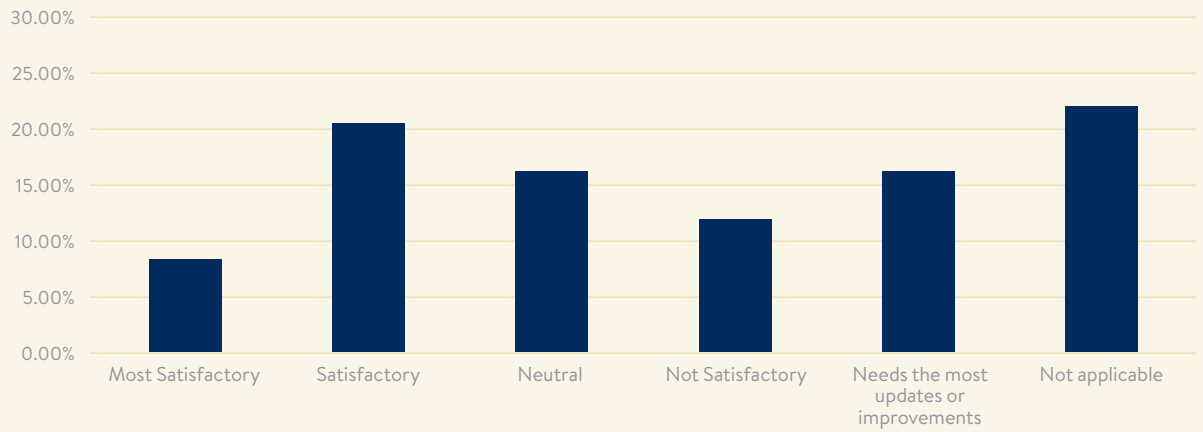
CAMPUS SAFETY AND SECURITY



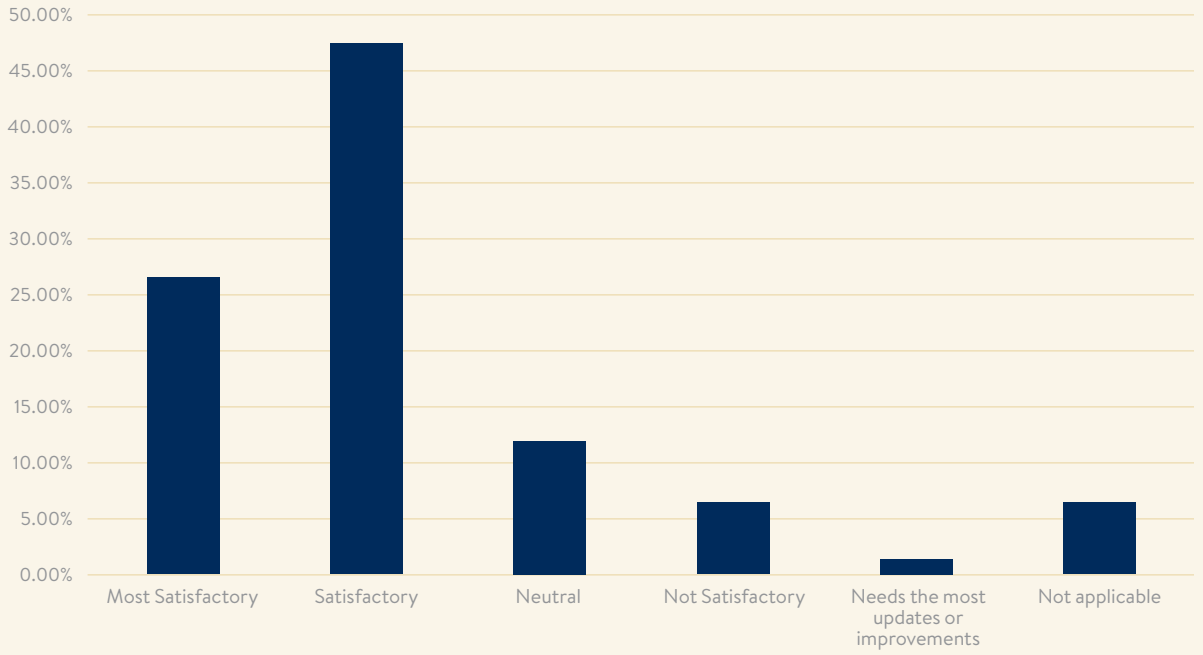
STUDENT EVENT SPACES: PALISANO, WINTER STUDENT CENTER



ECONOMOU DINING HALL



TIM HORTONS



Q1. What is your affiliation with Canisius College?

