

An aerial photograph of the University of Toronto campus. In the foreground, a large green lawn is visible, with a stone tower on the left and a large building with a green dome on the right. The background shows the dense city skyline of Toronto, with the CN Tower prominently in the center. The sky is overcast.

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



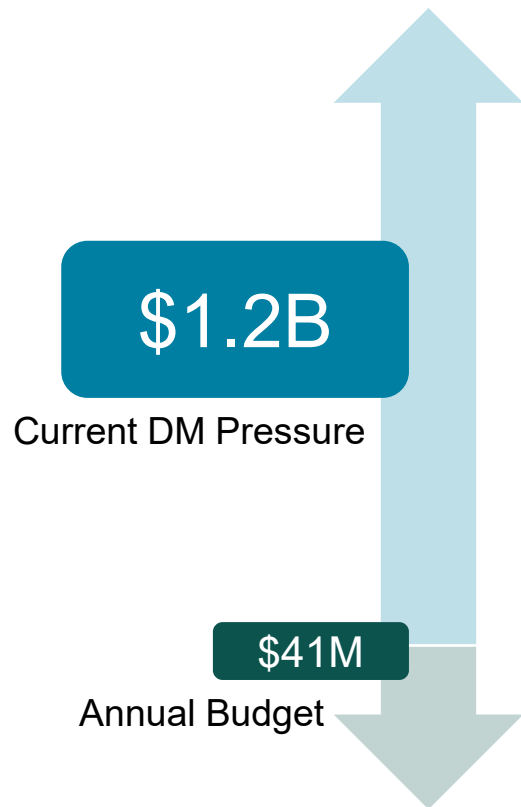
UNIVERSITY OF
TORONTO

Facilities & Services



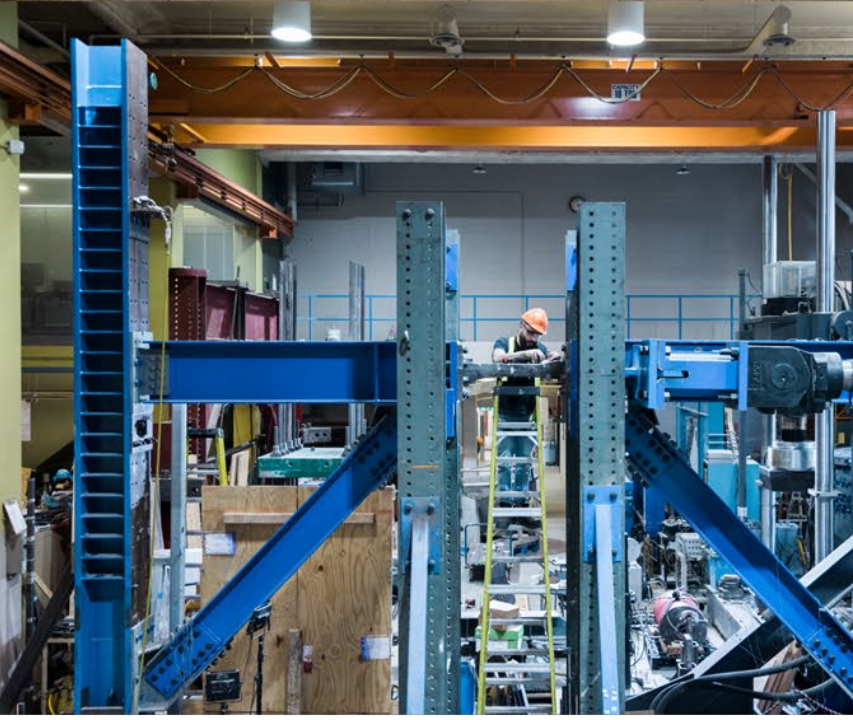
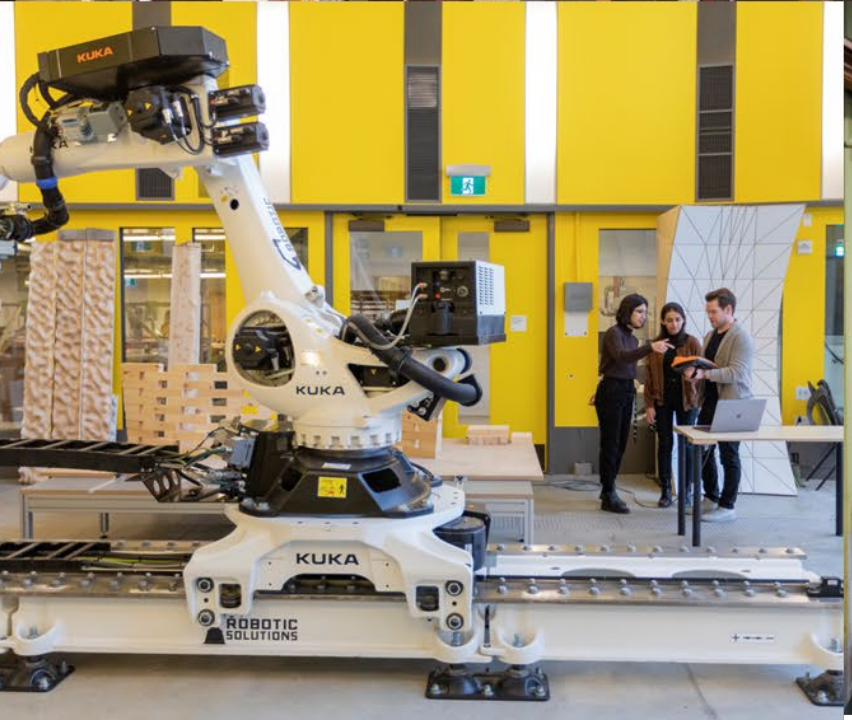
Executive Summary

