



# Deferred maintenance report 2025

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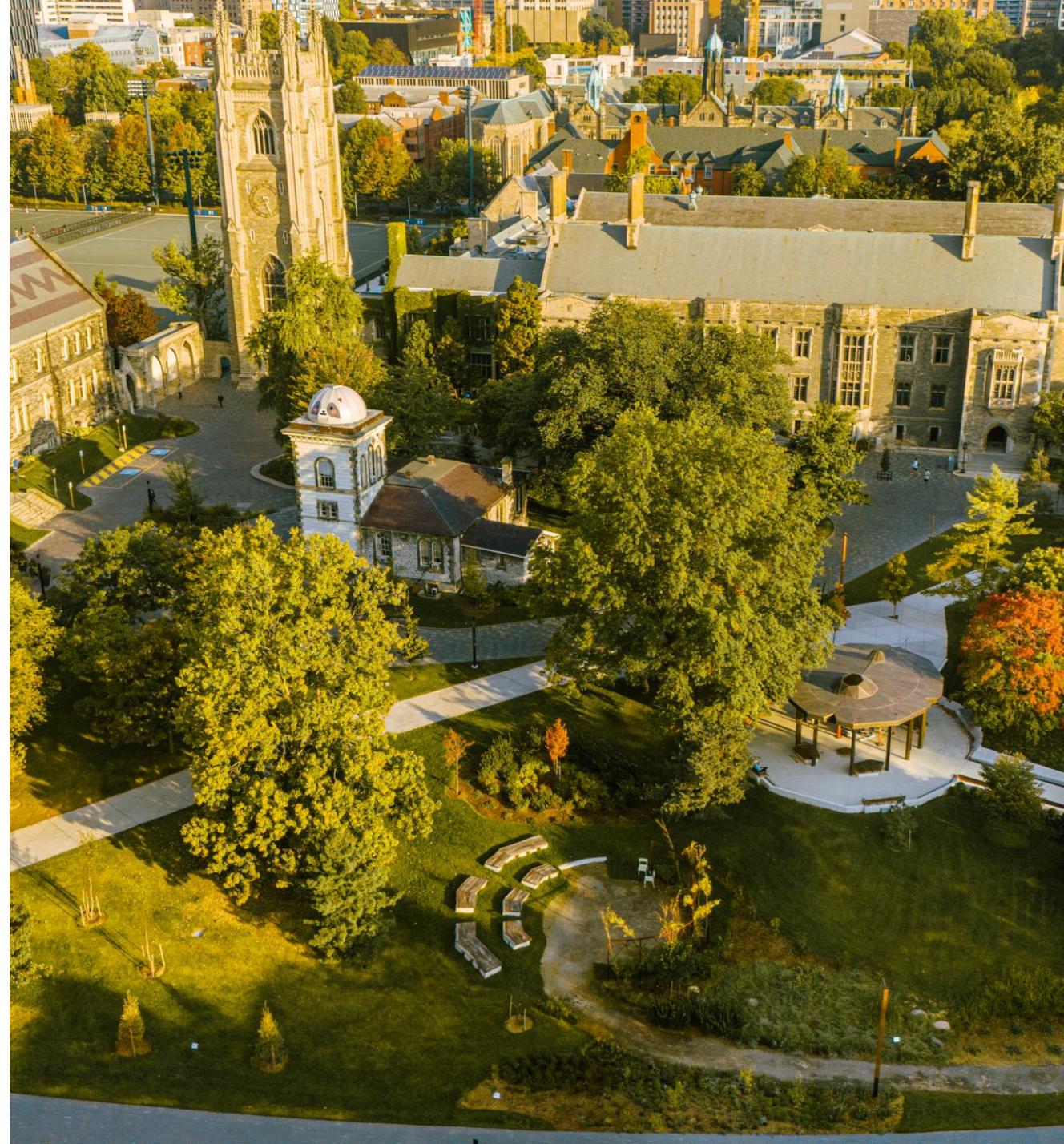
Chief Operating Officer

Property Services & Sustainability

# Our campus

Shapes lifelong memories. Inspires discoveries.  
Influences community wellbeing.