Count	Percent	
437	47.29%	Undergraduate student
105	11.36%	Graduate student
103	11.15%	Faculty
28	3.03%	Adjunct faculty
169	18.29%	Staff
82	8.87%	Alumni
924	**Respondents**	

Q2. Please indicate where you live.

Count	Percent	
87	17.61%	Bosch/Frisch Hall
49	9.92%	Dugan Hall
26	5.26%	Village Apartments
28	5.67%	Delavan Townhouses
79	15.99%	Apartment in neighbor-hood
225	45.55%	Commuter
494	**Respondents**	

Q3. Which of the following best describes your primary field (department, major, or program)?

Count	Percent	
169	27.48%	Business
79	12.85%	Education
62	10.08%	Humanities
203	33.01%	Science
102	16.59%	Social science
615	**Respondents**	

Q4. Please indicate your level of agreement with the following statements concerning college facilities: Faculty Offices

Count	Percent	
140	16.97%	Very satisfied
250	30.30%	Somewhat satisfied
198	24.00%	Neutral
49	5.94%	Somewhat dissatisfied
21	2.55%	Very dissatisfied
167	20.24%	Not applicable
825	**Respondents**	

Q5. Please indicate your level of agreement with the following statements concerning college facilities: Library/study areas

Count	Percent	
295	16.97%	Very satisfied
333	30.30%	Somewhat satisfied
72	24.00%	Neutral
49	5.94%	Somewhat dissatisfied
11	2.55%	Very dissatisfied
65	20.24%	Not applicable
825	**Respondents**	

Q6. Please indicate your level of agreement with the following statements concerning college facilities: Classrooms

Count	Percent	
110	13.33%	Very satisfied
318	38.55%	Somewhat satisfied
156	18.91%	Neutral
133	16.12%	Somewhat dissatisfied
24	2.91%	Very dissatisfied
84	10.18%	Not applicable
825	**Respondents**	

Q7. Please indicate your level of agreement with the following statements concerning college facilities: Labs - Science, BIO, CHM, PHY

Count	Percent	
66	8.00%	Very satisfied
95	11.52%	Somewhat satisfied
119	14.42%	Neutral
55	6.67%	Somewhat dissatisfied
36	4.36%	Very dissatisfied
454	55.03%	Not applicable
825	**Respondents**	

Q8. Please indicate your level of agreement with the following statements concerning college facilities: Labs - Computer

Count	Percent	
114	8.00%	Very satisfied
196	11.52%	Somewhat satisfied
158	14.42%	Neutral
81	6.67%	Somewhat dissatisfied
29	4.36%	Very dissatisfied
247	55.03%	Not applicable
825	**Respondents**	

Q9. Please indicate your level of agreement with the following statements concerning college facilities: Residence halls

Count	Percent	
78	9.45%	Very satisfied
165	20.00%	Somewhat satisfied
108	13.09%	Neutral
71	8.61%	Somewhat dissatisfied
36	4.36%	Very dissatisfied
367	44.48%	Not applicable
825	**Respondents**	

Q10. Please indicate your level of agreement with the following statements concerning college facilities: Dining facilities

Count	Percent	
66	8.00%	Very satisfied
184	22.30%	Somewhat satisfied
134	16.24%	Neutral
154	18.67%	Somewhat dissatisfied
119	14.42%	Very dissatisfied
168	20.36%	Not applicable
825	**Respondents**	

Q11. Please indicate your level of agreement with the following statements concerning college facilities: Athletic facilities - KAC, Demske Complex

Count	Percent	
85	10.30%	Very satisfied
172	20.85%	Somewhat satisfied
156	18.91%	Neutral
110	13.33%	Somewhat dissatisfied
63	7.64%	Very dissatisfied
239	28.97%	Not applicable
825	**Respondents**	

Q12. Please indicate your level of agreement with the following statements concerning college facilities: Campus Outdoor Space - Koessler Plaza, Bart Mitchell Quad, Lyons

Count	Percent	
191	23.15%	Very satisfied
292	35.39%	Somewhat satisfied
148	17.94%	Neutral
77	9.33%	Somewhat dissatisfied
28	3.39%	Very dissatisfied
89	10.79%	Not applicable
825	**Respondents**	

Q13. Please indicate your level of agreement with the following statements concerning college facilities: Cultural Spaces-Montante Cultural Center, Maday Theatre, galleries

Count	Percent	
274	33.21%	Very satisfied
271	32.85%	Somewhat satisfied
150	18.18%	Neutral
30	3.64%	Somewhat dissatisfied
14	1.70%	Very dissatisfied
86	10.42%	Not applicable
825	**Respondents**	

Q14. Please indicate your level of agreement with the following statements concerning college facilities: Parking

