



Making a dent in U of T's  
deferred maintenance backlog  
(while we can)



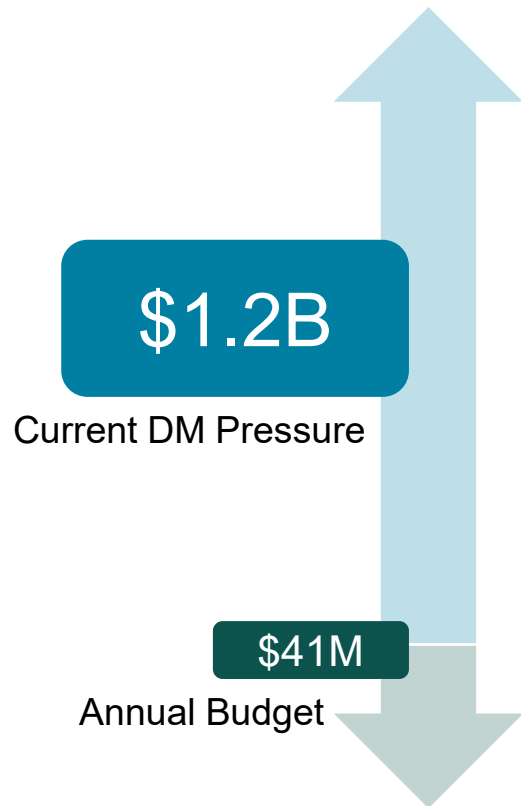
UNIVERSITY OF  
TORONTO

Facilities & Services



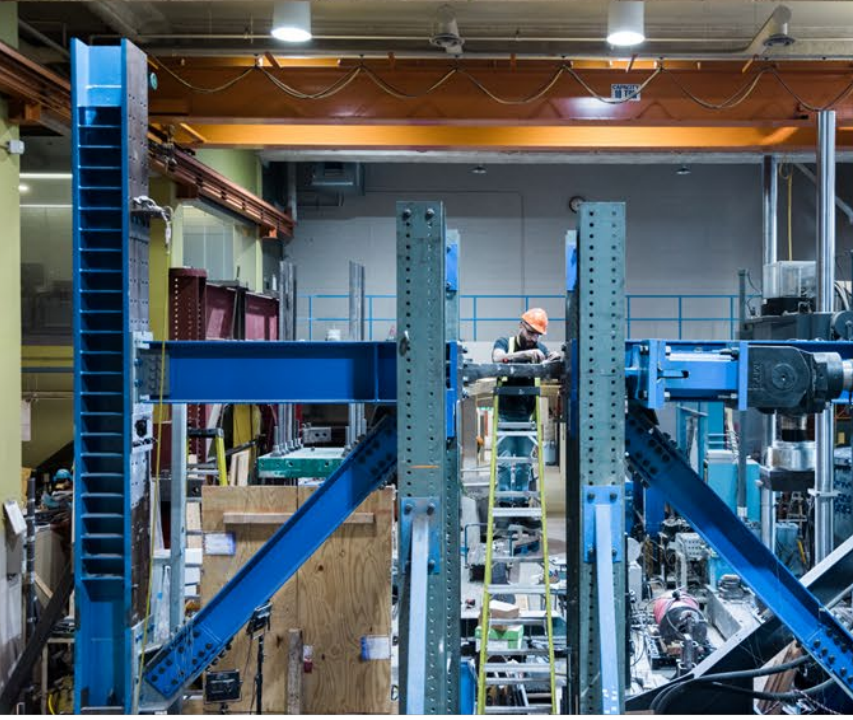
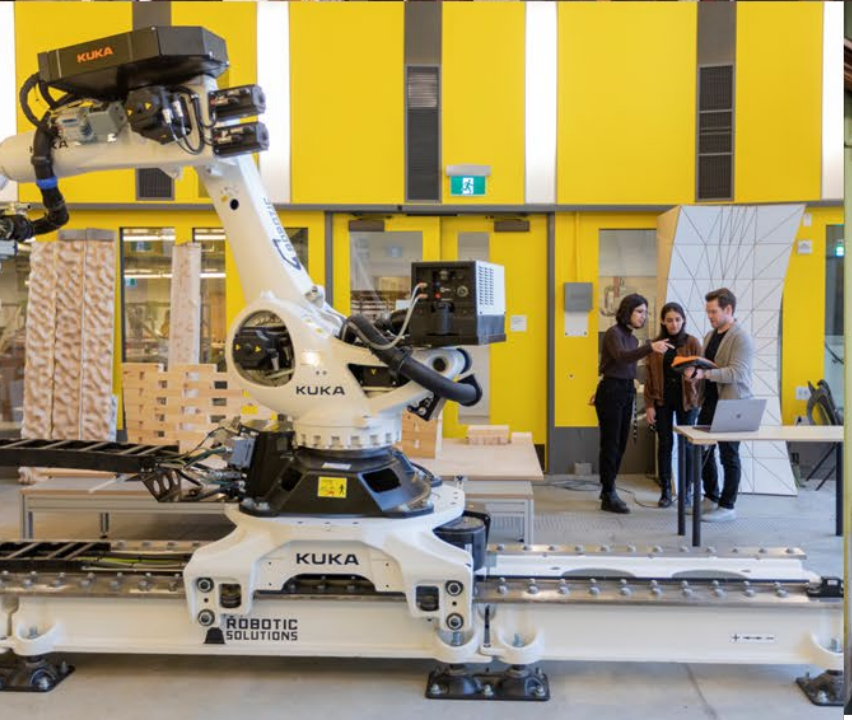
# Executive Summary