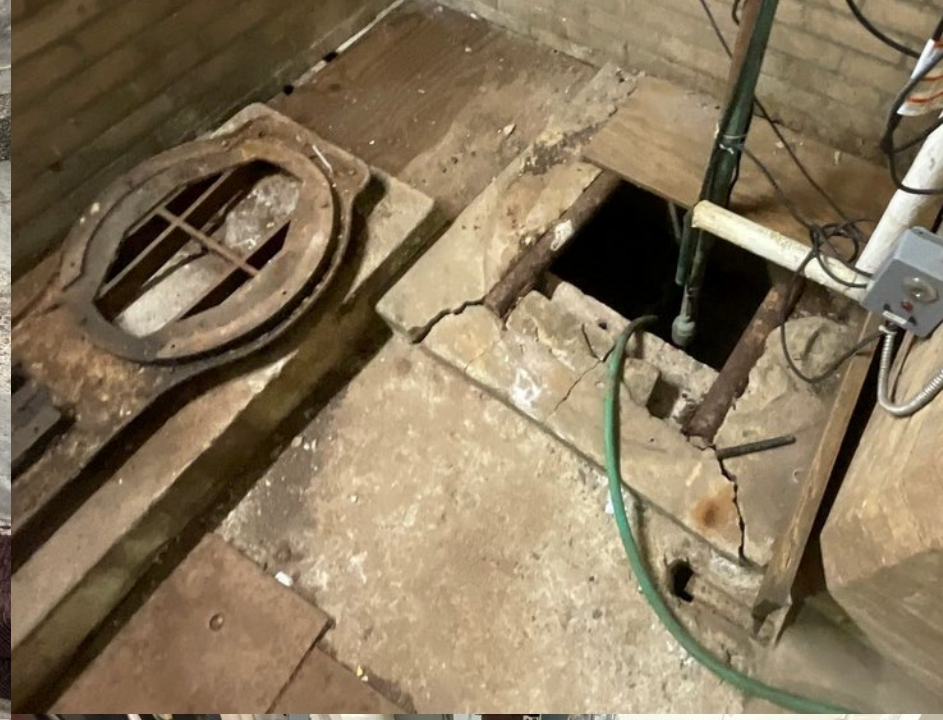
Key Challenge



Key Components

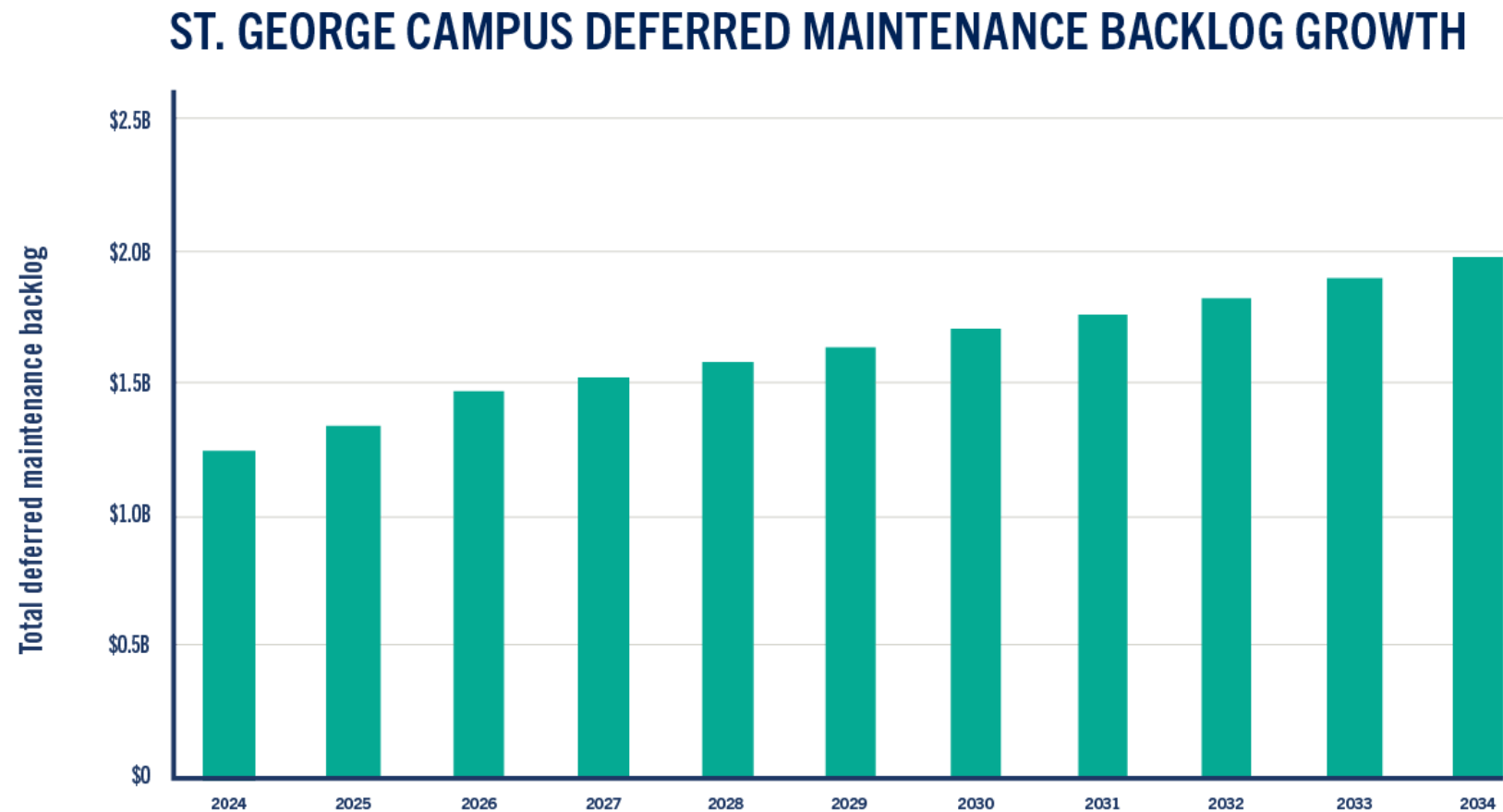
- The proposed program would address \$300M in Deferred Maintenance on the St George Campus
- Seeking \$250M in debt room
 - \$200M for UTSG, and
 - \$50M UTM/UTSC/Residences/IT Infrastructure
- UTM/UTSC to manage program through their local processes
- Residences must show ability to repay debt allocation