Count	Percent	
88	10.93%	Very satisfied
176	21.86%	Somewhat satisfied
103	12.80%	Neutral
184	22.86%	Somewhat dissatisfied
198	24.60%	Very dissatisfied
56	6.96%	Not applicable
805	**Respondents**	

Q15. Please indicate your level of agreement with the following statements concerning college facilities: Campus safety and security

Count	Percent	
283	35.16%	Very satisfied
311	38.63%	Somewhat satisfied
122	15.16%	Neutral
52	6.46%	Somewhat dissatisfied
20	2.48%	Very dissatisfied
17	2.11%	Not applicable
805	**Respondents**	

Q16. Please indicate your level of agreement with the following statements concerning college facilities: Environmental sustainability on campus

Count	Percent	
100	12.42%	Very satisfied
220	27.33%	Somewhat satisfied
211	26.21%	Neutral
135	16.77%	Somewhat dissatisfied
84	10.43%	Very dissatisfied
55	6.83%	Not applicable
805	**Respondents**	

Q17. Please indicate your level of agreement with the following statements concerning college facilities: How satisfied are you with student event space-Palisano Pavilion, Winter Student Center

Count	Percent	
111	13.79%	Very satisfied
238	29.57%	Somewhat satisfied
163	20.25%	Neutral
102	12.67%	Somewhat dissatisfied
45	5.59%	Very dissatisfied
146	18.14%	Not applicable
805	**Respondents**	

Q18. Please indicate your level of satisfaction on the dining facilities below: Economou Dining Hall

Count	Percent	
65	8.07%	Very satisfied
206	25.59%	Somewhat satisfied
132	16.40%	Neutral
94	11.68%	Somewhat dissatisfied
131	16.27%	Very dissatisfied
177	21.99%	Not applicable
805	**Respondents**	

Q19. Please indicate your level of satisfaction on the dining facilities below: Tim Hortons

Count	Percent	
214	26.58%	Very satisfied
383	47.58%	Somewhat satisfied
92	11.43%	Neutral
51	6.34%	Somewhat dissatisfied
12	1.49%	Very dissatisfied
53	6.58%	Not applicable
805	**Respondents**	

Q20. Please indicate your level of satisfaction on the dining facilities below: Iggy's

Count	Percent	
60	7.45%	Very satisfied
158	19.63%	Somewhat satisfied
138	17.14%	Neutral
79	9.81%	Somewhat dissatisfied
55	6.83%	Very dissatisfied
315	39.13%	Not applicable
805	**Respondents**	

Q21. Please indicate your level of satisfaction on the dining facilities below: Subway/2mato area

Count	Percent	
96	11.93%	Very satisfied
287	35.65%	Somewhat satisfied
148	18.39%	Neutral
76	9.44%	Somewhat dissatisfied
60	7.45%	Very dissatisfied
138	17.14%	Not applicable
805	**Respondents**	

Q22. Please indicate your level of satisfaction on the dining facilities below: Starbucks

Count	Percent	
93	11.55%	Very satisfied
237	29.44%	Somewhat satisfied
136	16.89%	Neutral
98	12.17%	Somewhat dissatisfied
43	5.34%	Very dissatisfied
198	24.60%	Not applicable
805	**Respondents**	

1.0 EXECUTIVE SUMMARY

The purpose of this parking utilization study is to assess the current parking supply and demand at all Canisius College campus parking facilities, and to determine the effects of replacing the existing two-level parking structure with a surface lot. The parking study evaluates existing conditions, parking inventory, and information from meetings with campus facilities personnel. The examination of existing conditions establishes the baseline data from which a scenario where the elevated parking structure is replaced, with its impact on parking supply and demand, will be evaluated. The report compares the utilization results to the recommended standards of the Institute of Transportation Engineers (ITE) as well as City of Buffalo requirements.

The study compares the number and type of parking available on campus to the campus population, using standard criteria and methods available from the ITE. Current and projected campus faculty, staff, and student populations have been provided by the college.

The study indicates that the existing parking facilities have adequate capacity to accommodate the current and projected future demand, and meet or exceed the recommended ITE standards and city requirements. Under the scenario of replacing the parking structure with a surface lot, the remaining facilities will meet the projected demand, however parking facilities campus wide will be near full capacity. This scenario will meet City of Buffalo requirements and meets 99.4% of the ITE-recommended utilization standards for an urban college campus.

2.0 INTRODUCTION/BACKGROUND

A. Canisius College owns and maintains multiple surface parking lots and one third level parking ramp. This parking utilization study aims to assess campus-wide parking needs and to determine the effects of removing the Science Hall parking ramp and replacing it with a surface lot.