- As stewards of the St. George campus, we keep our campus clean, comfortable and ready to support learning, research and campus life.
- Behind our walls, many systems that keep our campus running are aging. They need a dedicated, steady stream of investment for renewals, upgrades and replacement.
- A sustainable, long-term funding strategy will preserve, enhance and future-proof our historic campus.



# Deferred maintenance defined

Preserve. Enhance. Future-proof.

- Despite its name, deferred maintenance (DM) does not refer to routine, preventative upkeep.
- Better thought of as **deferred renewal**, it describes the major infrastructure renewals and upgrades that have been delayed due to budget or resource constraints.
- DM requires sustained, long-term investment to preserve, enhance and future-proof our historic campus.
- When investment in renewal does not keep pace with aging and deteriorating infrastructure, a backlog occurs.



# Tri-campus summary: 2025



**\$7.4B**

The total current replacement value of all university buildings has increased by \$280M since 2024.



**\$1.5B**

The tri-campus deferred maintenance backlog has increased by \$46.4M since 2024.



**20.2%**

The combined facility condition index has decreased by 0.14% since 2024.

# Deferred maintenance by campus

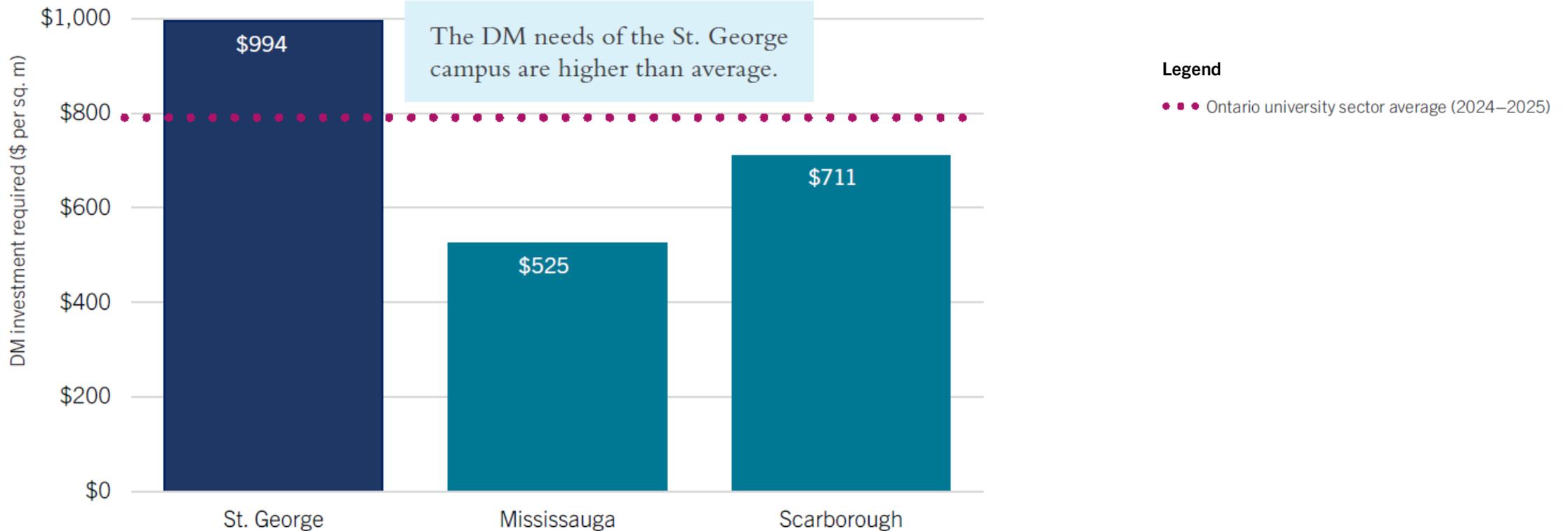
|  | Definition   | St. George                               | Mississauga                           | Scarborough                           |
|--|--|--|---------------------------------------|---------------------------------------|
| <b>Total current replacement value</b> | The cost to replace all academic and administrative buildings on campus            | \$5.80B<br>for 121 buildings<br>▲ \$237M | \$981M<br>for 28 buildings<br>▲ \$25M | \$657M<br>for 12 buildings<br>▲ \$18M |
| <b>Deferred maintenance backlog</b>    | The cost of major repairs and upgrades needed to fix a building's deficiencies     | \$1.30B<br>▲ \$56M                       | \$69.0M<br>▼ \$4.2M                   | \$135.9M<br>▼ \$5.70M                 |
| <b>Facility condition index</b>        | Total deferred maintenance backlog / total current replacement value               | 22.4%<br>▲ 0.06%                         | 7.03%<br>▼ 0.62%                      | 20.7%<br>▼ 1.48%                      |
| <b>Priority-one needs</b>              | The cost of deficiencies that are recommended to be addressed within the next year | \$482M<br>▲ 14.9%                        | \$4.31M<br>▼ 28.9%                    | \$46.0M<br>▼ 3.60%                    |