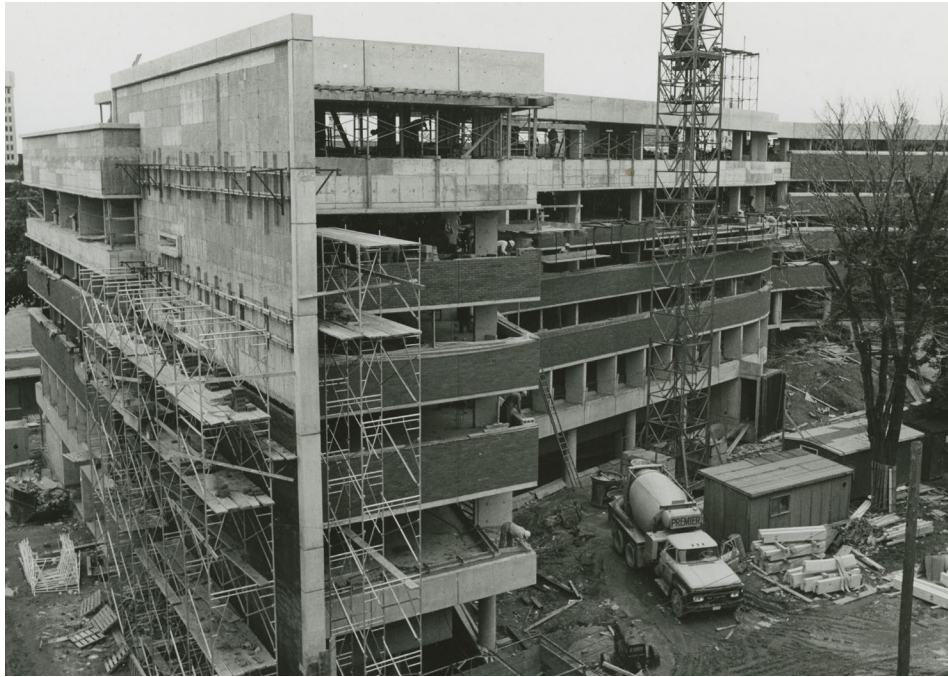
Previous leaks,
with repairs

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



Building systems from two construction booms are approaching obsolescence simultaneously

POST-WAR



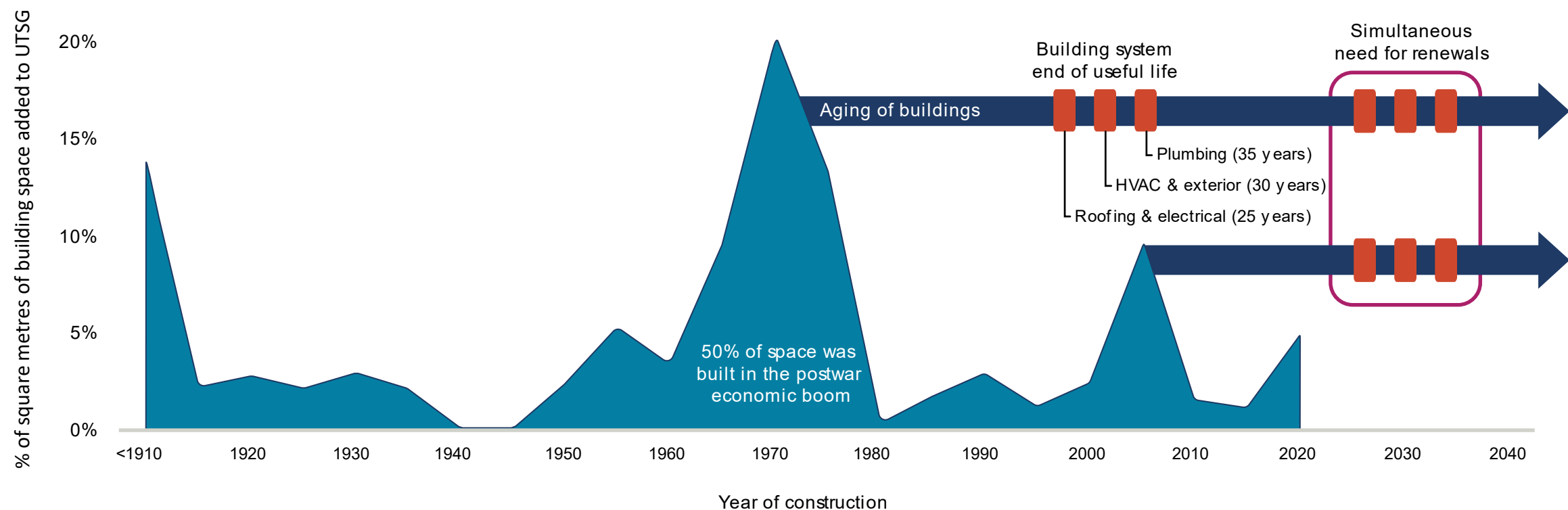
New College, 1968

EARLY 21ST CENTURY



Leslie L. Dan Pharmacy Building, 2006

Incoming waves of renewals are growing our backlog