B. The criteria used to determine the required parking supply ratios were as follows:

1. Institute of Transportation Engineers Parking Generation Manual, 3rd Edition Land Use: 550 University/College.
2. The Charter of the City of Buffalo, Part II, General Legislation, Chapter 511: Zoning, Article XIX; Off Street Parking and Loading, Section 511-96, Subsection B, Parking Spaces for Buildings other than Dwellings.

3.0 SITE DESCRIPTION

A. The Canisius College Campus is located between the historic Hamlin Park neighborhood and Delaware Park in the City of Buffalo, N.Y. The Campus core runs along Main Street with its extremities reaching Lafayette Avenue and Florida Street to the south and Humboldt Parkway to the north. The campus is an urban setting within the City of Buffalo, has a large commuting student population, and includes on campus residences with parking.

B. There are two campus buildings with parking facilities outside of the campus core:

- at Demerly Hall further north on Main Street just south of Jewett Avenue
- 23 Agassiz Circle, located near the intersection of Humboldt Parkway and Parkside Avenue to the northwest of the campus core

4.0 PARKING FACILITIES

A. The two types of parking facilities on campus are surface parking lots and one three-level parking structure. Both types of facilities include permitted faculty, administrators, staff, commuter students, and resident students. There are 29 surface parking lots throughout the campus that were identified on the Campus Parking Regulations and Information 2011-2012 pamphlet, which was the latest information provided by Campus Facilities (Refer to Appendix A). However, only 25 have been included in this study. Parking lot Nos. 13 – LBJ, 22 – Main-Delavan, AAA – Auxiliary 1 and BBB – Auxiliary 2 were specifically excluded from the parking study as they are no longer available for use by the Campus. At the present time, only the first and the second levels of the parking structure are open for use and only those two levels will be included in this study.

5.0 CAMPUS POPULATION

5.1 STUDENT ENROLLMENT

A. The campus student population consists of full-time undergraduate, part-time undergraduate, and graduate students. According to Campus Facilities, the current student enrollment on campus is anticipated to remain unchanged for the next five years. Refer to Table 4-1: Student Population Fall 2016 for enrollment counts.

B. Campus Employment

The campus employment population consists of faculty (full-time and adjunct), staff (full-time and part-time), employees of Chartwells Catering (full-time, part-time, and students) and employees of the bookstore (full-time, part-time, and students). Student employees will not be counted as part of the employment population, as they have already been included in the student population. Refer to Table 4-2: Employee Population Fall 2016 for employment counts, and to Table 4-3: Campus Population Fall 2016 for campus-wide population counts.

Table 4-1
Student Population Fall 2016

Type	Count
FT Undergraduate	2,479
PT Undergraduate	117
Graduate	1,114
Total	**3,710**

Table 4-2
Employee Population Fall 2016

School	Full Time	Part Time
Faculty	185	197
School	444	61
Total	**629**	**258**

Table 4-3
Campus Population Fall 2016

School	Full Time	Part Time/Graduate
Employee	629	258
Students	2,479	1,231
Total	**3,108**	**1,489**
Total	**4,597**	

6.0 PARKING PERMIT SYSTEM

A. The parking permit system is a status-based system. Permit types A and B are reserved for faculty and staff, while permit types C, D and F are for students. Refer to Table No. 5-1: Parking Permit Types for additional information on parking permit types. Permits C and F are reserved for students that reside in specific student housing facilities, are limited in number and sold on a first come first served basis. There are no limits placed on the number of type A, B or D permits sold.

Table 5-1
Parking Permit Types

Type	Designation	Cost	No. Issued in 2016
A	Senior Faculty/Administrators	$90	340
B	Junior Faculty/Administrators and Staff	$50	620
C	Residents of Campion, Griffin, Main/Humboldt or Village Townhouses	$120	70
D	Commuter Students, Residents of Bosch, Frisch, Dugan Hall, Martin Hall and college owned houses. All residents of Campion, Griffin, Main Humboldt, Village Townhouses, Main/Delavan and Delavan Townhouses who did not receive a “C” or “F” permit.	$70 Full-time $35 Part-time	1,455
F	Residents of Delavan Townhouse	$120	140
		Total	**2625**

7.0 METHODOLOGY

The methodology used to assess the parking usage at Canisius College must consider that parking facilities are scattered throughout the campus, and their use is restricted by permits accepted. Also, commuter students make up the largest number of permits issued (over 55%), and the greatest parking demand is during mid-day class time. The following methodology has been developed to include these conditions in our assessment of the parking facilities:

A. To evaluate the parking usage at the Canisius College campus, facilities will be assessed from three perspectives:

1. Each of the parking facilities throughout the campus will be evaluated individually.
2. The parking facilities located within the core area of the campus will be considered as a group. This area gets the most use by commuting students as they look for spaces close to their classrooms. Excluded from this group are lots No. 24 - Demerly Hall and No. 27 - Agassiz as they are too far from the campus core and are also excluded from this group evaluation.
3. Parking facilities will be grouped and evaluated based on permit types accepted. Excluded lots are Lots No. 24 - Demerly Hall and No. 27 - Agassiz as they are too far from the campus core.