# Deferred maintenance need

On our historic campus, where over half of the buildings were constructed before 1950, DM needs can be substantially higher than in newer facilities.

## Deferred maintenance needs by campus

(\$ per sq. metre)

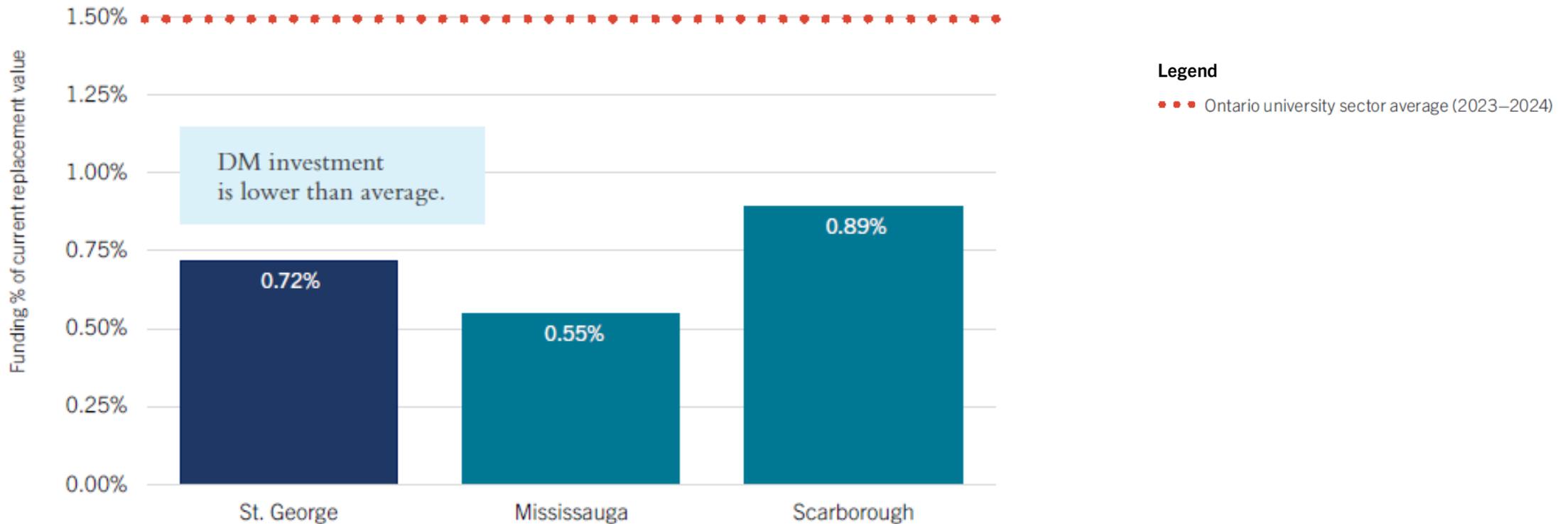


# Deferred maintenance investment

Experts recommend allocating 1.5 to 3 per cent of the total current replacement value to infrastructure renewal. The 2024 provincial average is approximately 1.49 per cent. U of T tri-campus spend is 0.71 per cent.