## Key Challenge



## Key Components

- The proposed program would address \$300M in Deferred Maintenance on the St George Campus
- Seeking \$250M in debt room
  - \$200M for UTSG, and
  - \$50M UTM/UTSC/Residences/IT Infrastructure
- UTM/UTSC to manage program through their local processes
- Residences must show ability to repay debt allocation



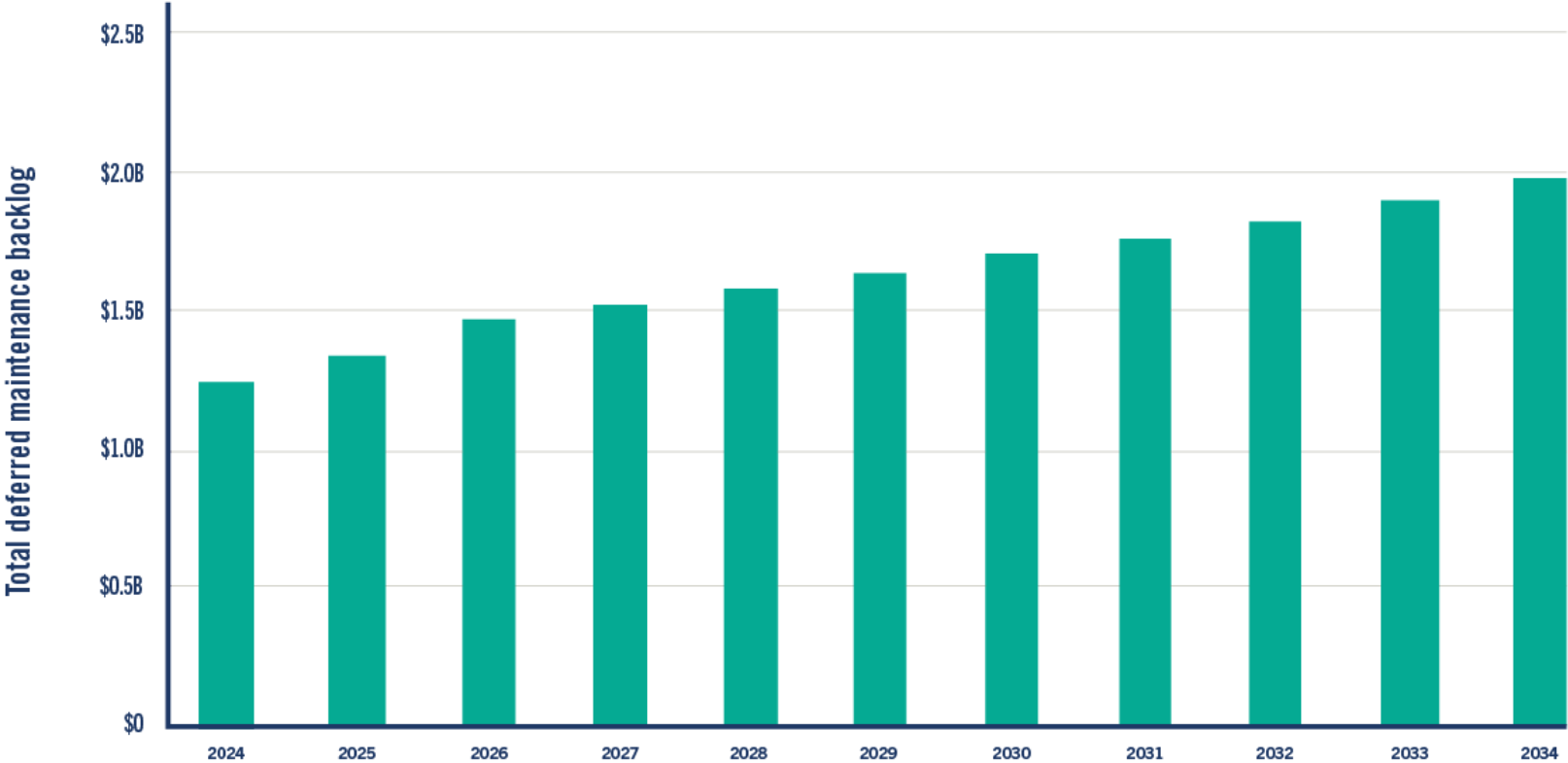


Previous leaks,  
with repairs



# The St. George backlog is projected to grow by \$650M by 2034

## ST. GEORGE CAMPUS DEFERRED MAINTENANCE BACKLOG GROWTH



In summary:

## A growing gap between need and funding



# We have a small window to make a significant dent in the backlog

**We are proposing a \$300M program for UTSG that will address a significant amount of deferred maintenance over three years**

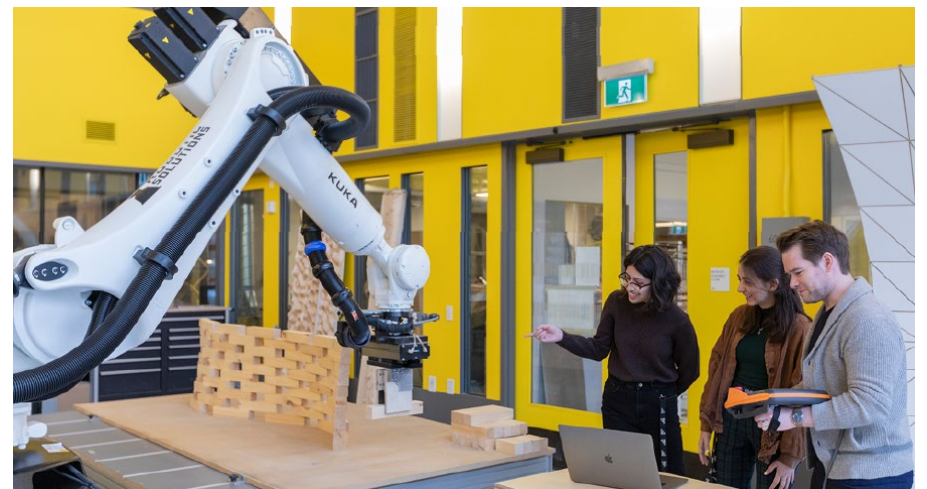
- ✓ Supported by leveraged financing without impact to concurrent projects and aligned with the University's debt policy
- ✓ Sufficient to address highest priority assets using the existing prioritization model
- ✓ Potential to yield co-benefits such as annual energy savings, increased flexibility and reduced costs of future capital upgrades
- ✓ Managed to budget, not to scope
- ✓ Equal to ~\$600M in upgrades in 2050



# Today, we prioritize funding for assets with highest risk of failure and greatest potential impact on the University

As part of our annual deferred maintenance program, each asset is assigned a weighted risk score of one to five based on the following criteria:

- The **physical condition** of the asset based on the facilities condition audit
- The **current use** of the facility that prioritizes academic and research functions
- The **future use** of the building based on the University's capital plan
- If the asset fails, the severity of **impact on building occupants and other building systems**