8.0 SURVEY/DATA COLLECTION

A. Data was collected on Tuesday to represent the Tuesday/Thursday class schedule and on Wednesday to represent the Monday/Wednesday/Friday class schedule.

B. Tuesdays, Wednesdays, and Thursdays were originally selected by Campus Facilities as good days to hit peak parking demands as Mondays and Fridays are often light parking days.

8.1 AERIAL PHOTOGRAPHY

A. The number of automobiles using each lot were obtained by counting from aerial photographs taken by drones.

B. On Tuesday, November 29, and Wednesday, November 30, 2016, representatives from No Limit Aerial Photography & Video, Inc. were on site to take aerial photographs, by way of a drone, of all of the surface lots included in the study. Images of the lots were captured between the hours of 9:00 am to 3:00 pm with the intent of capturing each lot approximately once per hour.

C. The drone was flown in the same loop around the campus to collect the photos for each time period in the same order. The time period denotes the starting time of the loop. Each loop took about 1 hour to complete.

D. The time periods for Tuesday, November 29, were: 9:29 am, 10:25 am, 11:36 am, 12:24 pm, 1:21 pm, 2:15 pm, and 3:16 pm.

E. The time periods for Wednesday, November 30, were: 9:49 am, 10:54 am, 11:44 am, 12:43 pm, 2:46 pm, and 3:46 pm. The time period near 1:46 pm was not able to be completed due to rain.

F. Images for lot No. 14 - Main-Humboldt were not recovered on either day and as a conservative approach for the purposes of this study this lot will be assumed to be at full capacity.

G. The images for lot No. 24 - Demerly on Wednesday during the 3:46 pm time period was not recovered. Usage was interpolated based on the available data.

H. Refer to Appendix B for a sample loop of the Aerial photos that were utilized for the study.

8.2 MANUAL COUNTS

A. Areas inaccessible to drones were counted manually.

B. On Tuesday, November 29, and Wednesday, November 30, 2016, a representative from Nussbaumer was on site to take manual counts in the parking ramp on a time schedule approximately matching that of the aerial photography. During these site visits, Nussbaumer performed an onsite audit of the number and classification of all available parking spaces within surface lots and the parking ramp.

8.3 COUNT RESULTS

Refer to Table 7-1 for the maximum number of parked cars observed during a single time period over the two-day field data collection task.

9.0 PARKING CAPACITY

A. The parking capacity within each parking facility on campus was provided by Campus Facilities and was verified and updated by Nussbaumer during the field data collection task. The parking spaces currently supplied by the campus totals 2,077 spaces with a breakdown of 2,013 standard spaces and 64 ADA spaces. The number of parking spaces within the Campus Core totals 2,000.

B. Under the future parking facilities scenario, the parking structure will be removed and replaced by a surface lot. The proposed surface lot will absorb existing Lot No. 26 – Science Hall Main Street lot. The preliminary plans for the proposed lot provides 408 parking spaces which results in a net loss of 344 parking spaces. Under this future scenario, the campus core parking capacity will be reduced to 1,656 parking spaces.

C. The Canisius College campus meets the land use description of Land Use: 550 University/ College, of the Institute of Transportation Engineers, Parking Generation Manual, 3rd edition. Land Use: 550 is described as follows: "This land use includes 4-year universities or colleges that may or may not offer graduate programs." This land use recommends the following parking supply ratios: 0.22 spaces per school population at urban sites and 1.2 spaces per 1,000 sf building gross floor area.

D. The Charter of the City of Buffalo, Part II, General Legislation, Chapter 511: Zoning, Article XIX: Off Street Parking and Loading, Section 511-96, Sub-section B. Parking space for buildings other than dwellings. (1) In all districts except C3 and except as hereinafter modified, permanently maintained off-street parking space shall be provided as follows: Other commercial or industrial building having a gross floor area of more than 10,000 square feet: 1 for each 1,000 square feet of gross floor area, but need not exceed 1 for each 5 persons working on the premises.

E. The Gross Floor Area (GFA) of all campus facilities totals 1,716,720 sf. The GFA of only those campus facilities that are currently on-line and occupied totals 1,361,258 sf. The study, however, will be based on the GFA of future campus facilities utilization as envisioned in the Campus Master Plan which totals 1,388,220 sf. Refer to Appendix D for a complete list of Campus Building Statistics.

F. Refer to Table No. 8-1: Recommended Parking Supply Ratios 2016 for parking supply ratios recommended by ITE and required by the City of Buffalo.