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

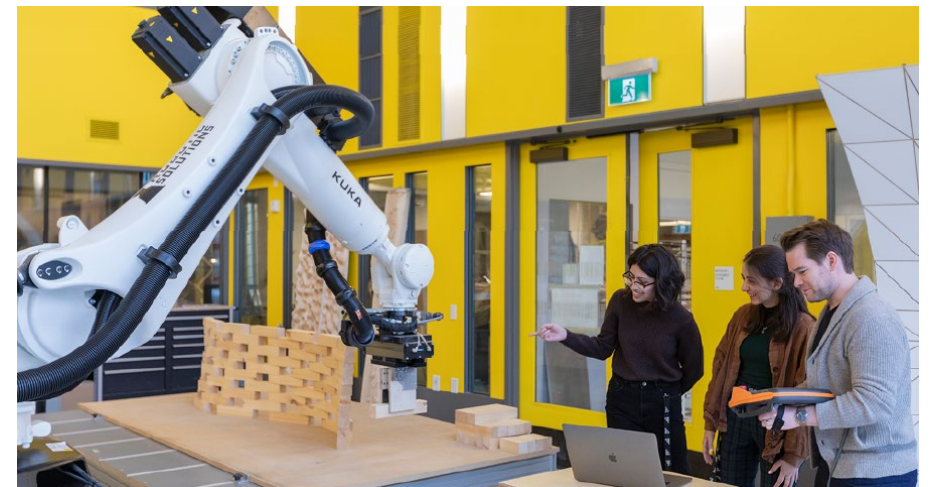
- ✓ Supported by leveraged financing without impact to concurrent projects and aligned with the University's debt policy
- ✓ Sufficient to address highest priority assets using the existing prioritization model
- ✓ Potential to yield co-benefits such as annual energy savings, increased flexibility and 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**