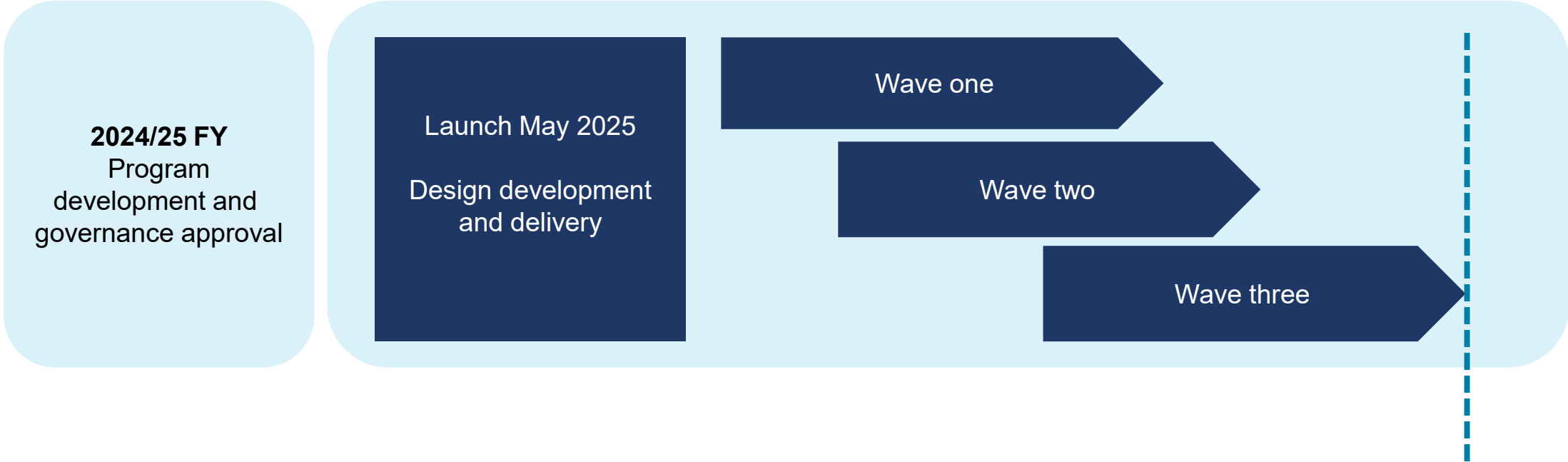
# Proposed project schedule & expenses



## Planning & approval



## Design & implementation

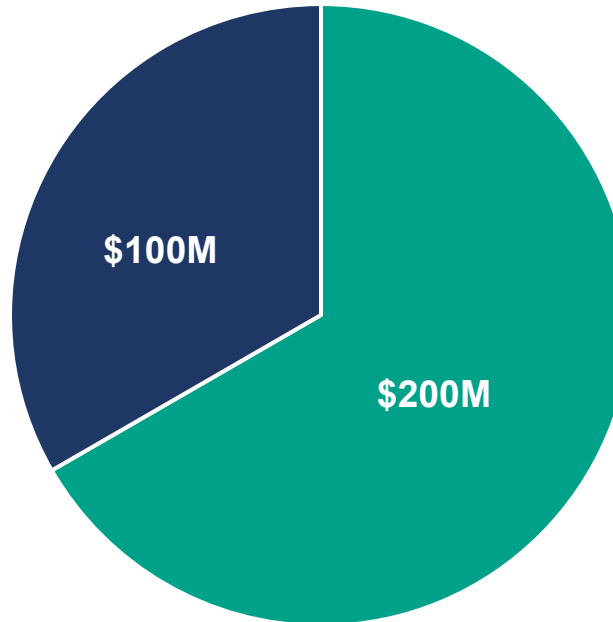


Target Completion Fiscal 2027/28

# Proposed financing plan

## One third – from DM budget

- Partially leverage annual DM budget and future energy savings



## Two thirds – financing

- Finance \$200M over 25 years
- Annual principal & interest payments of \$17M
  - Fully covered by annual DM budget and utilities savings

# Principles for selection & execution

- Take an institutional lens to reduce overall campus risk
  - Use existing risk-based prioritization system to select projects based on greatest need and maximum impact on academic mission
  - Ensure a transparent and collaborative project selection approach
- Funding will be used exclusively for deferred maintenance projects, not new spaces or expansion
- Maximize opportunities to increase climate resilience and energy efficiency
- Commit to projects in phases to ensure ability to stay flexible and within budget



MAXIMUM  
30