Table 7-1
Survey Results 2016

Type	Cars
Survey - Wednesday (MWF)	1,300 cars
Survey - Tuesday (TuTh)	1,358 cars
Maximum	**1,358**

Table 8-1
Recommended Parking Supply Ratios 2016

Type	Ratio	Variable	Parking Spaces
ITE:550 - Population	0.22	4,597 pop	1,011
ITE:550 - GFA	1.20	1,388 sf/1,000sf	1,666
City Charter - Population	0.20	4,597 pop	919
City Charter - GFA	1.00	1,388 sf/1,000sf	1,388
		ITE: 550 GFA Controls	**1,666**

10.0 PARKING UTILIZATION

A. Parking utilization rates of 85-90% are generally considered full by the ITE criteria, as someone looking for a spot will not easily find one without circling the lot multiple times.

B. Current facilities - This portion of the study looks at the current parking facilities including two levels of the parking structure.

1. Parking utilization rates on both permit type and campus-wide bases indicate adequate parking capacity for all types with the exception of visitor parking. Refer to Table 9-1. Additionally, the campus core parking lots exhibit a utilization rate between 65 to 68%. Refer to Table 9-1.
2. Parking utilization rates on an individual lot basis indicate full capacity at 15 of the 27 parking facilities. Refer to Table 9-2.
3. The information in Tables 9-1 and 9-2 represent the maximum utilization rate observed during a single time period over the two day field data collection task. For all of the utilization rates observed at each time period during the two-day data collection task, refer to Appendix E and F.
4. The visitor type in Table 9-1 represents data from Lot No. 1 - Tower only.
5. The restricted type in Table 9-1 represents data from Lot No. 4 - Loyola only.
6. The Campus Core type in Table 9-1 represents data from all parking facilities on the Campus except for Lot No. 24 - Demerly and 27 - Agassiz.

Table 9-1
Utilization by Permit - Current Facilities

Type	Tuesday 11/29/2016	Wednesday 11/30/2016
A	54.98%	50.59%
B	51.71%	47.11%
C	65.71%	62.92%
D	62.78%	60.02%
F	59.94%	57.03%
Visitor	100.00%	100.00%
Restricted	72.22%	72.22%
Campus Core	67.90%	65.00%

Table 9-2
Parking Utilization by Lot - Current Facilities

No.	Lot	Tue. 11/29/2016	Wed. 11/30/2016
1	Tower Lot	100.00%	93.33%
2	Old Main Lot	100.00%	100.00%
3	Main-Eastwood Lot	100.00%	88.00%
4	Loyola Lot	72.22%	50.00%
5	Eastwood Lot	93.33%	84.00%
6	Loring Lot	100.00%	100.00%
7	Lyons Hall Lot 1	100.00%	83.33%
8	Lyons Hall Lot 2	28.85%	30.77%
9	Lyons Hall Lot 3	93.33%	80.00%
10	Village Townhouse Lot 1	90.91%	95.45%
11	Village Townhouse Lot 2	85.00%	75.00%
12	Village Townhouse Lot 3	97.56%	100.00%
14	Main-Humboldt Lot	100.00%	100.00%
15	Main-Jefferson Lot	90.91%	95.45%
16.1	Science Hall Parking Ramp Level 1	92.24%	90.23%
16.2	Science Hall Parking Ramp Level 2	72.50%	71.11%
17	Health Science Lot	84.72%	68.06%
18	Upper KAC Lot	72.67%	74.67%
19	Lower KAC Lot	35.85%	33.96%
20	Spillman Lot 1b	21.36%	11.65%
21	Spillman Lot 2	0.00%	2.44%
23	Delavan Townhouse Lot	52.78%	45.56%
24	Demerly Hall Lot	72.58%	56.45%
25	Lyons Hall Lot 4	80.00%	82.86%
26	Science Hall Main Street Lot	93.18%	93.18%
27	Agassiz	100.00%	93.33%
CCC	Rear Health Science Lot	38.18%	47.27%

C. Future Facilities - This portion of the study looks at the future parking facility scenario where the parking structure has been removed and replaced with a surface lot.

1. Parking utilization rates on a permit type basis indicate full or near full capacity for all student parking permit types as well as full capacity for visitor parking. However, the campus core parking lots are projected to be below full capacity with utilization rates between 80-83%. Refer to Table 9-3.
2. Parking utilization rates on an individual lot basis will generate more parking facilities at full capacity as approximately 344 spots will be lost to the removal of the parking structure and would need to be distributed among the remaining open spaces in other parking facilities.
3. The information in Table 9-3 and 9-4 represents the maximum utilization rate observed during a single time period over the two-day field data collection task. For all of the utilization rates observed at each time period during the two-day data collection task, refer to Appendix G.
4. The visitor type in Table 9-3 represents data from Lot No. 1 - Tower only.
5. The restricted type in Table 9-3 represents data from Lot No. 4 - Loyola only.
6. The Campus Core type in Table 9-3 represents data from all Parking Facilities on Campus except for Lot No. 24 - Demerly, 27 - Agassiz, and 16.2 - Science Hall Parking Ramp Level 2.