## Deferred maintenance investment by campus

(% of current replacement value)



# RISE: A historic \$300M investment

Through RISE, we are funding and executing many DM projects in a condensed timeframe to slow the growth of the DM backlog in the short- to medium-term. RISE is also moving us closer to becoming a climate positive campus, with each project assessed to find opportunities to maximize energy savings and decarbonization.

## Key stats



**3**  
years



**\$300M**  
investment



**300+**  
projects



**68**  
buildings

## Funding distribution by project focus

**\$145M**

Mechanical  
(HVAC, fire protection)

**\$59M**

Electrical  
(switchboards, panels, transformers)

**\$39M**

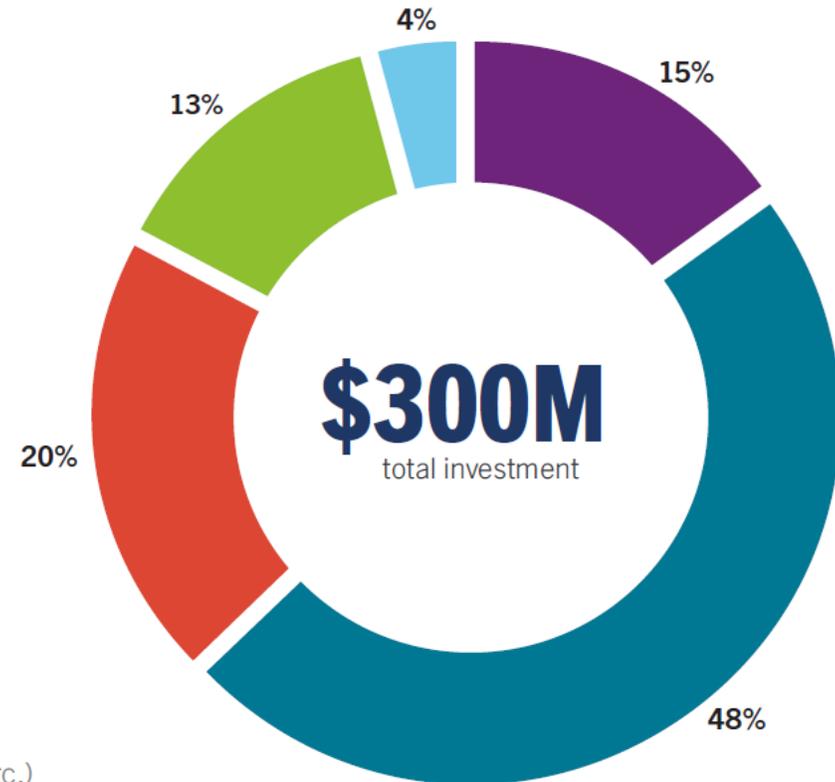
Elevators  
(modernize or replace 47 elevators)

**\$13M**

Roofing  
(repair or replace 24 roofs)

**\$44M**

Other costs  
(permits, project management, interest, etc.)



# How do we prioritize DM needs?

Facilities & Services uses an evidence-based, multi-factor model to identify the projects that are most critical for the campus community.

## AUDIT

Every building on campus is audited at least once every five years to assess its age, condition and design compliance.

## ASSESS

Every building element is given a score out of five, based on four weighted categories.

The highest scoring issues are prioritized for the following year.

Criteria weightings are periodically reviewed by stakeholders.



- Physical condition (45%)
- Impact on users (36%)
- Fabric impacts of failure (15%)
- Building use (4%)

## ACT

Work gets underway on the highest priority projects to preserve, enhance and future-proof our campus.

**This five-year cycle is continually underway.**

# Smart investments, stronger campus

F&S is steadily reducing the university's infrastructure risk by targeting available DM funds to the assets and systems that post the greatest risk to campus operations.

- Using our multi-factor model, F&S reduced the weighted risk index in eight of 10 core DM categories between 2019 and 2024.
- In 2025, we see further reductions in risk thanks to the RISE investment.