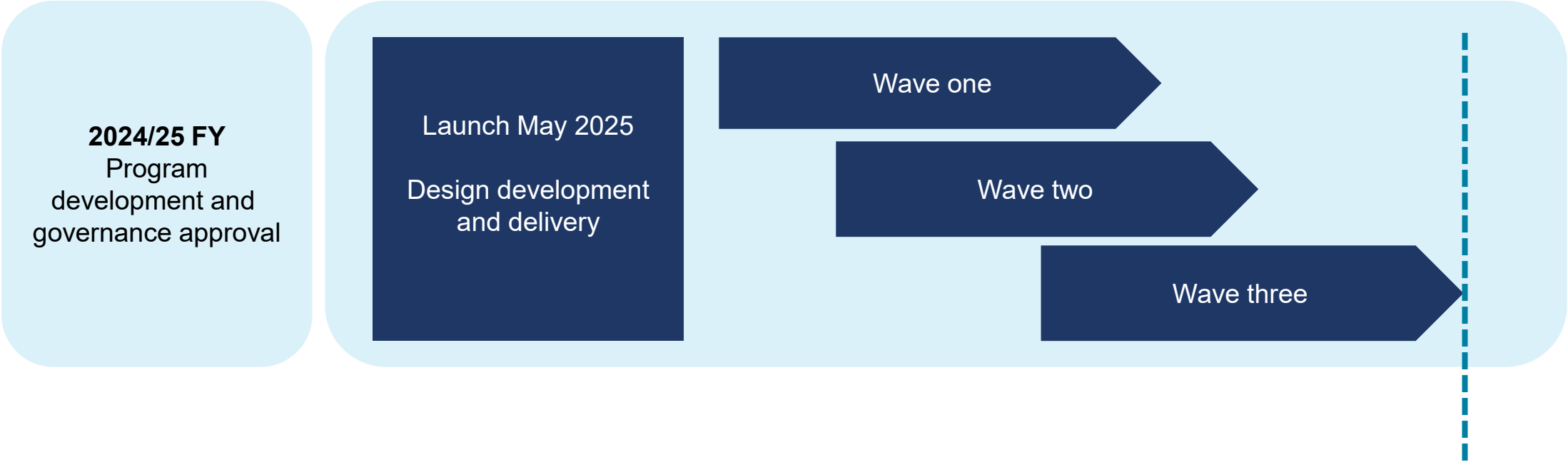
Proposed project schedule & expenses



Planning & approval



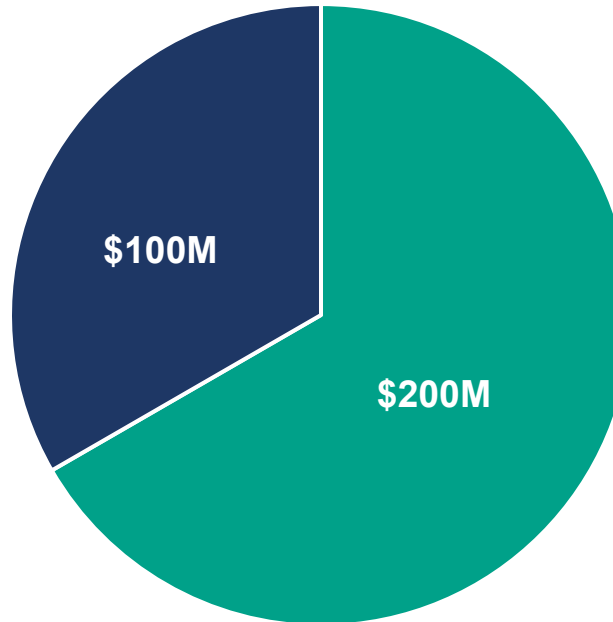
Design & implementation



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