Table 9-3
Utilization by Permit - Future Facilities with Ramp Replaced by Surface Lot

Type	Tuesday 11/29/2016	Wednesday 11/30/2016
A	54.98%	50.59%
B	51.71%	47.11%
C	91.17%	87.30%
D	91.10%	87.09%
F	82.00%	78.02%
Visitor	100.00%	100.00%
Restricted	72.22%	72.22%
Campus Core	82.80%	79.27%

Table 9-4
Parking Utilization by Lot - Future Facilities

No.	Lot	Tue. 11/29/2016	Wed. 11/30/2016
1	Tower Lot	100.00%	93.33%
2	Old Main Lot	100.00%	100.00%
3	Main-Eastwood Lot	100.00%	88.00%
4	Loyola Lot	72.22%	50.00%
5	Eastwood Lot	93.33%	84.00%
6	Loring Lot	100.00%	100.00%
7	Lyons Hall Lot 1	100.00%	83.33%
8	Lyons Hall Lot 2	28.85%	30.77%
9	Lyons Hall Lot 3	93.33%	80.00%
10	Village Townhouse Lot 1	90.91%	95.45%
11	Village Townhouse Lot 2	85.00%	75.00%
12	Village Townhouse Lot 3	97.56%	100.00%
14	Main-Humboldt Lot	100.00%	100.00%
15	Main-Jefferson Lot	90.91%	95.45%
16.1	Science Hall Surface Lot	92.24%	90.23%
17	Health Science Lot	84.72%	68.06%
18	*Upper KAC Lot*	*100.00%**	*100.00%**
19	*Lower KAC Lot*	*100.00%**	*100.00%**
20	*Spillman Lot 1b*	*78.64%**	*68.93%**
21	*Spillman Lot 2*	*100.00%**	*100.00%**
23	Delavan Townhouse Lot	52.78%	45.56%
24	Demerly Hall Lot	72.58%	56.45%
25	Lyons Hall Lot 4	80.00%	82.86%
26	Science Hall Main Street Lot	93.18%	93.18%
27	Agassiz	100.00%	93.33%
CCC	Rear Health Science Lot	38.18%	47.27%

** All of the vehicles observed parking on the second floor of the Science Hall Parking Structure which would be removed under this future scenario have been distributed among lots 18 - Upper KAC Lot, 19 - Lower KAC Lot, 20 - Spillman Lot 1b and 21 - Spillman Lot 2.*