## Weighted risk index with and without RISE investment

| St. George DM areas | 2025 without RISE | 2025 with RISE |   |
|---------------------|-------------------|----------------|---|
| Elevators and lifts | 4.62              | 4.21           | ▼ |
| Roofing             | 3.94              | 3.81           | ▼ |
| HVAC                | 3.52              | 3.41           | ▼ |
| Fire protection     | 2.74              | 2.68           | ▼ |
| Electrical          | 3.71              | 3.66           | ▼ |
| Superstructure      | 2.64              | 2.63           | ▼ |
| Plumbing            | 3.05              | 3.04           | ▼ |
| Exterior enclosures | 3.08              | 3.08           | ▬ |
| Foundations         | 2.86              | 2.86           | ▬ |
| Site improvements   | 2.47              | 2.47           | ▬ |

# An investment in elevators

As part of the RISE program, we will modernize more than 47 elevators. Upgrades will include new controllers, doors, motors, safety circuits and communication systems.



## 47+

elevator  
modernizations

### Impact:

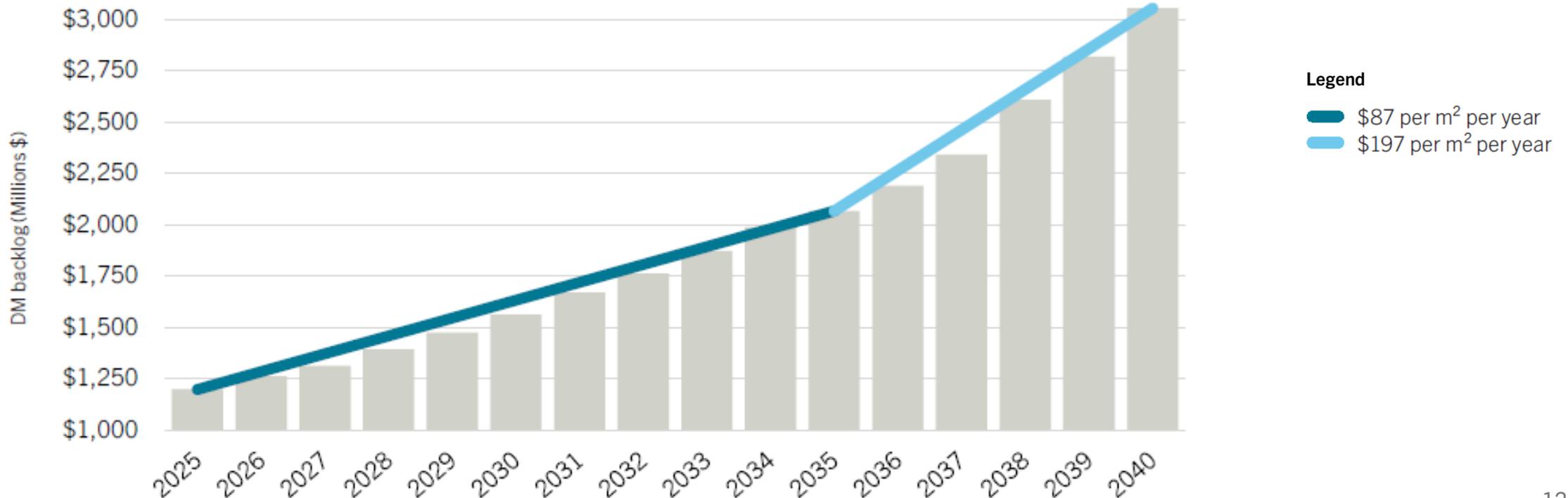
- Improve reliability
- Enhance campus accessibility
- Ensure ease of ongoing maintenance
- Reduce energy use



# Reducing near-term DM growth, planning for the future

Over the next 5-10 years, RISE funding will meaningfully slow the accumulation of DM. Beyond this, sustained investment will be needed to address DM acceleration in line with infrastructure deterioration and critical renewal periods from construction booms in the 1960s and 2000s.

## St. George campus deferred maintenance growth



# Capital co-benefits

New construction and major renewal projects play a critical role in reducing the deferred maintenance backlog.

- Capital investments in 2025 are projected to reduce our DM backlog by approximately \$54M.
- Notably:
  - The new James and Louise Temerty Building will address approximately \$20M of DM.
  - The second phase of the Schwartz Reisman Innovation Campus has addressed approximately \$10M of DM.





**Thank you**