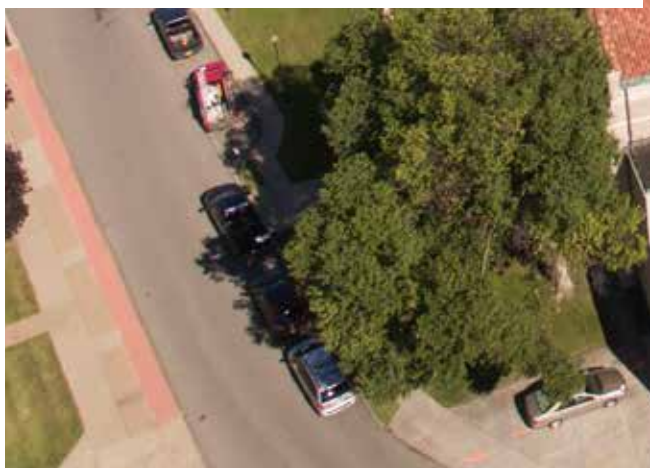
11.0 CONCLUSIONS

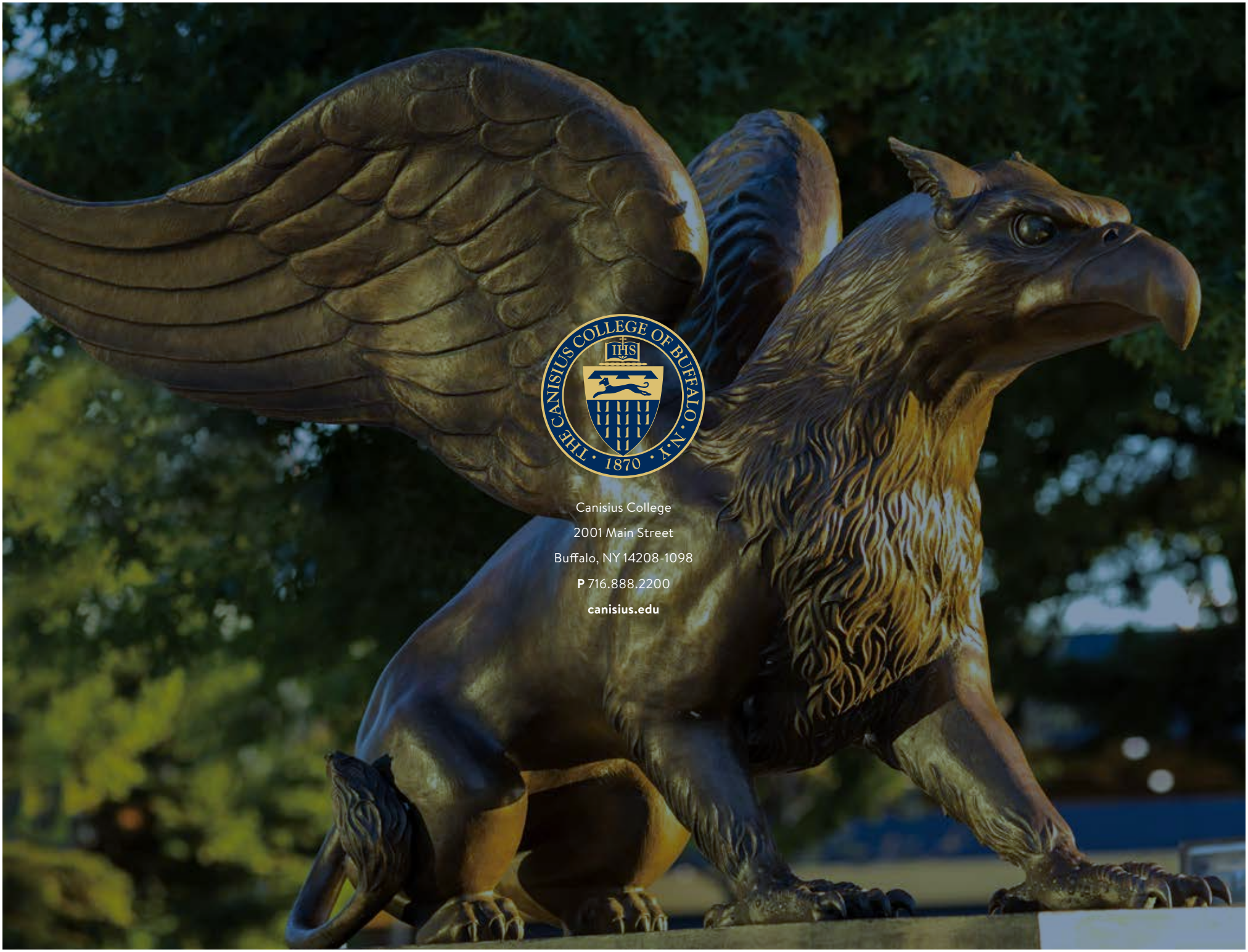
A. Current Parking Facilities

1. The existing parking facilities provide an adequate capacity for the current parking demand as observed during the field data collection task.
2. The capacity of the existing parking facilities exceed the minimum parking supply ratio requirement as stipulated in the Charter of the City of Buffalo.
3. The capacity of the existing parking facilities exceed the recommended parking supply ratio defined in the Institute of Transportation Engineers, Parking Generation Manual, 3rd edition.

B. Future Parking Facilities with Ramp Replaced by Surface Lot

1. The future parking facilities will be near full capacity for the current parking demand.
2. The capacity of the future parking facilities exceed the minimum parking supply ratio requirement as stipulated in the Charter of the City of Buffalo.
3. The capacity of the future parking facilities falls just short of the recommended parking supply ratio defined in the Institute of Transportation Engineers, Parking Generation Manual, 3rd edition. The future scenario will be at 99.4% of the ITE recommendation.
4. Removing the ramp and replacing it with a surface lot will likely cause a redistribution of parking, with more usage of some of the more distant currently under utilized lots, such as 8 - Lyons Hall Lot 2, 18-Upper KAC Lot, 19 - Lower KAC Lot, 20 - Spillman Lot 1, and 21 - Spillman Lot 2.
5. In order to meet the recommended parking supply ratio defined in the ITE, P.G.M. 3rd Ed, the surface lot placed at the existing parking structure location would need to accommodate 418 parking spaces, which is 10 spaces more than is currently proposed.
6. The future parking scenario is 99.4% of the ITE recommendation and is well above the City of Buffalo requirements. No adverse effects are anticipated by utilizing this future scenario.





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